

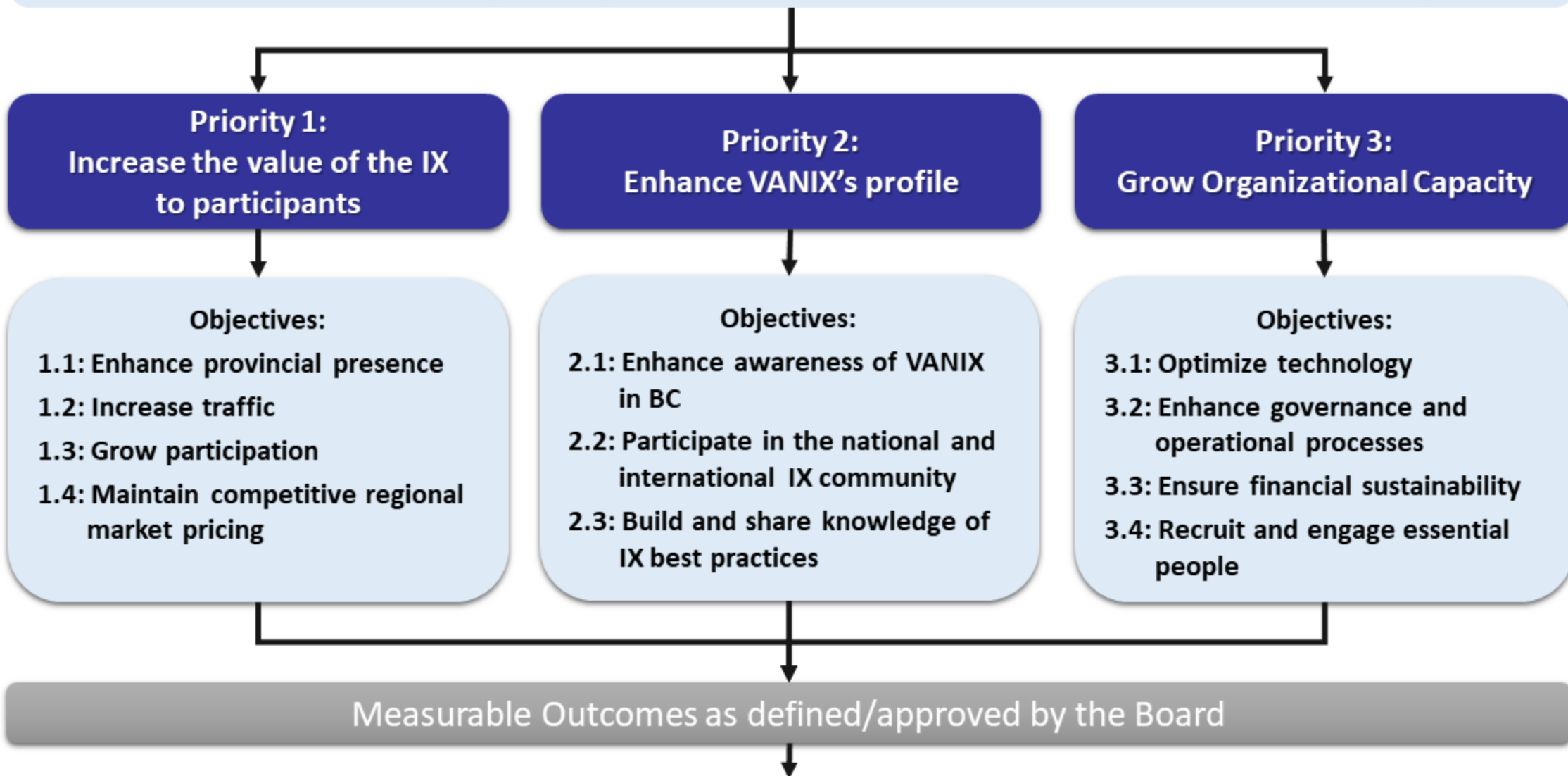


Strategic Plan 2019-2021

April 29, 2019

The Process

- **Environmental Scan**
 - Interviews conducted with 14 local, national and international key players in the industry
 - Extensive online research and follow-up contact where necessary
- **Board Retreat**
 - Board members, guided by external consultants
 - Results:
 - Revised Mission & Vision Statements
 - Three key priority foci
 - Establishment of the objectives of those priorities and how to measure successful execution
 - Comprehensive Strategic Plan for guiding VANIX activities from 2019 through 2021



Measurable Outcomes as defined/approved by the Board



Mission & Vision

OUR MISSION

Interconnecting networks to reduce costs and improve performance for benefit of our community

OUR VISION

A region that is an essential destination in the global Internet ecosystem



3 Priority Foci

1. Increasing Value for Participants
2. Enhancing the Exchange's Profile
3. Growing Organizational Capacity

All three are fundamentally linked, particularly, Priority 3 is seen as an essential foundation for #1 & #2



P1: Increase the Value of the IX to Participants

OBJECTIVE 1.1: Enhance Provincial Presence

Measurable Outcomes:

- By 2021, VANIX has the capacity to operate up to five switch locations, including Metro Vancouver



P1: Increase the Value of the IX to Participants

OBJECTIVE 1.2: Increase Traffic

Measurable Outcomes:

- By 2021, VANIX will:
 - Rank #2 in Canada by traffic volume
 - Rank within the top 10 North American exchanges by traffic
 - Increase network traffic volume up to 100Gbps
 - Offer participants a port speed of at least 100Gbps
- VANIX has implemented a monitoring system to track & report monthly on changes in total traffic volumes (rate/participant in Gbps)



P1: Increase the Value of the IX to Participants

OBJECTIVE 1.3: Grow Participation

Measurable Outcomes:

- By 2021, VANIX will have 100 Participants
- Membership will reflect a healthy balance between network and content-type participants
- 95% or more participants will renew their participation in the exchange, annually.
- Annual member feedback surveys confirm stable or improving rates of participant satisfaction with the services



P1: Increase the Value of the IX to Participants

OBJECTIVE 1.4: Maintain Competitive Regional Market Pricing

Measurable Outcomes:

- By 2021, VANIX has the capacity to operate up to five switch locations, including Metro Vancouver



P2: Enhance VANIX's Profile

OBJECTIVE 2.1: Enhance Awareness of VANIX in BC

Measurable Outcomes:

- By 2021, measurable increases in awareness within relevant industry groups: finance, tech, telecom, etc., across BC
- VANIX is better known in BC as “the place to interconnect”
- Annual membership feedback surveys confirm stable or improving rates of participant satisfaction with VANIX communications

OBJECTIVE 2.2: Participate in the National and International IX Community

Measurable Outcomes:

- Annually, Board/Employee representatives participate in national and international meetings, to build relationships, make presentations, influence policy voice and exchange knowledge
- At least once per year, a VANIX rep participates in a national / international industry activity, reflecting awareness and appreciation of VANIX's role/status
- By 2021, at least one paper or other artifact is created/sponsored/presented by VANIX on a key sectoral policy issue



P2: Enhance VANIX's Profile

OBJECTIVE 2.3: Build & Share Knowledge of IX Best Practices

Measurable Outcomes:

- By 2021, VANIX commences building and sharing a repository of knowledge on the best practices as a resource to the broader IX community

P3: Grow Organizational Capacity

OBJECTIVE 3.1: Optimize Technology

Measurable Outcomes:

- By Year-End 2019:
 - Infrastructure in place, approved
 - Three-year capital plan approved and resourced to fund growth based on a well-informed & well documented business case
 - System in place for regular operational metric reporting (incidents, uptime, etc)
- By Year-End 2020: New switching platform installed (state-of-the-art, scalable network)
- Annually, highest uptime in Canada

OBJECTIVE 3.2: Enhance Governance & Operational Processes

Measurable Outcomes:

- By Year-End 2019:
 - Entrenched governance focus: Operational & Governance documentation is completed and VANIX has adopted a robust set of policies & procedures
 - The Board has adopted and regularly refers to KPI reports at its meetings
- By Year-End 2021:
 - 90% of participants are members
 - VANIX bylaws are reviewed/revised and approved

OBJECTIVE 3.3: Ensure Financial Sustainability

Measurable Outcomes:

- By Year-End 2019:
 - Three-year financial plan in place for both, operations and capital, including Board-approved annual targets for revenue and reserve fund
- By Year-End 2021:
 - VANIX is financially sustainable with minimum one-year reserve
 - VANIX has established a stable group of sponsors, contributing to diversified revenue sources, with sponsorship revenues representing 30% of operating funds

P3: Grow Organizational Capacity

OBJECTIVE 3.4: Recruit & Engage Essential People

Measurable Outcomes:

- By Year-End 2018:
 - Part-time operational support resources are in place to facilitate implementation of this plan and support effective, efficient operations
- By Year-End 2019:
 - Staffing plan in place with a goal of up to two FTE by 2021 (e.g. full-time Executive Director, part-time administrator and part-time tech on call 24/7 coverage)

OBJECTIVE 3.4: Recruit & Engage Essential People

Measurable Outcomes:

- By Year-End 2021:
 - Board succession (annually): strong succession planning process to ensure a diverse, skills-based Board
 - Robust pipeline of BOD (including committee members)
 - Board term limits are implemented for staggered turnover
 - Full slate of board nominees per AGM

OBJECTIVE 3.4: Recruit & Engage Essential People

Measurable Outcomes:

- Annually, enhance member participation on committees:
 - Increase volunteer involvement
 - Have effective, stable and satisfied group of volunteers
 - VANIX maintains a cadre of six to eight core non-board volunteers annually