

**To:** Metrolinx Board of Directors  
**From:** Kathy Haley, President, Union Pearson Express  
**Date:** December 11, 2014  
**Re:** **UP Express Quarterly Report**

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## Recommendation

That this report be received for information.

## Key Highlights

The UP Express program remains well positioned to begin revenue service in spring 2015. With less than six months to launch, teams across Metrolinx are working together and focused on completing all infrastructure, operations, testing, commissioning and technology projects, as well as ensuring that the marketing, guest experience and customer service elements are ready to welcome our first guests. The overall budget forecast remains unchanged from the last report. Currently \$412.2M (90.5%) of the capital budget (\$455.5M) has been committed and we remain on track to deliver the program within the approved funding envelop.

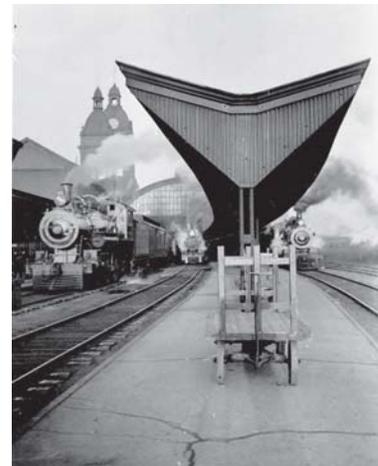
### 1. Capital Infrastructure

All construction projects continue to progress with teams focused on ensuring we are ready for launch.

- The construction of Union Station is now 75 per cent complete with the pouring of the three Y-columns within the station. In addition to being structurally required, this architectural feature is a nod to the historical elements of Union Station and is also replicated at Pearson Station. The terrazzo flooring has also been poured and the platform screen doors are now being installed.
- Bloor Station is progressing and the steel has been erected for both the station and UP Express platforms. The light box windows are currently being installed and will be completed by year end.
- At Weston Station the architectural wall has been installed and the structural steel has now been erected for the station house.
- The commissioning process is continuing on the elevated spur line and at Pearson Station to ensure they are ready for operations. This includes testing of the platform screen doors with the vehicles.
- Station signage has been designed and is scheduled for installation in the New Year.



*Above: Y-Columns at Toronto Pearson Station  
Below: Historic Y-Columns at Union Station*



## 2. Operations

The detailed planning of this work stream has ensured the timely activation of operational priorities. From readying the vehicles for service, to ensuring our Guest Services team is ready to welcome our first guests, the Operations program has moved from planning into implementation.

- The journey of the 18 new UP Express vehicles from Japan to North America is complete.
- The first two pilot cars, which are now a regular sight against our city's skyline, are well into their commissioning process and have successfully been tested for acceleration, braking, track signal circuit, and passenger screen door operations at Pearson Station.
- An additional four A-cars (front and end vehicles) arrived in Toronto in November and have begun commissioning activities. The remaining six A-cars are in Rochelle, Illinois for final assembly and testing and will arrive in Toronto by the end of the year.
- All six of the C-cars (middle vehicles) have arrived in Rochelle, Illinois and are undergoing final assembly and inspection. The first of these units will leave Rochelle for Toronto in January, with the complete C-car fleet in our possession by the middle of February.
- All required operations plans have been completed and submitted. This includes equipment and vehicle cleaning and maintenance schedules; emergency response, safety and security plans; and end-of-line protection systems.
- The Guest Services Representatives workforce contract was awarded to Bombardier Transportation. Phase 1 of mobilization is underway with a majority of the Guest Services Representative workforce to be hired and training completed by the spring to ensure they are ready to provide an excellent experience.
- A rigorous training program focused on both soft and technical skills has been developed and Train-the-Trainer instructional sessions are in progress. This critical program will be provided to all UP Express front-line employees, as well as call centre staff and select GO Transit and Metrolinx staff, beginning early in the New Year.



*UP Express pilot car undergoing testing and commissioning in Toronto.*

## 3. Technology

- Work to support our multi-purchase channels is underway to ensure launch readiness. An e-ticketing solution has been secured with the selection of Bytemark as the vendor. This element, which is a mainstay in the airline industry, will be transformative to the customer experience and enable customers to buy paperless tickets on personal devices.
- The Customer Communications Management System (CCMS) release 1 has been deployed and training for over 400 users was completed on September 30, 2014. This new and innovative system will transform the way we communicate with our staff and customers and will be used by Customer Care to manage service and status information across the GO/UP network.
- Wi-Fi project design is finalized and installation and testing on the first two pilot cars has begun.

- As we move from construction to launch, upexpress.com will transform from a project information site to a consumer site to support trip planning and purchasing tickets. The web project team has completed page designs and final content has been developed and submitted to the vendor for inclusion in the build.
- Procurement of the vendor for the airline check-in kiosk project is proceeding with March 2015 as the goal for project completion. This project is a core element in ensuring a seamless experience for our guests departing from Union, Bloor and Weston Stations and enabling them to check-in to their flights.
- Have completed proof-of-concept technical and business testing for Guest Service Representative hand held devices to enable a robust, user-friendly experience across multiple platforms. These devices will be used for operational purposes such as selling and validating tickets and communications. Based on analysis, I&IT is procuring the devices required for training beginning in December.

#### **4. Integrated Testing & Commissioning**

In addition to standard testing and commissioning procedures, we have developed a thorough testing process to capture the integration between technology, capital infrastructure, operations, marketing and business development from both a functional and people perspective. Currently 60 test scenarios have been developed, resulting in 300 tests which are being conducted across multiple locations. From overcoming language barriers and helping guests with accessibility needs, to properly reacting in an emergency situation, this process will ensure our teams are responsive to situations as they arise and can deliver the guest experience.



*UP Express vehicle ready to begin testing and commissioning at Willowbrook.*

Highlights completed this quarter include:

- Drafted all policies and procedures required for inputs into soft skills training.
- Early in December, test scenarios began across the service and with completion slated for March.

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

- The Strategic Partnership program continues to gain traction. To date, negotiations are underway with partners and activation plans are under development.
- Retail partnerships have been awarded. Construction and fit out of retail space is underway and will be completed in March 2015.
- Further requirements for the corporate accounts program have been gathered as discussions with prospective clients proceed. Prospecting has been expanded to both Ottawa and Vancouver.
- In September, there was significant media coverage speculating on the fare policy for UP Express and questioning the payment to the GTAA of an access fee. Metrolinx staff have continued their discussion with the GTAA on the access fee matter, and a recommendation is to be tabled with the Metrolinx Board of Directors on December 11<sup>th</sup>, on the proposed fare policy. The strategy is aligned with our fare principles and includes variable pricing based on distance and types of users (PRESTO card users, children, seniors, airport employees, etc.).

## 6. Marketing, Business Development and Communications

Recent research confirms resolute support for UP Express at over 90%. Key benefits contributing to this support include how UP Express will reduce gridlock, provide another meaningful option to travellers and provide predictability and certainty to travel to the airport (25 minutes to the airport, every 15 minutes). The more that people learn about the service the more supportive they become. This underscores the importance of pro-active communications to educate the public on UP Express. In response, the team has developed an activity calendar that supports a series of key pre-launch communication activities.

- The marketing and advertising plan is well underway to build ridership for launch.
- The integrated communications plan defines a targeted use of media to intercept potential UP Express guests during key points in the travellers' journey and includes a proactive editorial calendar including domestic and international publications. Pick-up is gaining traction as we move closer to operations.
- Social Media activity picked up as the trains began arriving in Toronto. Mimico and Union Station train testing activities drew interest generating 98,000 and 288,000 impressions respectively through the #TracktheTrains hashtag. Social Media is one of the key elements of the pre-launch communications activities.
- Continued to work with Toronto and Ontario Tourism, as well as local businesses, to uncover opportunities to promote the service with a particular focus on conferences, tourism and travel providers and building relationships with hotels.
- Developed a "pop-up" tour event to appear in high traffic locations and events to inform, educate engage consumers on the core benefits of UP Express and generate both awareness and social media activity.



*Marketing Outreach at Conferences*

As we enter into the home stretch, the ongoing collaboration of all teams across Metrolinx and our external partners will drive us to success. A project of this magnitude is complex and issues across all work streams regularly arise and require decisive action. Teams are developing mitigation plans to ensure the over 100 projects currently underway remain on track. I have confidence in our collective expertise and together we will ensure that UP Express will welcome the world to Toronto in spring 2015.

Respectfully submitted,

Kathy Haley  
President, UP Express