

Queen's University | Facilities

2026 Deferred Maintenance Report

STATEMENT OF ACKNOWLEDGEMENT OF TRADITIONAL LAND

Queen's University is situated on the traditional lands of the Anishinaabe and the Haudenosaunee. We are grateful to live, learn, and work on these lands, which continue to be home to many Indigenous peoples. As stewards of the campus, we recognize the importance of caring for the land, water, and environment in ways that honor these long-standing relationships. Facilities is committed to supporting Queen's efforts toward reconciliation by integrating respect for the land into our daily operations and advancing sustainability as part of our responsibility to current and future generations.

MESSAGE FROM THE UNIVERSITY

In 2023 a comprehensive Deferred Maintenance strategy was developed to inform future DM planning. This strategy, which includes principles for prioritization, is currently being used to inform DM plans and is being augmented by a holistic approach to building system renewal and to ensure alignment with long-term asset management and the Campus Master Plan.



Photo: Bird's Eye of Theological Hall

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Photo: Grant Hall at Sunset

DEFERRED MAINTENANCE EXPLAINED

Deferred maintenance or "DM" refers to any upgrade or major renovation that is postponed or delayed due to budget or resource limitations.

Deferred maintenance is not just routine upkeep—it involves major capital work that protects, upgrades, and prepares our historic campus buildings for the future.

THE DM STRATEGY

The University's deferred maintenance strategy revolves around three phases: Audit, Planning and Implementation. These phases operate together in a 3 year rolling cycle.

IMPLEMENTATION PHILOSOPHY

A principle-based methodology for developing future deferred maintenance plans was developed and is currently being used to inform DM plans. Some key principles are listed below:

- Systems known to be broken or needing immediate repair are to be prioritized and addressed immediately;
- Academic buildings and research spaces are prioritized over other buildings;
- All safety elements and regulatory compliance issues are addressed as a priority;
- Higher risk building elements that have the capacity to disrupt campus operations (roofing, windows, main electrical infrastructure, HVAC) are prioritized;
- If feasible, allocate dedicated annual funding to upgrade washrooms (including more gender-neutral single-use options) and improve accessibility by replacing outdated elevators and enhancing building access.

Photo: JDUC and Queen's Centre

AUDIT



Every year 20% of university facilities are audited by external consultants to assess their age and condition. The results are then logged in a centralized inflation-adjusted database providing a complete view of campus infrastructure needs in the coming years.

PLAN



The building condition assessment data then is downloaded and assessed based on a prioritization matrix, expert knowledge and a principle-based methodology; which is used to develop a multi-year plan.

IMPLEMENT



Throughout the implementation phase, the multi-disciplinary team meets to review progress on the deferred maintenance plan to ensure milestones are met, and to make decisions with respect to project scope and timing if issues arise.



Photo: Ontario Hall

DEFERRED MAINTENANCE BALANCE

The deferred maintenance balance and Current Replacement Value (**CRV**) of campus infrastructure as of January 2025 are **$521** million and **$3.97** billion respectively.

The $521 million deferred maintenance balance includes:

1. Five years (2020, 2021, 2022, 2023, and 2024) of 20% per year building assessments;
2. DM projects completed to December 2024;
3. Annual inflation of DM balances (6.27% in 2022, 11.3% in 2023, 0% in 2024, 2.62% in 2025 across the sector);
4. Annual renewals advanced and moved into the three-year DM window;
5. A reduction of the DM total to reflect complete building renovations;
6. Amendments to reflect internal audit of data.

$3.97B → **Total Campus Replacement Value**

$521M → **Total Deferred Maintenance Balance**

*Both values are current as of January 2026

The $3.97B CRV is a $80k **increase** from January 2025 and the $521M DM is a $18M decrease from January 2025.

DEFERRED MAINTENANCE BREAKDOWN

The DM backlog can be broken down into "**Building Systems**" to group certain elements in a building together. This helps us visualize what aspects of a building need prioritization.

Each system is further split into two categories to develop more efficient solutions:

DM Program: high risk and **high priority** elements within DM. Often addressed as individual items.
Building Renewal: Elements with a **lower risk** of failure that can be addressed in a major renewal/renovation. This often means taking a building or portion of a building off-line for a period of time. For non-heritage buildings it may be more effective to demolish and intensify the building on the site as was done with the JDUC revitalization.

An explanation of some key elements are within a system, along with how DM addresses them is on the right.

Table 1: Breakdown of DM by building system.

Building System	DM Requirements ($M)
Envelope	104.9
Fire Protection	21.5
Electrical	57.8
Mechanical	126.4
Elevator	12.2
Interior	118.5
Total Building DM	**441.3**
Infrastructure	80
Total Deferred Maintenance	**521.3**

Photo: Bird's Eye of Theological Hall

Envelope

DM Program – Roofing, windows, doors, skylights, exterior wall cladding materials such as stone, stucco, and metal.

Building Renewal – Foundations, basement floors, basement walls, and roof structures.

Fire Protection

DM Program – Kitchen fire suppression systems, sprinkler pumps, pressure sensors, fire alarm panels.

Building Renewal – Fire alarm conduit and wiring, sprinkler system piping.

Electrical

DM Program – High voltage transformers, switchgears, transfer switches, generators, lighting control.

Building Renewal – Field panels, branch wiring, lighting.

Mechanical

DM Program – Fans, pumps, heat exchangers, tanks, radiators, chillers, boilers, ventilators, heat pumps.

Building Renewal – ductwork, piping systems (water, steam, heating, cooling).

Elevators

DM Program – All elevators and lifts are included in the DM program as the devices are highly regulated and are critical in making the campus more inclusive and accessible.

Interior

DM Program – The main component is washrooms along with initiatives to make them accessible, single use, and gender-neutral.

Building Renewal – Internal partitions and aesthetic components like flooring, ceiling, and wall finishes.

Infrastructure

DM Program – Main heating and electrical generations components within the Central Heating Plant.

Building Renewal – Mechanical infrastructure piping (water, storm, sanitary, sewers, steam, and condensate). High voltage electrical infrastructure is maintained through routine testing and addressed as required.



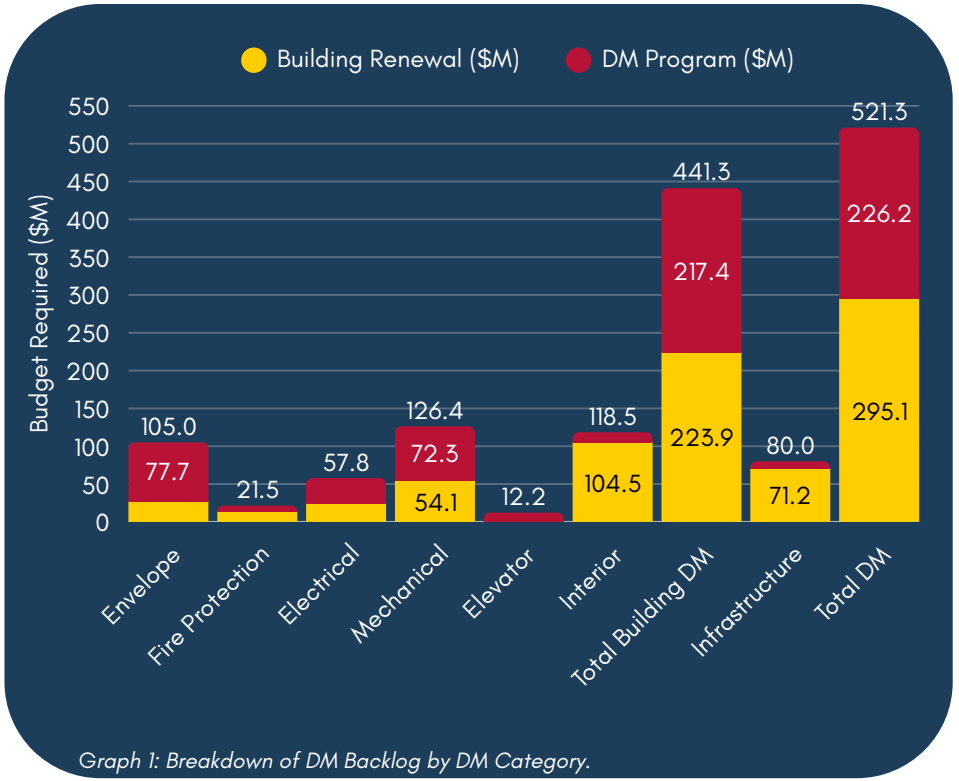
Photo: Autumn Campus

DEFERRED MAINTENANCE BREAKDOWN CONTINUED

Graph 1 below depicts a high-level illustration showing the split in each building system that will be addressed by the DM Program or a building renewal. When taking into account that building renewal elements will be addressed in major renovations, the result is an adjusted DM balance of $226.2M.

This becomes a more manageable and realistic balance to address as part of our DM strategy. The University will continue to be proactive in monitoring buildings and addressing any issues as they occur. The methodology used to deduct items that will only be addressed during building renewal, or as needed, is documented and will be updated annually.

BREAKDOWN OF DM BACKLOG BY CATEGORY



Graph 1: Breakdown of DM Backlog by DM Category.

DEFERRED MAINTENANCE FUNDING

Addressing of the DM backlog is a key priority of the university. In order to address the DM backlog, the University increases the operating budget allocation by **$750,000** annually. The total annual DM budget from 2025-26 to 2028-29 is shown in Table 2 below.

In addition to internal funds, Queen's University recieves the Facilities Renewal Program Grant (**FRP**), which is given by the provincial government to aid universities in **modernizing** their assets.

With increased funding, the University has been able to manage the deferred maintenance backlog to either avoid or minimize building and infrastructure failures that could potentially disrupt campus operations in a significant manner.

Table 2: Funding source for last year, current year, and anticipated funding for next two years.

Fiscal Year	2025-26	2026-27	2027-28	2028-29
Operating Budget Allocation	13.1M	13.1M	13.9M	14.6M
Facilities Renewal Program Grant (FRP)	6.1M	6.5M	6.5M	6.5M
Operating Funding	**19.2M**	**19.6M**	**20.4M**	**21.1M**
Housing and Hospitality Services	9.2M	9.9M	10.7M	12.8M
Total DM Funding	**28.4M**	**29.5M**	**31.1M**	**33.9M**



Graph 2: Total funding for DM by year (2025-2029)

Photo: Douglas Library

FACILITY CONDTION INDEX

A metric used to asses the condition of our assets is the three year Facility Condition Index or "**FCI**". The **lower** the FCI the **better** the condition of the asset. It is calculated by using the cost of fixing a building's **deficiencies** which is the deferred maintenance, to the cost of **replacing** the entire building. Simply put it is the $DM/$CRV for the asset.

GOOD: 0-10%

FAIR: 11-20%

POOR: 21-30%

CRITICAL: >30%

FCI COMPARISON

13.1% → Queen's University 2026 Combined Building and Infrastructure Facility Condition Index

19.4% → Ontario University 2025* Average Combined Building and Infrastructure Facility Condition Index

*2025 is the latest version of Ontario university FCI data.

The Queen's University FCI decreased by 0.3% in the last year. The total FCI of buildings (not including infrastructure) is 12%. Queen's DM data does not include buildings currently under redevelopment.



Photo: John Deutsch University Centre

FCI BREAKDOWN

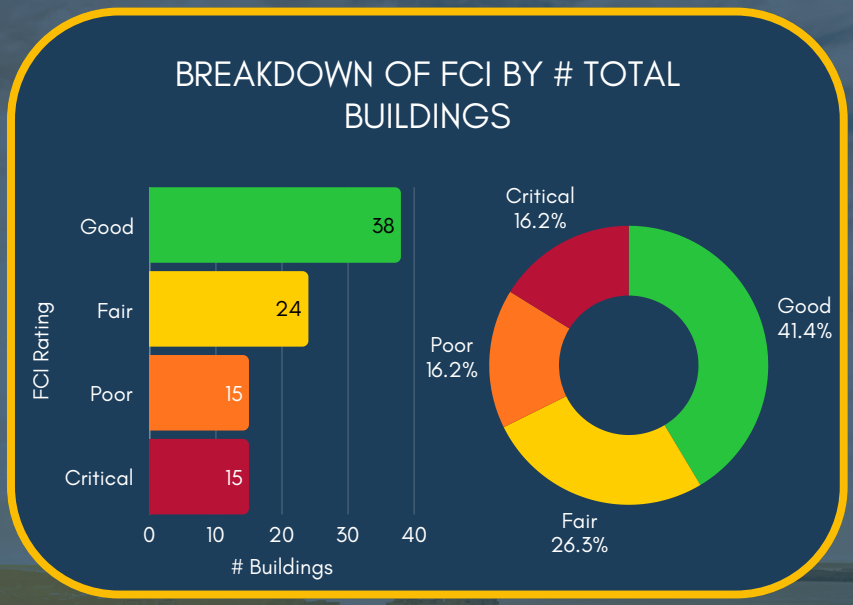
Queen's University's Three-Year FCI for buildings is 12%*. The University's combined building and infrastructure FCI is 13.1% based on January 2026 data. The 2025 Ontario University sector average FCI is 19.4%.

When reviewing individual building FCI: 41% (38 buildings) are classified as good; 26% (24 buildings) are classified as fair; 16% (15 buildings) as poor and 16% (15 buildings) as critical.

Of the 15 buildings identified as critical; Stirling Hall and 235 Frontenac Street (former KCVI School) have been identified within The University's Capital Investment Priorities (CIP). 235 Frontenac St has been prioritized to move forward as a Major Capital Project by the Senior Leadership Team. Subject to Board Approval, the redevelopment of this facility will address an estimated $25M in deferred maintenance.

Four of the buildings on this list will have significant deferred maintenance addressed over the next three years through the three-year DM plan. Two of the buildings are currently being used as swing space. A review of those facilities resulted in a decision that it is best to demolish those buildings to permit future, intensified development sites rather than to spend money maintaining those facilities. The remaining seven buildings have been assessed through the deferred maintenance prioritization process in order to determine the criticality of the individual systems that appear on the three-year DM list. These systems will be further reviewed in the coming year to validate the requirement to replace systems in the near future.

*Individual houses not included in data collection.



Graph 3: Graphs showing count and percentage of buildings in each FCI category.



Photo: University Avenue at Sunset

CURRENT AND FUTURE DM PROJECTS

Out of each year's DM budget a portion gets spent on designing projects and the other constructing them. This is to ensure that the full DM budget can be spent within the year.

Keeping this in mind it is important for the University community to see how deferred maintenance spending improves the campus experience and their interaction with the built environment.

To maximize in year spending of DM funding, multi-year projects are allocated funding based on the anticipated deferred maintenance expenditure for a given fiscal year.

The University aims to have a diverse set of projects each year which target different aspects of the University environment. This includes ideals like increasing accessibility, renewing exteriors for heritage buildings to increase longevity, and the improvment and replacement of internal systems. A few of the many projects that help support this philosophy are below:

- Elevator Replacement at Dunning and Etherington Halls.
- The continuation of washroom upgrades at Mackintosh-Corry Hall [multi-year];
- Repoint limestone at Jackson Hall [multi-year];
- Renewal of Jeffery Hall at grade roof deck [multi-year];
- Project Connect (this will link Agnes, Jeffery Hall, Mackintosh-Corry Hall, Harrison LeCaine Hall, Watson Hall, and the Indigenous gathering space together [multi-year];
- Chernoff Hall Backflow Preventor Replacement (this will ensure the safety of water sources in the building, failure to replace these may result in lab spaces being unusable) [multi-year];
- Joseph S. Stauffer Library Emergency Generator Upgrade (this will increase reliability of the building during emergency scenarios).



Photo: Joseph S. Stauffer Library

UPCOMING DM PROJECT HIGHLIGHTS

JACKSON HALL REPOINTING

Project Overview

- Project encompasses restoration and replacement of old or damaged stone walls

Impacts

- Renewal of stone exterior improves longevity of the building.
- Enhances the structural integrity of the building, making it safer for users.



Photo: Jackson Hall



Photo: Chernoff Hall Labratory

CHERNOFF HALL BACKFLOW PREVENTORS

Project Overview

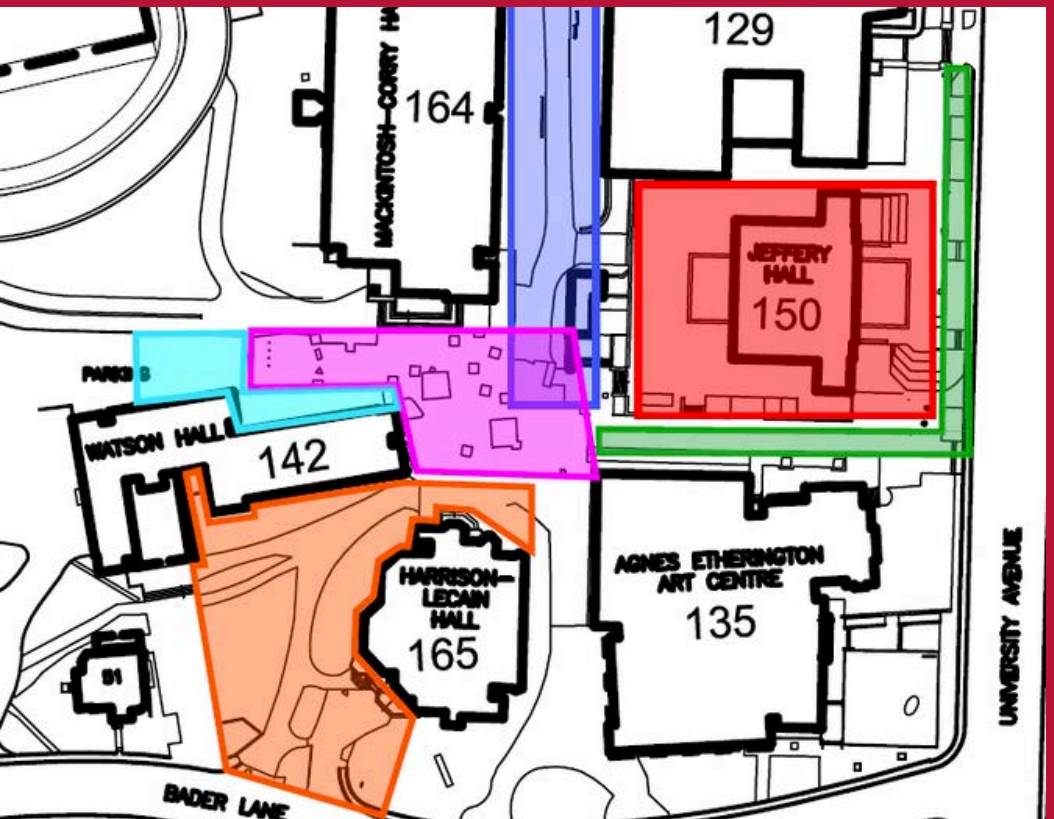
- Replacement of failing and old backflow preventors.
- Improving existing design to make backflow preventors more accessible for maintenance.

Impacts

- Improved safety and usability of lab spaces within building.
- Water sources within building protected from materials and chemicals used in lab.



Photo: 3D Rendering of the Agnes Etherington Art Centre



PROJECT CONNECT

Project Connect is a plan containing major deferred maintenance projects at the intersection of University Avenue and Bader Lane. Projects focused on renewing critical campus infrastructure while minimizing disruption through integrated planning and construction.

The plan involves five primary projects across Jeffery Hall, Mackintosh-Corry Hall, Harrison LeCaine and Watson Halls:

- Renewal of campus and steam infrastructure at Jeffery Hall;
- Replacement of Jeffery Hall podium roof and landscaping;
- Drainage and overland flow improvements at Mackintosh-Corry Hall;
- Foundation repairs at Harrison-LeCaine Hall.
- Addition of elevator at Watson Hall.

Closely aligned with Project Connect is the **Art Square redevelopment**, a complete transformation of the central public space linking these buildings, the Indigenous Learning Center, and the new **Agnes Etherington Art Centre** together with new pedestrian routes and landscaping. The graphic below shows the areas affected by each project.

While these projects are delivered under separate contracts, their close proximity requires engineering coordination and shared construction logistics. Together, these initiatives represent a connected investment in campus infrastructure, accessibility, and university community improvements.

Legend:

- Red - Jeffery Hall Roof Project
- Green - Agnes to Jeffery Steam Distribution Upgrade
- Blue - Drainage and Flow Improvements at Mac-Corry
- Orange - Foundation Repairs at Harrison LeCaine
- Pink - Arts Square Redevelopment
- Cyan - Watson Hall Elevator Addition

2025 COMPLETED DM PROJECT EXAMPLES

MCNEILL HOUSE ELEVATOR MODERNIZATION

Project Overview

- Project modernized the elevator movement mechanism and improved cab interior.

Impacts

- Improved longevity of elevator by keeping it at modern standards.
- Modernization makes elevator more accessible for residence users.



Photo: McNeill House



Photo: Waldron Tower

WALDRON TOWER ELECTRICAL DISTRIBUTION UPGRADES AND MCC MODERNIZATIONS

Project Overview

- Replacement of two large low voltage switchboards.
- Emergency motor control center replacement.
- Emergency generator replacement.
- Automatic Transfer Switch replacement.

Impacts

- Addressed obsolescence and operational safety.
- Increased reliability of electrical service in a major residence building.
- Increased safety in building due to modernized emergency system.



Photo: Stauffer Library

T12 LIGHTING REPLACEMENT - VARIOUS BUILDINGS

Project Overview

- Replacement of T12 fluorescent lights with LED alternatives in 20 campus buildings.

Impacts

- Progress towards Queen's goal to replace all fluorescents with LEDs by 2030 .
- Increased environmental and health safety by replacement of lights containing carcinogenic compounds.

JEFFERY HALL MAIN ELECTRICAL ROOM UPGRADES AND ONTARIO HALL MCC

Project Overview

- 208V main switchboard replacements in Jeffery Hall.
- Replacement of MCC-2A in Ontario Hall.

Impacts

- Addressed obsolescence and operational safety.
- Increased reliability of electrical service for a main education and research building.
- Increased protection for motor loads in Ontario Hall which improve ventilation and quality of life.

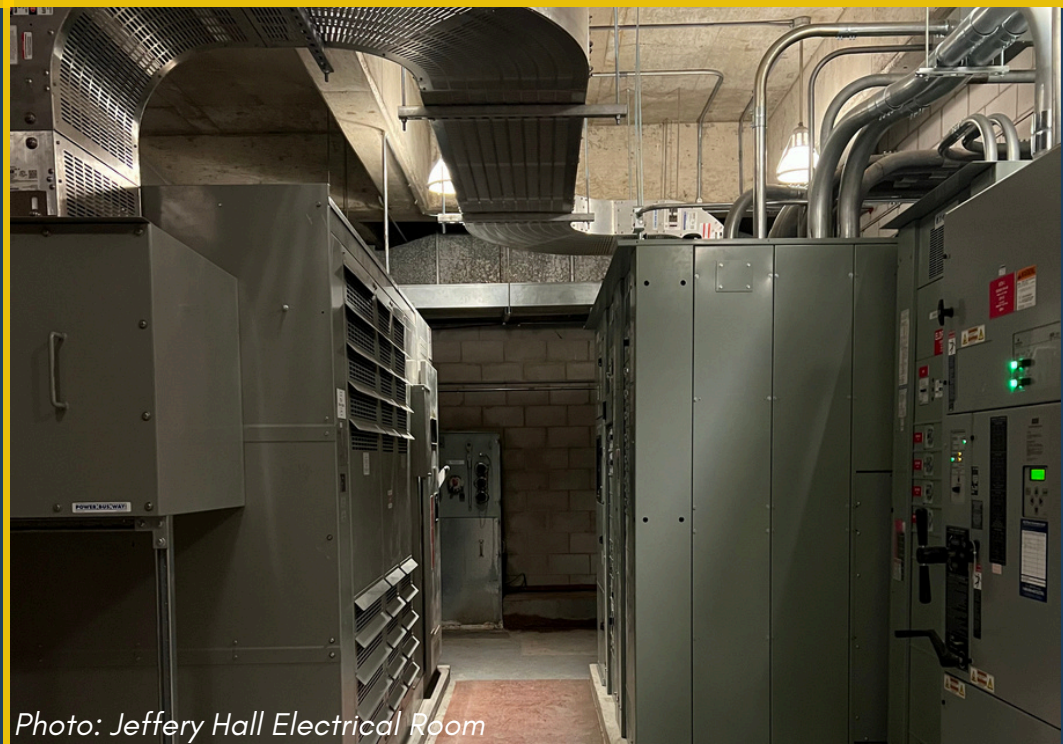


Photo: Jeffery Hall Electrical Room

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