



**Report**  
**Staff Report**  
 The Corporation of the City of Brampton  
 5/15/2024

**Date:** 2024-05-14

**Subject:** **Automated Speed Enforcement Processing Centre - Project Update & Budget Amendment**

**Contact:** Michael Kralt, Strategic Leader, Project Management, Legislative Services

**Report number:** Legislative Services-2024-443

**RECOMMENDATIONS:**

1. That the report from Michael Kralt, Strategic Leader, Project Management, Legislative Services to the Council Meeting of May 15, 2024 re: **Automated Speed Enforcement Processing Centre - Project Update & Budget Amendment**, be received;
2. That Council approve thirty-two (32) full-time, permanent complement to be hired in 2024 consisting of twenty-one (21) Automated Enforcement Officers, three (3) Automated Speed Enforcement Supervisors, two (2) Screening Officers, one (1) Traffic Technologist III, one (1) Traffic Technologist II, one (1) Traffic Technologist I, one (1) Truck Driver, one (1) Labourer, and one (1) Traffic Supervisor with a total annual cost of approximately \$3,591,107 to be funded from revenues generated through operations, or Reserve Fund #100 – Legacy Fund if revenues are insufficient;
3. That Council approve one (1) full-time, contract Talent Acquisition Specialist to be hired in 2024 for a 12-month period with a total annual cost of approximately \$96,842 to be funded from revenues generated through operations, or Reserve Fund #100 Legacy Fund if revenues are insufficient;
4. That a budget amendment be approved and a new capital project be established in the amount of \$300,000 for one (1) truck dedicated to installing, relocating, removing and maintaining ASE related signage, with funding to be transferred from Reserve Fund #100 – Legacy Fund, to be repaid through operating revenues;
5. That a budget amendment be approved and a new capital project be established in the amount of \$91,000 for technology for new staff, with funding to be transferred from Reserve Fund #100 – Legacy Fund, to be repaid through operating revenues;
6. That a budget amendment be approved and a new capital project be established in the amount of \$1,900,000 for ASE Processing Centre space fit-up costs, with funding

to be transferred from Reserve Fund #100 – Legacy Fund, to be repaid through operating revenues;

7. That Council enact a By-law to establish and implement an Administrative Penalty System for Contraventions Detected Using Camera Systems; and
8. That the Commissioner of Legislative Services be authorized to execute agreements to process automated speed enforcement images and issue Penalty Orders on behalf of other municipalities, in a form acceptable to the City Solicitor or designate.

#### **OVERVIEW:**

- **This report updates Council on activities undertaken to date to establish the City's Automated Speed Enforcement (ASE) Processing Centre and its strategy to increase the number of ASE cameras in Brampton.**
- **Activities undertaken to date include:**
  - **Purchase of 175 Sandalwood**
  - **Request for Procurement for cameras and processing centre software**
  - **Staffing and recruitment activities**
  - **Preliminary space fit-up**
  - **Administrative Penalty software configuration**
- **The ASE Processing Centre is currently on track for an August 2024 launch pending contract award to the successful vendor and timely utility coordination.**
- **This rollout will bring Brampton's ASE camera portfolio to 185 cameras, representing the largest single municipal ASE camera program in Ontario. The first 20 cameras are scheduled for installation by July 2024, with all 185 cameras scheduled for installation by summer 2025.**
- **The speed of the rollout is substantially faster than comparator municipalities, with deployments of this size typically occurring over 4 to 5 years.**
- **This report includes staff requests and budget amendments essential for the successful launch of the City's ASE Processing Centre and to facilitate the expansion of operations as additional cameras and potential municipal clients are added.**

#### **BACKGROUND:**

The City of Brampton supports the Vision Zero Road Safety Strategic Plan and is fully committed to enhancing road safety.

The framework says no loss of life on our roads is acceptable and we all play an important part in keeping our residents, our families and our loved ones safe. Speed

plays a significant role in traffic collisions and tragically, speed causes more collisions, more serious injuries and increases the number of fatalities. Automated Speed Enforcement (ASE) is a key strategy to deter speeding and reduce speeds in the Vision Zero Framework.

ASE is an automated system that uses a camera and a speed measurement device to help enforce speed limits in school zones and community safety zones. It is designed to work in tandem with other traffic safety programs, including improvements to road networks, educational programs and police enforcement. ASE is focused on altering driver behaviour to decrease speeding and increase road safety.

The City of Brampton currently operates 50 ASE cameras and processes its ASE camera images at the Joint Processing Centre operated by the City of Toronto, in conjunction with other municipalities. Cameras run at a fraction of their capacity due to limitations on the number of images that can be processed. The current limit represents a small fraction of what Brampton's ASE cameras are capable of capturing.

In 2023, Council directed staff to establish an ASE Processing Centre to increase the number of cameras and hours of operation of ASE cameras in Brampton. Council also directed staff to develop a strategy to implement 135 additional cameras, for a total of 185 cameras.

At the Council Meeting of August 9, 2023, Council directed Corporate Finance staff to further investigate and confirm the figures and operational model for the ASE Processing Centre.

In December 2023, Council approved the addition of 16 staff in the 2024 budget to operate the centre and subsequently approved the purchase of a facility (175 Sandalwood Parkway) to house the City's ASE Processing Centre.

On February 21, 2024, Council authorized staff to commence procurement for the supply and implementation of ASE cameras and related services and approved a budget amendment for \$1.5M for immediate State of Good Repair (SOGR), security and interior renovations to the processing centre.

## **CURRENT SITUATION:**

Since purchasing the facility at 175 Sandalwood in December 2023, staff have worked expeditiously to coordinate all aspects of the ASE program. Establishing the ASE Processing Centre is a complex project requiring a multi-disciplinary project team comprised of staff from various departments. Ensuring the City's ASE Processing Centre will be operational by the summer of 2024 continues to be a priority activity for staff and the initiative is currently on schedule for an August 2024 opening.

The remainder of this report provides an update on various aspects of the ASE Processing Centre implementation and camera rollout, and justification for the recommendations contained in the report.

## **ASE Procurement**

At the February 21, 2023, Committee of Council meeting, Council directed staff to begin procurement for 185 ASE cameras and related services. The RFP was released on March 25, 2024, and closed on April 26, 2024.

Staff have been working toward Council's goal to "develop a strategy to implement 135 additional cameras over the next four (4) years." The RFP contemplates an accelerated rollout schedule for ASE cameras, aiming to achieve Council's goal in less than half of that time. This rollout will bring Brampton's ASE camera portfolio to a total of 185 cameras, representing the largest single municipal ASE camera rollout in Ontario. The rollout speed is substantially faster than comparator municipalities, where deployments of this size typically occur over 4 to 5 years.

Pending the contract award to the successful vendor, deployment of ASE cameras is anticipated to begin this summer as per the schedule outlined in Table 1 below, and to implement the City's ASE Processing Centre software solution.

**Table 1 – Brampton ASE Camera Deployment Schedule**

#	ASE Camera Milestones	Estimated Installation Date
1	Twenty (20) ASE Cameras	July 31, 2024
2	Forty (40) ASE Cameras	September 2024
3	Forty (40) ASE Cameras	November 2024
4	Twenty-five (25) ASE Cameras	February 2025
5	Twenty-five (25) ASE Cameras	April 2025
6	Thirty-five (35) ASE Cameras	June 2025

These milestones are contingent upon completing negotiations with the successful vendor and timely coordination of utility and other public infrastructure work.

Concurrently with the installation of the first 20 ASE cameras, staff will work with the vendor to implement the ASE processing software solution which will be used to review images and issue Penalty Orders.

## **ASE Budget and Staffing Requirements**

Brampton City Council has established an ambitious vision for the City's processing centre, aiming to generate tangible road safety outcomes for Brampton residents and help to achieve the goals of Vision Zero. Recognizing this, the 2024 Budget included positions to support the City's processing centre. To support the accelerated camera rollout schedule outlined in Table 1, additional staff and financial resources are required

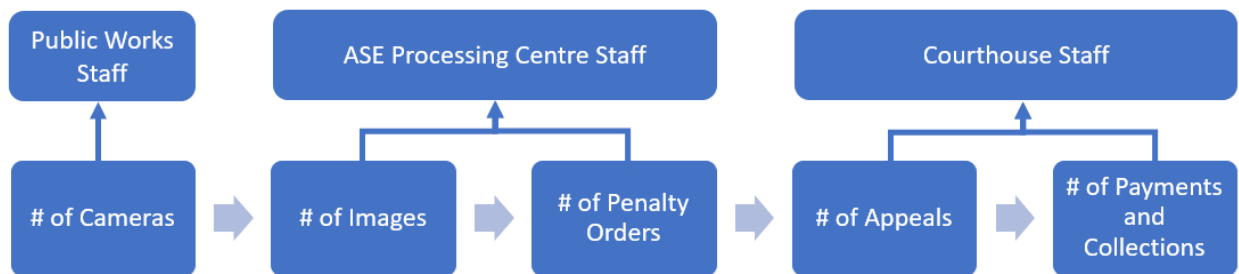
to get the processing centre to an operational state and enable the scale-up of operations to support 185 cameras and provide service to municipal clients.

**Table 2: ASE Staffing Requirements**

Position	2024 Budget	Positions Requested	Total Positions
ASE Manager	1	0	1
ASE Supervisor	1	3	4
Automated Enforcement Officers (AEOs)	9	21	30
ASE Analyst	1	0	1
ASE Clerk	1	0	1
Screening Officers	3	2	5
Traffic Technologist III	0	1	1
Traffic Technologist II	0	1	1
Traffic Technologist I	0	1	1
Truck Driver	0	1	1
Labourer	0	1	1
Traffic Supervisor	0	1	1
Talent Acquisition Specialist (12-month contract)	0	1	1
<b>TOTAL</b>	<b>16</b>	<b>33</b>	<b>49</b>

Figure 1 below illustrates a high-level ASE process flow. As the number of cameras increases with the scheduled deployment, there is an associated impact on staffing requirements. The staff additions proposed in this report are directly correlated to the deployment schedule listed in Table 2 above. This report requests approval of the staff and capital budget necessary to ensure adequate flexibility to hire according to the rollout schedule and support potential client municipalities.

**Figure 1: Process Overview**



## **Processing Centre Staffing Requirements**

The majority (63%) of the positions requested in this report are for 21 additional Automated Enforcement Officer (AEO) positions. AEOs play a central role in service delivery, including responsibilities such as reviewing images captured by ASE cameras, assessing image validity and issuing Penalty Orders. Insufficient AEOs will lead to processing constraints that will limit the number of images ASE cameras can produce.

The hiring and retention of these positions are expected to pose the most significant challenge to scaling ASE processing services. Extended timelines for hiring and onboarding AEOs stem from provincially mandated training and designation processes which can take upwards of 2 to 3 months. Efforts with other municipalities are underway to explore development of in-house training options and advocacy for shortened Ministry of Transportation (MTO) designation time frames.

A temporary (12-month) contract for a Talent Acquisitions Specialist will be hired to drive initial recruiting efforts.

## **Public Works & Engineering Staffing and Capital Requirements**

Traffic Services also plays a key role in supporting the ASE service and requires additional staff to support the significantly increased number of ASE cameras, including:

- 1 Traffic Technologist III
- 1 Traffic Technologist II
- 1 Traffic Technologist I
- 1 Truck Driver
- 1 Labourer
- 1 Supervisor
- 1 Truck (Capital request)

These staff resources are responsible for performing site inspections, managing work orders for ASE signage, analyzing, meeting MTO reporting requirements, evaluating & reporting on the effectiveness of ASE on road safety, etc.

## **ASE Processing Centre Space Fit-up**

The facility at 175 Sandalwood Parkway offers ample space for the City's processing centre and allows for staffing scalability to meet increased demand generated by additional cameras or client municipalities.

On February 21, 2024, Council approved a budget amendment of \$1.5M to allow for necessary state of good repair work, security upgrades and interior renovations.

As additional ASE cameras and municipal clients are added, quick and efficient scaling of staffing is essential to ensure adequate AEOs are in place for image processing and Penalty Order issuance.

This includes the optimization of the existing workspace, including new workstations as existing furniture is obsolete and limited in reconfiguration. To increase the number of workstations, all existing furniture will be removed, and 60 new workstations will initially be installed with the possibility to increase to over 120. At the same time, the workspace will be renovated to corporate standards. This includes but not limited to:

- updating existing finishes
- removing offices from the perimeter
- lowering workstation panels to allow access to natural light
- adding a perimeter interior walkway
- adding a kitchenette
- updating training and meeting rooms

The existing I.T. room on the first floor will be cleared out of all obsolete equipment to allow for new infrastructure to be installed. The work is to be completed in conjunction with the ASE second floor project to minimize work disruptions and ensure the processing center is equipped to perform optimally.

The \$1.9M capital request outlined in this report will facilitate the permanent fit-up of office space, enabling the ability to scale staffing as required. Originally planned for the 2025 capital budget, this amendment is required due to long building renovation lead times and an accelerated camera rollout schedule.

### **Administrative Penalties**

ASE tickets in Brampton are currently issued by the Toronto JPC and issued under the POA regime for contraventions of the *Highway Traffic Act*. In lieu of the POA regime, the *Highway Traffic Act* also authorizes municipalities to establish and assess Administrative Penalties against drivers who contravene camera-based offences, such as automated speed enforcement.

To accommodate an increase in the number of cameras and tickets that will result, the City's ASE Processing Centre will issue Penalty Orders through the Administrative Penalty regime. Transitioning from POA tickets to Administrative Penalties shifts disputes from courtrooms to municipally administered screenings and hearings.

The Administrative Penalty System (APS) uses Screening and Hearing Officers who can modify, cancel or affirm penalties, rather than court resources. This report requests two (2) additional Screening Officer positions to help address an expected increase in Screening and Hearing requests that will result from ASE Penalty Orders.

To support this transition, this report also requests Council approval for a new by-law. In addition to ASE Penalty Orders, the new "Administrative Penalty System for Contraventions Detected Using Camera Systems" by-law also proactively enables the issuance of Penalty Orders for Red Light Camera offences in the event that the City wishes to implement red light cameras in the future.

Staff will continue to establish systems, processes, guidelines and other documents as necessary to implement the Administrative Penalty process.

### **Municipal Clients**

Council's vision for the processing centre is for Brampton to be a provincial leader in creating safer streets. Processing ASE infractions on behalf of other municipalities is part of this vision. Staff have invited Ontario municipalities to create awareness of Brampton's processing centre and have asked municipalities to inform City staff of their interest before June 30, 2024.

Staff anticipate that the processing centre will be able to begin processing onboarding interested municipalities in Q1 of 2025. This will allow sufficient time for the City to focus on its initial camera rollout and to ensure that the processing centre operations have had time to stabilize. This also provides time for interested municipalities to secure endorsement from their Councils, secure and install cameras, create necessary by-laws and policies, create communications plans, etc.

### **Financial Model Analysis**

At the August 9, 2023, Council meeting, Corporate Finance staff were directed to investigate and confirm the operational model for the ASE Processing Centre. In the fall of 2023, staff retained KPMG to create a comprehensive financial model for the processing centre. The model has been completed by KPMG and populated with detailed data and operating assumptions from subject matter experts. The resulting output predicts the ASE Processing Centre will be cashflow positive starting in 2025, with a payback period of five (5) years to fully recoup the investments made in land, building renovations and equipment.

The financial projections provide contingencies for potential unforeseen start-up challenges for the ASE Processing Centre, such as hiring delays for staffing to support the accelerated camera rollout. Once fully operational, the ASE Processing Centre is projected to generate approximately \$17 million of annual net cashflows, with annual projected revenues of \$30 million, and annual projected expenses of \$13 million. The ASE Processing Centre is projected to generate sufficient funding to repay all operating and capital commitments for this initiative. The following table summarizes the estimated net cashflows for the ASE Processing Centre for the first five (5) years of operations:

<i>Projected figures in 000s</i>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
Revenue	\$ 4,484	\$23,651	\$30,293	\$30,384	\$30,384
Operating Expenses	(5,287)	(13,121)	(13,911)	(13,312)	(13,156)
Capital Expenses	(44,440)	(67)	-	-	(79)
<b>Net Cashflow</b>	<b>(45,247)</b>	<b>\$10,463</b>	<b>\$16,382</b>	<b>\$17,072</b>	<b>\$17,149</b>
<b>Cumulative Cashflow</b>	<b>(45,247)</b>	<b>(34,784)</b>	<b>(18,402)</b>	<b>(1,330)</b>	<b>\$15,819</b>



All budget amendment requests included in this report have been incorporated into the model. As the City operates this line of service and obtains actual operating and financial data, staff will continue to monitor and update the financial model and report back to Council on an annual basis through the budget process.

## **CORPORATE IMPLICATIONS:**

### **Financial Implications:**

This initiative will require 32 full-time, permanent positions in the Legislative Services and Public Works & Engineering departments at a cost of approximately \$3,591,107 annually (inclusive of benefits and WSIB), to be funded from revenues generated through operations or Reserve Fund #100 – Legacy Fund if revenues are insufficient.

Also required is one full-time, contract Talent Acquisition Specialist to be hired in 2024 for a 12-month period with a total annual cost of approximately \$96,842, with funding to be transferred from revenues generated through operations, or Reserve Fund #100 Legacy Fund if revenues are insufficient.

In addition, this initiative will require the following capital budget amendments with funding to be transferred from Reserve Fund #100 – Legacy Fund to be repaid through operating revenues:

- \$300,000 for one truck dedicated to installing, relocating, removing and maintaining ASE related signage
- \$1,900,000 for ASE Processing Centre space fit-up costs
- \$91,000 for technology for new staff, including desktops, laptops, monitors, phones and tablets

Equivalent to the funding strategy utilized to fund investments to date in the processing centre, Reserve Fund #100 – Legacy Fund is recommended to provide interim funding through internal loans, to support the implementation of the ASE Processing Centre. These internal loans are expected to be fully repaid through future revenues, including investment income loss. The amount of investment income loss is dependent on timing differences between cost and revenues, as the processing centre becomes fully operational. For context, the current investment income rate is 5.45%.

The timing difference between the loss of investment income and revenue generated from the processing centre will be added to the value of the loan until the revenue materializes. All processing centre revenues over and above operating costs will be used to repay the loan until it is paid in full.

Based on the model prepared by KPMG and assumptions made by staff, there will be sufficient revenues from the ASE Processing Centre to cover these costs in the long term.

## STRATEGIC FOCUS AREA:

Health & Well-being: Focusing on citizens' belonging, health, wellness and safety.

Speed significantly contributes to traffic collisions. It causes more collisions, more serious injuries and increases the number of fatalities. ASE is a key strategy within the Vision Zero Framework to deter speeding and enhance road safety. It focuses on altering driver behaviour to decrease speeding and increase road safety.

## CONCLUSION:

ASE is a key strategy to deter speeding and reduce speeds on City streets. The ASE Processing Centre will contribute to lower speeds, safer streets and establish Brampton as a leader in road safety in Ontario. Staff are working expeditiously to increase the number of cameras in Community Safety Zones across the City and to open the processing centre by August 2024. This report includes several staff and budget requirements necessary to launch the processing centre and create scaling capacity to meet demand created by the accelerated camera rollout and potential municipal clients.

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