



STAFF REPORT ACTION REQUIRED

Union Station Revitalization – Recommended Approach Supplementary Report on Implementation

Date:	December 6, 2007
To:	City Council
From:	City Manager Deputy City Manager and Chief Financial Officer
Wards:	Ward 28, Toronto Centre-Rosedale
Reference Number:	P:\2007\Internal Services\F&re\Cc07135F&re - (AFS 6527)

SUMMARY

This is a supplementary report requested by Executive Committee at its meeting of November 26, 2007 when considering the report entitled “Union Station Revitalization – Recommended Approach”. This report addresses the implementation process, outlines the required resources for the next phase of revitalization and also responds to other related motions passed by the Executive Committee at its meeting on November 26, 2007.

Staff will report to the September 2, 2008 Executive Committee on the outcome of the head lessee selection process, the outcome of the lease negotiations with GO Transit and VIA Rail, funding and governance negotiations with the federal and provincial governments. Staff will report to the September 17, 2008 Government Management Committee on the recommended construction plan.

RECOMMENDATIONS

The City Manager and Deputy City Manager and Chief Financial Officer recommend that City Council authorize:

1. The Chief Corporate Officer to initiate negotiations with GO Transit and VIA Rail to pursue development of the Recommended Approach, including participation in feasibility studies, pedestrian flow analyses and the detailed design development process and amend, as necessary, the current long term leases to implement the revitalization project;

2. The Chief Corporate Officer to proceed with any necessary application for modification of the zoning of the Station to implement the Recommended Approach and other planning approvals necessary;
3. The Chief Planner and Executive Director, City Planning, in consultation with the local Councillor, to ensure that Section 37 funds derived from development of sites within Union Station District and benefiting from their proximity to an improved Station be designated to assist in covering costs of pedestrian and bicycle amenities and other public improvements arising from the Station revitalization;
4. The Chief Corporate Officer, with the assistance of Deloitte & Touche LLP, to qualify private sector firms, which have the financial capacity and experience to head lease and operate all of the commercial (retail and office) areas of Union Station in accordance with the criteria described in the body of this report and summarized in Attachment 1;
5. The Chief Corporate Officer, with the assistance of Deloitte & Touche LLP, to invite offers to lease the commercial space at Union Station from qualified potential lessees in accordance with the process described in the body of this report and summarized in Attachment 2, evaluate those offers and report back to Council with a recommended head lessee, together with a recommended head lease on commercially reasonable terms acceptable to the Chief Corporate Officer and in a form acceptable to the City Solicitor;
6. City staff retain the services of the following consultants/professionals on a sole source basis as accommodated within the 2008 – 2012 Capital Plan:
 - (a) The Chief Corporate Officer extend the retainer of NORR Architects (with Fournier, Gersovitz and Moss, Architects (FGMA) as the heritage consultants) at a cost not to exceed \$2.4 million;
 - (b) The Chief Corporate Officer extend the retainer of Deloitte & Touche LLP at a cost not to exceed \$1.1 million;
 - (c) The City Solicitor, in consultation with the Chief Corporate Officer, to extend the retainer of Davies Ward Phillips & Vineberg LLP at a cost not to exceed \$400,000;
 - (d) The Chief Corporate Officer, in consultation with the Chief Planner and Executive Director, City Planning, to retain Arup Canada Inc. at a cost not to exceed \$250,000; and
 - (e) The Chief Corporate Officer, in consultation with the City Solicitor to retain a Process Monitor to ensure the accountability and transparency of the process, at a cost not to exceed \$60,000;
7. The 2008 Recommended Capital Budget and 2009-2012 Capital Plan for Union Station be amended to provide for increased heritage and revitalization fees, and exterior repairs, to be accommodated within the recommended 2008-2012 debt funding, details as provided in Attachment 3;
8. The Chief Corporate Officer to negotiate with appropriate federal and provincial governmental and transportation partners their financial participation in this revitalization project;

9. The City Manager and the Deputy City Manager and Chief Financial Officer to report back to the September 2, 2008 meeting of the Executive Committee on the outcome of the negotiations with GO Transit and VIA Rail, the head lessee selection process, and the funding and governance negotiations with the other orders of government; and
10. The Chief Corporate Officer to report back to the September 17, 2008 meeting of the Government Management Committee on a recommended construction plan.

Implementation Points

The following is a summary of work which needs to be coordinated amongst City staff, the Union Station stakeholders and consultants to facilitate the revitalization of the Station and maximize its function as a transportation facility and its ability to attain economic self-sufficiency:

- complete study of structural and staging analysis and the impact on projected capital cost;
- obtain GO Transit's and VIA Rail's input to design proposals and negotiate lease amendments;
- secure approval in principle from Parks Canada of the Recommended Approach
- qualify potential commercial head lessees;
- invite offers to lease from pre-qualified potential head lessees for commercial space;
- negotiate funding from other orders of government and a governance model;
- seek Council's authority for commercial head lease, lease amendments with GO Transit and VIA Rail, and funding and governance arrangements with other orders of government; and
- undertake design and construction phase, and transition phase.

Financial Impact

To accommodate the foregoing needs, it is recommended that the reallocation of \$3.939 million to the 2008-2012 Recommended Capital Plan for Union Station, as detailed in Attachment 3, be approved, resulting in no additional debt funding requirements. The consultants/professional costs recommended have been accommodated within the revised Recommended 2008-2012 Union Station Capital Plan.

DECISION HISTORY

The decision history is provided in the companion report entitled Union Station Revitalization – Recommended Approach.

ISSUE BACKGROUND

The Executive Committee requested the City Manager to:

1. submit a report directly to Council, for its meeting scheduled to be held on December 11, 2007:

- i. with an implementation plan for the Recommended Approach that takes into due consideration the security of the City's interests and results in a report back to the September 2, 2008 Executive Committee that includes a recommended head lessee and recommended funding and governance agreements with other orders of government; and
 - ii. on Mr. Sewell's concerns regarding Union Station Revitalization – Recommended Approach, and as outlined in his submission dated November 23, 2007; and
2. organize a walking tour of Union Station as part of the briefing on this project prior to the Council meeting on December 11, 2007.

COMMENTS

This report is a companion report to the November 26, 2007 report to Executive Committee entitled Union Station Revitalization – Recommended Approach. The report is provided in response to the motions passed at the Executive Committee to provide information on the implementation of the Recommended Approach and to obtain approval for resources required to proceed with the next steps. The implementation plan, required resources and consultant procurement recommendations along with their rationale, are described below.

A. Implementation Plan

The Recommended Approach to Union Station revitalization has five phases:

1. Preliminary Design - estimated time frame: April 2007-August 2007

The first phase of the revitalization, now complete, involved evaluating revitalization options, creating preliminary designs, testing the economic viability of the options through financial modeling, and identifying the Recommended Approach. This phase also included internal City staff review of the options and the formation of an intergovernmental committee to review the Recommended Approach and identify public funding opportunities.

2. Structural and Staging Feasibility Study – estimated time frame: late 2007 - early 2008

The second phase of work will confirm the structural, staging and cost estimate of the Recommended Approach. Engineering and other feasibility studies will be completed to confirm whether the subsurface conditions and structural capacity of the columns and footings to implement the conceptual design are adequate and, if not, to identify the magnitude of expense necessary to make them so. A constructability analysis will also be conducted to ensure that the conceptual design can be constructed and coordinated with GO Transit's construction projects, while still maintaining an operating train station. Any resulting modifications to the Recommended Approach determined through this work will be carried into the next phase of review. A detailed cost analysis will also be prepared.

Additionally, 2008 funding will be reallocated to provide additional funds for these studies and analyses through restoration consulting fees at \$1.8 million, and also for separate state of good repair replacement work for three items: the pedestrian bridge along Front Street at \$1.5 million, exterior façade repairs at \$539,000, and structural preliminary design work at

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\$100,000. The pedestrian bridge replacement contract is ready to award, with the main bridge temporarily shored to-date. The exterior façade repairs are accelerated critical items and the design work is accelerated for the balance of the building envelope, roof and façade structural repairs and restoration required.

3. Schematic Design and Selection of Head Lessee: early 2008 – September 2008

If the Recommended Approach is structurally feasible, the City will commence a detailed design process with the active collaboration of the stakeholders, primarily GO Transit, the Ministries of Transportation and Public Infrastructure Renewal, VIA Rail, Transport Canada and Parks Canada for the Heritage Approval, as well as with public input through the Union Station Revitalization Public Advisory Group. If the Recommended Approach is not structurally sound and with further Council approval, the design will have to be adjusted accordingly. Deloitte has already examined a number of alternative options and depending on the design alternatives, financial viability will be assessed and the model can be adjusted accordingly. An intergovernmental design committee has been formed to set the stage for this collaboration. This aspect will continue up to completion of a fully-dimensioned schematic design and detailed pedestrian flow analyses for forecast conditions.

Concurrently, selection of a recommended head lessee for the commercial components will also take place during this third phase. The proposed process is to qualify firms with the financial capacity and experience to undertake a project of this nature, obtain their comments on the schematic design and potential lease terms and then to conduct a formal process to invite offers to lease and select the recommended head lessee.

The City of Toronto Act requires the City to have policies with respect to both the procurement of goods and services and the sale and other disposition of land. Chapter 213 of the Municipal Code deals with the Sale of Real Property. A “sale” is defined to include a lease of 21 years or more. The proposed head lease for the commercial space at Union Station is intended to be a long term lease and is, appropriately, considered to be a traditional real estate transaction. The proposed head lessee selection process is a hybrid which incorporates best practices from both the City’s procurement policies and those related to the sale of City land.

The process for securing a head lessee is set out in this report and in Attachment 2. This process is somewhat unique for the City but is similar to governmental processes being used in Ontario, Alberta and British Columbia for complex development projects. The part of the process which is distinct is the iterative development of the design plan and substantive lease terms with the potential head lessees prior to an offer in response to the City’s prescribed lease.

In order to implement this process, the Chief Corporate Officer will declare the necessary property surplus and identify the process described in this report as the intended manner or process by which the disposal will be carried out, in accordance with the requirements of Municipal Code, Chapter 213, Sale of Real Property.

Given this hybrid process and the fact that Union Station is a high profile City property, the use of a Process Monitor to ensure the accountability and transparency of the head lessee selection process is recommended by the City Solicitor to generally accord with the City's policy on the use of Fairness Consultants.

City staff, with support from expert consultants, will analyse the business case for proceeding and make appropriate recommendations to Council. City Staff will report back to City Council in September 2008 to seek approval for proceeding with the Revitalization Project, including: a detailed design for the Station; sign off by Parks Canada on the Stage 1 Approval as outlined in the Heritage Easement Agreement; a recommended head lessee and commercial lease; any necessary revisions to the leases with GO Transit and VIA Rail; a project budget; recommended contribution agreements or other funding initiatives/programs with other orders of government and a recommended governance and/or management structure for Union Station.

During this phase it will be necessary to increase the permitted non-residential floor area which requires modification of the zoning by-law approved by City Council in 2004 as By-law 386-2004. A detailed analysis of the actual floor space needed to implement the Recommended Approach will be undertaken and approval sought to permit this expansion which is larger than the current zoning permits. Obtaining any other approvals necessary to implement the Recommended Approach must be conducted concurrently with other ongoing work to ensure that the implementation of the Recommended Approach is not delayed. It should also be noted that during the next several years it will be important that consideration be given to the use of Section 37 funds derived from the approval of projects within the Union Station District and which benefit from their proximity to an improved Station to cover the costs of pedestrian and bicycle and other public realm improvements within the area. This could include the provisions of such facilities improvements to the PATH system, bicycle stations and other streetscape improvements.

Prior to commencement of the Construction Phase a conservation strategy will be prepared and approval obtained from Parks Canada for the Stage 2 and 3 approvals as per the Collateral Agreement. It should be noted that Heritage Design Guidelines have not been approved by Parks Canada and guidelines need to be developed for various locations throughout the Station.

4. Construction Phase – estimated time frame: 2009-2016

The fourth phase of revitalization, involves tendering, construction and contract administration of the revitalization project(s). It is intended at this time that the City will undertake all capital construction using one contractor and one prime consultant. This will be reported out in September 2008 as well.

5. Transition: 2016

The fifth phase involves transition to the post-revitalization operation of Union Station in 2015-16 after the major revitalization projects are completed.

Critical Factors

Before reporting back, staff will consider the following four issues:

- Firstly, structural feasibility of the excavation beneath the trainshed must be confirmed and staging conditions must not create extraordinary cost or complexity. Should the structural feasibility study and the staging conditions analysis conclude that the Recommended Approach is not feasible staff would report back to Council on alternative options
- Secondly, acceptable agreements with other orders of government on design and funding contributions must be secured.
- Thirdly, obtain approval in principle of the Recommended Approach from Parks Canada.
- Fourthly, a head lessee for commercial areas must be selected under suitable terms and financing arrangements.

B. Required Resources

The work plan outlined in Phases 2 and 3 of the Implementation Plan require resources in 2008 and 2009 which must be approved now. Recommendation 6 if adopted will provide the required external services.

Design Services: Architectural, mechanical and electrical services are required for schematic design, which will be used in head lessee selection process and in negotiations with GO Transit, VIA Rail and other governmental partners. The schematic design level of architectural and restoration services will provide a Heritage Conservation Strategy, dimensioned drawings and layouts and the required level of detail so that the parties can reach agreement on the use of space within the building.

Transportation Planning: Concurrent with the proposed work by NORR Architects, a forecast commuter weekday PM peak period modeling simulation is proposed, along with an update of the previous AM peak period work, to help refine the Recommended Approach.

The model simulation and analysis envisioned in the study is intended to address the following questions:

1. how will the Recommended Approach support or otherwise impact pedestrian flow and queuing/waiting patterns, particularly in the future pedestrian concourses;
2. are there other opportunities for pedestrian flow and station uses (e.g., should the extent of proposed retail/commercial area within the future pedestrian concourses, moats and teamways be reduced to better accommodate commuter needs, or is there opportunity for expansion of retail /commercial uses in these areas); and,
3. where are the internal and external congestion points, what conditions may be causing congestion, and what measures may be required to alleviate unacceptable levels of congestion.

The model will confirm anticipated levels of service for all key locations within the Station and provide visual pedestrian flow simulations within the three-dimensional environment.

Real Estate/Financial: An expert real estate and financial consultant is required to undertake selection of the head lessee. The firm must have extensive experience in the development and leasing of large scale commercial and retail projects and financial analysis to assist in evaluation of offers for the head lease.

Outside Legal Counsel: Outside legal counsel will be required to provide advice on the selection process, assist with the negotiation and drafting of the lease document and other legal agreements that may be required.

Process Monitor: Similar to the Fairness Consultant process used for complex procurements, the City Solicitor recommends using a process monitor during the head lessee selection process to ensure objectivity and transparency, as well as to document the process.

C. Consultant Procurement Recommendations and Rationale

In order to meet project milestones, particularly with respect to coordination with GO Transit's capital work, it is recommended that architectural, real estate/financial, transportation planning, and legal services be sole sourced. The firms and the rationale for doing so are discussed below.

Design: Design work must commence immediately, otherwise it will not be possible to coordinate the design development work within the concourses with GO Transit's trainshed and platform reconstruction schedule. Appointment of NORR Architects to carry out the schematic design development work in consultation with an architectural heritage consultant (FGMA) and provide a Heritage Impact Statement and a Conservation Strategy at a cost of \$2.4 million is recommended because NORR is a large integrated architectural and engineering firm and a leader in the field of transportation planning and design with most of the in house resources to carry out this assignment within the required time constraints. NORR is also familiar with Union Station as a result of the feasibility studies carried out over the past several months and as a result of prior work with the TTC. NORR has undertaken many design assignments of complex transportation facilities, including work associated with the redevelopment of Toronto Pearson International Airport. FGMA have been recommended as the architectural heritage consultant due to their extensive knowledge of the Station, having completed both the Heritage Structure Report and the Building Condition Audit.

Transportation Planning: It is recommended that Arup Canada Inc. be retained to undertake further pedestrian flow analyses. Arup has previously modeled and analysed Union Station pedestrian flow for existing and forecast conditions using their proprietary software ("MassMotion"). Their application has proven to be a valuable resource in the pedestrian planning work undertaken to-date at Union Station. Transportation Planning, GO Transit, TTC and VIA Rail all have confidence in Arup's competence to carry out the assignment, and GO Transit has agreed in principle to cost share this work with the City.

Real Estate/Financial: Deloitte is recommended for the next stage of this assignment because they have successfully completed the real estate development concept and the complex financial Supplementary report on Implementation - Union Station Revitalization

modelling exercise in Phase 1. Their involvement in establishing criteria and assisting with lease terms and the process of securing the private sector head lessee is essential for the success of this undertaking. This knowledge is significant and it is considered appropriate and cost effective to continue to use Deloitte for this ongoing work.

Legal Counsel: Davies Ward Phillips & Vineberg LLP has provided legal advice to the City since the purchase of the Station by the City. This knowledge is substantive and it is considered appropriate and cost effective to continue to use Davies Ward Phillips & Vineberg LLP as required.

It is in the security of the City's interests to achieve the timing requirements, the necessary coordination with GO Transit's work and to move forward in a coordinated process with the building condition and heritage improvements and minimize the impact on the City's fiscal position.

D. Response to Motion regarding GO Transit Issues

The Executive Committee asked staff to respond to the issues raised by John Sewell in his presentation respecting the widening of platforms, track relocation and the installation of escalators to platform level. These are issues that have been reviewed in the past in the Master Plan document and the responses are still valid. Furthermore it should be recognized that his concerns mostly address issues that are within the area of the tracks and trainshed that are owned or controlled by GO Transit and over which the City has no control. The Union Station Master Plan can be viewed at http://www.toronto.ca/union_station/pdf/master_plan.pdf and the specific comments relating to these issues are found on page 45 of the electronic document.

Escalators

GO Transit rail operations are fully accessible today. Currently, elevator access is provided to serve each track with accessible service except for some platforms which do not require an elevator as they have direct access from the main head house. In the future, in the event of "double berthing", two elevators to certain tracks may be required but GO Transit will be providing this.

The vision/objective for GO Transit rail operations is to optimize the width, location and number of staircases on all platforms to achieve optimum platform pedestrian access requirements. This provides for maximum ease and shortest time for passengers to embark or disembark a train. In effect, an entire train can be loaded or unloaded in a matter of minutes. The staircases enable passengers to maintain a constant rate of movement in a safe and efficient manner. Since at least two passengers can walk comfortably shoulder to shoulder up or down a staircase, a constant flow and maximum available capacity is maintained. In this instance, the platform should be understood to act not as a waiting area, but as an interim step that facilitates entering and exiting trains. This maximum available capacity cannot be maintained with escalators. This is evidenced by people using the right side of the escalator to ride the escalator, while people on the left side walk upwards. Two people very rarely ride shoulder to shoulder on an escalator, hence the available capacity is never fully utilized. It is GO Transit's position and experience that it is not

prudent to introduce facilities that would reduce the available capacity to accommodate passenger demands.

It is also important to note that GO Transit has identified significant safety and operational issues with escalators. From a safety perspective, escalators could potentially deliver passengers to an area where an emergency situation exists without the passengers being able to halt the escalators. GO Transit has experienced this in the past and is currently addressing these issues. From a maintenance perspective, escalators are prone to breakdown and must be frequently taken out of service for maintenance and repair - causing further disruptions to passengers. With the development of the Recommended Approach the current number of steps in each staircase to the platforms would actually be reduced and stairs from the PATH and TTC subway station would be eliminated.

Platforms

GO Transit is currently undertaking extensive improvements to the signals, tracks, switching controls and mechanisms as well as platforms at Union Station and along its rail corridor. Platform widths now and in the future have been determined to have the ability to safely and efficiently accommodate all existing and forecast passenger flow demands. As a result of the expanded concourse and platform improvement plans, passengers will be able to board and disembark GO trains from doors located on both sides of the passenger rail car, thereby increasing effective platform width significantly. It should also be recognized that to relocate the tracks themselves would require the construction of new support columns throughout the entire concourse area and the reconstruction of the City owned spaces. This would not only be expensive but would provide a significant challenge to maintaining full service throughout the redevelopment process. GO Transit has noted that preliminary cost estimates to undertake the relocation of tracks and widening of platforms could create an additional cost in the range of \$250 million to \$300 million for this work alone.

City staff has worked cooperatively with GO Transit staff in addressing operational issues and ensuring that safety and passenger travel efficiency within the Station and the surrounding area are paramount. Staff is confident that the approach taken by GO Transit to improve the amenity of the trainshed and integrate the opportunities for improved pedestrian movement will lead to significantly improved operation of the Station. It should also be noted that the GO Transit Board in February, 2003 addressed similar issues noted by Mr. Sewell and did not agree with his position respecting platform widening and escalators to the platforms.

Conclusions

The City Manager and the Deputy City Manager and Chief Financial Officer will report back to the September 2, 2008 meeting of the Executive Committee on the outcome of the head lessee process, on the outcome of the funding and governance negotiations with the other orders of government, and a recommended construction plan for City Council's approval of all of these matters.

In order to further develop the revitalization of Union Station and ensure the security of the City's interests, the immediate procurement of expert consultants is required. A more traditional procurement approach would result in a delay of at least 9 – 12 months.

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ATTACHMENTS

Attachment 1: Qualification Criteria for Head Lessee

Attachment 2: Head Lessee Selection Process

Attachment 3: Union Station 2008-2012 Recommended Capital Plan – Revisions

ATTACHMENT 1

Qualification Criteria for Head Lessee Selection Process

1. Qualified potential lessees must have a minimum of:

a. Development:

- \$750 million in aggregate construction value in development or redevelopment projects within the past 10 years in Canada

b. Asset and Property Management:

- \$2.00 billion in real estate assets under administration
- 1.00 million square feet of retail space (net rentable area) under administration
- 1.00 million square feet of office space (net rentable area) under administration

Asset and property management functions may be performed within separate corporate entities but these entities should be linked through co-ownership.

c. Real Estate Assets under Ownership

- \$5.00 billion in direct investment in real estate assets in Canada (gross value, including debt).

2. Sources of Funding.

Qualified potential lessees must show that a minimum of 51% of the beneficial interest in and equity funding responsibility for the project originates from Canadian Public Pension Funds and that the investors must have a long term strategy for real estate holdings.

Real estate debt may or may not form part of the transaction. Each qualified potential lessee will be at liberty to obtain financing from any source without restriction, but the City reserves the right to review the terms and source of the proposed financing which will form part of any offer. Financing that places undue risk on the asset and its long term operations will be considered unacceptable by the City.

ATTACHMENT 2

Head Lessee Selection Process

Stages	Process	
Stage 1	<ul style="list-style-type: none"> • Council approves selection process - December 11-13, 2007 • Retain Process Monitor • Newspaper advertising late December and early January 	
Stage 2	<ul style="list-style-type: none"> • Deloitte addresses questions from interested parties • Qualification submission process closes 31 January 2008 	
Stage 3	<ul style="list-style-type: none"> • Deloitte reviews submissions against criteria • Deloitte recommends list of qualified potential lessees to City • City staff approves qualified potential lessees • Deloitte advises respondents whether or not they are a qualified potential lessee 	
Stage 4	<ul style="list-style-type: none"> • Confidentiality Agreement (CA) signed by qualified potential lessees • Deloitte issues qualified potential lessees copies of confidential information • Deloitte, outside counsel (if required), City staff and Process Monitor meet with qualified potential lessees to discuss first draft of term sheet for major terms & conditions of head lease, as well as base drawings and solicit both verbal and written input 	
Stage 5	Lease Track (Iterative) <ul style="list-style-type: none"> • Feedback reviewed by Deloitte with City staff and outside counsel (if required) • Deloitte incorporates feedback as appropriate 	Schematic Design Track (Iterative) <ul style="list-style-type: none"> • NORR prepares revised layouts • Feedback reviewed with transportation and governmental partners after consultations with qualified potential lessees
Stage 6 (A)	<ul style="list-style-type: none"> • Finalized schematic design drawings and 1st draft form of lease issued to qualified potential lessees for review • Deloitte, City staff & Process Monitor meet with qualified potential lessees to discuss 1st draft form of lease • Qualified potential lessees provide both verbal & written comments 	
Stage 6 (B)	<ul style="list-style-type: none"> • Deloitte reviews feedback with City staff • 2nd draft form of lease issued to qualified potential lessees for review • Deloitte, City staff & Process Monitor meet with qualified potential lessees to discuss 2nd draft form of lease • Qualified potential lessees provide both verbal & written comments 	
Stage 7	<ul style="list-style-type: none"> • Deloitte reviews feedback with City staff • Final prescribed form of lease with final drawings as a schedule is issued to qualified potential lessees • Qualified potential lessees submit binding offers to lease 	
Stage 8	<ul style="list-style-type: none"> • Offers are received and reviewed by Deloitte • Deloitte recommends head lessee to City staff • City staff review and report to City Council 	
Stage 9	<ul style="list-style-type: none"> • City Council approves head lessee and lease agreement 	

ATTACHMENT 3

Union Station -- Executive Committee Recommended 2008-2012 5 Year Capital Plan

Net Changes							
CAPTOR #	Project Name	2008	2009	2010	2011	2012	Total 5 Year Plan
Union Station - Cashflow		16,543	13,053	20,253	20,050	16,250	86,149
UNS906581-34	Union Station - Heritage and Revitalization	2,081	(1,095)	0	0	0	986
UNS906640-1	Copper roof repairs & installation of roof anchors	(1,239)	1,239	0	0	0	0
UNS906581-35	Union Station - Security - Round 3	(650)	340	310	0	0	0
UNS906581-3	Exterior Façade Repairs	258	0	0	0	0	258
UNS906581-33	Union Station - Structural	100	2,744	0	0	(2,844)	0
UNS906581-32	Union Station - Mechanical & Electrical	0	(2,744)	(1,239)	0	2,744	(1,239)
UNS906581-33	Emergency Fund	(100)	0	0	0	100	0
UNS906581-6	Replace pedestrian bridges along Front Street	1,500	0	0	0	0	1,500
UNS906581-30	Union Station - Interior Finishes	0	(888)	0	0	0	(888)
UNS906581-9	Replace Expansion Joint - Phase 2	(750)	421	329	0	0	0
UNS906581-10	Replace Expansion Joint - Phase 3	0	(617)	0	0	0	(617)
UNS907229-13	Union Station - Loading Dock	(1,200)	600	600	0	0	0
	Net Change	0	0	0	0	0	0
	Change in Debt Funding	0	0	0	0	0	0
Revised 2008 - 2012 Cashflow		16,543	13,053	20,253	20,050	16,250	86,149