

To: Metrolinx Board of Directors
From: Kathy Haley, President, Union Pearson Express
Date: March 3, 2015
Re: **UP Express Quarterly Report**

Recommendation

That this report be received for information.

Key Highlights

In 2010, when Metrolinx agreed to design, build and operate a rail service connecting Toronto Pearson to downtown Toronto, we made a commitment to ensure it would be ready to welcome the world to the Pan Am/Para Pan Am games in 2015. I am pleased to say UP Express will fulfil this promise. The accomplishments over the last quarter are the cumulative efforts of hundreds of people from across Metrolinx and key partners working tirelessly to make this long-awaited transportation solution a reality. With operational readiness set for this spring, this full-court press of activity will continue across all work streams to ensure the service is delivered on time and on budget. UP Express continues to remain within the approved capital budget of \$455.5 million (\$2010). 95% of the infrastructure budget has been committed. As this is the last Quarterly Report to the Board before UP Express becomes operational, the following shares key accomplishments over the last quarter.

1. Capital Infrastructure

In the last four years, capital infrastructure has moved from concepts to being part of the Toronto landscape. With construction of all four UP Express stations either complete or nearing completion, work is underway on fit-out and ensuring all elements - including furniture, signage and technology - are installed.

- Testing of the signal systems and vehicles along the elevated spur line have been completed. The next steps are to commission the platform-screen doors at Pearson Station with the vehicles in operations.
- Inside Pearson Station, signage was installed and the network connection completed. A majority of the furniture is now on site and technology elements (Wi-Fi, digital information screens, PRESTO devices, Ticket Vending Machines, etc.) are being installed.



UP Express vehicle arriving at Toronto Pearson

- At Union Station, track certificates for the two tracks adjacent to the platform have been received and the tracks are now operational. The first track is the primary access for the train to pull up to the Union Station platform, while the second track is a secondary access to allow the next train to move as close as possible for staging and quick access to the platform after the full train departs for Toronto Pearson.
- Exterior cladding of Union Station is now complete, as are the interior finishes. Fixtures are beginning to arrive and work is underway on the fit-out of the retail spaces.
- Key interior and exterior finishes are complete at Bloor Station including the canopies for the platforms, elevator glazing, handrails, lighting and wall treatments. The lightbox is under construction and will be completed in a few weeks.
- Completed the concrete deck for the UP island platform and started the concrete foundations for the UP side platform at Weston Station. Completed the station structure and started interior finishes.
- At the Willowbrook facility, modifications of the new maintenance bays on tracks 3 and 4 to upgrade fuelling capabilities have been completed, as has grading for track work and final testing of the wash station.



Union Station

2. Technology

Technology is essential for our operations, as well as providing a seamless experience for users. Among the notable accomplishments over the last quarter are:

- The mobile/e-ticketing project is on track and will be completed by the end of March. This will include the ability to manage the airport employee and business account programs.
- The development of the customer website to provide service and travel information and support UP Express ticket purchases has been completed. The site will be launched 30 days prior to launch.
- 248 infotainment systems have arrived and are being installed in stations and on the vehicles. This process will be completed in the coming weeks and will be part of the Integrated Testing and Commissioning process.
- Successfully established internet connectivity in the pilot cars. Installation of the WiFi systems continues for the vehicles and stations.
- The Display Management System, a central system that allows us to manage the media and flight information display screens, has been finalized and the system is being tested to ensure operational readiness.
- The Customer Communications Management System (CCMS) has been completed and will be used by Customer Care to manage service and status information across the GO/UP network.

3. Operations

As the trains arrive in Toronto they undergo a rigorous testing and commissioning program and recently had shunt testing at speeds of 144 kph. A shunt test is done to ensure that the crossing gates and signal systems at road crossings are activated at the appropriate time in advance of the trains arrival and to ensure that the gates are down and all signaling is flashing to prevent automobile traffic from crossing the tracks. In total there are 12 A-cars – vehicles with the engines – and 6 C-cars – vehicles that would be in the middle of a 3-car consist. This fleet configuration allows us to have a flexible service schedule and accommodate maintenance requirements. Notable accomplishments over the last quarter include:

- 10 A-cars are now in Toronto undergoing final inspection at the VIA Train Maintenance Centre and acceptance testing and commissioning on the Lakeshore corridor and Pearson subdivision. To date two vehicles have been fully commissioned.
- 1 C-car has arrived and the others are scheduled to be in Toronto by mid-March.
- All Guest Service Representatives (GSRs) and GSR Supervisors have been hired and are undergoing a rigorous training program to achieve operational and customer service standards of excellence. Their training is already being put into practice during the Integrated Testing & Commissioning program and will help to ensure our front-line staff are ready for operations.
- All train operators have been hired and are actively training on the rail corridors and UP Express vehicles.
- Progress continues on developing operational plans and agreements related to station, rail, fleet and corridor maintenance, safety and security planning, and service recovery and are well on track to achieving operational readiness.



A-car arriving in Toronto

4. Integrated Testing & Commissioning

The commissioning of UP Express will involve a new testing initiative called Integrated Testing & Commissioning (IT&C). IT&C is a new initiative for Metrolinx, and is setting a new standard of excellence. The premise behind IT&C is after system testing and acceptance safety signoff, you then test the system through the eyes of the customer experience. We have identified 300 new elements to test – including ticket purchases, guest service representative tools, Wi-Fi, the contact centre, processes for lost children, interpretation services, etc. and integrated these needs into 37 scenarios. IT&C began in late-February and will involve 228 test hours and almost 6,500 person hours of support.

5. Business Development

The guest experience is the cornerstone of UP Express and will set the service apart from other transportation options. The strategic partnership program was launched just over a year ago as a means to generate incremental fare and non-fare revenue while leveraging the UP Express brand value and supporting economic development in the region.

- CIBC will be our lead Financial Services Founding Partner and provide travellers with access to Canadian and foreign cash through multi-currency ATMs at Pearson and Union stations. The “CIBC UPstairs” lounge at Union Station will provide travellers with a chance to meet colleagues and friends, and to relax or recharge before or after their trip. Additionally they will be sponsoring the Wi-Fi service aboard UP Express trains and at its stations, helping travellers stay connected while they travel.
- We are also working with the Professional Services, Technology and Telecommunications industries to leverage their expertise in data analytics, technology applications, and media to enhance the customer experience.



These innovative partnerships will provide additional channels for guest engagement and are woven across the system to truly deliver maximum benefit and impact. By leveraging the value businesses place on reaching UP Express guests, it creates a recurring revenue stream from partners, while also contributing to financial sustainability in three to five years.

6. Marketing and Communications

The profile and recognition of UP Express reached new heights during the last quarter. Significant developments in the marketing, business development and communications segments included:

- Announced the flexible fare structure at a high profile event with the Premier and Minister of Transportation at Pearson Station on December 10th. The story received widespread media coverage and trended on Twitter (nearly one thousand mentions and 9.5M impressions).
- Began the pre-launch paid advertising campaign on January 26th using print, digital and out of home channels. Additional ads are to be placed at the airport, PATH, elevators and UP digital properties. As we move close to launch, activity will increase to help drive ridership.



Launch plans are currently under development, and as our service dates draw near, we will work with our partners and stakeholders to confirm details. The months ahead will be marked by an increased level of activity as we ready ourselves to launch service and change the way people are introduced to our great city. This is an exciting moment for Metrolinx and the entire region. It has required the support of many across this organization and we look forward to welcoming you all aboard this spring.

Respectfully submitted,

Kathy Haley
President, UP Express

