

To: Metrolinx Board of Directors
From: Kathy Haley, President, Union Pearson Express
Date: September 3, 2013
Re: **UP Express Update Report**

Recommendation

That this report be received for information.

Highlights

I am pleased to report that the Union Pearson (UP) Express Program remains on time and on budget. Since the last report all station contracts have been awarded and the majority of the capital infrastructure works are now underway. The contract for modifications to the progressive maintenance bays to accommodate the UP Express vehicles at Willowbrook will be awarded in the fall.

The program is forecast to be delivered within the overall approved capital budget of \$455.5M (\$464.4M year of expenditure). With the recent award of the \$23.8M Union Station construction contract, 80 per cent of the budget (\$364.4M) has now been committed with total disbursements to date at \$158,730,653 (34%).

Key Program Updates

1. Capital Infrastructure

With over 75 per cent of the budget committed to fixed capital infrastructure and rolling stock projects, teams remained focused and committed to bring these major projects to life as per the business plan. Significant progress has been made over the past three months and accomplishments include the following:

Spur:

On June 28, the final girder that connects the 3 kilometre elevated spur to the existing LINK train station at Toronto Pearson was installed representing a significant milestone in the construction phase of the project. The project continues to track as per plan and the following elements have been completed:

- 70 caissons, columns, pier caps and bearing seats in the guideway
- 319 concrete girders and 24 steel girders
- 46 concrete bridge decks in guideway and station
- 32 parapet walls
- 22 expansion joints
- Plinths for west side of 3 bridges



Installation of the final spur steel girder on June 28, 2013

Work is underway on completing the parapet walls, bridge plinths, guideway grounding and embedded works, and electrical conduits. In addition, the restoration of landscaping at Mimico Creek and Orlando properties is currently 60% complete.

Looking toward the fall, final elements of the guideway construction will continue with the installation of the embedded works, electrical and rail. Expected completion is December 2013 to allow for testing in 2014.

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Pearson Station:

With the pier bents and decking installed, the structural steel framing of the station is nearing completion. To date, all of the Y-columns, which will serve as the structural support and be visible from inside the completed station, have been installed. Additionally, as of August 15, electrical and mechanical rough-ins and curtain walling have commenced.

In the next quarter, crews will focus on the interior including the mechanical and electrical systems, drywall, doors, finishings and flooring to ensure the station is ready for testing and commissioning in the spring of 2014.

The station construction remains on schedule to enable the GTAA to reopen the LINK train service between Terminal 1, Terminal 3 and the parking facilities in the fall.



Installation of the first Y-column of UP Express Pearson Airport Station



Rendering of Pearson Station interior incorporating Y-columns.

Weston Station:

Phase 4, the final phase of the Weston component of the GTS project, was recently awarded to Grascan through a competitive procurement process. This phase involves the construction of a new GO/UP Express station building, a landscaped plaza, a pedestrian bridge spanning Lawrence Avenue and a parking lot expansion. Construction commenced in August 2013 and considerable progress has been made, including concrete walls for the east tunnel entrance switchback ramp poured, concrete support beams for the UP Express island platform completed, and excavation underway for the future East and West tunnel segments.

This phase of work is tracking to the scheduled completion date of December 2014.



UP island platform structure at Weston Station.



Weston tunnel excavation



Excavation and placement of tunnel sections at Bloor

Bloor Station (Dundas West):

Mobilization and site preparation at the Bloor Station has been completed with the early works on the tunnels and UP Express platform underway. Key accomplishments to date with respect to the main works include the installation of pre-cast tunnel sections for the east and west tunnels, relocation of utilities and enlarging openings for pedestrian entrances onto Bloor Street.

Union Station:

The tender for the construction of the UP Express station at Union Station was awarded to EllisDon Corporation in late June. Construction crews were fully mobilized in August and the works are on target to meet the completion date.

On July 11, 2013, Ontario's Minister of Transportation Glen Murray, Bruce McCuaig, Metrolinx President and CEO, joined me to formally announce and celebrate the start of construction for this station.



Kathy Haley, Minister Glen Murray and Bruce McCuaig announcing the start of construction at Union Station

2. Operations

Vehicles:

Manufacturing of the first pilot cars continues. The first pilot cars will be completed by the end of 2013, and following preliminary testing, will arrive in Toronto in April 2014. All 12 "A" cars (the front and back cars) will be on site by August 2014 to ensure adequate time for full testing and the final fit-out with equipment such as radio communications.

The design of the "C" (middle) cars is underway. The overall look and feel will be consistent with the "A" car design and a key area of focus will be to ensure this consistency in the internal layout and washrooms. This design will be finalized before the end of 2013 to enable manufacturing of the six vehicles to meet the December 2014 delivery date.



Preliminary rendering of the "C" cars

Operations and Maintenance:

Work on all of the Operations and Maintenance Plans have commenced, with significant progress on the T1 Station Operations and Maintenance Plan. In June, a high level maintenance regime for Pearson Station was agreed with the Greater Toronto Airport Authority and further detailed works are underway. The overall operations and maintenance plan will encompass specific detailed plans on Rail Operations, Station Operations, Rail Equipment Maintenance, Fixed Infrastructure and Safety & Security. The overall objective of the various plans is to ensure that there is clear understanding of the operating and maintenance requirements to meet the regulatory, safety, quality and efficiency standards for UP Express.

3. Technology

The UP Express will be supported by a comprehensive technological infrastructure that will be used as a way to enhance the overall customer experience, differentiate UP Express service on the global marketplace, and create revenue opportunities and cost efficiencies. To do so, the technology program will leverage systems that already exist in the Metrolinx organization and, in addition, adopt innovative, forward-thinking technologies that can also be leveraged by Metrolinx.

The program consists of twelve technology streams, covering everything from the web and mobile applications customers will use before their trip, the electronic signage and displays they will see at the stations, and the electronic fares they will purchase, to the Wi-Fi services they will enjoy on the train. Many

of the technology enhancements being made for the UP Express will also benefit Metrolinx more broadly. For instance, new contact center technology will provide a foundation to enhance customer service for the UP Express, as well as for GO Transit. Similarly, PRESTO electronic fare enhancements will include new e-ticket capabilities.

To date, the following progress has been made:

- A Technology Steering Committee has been established to provide program oversight and governance
- Vendors have been invited to competitively bid on three packages of work: (1) Wi-Fi services onboard the train, (2) Website and Mobile Website development, (3) Display Management system
- Initial scope and planning has been completed

In the next quarter, the Technology team will continue detailed requirements gathering, process design, and technical architecture development. Procurement evaluations will take place once the various vendor submission periods close. Finally, development of the contact center management solution will commence.

4. Marketing and Business Development

Strategic Alliances:

On 31 July the Request for Proposals for Sponsorship and Business Relationship Brokerage Services was posted. This is to identify corporate sponsors for the UP Express generating non-fare revenue for the corporation. An information session was held on August 9th and the tender period closed at the end of the month. Tender evaluations are ongoing, including a fairness advisor, and negotiations will be concluded with the successful proponents before the end of the September. The successful candidates will provide brokerage services to identify and negotiate sponsorship and business opportunities to maximize non-fare revenue opportunities.

Social Media:

The UP Express is beginning to establish a presence on social media platforms, creating opportunities to engage with the community. We now have active accounts with LinkedIn, Intragram and Flickr. Facebook and Twitter postings are via the Metrolinx accounts and conversations are also occurring organically through other user accounts. There have been nine UP Express related posts on the Metrolinx Facebook account in the last quarter which have generated positive and higher than usual engagement with over 10,000 views over the last three months. Four hundred Tweets about the UP Express since May 31 have generated an estimate of 1.4 million impressions.

As I look towards the fall I see the tremendous momentum of planning, energy and commitment on the UP Express program culminating in a wave of outcomes. As we remain focused on the spring of 2015, the next 19 months will be marked by significant milestones that will reinforce that the UP Express will be delivered on time and on budget.

Respectfully submitted,

Kathy Haley
President, UP Express

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