

**To:** Metrolinx Board of Directors  
**From:** Kathy Haley, President, Union Pearson Express  
**Date:** June 2014  
**Re:** **UP Express Quarterly Report**

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## Recommendation

That this report be received for information.

## Key Highlights

The UP Express program is less than one year away from launch and we are on schedule for revenue service in the spring of 2015. With a focus on execution, UP Express is drawing on the expertise from across Metrolinx to support the 100 major projects currently underway. As a program, UP Express continues to remain on budget of \$455.5 million. Currently, 86% of the infrastructure budget is committed (\$389.8 million) and disbursements are now 56% of the total budget.

UP Express was awarded two prestigious international awards in May. The Global Air Rail Alliance recognized the construction of UP Express Pearson Station and the 3 km elevated rail line as the Project of the Year. This award is given to a project that is contributing, or will contribute greatly to future air-rail services. Additionally, the UP Express was recognized by the Global Air Rail Alliance as Concept of the Year. This award recognizes a vision, design, strategic plan or an idea that will significantly improve the air-rail passenger experience.



*Double gold for UP Express*

## 1. Capital Infrastructure

Progress on construction continues at all stations and substantial completion dates will be met. Since the last report, the following milestones were achieved:

- Platform-screen doors were installed at Pearson Station and the interior cladding, floors and wood ceiling were completed.
- The installation of the heavy rail along the spur line is now 80% complete.
- Completed the erection of steel “Y” columns inside the Skywalk at Union Station and continued with deck installation.
- Continued concrete works, steel fabrication, electrical and mechanical projects at both Bloor and Weston stations.
- Continued progress on steel framing to modify Willowbrook to accommodate the UP Express vehicles.



*View of the “Y” column installation at the UP Express station inside the Skywalk*

## 2. Operations

From maintenance and security planning, to shipping the first trains, there have been tremendous strides in Operations including the following accomplishments:

- The first two pilot vehicles were shipped from Japan to Illinois to undergo a series of fit-out and testing protocols. Upon completion, the cars will be transported via rail to Toronto in August.
- A comprehensive testing and commissioning schedule has been developed in concert with vehicle arrival in Toronto to ensure Day One readiness.
- Operational plans related to station, rail, fleet and corridor maintenance, safety and security planning, and emergency plans have been defined.
- The recruitment of all operation crews is complete and training is now underway by Bombardier.
- Initiated the RFP for the Guest Service Representatives
- Uniform designs are nearing completion with prototypes in development.

## 3. Technology

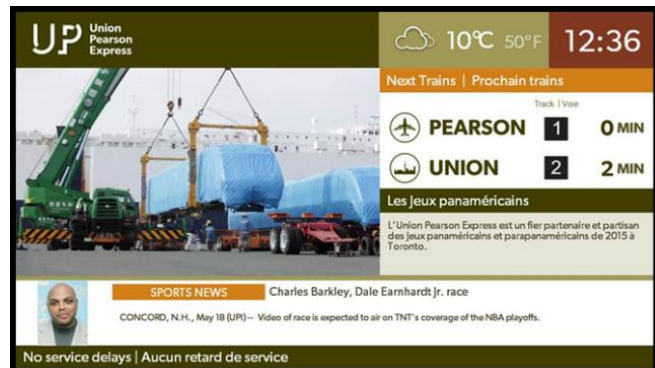
- RFP submissions for the e-ticketing system have been received. Vendor procurement and delivery of the system remains on schedule with contract award set for end of August.
- Progress on the website/mobile website continues. With the technical design developer now hired, 50 per cent of the work is complete.
- The Display Management System proof of concept, a centralized system that allows us to manage the displays in stations, was completed and has moved into testing.
- The Customer Contact Management System is progressing well. This system will be used by the GO Transit Control Centre to streamline and improve communications. Completion of the build and initial configuration will be ready for go live this summer.
- The vendor for the voice over IP has been secured and work has begun.
- The WiFi vendor has been identified through the procurement protocols and the contract is expected to be completed in June.



The first UP Express car arriving at the Port of Japan and being readied for shipping.



UP Express vehicles are travelling from Japan to the Port of Savannah, Georgia via the Panama Canal. From Georgia they are loaded onto specially equipped rail cars for transport to the Nippon Sharyo plant outside of Chicago.



Prototype of display management system.

- The Passenger Assist Intercom system requirements and device placement are being specified for procurement.
- The requirements for end user devices have been completed and the solution for delivery approved.

#### **4. Business Planning and Customer Experience**

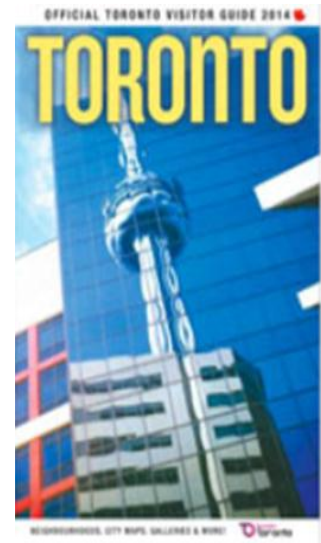
We continue to focus on embedding a differentiated customer experience throughout all service elements through the development of supporting business plans. The following progress was made:

- Developed a master training plan to guide all technical and customer service training requirements.
- Developed the go-to-market retail strategy for UP Express.
- Began operational readiness planning for third party interpretive services to ensure support for additional languages.
- Advanced the development of the content management strategy which identifies all channels and types of information required for service operations.
- Continued to work closely with Toronto Pearson to ensure the 46 opportunities which were identified as key intersection points are embedded into operations including maintenance schedules, flight information displays, signage and wayfinding, lost and found, and staff cross-training.

#### **5. Marketing, Business Development and Communications**

Our marketing, business development and communications activities continue to progress. Of significance:

- The strategic partnership program has generated substantial interest across all industry sectors.
- Work continues to refine the business-to-business strategy to support a robust corporate accounts program. Preliminary outreach is taking place.
- Continued to reach out to key stakeholders in hospitality, tourism and conventions to discuss cross-promotional and launch opportunities to support the UP Express. Early wins include placement in Toronto visitor publications and websites.
- Launched “follow the trains” on upexpress.com encouraging the public to track the delivery of our vehicles. This is complemented by the first UPisode – a video vignette tracking the UP Express train journey.
- Social media activity has increased and our own unique Facebook and Twitter pages have been developed for launch in early summer.
- An awareness campaign was launched this spring by Metrolinx featuring a short UP Express ad as well as in-station advertising in Union Station. UP Express billboards have also been installed along the highways to the airport.
- We are continuing to build our own internal brand ambassadors. An employee newsletter, UPdates, is distributed electronically to all Metrolinx employees.
- As we move closer to revenue service, we are continually ramping up efforts to position UP Express with employees, stakeholders, and end-users.



*Official Toronto Visitor Guide 2014*



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With UP Express scheduled to be operational by this time next year, we remain focused on all key areas of program delivery including refining details for all project schedules and the development of a broader work back plan to ensure all elements and interdependencies are monitored and executed with excellence.

Respectfully submitted,

Kathy Haley  
President, UP Express