City of Costa Mesa
IT Strategic Plan: Phase 2

October 13, 2026

38 YEARS

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ThirdWave

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Agenda

- Goals & Objectives
- Project Approach
- Findings & Recommendations
- IT Strategic Plan Investment
- Next Steps

IT Strategic Plan Vision

Vision

Adopt a comprehensive Information Technology Strategic Plan & Roadmap in the most strategic, innovative, and cost-effective manner.

Mission

Enhance Internal City operations to foster:

- Business process improvement
- Increased operational efficiencies
- Enhanced customer service delivery

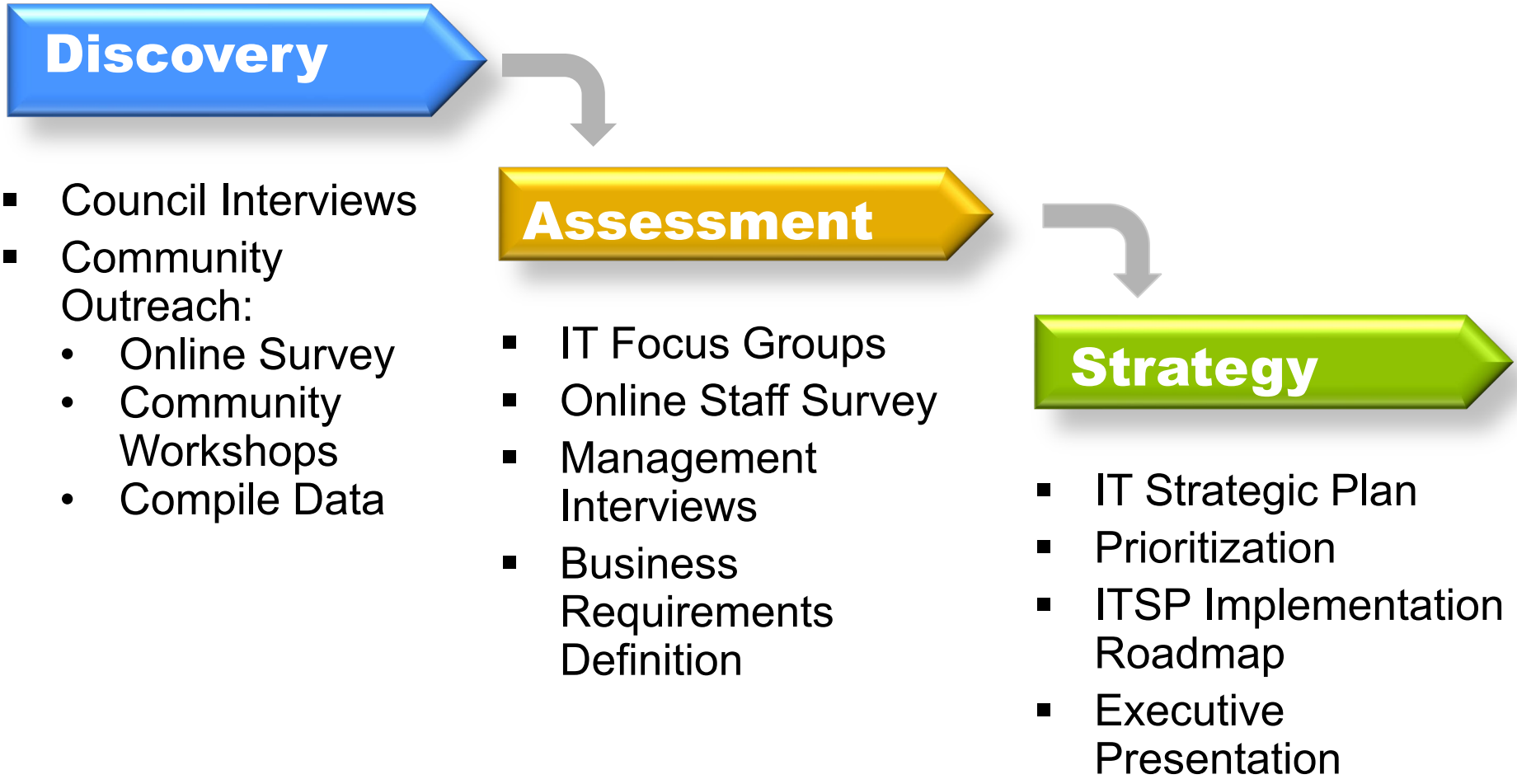
IT Strategic Plan Goals

- Connect technology resources and initiatives to core City business values and mission.
- Define a clear set of goals, guiding principles, and strategic priorities as a framework for delivering IT services.

Objective: Provide an IT Strategic Plan that is:

- Actionable with sufficient specificity
- Technologically viable
- Fiscally responsible
- Responsive to business & community needs

Comprehensive Strategic Planning Waterfall Method



Participatory Approach, "No Stone Unturned"

Exit

Costa Mesa City Staff Survey

CITY OF COSTA MESA - ITSP Phase 2

Introduction to the City's IT Strategic Plan Survey

The City of Costa Mesa is carrying out an Information Technology Strategic Plan & Implementation Roadmap (ITSP). The ITSP will help inform how emerging technologies can best support your work unit and prioritize projects across the City. The objectives of the project are to:

- Carry out an evaluation of the City's business and service delivery needs
- Address the most critical technology needs of the organization
- Produce a 5 year road-map for improving the City's Information Technologies, including hardware, software, implementation, IT skills sets, staff training and related estimated costs

In order to develop the most responsive ITSP we are seeking feedback directly from City staff. We are looking for your open and honest responses.

The survey should take approximately 5 minutes to complete. The data collected will be added to other data collected in the project and used to develop a roadmap in line with, and in support of, efficient and responsive City operations. Your feedback is essential in helping define the most significant business and service delivery requirements to produce a technically viable and financially sound ITSP and Roadmap.

Let us know if you have any questions. Thanks for participating!

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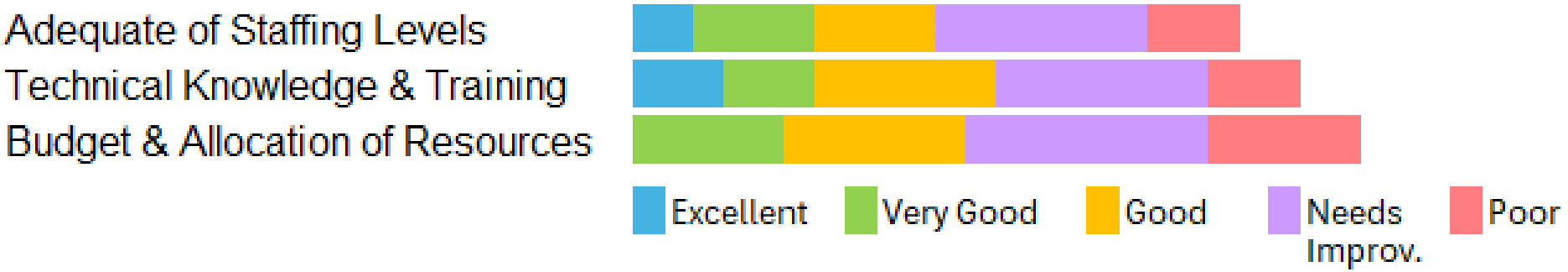
Next

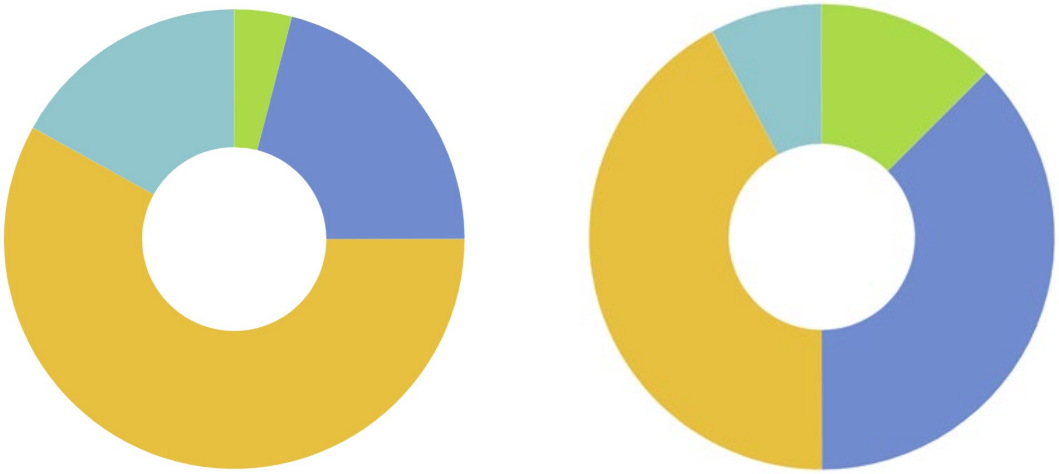
- **13** Management Interviews
- **4** Focus Groups with IT Staff
- **64** Online Staff Survey Responses
- **261** Respondents to Online Community Survey
- **5** Community Workshop Participants
- **2** City Council Survey Responses
- **11** Rapid Workflow® Workshops
  163 total staff participated, 53 staff attended multiple workshops

Management Interview Input



IT Focus Group Input

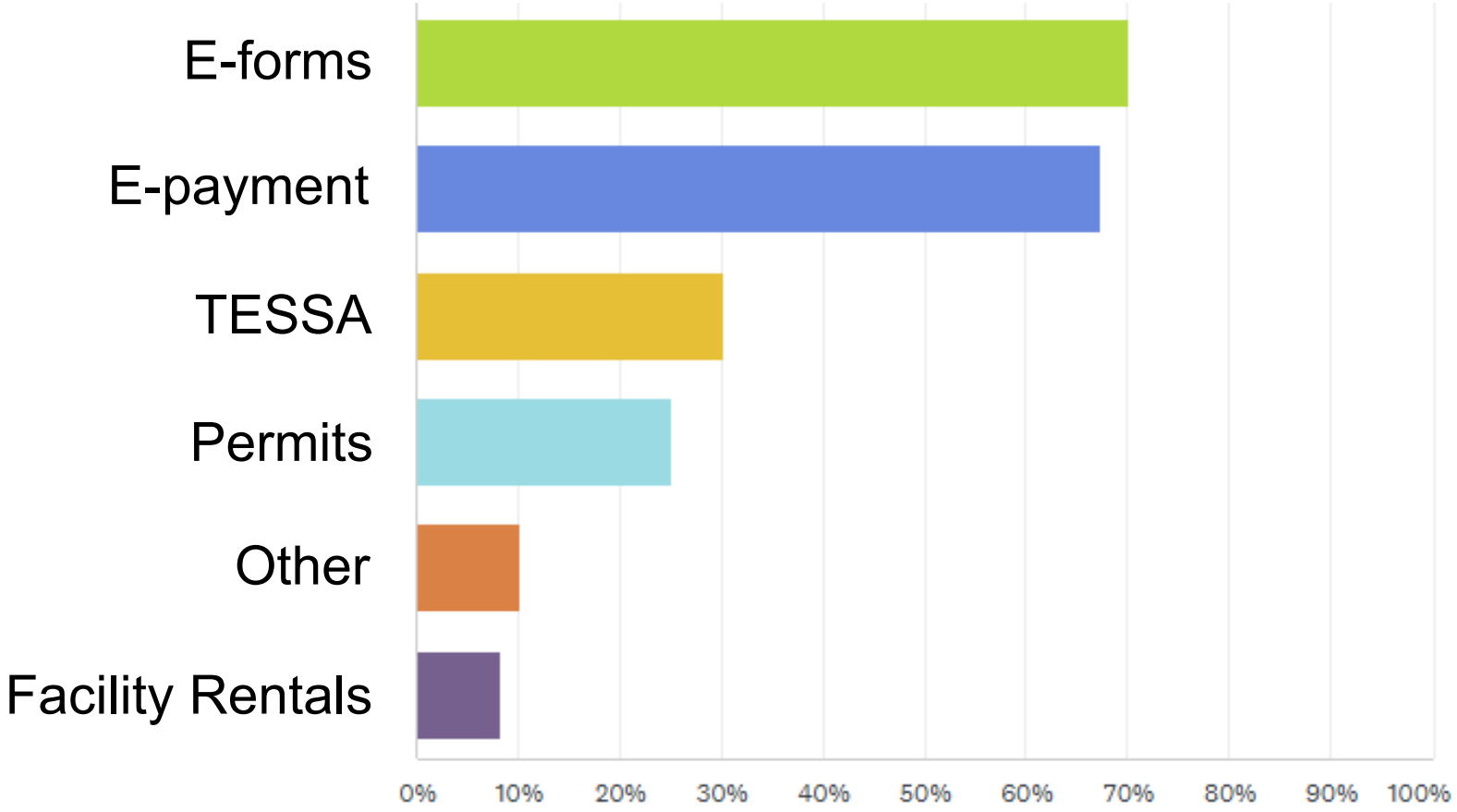
Online Staff Survey: State of City IT Services



Legend	2020 ITSP	2025 ITSP	Improvement
Excellent	4.07%	12.50%	300%
Very Good	20.33%	37.50%	46%
Good	58.54%	42.19%	-12.5%
Poor	17.07%	7.81%	-54%

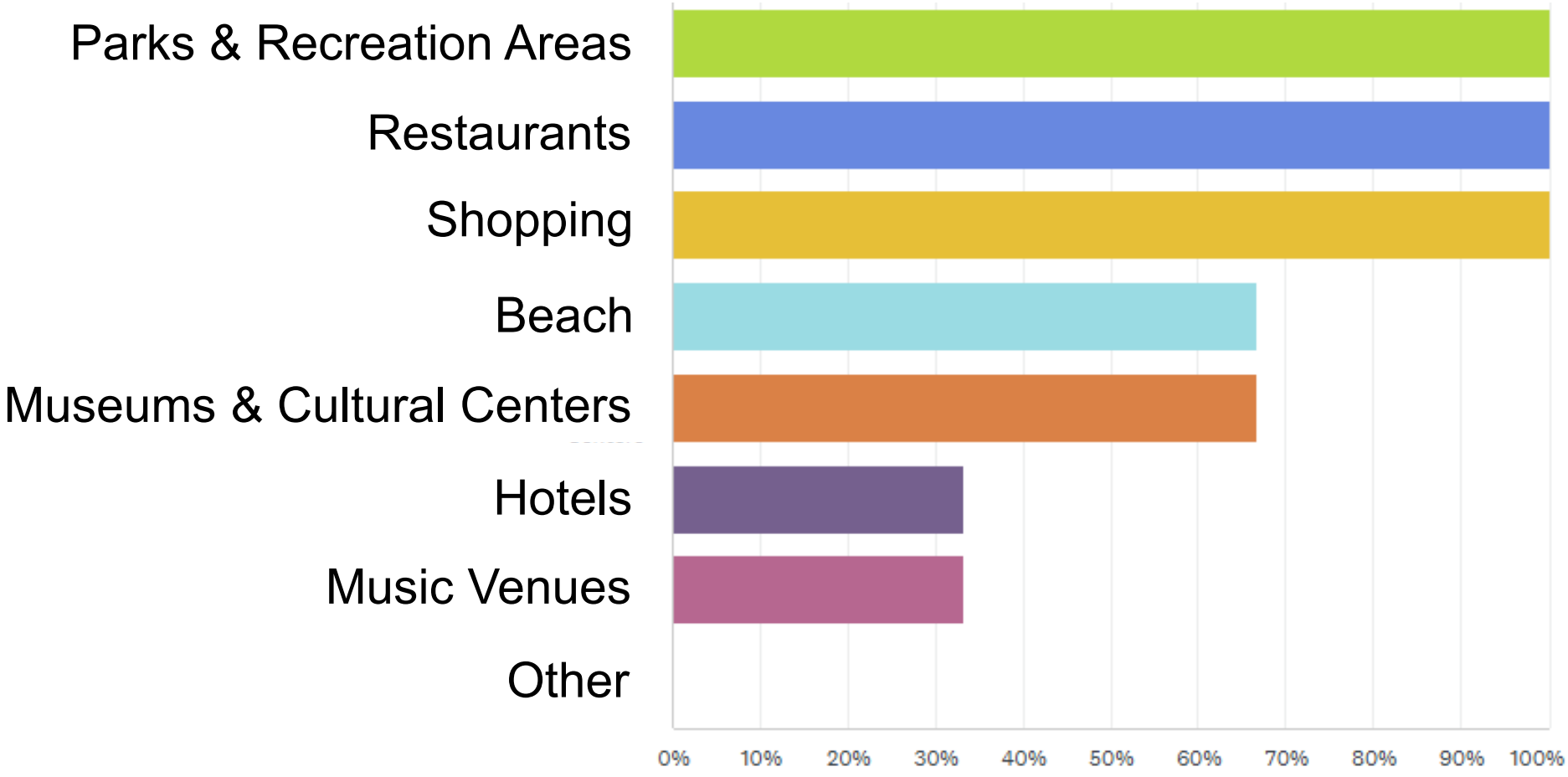
Online Community Survey: Residents

Which City website services do you use the most often?



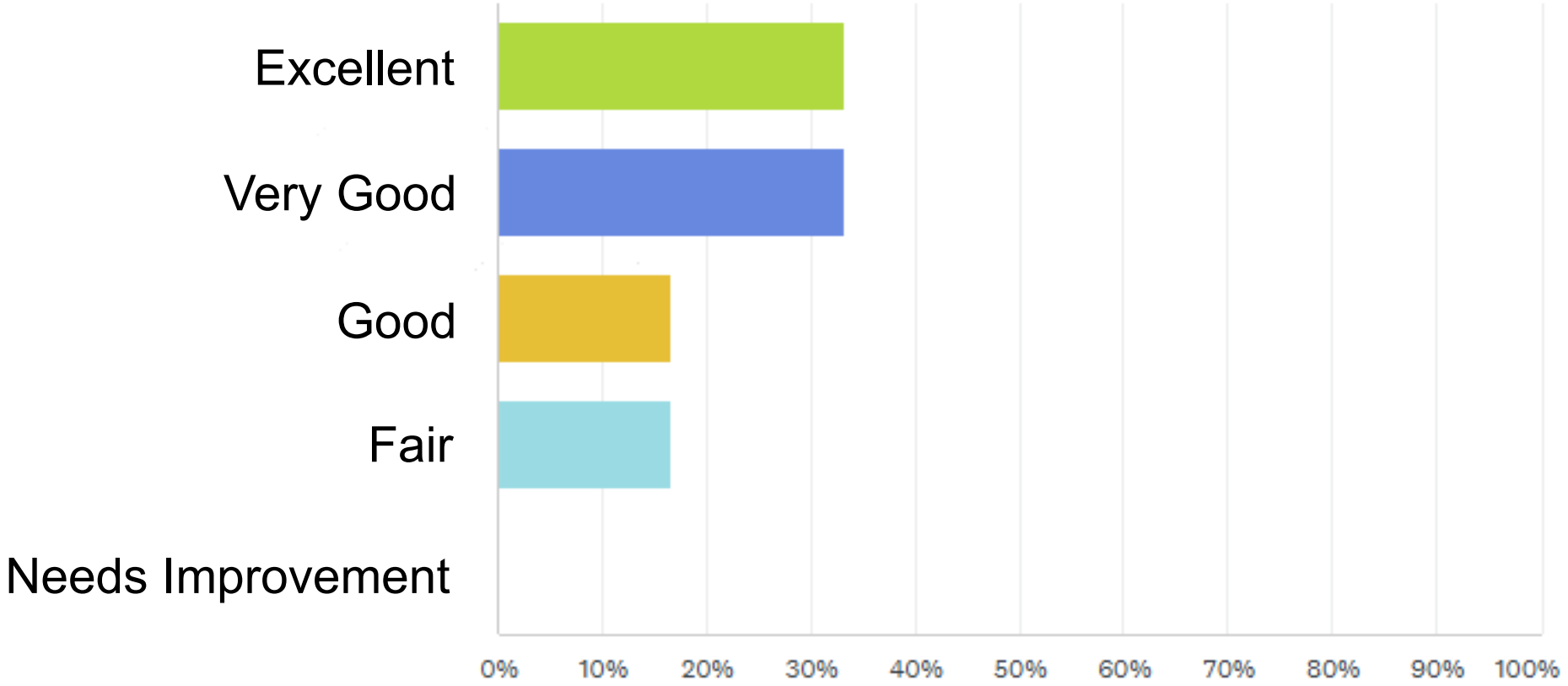
Online Community Survey: Visitor/Tourist/Commuter

Which of the following do you frequent the most?



Online Community Survey: Businesses

Rate your overall experience using the City's website.



City Council Responses

Please rate the relative importance of Information Technology as it applies to supporting and/or realizing the City Council Goals?

City Council Goals	Rating
1. Maintain and enhance the City's facilities, equipment, and technology.	1 2 3 4
2. Strengthen the public's safety and improve the quality of life.	1 2 3 4
3. Achieve long-term fiscal sustainability.	1 2 3 4

Ratings: 1: Very Important 2: Important 3: Somewhat Important 4: Not Important

Rapid Workflow® Process Improvement Map

Information Technology Strategic Plan Refresh
City of Costa Mesa

Rapid Workflow® Process Models
July 28, 2025

Session 3: CMMS - Costa Maintenance Work Orders As-Is Business Process

Facilities, Parks, Streets

Public, Staff
- Submitted via phone, email, 311 systems, or by internal staff
- Enter into Costa Maintenance

Supervisor, Superintendent, Division Secretary for Admin
- Drop menu assigned to appropriate section
- System generates automatic email
- Supervisor assigns to particular staff
- WOs are printed out

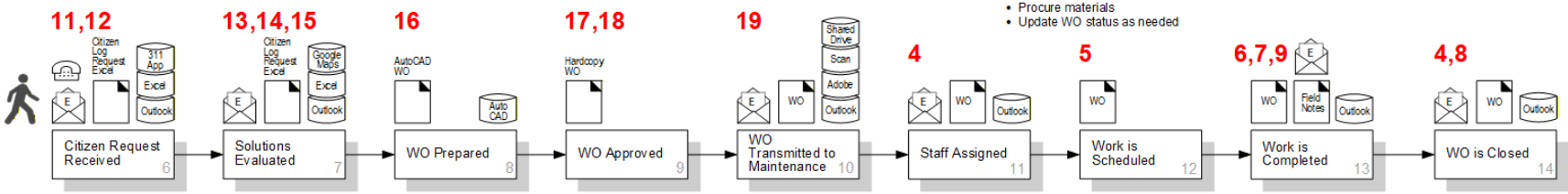
Supervisor, Superintendent
- Work is prioritized and scheduled verbally based on staff availability, need, and materials
- Some requests are handled immediately

Maintenance Crews, Vendor
- Work is carried out and completed:
  - Streets & Parks:
    - Pothole filling
    - Sidewalk grinding
    - Landscape issues
    - Bulky item pickup
    - Tree evaluations
    - Playground issues
    - Street sweeping
  - Facilities:
    - Plumbing issues
    - Electrical issues
    - Pest control
    - HVAC
    - Painting
    - Furniture
- Procure materials
- Update WO status as needed

Supervisor, Superintendent, Lead Maintenance Worker
- Staff will return printed WO with notes saying the issue has been addressed
- Supervisor marks it closed and enters any notes contained in the WO in Costa Maintenance
- Followed up with email or phone call if required

General: 10

Transportation



Citizen, Principal Engineer, Assistant Engineer, Associate Engineer, Engineering Technician
- May get in person, phone, or email
- Code item into Citizen Request Log in Excel with unique identifier for tracking
- Depending on the request, the most appropriate staff assigned

Principal Engineer, Assistant Engineer, Associate Engineer, Engineering Technician, Manager
- Data collection and site visits (some digital)
- Check prior history and background
- Consider multiple options
- Discuss with Manager

Principal Engineer, Assistant Engineer, Associate Engineer, Engineering Technician
- Graphics prepared
- WOs ready for Manger approval

Manager
- Manager approves WO
- Manager returns to staff person

Principal Engineer, Assistant Engineer, Associate Engineer, Engineering Technician
- WOs scanned into PDF
- PDF emailed to Maintenance
- Resident is notified via email of scheduled WO

Supervisor
- Supervisor assigns to particular staff
- WOs are printed out

Supervisor, Lead
- Request is evaluated for deadline requested
- Work is prioritized and scheduled verbally based on staff availability and need
- Some requests are handled immediately

Maintenance Crew, Vendor
- Work is carried out and completed:
  - Transportation:
    - Install signs
    - Paint red curbs
    - Install repair signs
    - Install pavement markings
    - Install bikeway treatments
    - Striping
    - Install temporary traffic control

Supervisor, Lead Maintenance Worker
- Staff will return printed WO with notes
- Supervisor emails confirmation of completed WOs

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Rapid Workflow® Process Solutions

Session 3: CMMS - Costa Maintenance Work Orders As-Is Business Process

Problems

Facilities, Parks, Streets

1. Two separate systems that don't communicate, i.e., 311 and Costa Maintenance.
2. 311 nonspecific requests.
3. 311 requests submitted to the wrong department. Lack of appropriate category.
4. WOs are printed out.
5. Verbally assigning WOs.
6. Updating WOs in hardcopy.
7. WO categories are not in Costa Maintenance dropdowns.
8. Supervisor has to mark closed instead of doing it out in the field.
9. Keeping separate handwritten logs.
10. Not able to create Year End Reports.

Transportation

11. Not an automated system.
12. Nonspecific requests received via email, phone, and in person.
13. Reviewing prior history is a challenge. Have to go to staff and rely on institutional knowledge to check prior history.
14. Have the data in Excel, or not having the data in a single location.
15. Manager availability. Can be busy.
16. QAQC.
17. Manager approval in hardcopy.
18. May have hardcopy WO iterations, back and forth discussions before a WO is approved.
19. Scanning and emailing WOs.

Solutions

Features & Functions

- Electronic Work Orders
- Update workorders electronically.
- Categories of WOs:
  - Streets & Parks:
    - Pothole filling
    - Sidewalk grinding
    - Landscape issues
    - Bulky item pickup
    - Tree evaluations
    - Playground issues
    - Street sweeping
    - Etc.
  - Facilities:
    - Plumbing issues
    - Electrical issues
    - Pest control
    - HVAC
    - Painting
    - Furniture
    - Etc.
  - Transportation:
    - Install signs
    - Paint red curbs
    - Install repair signs
    - Install pavement markings
    - Install bikeway treatments
    - Striping
    - Install temporary traffic control
    - Etc.
- Close WOs electronically in the field.
- Ability to provide comments in WOs.
- Log Categories:
  - Pothole Log:
    - Date
    - Location
    - Worker
    - Work Performed
  - Sidewalk Grinding Log
    - Date
    - Location
    - Size of offset
    - Worker
    - Description
  - Bulky Item Pickup Log
    - Mattress
  - Playground Repair Log
    - Date
    - Location
    - Worker
    - Description
- Transportation Requests: Identify specific attributes:
  - Location
  - North, South, East, West
  - Description
  - Geocoding
  - City boundaries
- Contemporary Graphical User Interface:
  - Dropdowns:
    - Limb down
    - Tree down
    - Tree evaluation
- One central system for everybody.
- Workflow:
  - Routing
  - Notifications
  - Review & Approve
  - Review & Return for Edits
  - Delegation
  - Forms
  - E-signatures
- Database of history:
  - Prior efforts at location
- Tracking database of traffic and speed data.
- Transportation:
  - Install signs
  - Paint red curbs
  - Install repair signs
  - Install pavement markings
  - Install bikeway treatments
  - Striping
  - Install temporary traffic control
  - Etc.
- Citizen Log:
  - Name
  - Date
  - How received
  - Issue
  - Location
  - Action
  - Status
- Web enabled.
- Appropriate access and security levels.

Facilities, Parks, Streets Reports

- Response to Claim Report (Costa Maintenance)
- Pothole Log Claims
- Reports by Location
- Claim Reports
- Incident Reports
- Type of Work
- Assigned To Reports
- Work Performed Reports
- Year End Reports
- Ad Hoc Reports

Transportation Reports

- Total Volume of Citizen Requests by type:
  - Parking
  - Street Sweeping
  - Etc.
- Geographic Mapping by category

Interfaces

- GIS
- 311
- TAGRS

Other

- Improve 311 prompts.

Benefits

Facilities, Parks, Streets

1. - Efficient.
   - Faster delivery of service.
   - Less confusion.
   - Easy to train.
2. - More efficient.
   - More clarity.
   - Better identifies what the need is.
3. - Same as #2.
4. - More efficient.
   - Hardcopy would not get lost.
   - Accountability.
5. - Same as #4.
6. - Same as #4.
7. - More user friendly, more accurate reports.
   - Reduce staff time.
8. - Same as #4.
9. - Information would be in one place.
   - More efficient.
   - Less staff time.
   - User friendly reports.
10. - Better reporting.
    - Better evaluation.

Transportation

11. - Same as #1.
12. - Same as #2.
13. - Consistency.
    - Better solution outcome.
14. - More rapid decision making.
    - Avoid duplicate data collection.
15. - Efficiency.
16. - Same as #15.
17. - Same as #15.
18. - Higher quality outcome.
    - Better efficiency.
19. - Staff time savings.

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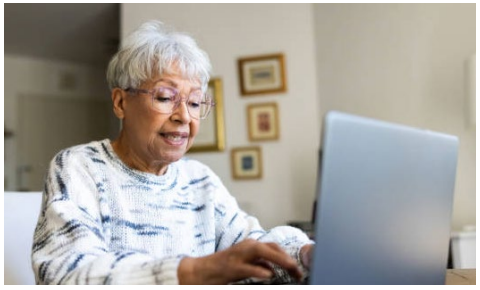
Top 10 Findings & Recommendations



1. **City Hall EOC / PD Uninterrupted Power Supply**
   Replace the existing City Hall UPS.
   Benefits: Enterprise data center to run a multi-hour power outage, power failure, system operations.

2. **City Hall Back Up Servers, SAN Replacement**
   Build redundant City Hall servers at separate site.
   Benefits: Continuity of operations, compliance with best practices of Emergency Dispatch Center.

3. **Public Safety IT Service Model**
   Adopt clearly defined IT support for public safety.
   Benefits: Strategic use of emerging public safety systems, e.g., Real Time Information Centers.

4. **Citizen Request Management**
   Portal for public interactions, heat maps, dashboards, AI queries, public satisfaction polls.
   Benefits: Centralized engagement, enhanced user experience, public feedback, increased public trust.

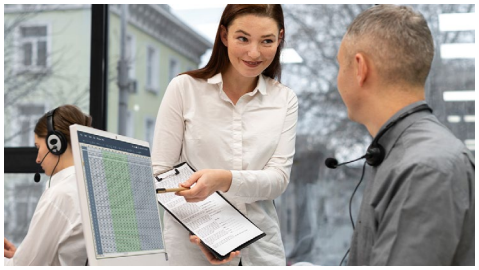
Top 10 Findings & Recommendations

5. **Enterprise Content Management**
   Develop a citywide Laserfiche implementation reset rollout out plan for documents and records.
   Benefits: Workflow automation, improved records managements, and streamlined response to Public Records Requests.

6. **Real Time Information Center (RTIC)**
   Develop RTIC Roadmap: proposed IT, application integration, data management and system support.
   Benefits: Staff time savings, improved workflow, improved public safety, and continuity of service.

7. **CIP Project Management**
   Automate capital planning & budgeting, project portfolio management, cost tracking, schedule/task management, and construction management.
   Benefits: Centralized project tracking, CIP projects, budgets, schedules, and documents.

Top 10 Findings & Recommendations



8. **Employee Information Application**
   Portal collecting employee contact data and push that data to Everbridge.
   Benefits: Improved employee information and communication with employees.

9. **IT Staff Resources**
   Resource the IT organization to effectively sustain existing/future ITSP systems for Public Safety, Permitting, Finance and Data Management/AI.
   Benefits: Sustainability, streamlined processes, and enhanced customer service.

10. **Artificial Intelligence**
    Promote AI objectives, metrics, desired outcomes.
    Benefits: Improved efficiency and automation, better decision-making, enhanced customer service.

ITSP Initiatives

Infrastructure

1. City Hall + PD Multi Factor Authentication
2. City Hall EOC and PD UPS
3. Core Switches
4. Implement SIEM System
5. Meraki Wireless Upgrades
6. Communications Raised Floors Replacement
7. Replace Existing Firewalls
8. Dispatch Systems
9. PD Enterprise Server Replacement
10. City Hall Enterprise Server Replacement
11. Redundant Internet

Management Policies

1. Information Technology Resourcing

Hardware: Servers, Laptops, Mobile

1. Nimble SAN Replacement
2. PC/Laptop Device Replacement
3. Council Chambers AV
4. Public Safety Mobile Data Computers

Department Software

1. Public Works AutoCAD Software
2. Business Opening Application
3. Mobile Device Management Software (MaaS360)

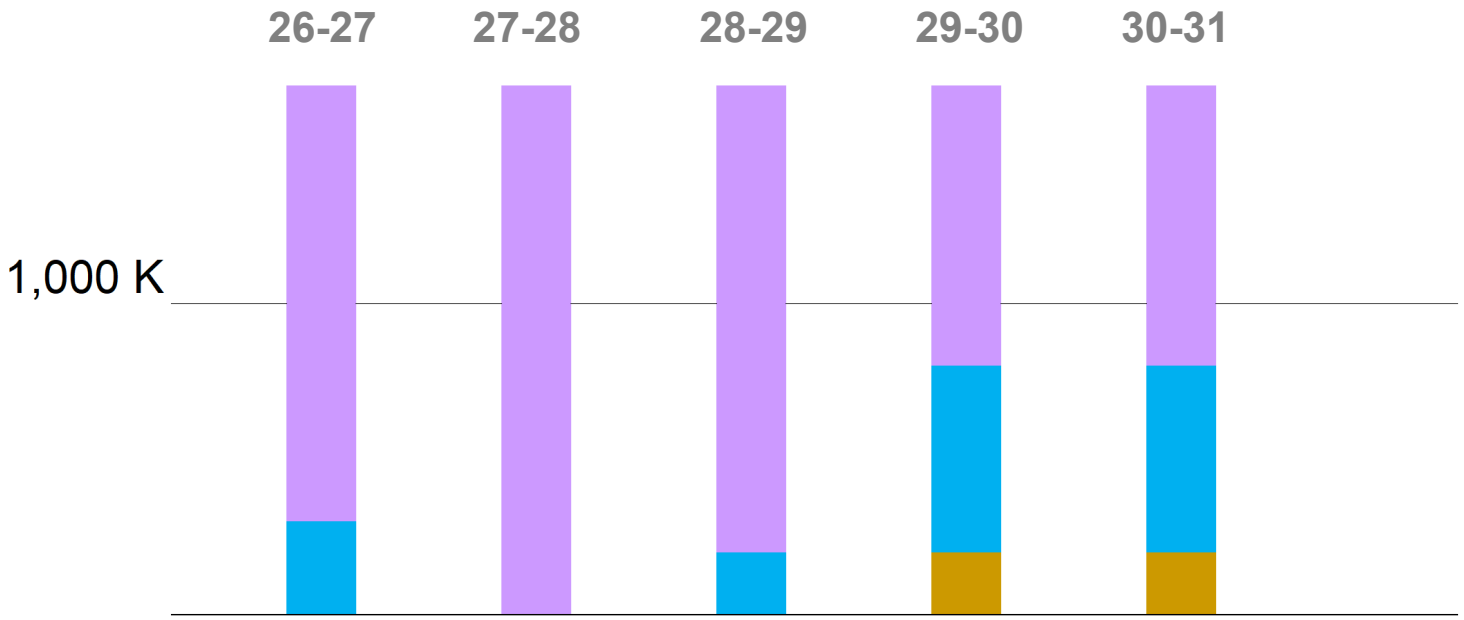
Enterprise Software

1. Citizen Request Management
2. City Council Initiative Tracking
3. CIP Project Management Software
4. Laserfiche Expansion & Adoption Plan
5. Docusign
6. AI Tools

Prioritization Criteria

1. Times Mentioned in Project Tasks
2. Improved Customer Service
3. Business Process Improvement
4. Operational Effectiveness
5. Potential Cost Avoidance/Savings
6. Cybersecurity
7. Group IT Related Initiatives
8. Minimizing operational disruptions with IT deployments

Estimated ITSP Investment



	26-27	27-28	28-29	29-30	30-31	
Systems	1,400,000	1,700,000	1,550,000	890,000	946,990	**6,486,990**
Professional Services	300,000	0	150,000	585,000	528,000	**1,563,000**
IT Staff Resources	0	0	0	225,000	225,000	**450,000**
SUBTOTAL	**1,700,000**	**1,700,000**	**1,700,000**	**1,700,000**	**1,699,990**	**8,499,990**

ITSP Implementation Roadmap:

LEGEND

- Requirements & Solicitation
- Implementation

Schedule			FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31

YEAR 1			PUR	MO
1	INF 3.1	HP Core Switches: City Hall	1	4
2	HW 3.1	Council Chambers AV	4	6
3	INF 3.2	HP Core Switches: PD	1	4
4	INF 6	Raised Floors Replacement	4	6
5	INF 7	Replace Existing Firewalls	0	3
6	HW 1.1	PD Nimble SAN Replacement	2	4

YEAR 2			PUR	MO
7	INF 9	PD Enterprise Server Replacement	3	6
8	HW 4	Public Safety Mobile Data Computers	4	3

YEAR 3			PUR	MO
9	INF 8	Dispatch Systems	6	12
10	INF 10	City Hall Enterprise Servers Replacement	3	6
11	HW 1.2	City Hall Nimble SAN Replacement	2	4

YEAR 4			PUR	MO
12	HW 2.1	PC/Laptop Replacement Program	-	-
13	INF 5.1	Meraki Wireless Upgrade	3	4
14	M 1.1	Staff: Public Safety App Analyst	-	-
15	INF 4	Implement SIEM System	3	6
16	E SW 4	Laserfiche Expansion & Adoption Plan	4	8
17	E SW 3	CIP Project Management Software	4	4
18	HW 3.2	Council Chambers AV	-	6
19	D SW 1	Public Works AutoCAD Software	1	2

YEAR 5			PUR	MO
20	D SW 3	Mobile Device Mgmt Software (MaaS360)	2	2
21	INF 1	City Hall + PD Multi Factor Authentication	3	2
22	E SW 1	Citizen Request Management	4	8
23	E SW 6.1	AI Tools	3	6
24	E SW 5	Docusign	1	3
25	INF 2	City Hall EOC and PD UPS	2	1
26	D SW 2	Business Opening Application	4	6
27	M 1.2	Staff: TESSA App Analyst	-	-
28	E SW 2	City Council Initiative Tracking	4	6
29	INF 5.2	Meraki Wireless Upgrade	2	3
30	INF 11	Redundant Internet	3	3

Next Steps

- Approve the IT Strategic Plan and Funding
- Start Implementation Phase
- Provide an annual ITSP Status Report to Council and FiPAC

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Exceptional Performance
& Results since 1987

ThirdWave

Thank You!

Costa Mesa

INFORMATION TECHNOLOGY STRATEGIC PLAN PHASE II STUDY SESSION

OCTOBER 13, 2026

Agenda

- ITSP Phase I Update
- ITSP Phase II Scope
- ITSP Phase II Key Findings
- ITSP Phase II Projects Schedule – 5 Year Plan
- ITSP Phase II To-Be-Determined Projects
- ITSP Phase II Funding Plan
- Increased Cost of Hardware
- AI Strategy
- ThirdWave Corporation Presentation of ITSP Phase II
- Discussion
- Next Steps

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ITSP Phase I Update

- Council approved in March 2020
  - $8.09 million for technology improvements
  - $1.04 million for new positions
- 21 software projects
- 18 to-be-determined projects
- 16 projects are completed.

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ITSP Phase I Update

- Five projects are in progress
  - Enterprise Resource Planning-Finance, HR/Payroll & Budget.
  - Computer-Aided-Dispatch/Records Management System (CAD/RMS) review/study for Public Safety.
  - Voice-Over-Internet-Protocol (VOIP) project's pre-requisites
    - CAT6A cabling project
  - Enterprise Geographical Information Systems (GIS) Masterplan review/study.
  - Disaster Recovery (DR) Plan
- Laserfiche – funds redirected to Council Chambers Audio Visual
- No additional funds required to complete Phase I projects

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ITSP Phase II Scope

Summary

- Second five-year plan
- Phase II developed after thorough assessment of City's existing technologies, operational requirements, and service delivery needs.
- ITSP Phase II addresses mission-critical business needs of the City and customers.
- Implement 30 infrastructure/software projects
  - $8.5 million for technology improvements
- Implement 34 to-be-determined projects depending on funding availability

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ITSP Phase II Key Findings

- City Hall EOC and PD Uninterrupted Power Supply (UPS)
- City Hall Back Up Servers, Nimble Storage And Network (SAN) Replacement
- Public Safety IT Service Model
- Citizen Request Management
- Enterprise Content Management System, Laserfiche
- Real Time Information Center (RTIC)
- Capital Improvement Project (CIP) Management
- Employee Information Application
- IT Staff Resources
- Computerized Maintenance Management System (CMMS)
- Artificial Intelligence (AI)

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ITSP Phase II Projects Schedule – 5 Year Plan

YEAR 1		
1	INF 3.1	HP Core Switches: City Hall
2	HW 3.1	Council Chambers AV
3	INF 3.2	HP Core Switches: PD
4	INF 6	Communications Raised Floors Replacement
5	INF 7	Replace Existing Firewalls
6	HW 1.1	PD Nimble SAN Replacement

YEAR 2		
7	INF 9	PD Enterprise Servers Replacement
8	HW 4	Public Safety Mobile Data Computers

YEAR 3		
9	INF 8	Dispatch Systems
10	INF 10	City Hall Enterprise Servers Replacement
11	HW 1.2	City Hall Nimble SAN Replacement

Year 1: Project implementation will commence following the City Council approval and adoption of the ITSP Phase II Plan.

Costa Mesa

ITSP Phase II Projects Schedule – 5 Year Plan

YEAR 4		
12	HW 2.1	PC/Laptop Replacement Program
13	INF 5.1	Meraki Wireless Upgrade
14	M 1.1	Staff: Public Safety App Analyst
15	INF 4	Implement SIEM System
16	E SW 4	Laserfiche Expansion & Adoption Plan
17	E SW 3	CIP Project Management Software
18	HW 3.2	Council Chambers AV
19	D SW 1	Public Works AutoCAD Software
YEAR 5		
20	D SW 3	Mobile Device Mgmt Software (MaaS360)
21	INF 1	City Hall + PD Multi Factor Authentication
22	E SW 1	Citizen Request Management
23	E SW 6.1	AI Tools
24	E SW 5	Docusign
25	INF 2	City Hall EOC and PD UPS
26	D SW 2	Business Opening Application
27	M 1.2	Staff: TESSA App Analyst
28	E SW 2	City Council Initiative Tracking
29	INF 5.2	Meraki Wireless Upgrade
30	INF 11	Redundant Internet

Costa Mesa

ITSP Phase II To-Be-Determined Projects

TBD PROJECTS		
1	TBD 1	CAD Redundancy (DR)
2	TBD 2	City Hall IT Generator
3	TBD 3	CMMS
4	TBD 4.1	Centralized Software Training
5	TBD 5	VMware Redundant Server Farm
6	TBD 6.1	Council Chambers AV
7	TBD 6.2	Council Chambers AV
8	TBD 7	Fleet Management
9	TBD 8.1	AI Tools
10	TBD 9	CAD System
11	TBD 10	Staff: Laserfiche-AssetWorks App Analyst
12	TBD 8.2	AI Tools
13	TBD 13	Real Time Information Center
14	TBD 14	Help Desk Ticketing System
15	TBD 15	Facilities Management - Asset Works Module
16	TBD 16	TESSA Customer Portal/Reporting

TBD PROJECTS		
17	TBD 17	Website and 311
18	TBD 11	Staff: Database Adminstrator
19	TBD 18	Conference Room Equipment
20	TBD 19	Employee Information Application
21	TBD 20	IT Requirements Definition
22	TBD 12	Staff: ERP Application Analyst
23	TBD 21	City Access Control Systems
24	TBD 22	Enterprise VOIP Telephony
25	TBD 23.1	PC/Laptop Replacement Program
26	TBD 23.2	PC/Laptop Replacement Program
27	TBD 23.3	PC/Laptop Replacement Program
28	TBD 23.4	PC/Laptop Replacement Program
29	TBD 4.2	Centralized Software Training
30	TBD 4.3	Centralized Software Training
31	TBD 4.4	Centralized Software Training
32	TBD 4.5	Centralized Software Training
33	TBD 6.3	Council Chambers AV
34	TBD 24	Implement GIS Master Plan

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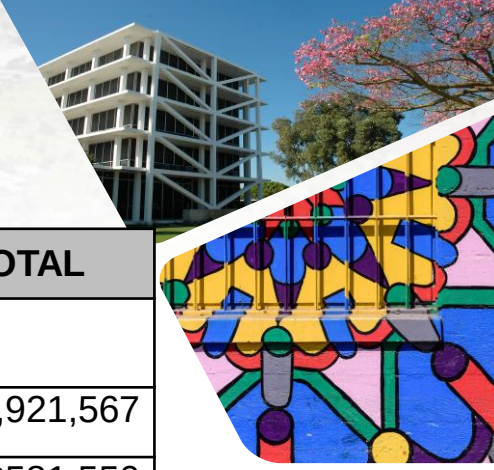
ITSP Phase II Funding Plan



Funding Sources	FY2026-27	FY2027-28	FY2028-29	FY2029-30	FY2030-31	TOTAL
Estimated Revenue	$199,966,575	$206,319,859	$212,227,506	$218,320,057	$224,603,746	
CAN 1.5%	$2,999,499	$3,094,798	$3,183,413	$3,274,801	$3,369,056	$15,921,567
CAN Deferral Repayment	$116,310	$116,310	$116,310	$116,310	$116,310	$581,550
Total Funding	$3,115,809	$3,211,108	$3,299,723	$3,391,111	$3,485,366	$16,503,117
ITSP Phase II	**FY2026-27**	**FY2027-28**	**FY2028-29**	**FY2029-30**	**FY2030-31**	**TOTAL**
Implementation & Integration	$1,634,674	$2,188,284	$2,249,214	$2,087,087	$1,920,221	$10,079,480
Other Equipment	$585,189					
Staffing Costs	$895,946	$922,824	$950,509	$1,204,024	$1,465,145	$5,438,448
TOTAL	$3,115,809	$3,111,108	$3,199,723	$3,291,111	$3,385,366	$15,517,928

Notes:

- Estimated revenue increases by 3% annually.
- Staffing costs increase by 3% annually. Table includes three (3) existing FTE's, plus two (2) additional FTE's: a Public Safety Application Analyst proposed in FY 2029/2030 and a TESSA Application Analyst proposed in FY 2030/2031.
- Other Equipment includes project-related expenses ($485,189) and depreciation ($100,000).

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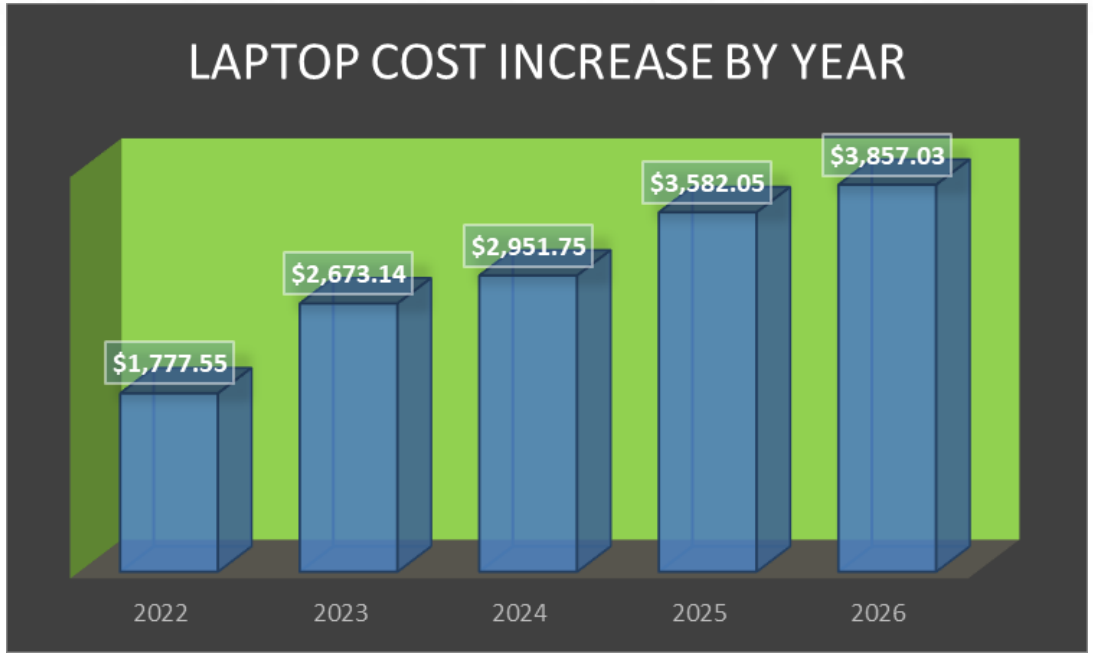
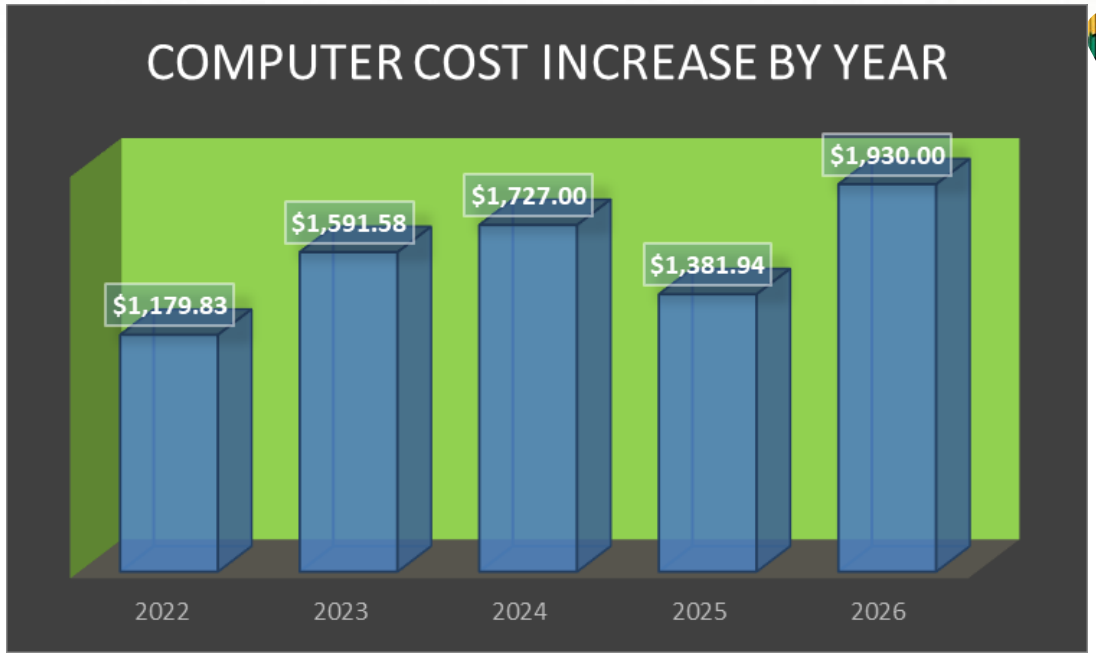
Increased cost of Hardware





- Our technology equipment is purchased via the NASPO National Association of State Procurement contract
- The projected costs will reduced the number of units purchased in comparison to the last 5 years solely due to hardware cost increase.
  - Laptops cost increase by 117%
  - Computers cost increase by 63%
  - Network gear and servers could increase by up to 300%

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AI Strategy

- Preparing for AI in the Enterprise
  - Engage Consultant to implement guardrails
  - Implement AI policy
- Leverage existing applications
- Upcoming AI opportunities
  - Oracle Fusion AI for ERP workflows
  - AI Search for City's Granicus Website
  - AI search by document imaging software (Laserfiche) repository
  - AI augmentation for configuring and remediating switch/wireless issues
  - AI recommendations for Network and Internet security
  - TESSA Decision Engine migration to web for full AI capability

Costa Mesa

ThirdWave Corporation Introduction

City of Costa Mesa
IT Strategic Plan: Phase II

ThirdWave

Costa Mesa

Discussion

- Request City Council feedback on proposed ITSP Phase II

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ITSP Phase II Next Steps

- Staff will assess Council feedback to incorporate it into final ITSP Phase II Roadmap and bring it forward for City Council consideration at a future date.
- Once approved, staff will commence the implementation phase and will provide the City Council and FiPAC with an annual ITSP status report.

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