

Consolidated Clause in Policy and Finance Committee Report 4, which was considered by City Council on May 23, 24 and 25, 2006.

18

**Red-Light Camera Operations: Contract Extension and  
Request for Proposal 9148-05-5048 for the Supply, Installation,  
Operation and Maintenance of Red-Light Camera Systems  
Within the City of Toronto and Other  
Municipalities Within Ontario**

*City Council on May 23, 24 and 25, 2006, adopted this Clause without amendment.*

---

**The Policy and Finance Committee recommends that:**

- (1) City Council adopt the recommendation of the Budget Advisory Committee contained in the communication (May 5, 2006) from the Budget Advisory Committee subject to:**
  - (i) amending Recommendation (2)(b) contained in the report (April 27, 2006) from the General Manager, Transportation Services to read as follows:**

**“(2)(b) approval be granted to extend the existing contract with the Ministry of Transportation Ontario for the access and use of licence plate registration information until the end of 2011”;**
  - (II) the Ministry of Transportation be requested to provide access to license plate registration to the municipality for red light camera identification, at no cost to the City, estimated at \$4 million presently charged; and**
  - (III) the General Manager, Transportation Services, be requested to re-negotiate the agreement with the province and submit a report thereon to the Works Committee.**

**The Policy and Finance Committee submits the communication (May 5, 2006) from the Budget Advisory Committee:**

Recommendation:

The Budget Advisory Committee recommended to the Policy and Finance Committee that City Council adopt staff Recommendations (1), (2) and (4) in the Recommendations Section of the report (April 27, 2006) from the General Manager, Transportation Services, as recommended by the Works Committee.

Background:

The Budget Advisory Committee on May 5, 2006, considered a communication (May 3, 2006) from the Works Committee advising that the Works Committee on May 3, 2006, recommended to the Budget Advisory Committee and the Policy and Finance Committee that City Council adopt the staff recommendations in the Recommendations Section of the report (April 27, 2006) from the General Manager, Transportation Services:

Recommendations:

It is recommended that:

- (1) approval be granted to extend Contract No. 9119-00-7004 with Affiliated Computer Systems for the operation and maintenance of red-light camera systems for an additional year (November 20, 2006 to November 19, 2007) with an option to extend for a further year (November 20, 2007 to November 19, 2008) in the amounts of \$1,122,700.00 and \$1,156,400.00, respectively, and subject to budget approval;
- (2) should City Council authorize the expansion of the Red Light Camera program by adding 132 camera sites and subject to the successful completion of "Proof of Performance" and acceptance by the City:
  - (a) as described in the Request for Proposal 9148-05-5048, Traffipax Inc., the proponent with the highest overall evaluated score, as determined by the evaluation team, be retained for the supply, installation, operation and maintenance of red-light camera systems within the City of Toronto, for a five-year period at a cost not to exceed \$13,793,600.00, subject to execution of an agreement satisfactory to the City Solicitor, the Deputy City Manager and Chief Financial Officer and the General Manager, Transportation Services, and subject to annual Operating Budget approval for the years 2007 to 2011;
  - (b) approval be granted to extend the existing contract with the Ministry of Transportation Ontario for the access and use of licence plate registration information, until the end of 2011, in the estimated amount of \$4,032,600.00; and
  - (c) approval be granted to extend the existing contracts with the other partnering municipalities for their cost-sharing of the operating expenses of the joint municipal processing centre, until the end of 2011, generating an estimated revenue in the amount of (\$1,201,200.00);
- (3) this report be forwarded to the Budget Advisory Committee and the Policy and Finance Committee; and
- (4) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

(Communication dated May 3, 2006, addressed to the  
Budget Advisory Committee from the Works Committee)

Recommendation:

The Works Committee recommended to the Budget Advisory Committee and the Policy and Finance Committee that City Council adopt the staff recommendations in the Recommendations Section of the report (April 27, 2006) from the General Manager, Transportation Services.

Background:

The Works Committee on May 3, 2006, considered a report (April 27, 2006) from the General Manager, Transportation Services respecting red-light camera operations – contract extension and Request for Proposal 9148-05-5048 for the supply, installation, operation and maintenance of red-light camera systems within the City of Toronto and other municipalities within Ontario.

Recommendations:

It is recommended that:

- (1) approval be granted to extend Contract No. 9119-00-7004 with Affiliated Computer Systems for the operation and maintenance of red-light camera systems for an additional year (November 20, 2006 to November 19, 2007) with an option to extend for a further year (November 20, 2007 to November 19, 2008) in the amounts of \$1,122,700.00 and \$1,156,400.00, respectively, and subject to budget approval;
- (2) should City Council authorize the expansion of the Red Light Camera program by adding 132 camera sites and subject to the successful completion of “Proof of Performance” and acceptance by the City:
  - (a) as described in the Request for Proposal 9148-05-5048, Traffipax Inc., the proponent with the highest overall evaluated score, as determined by the evaluation team, be retained for the supply, installation, operation and maintenance of red-light camera systems within the City of Toronto, for a five-year period at a cost not to exceed \$13,793,600.00, subject to execution of an agreement satisfactory to the City Solicitor, the Deputy City Manager and Chief Financial Officer and the General Manager, Transportation Services, and subject to annual Operating Budget approval for the years 2007 to 2011;
  - (b) approval be granted to extend the existing contract with the Ministry of Transportation Ontario for the access and use of licence plate registration information, until the end of 2011, in the estimated amount of \$4,032,600.00; and
  - (c) approval be granted to extend the existing contracts with the other partnering municipalities for their cost-sharing of the operating expenses of the joint municipal processing centre, until the end of 2011, generating an estimated revenue in the amount of (\$1,201,200.00);

- (3) this report be forwarded to the Budget Advisory Committee and the Policy and Finance Committee; and
- (4) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

---

(Report dated April 27, 2006, addressed to the  
Works Committee from the General Manager, Transportation Services)

Purpose:

The purpose of this report is to: (a) request approval to extend the contract with the current vendor, Affiliated Computer Systems, to operate and maintain the existing red light cameras within the City of Toronto; and (b) advise on the results of Request for Proposal 9148-05-5048 issued for the supply, installation, operation and maintenance of red light camera systems within the City of Toronto in accordance with specifications as required by the Transportation Services Division. If City Council should grant authority to proceed with the expansion of the red-light camera program, this report: (c) requests authority to enter into an agreement with the recommended proponent; and (d) to advise of other agreements necessary to continue red light camera operations in the City of Toronto.

Financial Implications and Impact Statement:

Funds in the amount of \$1,922,000.00 are included in the approved Transportation Services Division 2006 Operating Budget, in Account TP0393, to fund the first year of the five-year expansion of red-light camera operations and to fund the existing red-light camera operations to December 31, 2006. For 2007, total funds, in the amount of \$4,361,400.00 gross, (\$392,800.00.) net will be included in the Transportation Services Division's and Court Services Division's 2007 Operating Budget submissions, to fund the red-light camera operations expansion during 2007 and the existing red-light camera operations. Total expenditures for the five-year operation of red-light cameras in the City of Toronto are estimated at \$27,852,200.00. gross, (\$363,700.00) net, over a five-year period.

Funds, in the amount of \$3,961,400.00 gross, \$3,813,400.00 net will be included in the Transportation Services Division's 2007 Operating Budget submission, to fund the red-light camera operations expansion during 2007 and the existing red-light camera operations.

Funds, in the amount of \$400,000.00 gross, (\$4,206,200.00) net will be included in the Court Services Division's 2007 Operating Budget submission, to fund the red-light camera operations expansion during 2007 and the existing red-light camera operations.

Funding approvals for the years 2007 to 2011 are subject to Operating Budget approval in each appropriate year. If Council should decide to grant authority to proceed with the expansion of the Red Light Camera program to encompass 132 sites, the year over year net Operating Budget

impact, starting in 2007, is currently estimated as follows: (\$189,400.00) in 2007, (\$97,000.00) in 2008, \$682,400.00 in 2009, \$76,200.00. in 2010 and (\$7,900.00) in 2011.

The cost of this project is being generally offset from revenue generated by tickets issued during the operation of red-light cameras and processing centre fees collected from other partnering municipalities. Although fine revenue is currently being attributed directly to the Court Services' Division's Operating Budget, for budget target purposes in 2007 and future years, the increase in cost in the Transportation Services Division's Operating Budget associated with the expanded operation of red-light cameras must be considered with the increased revenue budgeted in Court Services' Operating Budget to assess the City's net impact. Please see Appendix A for additional cost and revenue details.

The Deputy City Manager and Chief Financial Officer has reviewed this report and concurs with the financial impact statement.

Recommendations:

It is recommended that:

- (1) approval be granted to extend Contract No. 9119-00-7004 with Affiliated Computer Systems for the operation and maintenance of red-light camera systems for an additional year (November 20, 2006 to November 19, 2007) with an option to extend for a further year (November 20, 2007 to November 19, 2008) in the amounts of \$1,122,700.00 and \$1,156,400.00, respectively, and subject to budget approval;
- (2) should City Council authorize the expansion of the Red Light Camera program by adding 132 camera sites and subject to the successful completion of "Proof of Performance" and acceptance by the City:
  - (a) as described in the Request for Proposal 9148-05-5048, Traffipax Inc., the proponent with the highest overall evaluated score, as determined by the evaluation team, be retained for the supply, installation, operation and maintenance of red-light camera systems within the City of Toronto, for a five-year period at a cost not to exceed \$13,793,600.00 subject to execution of an agreement satisfactory to the City Solicitor, the Deputy City Manager and Chief Financial Officer and the General Manager, Transportation Services and subject to annual Operating Budget approval for the years 2007 to 2011;
  - (b) approval be granted to extend the existing contract with the Ministry of Transportation Ontario for the access and use of licence plate registration information, until the end of 2011, in the estimated amount of \$4,032,600.00; and
  - (c) approval be granted to extend the existing contracts with the other partnering municipalities for their cost-sharing of the operating expenses of the joint municipal processing centre, until the end of 2011, generating an estimated revenue in the amount of (\$1,201,200.00);

- (3) this report be forwarded to the Budget Advisory Committee and the Policy and Finance Committee; and
- (4) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

Background:

Based on the success of the Red-Light Camera Pilot Project, City Council, at its meeting of July 20, 21 and 22, 2004, adopted, with amendment, Clause No. 5 of Report No. 6 of the Works Committee. In doing so, City Council adopted, amongst other items, the recommendation that the Transportation Services' Division issue a Request for Proposals, in conjunction with other municipalities for the installation, operation and maintenance of additional red-light cameras, subject to the Government of Ontario extending the red-light camera legislation indefinitely. In addition, City Council adopted the recommendation that, subject to the Government of Ontario extending the red-light camera legislation, the Transportation Services Division be requested to report to the Works Committee on the results of the Request for Proposal process and the approvals and costs required to expand the number of red-light cameras in the City of Toronto. A further report was submitted to City Council in July 2005 indicating that the Request for Proposal was being prepared and that the agreements associated with the existing red-light camera operation be extended.

Comments:

On August 1, 2004, the Government of Ontario amended, by an Order in Council, the Red-Light Cameras Pilot Projects Extension Act, 2002 to allow permanent use of red-light cameras by designated municipalities. In doing so, municipalities designated to operate red-light cameras have been given the authority to operate red-light cameras indefinitely.

The City of Toronto is currently one of six municipalities designated by Regulation to operate red-light cameras in the Province of Ontario. In addition to managing ten red-light cameras that are rotated through thirty-seven sites, the City of Toronto operates the joint municipal processing centre on behalf of all partnering municipalities. The joint municipal processing centre reviews all photos, processes evidence, issues Offences Notices and prepares court documents for all partnering municipalities. The City of Toronto has existing agreements with the partnering municipalities for sharing the cost to operate the joint municipal processing centre. The City of Toronto is also a member of the Red-Light Camera Steering Committee for municipalities operating red-light cameras in Ontario.

Continuation of Existing Operation:

Each partnering municipality, including the City of Toronto, currently has its own agreement with Affiliated Computer Systems for the operation and maintenance of the red-light camera system which includes the cameras, flash units and associated computer hardware and software. The current agreement with Affiliated Computer Systems expires on November 20, 2006.

The existing red-light camera system is approximately six years old and has approximately two years of service-life left before needing to be replaced. Since the City of Toronto owns this equipment, it is in the City's interest to continue to use the existing red-light camera equipment until it is no longer functional or until repair costs outweigh the cost of replacement.

In addition, new red-light camera sites associated with the expansion initiative will not become operational until late 2006. To ensure this important road safety initiative is continued, the Red-Light Camera Steering Committee has recommended that the partnering municipalities request approval from their respective councils to extend their existing agreements with Affiliated Computer Systems at least until the end of 2007 and possibly beyond.

Affiliated Computer Systems has provided unit cost pricing to the partnering municipalities for the operation and maintenance of the existing red-light cameras for November 20, 2006 to November 19, 2007, and from November 20, 2007 to November 19, 2008. The costs associated with the City of Toronto contract with Affiliated Computer Systems for the operation and maintenance of the existing red-light camera systems is estimated at \$1,122,700.00 and \$1,156,400.00, respectively, for the one-year extensions noted above. The unit costs provided by Affiliated Computer Systems represent a three percent increase over each of the proceeding years. The partnering municipalities are also recommending to their respective municipal councils that their contracts with Affiliated Computer Systems be extended.

Partnering municipalities will also be required to extend their existing agreements with the Ministry of Transportation Ontario for access and use of vehicle licence plate registration information and with the City of Toronto for the annual cost distribution of the joint municipal processing centre.

#### Expansion of Red-Light Camera Program:

In co-operation with the partnering municipalities, the City of Toronto issued a Request for Proposals for expanding the number of red-light cameras and sites in all partner municipalities. The Request for Proposal indicated that proposals for both wet film or digital camera technologies would be accepted. The Request for Proposal requires a vendor to enter into an agreement with each of the partnering municipalities for the rental, operation and maintenance of red-light cameras, including the associated computer hardware and software.

The length of the agreement is for a five-year period with the option to extend for up to five additional years on an annual basis. The option to extend is at the partnering municipalities' discretion.

Based on the direction of the Works Committee to allocate at least one red-light camera per Ward, the Request for Proposal specifies one hundred and thirty two new red-light camera sites, in the City of Toronto, over the five-year period. The one hundred and thirty two new sites are to be evenly distributed among the forty-four wards, with at least one camera operating daily in each ward. Transportation Services Division staff have developed a listing of candidate sites based upon the frequency of right-angle type and pedestrian involvement collision resulting in injury, over the five-year period 1999–2003. These candidate intersections will be reviewed

with the selected red-light camera system vendor based upon the specific installation requirement of the selected red-light camera system.

Forty-seven (47) firms were invited to submit bids and this Request for Proposal was advertised on the City of Toronto's website. This resulted in a total of four proposals being received and opened at the public opening on February 1, 2006, from the following firms:

- (1) Affiliated Computer Systems;
- (2) Guild Electric Limited;
- (3) Redflex Traffic Systems; and
- (4) Traffipax Inc.

As required in the Request for Proposal Terms of Reference, the detailed written proposal included a separate sealed cost proposal envelope. The selection process stipulated that the envelope containing the cost proposals would not be opened until the evaluation of the technical proposals had been completed.

A formal consultant selection committee comprised of members of the City of Toronto, City of Hamilton, City of Ottawa and the Regional Municipalities of Peel, Waterloo and Halton evaluated the proposals using the criteria outlined in the Request for Proposal.

The technical submissions were evaluated first independently and then jointly by all members of the selection committee in accordance with a set of pre-established criteria. The mandatory requirements as stated in the Request for Proposal had to be met by the technical submissions, to pass stage one for further consideration of submission. A threshold proposal evaluation score of 50 of 70 points as stated in the Request for Proposal had to be met by the technical submissions as a criterion for further consideration of submission for a review of the separate cost proposals.

Technical proposals from Affiliated Computer Systems and Traffipax Inc. met or exceeded the threshold and their separate cost proposal envelopes were opened and reviewed. The cost proposals were scored and added to the technical scores.

The selection committee concluded that the proposal submitted by Traffipax Inc. received the highest overall score for providing the required system and services, satisfied the overall project requirements and demonstrated an appropriate level of effort for the proposed work.

The Fair Wage Office has reported that the recommended firm has indicated that it reviewed and understands the Fair Wage Policy and Labour Trades requirements and has agreed to comply fully.

To date, the Court Services Division has been able to manage processing charges and facilitating trials with their current staff complement. However, as the volume of red-light camera charges increases with expansion, additional staff resources (two court office clerks, one court room clerk and one prosecutor) will be required beginning in 2007. The staff cost, including estimated costs for judicial hours paid to the Province associated with the anticipated increased workload is estimated at \$400,000.00 annually.



Financial Implications:

All costs associated with this program are borne by the municipalities. Provincial costs are recovered from municipalities through an annual access and processing fee. Provincial costs are attributed to supporting systems that provide motor vehicle licence plate registration information, project facilitation and legal services.

The gross cost for the City of Toronto is estimated at \$27,852,200.00 as follows:

Gross Project Cost Estimates – 2006-2011

Component	2006	2007	2008	2009	2010	2011	Total
Operate Existing RLC's – ACS	\$1,090,000	\$1,122,700					\$2,212,700
RLC Expansion – Traffipax	\$20,500	\$1,385,100	\$2,845,600	\$3,543,900	\$3,598,100	\$2,400,400	\$13,793,600
Provincial Costs	\$128,400	\$572,600	\$888,400	\$916,200	\$916,200	\$610,800	\$4,032,600
Signing & Site Maintenance	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000
Processing Costs	\$489,000	\$676,000	\$830,900	\$995,300	\$1,023,400	\$718,700	\$4,733,300
Public Awareness	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$150,000	\$1,150,000
Court Services		\$400,000	\$400,000	\$400,000	\$400,000	\$300,000	\$1,900,000
Gross Project Cost	\$1,932,900	\$4,361,400	\$5,169,900	\$6,060,400	\$6,142,700	\$4,184,900	\$27,852,200

Revenue to the City of Toronto is estimated at \$28,215,900.00 as follows:

Project Revenue Estimates – 2006-2011

Component	2006	2007	2008	2009	2010	2011	Total
Municipal Revenue	\$269,000	\$148,000	\$182,000	\$219,000	\$225,100	\$158,100	\$1,201,200
Fine Revenue	\$1,867,300	\$4,606,200	\$5,477,700	\$5,648,800	\$5,648,800	\$3,765,900	\$27,014,700
Total Revenue Estimate	\$2,136,300	\$4,754,200	\$5,659,700	\$5,867,800	\$5,873,900	\$3,924,000	\$28,215,900

The net cost to the City of Toronto is estimated at (\$363,700.00) as follows:

Net Project Cost Estimates – 2006-2011

	2006	2007	2008	2009	2010	2011	Total
Net Cost	(\$203,400)	(\$392,800)	(\$489,800)	\$192,600	\$268,800	\$260,900	(\$363,700)

An explanation of the cost components, included in the tables above appears in Appendix “A” of this report.

The cost estimates shown above are based on the assumption that the existing contract with Affiliated Computer Systems will not be extended for the optional year November 20, 2007 to November 19, 2008. However, if the Affiliated Computer Systems contract is extended for this optional year, the cost of \$1,156,400.00 will be offset by fine revenue and as a result the net project cost will not increase.

If Council should decide to grant authority to proceed with the expansion of the red-light camera program to encompass 132 sites, the net annual incremental year over year net Operating Budget impact, starting in 2007 is as follows:

Net Annual Year over Year Operating Budget Impact – 2007–2011

Component	2007 (change over 2006)	2008 (change over 2007)	2009 (change over 2008)	2010 (change over 2009)	2011 (change over 2010)
Gross Project Cost	\$2,428,500	\$808,500	\$890,500	\$82,300	(\$1,957,800)
Total Revenue Estimate	\$2,617,900	\$905,500	\$208,100	\$6,100	(\$1,949,900)
Net Cost	(\$189,400)	(\$97,000)	\$682,400	\$76,200	(\$7,900)

Conclusion:

It is recommended that the existing agreement for red-light camera operations with Affiliated Computer Systems should be extended. Should City Council grant authority to proceed with the expansion of the red-light camera program, it is also recommended that subject to the successful completion of “Proof of Performance” as described in Request for Proposal 9148-05-5048, Traffipax Inc., be retained for the supply, installation, operation, and maintenance of red-light camera systems within the City of Toronto, for a five-year period.

Contact:

Mike Brady  
 Manager, Red Light Camera Operations  
 Transportation Services Division  
 Telephone: (416) 397-5016  
 e-mail: MBrady@toronto.ca

Gwen Manderson  
 Acting Director  
 Purchasing and Materials Management  
 Telephone: 416-392-7312  
 e-mail: Gmanders@toronto.ca

Attachment: - Appendix "A"

Appendix "A"

Operate Existing Red-Light Cameras – Affiliated Computer Systems:

The existing contract with Affiliated Computer Systems covers the operation and maintenance of the existing ten red-light camera units rotated among thirty seven prepared sites. The operation and maintenance activities include the supply, loading and unloading, development and delivery of photographic film, the rotation and maintenance of the camera units and the operation and maintenance of image processing hardware and software stations and printers.

Red-Light Camera System Expansion – Traffipax:

The Request for Proposal schedule for the expansion of red-light cameras in the City of Toronto requires a total of one hundred and thirty two new sites to be installed over the five-year period, as shown in the following table.

Number of New Red-light Camera Sites Installed

Year	2006	2007	2008	2009	2010	2011	Total
Number of New Red-Light Camera Sites Installed	12	44	44	32	0	0	132
Number of Months New Sites Are Operating	4	9	11	11	12	8	
Cumulative Number of New Sites	12	56	100	132	132	132	132

The estimated yearly cost of the contract with Traffipax Inc. increases as the number of new red-light camera sites is increased to one hundred and thirty two. In addition to the supply and installation of the one hundred and thirty two new red-light camera sites, contract costs include operations and maintenance activities which include loading and unloading red-light cameras, delivery of digital files for processing and the rotation and maintenance of the camera units.

#### Provincial Costs:

Access to the Province of Ontario's motor vehicle registration information, which is necessary to lay charges under this program, requires that participating municipalities have an operational agreement with the Ministry of Transportation. The agreement with the Ministry of Transportation also requires that municipalities identify red-light camera sites by way of traffic signs and that municipalities maintain a public awareness campaign advising of the risks of red-light running. The Ministry of Transportation has estimated a common fee format for all municipalities of approximately \$10,400.00 annually for each red-light camera system in operation. In addition, the annual cost tends to fluctuate with the volume of charge-related activity.

#### Processing Centre Costs:

The City of Toronto operates the joint municipal processing centre which performs several functions including matching photos and plate information, laying of charges by Provincial Offences Officers and assisting Prosecutors by preparing photographic evidence for first attendance and trial. Processing costs include office space, equipment, supplies, postage and the red-light camera operations unit staff. Processing Centre staff currently totals 7.6 positions and is expected to remain constant over the period 2006 to 2011. These costs include average salaries and benefits of \$490,900.00 per year. In addition, the annual cost tends to fluctuate with the volume of charge-related activity.

#### Public Awareness:

The City of Toronto public awareness program and communications campaign uses posters, print and radio public service announcements, to raise awareness of the risks and potential consequences of red-light running. As indicated previously, the agreement with the Ministry of Transportation requires that a public awareness campaign addresses the risk and consequences of red-light running.

#### Court Services Division:

The additional annual Court Services Division costs that may be required to process the increased workload, resulting from additional red-light cameras, includes one court room clerk, two court office clerks and one additional prosecutor plus costs for judicial services payable to the Province of Ontario.

#### Fine Revenue:

The estimated increase in fine revenue reflects the increasing number of new active red-light camera sites that are scheduled to be operational by early 2009. The 2011 fine revenue estimate reflects the end of the five-year term, in the month of August. Fine revenue estimates also assume a decrease in the frequency of red-light running resulting from the increased number of sites and the increase in public awareness.

Estimated Number of Charges:

Year	2006	2007	2008	2009	2010	2011	Total
Estimated Number of Charges Issued	1,046	20,520	38,912	42,200	38,056	26,752	167,486

Municipal Revenue:

The portion of processing centre costs which are charged to the other partnering municipalities is based upon the percentage distribution of red-light camera sites operated by the partnering municipalities. Over the five-year expansion term, the percentage of red-light camera sites operated by the City of Toronto increases resulting in a decreased percentage of processing costs recovered from the partnering municipalities.

Net Cost:

Over the five-year life of the project, the estimated project revenues exceed costs by approximately \$364,000.00. The new sites which will be completed from 2006 to mid-2008 will be operated with active cameras which generate revenue. The remaining sites completed in 2008 and 2009 will be inactive sites. Consequently, beginning in 2009, on an annual basis, the operating cost of all sites exceeds revenue, as the number of inactive red-light camera sites increase.