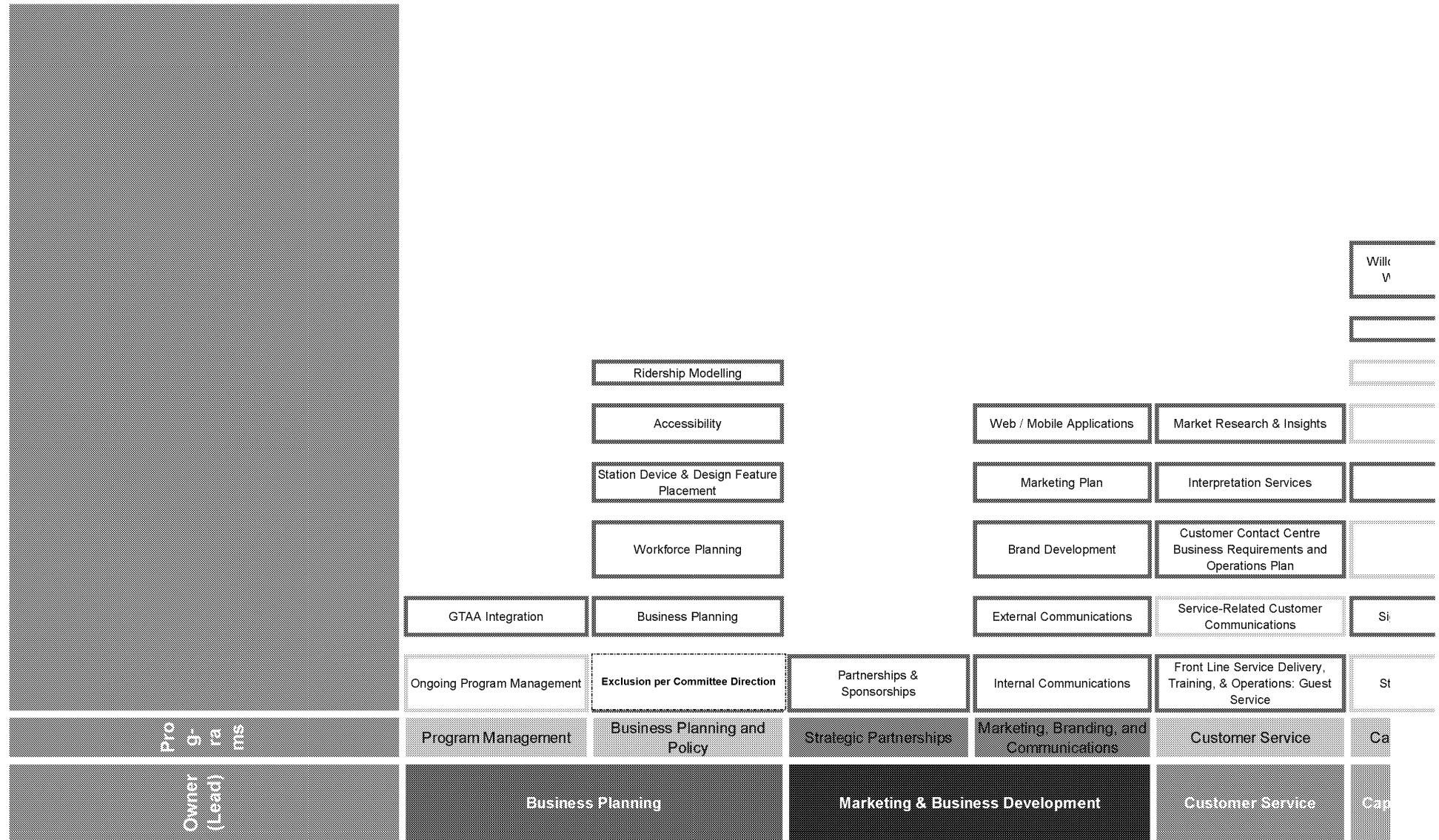


UP Express Program Overview



Reporting Period: 26-Jan-13 to 22-Feb-13

R

Off plan - significant problems or issues are/remain unresolved. Executive support required

Y

Off-plan, but recoverable

G

On Track - no significant issues or risks

C

Complete

Project Charter	Project Number	Program	Project	Project Manager	Key Milestones	Original Start Date	Revised Start Date	Original End Date	Revised End Date	Last Period Status	This Period Status
		Management		Kathy Haley		Nov-12	-	Dec-14	-	G	G
			"UP Express Management" Team Recruitment	Kathy Haley		Nov-12	-	Jun-13	-	G	G
			Team Recruitment		Prepare Job Description and Receive HR Approval - Business and Research Analyst	Nov-12	-	Nov-12	-	C	C
					Post Job Opening - Business and Research Analyst	Nov-12	-	Nov-12	-	C	C
					Short listing and Interviews - Business and Research Analyst	Dec-12	-	Dec-12	-	C	C
					Negotiate Employment Contract - Business and Research Analyst	Jan-13	-	Jan-13	-	G	G
					Prepare Job Description and Receive HR Approval - Senior Advisor / Manager	Jan-13	-	Jan-13	-	C	C
					Post Job Opening - Senior Advisor / Manager	Feb-13	-	Feb-13	Jan-13	C	C
					Short listing and Interviews - Senior Advisor / Manager	Mar-13	-	Mar-13	Jan-13	C	C
					Negotiate Employment Contract - Senior Advisor / Manager	Mar-13	-	Mar-13	-	G	G
					Prepare Job Description and Receive HR Approval - Director (Program Management), Project Officer	Mar-13	-	Mar-13	-	G	G
					Post Job Opening - Director (Program Management), Project Officer	Apr-13	-	Apr-13	-	G	G
					Short listing and Interviews - Director (Program Management), Project Officer	May-13	-	May-13	-	G	G
					Negotiate Employment Contract - Director (Program Management), Project Officer	Jun-13	-	Jun-13	-	G	G
			Board of Directors Meetings	Kathy Haley		Jan-13	-	Dec-14	-	NEW	G
					Initial draft report due for corporate secretary/CEO review	7-Jan-13	-	18-Jan-13	-	NEW	C
					Reports to bilingual communications coordinator for translation	-	-	1-Feb-13	-	NEW	C
					Final reports (hard copies) due to board co-ordinator for MTO review and diligent posting	-	-	1-Feb-13	-	NEW	C
					Diligent posting date	-	-	6-Feb-13	-	NEW	C
					Board of Directors Meeting - February 14, 2013 (Quarterly Board Meeting)	-	-	14-Feb-13	-	NEW	C
					Initial draft report due for corporate secretary/CEO review	18-Mar-13	-	1-Apr-13	-	NEW	G
					Final reports (hard copies) due to board co-ordinator for MTO review and diligent posting	-	-	16-Apr-13	-	NEW	G
					Diligent posting date	-	-	18-Apr-13	-	NEW	G
					Board of Directors Meeting - April 25, 2013 (Board Annual Planning and Objective Setting Meeting)	-	-	25-Apr-13	-	NEW	G
					Initial draft report due for corporate secretary/CEO review	22-Apr-13	-	1-May-13	-	NEW	G
					Reports to bilingual communications coordinator for translation	-	-	13-May-13	-	NEW	G
					Final reports (hard copies) due to board co-ordinator for MTO review and diligent posting	-	-	15-May-13	-	NEW	G
					Diligent posting date	-	-	17-May-13	-	NEW	G
					Board of Directors Meeting - May 27, 2013 (Special Meeting of Board of Directors)	-	-	27-May-13	-	NEW	G
					Initial draft report due for corporate secretary/CEO review	13-May-13	-	31-May-13	-	NEW	F
					Reports to bilingual communications coordinator for translation	-	-	14-Jun-13	-	NEW	F
					Final reports (hard copies) due to board co-ordinator for MTO review and diligent posting	-	-	14-Jun-13	-	NEW	F
					Diligent posting date	-	-	19-Jun-13	-	NEW	F
					Board of Directors Meeting - June 26, 2013 (Quarterly Board Meeting)	-	-	26-Jun-13	-	NEW	F
					Initial draft report due for corporate secretary/CEO review	29-Jul-13	-	15-Aug-13	-	NEW	F
					Reports to bilingual communications coordinator for translation	-	-	23-Aug-13	-	NEW	F
					Final reports (hard copies) due to board co-ordinator for MTO review and diligent posting	-	-	26-Aug-13	-	NEW	F
					Diligent posting date	-	-	29-Aug-13	-	NEW	F
					Board of Directors Meeting - September 9, 2013 (Quarterly Board Meeting)	-	-	9-Sep-13	-	NEW	F
					Initial draft report due for corporate secretary/CEO review	23-Sep-13	-	8-Oct-13	-	NEW	F
					Final reports (hard copies) due to board co-ordinator for MTO review and diligent posting	-	-	21-Oct-13	-	NEW	F
					Diligent posting date	-	-	23-Oct-13	-	NEW	F
					Board of Directors Meeting - October 31, 2013 (Board Strategy and Priority Setting Meeting)	-	-	31-Oct-13	-	NEW	F
					Initial draft report due for corporate secretary/CEO review	28-Oct-13	-	12-Nov-13	-	NEW	F
					Reports to bilingual communications coordinator for translation	-	-	19-Nov-13	-	NEW	F
			Meetings								

Reporting Period: 26-Jan-13 to 22-Feb-13

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C

Complete

Project Charter	Project Number	Program	Project	Project Manager	Key Milestones	Original Start Date	Revised Start Date	Original End Date	Revised End Date	Last Period Status	This Period Status
					Final reports (hard copies) due to board co-ordinator for MTO review and diligent posting	-	-	21-Nov-13	-	NEW	F
					Diligent posting date	-	-	26-Nov-13	-	NEW	F
					Board of Directors Meeting - December 5, 2013 (Quarterly Board Meeting)	-	-	5-Dec-13	-	NEW	F
					Initial draft report due for corporate secretary/CEO review	6-Jan-14	-	17-Jan-14	-	NEW	F
					Reports to bilingual communications coordinator for translation	-	-	31-Jan-14	-	NEW	F
					Final reports (hard copies) due to board co-ordinator for MTO review and diligent posting	-	-	31-Jan-14	-	NEW	F
					Diligent posting date	-	-	5-Feb-14	-	NEW	F
					Board of Directors Meeting - February 14, 2014 (Quarterly Board Meeting)	-	-	14-Feb-14	-	NEW	F
					Initial draft report due for corporate secretary/CEO review	17-Mar-14	-	1-Apr-14	-	NEW	F
					Final reports (hard copies) due to board co-ordinator for MTO review and diligent posting	-	-	15-Apr-14	-	NEW	F
					Diligent posting date	-	-	16-Apr-14	-	NEW	F
					Board of Directors Meeting - April 28, 2014 (Board Annual Planning and Objective Setting Meeting)	-	-	28-Apr-14	-	NEW	F
					Initial draft report due for corporate secretary/CEO review	12-May-14	-	30-May-14	-	NEW	F
					Reports to bilingual communications coordinator for translation	-	-	13-Jun-14	-	NEW	F
					Final reports (hard copies) due to board co-ordinator for MTO review and diligent posting	-	-	13-Jun-14	-	NEW	F
					Diligent posting date	-	-	18-Jun-14	-	NEW	F
					Board of Directors Meeting - June 26, 2014 (Quarterly Board Meeting)	-	-	26-Jun-14	-	NEW	F
					Initial draft report due for corporate secretary/CEO review	28-Jul-14	-	15-Aug-14	-	NEW	F
					Reports to bilingual communications coordinator for translation	-	-	22-Aug-14	-	NEW	F
					Final reports (hard copies) due to board co-ordinator for MTO review and diligent posting	-	-	25-Aug-14	-	NEW	F
					Diligent posting date	-	-	28-Aug-14	-	NEW	F
					Board of Directors Meeting - September 5, 2014 (Quarterly Board Meeting)	-	-	5-Sep-14	-	NEW	F
					Initial draft report due for corporate secretary/CEO review	22-Sep-14	-	8-Oct-14	-	NEW	F
					Final reports (hard copies) due to board co-ordinator for MTO review and diligent posting	-	-	20-Oct-14	-	NEW	F
					Diligent posting date	-	-	22-Oct-14	-	NEW	F
					Board of Directors Meeting - October 30, 2014 (Board Strategy and Priority Setting Meeting)	-	-	30-Oct-14	-	NEW	F
					Initial draft report due for corporate secretary/CEO review	27-Oct-14	-	12-Nov-14	-	NEW	F
					Reports to bilingual communications coordinator for translation	-	-	18-Nov-14	-	NEW	F
					Final reports (hard copies) due to board co-ordinator for MTO review and diligent posting	-	-	20-Nov-14	-	NEW	F
					Diligent posting date	-	-	25-Nov-14	-	NEW	F
					Board of Directors Meeting - December 11, 2014 (Quarterly Board Meeting)	-	-	11-Dec-14	-	NEW	F
			Performance Management	Kathy Haley		Mar-13	-	May-13	-	G	G
		Performance			Complete Overall Performance Ratings spreadsheets and submit to Human Resources	Mar-13	-	Mar-13	-	G	G
					Approve 2012/2013 Performance Management and Development form and submit to Human Resources	Apr-13	-	May-13	-	G	G

Reporting Period: 26-Jan-13 to 22-Feb-13

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Complete

Project Charter	Project Number	Program	Project	Project Manager	Key Milestones	Original Start Date	Revised Start Date	Original End Date	Revised End Date	Last Period Status	This Period Status
		Business Planning		Stephan Mehr		Jul-12	-	Aug-15	-	G	G
			"Business Planning" Team Recruitment	Stephan Mehr		Nov-12	-	May-13	-	G	G
					Prepare Job Description and Receive HR Approval - Business Analyst	Nov-12	-	Dec-12	-	C	C
					Post Job Opening - Business Analyst	Dec-12	-	Dec-12	Apr-13	G	G
					Short listing and Interviews - Business Analyst	Jan-13	-	Jan-13	Apr-13	G	G
					Negotiate Employment Contract - Business Analyst	Jan-13	-	Jan-13	Apr-13	G	G
					Prepare Job Description and Receive HR Approval - Business Analyst (2), Project Coordinator, Project Manager	Jan-13	-	Jan-13	Apr-13	G	G
					Post Job Opening - Business Analyst (2), Project Coordinator, Project Manager	Feb-13	-	Feb-13	Apr-13	G	G
					Short listing and Interviews - Business Analyst (2), Project Coordinator, Project Manager	Mar-13	-	Mar-13	Apr-13	G	G
					Negotiate Employment Contract - Business Analyst (2), Project Coordinator, Project Manager	Apr-13	-	Apr-13	Apr-13	G	G
					Prepare Job Description and Receive HR Approval - Analyst/Coordinator, Project Coordinator	Feb-13	-	Feb-13	Apr-13	G	G
					Post Job Opening - Analyst/Coordinator, Project Coordinator	Mar-13	-	Mar-13	Apr-13	G	G
					Short listing and Interviews - Analyst/Coordinator, Project Coordinator	Apr-13	-	Apr-13	-	G	G
					Negotiate Employment Contract - Analyst/Coordinator, Project Coordinator	May-13	-	May-13	-	G	G
					Recruitment of Summer Students	Apr-13	-	May-13	-	G	G
		Program Management	Program Mobilization	David Sajecki		-	-	Oct-12	-	C	C
					Develop PSDs and project plans	-	-	Oct-12	-	C	C
		Program Management	Ongoing Program Management	Mike Cyr		-	-	Dec-12	Mar-13	Y	Y
					Issue RFP for PMO	-	-	Oct-12	Dec-12	C	C
					Select PMO Vendor	-	-	Nov-12	Mar-13	Y	Y
					Mobilise PMO	-	-	Dec-12	Mar-13	Y	Y
		Program Management	GTAA Integration	Alex de Lorimier		Aug-12	-	Sep-14	-	G	G
					Develop Integrated Project Plan with GTAA	Aug-12	-	Aug-12	-	C	C
					Prepare Outline Guest Experience Plan, submit to GTAA	Dec-12	-	Dec-12	Apr-13	G	G
					GTAA Deliverable - Guest Experience Plan	Dec-12	-	Sep-14	-	G	G
					Commercial Agreements	Dec-12	-	Sep-14	-	TBD	TBD
		Business Planning and Policy	Exclusion per Committee Direction								

Reporting Period: 26-Jan-13 to 22-Feb-13

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Complete

Project Charter	Project Number	Program	Project	Project Manager	Key Milestones	Original Start Date	Revised Start Date	Original End Date	Revised End Date	Last Period Status	This Period Status
		Business Planning and Policy	Business Planning	Stephan Mehr		Jan-13	-	Mar-15	-	G	G
					Review and evaluate BCA vendor proposals	Jan-13	-	Feb-13	-	NEW	C
					Select BCA vendor	-	-	Feb-13	-	NEW	C
					Negotiate with selected vendor and sign statement of work	Feb-13	-	Feb-13	-	NEW	C
					Prepare first draft	-	-	TBD	-	NEW	C
					Update UP Express Business Plan for 2013	Jan-13	-	Mar-13	-	G	G
					Update UP Express Business Plan for 2014	Jan-14	-	Mar-14	-	G	G
					Update UP Express Business Plan for 2015	Jan-15	-	Mar-15	-	G	G
			Workforce Planning	Michael O'Neill		Jul-13	-	Sep-14	-	G	G
					Confirm planned start dates for FY12/13/14	-	-	Dec-12	-	C	C
		Business Planning and Policy			Sign off project charter for capital salaries	-	-	Dec-12	Feb-13	G	C
					Develop plan for operational phase & review costs	Jul-13	-	Sep-13	Jun-13	G	G
					Refine workforce plan for FY14	-	-	Sep-13	-	G	G
					Refine workforce plan for FY15	-	-	Sep-14	-	G	G
			Station Device & Design Feature Placement	Stephan Mehr		Jul-12	-	May-13	-	Y	G
					Complete layout strategy	Jul-12	-	Aug-12	-	C	C
					Develop preliminary features list and floor plans	Jul-12	-	Sep-12	-	C	C
					Finalize floor plans for T1	Sep-12	-	Nov-12	Mar-13	Y	G
					Finalize floor plans for Weston	Sep-12	-	Oct-12	Mar-13	Y	G
					Finalize floor plans for Bloor	Sep-12	-	Nov-12	Mar-13	Y	G
		Business Planning and Policy			Finalize floor plans for Union	Sep-12	-	Feb-13	Mar-13	Y	G
					Complete station device and design drawing set	Nov-12	-	May-13	-	Y	G
			Accessibility	Stephan Mehr		Nov-12	-	Aug-15	-	Y	G
					Develop inventory of all accessibility related initiatives	Nov-12	-	Feb-13	-	Y	G
					Conduct 2013 compliance review	Nov-12	-	Aug-13	-	Y	G
					Conduct 2014 compliance review	-	-	Aug-14	-	Y	G
					Conduct 2015 compliance review	-	-	Aug-15	-	Y	G
			Ridership Modelling	Stephan Mehr		Feb-13	-	Dec-13	-	G	G
					SDG to update current ridership model	Feb-13	-	Apr-13	-	C	G
					Decision required on procurement for future modelling	-	-	Mar-13	-	G	G
		Business Planning and Policy			Refresh ridership model	Sep-13	-	Dec-13	-	G	G

Reporting Period: 26-Jan-13 to 22-Feb-13

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Complete

Project Charter	Project Number	Program	Project	Project Manager	Key Milestones	Original Start Date	Revised Start Date	Original End Date	Revised End Date	Last Period Status	This Period Status
		Marketing & Business Development		Judi Cohen		Sep-11	-	Apr-15	-	G	G
			"Marketing & Business" Team Recruitment	Judi Cohen		Jan-13	-	Jul-13	-	G	G
					Prepare Job Description and Receive HR Approval - Manager (Marketing Planning), Special Projects Advisor	Jan-13	-	Feb-13	-	C	C
					Post Job - Manager (Marketing Planning), Special Projects Advisor	Feb-13	-	Feb-13	Mar-13	Y	Y
					Shortlisting and Interviews - Manager (Marketing Planning), Special Projects Advisor	Feb-13	-	Feb-13	Mar-13	G	G
					Negotiate Employment Contract - Manager (Marketing Planning), Special Projects Advisor	Feb-13	-	Mar-13	-	G	G
					Prepare Job Description and Receive HR Approval - Manager (Digital Marketing), Manager (Business Development)	Mar-13	-	Mar-13	-	G	G
		Recruitment			Post Job Opening - Manager (Digital Marketing), Manager (Business Development)	Apr-13	-	Apr-13	-	G	G
					Shortlisting and Interviews - Manager (Digital Marketing), Manager (Business Development)	Apr-13	-	May-13	-	G	G
					Negotiate Employment Contract - Manager (Digital Marketing), Manager (Business Development)	May-13	-	Jun-13	-	G	G
					Prepare Job Description and Receive HR Approval - Content & Communications Analyst, Business Development Representative (2)	Apr-13	-	Apr-13	-	G	G
					Post Job Opening - Content & Communications Analyst, Business Development Representative (2)	May-13	-	May-13	-	G	G
					Shortlisting and Interviews - Content & Communications Analyst, Business Development Representative (2)	Jun-13	-	Jun-13	-	G	G
					Negotiate Employment Contract - Content & Communications Analyst, Business Development Representative (2)	Jul-13	-	Jul-13	-	G	G
		Strategic Partnerships	Partnerships & Sponsorships	Judi Cohen		Dec-12	-	Apr-15	-	G	G
					Complete Level5 Project Charter	Dec-12	-	Jan-13	-	C	C
					Engage Consulting Resources	-	-	Dec-12	-	C	C
					Develop Strategy	Jan-13	-	Feb-13	Mar-13	G	Y
					Testing/verification	Feb-13	-	Mar-13	-	G	G
					Engagement Plan and Outreach to Targets	Feb-13	-	Apr-15	-	G	G
					Clarify Procurement Process for Partners	Jan-13	-	Jun-14	-	G	G
					Negotiate and Develop Formal Agreements with Business Partners	Apr-13	-	Apr-14	-	G	G
		Marketing, Branding, and Communications	Internal Communications	Judi Cohen		Jul-12	-	Apr-13	-	G	G
					Develop Internal Marketing Plan for Employees	Jul-12	-	Aug-12	-	C	C
					Infographic and eNewsletter development	Oct-12	-	Apr-13	-	G	G
					Open House Planning	Feb-13	-	Apr-13	-	G	G
					Internal Social Media	Dec-12	-	Mar-13	-	G	Y
		Marketing, Branding, and Communications	External Communications	Judi Cohen		Jan-12	-	Apr-15	-	G	G
					Complete Project Charter	Jan-12	-	Mar-13	-	G	Y
					Finalize Communication Plan	Dec-12	-	Mar-13	-	G	Y
					Integration with Marketing and Strategic Communications	Mar-13	-	Apr-13	-	G	G
					Communication Plan Tactical Rollout	Apr-13	-	Apr-15	-	G	G
					Kick-off 2 Year Countdown Event	Feb-13	-	Apr-13	-	G	G
					Translation services	Oct-12	-	Apr-13	-	G	G
					Official Marks and Trademark Applications	-	-	Feb-13	-	G	Y

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y		Marketing, Branding, and Communications	Brand Development	Judi Cohen	Branding Strategy	Sep-11	-	Oct-14	Sep-14	G	G					
			Planning, Strategy, Concept Experience, Tools	Oct-11	-	Apr-12	-	C	C							
			Design and Development of UP Express Brand Elements	Sep-11	-	Dec-11	-	C	C							
			Graphic Identity Implementation	Dec-11	-	May-12	-	C	C							
			Design Direction for Stations	Nov-12	-	Feb-13	Mar-13	G	Y							
			Partner Strategy Development	Jan-12	-	Jan-14	-	G	G							
			Concept Development for Communications Elements	Jan-13	-	Mar-13	-	G	G							
			Design Development and Production for Communications Elements	Jan-13	-	Mar-13	-	G	G							
			Production of Communication Elements & Design Integration	Jan-13	-	Jun-13	Jun-14	G	G							
			2015 Launch Elements	Jul-13	-	Sep-13	Sep-14	G	G							
y		Marketing, Branding, and Communications	Marketing Plan	Judi Cohen	2015 Launch Elements	Aug-13	-	Oct-14	Oct-13	G	G					
			Production of 2015 Launch Elements	Jan-14	-	Mar-14	-	G	G							
			Design and Development of Launch Applications	Apr-14	-	Jun-14	-	G	G							
			Delivery of Launch Elements	Jul-14	-	Sep-14	-	G	G							
			Stakeholder Identification and Engagement plan	Oct-11	-	Apr-15	-	G	G							
			Awareness Tracking Study	Oct-11	-	Dec-11	-	C	C							
			Engage Consultants	Oct-12	-	Dec-12	-	C	C							
			Confirm and verify background research and information	-	-	Dec-12	-	C	C							
			Identify the nature and scope of marketing effort required	-	-	Jan-13	-	C	C							
			Objectives and Measurement for Success	Dec-12	-	Jan-13	Mar-13	G	Y							
y		Marketing, Branding, and Communications	Marketing Plan	Judi Cohen	Channels	Feb-12	-	Mar-13	-	G	Y					
					Sales	Apr-12	-	Apr-15	-	G	G					
					Marketing Budget	-	-	-	-	G	G					
					Media Buy	Jan-14	-	Mar-14	-	G	C					
					Develop Integrated Advertising Agency RFP	Dec-12	-	Feb-13	-	G	C					
					Procurement of an Integrated Advertising Agency	Mar-13	-	Mar-13	-	G	Y					
					Develop Integrated Advertising Plan	TBD	-	TBD	-	G	G					
					Campaign Execution	TBD	-	TBD	-	G	G					
					y		Marketing, Branding, and Communications	Web / Mobile Applications	Judi Cohen	Content update and optimization of existing website	Aug-12	-	Mar-15	-	G	G
										Define initial business requirements	Dec-12	-	Apr-13	-	G	G
Complete project charter	Aug-12	-								Aug-12	Nov-12	C	C			
Website requirements complete	Aug-12	-								Jan-13	-	C	C			
Establish "Agreement in Principle" with the GTAA	TBD	-								TBD	-	G	G			
Negotiation UP Express / GTAA Agreement	-	-								Sep-13	-	NEW	G			
Procurement of a Digital Agency	-	-								Jan-14	-	NEW	G			
User Experience Strategy Development (website, mobile website, app)	Dec-12	-								Feb-13	-	G	C			
Creative Design	Feb-13	-								Mar-13	Apr-13	G	G			
Procure vendors	Mar-13	-								Apr-13	-	G	G			
y		Marketing, Branding, and Communications			Web / Mobile Applications	Judi Cohen	Design, develop, and test systems	Dec-12	-	Sep-13	-	NEW	G			
							Deploy systems	Oct-13	-	Sep-14	-	NEW	G			
			Content Development	Oct-14			-	Dec-14	-	NEW	G					
			Final full version release	Jun-14			-	Aug-14	-	G	G					
				-			-	Mar-15	-	G	G					

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Complete

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		Customer Service		Paula Edwards		Jul-12	-	Apr-15	-	TBD	TBD
			Front Line Service Delivery, Training, & Operations: Guest Service	Paula Edwards		Dec-12	-	Mar-15	-	G	G
					Develop framework and training approach	Dec-12	-	Feb-13	Mar-13	G	Y
					Select guest services consultant	Aug-13	-	Oct-13	-	G	G
					Update workforce plan	Jul-14	-	Sep-14	-	G	G
					Hire guest services staff	Nov-14	-	Jan-15	-	G	G
					Train guest services staff	Jan-15	-	Mar-15	-	G	G
			Service-Related Customer Communications	Ahmed Hassam		Oct-13	-	Apr-15	-	Y	Y
					Develop communications strategy	Oct-12	-	Oct-12	Mar-13	G	G
					Develop e-signage / media displays strategy	Nov-12	-	Nov-12	Mar-13	G	G
					Conduct gap analysis of PA system	Jan-13	-	Nov-12	Mar-13	G	G
					Develop business requirements for e-signage / media displays	Nov-12	-	Dec-12	-	C	C
					Conduct gap analysis with S4 system	-	-	Dec-12	-	G	G
					Develop business requirements for CCMS	-	-	Dec-12	-	C	C
					Develop communications content and materials	Oct-13	-	Apr-15	-	G	G
			Customer Contact Centre Business Requirements and Operations Plan	Paula Edwards		Jul-12	-	Jun-13	Aug-14	G	G
					Develop business requirements for Multi-Channel PBX / IVR Self-Service	-	-	Apr-13	-	Y	Y
					Commence procurement process	-	-	Jun-13	-	Y	Y
					Develop business requirements for contact centre desktop design / configuration	Jul-12	-	Oct-12	Nov-13	G	G
					Conduct gap analysis with the customer schedules system	-	Jan-13	Dec-12	Mar-13	G	G
					Develop contact centre operations plan	-	-	Jan-13	Aug-14	G	G
			Interpretation Services	Scott Wells		Aug-12	-	Dec-13	-	G	G
					Conduct gap analysis with interpretation two-way phone system	Aug-12	-	Oct-12	Sep-12	C	C
					Begin operational readiness for interpretation two-way phone system	Oct-13	-	Dec-13	-	G	G
			Market Research & Insights	Devon Khuial		Sep-13	-	Feb-15	-	G	G
					Develop Up Express e-panel	Oct-14	-	Feb-15	-	G	G
					Conduct customer segmentation study	Feb-14	-	Aug-14	-	G	G
					Launch CSAT	Sep-13	-	Jan-15	-	G	G

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Complete

Project Charter	Project Number	Program	Project	Project Manager	Key Milestones	Original Start Date	Revised Start Date	Original End Date	Revised End Date	Last Period Status	This Period Status
104705 106619		Capital Infrastructure		Michael O'Neill		Oct-12	-	Mar-15	-	TBD	TBD
		Capital Infrastructure	Station Access Points	Dave Kesler		-	-	-	-	Y	Y
					Union Station Access Study	-	-	-	-	C	C
					Union Station Access - Traffic Impact Study	-	-	TBD	-	Y	Y
					Union Station Access - Pedestrian access from Front Street	-	-	-	-	Y	Y
					Union Station Access - Skywalk upgrades	-	-	-	-	Y	Y
					Bloor Station - TTC Connection	-	-	-	-	Y	Y
					Bloor Station - PPUDO at Freshco Site	-	-	-	-	Y	Y
					Bloor Station - PPUDO and pedestrian walkway at Lormel Homes site	-	-	-	-	Y	Y
			Signage & Wayfinding	Karla Avis-Birch		Nov-12	-	Jan-13	Mar-13	G	G
					Notice of Award	Nov-12	-	Nov-12	-	C	C
					Start-up Meeting	Dec-12	-	Dec-12	-	C	C
					Project Plan and Schedule	Nov-12	-	Jan-13	Mar-13	G	G
					25% design development	-	-	TBD	-	G	G
					50% design development	-	-	TBD	-	G	G
					95% design development	-	-	TBD	-	G	G
					100% design development	-	-	TBD	-	G	G
					Tender	-	-	TBD	-	G	G
		Capital Infrastructure	Furnishings	Michael O'Neill		Oct-12	-	Jan-15	-	Y	Y
					Define furnishing requirements / develop concept design	Oct-12	-	Oct-12	Apr-13	Y	Y
					Finalize procurement strategy	Feb-13	-	Apr-13	-	Y	Y
					Procure supplier	May-13	-	Aug-13	-	Y	Y
					Install furnishings at T1	May-14	-	May-14	-	Y	Y
					Install furnishings at Weston	Nov-14	-	Nov-14	-	Y	Y
					Install furnishings at Bloor	Dec-14	-	Dec-14	-	Y	Y
					Install furnishings at Union	Jan-15	-	Jan-15	-	Y	Y
		Capital Infrastructure	Union	Robin Woolfrey		Oct-12	-	Mar-15	-	G	G
					25% design development	Oct-12	-	Oct-12	Jul-12	C	C
					50% design development	Nov-12	-	Dec-12	Oct-12	C	C
					95% design development	Jan-13	-	Feb-13	Jan-13	C	C
					100% design development	Oct-12	-	Apr-13	Mar-13	G	G
					Appoint contractor	Apr-13	-	Jul-13	-	G	G
					Complete construction	Jul-13	-	Mar-15	-	G	G

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116701		Capital Infrastructure	Bloor	Joel Dempster		-	-	Dec-14	-	Y	Y
					25% design development	-	-	Mar-12	-	C	C
					50% design development	-	-	Jul-12	Aug-12	C	C
					95% design development	-	-	Oct-12	Nov-12	C	C
					100% design development	-	-	Nov-12	Dec-12	C	C
					Appoint contractor advance works (Contract A)	-	-	Nov-12	Jan-13	C	C
					Complete construction advance works	-	-	May-13	-	Y	Y
					Appoint contractor station works (Contract B)	-	-	Apr-13	-	Y	Y
					Complete construction station works	-	-	Dec-14	-	Y	Y
			Weston	Joel Dempster		-	-	Dec-14	-	Y	Y
		Capital Infrastructure			25% design development (phase 2/3)	-	-	Mar-12	-	C	C
					50% design development (phase 2/3)	-	-	May-12	-	C	C
					100% design development (phase 2/3)	-	-	Jul-12	-	C	C
					Appoint contractor (phase 2/3)	-	-	Dec-12	-	Y	Y
					Complete construction (phase 2/3)	-	-	Oct-14	Dec-14	Y	Y
					25% design development (phase 4)	-	-	Mar-12	-	C	C
					50% design development (phase 4)	-	-	Dec-12	-	C	C
					95% design development (phase 4)	-	-	Feb-13	-	Y	Y
					100% design development (phase 4)	-	-	Mar-13	-	Y	Y
					Appoint contractor (phase 4)	-	-	Jun-13	-	Y	Y
					Complete construction (phase 4)	-	-	Dec-14	-	Y	Y
116202		Capital Infrastructure	Terminal 1 & Spur	David Ballantyne		Mar-13	-	Jan-15	-	G	G
					Appoint contractor	-	-	Dec-11	-	C	C
					25% design development - station	-	-	Jun-12	-	C	C
					50% design development - station	-	-	Aug-12	-	C	C
					90 % design development - station	-	-	Oct-12	-	C	C
					100% design development - station	-	-	Nov-12	-	C	C
					Issued for Construction Drawings	-	-	Dec-12	-	C	C
					Station construction	Mar-13	-	Dec-13	Feb-13	G	G
					25% design development - spur	-	-	Dec-11	-	C	C
					50% design development - spur	-	-	Jan-12	-	C	C
					100% design development - spur	-	-	Aug-12	-	C	C
					Complete spur construction	-	-	Jun-14	-	G	G
					Signal design	-	-	TBD	-	G	G
					Signal installation complete (including commissioning)	-	-	TBD	-	G	G
					Legal Plan of Survey (GTAA)	-	-	Jan-15	-	G	G
					As-Built Drawings (GTAA)	-	-	Jan-15	-	G	G
116202		Capital Infrastructure	Willowbrook PM 3 & 4 and Wash Bay Upgrades	George Afkian		-	-	Jan-14	-	G	G
					Willowbrook - 25% design development	-	-	Nov-12	-	C	C
					Willowbrook - 50% design development	-	-	Dec-12	-	C	C
					Willowbrook - 95% design development	-	-	Jan-13	-	C	C
					Willowbrook - 100% design development	-	-	Feb-13	-	C	C
					Willowbrook - appoint contractor	-	-	Jul-13	-	G	G
116202		Capital Infrastructure			Willowbrook - complete construction	-	-	Jan-14	-	G	G

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		Operations		Mike Cyr		Mar-11	-	Jun-15	Jul-15	TBD	TBD
		Recruitment	"Operations" Team Recruitment		Mike Cyr					G	G
					Prepare Job Description and Receive HR Approval - Manager (Implementation)	Nov-12	-	Apr-13	-	C	C
					Post Job Opening - Manager (Implementation)	Dec-12	-	Dec-12	-	C	C
					Short listing and Interviews - Manager (Implementation)	Jan-13	-	Jan-13	-	C	C
					Negotiate Employment Contract - Manager (Implementation)	Jan-13	-	Jan-13	Feb-13	C	C
					Prepare Job Description and Receive HR Approval - Implementation Coordinator, Senior Implementation Analyst	Jan-13	Feb-13	Jan-13	Feb-13	G	G
					Post Job Opening - Implementation Coordinator, Senior Implementation Analyst	Feb-13	Mar-13	Feb-13	Apr-13	G	G
					Short listing and Interviews - Implementation Coordinator, Senior Implementation Analyst	Mar-13	Mar-13	Mar-13	Apr-13	G	G
					Negotiate Employment Contract - Implementation Coordinator, Senior Implementation Analyst	Apr-13		Apr-13		G	G
		Operations	Infrastructure Maintenance Plan		Grant Bailie					G	G
					Develop Maintenance Requirements (Spur design)	Dec-12	-	Dec-13	-	G	G
					Engage with Maintainer (PNR)	Mar-13	-	Apr-13	-	G	G
					Maintainer to develop initial plan and costs	Apr-13	-	Jul-13	-	G	G
					Engage with GTAA	Jul-13	-	Aug-13	-	G	Y
					Obtain Board Approval for Change Order for Maintainer	-	-	Sep-13	-	G	G
					Finalize Plan and Change Order for Maintainer	Sep-13	-	Dec-13	-	G	G
					GTAA Deliverable - Infrastructure Maintenance Plan	Dec-12	-	Dec-13	-	G	G
		Operations	Operations Contracts		Remi Landry	Mar-12	-	Feb-15	-	TBD	TBD
					Obtain Board Approval for Contract Option	Nov-12	-	Dec-12	-	C	C
					Exercise Contract Option with Operator	Nov-12	-	Jan-13	-	C	C
					Draw down of capital cost request for training requirements	Jan-13	-	TBD	-	G	G
					Finalize train crew size	Nov-12	-	Jan-13	TBD	Y	R
					Risk assessment for single man operating crew	Jan-13	-	TBD	-	G	G
		Operations			Develop Operations and Specifications	Mar-12	-	Apr-13	-	G	G
					Formal Notice to CN with respect to Operations Plan	Jan-13	-	Aug-13	-	G	G
					Operaton Recruitment and Training (per Transport Canada)	Apr-13	-	Feb-15	-	TBD	TBD
			Train (DMU)		Remi Landry	Jan-13	-	Sep-14	-	TBD	TBD
			Operations & Maintenance Plans								
					GTAA Deliverable - Finalise Operations & Maintenance Plans	Jan-13	-	Dec-13	-	Y	Y
		Operations			Confirm Capital Spares Requirements	Jan-13	-	Nov-13	Dec-13	G	G
					GTAA Deliverable - Operations Plan	Jan-13	-	Sep-14	-	TBD	TBD

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106706		Operations	Train Service Recovery Plan		Lorie Threader		Mar-13	-	Apr-15	-	TBD	TBD
					Develop list of service disruption causes that required detailed service recovery plans	Mar-13	-	May-13	-	TBD	TBD	
					Develop UP Express service recovery plans for service disruptions not covered by existing GO Transit plans	May-13	-	Nov-13	-	TBD	TBD	
					Review comprehensive service recovery plan for UP Express with relevant stakeholders	Jan-14	-	Jan-14	-	TBD	TBD	
					GTAA Deliverable - Train Service Recovery Plan	May-13	-	Mar-14	-	TBD	TBD	
					Implement comprehensive service recovery plan for UP Express	Mar-14	-	Jan-15	-	TBD	TBD	
		Test and refine comprehensive service recovery plan	Feb-15		-	Apr-15	-	TBD	TBD			
		Operations	Airport Service Recovery Plan		TBD		Nov-12	-	Mar-15	Jul-15	TBD	TBD
					Finalize list of airport service recovery options	Jan-13	-	Jul-13	-	TBD	TBD	
					Finalize and sign-off on airport service recovery plan	Nov-12	-	Aug-13	Apr-14	TBD	TBD	
					Execute required preparations to enable plan	Dec-13	-	Mar-15	Jul-15	TBD	TBD	
						Jan-13	-	Sep-14	-	TBD	TBD	
					GTAA Deliverable - Emergency Response Plan	Jan-13	-	Sep-14	-	TBD	TBD	
		Operations	Develop list of service disruption causes that effect Safety and Security Plan		Mar-13	-	May-13	-	TBD	TBD		
					Complete Risk Assessment as it relates to UP Express Operations to APM Operations	Jan-13	-	Oct-13	-	TBD	TBD	
					GTAA Deliverable - Security Plan	Jan-13	-	Sep-14	-	TBD	TBD	
		Operations	Vehicles		Francis Hui		Mar-11	-	Jun-15	-	G	G
					Commence preliminary design for A Car	Mar-11	-	Mar-11	-	C	C	
					Complete final design for A Car	Sep-12	Oct-12	Sep-12	Oct-12	C	C	
					Commence preliminary design for C Car	Nov-12	-	Nov-12	-	C	C	
					Complete final design for C Car	Dec-12	-	Dec-12	Aug-13	G	G	
					Pilot car manufacture	Jan-13	-	Jul-13	-	G	G	
					Pilot car ship to Rochelle, IL for final assembly and inspections/tests	Jul-13	-	Oct-13	-	G	G	
					Pilot car ship to Pueblo, CO for stability testing	Nov-13	-	Feb-14	-	G	G	
					Pilot car delivery, testing, and acceptance	Feb-14	-	May-14	-	G	G	
					Acceptance of final A cars	May-14	-	May-14	-	G	G	
					Delivery final C cars	Jun-15	-	Jun-15	-	G	G	
		Operations	Business Policies, Tariffs, Bylaws, and Legal Requirements		Mike Cyr		Jan-13	-	Sep-13	-	G	G
					Review policies, tariffs, bylaws, and legal requirements	Jan-13	-	Mar-13	-	G	G	
		Operations	Radio Communications		Dan Perlstein		Apr-13	-	Sep-13	-	G	G
					Finalize policies, tariffs, bylaws, and legal requirements	Feb-13	-	Feb-14	-	TBD	TBD	
					Installation of UHF/VHF on DMUs	Feb-14	-	Feb-14	-	TBD	TBD	
Back Office connection to GTCC	Feb-14				-	Feb-14	-	TBD	TBD			
Develop procedures for UP Express	Feb-13				-	Feb-14	-	TBD	TBD			

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		Operations	Electrification	Mike Cyr		Jan-12	-	Dec-14	-	G	G
					Final Performance Specifications	Jan-12	-	Feb-13	-	G	C
					Concept design	Dec-12	-	Jan-13	Feb-13	G	C
					Preliminary design	Feb-13	-	Dec-13	-	G	G
					Complete environmental assessment	Dec-12	-	Dec-14	-	G	G
		Operations	Front Line Service Delivery, Training, & Operations: Operations	Mike Cyr		Nov-12	-	Mar-15	-	G	Y
					Refine UP Express operations work force plan	Jul-14	-	Aug-14	-	G	G
					Support development of Customer Service training	Jun-14	-	Mar-15	-	G	G
					Provide input into uniform design	Nov-12	-	Jan-15	-	G	G
		Operations	Station Operations - Service and Maintenance Plans	Bill Jenkins		Jan-13	-	Sep-14	-	TBD	TBD
					Union Station Operations & Maintenance Plan	-	-	Jul-13	-	TBD	TBD
					Bloor Station Operations & Maintenance Plan	-	-	TBD	-	TBD	TBD
					Weston Station Operations & Maintenance Plan	-	-	TBD	-	TBD	TBD
					GTAA Deliverable - T1 Station Operations & Maintenance Plan	Jan-13	-	Sep-14	-	TBD	TBD

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		Technology		Robert Power		May-12	Aug-12	Jul-15	Apr-13	TBD	TBD
			CAD / AVL	Aamer Hasham		May-13	-	Jul-15	-	Y	Y
		Technology			Business requirements for central system and onboard CAD/AVL	-	-	Aug-12	-	C	C
					Change order to Nippon Sharyo and INIT for Infotainment, central control system elements	-	-	Dec-12	Mar-13	Y	Y
					Preliminary design of central control system	May-13	-	Jul-13	-	G	G
					Final design central control system	Oct-13	-	Dec-13	-	G	G
					Factory acceptance of central system	Jul-14	-	Jul-14	-	NEW	G
					System acceptance for central control system on all 12 A cars DMUs	Dec-14	-	Jan-15	-	NEW	G
					System acceptance for central control system on all 6 C car DMUs	Jun-15	-	Jul-15	-	NEW	Y
			Fare System & RAMS	Sebastian Vaitus		May-12	-	Apr-15	-	G	G
					Initial project charter	Jun-12	-	Jul-12	-	C	C
					Stakeholder kickoff	Jul-12	-	Jul-12	Oct-12	C	C
					Fare System Operation Document	Jun-12	-	Sep-12	-	C	C
					Requirements Document	Oct-12	-	Jan-13	-	C	C
					Initiation	May-12	-	Jul-12	-	C	C
					System Concept Development	Jun-12	-	Oct-12	-	C	C
					Requirements Gathering	Oct-12	-	Jan-13	-	C	C
					Plan & Analyze (engage Accenture to analyze requirements and plan solution delivery)	Dec-12	Feb-13	Feb-13	Apr-13	Y	Y
					Design	TBD	-	TBD	-	TBD	TBD
					HW Procurement	TBD	-	TBD	-	NEW	TBD
					Development (system software)	TBD	-	TBD	-	TBD	TBD
					Interface & Integration Testing (SW & HW integration, system testing)	TBD	-	Oct-14	-	TBD	TBD
					Implementation (system deployment, business process implementation)	Oct-14	-	Apr-15	-	TBD	TBD
					Launch	Apr-15	-	Apr-15	-	G	G
			Customer Communication	Kevin Gatchalian		Aug-12	-	Mar-15	-	G	G
					Define initial requirements	Aug-12	-	Jan-13	-	C	C
					Complete project charter	Aug-12	-	Oct-12	Mar-13	N/A	N/A
					Procure displays for on board	Nov-12	-	Feb-13	-	N/A	N/A
					Define initial requirements	Aug-12	-	Jan-13	-	C	C
					Define stage 2 requirements	Feb-13	-	Sep-13	-	G	G
					Establish "Agreement in Principle" with the GTAA	-	-	May-13	-	NEW	G
					Negotiation UP Express / GTAA Agreement	-	-	Oct-13	-	NEW	G
					Design, develop, and test systems	Jul-13	-	Sep-14	-	G	G
					Procure displays and devices for stations	Jul-13	-	Jun-14	-	G	G
					Deploy systems	Jul-14	-	Dec-14	-	NEW	G
					Launch systems	Jan-15	-	Mar-15	-	NEW	G
			Security Infrastructure	Kevin Gatchalian		Aug-12	-	Mar-15	-	G	G
					Define initial requirements for PA	Aug-12	-	Oct-12	-	C	C
					Design infrastructure layout and conduct gap analysis with existing functionality and station plans	Nov-12	-	Feb-13	TBD	G	G
					Complete project charter	Nov-12	-	Feb-13	Mar-13	N/A	N/A
					Procure systems	Jul-13	-	Mar-14	-	G	G
					Deploy systems	Apr-14	-	Dec-14	-	G	G
					Launch systems	Jan-15	-	Mar-15	-	G	G

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			CRM - Case Management	Kevin Gatchalian		Dec-12	-	Apr-15	-	G	G
					Define business requirements	Dec-12	-	Feb-13	TBD	G	G
					Complete project charter	-	-	Feb-13	Mar-13	N/A	N/A
					Define RFP and select vendor	Feb-13	-	Dec-13	-	NEW	G
					Design, develop, and test system	Jan-14	-	Sep-14	-	NEW	G
					Deploy systems	Sep-14	-	Dec-14	-	NEW	G
					Launch systems	Jan-14	-	Apr-15	-	NEW	G
			AirLine Check-in Kiosk	Greg Malicki		Jul-12	-	Mar-15	-	G	G
					Define Initial Business Requirements	Jul-12	Aug-12	Sep-12	Sep-12	C	C
					Complete Project Charter	Nov-12	-	Nov-12	-	C	C
					Establish "Agreement in Principle" with the GTAA	-	-	Mar-13	-	G	G
					Negotiation UP Express / GTAA Agreement	-	-	Dec-13	-	G	G
					Design, Test and Install Kiosks in Stations	Jan-14	-	Dec-14	-	NEW	G
					Launch System	Jan-15	-	Mar-15	-	G	G
			IVR / PBX	Kevin Gatchalian		Nov-12	-	Jun-14	-	Y	G
					Complete project charter	-	-	TBD	-	C	G
					Procure call centre strategy consultant	Nov-12	-	Jan-13	Feb-13	C	G
					Procure IVR / PBX system (stage 2)	Nov-12	-	Jul-13	-	R	G
					Define business requirements for call flow design and self service	Feb-13	-	Sep-13	-	G	G
					Establish "Agreement in Principle" with the GTAA	-	-	Apr-13	-	NEW	G
					Negotiation UP Express / GTAA Agreement	-	-	Jun-13	-	NEW	G
					Plan implementation	Jul-13	-	Oct-13	-	NEW	G
					Design system	Oct-13	-	Dec-13	-	NEW	G
					Build and test system	Dec-13	-	Feb-14	-	NEW	G
					Phase 1 implementation	Feb-14	-	Mar-14	-	NEW	G
					Phase 2 implementation	Mar-14	-	Apr-14	-	NEW	G
					Phase 3 implementation	Apr-14	-	Jun-14	-	NEW	G
			End User Devices	Kevin Gatchalian		Apr-14	-	Mar-15	-	C	G
					Define business requirements	Apr-14	-	Jun-14	-	G	G
					Complete project charter	Apr-14	-	Jul-14	Mar-13	N/A	N/A
					Procure devices	Jul-14	-	Sep-14	-	G	G
					Deploy devices	Oct-14	-	Dec-14	-	G	G
					Launch devices	Jan-15	-	Mar-15	-	G	G

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			Google Trip Planner	Kevin Gatchalian	Define and discuss requirements with Google	Jul-13	-	Mar-15	-	G	G
					Design, develop, and test feeds	Jul-13	-	Dec-13	-	C	C
					Deploy system	Jan-14	-	Sep-14	-	G	G
					Launch System	Oct-14	-	Dec-14	-	G	G
						Jan-15	-	Mar-15	-	G	G
			Wi-Fi	Greg Malicki	Complete Project Charter	Aug-12	-	Mar-15	-	G	G
					Define UP Express Wi-Fi Service Requirements	-	-	Nov-12	-	C	C
						Aug-12	-	Dec-12	Feb-13	G	C
					Procure Wi-Fi Vendor Services	Dec-12	-	Dec-13	-	G	G
					Design, Test and Install Wi-Fi Solution onboard Vehicles	Jan-14	-	Dec-14	-	G	G
					Design, Test and Install Wi-Fi in Stations	Jan-14	-	Dec-14	-	G	G
					Establish "Agreement in Principle" with the GTAA	-	-	Sep-13	-	NEW	G
					Negotiation UP Express / GTAA Agreement	-	-	Dec-13	-	NEW	G
					Implement Wi-Fi Portal Solution	Jan-14	-	Dec-14	-	NEW	G
					Implement Ongoing Operation and Support	Jan-14	-	Dec-14	-	NEW	G
					Establish Agreement with Cellular Network Providers	Jan-14	-	Dec-14	-	NEW	G
					Launch System	Jan-15	-	Mar-15	-	G	G
			Passenger Assistance Intercom	Kevin Gatchalian		Jul-12	-	Mar-15	-	G	G
					Define initial requirements	Jul-12	-	Sep-12	-	C	C
					Define detailed requirements	Jan-13	-	Mar-13	-	G	G
					Define RFP and procure system	Apr-13	-	Jan-14	-	C	G
					Deploy systems	Jan-14	-	Dec-14	-	G	G
					Launch systems	Jan-15	-	Mar-15	-	G	G
			Project Management / Business Analysis	Kevin Gatchalian		Nov-12	-	Mar-15	-	G	G
					Procure IT resources	Nov-12	-	Feb-13	-	Y	C
					Ongoing program management	Mar-13	-	Mar-15	-	G	G



UP Express Project-Level Status Dashboard

Reporting Period: 26-Jan-13 to 22-Feb-13

R

Off plan – significant problems or issues are/remain unresolved. Executive support required

Y

Off-plan, but recoverable

O

On Track – no significant issues or risks

C

Complete

Project Charter	Project Number	Program	Project	Project Manager	Key Milestones	Original Start Date	Revised Start Date	Original End Date	Revised End Date	Last Period Status	This Period Status
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Reporting Period:

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Off-plan - significant problems or issues are/remain unresolved. Executive support required



Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required
Management	"UP Express Management"	Kathy Haley		
	Team Recruitment	Kathy Haley		
Recruitment	Team Recruitment	Kathy Haley		
			On hold - organizational chart under review.	
			Recruitment process underway.	
Board of Directors Meetings	Board of Directors Meetings	Kathy Haley		
Meetings	Meetings	Kathy Haley		



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Off plan - significant problems or issues are/remain unresolved. Executive support required

Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required
Performance	Performance Management	Kathy Haley		

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Off-plan - significant problems or issues are/remain unresolved. Executive support required



Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required
Business Planning	"Business Planning" Team Recruitment	Stephan Mehr		
		Stephan Mehr	Pending HR Org Discussion March 6.	
Program Management	Program Mobilization	David Sajecki	Project Completed. PSDs and project plans complete	
	Ongoing Program Management	Mike Cyr	RFP was issued December 20, 2012. Amendments 1, 2, 3 issued. RFP closed February 7, 2013. Successful proponents have been notified of interview date.	
Program Management	GTAA Integration	Alex de Lormier	Working with GTAA to launch various priority projects and further develop activity / project completion plans, Outline Guest Experience Plan due by end of year. Will need to be reviewed due to GTAA team re-structuring. Outline to be based on a list of Briefing Notes to be submitted to GTAA for recommendation. GTAA Deliverable - Provide to GTAA 180 days prior to Scheduled Commercial Operation Date. Provide to GTAA 180 days prior to Scheduled Commercial Operation Date.	
Exclusion per Committee Direction				

Reporting Period:

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Off-plan - significant problems or issues are/remain unresolved. Executive support required

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Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required
Business Planning and Policy	Business Planning	Stephan Mehr	Contract award to Arup. Underway, kick-off targeted for mid-March. Priority is on 2013-18 5-Yr Strategy Draft due late March.	
	Workforce Planning	Michael O'Neill	Confirmed planned start dates for current staff plan and review capital budget provisions. Dashboard now includes Recruitment activities. Completed.	
	Station Device & Design Feature Placement	Stephan Mehr	PMPS to update and finalize floor plans in early March. Completed. Completed in September 2012.	
Business Planning and Policy				
Accession Planning and Policy	Accessibility	Stephan Mehr	Project ownership and responsibility needs to be defined; 2013 Compliance Review will be underway in Spring.	
Ridership Planning and Policy	Ridership Modelling	Stephan Mehr	Meeting with SDG March 7 to kick-off Spring 2013 forecast update.	

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Off-plan - significant problems or issues are/remain unresolved. Executive support required

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Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required
Marketing & Business Development		Judi Cohen		
Recruitment	"Marketing & Business" Team Recruitment	Judi Cohen		
			New job description to be finalized for Market Planning Manager. Special Advisor position being held until President's office recruitment is completed.	
			Marketing Planning Manager position to be re-posted. Job description currently being re-drafted.	
Strategic Partnerships	Partnerships & Sponsorships	Judi Cohen		
			Submitted	
			Discussions with Procurement have taken place. PPI to provide council and recommended model.	
Marketing, Branding, and Communications	Internal Communications	Judi Cohen		
			Approved. Work has begun on elements below. Infographic and eNewsletter in development, design template approved for eNewsletter. First newsletter to be issued in April. Tentative date: April 5 April 2013 (tentative)	
Marketing, Branding, and Communications	External Communications	Judi Cohen		
			Final stages of review.	
			Confirming date/timing, planning and development. Ensure Stratcom has translation capability. Submitted and will require further work with legal.	

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Off-plan - significant problems or issues are/remain unresolved. Executive support required



Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required
Marketing, Branding, and Communications	Brand Development	Judi Cohen		
			Stationery finalized, PowerPoint under development.	
			Design direction for interior of stations nearing completion. Design Direction for signage and wayfinding in progress. Design Direction for the brand Clock has been initiated.	
			Development of brand materials for partners pending Partnership Strategy implementation.	
			Establish requirements and process for the design and production of uniforms for Bombardier and GO employees; partner participation and funding support for Making of the Train needs to be confirmed.	
Marketing, Branding, and Communications	Marketing Plan	Judi Cohen		
			Level5 currently drafting technical plan.	
			First draft received and feedback provided January 14, workshops to be conducted in Feb/Mar to establish priorities and tactics	
			Preliminary "theoretical" plan complete. Will revisit once Marketing Plan is approved.	
Marketing, Branding, and Communications	Web / Mobile Applications	Judi Cohen		Web / Mobile Application to be split for next Dashboard.
			SEO in progress, updated to news/announcements section for 2 year countdown.	
			Updated initial requirements document on Nov 30/12.	
			This activity will include assessing the business need, requirements and feasibility of integrating GTAA / UP Express Web / Mobile Applications.	
			Digital agency presentations were held on Jan 31. Contract was awarded to Baby Robot. Meeting held with WINK on Feb 28 to define roles and responsibilities.	
Marketing, Branding, and Communications				
			WCM: Preliminary discussions have been conducted regarding contracting, licensing, and pricing with OpenText.	
			WCM: Demonstration of OpenText WCM product is scheduled for March 4.	

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Off-plan - significant problems or issues are/remain unresolved. Executive support required



Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required
Customer Service	Front Line Service Delivery, Training, & Operations: Guest Service	Paula Edwards		
Customer Service		Paula Edwards	In progress. Proposal to ACT in March.	
Customer Service				
Customer Service	Service-Related Customer Communications	Ahmed Hassam		
Customer Service			Service Related Communications Strategy: Content and Channel Matrix Developed; Project Kick-off held Nov 30. Final Strategy Due early March 2013.	
Customer Service			E-Signage Strategy work has started and is due March 2013.	
Customer Service			IT has initiated a project to upgrade PA system. Charter in progress and working team has been setup.	
Customer Service			Initial Display Management Business Requirements: Draft completed by Deloitte Dec 2012.	
Customer Service			Station / Platform / Onboard PA System Gap Analysis: Underway through initial requirements of CCMS and Display Management systems.	
Customer Service			CCMS requirements are completed and approved. System architecture has been mapped out. IT sizing project, assigning resources and detailed requirements will commence early Feb. Process redesign is targeted to start early February	
Customer Service			Develop Communications Content: Will start in Summer 2013.	
Customer Service	Customer Contact Centre Business Requirements and Operations Plan	Paula Edwards		
Customer Service			Business requirements completed for technical solution. Call flow mapping and self service requirements will start April 2013.	
Customer Service			Phase 2 procurement underway. Will be completed July 2013.	
Customer Service			Define Business Requirements for Contact Centre Desktop Design / Configuration. This will be deferred to post launch. There is no dependency for UP Express launch.	
Customer Service			Conduct Gap Analysis with the Customer Schedules System and Process: Not yet started.	
Customer Service	Interpretation Services	Scott Wells	Develop Customer Contact Centre Operations Plan: Due Aug 2014; Ed Tubaro has started working on this.	
Customer Service			Completed. Current vendor has capabilities to fulfil requirements, however recommendation is to change vendors.	
Customer Service			Vendor contract to change. No procurement necessary.	
Customer Service	Market Research & Insights	Devon Khuail	2012-14 ad-hoc research; Awareness tracking survey complete (Nov 28-Dec 10) - Report provided in Dec-12.	
Customer Service			Vision Critical contract amended to support UP. Minimal work will be required to develop online panel. Recruitment strategy will be required closer to launch.	

Reporting Period:

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Off-plan - significant problems or issues are/remain unresolved. Executive support required

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Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required
Capital Infrastructure		Michael O'Neill		
	Station Access Points	Dave Kesler	Resolution required relative to Bloor/Dundas West temporary Kiss-Ride and access connection between UP Express station and Dundas-West subway station.	
Capital Infrastructure			Final report (UP Express Planning and Development Options at Union Station) submitted end of September 2012.	
			Conduct a Detailed Study of Transportation Impacts and Initiate Discussions with the City's Right-of-way Coordinator.	
Capital Infrastructure			Allied proposal is no longer viable, proceeding with original intent.	
			Allied proposal is no longer viable, proceeding with original intent.	
Capital Infrastructure			Continue negotiations with Crossways, initiate expropriation if no agreement by March 2013. Really to confirm easement requirements.	
			Expropriation initiated. Negotiations ongoing.	
Capital Infrastructure	Signage & Wayfinding	Karla Avis-Birch	Continue negotiations with Lormel Homes, reassess direction if no agreement by March 2013.	
			Signage and Wayfinding Contract awarded to consultant (Entro).	
Capital Infrastructure			Wink to develop suite of signs, graphics.	
			Award letter sent to consultant, contract execution over next several weeks.	
Capital Infrastructure			Meeting completed and GTAA tour completed on December 10, 2012.	
			Schedule to be submitted in March. Will define due dates for 25, 50, 95 and 100% submissions.	
Capital Infrastructure				
Capital Infrastructure	Furnishings	Michael O'Neill	Bench and amenities design/specification urgently needed from Wink relative to Bloor and Weston stations to ensure UP Express look and feel are included in the construction of these elements – Priority Item.	
Capital Infrastructure				
Capital Infrastructure	Union	Robin Woolfrey	Allied proposal is no longer viable, proceeding with original intent.	
			Materials under review, discussion on retail, front desk and mezzanine level floor plan ongoing.	
Capital Infrastructure			25% Design Complete.	
			50% Design Complete.	
Capital Infrastructure			Submission received. Presentation to be held on February 1, 2013.	
Capital Infrastructure				

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Off plan - significant problems or issues are/remain unresolved. Executive support required



Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required
Capital Infrastructure	Bloor	Joel Dempster	Contract A, Advance Works, Contractor has mobilized and commenced clearing and grubbing. Contract B, Main Works, is currently out for tender with a closing date of March 19, 2013. 25% Design Complete. 50% Design Complete. 95% Design Complete. Due on November 9 but not received. On-going issues with 95% design. CI to address. Tender Documents to be issued. Tender closed on November 29, 2012 contract was awarded. Shop drawings submitted and these are being reviewed.	
	Weston	Joel Dempster	Construction of phase 2/3 underway. UP Express to ensure phase 2/3 comments are or will be adopted throughout construction period. 25% Design submitted, review complete and comments issued to CI design teams 50% Design submitted, review complete and comments issued to CI design teams 100% Design submitted, review not completed as no previous UP Express comments were adopted due to schedule constraints. Awarded to Grscan Construction and kick-off meeting was held on December 7, 2012. 95% design submission for Phase 4 due by February 28, 2013.	
Capital Infrastructure	Terminal 1 & Spur	David Ballantyne	Issued for Construction package submitted for T1 station, works ongoing to agree finishes. Construction of caissons, piers and pier caps progressing. Station construction scheduled to begin on March 19, 2013.	
	Willowbrook PM 3 & 4 and Wash Bay Upgrades	George Atkian	GTAA information 90 days following total completion of project. GTAA information 90 days following total completion of project. Willowbrook 100% submission received in January 2013. Construction start May 2013. Need for on-line service facility pending finalization of operating plan. 100% design submission received on January 31, 2013. Tenders for PM 3 & 4 and Wash Bay to close in March 2013.	

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Off plan - significant problems or issues are/remain unresolved. Executive support required



Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required
Operations		Mike Cyr	March 19: APM Closure	
	"Operations" Team Recruitment	Mike Cyr		
Recruitment			Currently finalizing employment details.	
			Senior Implementation Analyst - HR is preparing job description and position is planned to be filled for April 2013.	
			Implementation Coordinator - position has been delayed.	
	Infrastructure Maintenance Plan	Grant Baile	MX/GO Transit railway corridors initial document developed Dec. 21/12.	
			Commercially Sensitive Information	
			First meeting as it relates to Risk Assessment - required for the TSSA to recertify the APM for October. CI arranging for a consultant assignment for the Risk Assessment.	
			Initial draft reports due for corporate secretary/CEO review on August 15, 2013 for September 10, 2013 Board Meeting.	
			GTAA Deliverable - due 180 days prior to Scheduled Commercial Operation Date. Outlines:	
			-Routine and preventative maintenance program.	
			-Winter maintenance program.	
			-Protocols for performance of emergency repairs.	
			-Protocols for shutdown and closures of UP Express and APM services for maintenance works.	
			-Measures taken by Metrolinx to minimize impact of maintenance.	
	Operations Contracts	Remi Landry		
			Metrolinx board approved contract amendment on December 5, 2012 for Bombardier Operations and Maintenance.	
			Notice to Proceed was given to Bombardier.	
			Not started yet - procedural issue, as funds to address the training costs associated with "one time training" have been identified and set aside in the UP Express Capital budget.	
			Single man crew still not yet finalized by Transport Canada. However, initial discussions indicated that speed control is the primary concern. Exploring automatic train control (ATC) or PTC. Alternatively, Transport Canada may require a Rules-Qualified GSR - however, this is a problem as they will be engaged with operating the train, and not with customers.	
			Started scheduled meeting with stakeholders - CN, Bombardier, GO Transit, TTRC - further discussions with Transport Canada (see above). Meeting with Systems Safety February 27, 2013.	
			Started working with MMM to complete Operations Plan. Chapter 4 is currently being reviewed.	
			Meetings to be held with CN with respect to RTC control.	
			Bombardier has started to recruit 20 locomotive engineers.	
	Train (DMU)	Remi Landry		
	Operations & Maintenance Plans			
			GTAA Deliverable - Aim for 180 days prior to Scheduled Commercial Operation Date. Review twice annually, before every IATA scheduling session start. Metrolinx to provide written notice of any change to the service schedule at least 60 calendar days prior to the proposed changes coming into effect.	
			GTAA Deliverable - due 180 days prior to Scheduled Commercial Operation Date. Outlines:	
			-Rolling stock used by Metrolinx	
			-Prohibition on heavy rail vehicles on spur (except maintenance and testing)	
			-Automatic braking system for train entering T1 Station (10km/hr)	

Reporting Period:

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Off plan - significant problems or issues are/remain unresolved. Executive support required



Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required
Operations	Train Service Recovery Plan	Lorie Threader	First meetings of working group to be held with Systems Safety on a monthly basis.	
			GTAA Deliverable - Aim for 180 days prior to Scheduled Commercial Operation Date Details the measures that would be instituted in the event of a material disruption of the UP Express service.	
Operations	Airport Service Recovery Plan	TBD		
Operations	Safety and Security Plan	Lorie Threader	GTAA Deliverable - Aim for 180 days prior to Scheduled Commercial Operation Date. Details measures taken in the event of an emergency on the train or at the T1 Station at any time the train is operating at the airport. First meetings of working group to be held with Systems Safety on a monthly basis. Grant McGrath is leading this activity.	
			GTAA Deliverable - Aim for 180 days prior to Scheduled Commercial Operation Date. Details security measures taken in the event of an emergency on the train or at the T1 Station at any time the train is operating at the airport. Refers to GTAA Security Plan and Policies, including contingencies for national Security Alert Conditions. Must be maintained current with GTAA plans at all times: - Updates must be filed with GTAA - Metrolinx cannot amend without prior notice to GTAA - Metrolinx cannot amend parts related to Metrolinx obligations	
Operations	Vehicles	Francis Hui	Discussions are ongoing with supplier to try to advance C car delivery date. Detailed design of the A Cars complete. Preliminary design of the C Cars started in November 2012. Commencement of pilot car manufacture has occurred by Nippon Sharyo.	
			Discussions are ongoing with supplier to try to advance C car delivery date.	
Operations	Business Policies, Tariffs, Bylaws, and Legal Requirements	Mike Cyr	Solicitor Client / Litigation / Settlement / Common Interest Privilege	
Operations	Radio Communications	Dan Perlstein	Part of normal fit-out. Completed by Rail Equipment when vehicles arrive at Willowbrook. Confirmation of compatibility with current back office system. Normal CROR protocol with GTCC.	

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Off plan - significant problems or issues are/remain unresolved. Executive support required



Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required
Operations	Electrification	Mike Cyr	Draft of Performance Specifications were submitted on December 21, 2012. Reviewed by various technical groups and comments were provided to Parsons Brinckerhoff (PB) prior February 19, 2013. Final conceptual design issued by PB on January 18, 2013. Reviewed and comments were provided to PB prior to February 14, 2013. Kick-off meeting for preliminary design is scheduled for February 28, 2013.	
	Front Line Service Delivery, Training, & Operations: Operations	Mike Cyr	Working group created with Rail Operations, Rail Services, and Customer Service. Rail Services to determine workforce component based on risk assessment (Transport Canada). Met with Purchasing, Marketing and Branding, and representatives from Mark's on February 14, 2013 to determine timeline for design of uniforms. Design of Uniforms: September to December 2013 Selection of Uniform Design: January 2014 Creation of Prototype: February to August 2014 Final Production: September 2014 Shipping to Metrolinx: March 2015	
	Station Operations - Service and Maintenance Plans	Bill Jenkins	Plan to be finalized by Go Transit Station Operations once detailed design for Union Station is completed. Plan to be finalized by Go Transit Station Operations once detailed design for Bloor Station is completed. Plan to be finalized by Go Transit Station Operations once detailed design for Weston Station is completed. GTAA Deliverable - Aim for 180 days prior to Scheduled Commercial Operation Date. -Maintenance standard must be mutually agreed. -GTAA will give access to T1 Station to Metrolinx, with restrictions regarding vehicular traffic, flow of passengers, APM service operation, and safety and security. -Metrolinx shall minimize interference when using access provided by GTAA. -Maintenance provided by the GTAA and Metrolinx will reimburse the GTAA. -Shared costs will be split on a proportionate basis relative to the square footage of the UP Station and the entire T1 Station. -UP and GTAA can also agree that UP will directly subcontract to the same contractor that is already engaged by GTAA for the maintenance of the APM station. -Metrolinx will retain its own contractors for the specialized equipment. -Metrolinx will ensure that life safety systems are installed, tested and maintained. First meeting with Station Services and GTAA Manager of Maintenance and Facilities conducted at Wolfedale on February 20, 2013 to review Maintenance Agreement. GTAA to provide costs for mechanical and electrical station maintenance at T1.	

Reporting Period:

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Off-plan - significant problems or issues are/remain unresolved. Executive support required

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Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required
Technology		Robert Power	Initial requirements are all complete. Procured and mobilized IT program resources - February 2013.	
	CAD / AVL	Aamer Hasham	Major in-flight enterprise project. UP Express requirements are priority. INIT is doing a customized implementation of their product into the DMUs to support the flexibility of configuring consists. Current work includes design of system and will finish by end of year. Development will occur from January to June.	
Technology			Nippon Sharyo Change Order has been signed-off as of December 5. The INIT Change Order for Infotainment is expected in March 2013.	
			Delivery of 12 A cars is between Feb and August 2014. CAD/AVL system acceptance for the 12 A cars is Jan-15 to allow operation of UP Express in April 2015.	
			Delivery of C cars is June 2015. CAD/AVL system acceptance for these cars cannot be done without the cars in Toronto. Status is yellow because C cars are being delivered after service launch, so there is risk associated with completing testing and commissioning of these new cars while UP Express service is operational.	
	Fare System & RAMS	Sebastian Vaitus	Completed July 7, 2012. Completed October 22, 2012. Completed September 28, 2012.	
Technology			Appointed PM, assembled Fare Systems and PRESTO work teams. Created the Fare Systems Operation document. Gathered and documented business requirements based on the fare collection concept outlined in the Fare Systems Operation document.	
			Accenture engagement was delayed, but change order is now officially signed. Kick-off meeting scheduled for Feb 28. As a deliverable of the Plan & Analyze phase, Accenture will propose the solution design and development schedule. Meeting with Procurement scheduled for Feb 27 to discuss schedule. TBD with Accenture during Plan & Analyze. TBD with Accenture during Plan & Analyze. Not Started.	
Technology	Customer Communication	Kevin Gatchalian	IT Program resources now engaged and detailed planning has been initiated. Timelines and milestones of this work stream will be revised based detailed planning activities (March/April). Completed initial requirements for CCMS on Dec 4/12. Charter will be combined with overall technology charter (to be completed in March 2013). Part of vehicle contract.	
			Initial Requirements are complete for Customer Communications systems: Media Displays, Feeds, CCMS, Display Management, and Third Party Feed Manager. For CCMS, work continues on documenting current state processes and analyzing events and associated communications. This activity will include an agreement for FIDS / Wait Time Display, PA System, Airport Navigation Announcement, UP Information at Pearson, UP Static / Non-Static Signage.	
Technology	Security Infrastructure	Kevin Gatchalian	Initial requirements for PA system has been complete. Next step is to review the design infrastructure layout for these systems and conduct a gap analysis to determine whether UP Express will leverage existing systems/tools. Timelines and milestones of this work stream will be revised based detailed planning activities (March/April). Initial requirements for PA have been developed along with Feeds and Displays. Revised date to be confirmed as part of detailed planning. Charter will be combined with overall technology charter (to be completed in March 2013).	

Reporting Period:

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Off-plan - significant problems or issues are/remain unresolved. Executive support required

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Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required
Technology	CRM - Case Management	Kevin Gatchalian	Initial Requirements are completed. Also, decision has been made to leverage OPS VOR to procure vendor. Timelines and milestones of this work stream will be revised based detailed planning activities (March/April).	
			Initial requirements complete. Work continues to document current state processes. Revised timelines to be confirmed as part of detailed planning.	
			Charter will be combined with overall technology charter (to be completed in March 2013).	
			Decision has been made to leverage OPS VOR to procure vendor. OPS VOR vendors will be asked to provide detailed responses to requirements which outline the potential scope, cost, and timelines of implementation.	
Technology	AirLine Check-In Kiosk	Greg Malicki	Initial requirements and project charter are complete. Currently working with the GTAA to complete a service agreement and develop detailed requirements.	
			- Implementation, Operation and Support Assumptions in review by the GTAA (February 21)	
			- Internal review of Agreement in Principle (which will include implementation, operation, support and Business Model elements) planned for early to mid-March	
Technology	IVR / PBX	Kevin Gatchalian	New baseline plan has been reviewed and approved. Metrolinx IT team is currently reviewing vendor responses.	
			ROQ draft is currently under review. ROQ to be submitted in mid February.	
			Metrolinx IT staff are currently reviewing vendor RFP responses.	
			This activity will include assessing the business need, requirements and feasibility of integrating GTAA / UP Express IVR systems with one another.	
Technology	End User Devices	Kevin Gatchalian	Work stream activities to begin in 2014.	
			Charter will be combined with overall technology charter (to be completed in March 2013).	

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On plan - significant problems or issues are/remain unresolved. Executive support required



Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required
Technology	Google Trip Planner	Kevin Gatchalian	Work stream activities to begin in mid 2013.	
Technology	Wi-Fi	Greg Malicki	- UP Express Wi-Fi Service Requirements are complete. - UP Express Customer Specification for design / install of onboard wireless platform solution; implementation of captive portal solution and cellular network agreement complete. UP Express Service Requirements have been documented in the UP Express Customer Wi-Fi Requirement Traceability Matrix (RTM). 1. UP Express Customer Specification is in Director-level review for design and install of an onboard wireless platform solution; design, test and implement of a captive portal solution and establishment of a cellular network agreement. 2. Statement of Work has been submitted to Bell for an engineering study and site survey to determine Wi-Fi Access Point locations at: Terminal 1, Weston, Bloor, and Union Stations. 3. Installation of Wi-Fi equipment onboard vehicles has been de-scoped from Nippon-Sharyo contract. Equipment will be managed by Contractor responsible for design and install of onboard wireless platform solution. The GTAA has been engaged to assess the feasibility of Wi-Fi integration. A feasibility study report is planned for March 2013.	
Technology	Passenger Assistance Intercom	Kevin Gatchalian	Initial requirements have been developed. Timelines and milestones of this work stream will be revised based detailed planning activities (March/April). Initial requirements are complete.	
Technology	Project Management / Business Analysis	Kevin Gatchalian	IT Program resources now engaged.	



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Off plan - significant problems or issues are/remain unresolved. Executive support required

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Off-plan, but recoverable

Program	Project	Project Manager	Updates	Executive Attention and Decisions Required

Project Charter	Project Number	Program	Project	Project Manager
		Management		Kathy Haley
		Recruitment	"UP Express Management" Team Recruitment	Kathy Haley
		Meetings	Board of Directors Meetings	Kathy Haley
		Performance	Performance Management	Kathy Haley
		Business Planning		Stephan Mehr
		Recruitment	"Business Planning" Team Recruitment	Stephan Mehr
		Program Management	Program Mobilization	David Sajecki
		Program Management	Ongoing Program Management	Mike Cyr
		Program Management	GTAA Integration	Alex de Lorimier
		Business Planning and Policy	Exclusion per Committee Direction	
		Business Planning and Policy	Business Planning	Stephan Mehr
		Business Planning and Policy	Workforce Planning	Michael O'Neill
		Business Planning and Policy	Station Device & Design Feature Placement	Stephan Mehr
		Business Planning and Policy	Accessibility	Stephan Mehr
		Business Planning and Policy	Ridership Modelling	Stephan Mehr
		Marketing & Business Development		Judi Cohen
		Recruitment	"Marketing & Business" Team Recruitment	Judi Cohen
		Strategic Partnerships	Partnerships & Sponsorships	Judi Cohen
		Marketing, Branding, and Communications	Internal Communications	Judi Cohen
		Marketing, Branding, and Communications	External Communications	Judi Cohen
		Marketing, Branding, and Communications	Brand Development	Judi Cohen
		Marketing, Branding, and Communications	Marketing Plan	Judi Cohen
		Marketing, Branding, and Communications	Web / Mobile Applications	Judi Cohen

Project Charter	Project Number	Program	Project	Project Manager
104705 106519		Customer Service		Paula Edwards
		Customer Service	Front Line Service Delivery, Training, & Operations: Guest Service	Paula Edwards
		Customer Service	Service-Related Customer Communications	Ahmed Hassam
		Customer Service	Customer Contact Centre Business Requirements and Operations Plan	Paula Edwards
		Customer Service	Interpretation Services	Scott Wells
		Customer Service	Market Research & Insights	Devon Khuial
		Capital Infrastructure		Michael O'Neill
		Capital Infrastructure	Station Access Points	Dave Kesler
		Capital Infrastructure	Signage & Wayfinding	Karla Avis-Birch
		Capital Infrastructure	Furnishings	Michael O'Neill
		Capital Infrastructure	Union	Robin Woolfrey
		Capital Infrastructure	Bloor	Joel Dempster
		Capital Infrastructure	Weston	Joel Dempster
		Capital Infrastructure	Terminal 1 & Spur	David Ballantyne
116701		Capital Infrastructure	Willowbrook PM 3 & 4 and Wash Bay Upgrades	George Atkian
116202		Capital Infrastructure		

Project Charter	Project Number	Program	Project	Project Manager
106706		Operations		Mike Cyr
		Recruitment	"Operations" Team Recruitment	Mike Cyr
		Operations	Infrastructure Maintenance Plan	Grant Bailie
		Operations	Operations Contracts	Remi Landry
		Operations	Train (DMU)	Remi Landry
		Operations	Operations & Maintenance Plans	
		Operations	Train Service Recovery Plan	Lorie Threader
		Operations	Airport Service Recovery Plan	TBD
		Operations	Safety and Security Plan	Lorie Threader
		Operations	Vehicles	Francis Hui
		Operations	Business Policies, Tariffs, Bylaws, and Legal Requirements	Mike Cyr
		Operations	Radio Communications	Dan Perlstein
		Operations	Electrification	Mike Cyr
		Operations	Front Line Service Delivery, Training, & Operations: Operations	Mike Cyr
		Operations	Station Operations - Service and Maintenance Plans	Bill Jenkins
		Technology		Robert Power
		Technology	CAD / AVL	Aamer Hasham
		Technology	Fare System & RAMS	Sebastian Vaitus
		Technology	Customer Communication	Kevin Gatchalian
		Technology	Security Infrastructure	Kevin Gatchalian
		Technology	CRM - Case Management	Kevin Gatchalian
		Technology	AirLine Check-in Kiosk	Greg Malicki
		Technology	IVR / PBX	Kevin Gatchalian
		Technology	End User Devices	Kevin Gatchalian
		Technology	Google Trip Planner	Kevin Gatchalian
		Technology	Wi-Fi	Greg Malicki
		Technology	Passenger Assistance Intercom	Kevin Gatchalian



Project Charter	Project Number	Program	Project	Project Manager
		Technology	Project Management / Business Analysis	Kevin Gatchalian

Project Charter	Project Number	Program	Project	Project Manager
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UP Express Project Descriptions

Program	Project	Project Manager	Description
Management		Kathy Haley	
Recruitment	"UP Express Management" Team Recruitment	Kathy Haley	Preparation of job descriptions, receipt of HR approval, posting job openings, short listing and interviews, and negotiating employment contracts.
Meetings	Board of Directors Meetings	Kathy Haley	Preparation of initial report drafts, translation, final reports, and board meeting dates.
Performance	Performance Management	Kathy Haley	Performance Management ratings and HR approval.
Business Planning		Stephan Mehr	
Recruitment	"Business Planning" Team Recruitment	Stephan Mehr	Preparation of job descriptions, receipt of HR approval, posting job openings, short listing and interviews, and negotiating employment contracts.
Program Management	Program Mobilization	David Sajecki	Define the scope of responsibilities for UP Express projects and define governance structure for the Build phase.
Program Management	Ongoing Program Management	Mike Cyr	This project will focus on setting up a Program Management Office (PMO) to monitor and manage all build phase projects for the UP Express program. As with most PMOs, the UP Express PMO will be responsible for monitoring and managing the program budget, program schedule, program status reporting, program change requests, program risks and issues, and program change management activities.
Program Management	GTAA Integration	Alex de Lorimier	Collaborate with GTAA to identify joint activities, defining overall approach, budget, and tactics and implement joint business tactics.
Business Planning and Policy	Exclusion per Committee Direction		
Business Planning and Policy	Business Planning	Stephan Mehr	Update the business plan and customer experience strategy on a regular basis in order to reflect changing realities as they occur.
Business Planning and Policy	Workforce Planning	Michael O'Neill	Update workforce plan for the UP Express in order to ensure that the organization has suitable access to resources that have the ability to undertake required business activities.
Business Planning and Policy	Station Device & Design Feature Placement	Stephan Mehr	This project will develop a detailed floor plan that includes the placement of key devices (e.g., media displays, check-in kiosks) and design features (e.g., seating areas, retail areas, charging stations) for Union, Bloor, Weston, and T1 Pearson stations, order to inform the station builders where critical infrastructure components such as wiring and plumbing are required.
Business Planning and Policy	Accessibility	Stephan Mehr	Implement a program that ensures all aspects of the station, onboard and end-to-end experience are accessible to customers with disabilities.
Business Planning and Policy	Ridership Modelling	Stephan Mehr	Update the ridership model on a regular basis in order to reflect changing realities as they occur.
Marketing & Business Development		Judi Cohen	
Recruitment	"Marketing & Business" Team Recruitment	Judi Cohen	Preparation of job descriptions, receipt of HR approval, posting job openings, short listing and interviews, and negotiating employment contracts.
Strategic Partnerships	Partnerships & Sponsorships	Judi Cohen	Develop and implement a successful partnership and sponsorship strategy and plan that will provide a reliable non-fare revenue stream for UP Express and enhance UP Express' overall value proposition and brand. Implement the Partnership and sponsorship strategy in order to drive non-fare revenue.
Marketing, Branding, and Communications	Internal Communications	Judi Cohen	Finalize internal communications strategy and plan, defining overall approach, and tactics. Select relevant internal stakeholders for targeted communications. Define implementation considerations including key milestones, activities and timelines and execute and manage communications and internal stakeholder engagement.
Marketing, Branding, and Communications	External Communications	Judi Cohen	Finalize external communications strategy and plan, defining overall approach, and tactics. Select relevant third party groups for targeted external communications. Define implementation considerations including key milestones, activities and timelines and execute and manage communications and third party engagement.
Marketing, Branding, and Communications	Brand Development	Judi Cohen	Direct and monitor the application of the UP Express brand strategy and its implementation of the brand identity, image, experience and promise, and oversee consumer facing brand elements including design requirements and communications.
Marketing, Branding, and Communications	Marketing Plan	Judi Cohen	Finalize Marketing Plan including marketing objectives, strategy, and tactics. Define implementation considerations including activities and timelines aligned to program milestones (e.g., capital infrastructure) and the channels dependent on other project activities (e.g., partnerships). Execute all marketing activities and initiatives.
Marketing, Branding, and Communications	Web / Mobile Applications	Judi Cohen	Design, develop, test, and deploy the UP Express website and mobile website which will provide information, enable fare purchasing, facilitate subscription services (e.g., upcoming trip reminders), provide customer service, integrate with a trip planner, provide access to social media, support account management, enable non-fare revenue generation, and allow for user reporting and trend analysis.

UP Express Project Descriptions

Program	Project	Project Manager	Description
Customer Service		Paula Edwards	
Customer Service	Front Line Service Delivery, Training, & Operations: Guest Service	Paula Edwards	The purpose of this project is to ensure that our UP Express front line guest service staff will be ready to serve guests with an elevated service level in time for the launch of the UP Express service. It includes all activities related to workforce planning for front line guest service staff (GSRs, contact centre staff, CSCs), as well as the hiring and training of those staff. Furthermore, the project will define guest service processes and procedures, define business requirements for GSR tablets, and procure uniforms for service delivery staff. It will rely on hiring an external consultant who is expected to design guest service processes and procedures, as well as develop guest service training materials for all UP Express front line staff.
Customer Service	Service-Related Customer Communications	Ahmed Hassam	The purpose of this project is to ensure coordination and consistency in all UP Express service-related communications to customers. To achieve this, this project will work with UP Express and Metrolinx business units to develop and implement a service-related customer communications strategy and work with those business units to ensure that the strategy is implemented. The strategy will include the identification of the channels used for service-related communications and the content to be communicated across each channel. Given the cross-functional nature of the communications channels and content, it is critical that this project works closely with UP Express business units to define the service-related communications strategy. This project will also develop and implement a comprehensive media displays strategy, define detailed business requirements for Media Displays, S4, PA systems, and CCMS, and define and implement the policies, processes, and scripts for making service-related communications. While the delivery of the service-related customer communications strategy may be performed in tandem with a broader GO Transit service-related customer communications project, it should be noted that this document focuses on elements specific to the UP Express (with the exception of CCMS, which will be an enterprise-wide solution).
Customer Service	Customer Contact Centre Business Requirements and Operations Plan	Paula Edwards	UP Express will leverage the ongoing development of an enterprise-wide next generation multi-channel contact centre that offers customers a suite of customer service channels that will largely be unrivalled by other global ARLs. While the UP Express will leverage existing infrastructure, technology, personnel, and processes from GO Transit, it will need to drive the change to implement several technologies that are not currently in place. Specifically, the contact centre will employ a multi-channel approach serving its customers, and will have the capability to use pop-up chat and mobile app chat which are not currently supported by the existing contact centre, in addition to traditional channels such as call centre and email. Furthermore, some modifications to existing technologies, processes, and an increase in personnel will be required. The purpose of this project is to prepare the customer contact centre for the changes brought on by the UP Express. Specifically, the project includes defining requirements for new technology systems, defining new requirements for existing technology systems, and developing processes and policies for the multi-channel contact centre. It must be noted that the UP Express contact centre will use a blended staffing model, whereby the existing GO contact centre will evolve into an enterprise wide, multi-branded contact centre.
Customer Service	Interpretation Services	Scott Wells	Procure and install a two-phone system to support customers who do not speak English and require access to a multi-lingual interpretive and translation service at the stations. This service will be offered through the use of two-way phones at the stations.
Customer Service	Market Research & Insights	Devon Khuial	This project will finalize the Market Research Plan including the assignment of owners and the determination of timings around key milestones and activities. The Market Research Plan will include a combination of qualitative and quantitative research methods that will be employed pre and post UP Express launch in order to gauge customer and stakeholder interest and receptiveness to the UP Express service itself, as well as to key ARL messages (e.g., advertising campaigns). These research methods will include but are not limited to E-Panel, consumer panel research, CSAT, and a customer segmentation study. This project will also be responsible for overseeing the execution of the research activities as planned prior to launch, and for updating future research plans that will be executed post UP Express launch.
Capital Infrastructure		Michael O'Neill	
Capital Infrastructure	Station Access Points	Dave Kesler	Secure land for multiple station access points and build the required infrastructure to provide UP Express customers with multiple options through which to access Union, Bloor, and Weston stations. Station access points include integration with public transit, direct walking routes, and kiss & rides / taxi stands that enable customers to easily and safely access UP Express stations. In many cases, UP Express will leverage existing access points, while in other cases it will have to secure land and build required infrastructure (e.g., Bloor station).
Capital Infrastructure	Signage & Wayfinding	Karla Avis-Birch	Define and implement the over-arching wayfinding strategy for all stations and periphery areas, including signage and other wayfinding and navigation elements (e.g., maps).
Capital Infrastructure	Furnishings	Michael O'Neill	This project will define and procure the types of furnishings, including interior design elements, which will be placed at the UP Express stations (e.g., chairs, tables, mobile charging docks, benches, and clocks).
Capital Infrastructure	Union	Robin Woolfrey	Identifies high-level design and construction activities for Union station.
Capital Infrastructure	Bloor	Joel Dempster	Identifies high-level design and construction activities for Bloor station.
Capital Infrastructure	Weston	Joel Dempster	Identifies high-level design and construction activities for Weston station.
Capital Infrastructure	Terminal 1 & Spur	David Ballantyne	Identifies high-level design and construction activities for T1 station.
Capital Infrastructure	Willowbrook PM 3 & 4 and Wash Bay Upgrades	George Atikian	Identifies high-level design and construction activities for upgrading PM 3 & 4 and wash bay at Willowbrook Maintenance Facility to accommodate the UP Express DMUs.

UP Express Project Descriptions

Program	Project	Project Manager	Description
Operations		Mike Cyr	
Recruitment	"Operations" Team Recruitment	Mike Cyr	Preparation of job descriptions, receipt of HR approval, posting job openings, short listing and interviews, and negotiating employment contracts.
Operations	Infrastructure Maintenance Plan	Grant Baillie	Creation of the Infrastructure and Maintenance Plan as it relates to the UP Express corridor including the spur line. Required under the GTAA Stakeholder Agreement and outlines routine and preventative maintenance program, winter maintenance program, protocols for performance of emergency repairs, protocols for shutdown and closures of UP Express and APM services for maintenance works, and measures taken by Metrolinx to minimize impact of maintenance.
Operations	Operations Contracts	Remi Landry	Alignment of third-party players with respect to UP Express Operations (i.e. Bombardier, CN, GO Transit, TCRC, Transport Canada).
Operations	Train (DMU) Operations & Maintenance Plans	Remi Landry	Train Operations and Maintenance Plan as it relates to the alignment with the Rail Services Plan. Required under the GTAA Stakeholder Agreement and outlines rolling stock used by Metrolinx, prohibition on heavy rail vehicles on spur (except maintenance and testing), and automatic braking system for train entering T1 Station (10km/hr).
Operations	Train Service Recovery Plan	Lorie Threader	The purpose of this project is to develop and implement a detailed service recovery plan for severe service interruptions. The service recovery plan will include detailed service recovery policies and processes to ensure we use a consistent approach to minimizing the effects of service interruptions. The service recovery plan will be designed to cover a variety of service disruptions, including medical emergencies, safety emergencies, weather-related shutdowns, equipment breakdowns, and others of varying lengths of time.
Operations	Airport Service Recovery Plan	TBD	Explore opportunities to develop a joint UP Express-GTAA service recovery plan that identifies specific policies and procedures for jointly dealing with each other's service disruptions (e.g., extended UP Express hours of operations when inclement weather causes late flights).
Operations	Safety and Security Plan	Lorie Threader	Develop and implement safety and security plan, and implement safety and security technologies such as Passenger Assistance Intercom and CCTV Security Cameras
Operations	Vehicles	Francis Hui	Identifies high-level design, manufacturing, shipping, delivery and acceptance of the diesel multiple units (DMUs) activities.
Operations	Business Policies, Tariffs, Bylaws, and Legal Requirements	Mike Cyr	This project will focus on ensuring that the appropriate business policies, tariffs, and bylaws are in place to support the UP Express. As part of this project, existing Metrolinx business policies, tariffs, and bylaws will be reviewed to both ensure the policies align with UP Express's business strategy and plan and identify if any global policies, tariffs, and bylaws (i.e., policies, tariffs, and bylaws that apply to all Metrolinx operating divisions) need to be amended to include UP Express. In addition, this project will identify and develop any new business policies, tariffs, and bylaws that are required specifically for UP Express.
Operations	Radio Communications	Dan Perlstein	Procure and deploy a two-way radio communication system that will provide staff the ability to communicate between trains (VHF/UHF), stations, and wayside installations.
Operations	Electrification	Mike Cyr	In coordination with Karen Pitre (Project Director of Electrification Study, Policy, and Planning), this project includes the conceptual and preliminary design for the electrification of the Kitchener Corridor (Project Classification K11 - Union to Pearson T1 Station). Environmental assessment requirements proposed to be completed by October 2014.
Operations	Front Line Service Delivery, Training, & Operations: Operations	Mike Cyr	This project will develop and implement a strategy for workforce planning, will provide input into customer service training materials, and will provide input into uniforms design and development for service delivery staff that will perform operations roles (onboard hosts). Originally a combined project with the Front Line Service Delivery, Training, and Operations (Customer Service) project, this project has been split out in order to better allow for the management of portions of the project scope that pertain specifically to front line staff that will be performing operations roles. Since onboard hosts will be hired externally through Bombardier, Bombardier contract negotiation regarding customer service training and uniforms design will be a key component of this project. It is important to note that this project will be dependent on the overall ARL Operations Plan, which will highlight the operational procedures and processes required to govern the roles and responsibilities of onboard hosts.
Operations	Station Operations - Service and Maintenance Plans	Bill Jenkins	Service and Maintenance Plans as required at Union, Bloor, Weston, and T1 stations. At T1, maintenance standards must be mutually agreed and include the following: GTAA will give access to T1 Station to Metrolinx, with restrictions regarding vehicle traffic, flow of passengers, APM service operation, and safety and security; Metrolinx shall minimize interference when using access provided by GTAA; Maintenance provided by the GTAA and Metrolinx will reimburse the GTAA; Shared costs will be shared on a proportionate basis relative to the square footage of the UP Station and the entire T1 Station; UP and GTAA can also agree that UP will directly subcontract to the same contractor that is already engaged by GTAA for the maintenance of the APM station; Metrolinx will retain its own contractors for the specialized equipment; Metrolinx will ensure that life safety systems are installed, tested and maintained.
Technology		Robert Power	
Technology	CAD / AVL	Aamer Hasham	Procure, install, test and implement the CAD/AVL system onboard each DMU as well as the central system. The UP Express will leverage the broader central system being developed for GO Transit.
Technology	Fare System & RAMS	Sebastian Vaitus	Develop a fare system whereby customers will be able to purchase fare through different channels and at different points in the travel journey, including in advance of their arrival at the station, at the station, and onboard the train. Customers will be able to use high-touch customer service fare purchase channels such as ticket counters, or low-touch self-service fare purchase channels such as ticket vending machines. These purchase channels will provide customers the flexibility to purchase different types of fare media and products using a variety of payment methods.
Technology	Customer Communication	Kevin Gatchalian	A group of systems responsible for creating, aggregating, distributing and displaying information to guests (i.e. media displays, visually impaired audio devices, trip manager, S4 [next trip information], CCMS, content and programming management, schedules, eNews, GTAA feeds, infotainment feeds, other transportation network feeds, advertising, outgoing third party feeds). Procure, install, test, and deploy media displays at the stations. In addition, develop the infrastructure to support the management delivery of content through the media displays. The media displays will provide customers the ability to access real-time train and airport information that is pertinent to their journey as well as entertainment and advertising content at Union Pearson Express stations and onboard trains. Modify and deploy the S4 system which communicates next trip information across all customer access points. Modify and deploy schedules system that provides back office personnel the ability to formulate and disseminate Union Pearson Express scheduling information. Integrate and deploy GTAA information (i.e., arrival and departure flight information, wait times at key airport checkpoints) through different Union Pearson Express service channels (e.g., media displays, website). Modify and deploy eNews system which will provide customers the ability to access a subscription-based SMS / e-mail train information and train delay notification service. Integrate and deploy entertainment feeds that will allow the Union Pearson Express to display visual entertainment programming at all customer access points. Integrate and deploy information feeds from other transportation networks that will provide customers will have access to information from a number of different GTA public transportation networks. Integrate and deploy advertising from partners in order to generate non-fare revenue for Union Pearson Express. Develop integrations between Union Pearson Express and third parties in order to allow third parties to access Union Pearson Express information.
Technology	Security Infrastructure	Kevin Gatchalian	Procure, install and deploy Public Address system that provides front office staff the ability to make public announcements at all customer access points. Procure and deploy CCTV security systems onboard and at stations to ensure the security and safety of Union Pearson Express customers and personnel through continual monitoring. The purpose of this project is to define business requirements for a Case and Contact Management solution that will allow UP Express to manage and track customer complaints, communicate with customers through multiple channels, and report on the voice of the customer. This solution will need to be integrated with the PBX system in order to support multi-channel communications. In addition, this solution will replace the current GO CIT solution. Depending on the vendor product(s) selected, the Case and Contact Management solution may be a single technology system or multiple technology systems. This solution will enable multi-branded case management, which is not available through the existing system. This solution will be capable of supporting more than one brand to ensure that customers clearly understand with whom they are communicating (e.g., messages would be addressed from @gotransit.com, @UP Express.com, @presto.com). The contact management functionality within this solution will allow contact centre agents to interact with customers through different channels, including social media and chat.
Technology	CRM - Case Management	Kevin Gatchalian	
Technology	AirLine Check-in Kiosk	Greg Malicki	Procure, install, test, and deploy airline check-in kiosks at stations that will provide customers the ability to check in to a flight and receive baggage tags and boarding passes prior to reaching Pearson airport.
Technology	IVR / PBX	Kevin Gatchalian	Define requirements for a Multi-Channel PBX / IVR Self-Service / EUCS feature that will provide customers the ability to receive automated train information and the option to correspond with a customer service contact centre over the phone.
Technology	End User Devices	Kevin Gatchalian	Configure and deploy productivity devices that can be used by station guest service representatives to assist customers (i.e. desktop computers and tablets).
Technology	Google Trip Planner	Kevin Gatchalian	Design, develop, test, and deploy an integrated travel planning tool that will accept origin / destination information and provide customers complete trip information (i.e., directions, schedules, fares, connection information).
Technology	Wi-Fi	Greg Malicki	Procure, install, test, and deploy Wi-Fi capabilities at the stations and onboard that will provide customers the ability to access integrated and continuous Wi-Fi throughout the UP Express journey.
Technology	Passenger Assistance Intercom	Kevin Gatchalian	Procure, install, test, and deploy two-way communication tools that will allow guests to call for help in the event of an emergency on the platforms of Bloor and Weston stations. Note that emergency intercoms onboard vehicles are included in the vehicle design hence are not in scope for this project.

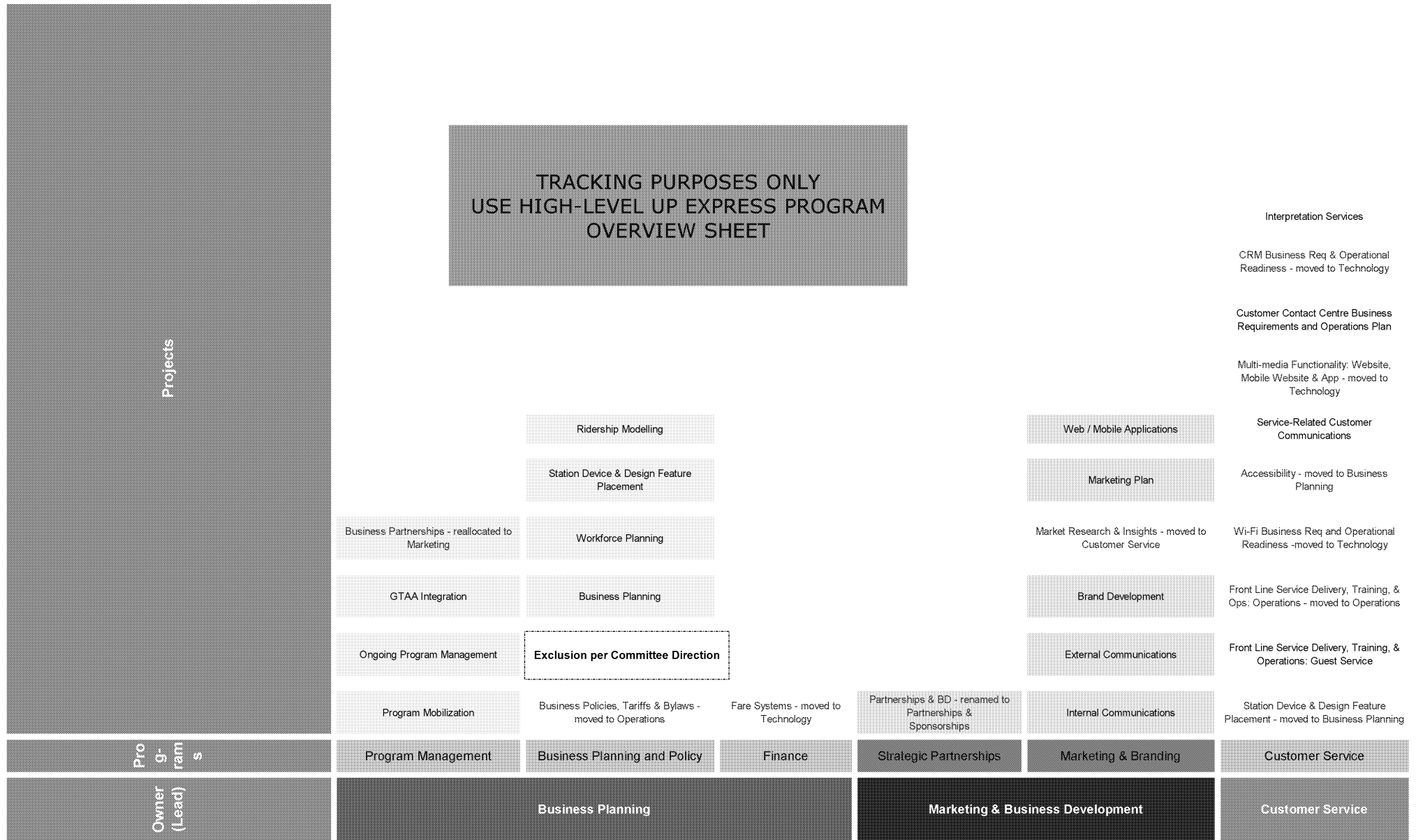
UP Express Project Descriptions

Program	Project	Project Manager	Description
Technology	Project Management / Business Analysis	Kevin Gatchalian	This project will focus on setting up a Program Management Office (PMO) to monitor and manage all technology projects for the UP Express program. As with most PMOs, the UP Express Technology PMO will be responsible for monitoring and managing the program budget, program schedule, program status reporting, program change requests, program risks and issues, and program change management activities.

UP Express Project Descriptions

Program	Project	Project Manager	Description
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UP Express Program Overview - Tracking Purposes Only



		Project Management / Business Analysis
		Passenger Assistance Intercom
	Station Operations - Service and Maintenance Plans	Wi-Fi
	Front Line Service Delivery, Training, & Operations: Operations	Google Trip Planner
	Electrification	Back Office - deleted
Vehicles - moved to Operations	Radio Communications	End User Devices
Willowbrook PM 3 & 4 and Wash Bay Upgrades	Business Policies, Tariffs, Bylaws, and Legal Requirements	IVR / PBX
Terminal 1 & Spur	Vehicles	AirLine Check-in Kiosk
Weston	Safety and Security Plan	CRM - Case Management
Bloor	Airport Service Recovery Plan	Web / Mobile Applications - moved to Marketing & Business Development
Union	Train Service Recovery Plan	Security Infrastructure
Furnishings	Train (DMU) Operations & Maintenance Plans	Customer Communication
Signage & Wayfinding	Operations Contracts	Fare System & RAMS
Station Access Points	Infrastructure Maintenance Plan	CAD / AVL
Capital Infrastructure	Operations	Technology
Capital Infrastructure	Operations	#REF!