



REPORT TO

AUDIT COMMITTEE

DRAFT I&T STRATEGY FOR CONSULTATION

“THE LORD IS NOT SLOW ABOUT HIS PROMISE, AS SOME THINK OF SLOWNESS, BUT IS PATIENT WITH YOU, NOT WANTING ANY TO PERISH, BUT ALL TO COME TO REPENTANCE.”
 2 PETER 3:9

Created, Draft	First Tabling	Review
May 7, 2019 Steve Camacho, Chief Information Officer	May 14, 2019	Click here to enter a date.

INFORMATION REPORT

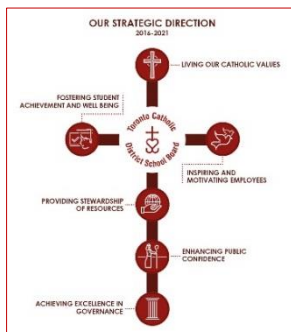
Vision:

At Toronto Catholic we transform the world through witness, faith, innovation and action.

Mission:

The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.

We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.



Rory McGuckin
 Director of Education

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 Associate Director of Academic Affairs

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 Associate Director of Facilities, Business and Community Development, and Chief Financial Officer

A. EXECUTIVE SUMMARY

This report provides the Audit Committee of the Board with an overview of the draft objectives and strategies being considered for the new Information and Technology (I&T) Strategic plan. The strategies and objectives are attached to this report in the form of a presentation deck.

The report is for information and will be used to gather feedback from the Audit Committee ahead of developing the final I&T Strategic Plan in the fall.

The cumulative staff time required to prepare this report was 300 hours

B. PURPOSE

1. The purpose of this report is to provide the Audit Committee with information about the overall draft I&T strategic plan, the objectives and strategies being considered, and to gather feedback ahead of developing the final I&T Strategic Plan for Board approval.

C. BACKGROUND

1. The Board created and hired the position of Chief Information Officer in spring of 2018. In the fall of 2018, the new Chief Information Officer launched an internal strategic planning process to help understand the current state of technology within the Board and set a new strategic direction for the next 3 years.
2. Previous IT strategic plans were developed by external firms and presented to the Board every 5 to 6 years. An IT strategic plan was developed by IBM in 2010 and updated plan was developed by Deloitte in 2016 (presented in 2017).
3. Previous IT strategic plans were developed with limited discussion outside of the IT department, as a result previous plans often focused on internal IT department matters and infrastructure replacement activities and were not always fully aligned to the overall strategic direction and mission of the TCDSB.

4. Because of the approach chosen and length of time of the previous plans, many of the goals and objective of the plans were not achieved. For example, the 2010 IBM developed IT Strategic plan had 29 objectives/goals of which only 8 were completed by 2016. Although many factors led to this poor performance, one of the greatest factors was the length of the plan as it called for a long list of technology deployments which were no longer relevant nor needed within a few years of the planning being developed.
5. The new I&T strategic plan is 3 years in length and has 5 high-level organizationally focused objectives and associated goals.
6. In the development of the new draft I&T Strategic plan, external factors outside of the IT department, played a more significant role in determining the objectives and goals of the plan. These factors include:
 - Ernest & Young (EY) Provincial government line-by-line spending report
 - Auditor General's annual report (School Board IT Sub-section)
 - The TCDSB Multi-year Strategic Plan (MYSP)
 - The TCDSB Board Learning Improvement Plan (BLIP)
 - Ministry and Government announcements
 - Top trends in Educational Technology
 - Input from Executive Staff on current issue facing the Board
7. In addition to reviewing these external factors, IT staff also reviewed and performed analysis in a number of other areas. This work included:
 - Strength-Weakness-Opportunities-Threats (SWOT) Analysis
 - A review of previous IT strategic plans
 - 3rd party review of the Board Cyber Security practices and maturity
 - Benchmarking of 11 IT functional areas against other broader educational sector organizations.
 - Benchmarking of IT spending against other broader educational sector organizations.
 - Completion of 6 focus group meetings with senior staff and key reports.

D. EVIDENCE/RESEARCH/ANALYSIS

8. Through the analysis completed above, staff have developed a layered I&T strategic plan that focuses the whole organization on set objectives while providing for a long-term vision. The three layers of the plan include:
 - A long term (7-10 year) vision for how Technology will be used in the future within our schools. This vision will serve as a “guiding light” for future plans and iterations of the I&T strategic plan
 - A 3-year mission/target for the evolution of Technology within the Board
 - 5 objectives and associated goals to support the 3-year mission
9. To support these objectives, the plan currently has 26 strategies that will be used to meet the 5 main goals.
10. Layering the I&T Strategic plan in this way, allows for flexibility within the plan to accommodate technological and situational changes, while still providing for specific targets and goals. As such, staff will review the plan on a yearly basis to determine if the strategies being executed are moving the organization to the desired end state. If they are not, staff will adjust the strategies while still keeping the 5 main goals for the duration of the 3-year mission.
11. The draft I&T strategic plan is attached to this report for review and consultation.

E. CONCLUDING STATEMENT

This report is for the consideration of the Audit Committee of the Board.