

Metrolink Air Rail Link
Business Strategy & Plan
Simplified Financial Spreadsheet



v 2.0
June 21, 2013

Project Background:
In early 2011, AEC developed the customer experience strategy, business strategy, and business plan. An ARL Financial Model was developed to support the assessment of the financial viability of the target customer experience strategy and project ARL's short and medium term performance.
This document contains a simplified version of the model, including assumptions, data sources, and projection outcomes based on the decisions made.

Version Control				
Version	Description	Updated By	Date	
1.00	Initial draft for walkthrough	John Z.	Jun. 15, 2013	
1.10	Completed model for walkthrough	John Z.	Jun. 20, 2013	
1.15	Completed model for walkthrough - additional comments	John Z.	Jun. 20, 2013	
2.00	Final decision	John Z.	Jun. 21, 2013	

Form 1040 U.S. Individual Income Tax Return For 2019	Form 1040 U.S. Individual Income Tax Return For 2019	Form 1040 U.S. Individual Income Tax Return For 2019
Part I Income 1. Wages, salaries, tips, etc. \$12,345 2. Dividends and capital gains \$5,678 3. Interest on U.S. government bonds \$1,234 4. Interest on other U.S. bonds \$987 5. Interest on foreign bonds \$456 6. Tax-exempt interest \$321 7. Unemployment compensation \$210 8. Social Security benefits \$100 9. Other income \$0 10. Total income \$20,321	Part II Adjusted Gross Income 11. Adjusted gross income \$18,765	Part III Exemptions 12. Exemptions 3 13. Total exemptions \$4,800 14. Taxable income \$13,965
Part IV Tax 15. Tax on income \$2,345 16. Tax on dividends and capital gains \$1,234 17. Tax on interest \$567 18. Tax on unemployment compensation \$100 19. Tax on Social Security benefits \$50 20. Other tax \$0 21. Total tax \$4,296	Part V Payments 22. Federal income tax withheld \$3,456 23. Estimated tax payments \$1,234 24. Refund of overpayment \$0 25. Total payments \$4,690	Part VI Refund 26. Refund of overpayment \$0

UPE Information
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UPE Information

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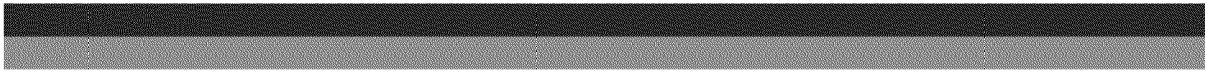
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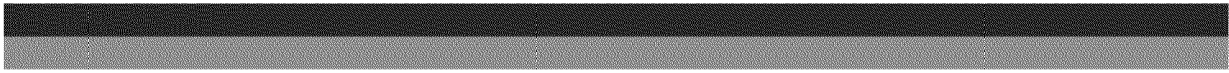
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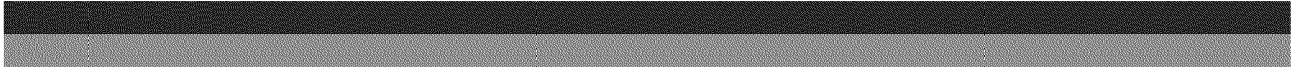
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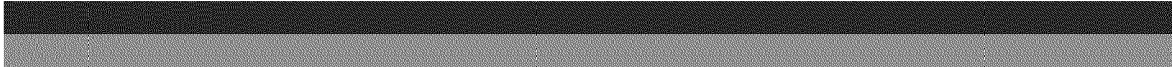
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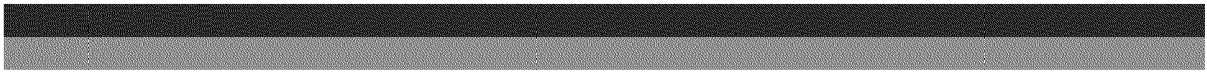
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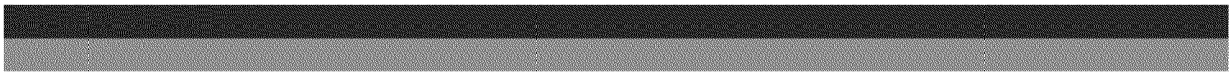
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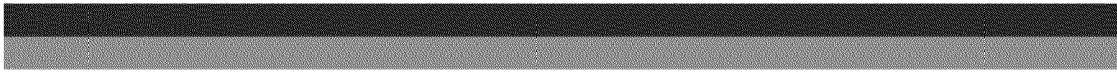
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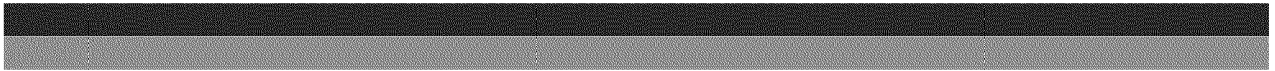
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ARL Financial Model

Lookups

Inflation	3.00%
Fare Escalation	2.0%
Non-Refundable HST	1.76%
Tax	101.76%

Forecast	Drivers	Years	Priority	Accounting Category
SDG 2011	Fixed	2015	Mandatory	Non Fare Revenue
SDG 2013	Passenger	2016	Value-add: Primary	Fare Revenue
Adjusted 2013		2017	Value-add: Secondary	FTE
		2018	Want to Have	Labour & Benefits
		2019		Operations
		2020		Facilities & Track
		2021		Equipment Maintenance
		2022		Supplies & Services
		2023		
		2024		

Subcategory Rail Operations	Subcategory Customer Service
Train Operations - Crew	Customer Care
Train Operatins - Diesel Fuel	Station Services - Maintenance
Train Operations - Dispatching & Train Control	Station Services - GSR
Rolling Stock Maintenance	Safety & Security
Infrastructure Maintenance	
Rail Operations FTE - ARL	
Rail Operations FTE - Metrolinx	

Dropdowns

Subcategory Management & Other Operations	Subcategory Marketing & Partnership
ARL Management	Marketing
Professional & Technical Services	Market Research & Insight
Other ARL Resources	Strategic Partnership
Properties	

[illegible]

Subcategory New Category 2	Subcategory New Category 3	Subcategory New Category 4

Tables

2017	2018	2019	2020	2021	2022	2023	2024
1	1	1	1	1	1	1	1
2,165,998	2,391,435	2,439,557	2,484,315	2,528,717	2,574,020	2,620,246	2,667,696

Total Ridership - Fiscal Year																
Fiscal Year	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Union	1,187,900	1,466,300	1,679,700	1,855,000	1,898,300	1,943,400	1,983,400	2,026,100	2,069,700	2,114,200	2,156,500	2,190,200	2,224,300	2,259,000	2,294,200	2,327,300
Bloor	226,000	276,000	312,800	341,900	346,000	351,100	357,100	363,500	370,000	376,600	382,600	386,400	390,300	394,200	398,100	401,600
Weston	112,200	136,800	154,700	168,700	170,400	172,500	175,000	177,800	180,500	183,300	185,800	187,400	189,100	190,700	192,400	193,900
Total	1,526,000	1,879,100	2,147,200	2,365,600	2,414,800	2,466,900	2,515,500	2,567,300	2,620,200	2,674,100	2,724,900	2,764,000	2,803,700	2,843,900	2,884,700	2,922,700

Source: SDG Ridership Forecast Data Received from SDG June 2013, Forwarded from Phil Safos

Exclusion per Committee Direction

Central Case UPE Ridership and Revenue (incorporating part year 2015)

Calendar Year		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Proportion of Year		74%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Forecast UPE ridership (one-way)	millions	1.07	1.81	2.08	2.35	2.40	2.46	2.50	2.55	2.61	2.66	2.72	2.75	2.79	2.83	2.87	2.92	2.94

Source: SDG Ridership Forecast Data Received from SDG June 2013, Forwarded from Phil Safos

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