

LETTER TO MEMBERS

CIRA CORPORATE PLAN, FISCAL YEAR 2019



Dear Members,

As we conclude our fiscal year 2018 (FY18) and begin implementing our plan for FY19, I'm optimistic for CIRA's future. FY18 was a success, and midway through our **corporate strategy** we've built a strong foundation from which to grow. A few years ago, many predicted a significant decline in traditional domains with the influx of new generic top-level domains (gTLDs) such as .club or .brand. This was a turning point for CIRA, which led to two important decisions.

The first was to invest in growing awareness of the value of .CA and reject the anticipated downward trend in the market. The other was to expand our product offerings and diversify our revenue. In both cases, these decisions proved wise, and vital to maintaining the exceptional support we've always provided .CA holders and our channel partners who sell to them.

The maturing global domain market is experiencing a natural decline in growth. An important factor for .CA, however, is that the gTLD market is not performing as expected. There are over 1,200 new gTLDs available but the number of new gTLD domain names registered dropped by around 5 per cent from September 2016 to September 2017. This, combined with our investments in the .CA brand, helped us have two of our most successful years ever with over 500,000 new domains registered in both FY17 and FY18. We will continue our efforts in this area, with the goal to see similar numbers in FY19.

Meanwhile, CIRA's cybersecurity services – D-Zone DNS Anycast and D-Zone DNS Firewall – enable a safe, stable and secure .CA. CIRA is also securing its place in a new arena by offering these services to others as part of our revenue diversification efforts launched a few years ago. With cyber threats on the rise, we're growing our market and protecting municipalities, universities, schools and hospitals across the country.

D-Zone Anycast is protecting top-level domain (TLD) partners globally, including .nl from the Netherlands and Uniregistry, as well as organizations across Canada. D-Zone Firewall, CIRA's newest cybersecurity offering, was already protecting more than 500,000 Canadian schoolchildren only six months after its launch. We're off to a great start.

CIRA's new top-of-the-line registry platform called Fury is another opportunity. As we transfer .CA to Fury, a process that began in FY18, we also recognize its value to others.

Much like CIRA, a handful of other registries have aging registries and are reviewing their options. We held demos of Fury at the Internet Corporation for Assigned Names and Numbers (ICANN) meeting last year in Denmark, raising the profile of our platform. We had already signed up .kiwi, a gTLD from New Zealand, and in FY18, the country code for Sint Maarten (.SX) began operating on Fury as well.

Fury, along with our cybersecurity services, are examples of taking products developed to benefit .CA and making them available to others. This supports the global internet while also diversifying our revenue stream. We anticipate growth in both offerings.

Big data is a trending topic and we anticipate great value for CIRA. Improved data gathering and analysis will enable CIRA to better identify cybersecurity trends. In FY19 we'll tackle how to gather this data, analyze it and use it to benefit CIRA, our customers and stakeholders, and the Canadian internet.

WE'RE BUILDING A BETTER ONLINE CANADA

Our 2017–2020 corporate strategy includes an ambitious goal: to build a better online Canada. Everything we do contributes to this goal, including maintaining a safe, secure and stable .CA registry and the underlying domain name system (DNS). As well, our cybersecurity services protect our peers abroad and organizations across Canada, thereby strengthening the internet for everyone. With that said, one of the most valuable ways we contribute to building a better online Canada is our Community Investment Program.

We've provided over \$4 million in grants to Canadian not-for-profits, charities and academic institutions doing good things for and through the internet. This year, CIRA's board and community investment committee will reflect on the program and strategize its most valuable future.

In FY19, CIRA will continue its support for Canadian internet exchange points (IXPs). With 11 across the country, our focus turns to supporting IXPs as they seek more partners to "plug in" and peer, thus enhancing the value of this infrastructure. We will also support the new IXP community CA-IX. In FY19, we'll enhance CIRA's Internet Performance Test (IPT). We're adding new features to the

test, including traceroutes via a partnership with Community Investment Program grant recipient IXMaps. We're also moving IPT to Amazon Web Services' cloud, strengthening the infrastructure. As part of a pilot, Amazon Web Services further collaborated with CIRA to offer its services to grant recipients of CIRA's Community Investment Program. Two grant recipients are benefiting from this pilot and we expect this to grow in FY19.

Finally, because the internet is global, we are active members in international internet governance. Senior CIRA staff will continue to hold positions within the ICANN ecosystem and participate in other global internet venues. Engaging our peers keeps us informed on trends, innovations, risks and threats.

The foundation built in FY18 propelled us forward in many ways. We took some risks, had some wins and learned a lot along the way. This is the attitude we'll forge in FY19.

I look forward to the year ahead as we relentlessly move at the speed with which the internet demands.

Sincerely,

A handwritten signature in black ink, appearing to read "Byron Holland". The signature is fluid and cursive, with the first name "Byron" being more prominent than the last name "Holland".

BYRON HOLLAND, PRESIDENT AND CEO,
CANADIAN INTERNET REGISTRATION AUTHORITY

CONTINUING TO BUILD A BETTER ONLINE CANADA

The new strategic plan that kicked off at the start of FY17 remains relevant to CIRA as it approaches the next fiscal year, and will continue to guide the organization for the years ahead.

INNOVATE

- Analyze .CA and D-Zone data to proactively identify security threats.
- Scale the D-Zone Anycast and Firewall architectures.
- Enhance reporting for city Internet Performance Test subscribers.
- Continue with .cities workshops.

OPERATE

- Deploy .CA onto the Fury platform.
- Maintain the safety and security of .CA.
- Increase brand awareness, lead generation activities and channel partnerships to grow .CA, D-Zone and Fury.
- Develop new features to meet industry requirements and market demands for D-Zone and Fury.

DONATE

- Launch round 6 of the Community Investment Program (CIP), and evaluate the program strategy.
- Improve the IPT's usability and build new features.
- Support the increase of peers at Canada's Internet Exchange Points.
- Maintain involvement in key internet organizations such as ICANN and CENTR.

STRATEGIC ENABLERS

STEWARDSHIP

- Refine CIRA's internal business processes.
- Mid-point strategic plan review.

PARTNERSHIPS

- Leverage and prioritize partnerships that support multiple programs and products.

SUPERIOR TALENT

- Continue efforts to ensure diversity, create awareness, and foster a culture of inclusion.
- Strengthen employee engagement and internal culture.
- Bolster awareness of CIRA as an employer of choice.