



FY 17 – 20 STRATEGIC PLAN

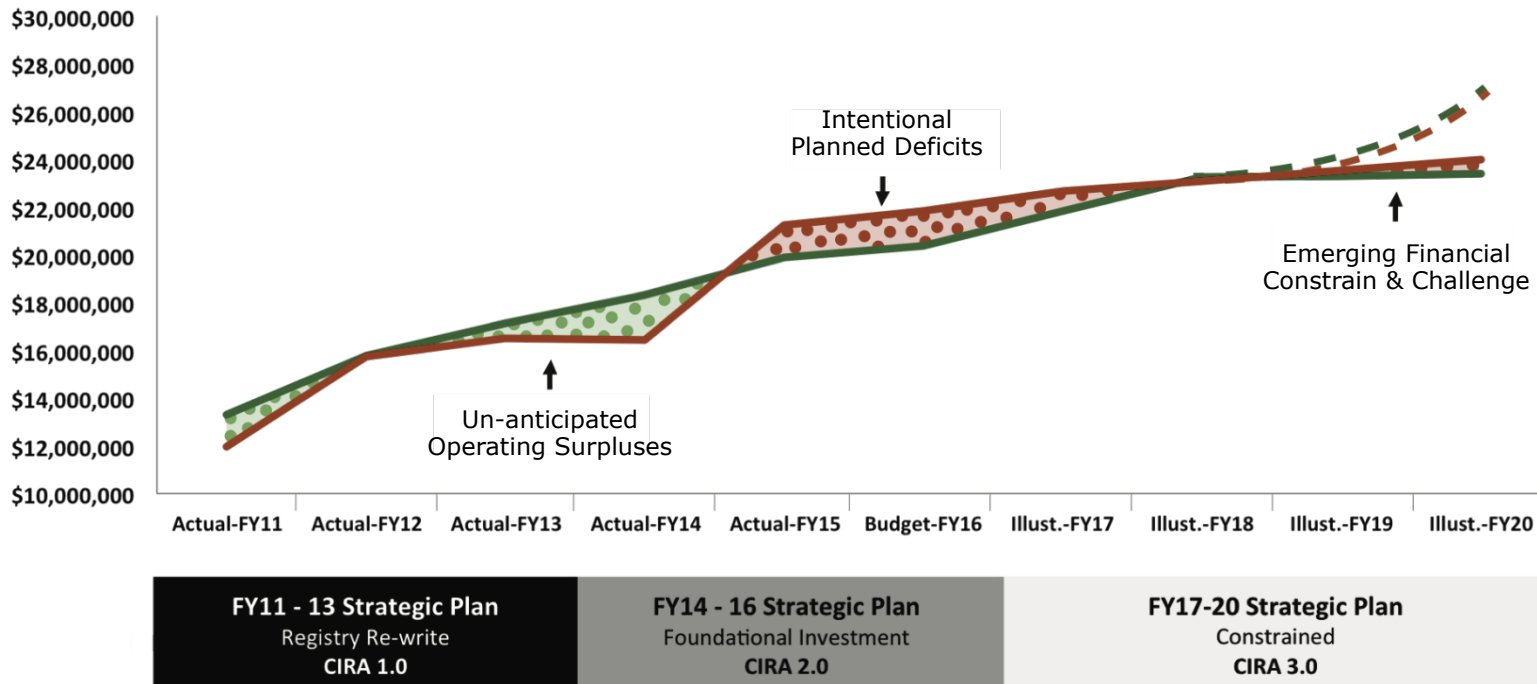
ENVIRONMENTAL RECAP

- **Market is changing fundamentally and rapidly**
 - Slowing growth
 - Public mandates under pressure
 - Major new players experimenting
 - Market deregulation
- **Canada's Internet performance is underwhelming**
 - Speed, price, IPv6, DNSSEC
- **.CA growth is slowing over next four years**
- **Domain channel is underperforming**
 - Fewer of top 10 Registrars are contributing to growth (critical ratio)
- **CIRA has a solid foundation on which to build**
 - World-class reputation
 - Technology, products & programs
 - Intentional culture & human resources
 - Strong financial position

ENVIRONMENTAL RECAP

We don't accept market trends, we will act on...

CIRA Strategic Reference Plan - Illustrative



- Innovation
- Internet of Things
- Youth Market
- Increased Renewals
- Price with Purpose
- New Products & Services

Legend:

Re-Defined curve Operating Surplus Operating Deficit Total Revenue Total Expenditures

VISION, MISSION, PRIMARY GOAL

CIRA 3.0

Primary Goal

Building a better online
Canada



Mission

To foster the development of .CA as a key public resource for all Canadians by providing stable, secure and trusted domain name services, and by taking a leadership role in shaping Canada's Internet for the benefit of .CA domain holders

Vision

Be a world-class Internet Registry that is recognized and valued by the Internet community and Canadians

BUILDING A BETTER ONLINE CANADA

High-level goals



Build a World-class
Canadian Internet

Ensure a safe and
secure Internet

Reinstate Canada
as a competitive
global leader

Arrest decline in
Canadian Internet

What does this mean?

BUILDING A BETTER ONLINE CANADA

High-level strategies



Support development
of Canada's Internet

Diversify our
product/services

Operate a world-
class DNS & SRS

Take organization
to the next level

How do we get there?

STRATEGIC FRAMEWORK

Building a better online Canada



STRATEGIC PILLARS

INTENTIONALLY INNOVATE IN
ALL AREAS OF THE BUSINESS

MAINTAIN EFFICIENCY
AND EXCELLENCE

INVEST IN THE
CANADIAN INTERNET

STRATEGIC ENABLERS

STEWARDSHIP

Effective management for
CIRA and .CA

PARTNERSHIPS

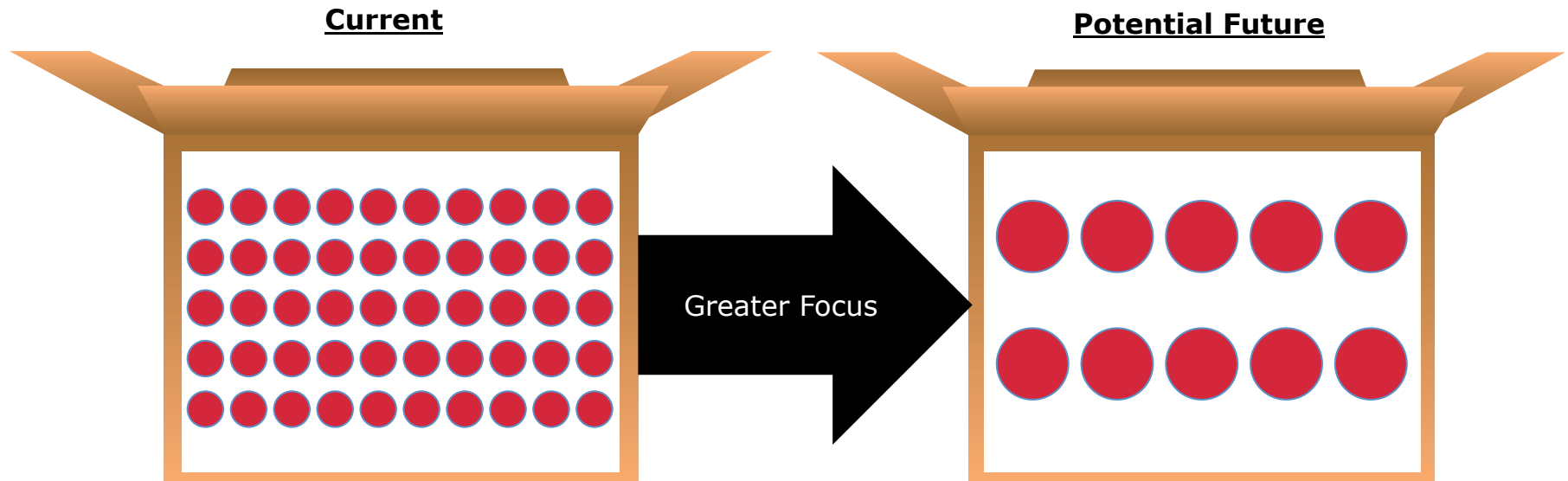
Leveraging the community
to extend CIRA's reach

SUPERIOR TALENT

Working with the best
and brightest

STRATEGIC FRAMEWORK

We must make choices and focus our effort on the highest impact initiatives



Across all Pillars and Enablers

- Innovate
- Operate
- Donate
- Stewardship
- Partnerships
- Superior Talent

WHAT DOES SUCCESS LOOK LIKE BY 2020

Success

- We will lift Canada's Place on the Internet
- We will Redefine the Curve
- Platinum Top 30 Employer in Canada
- People will Seek us Out
- We will Give Back and Pay Forward

Preliminary Measures

- Improvement in National - International Rankings & Measures
- Return to the Operating Norm of Balanced Budgets
- Material Level of Adoption on Products & Services
- Over 10% of Revenue Derived from Sources other than Domain Name Business
- Externally Recognized as Best of Breed
- Globally & Nationally Recognized for our Impact on the Internet



**BUILDING A BETTER
ONLINE CANADA**