

From: Daniel Haufschild
Sent: Thur 3/8/2012 1:58:33 AM
Subject: RE: ARL - Ridership Data Request

James,

I will be away from the office until April 2nd.

As a first step, I suggest you meet with with Bert Peverini to get an update on the model (I have copied Bert). If further detailed is required we can put you in touch with our consultant on the project.

Daniel

From: Colaco, James M. (CA - Toronto) [mailto:jacolaco@deloitte.ca]
Sent: Wednesday, March 07, 2012 2:25 PM
To: Kim, Hwan (CA - Toronto); Daniel Haufschild
Cc: Parent, Nathalie (CA - Toronto); Stephan Mehr; Kim, Hwan (CA - Toronto)
Subject: RE: ARL - Ridership Data Request
Importance: High

Daniel – sorry for the multiple notes and apologies for any confusion.

I am cc'ing Stephan Mehr on this note as he has been closely linked with our work.

By way of context, we have been engaged by Kathy Haley to support the development of the Business Strategy & Plan for ARL as well as the Customer Experience – I believe you have already met my Deloitte counterparts on the Customer Experience side.

As part of the Business Planning work, we have committed to build a Financial Model that would look at both revenue and cost line items for the service, forecasted out 5-10 years.

Hwan Kim is on my team below – he will be responsible for developing the Financial Model with input from both yourself and Stephan.

Given our timelines, we would love to meet to get a deeper understanding of the ridership model and forecasts that have been done to date. I will also point out that we are fully NDA'd with Metrolinx.

Thanks for your understanding.

Best
James

James Colaço

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From: Kim, Hwan (CA - Toronto)
Sent: Wednesday, March 07, 2012 11:16 AM
To: daniel.haufschild@metrolinx.com
Cc: Colaco, James M. (CA - Toronto); Parent, Nathalie (CA - Toronto)
Subject: RE: ARL - Ridership Data Request

Hello Daniel,

I am just following up on the request for the ridership forecast data below. Would it be possible to set up a quick meeting sometime this week to discuss the request?

Please let me know. Thank you very much.

Regards,

Hwan

Hwan Kim
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From: Kim, Hwan (CA - Toronto)
Sent: Friday, March 02, 2012 5:00 PM
To: 'daniel.haufschild@metrolinx.com'
Cc: Colaco, James M. (CA - Toronto); Parent, Nathalie (CA - Toronto)
Subject: ARL - Ridership Data Request

Hello Daniel,

Hope everything is going well. I am working with James Colaço and Nathalie Parent to develop the business plan for the ARL. Over the course of next few months, I will be responsible for developing a financial model to support the business planning and decision making process for ARL.

I believe you are managing the contact with Steer Davies Gleave for the ridership model. I was wondering if you could help us retrieve the following ridership data from Steer Davies Gleave, which will be used as an input to the financial model.

- Full version of the ridership forecast report (not redacted version) – especially the Central Case and High and Low Forecasts

- **Exclusion per Committee Direction**

It would be great if we could meet early next week to discuss this in more detail.

Please let us know. Thank you very much.

Regards,

Hwan

Hwan Kim

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