

Lessons From Union Station RFP



City of Toronto



Union Station

- City purchased August 2000
- Largest railway station in Canada
- Serves GO Transit, VIA Rail, TTC commuters



Public Policy Objectives

- Promotion as a multi-modal transportation hub
- Presentation as a heritage building
- Revitalization to ensure financial viability



Established Process

- REOI issued September 2000
- Intent to pre-qualify firms
- Six respondents, three successful
- RFP issued to 3 successful teams
August 2001



Selection Committee

- Commissioner Corporate Services
- Commissioner Urban Development Services
- CFO & Treasurer
- 2 Transport Canada representatives
- Heritage architect



RFP Result

- Union Pearson Group, UPG,
recommended to Council July 2002



Issues

- MFIPPA request for evaluation data
- Evaluation data previously destroyed
- Public concern on evaluation process
- Lack of public input and consultation
- Secrecy of RFP process
- Ongoing MFP Inquiry concerns



Damage Control

- Process monitor hired - Honourable Coulter Osborne
- Council Reference Group appointed
- Public Advisory Group initiated
- Two public information sessions held
- Master Plan prepared with extensive public consultation



New RFP Requirements

- Pre-call consultation with all stakeholders
- Council invite public participation in the design call prior to release of RFP
- For complex RFP's - Fairness Commissioner to be hired
- Internal consultation through CAO Advisory Panel



Current Status

- Public participation & stakeholder involvement included in NPS design
- Purchasing establishing Fairness Commissioner roster
- More transparency in process