



CIRA Strategic Plan Summary

2014 – 2016

CIRA's mission is 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.

CIRA's vision is to be a world-class Internet Registry that is recognized and valued by the Internet community and Canadians.

CIRA's primary goal...

**.CA is a recognized leader and trusted voice in the
Canadian Internet community**

Strategic Plan 2014-16



.CA is a recognized leader and trusted voice in the Canadian Internet community

Safe, Secure and Stable

Operational Efficiency

Market & Customer Focused

Internet-Related Activities in Canada

Registry/DNS Stewardship

Performance

Trusted

Cost

Expansion

Transparency

Integrity

Productivity

Innovation

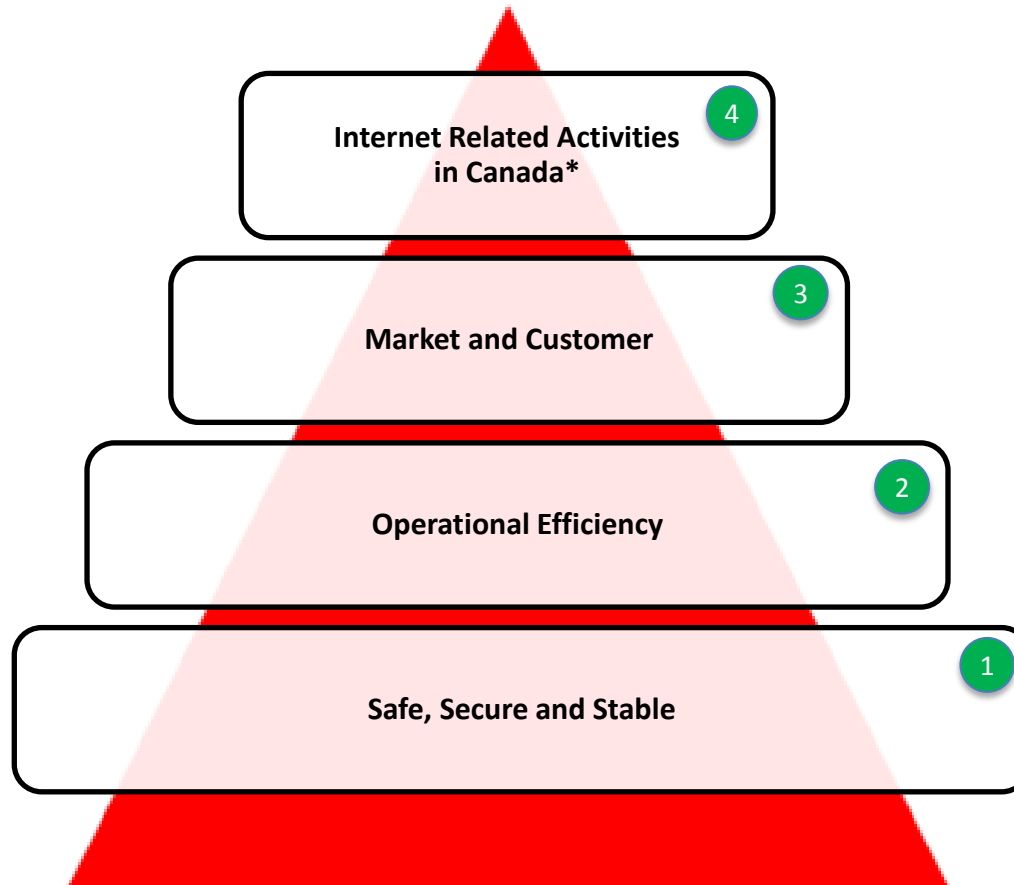
Policy

Intelligence

Employer of Choice

Brand: Canadians Connected

Hierarchy of Organizational Goals



* Principle: Predictable funding, subject to organizational requirements

1. .CA is a recognized leader and trusted voice in the Canadian Internet community

- .CA is the preferred choice of Canadians used by Canadians for the betterment of life and business in Canada
- .CA is a pristine namespace that utilizes commercial and best practices to operate efficiently and effectively to ensure adequate resources to reinvest in the organization's goals
- CIRA operates as a neutral and trusted organization that is a catalyst in convening Internet stakeholders in a collaborative manner that serves to improve the state of the Internet in Canada
- CIRA is an informed voice for Canada in the global Internet community who operates with integrity and is trusted

2. Maintain a safe, secure and stable environment

- .CA will be maintained at the highest level of availability
 - SRS – 5/9s
 - DNS – 100% uptime
- Investments will prioritize investments to keep .CA safe and secure from the rapidly evolving and escalating threats
- Business continuity plans and participation in global DNS business continuity exercises will be maintained and receive organizational focus
- Work with Canadian CERT will continue and the organization will promote the adoption of DNSSEC through education and engagement with the Canadian Internet community

3. Increase operational efficiency

- In order to operate as an effective key public resource and assist in the development of the Internet, CIRA must be financially sustainable
- The cost of registry operations will be constrained over time and the associated savings in combination with increased revenue will be reinvested in the organization's strategic plans
- The investment priorities of the organization will be; safety & security, growth and Internet development

4. Enhance market and customer focus of the organization

- A greater focus on our customers and market dynamics will enable the organization to effectively meet customer needs in the highly competitive market that is emerging
- Customer needs and market forces will serve to inform the development of new products and services as well as promotional programs
- CIRA will invest in communication and education initiatives to build awareness, relevance and preference of the .CA brand in Canada

5. Support development of Internet related activities in Canada

- CIRA will take a leadership role in shaping Canada's Internet for the benefit of .CA domain holders
- The organization will express the values of trusted and independence by convening meetings of competing Canadian Internet stakeholders to advance the state of the Internet in Canada
- We will provide health monitoring of the Canadian Internet and will provide independent reporting on performance
- We will facilitate and support programs e.g. IXPs, CIF that continue to enhance the Internet ecosystem

5a. Support development of Internet related activities in Canada: predictable funding minimum targeted of 5% of registration revenue (discussed annually)

Three Overall Thrusts

Continue to fund Internet related initiatives internally that are close to core of business

Consider supporting the establishment of a Canadian organization capable of engaging in a wide spectrum of Internet issues, including policy, governance, technology and development

Launch an Advisory Committee of the Board to administer and distribute funds to third parties in support of Internet Related Activities

6. Develop our people and become an employer of choice

- CIRA will continue to invest in employee engagement and development in a meaningful way
- Invest in business intelligence that supports a fact based business methodology and approach
- CIRA will continue to expand the activities of the company to ensure that employees have new and meaningful work to support their professional development and retention
- CIRA's brands will continue to be developed across the Canadian Internet community and the globe to ensure that we attract the best talent