
ICANN82 | CF – How We Meet Community Feedback Session
Monday, March 10, 2025 – 10:45 to 12:00 PST

ALP EKEN

Hello and welcome to How We Meet Community Feedback Session. My name is Alp Eken, and I am the participation manager for this session. Please note this session is being recorded and is governed by the ICANN Expected Standards of Behavior and ICANN Community Anti-Harassment Policy.

During this session, questions or comments will only be read aloud if submitted within the Q&A pod. If you would like to speak during this session, please raise your hand in Zoom. When called upon, virtual participants will be given permission to unmute in Zoom. On-site participants will use a physical microphone to speak. It will be a standing microphone in the corridor. We will rotate to take questions or comments from the Q&A pod, Zoom hands, and standing mic.

During this session, we are also going to use a tool called Mentimeter to collect feedback from participants. You can use your phone's camera to read the QR code or go to menti.com and enter the code shown on the screen. You will see the QR code again right before the feedback part of the presentation begins, so you will have ample opportunity to do that.

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Interpretation for this session will include Arabic, Chinese, English, French, Portuguese, Russian, and Spanish. Please state your name for the record, the language you will speak, if speaking in a language other than English, and speak at a reasonable pace. I will now hand the floor over to Sally Costerton.

SALLY COSTERTON

Thank you, Alp, and welcome to everybody. I'm Sally Costerton. For those of you who don't know me, I'm the Head of Stakeholder Engagement for ICANN. And within the remit of that team are the ICANN meetings. We're going to run a session for you this morning. We're going to facilitate it. Mary and I are going to just very quickly catch up with what this work has been so far so that everybody hopefully is on the same page. Then we're going to open the floor for questions. So, the majority of this session will be about collecting your feedback because that will become part of the built-in public comment process that will happen after this meeting.

Just as a very quick introduction, as many of you, but not all of you, will know, the way that we organize these big three ICANN meetings, and this topic this morning is about the three big ICANN meetings. It's not about all the meetings we do at ICANN. It's about those big three meetings. The way we organize them was captured in the meeting strategy, the ICANN meeting strategy. These are guidelines that the community developed with staff way back in 2014, and they contain specific guidelines around meeting locations and meeting design, which have informed how we organize meetings.

But it's been getting progressively harder to find venues for large ICANN meetings. Why? Well, there's a couple of reasons. The first reason is cost. ICANN meeting costs are going up, particularly since the pandemic. And the second challenge is what we call the increasing complexity of finding a location where we can hold an ICANN meeting that is safe and that is productive, and where we have the goals of ICANN's mission can be effectively delivered.

So, your community leaders shared this problem. We discussed it with them. I discussed it with them, with you in the community. We've been talking about this for a while, and by last summer, we were saying, oh, whoa. Summer, I shouldn't use the word summer. That's very northern hemisphere. I apologize. Last June, July, round about the Kigali meeting time, we said to each other, all of us, the staff, many community members, we should probably talk a bit more about this. Let's see what people think.

Yeah, we agree, and they came and shared the problem with you within your groups for a couple of months, a community conversation, we called it, to see what you thought. Should we tackle this? Is it time to see if we can find some ways to solve some of these challenges? And you shared your view at the end of that process that, yeah, the status quo, if you like, was becoming increasingly unsustainable, and that it was worth trying to find a way whether we could explore if there are any practical options to address these twin challenges, the cost and the risk of locations.

So we said, okay, and we assembled in Istanbul when we got to Istanbul, and we pulled all that together, and we had a meeting

with the SO/AC leaders and said, well, what should we do? And we said, well, let's do something kind of lightweight, fast, like a large focus group, which is a high-level discussion group between community members—and when I say high-level, I mean lightweight, community leaders and relevant staff, so the staff experts—to just see, are there any practical tools, practical ideas that we could explore that we then share much more widely with the community for input through a public comment process and for feedback input like we're doing this morning?

But just before we go through this, and I'm going to hand over to Mary in a minute to just summarize exactly what we have done and what you've seen, I just wanted to make one thing clear, because I know this has been a bit of a confusion, and I'll just try again. This work that we're discussing this morning is not a formal review, a formal community review of that 2014 meeting strategy, but rather it's a look at whether we can change anything tactically about the way we implement the guidelines to address the challenges that I talked about.

So we did work with some wonderful colleagues in the community and staff, and you'll see later in the slide deck they're all listed, but if there's any of you in the room and you'd like to put your hands up to be acknowledged, that would be great. Can I see them? Some of them are down here. Well, I'd just like to thank them, so thank you very much, and you'll see their names at the end of the presentation. So, we're here this morning. You've seen all this already. We shared all the documentation with you about a week ago. Hopefully many of you have had a chance to read that. So,

we're going to summarize that very fast, which Mary's going to do, and we're going to open the queue.

And just to remind you, your feedback this morning is part of that input. What you've seen and we've shared with you, that is not the final report that will go out for public comment. We're still a work in progress, and the public comment will open after the end of this meeting. Target date is when we feel very comfortable we can hit that. We'll be around about the end of March. So, if we just go to the next slide, please, and I'll hand over to you, Mary. Oh, I've just done that. We can probably move on to the next slide.

Actually, why don't I just very quickly cover this, and then I'll be more efficient. So just very quickly, and I know lots of you have seen this slide, so I won't dwell on it, but this is really a summary. You can see how much the cost. So, if you look at the two lines at the top, that adds up to the total of what it actually costs to put on an ICANN meeting. And this has been driven, as many of you know and you all have experienced it, big increases in certain things that ICANN, of course, can do nothing about any of these things.

These are global things that we have to deal with. Many of you will have been to restaurants, and most of you, and you see how much food costs have gone up, how much labor costs have gone up, service costs, and this, of course, impacts us, as well as things like flights, the cost of convention centers, but also hotel rates. So, the costs are unquestionably getting higher, and they are likely to continue to get higher. So, this is a moving target.

Next slide, please. And some of you will be very familiar with this, especially those of you who have been around in the community for a while. We didn't use this exact graphic, but these eight criteria were a very key part of the guidelines that were the product of that strategy in 2014. Just so that everybody knows, when the organization is looking for somewhere to have an ICANN meeting, we have to address all eight of these criteria, and this is what we collectively decided in 2014 we want to be able to satisfy. These are our requirements.

So, somebody came to me this morning from the community from a specific country, and said, "Sally, we'd like to bring an ICANN meeting to our country. How do I do that? What do I do next?" And I was able to say to him, "This is the conversation we have next. We share these requirements with you, and we explore, and you explore with us, is that feasible? Can we deal with all eight?" So, it's the being able to tackle all eight that is getting harder when we look at location selection. So, there's a lot more about this in the packs that are online. So, without further ado, Mary, I'd like to hand over to you before we open the queue.

MARY WONG

Thank you very much, Sally. And as Sally said, thank you to everyone attending this session in the room or remotely. As Sally also said, this is one of the times where the feedback from the community will be very welcome, as the lightweight discussion group works with ICANN staff to put together a document that we

plan to publish for public comment, probably, hopefully, at the end of this month.

So, whatever we collect today will go back to the group. Some groups have already provided feedback. Thank you very much, and we look forward to more and more feedback, because ICANN public meetings really are for the community, by the community, and is a very, very important part of how we get our work done, how we meet, and of course, how we build relationships within the multi-stakeholder model.

May I have the next slide, please, Kim? Thank you. So, this slide really just summarizes a lot of what Sally's already said. And again, thank you to all the members from across the community who volunteered to join this lightweight group and who leverage your experience planning and attending ICANN meetings, other hybrid events, because that has been really, really helpful. And thanks again to all of our colleagues across multiple functions in ICANN organization.

The team worked quite hard to provide the group with a lot of data, and as Sally mentioned, that information has been published. It's actually been out there for a few months, but we've collected it all in one spot on the community wiki. The link to that wiki page can be found in the session page for this particular session, and that wiki page contains a number of background documents.

The project charter, which is a very important piece of scoping the work to illustrate what this group and ICANN staff agreed to do in preparing this particular set of work. The initial list of ideas that

ICANN staff prepared at the request of the SOAC leaders to help frame that discussion. And of course, meeting notes, recordings, and so forth, because the group met every week for something like seven weeks between January and now, crunched through quite a bit of data, which is also in the data pack, and has basically come up with a short list of a number of options that the group felt that it might be good to put forward to the community for your input.

So, may I go to the next slide, please? Thank you. And here's where things get fun, we hope, and constructive, we definitely hope. As my colleague Alp said when he opened the session, we would like to use the Mentimeter, which some of you are familiar with, as one means of gathering real-time feedback from attendees today in the room and in the Zoom room. It's more like a heat map or some kind of sensor taking the temperature of your initial reactions to some of these options, which of course we will gather and we will publish a summary of on the meeting schedule page after this session is over.

We wish we could do that live, we can't quite do that live, but we can do the poll live. So, if you're on your mobile, if you're on your laptop, you can scan the QR code, or you can go to www.menti.com and enter the code that you see here on the screen. And I think we're going to show it a couple more times. So, that sounds like a good way to get started. And once we go through these options and get a sense of the room, we will, as Sally said, have a series of ways for you to provide live feedback here as well. Next slide, please, Kim. There you go, QR code again.

Next slide, please. So, one of the options that the group discussed - Oh, someone's already voted, thank you. Maybe it was Kurtis. So, one of the options really is to try to, within the framework of the meeting strategy, and actually I should take a step back and say that the meeting strategy that was developed 10 years ago and adopted by the Board does include, of course, going to different locations across the five ICANN geographic regions. Subsequent to that meeting strategy, the way it was implemented was that we would try to go to the same region at three times over a five-year period, as opposed to cycling through region A, B, C, D, and E. So, that is the current arrangement.

Sally has already explained some of the challenges with cost as well as location selection. And so, the discussion group looked a little bit at what can we do to continue this implementation, to continue this idea of global outreach, and still do it in a way that is cost effective, but fulfilling the community's needs and expectations for policy work, outreach, and so forth.

So here you see it on the slide that the priority should be locations that offer a variety of economical travel and venue options. And where feasible, we might want to return to prior locations because that will allow us to pursue multi-year contracts. That is not just a cost-effective solution. That is a solution that we hope can provide predictability to the community. Because one piece of feedback that we've heard continuously over the years is that as you plan out your budgets, as you plan out your work and your travel, it makes

sense. You want to know as far ahead of time as possible where a meeting is going to be and what it's going to cost.

So, I'm seeing the voting coming up, and I think we can then move on to the next one. So, that's the first. The second one, and this is a topic that has gotten a lot of discussion across the community in no small part because during the pandemic, we worked through seven consecutive virtual meetings, and there's been a lot of learning that's come from that. One very important piece of learning, including for us in the ICANN organization, is that we've gotten much, much better at doing hybrid meetings, we've gotten much, much better at leveraging tools for remote participation. So, this was an important topic for the discussion group.

What you see here is an ability for you to, I think the word is rank, a number of ideas that was floated within the discussion group. And that includes doing one meeting virtual every few meetings. The number four to six here is simply an indication of what every few meetings might mean. Another suggestion was let's keep the three physical meetings if we can, but let's do a fourth meeting, but entirely virtual. So, you'd have three physical meetings plus one virtual meeting in any one calendar year.

And a third one, a third idea that came up is how do we leverage the best of the physical meeting as well as the best of the virtual meeting? Because another piece of feedback and a piece of information that we all share is that one of the values of being at an ICANN meeting, being very far away from home and in a different time zone for a lot of people, is the building of relationships and the

trust across the community, across the Board, across the staff, across multiple different community structures that actually is the heart of the multi-stakeholder model and actually allows us to get work done.

So how do we do that while keeping all the benefits of the virtual meeting? And that is the third option you see here, which is maybe we can have a virtual meeting, but those that are willing and able can gather at a single location and still have the ability to meet with one another in person and network.

So, those are the three ideas. Obviously during this session, during the public comment period, during all the various discussions that you're obviously having in all your community groups, you may well have other ideas and it would be wonderful to hear what all of those are with respect to the possibility of having a virtual ICANN public meeting.

So, let's move on to the next idea. And this is still about virtual meetings. I know that there's been a lot of long-standing participants and staff and Board members in the ICANN community, and we've experienced at least a few times now where due to unforeseen circumstances we've had to move an ICANN public meeting from one location to another physical location. For obvious reasons, that is extremely disruptive.

So, the thought here is that if there is such an unforeseen circumstance within a certain period of time, and again the idea here is one year is simply an indication of what the time frame might be. It could be six months to a year, but if there is that kind

of event that forces us to have to essentially relocate a physical meeting, should there be essentially an automatic understanding that that meeting then goes virtual because then that makes it a lot easier to plan, to organize, and to pivot.

All right. So, these ideas were really about selecting a meeting location, what to do if there are unforeseen circumstances, what about virtual meetings. There's a few more options that I'll go through and then we'll open the queue for feedback and comments.

Next slide please, Kim. So now we move on to the duration of the meetings. And again, in that 2014 meeting strategy it was very clear that the proposal, the recommendations that were adopted by the Board, were to do three meetings a year. One would be a six-day community forum, which is actually the meeting we're at now, followed by a four-day policy forum in the middle of the year, and then lastly a six-day annual general meeting.

So, again with that framework in mind the group looked at the changing community needs, the changing circumstances around us, the challenges that Sally has already described, and talked about is there something we can do to become more efficient about how we meet. Can we be effective in a meeting that's less than six days? What should the priorities be? And of course, looking at also considerations such as cost and feasibility.

So, let me go through this a little bit because one consequence builds on another. The basic thought here is that we would take the community forum, which is currently a six-day meeting, and cut

it by one day. Essentially there would be a five-day community forum sometime in the first few months of each calendar year. Consequences do follow from that.

One of the consequences, and I'd like to thank the community leaders and many of the members here who are part of the community meetings planning group that works with staff before every meeting to work out so many details about a meeting, including the all-important schedule, which always starts with a block schedule. It's a little bit like a set of Lego. You'd have to fit things in, move things around, make sure there are no conflicts, etc. etc.

But obviously if we were to reduce the duration of a six-day meeting by one day, that scheduling is going to have to be done differently. So, the original block schedule where, for example, and I'm just using this example, at this meeting, like with all community forums, we have the public forum on the last day. Maybe that could move to an earlier day in the week, and then we could use a different day for wrap-ups and things like that.

There's going to be more information about this. There's actually probably more information in the meeting notes and the information pack, but that is one of the consequences if reduced by one day. And then, of course, that might then create pressure on the schedule itself because that might mean that we have to have fewer sessions, and the community group obviously is not tasked to develop selection criteria. So, this is something that we might have to go back to the meetings planning group to say, if this is an

idea that we're going to go forward with, then do we need to have selection criteria for sessions that are developed by the community? And I see a 50-50 split there.

All right. So, we're going to wrap up because I think there's only maybe one or two poll questions left. Can we go to the next one? And here's just a couple of ideas that really can't be categorized in the same way, but they're pretty specific. Again, networking, trust, and relationship building is a very major part of an ICANN meeting. This does take place at networking receptions, but that also goes to the cost question that Sally talked about a little bit earlier. We are, in the organization, pursuing a more comprehensive sponsorship strategy that the discussion group also heard a bit about.

So, the idea here is very simple, that there should be networking opportunities, but where the receptions are concerned, perhaps we should just only do them if there are external sponsors available and willing to sponsor that reception. I have no idea what those wiggly balls are, but they're kind of funny. Fascinating.

All right, 65-35. And then I believe there's one more poll question, if I didn't get it right. And this one did attract a bit of discussion. There was not a whole lot of agreement about what to do about this. I should emphasize that at the moment, ICANN is not set up to process registration fees like that, but it was a suggestion that came up and the group thought that it would be useful to put this idea out to the community to see what the feedback is like. And

that is obviously, you can read [here](#), introducing a conference registration fee level TBD.

All right, lots of squiggles. And then I think, is that the last one, Kim? So, this really is just a summary of some of the other ideas and topics that the discussion group covered in the seven weeks of meetings. And I'd just like to highlight two things. One is that obviously there are certain strategies that the ICANN organization is already pursuing. Those were shared with the group.

And also, to note, this will all be in the report for public comment. The group did look at a number of other ideas that was put forward in the initial list that ICANN staff prepared based on previous community feedback and considered that these two options in the last two bullet points really are out of scope or infeasible at this time. If you do wish to provide feedback on that, obviously, please do. This is really just to summarize the work of the group.

And hopefully I haven't taken too much time because I think then it's time for feedback. And I should probably repeat the three ways to do feedback. There is a standing microphone in the middle of the room for those who are here in the room in person. We obviously have the Zoom room, and thank you to all who are participating actively in that. If you do wish to speak but you are on Zoom, raise your hand and we will come to you where you can unmute yourself and make your comment.

The third way, if I'm not mistaken, is that we have a Q&A pod. And if you can type your question in there, we will take it if we can. We will try to alternate as much as possible between these three

different methods of live feedback. Thank you all for participating in the poll. And I think we're going to go right to the gentleman at the microphone.

SALLY COSTERTON

Thank you, Mary. So, firstly, could we just pop up the timeline slide, which is the last slide in the deck, because it's quite useful to have it, I think, behind us while we're having Q&A? Thanks so much. So, we'll run the queue. We've got a minute for questions. Have we got a bell, Ted? We have got a bell. Ted will ring a bell, but Chris will do it much more quickly than that. So, we'll start with you, Chris. Chris Disspain, please.

CHRIS DISSPAIN

Okay, thanks. Hi, everybody. Chris Disspain. I'll be quick. Change is difficult and challenging. I'm old enough to remember when ICANN had four meetings a year and decided to go to three. So, that said, I don't think we should go to two. I think three matters, but we can be very creative.

So, this room is an expensive room to have. If we front load the meeting so that we have everything that you need the big room for, including the public forum on the first day, you don't need the room anymore. You don't need to have this room for meetings with the Board and stuff like that if you get creative around the room space. And it really ought to be possible to knock out a day. It should be possible. It's not that challenging. You simply need to rearrange the time.

And I just wanted to make one more point. I voted yes for the sponsorship of the networking events. However, caution, caution. If that means that ICANN staff are not going to be allowed to come, that reduces the effect of the networking event because we want to be networking with ICANN staff as much as we do with other people. And I know that there are challenges around that if people are paying for the meetings. But I do think some of these ideas are very creative. And I think we can work together to drop stuff and make this more successful while still maintaining three meetings a year. Thank you.

SALLY COSTERTON

Thank you, Chris. And I'm just going to go to my colleagues here. If we get questions online, just let me know and I'll break and we'll go to the online. Hello.

VOJISLAV RODIC

Hello. For the record, I am Vojislav Rodic from .rs, Serbian ccTLD. When discussing the virtual meetings, we all have in mind elimination of transportation and accommodation. But we didn't say anything about the time zones. And I have a feeling that it might be all PDT. For me, it's this time zone. You know what I'm talking about. So please, when you talk about virtual meetings, have in mind the distribution of time zones.

In Istanbul, Chris remembers, we had some people protesting about the time zones. And even if we could persuade our colleagues from the GAC community to persuade the governments

to abolish the time zones, nobody can abolish the sun and the moon. So please consider the time zones when planning virtual meetings. Thank you.

SALLY COSTERTON

Thank you. That's an excellent point. Time zones in terms of selection of locations. Thank you. Yes, wide support for that. And that's exactly the sort of thing we mean about building into the feedback for public comment. The other thing is sustainability and carbon footprint. Now, that wasn't a specific, it wasn't in the 24, it isn't in the eight, in its own right. But of course, the world has changed a lot since 2014. And some of the feedback we had over last year from the community was, look, we also do need to think about our carbon footprint. And the strategic plan is handling that in a separate part of the forest, as it were. Unfortunate word. But it is, I didn't want to miss that. And I wanted to reference that. Please.

OWEN SMIGELSKI

Hi, I'm Owen Smigelski from the Registrar Namecheap. I'm also chair of the Registrar Stakeholder Group. I'm not speaking on behalf of the stakeholder group officially, but these are things that have support within the stakeholder group. So, I didn't vote in the thing about ranking your choices for different meetings, because there was no choice for keep all three meetings. And I think that was an oversight, because that doesn't collect that type of data.

Online meetings are good. And let's call them online instead of virtual, because they do exist, as Avri pointed out in the chat. But online meetings are good in a pinch, or if you can't make it, but that should not replace it. I know we were able to do it during COVID. And we kept work going forward. But it took several meetings in person before I realized how much I missed in those meetings and how valuable they were being in person. There's a lot you can't do in an online meeting.

Reducing by a day. This is my fourth day here in Seattle with all day meetings. So, I don't know how we can reduce stuff, because I still can't find stuff for all of that. And we should be very hesitant for reducing stuff or changing things that the community has agreed upon through these types of actions. And finally, it would be okay to do a little bit of funding. I know a lot of people were against paying for it, but a lot of people here attend meetings that you have to pay for. Those coffee breaks, it's like 20 bucks per person. So, I think we really need to consider maybe actually paying for this a little bit to offset how much we're consuming. Thank you.

SALLY COSTERTON

Thank you. And I think you raised a couple of good points there. So, I just wanted to summarize that for the benefit of the group. So, the question of, Owen said, we didn't put that option on the Mentimeter for no meetings. As in, I think what you mean, Owen, if correct me, is an option that says we would never take an ICANN meeting virtual, like the three meetings. We always want to keep

them face-to-face. So, we'll take that feedback. And thank you very much.

And of course, I also want to stress, and it came up in the community input we've had already, and it's come up in the chat as well, in the Zoom room for those of you who are not in the Zoom room. We increasingly, we want to not differentiate between-- We don't want to imply that online versus virtual participation is somehow less than. So, there's the balance of benefits of being together, benefits of being online. That's something we really want to explore in that public comment. Please.

IRINA DANELIA

Hello. My name is Irina Danelia. And you mentioned that the cost of meetings has increased in absolute figures since 2018. But I have no figures in front of me, but I guess that ICANN revenues has also changed since this time. And I wonder whether the percentage of meeting cost in all the expenditures or related to revenues has changed significantly. That would be a good figure to see. And secondly, I agree with the previous speaker, there was not that option on the screen, but I personally vote for three in-person meetings. Thank you.

SALLY COSTERTON

Thank you. And I'm going to bring my CFO, Xavier Calvez, up. Could somebody just give Xavier a mic? Or we can come up to the front. That's fine, Xavier. It's a very specific question you asked. And I've got lots of other experts in the room in different areas of the

meetings that if you've got particular questions like this, they're ready to answer your questions. Xavier, please.

XAVIER CALVEZ

To make it very simple, the ICANN funding has increased by about 10% over that period of time. And the ICANN meetings cost have increased by about 20%.

ALP EKEN

We have some questions or comments in the Q&A pod. Let me read them out loud before we can take the next question. So, Avi Doria said, why do you persist in denigrating online participation as merely virtual? Online participation, given ever increasing outreach and the need to care for our planet, mean we need to put ever greater reliance on online participation. Do not denigrate this necessary solution.

We have another one from Edmon Chung. We should bring back, include, a public forum to the policy forum, middle of the year meeting. And lastly, we have one from Marita Moll. In choosing meeting sites, can we go to less expensive cities? We seem to always go to biggest, most expensive cities.

SALLY COSTERTON

Thank you. Just on that last one, that's not actually true. If you look back at the funnel, cost and affordability has always been a criteria for ICANN meetings. And in fact, in recent years, we've been to less expensive venues in expensive regions. So, we always

consider cost. I just want to make sure the room is aware of that. Okay. Next question, please.

MICHAEL PALAGE

Michael Palage. Three recommendations. Like myself, at Chris Dispain, I am a survivor of the four meetings a year. Unlike Chris, I actually support and endorse moving to two as opposed to three. I think that would be an incredible cost savings. Second point, as someone who had to pay €50 to attend ICANN2 at the Hotel Adlon in Berlin, there was a fee that attendees had to pay to get into the main ballroom. I did not like that, and I would discourage any type of tax or fee to participate. So, I think that's a bad idea, and ICANN meetings should continue to stay free.

Third point, regarding the public forum. Historically, the public forum has been at the end. There was a period of time when there was actually two public forums, one at the beginning and one at the end. If you look at ICANN attendance on Thursday, this room is probably going to be empty. I already know a lot of people are flying out on Wednesday. Board meetings, not well attended. Move the public forum to beginning to hear from the community. Thank you.

SALLY COSTERTON

Thank you. That's really helpful specific feedback. Next, please.

SEBASTIEN BACHOLLET

Hello, I am Sebastien Bachollet. I'm going to speak in French. Thank you. Sebastien, I won't comment on the current situation, but I was president of a working group in 2014 for our strategy, for meeting strategies, and really, I have to say, many things changed since 2014. We're not in a situation where this is what you said in 2014, and we're in 2025, everything was implemented, and everything is as is. No, many things did evolve since 2014. So, instead of dealing with it all at once, I think that we have to do continuous improvement for the meetings. That's the way we should work and look at it. Thank you.

SALLY COSTERTON

Okay. So, that is a particular comment about an agile, if I understand you correctly, an agile ongoing, as we go, we adjust. Yes, I'm looking to see if, yes, Sebastien's confirming. Okay. Thank you. Next, please.

DAMON ASHCRAFT

Sure. Damon Ashcraft from the IPC. I'm just speaking in my individual capacity. Thank you, first off, for all the work you've done on this. A couple things. I guess, you mentioned cost for meetings, but you didn't mention how much the meetings would cost. I would really encourage you to take a look at that, because I think that's going to make a huge difference as to if people are willing to pay for it or not. I go to conferences that are \$200. I go to some that are \$2,000. So, I think that's a big thing that I would encourage you to look at.

Also, you mentioned it was out of scope, but if the overall objective is to reduce costs and make things simpler for the community, there was an option on there about combining inter-sessionals with these meetings, maybe having them a couple days beforehand and syncing them up. I think that would be another thing I would really encourage org and the community to take a look at, because I think that would make things and achieve your overall objective, if you could possibly consider that. Thank you.

SALLY COSTERTON

Thank you very much. Next, please.

CHRISTINE ARIDA

Yes, hello. This is Christine Arida. I am with the GAC, representing the Egyptian government, and I'd like to offer you a comment that is maybe drifting away from the presentation, but is very relevant to how we meet. ICANN83 is going to be overlapping with Al-Adha Feast, which is similar to Christmas for the Muslim population, so I suggest that in future meetings that overlap would be avoided. Thank you very much.

SALLY COSTERTON

Thank you, Christine. Just for the benefit of the room and everyone online in this meeting, one of the criteria in the funnel we showed at the beginning, and this has always been the case for ICANN meetings, is finding dates. We talked about locations, but finding dates is also hugely challenging. We've always tried to avoid a lot

of things. Religious holidays is one of them, but also other meetings in the internet ecosystem, for example.

But what we know now, and it's got much more so since the pandemic, is the demand globally for meetings, big meetings, has gone up dramatically, and some of that is because of hybrid working. So, if organizations go virtual, they will use venues like this, rooms like this, to bring together their staff, which they didn't do before the pandemic. Unfortunately, and this is, again, out of our control, but we have to understand it, what that's doing is increasing the competition, not just for the locations and therefore the cost, but also the dates.

Basically, everybody wants to meet at the same time, and there are big blocks of time where we feel, and somebody was saying to me yesterday, there are so many internet meetings going on in the next six to eight weeks, they feel like they're on top of each other. And they are, but then there are gaps. So, it's a really good point, and what it tells, what you're saying, is we have to keep trying our very best. We mustn't lose sight of that. And I'm sharing, I agree, it's really challenging. Next, please. Oh, I'm sorry, I do apologize. Before we start, we have a virtual question. I mean, we have an online question.

ALP EKEN

Danny Migault, please unmute your microphone, you can speak.

DANIEL MIGAULT

Hi, can you hear me?

SALLY COSTERTON

Yes, I can hear you.

DANIEL MIGAULT

Yeah, okay. So, it is my belief that the multisite meetings, while challenging, should be given greater consideration. They appear to hold promise for reducing CO2 emissions, and may also enhance our research efforts, and I'm willing to assist in exploring this option further.

SALLY COSTERTON

Thank you. That's very helpful. Thank you very much, and as we go and take the ideas into the public comment process, one of the ways that all of you can help is to encourage your communities to participate in the public comment process, because the bigger the voice, the more we understand the more we will be able to really understand what choices we should make differently. I do apologize, please, you've been very patient.

ANNALIESE WILLIAMS

Hi, I'm Annaliese Williams, and I'm from Australia. Sally, I want to just start by thanking you. At the start, you started with saying in the summer, and then you corrected yourself to the month. I think it's really important. I would like everybody at ICANN to do that, and it really helps One World One Internet, not to center one part

of the world, and make the rest of us do mental gymnastics to figure out what you mean.

But I just wanted to follow up on the gentleman who talked about the online meetings and the time zones, and I just really want to reiterate the importance of rotating time zones around, and not taking a majority rules kind of approach, or there's more people at this time. The burden of participating in the middle of the night shouldn't always fall on one part of the world, so thank you.

SALLY COSTERTON

Thank you, and it's such, such, such an important point, this. Yes, I hear that in the room. And I want to reassure everybody that's participating in this process that that is truly well understood. And as you saw Kim Davis present this morning, if at ICANN we can't understand time zones, then that's a problem. But we really do understand that, and a part of the consultation is going to be to really understand there are only so many options. What do people feel is an acceptable balance? But it is very well said. Thank you.

TERESA WANKIN

Hi, good morning. I'm Teresa Wankin, and I'm from Trinidad and Tobago, newcomer, so I'm not sure if your bylaws will allow this, but have you considered finding a host in governments? ICANN in bring 1800 people to a country, every government I know, tourism, the sector would want to host an event like ICANN. So, if it can be allowed with your constitution, I think it's an amazing way for you

to partner with governments, tourism authorities, and stuff to help offset some of the costs. We do that in my meetings.

SALLY COSTERTON

Teresa, thank you, and welcome to ICANN. It's lovely to have you as part of our community. I want to reassure you that we do. We haven't actually got a host. We don't always do it. There isn't an official host of that type here in Seattle, although we do have a wonderful contribution from many different organizations and local Seattle partners. But sometimes, yes, we do have what we call an official host, and that varies from venue to venue, but a lot of the things you're talking about are often involved in that. So, thank you for that, and it's a very well-made point. Thank you.

AMRITA CHOUDHURY

Thank you so much for this conversation. Amrita from APRALO. I know it's a balancing act, which everyone is trying to do. One thing on the costs is, while a \$20 may not be so expensive for people in the US, a \$20 for the rest of the world may be expensive. So, in case any time ICANN is thinking of having registration fees, having that equity is important.

The other thing is, if we are having virtual meetings, as Annalise said and others, balancing the time zones is critical. And perhaps when you have the ICANN pre-meetings, which are virtual, do you have any statistics as to how equitably balanced are people joining from the rest of the world vis-a-vis where the ICANN meeting is? I think that would give you a fair amount of statistics as to, is there

an appetite for equitable participation from everyone apart from people who are actually speaking there? Thank you.

SALLY COSTERTON

I think that's a great question, and that's something we should try and use this public comment process to explore. So, let's make sure we incorporate that thinking as we finalise what goes out for public comment. We have a question in the chat, don't we?

ALP EKEN

Yes, we have a question in the Q&A pod. Sivasubramanian Muthusamy posted it. Has ICANN considered building its own minimal meeting facility at a central, relatively inexpensive location, for example in Morocco, where it could have its own meeting equipment and kitchen at a cost of about \$15 million, where it could have one of the three annual meetings, and also use that location as the permanent alternate location whenever the chosen location has to be cancelled at the last minute?

SALLY COSTERTON

I'm very tempted, but it would be unkind of me to ask Kurtis to answer that question, but that would be unkind. No, I'm joking, Kurtis, I'm not entirely serious. That's a great question, and it's a like, whoa sort of a question at one level, but this comment process is all about exploring options. And I think the idea of having-- and already you saw Mary go through and you already voted on the idea

of a repeating fixed location. That would be a third-party location. I don't think we were planning to build or buy our own location.

I'm seeing Xavier in the front row going, don't ask me to answer this question, but there is a-- Look, I'm all up for discussing options, and I think how we solve some of these problems going forward, that's one possible option for sure, and let's come back to that later when we summarize what we've heard. Please.

CHRIS DISSPAIN

Hi, it's Chris again. I suppose a cruise ship's out of the question, is it?

SALLY COSTERTON

I wondered if anybody was going to mention the cruise ship, yes.

CHRIS DISSPAIN

So, I've got a couple of things I just wanted to say. So, I wanted to endorse what Damon said about don't just look at the three meetings, look at the intersessional meetings as well, because they add a lot to the cost, and you can just probably concertina them onto the end of a meeting if you wanted to do so.

But the actual thing I wanted to talk about was the concept of shortening the meetings and encourage you to, rather than talk about it in the large, actually do a test. Take this meeting, go away, and figure out what it would look like if we chopped a day off, where the sessions would be, what sessions we'd lose, and how it would work, and that would be a really useful exercise for us to be

able to then assess whether or not we can do it. Because the immediate reaction when you say chop a day is, oh, I couldn't possibly do that because I've got this happening and that happening, but actually when you look at it, maybe the taking a day doesn't make that much difference. So, please, if you could do that, that'd be great.

SALLY COSTERTON

Yes, thank you. Very good point. Now, we've started to do that, and I think we've put some ideas of what that might look like into some of the briefing materials that are out in the community. And I think certainly the feedback that we've had, and I think we would agree with you that that's the sort of thing, if we're going to put something out for public comment, it needs to be like that. This is what it would look like practically, and therefore you can understand the trade-offs. And the trade-offs, of course, is where people feel like, well, how ready am I for change? Now, I'm going to close the queue in the interest of time, because we have a hard stop at noon, and we have another question in the pod, I think. Is that right? Would you like to read that, please?

ALP EKEN

Thanks, Sally. We have a question from Ana Maldonado; I am the Spanish GAC representative. Thank you for the opportunity to provide feedback. I would like to propose to have two in-person ICANN meetings and one online, but spread in little regional ones, so that time difference issues can be sorted out. The results of

those meetings could be shared during the physical meetings. Thank you.

And also, another one from Sivasubramanian Muthusamy. Thank you, Sally. Not a question, not a comment to be read out, but in the Q&A pod, so we are sticking with the process. Such a facility could also serve as a ready facility for industry events, and also other interstitial ICANN meetings venue, for example, ATR team meetings or other meetings as the need may arise.

SALLY COSTERTON

Thank you. Thank you for the comments. Now, I'm going to go back to the queue in the room.

BRUNA SANTOS

Thanks. I'm Bruna Santos from the Non-Commercial Stakeholder Group but speaking on my personal capacity. Maybe just a reminder for us to also have the equity and accessibility aspect into this discussion. Of course, time zones is an important point, but also if you're addressing such things as sponsorship and moving the community building parts towards sponsored events and so on, you also might be cutting off the participation of certain groups of this community, as well as many other things.

The reason why coffee breaks at the venue are so important is because the meetings continue at the venue and they don't go elsewhere, and this is also relevant, especially considering that a lot of us don't come from the US, don't come from Europe. Our income is not in US or Euros or anything like that, so it is an

important perspective, as well as the language. Just as a reminder, when we cut off translations towards just the UN languages or when we focus on that, we're also doing those things in detriment to other parts of the world who should also have access to the content in different languages. So, that's it.

SALLY COSTERTON

Thank you. That's very good feedback. So, that's about accessibility around being in the location. Just for clarity, I don't, certainly I'm not aware, unless somebody wants to introduce it later into the public comment, but we were thinking about us going out to somewhere else from the venue to have social events or networking events. That was more about somebody else sponsoring the event that we would have in the venue, but that isn't everything that Bruno was talking about, but I just wanted to be clear about that. Next question, please.

JEFF NEUMAN

Yes, I'm Jeff Neuman in my personal capacity and I'm sure my comments are not going to be any surprise, but one thing that has not been addressed here, and I would have thought it would have been, was as part of safety and security, we should always pick locations that respect human rights, where people can go and be themselves.

No one should ever be forced to choose or to choose whether to come or not come to an ICANN meeting because they're afraid of being themselves, whether that's based on religion, whether that's

based on ethnicity, whether that's based on LGBTQ. People should feel safe at ICANN meetings. And I know that ICANN tries to be "neutral" in these, but again, being put in a position to have to choose whether to come to an ICANN meeting and not be yourself or be forced to do or be who you are in a closet is never acceptable.

SALLY COSTERTON

Thank you. Thank you very much. Very, very well heard and understood, and I think that's an important aspect of this for many participants. Please. Hello.

EDUARDO TOME

My name is Eduardo Tome. I'm from the Honduran ccTLD. I just want to make two comments. When it comes to admission costs for small ccTLDs like mine, just making the trip to the actual ICANN meeting is a big investment. So, I think you have to consider that not all of us have big funding just to come to the meetings, and attending a meeting itself is a big cost.

Second of all, I'm all for reducing carbon footprint, but I was a fellow during COVID, and those networking hybrid, well, those virtual networking sessions were kind of weird. Those virtual coffee breaks, they didn't really make a lot of sense, so I was wondering if you had explored any possibilities or options of what networking and those hybrid meetings would look like.

SALLY COSTERTON

That's a great suggestion. I think that's really interesting. Just going down the path of the hybrid meeting, if I understand you correctly, and I hope I do, and we could explore this in the public, we can explore this afterwards, is there a way that we can evolve networking, recognizing that we are going to have people who are here in person, and we are going to have people that aren't here in person, and can we be more creative of the different ways of bringing people together? I think it's an excellent question.

And to your first point about cost. In the funnel you saw at the very beginning, that big, colorful graphic at the beginning, which is all the criteria we use. When we talk about cost, and I could have been clearer about this, so thank you for the comment, we don't just mean the cost of the venue itself, i.e. the cost that ICANN to pay for the meeting. We mean the cost for everyone.

So making sure, for example, when we look at the acceptability of a city or a location for a meeting, we look at, are there a wide range of different price hotels? Is it going to be, can we do the best that we can to match cost and proximity to the venue, to maximize the fact that once people get here, there's not much we can do about the flight costs, but once people get here, we've tried to really think as broadly as possible to make it affordable. And I just wanted to share that with the group, because that might not be obvious. Alejandra, please.

ALEJANDRA REYNOSO

Yes, thank you, Sally, and hi everyone. This is Alejandra Reynoso, and I'm speaking on my personal capacity. I have a question

regarding a two-part question that was in the Mentimeter. It was the reduction of one day and the development of criteria for sessions. So, I would like some clarity regarding what was meant with that criteria, because as far as I understand, it's the community that sets its own agenda, so that was not clear to me. Thank you.

SALLY COSTERTON

Thank you for that. So, yes, so what it really is, is if we were to, this goes back to what Chris was saying, is how do we sort of model the reduction of a day? What's the implication of that? And obviously, if you take a day out, I mean there's a lot of engineers in the room, this is kind of just a statement of fact, really, but if we take a day out, then we either have to do fewer things. We have to just do less, so we literally remove some sessions. Or we have to rethink the way we structure the sessions or some combination of both.

And to what you said, just for clarification, because we should have been clear about this. How that happens, the adoption of criteria, if you want to put it that way, absolutely, it's the meeting strategy, the planning group. That this is what Mary was talking about. So, before every single ICANN meeting, in fact, it starts just after the end of, so we'll start the agenda planning for Prague very soon after this meeting, and that is a self-selected group by the community members, they send their own representatives to that group.

Quite a few people in this room have probably been part of that process. And at the moment when that group meets, we go, here is the block schedule, because it's always the same block schedule,

this is the community forum block schedule, this is the policy forum block schedule, and in that case, it would be the policy forum for the next one.

But if we were to take a day off, then we need to say, okay, we've got one fewer day, what are the selection criteria, what do you think the selection criteria might be. It's really a prioritization question. Is there anything-- I think it would be 100% of the community that would, it's the community, it's not the staff saying, these are what the criteria is. So, thank you for asking the question, because I wouldn't want that to be in any way unclear.

ALP EKEN

We have one open question in the Q&A pod, so Avri Doria. Thank you, Jeff. I have just stopped going to meetings that are dangerous to LBTQ+. If they arrest my kind, I do not go, easy decision. Another reason. Good online capabilities are important, since soon enough, every place will be dangerous for some of us, for some reason. That is the comment. And I would like to also remind that the queue for the standing mic is closed.

SALLY COSTERTON

I think we have time, definitely, to take to the end of the queue that we have in the room, so let's keep going.

CLAIRE CRAIG

Hello, good morning. My name is Claire Craig. I am one of the core vice chairs of the ALAC, but I am speaking in my own private

capacity. Thank you for hosting this session. I think it was very important to get the feedback of the community, and for using Mentimeter, where you could get immediate feedback.

This may sound a little bit trivial, but I thought that, putting on my researcher's hat as a qualitative researcher, I found that the questions were very pointed, and they were just like, yes or no type questions, or a fixed list of questions, and no opportunity for maybes. So, what you were not able to pick up were the people who did not vote, because they weren't given opportunity, there was no choice based on what they would have wanted to see. So many of them would have come up and said it in the comments, some couldn't, so take that into consideration.

SALLY COSTERTON

Claire, thank you so much. So, after this meeting, we will collect up the feedback that we've had in this session, which is the Mentimeter is a very-- I mean, I love it, it's great, but it's not really a research tool. Technically it is, but it's a kind of, it's a bit like putting hands up in the room, what's the feeling in the room? And so, I wouldn't want to give the impression that we will sort of follow in a very strict way, this is exactly what Mentimeter say, therefore the answer is B. Okay, so I just want to be clear about that, because sometimes these tools are so smart and slick that they might feel like that.

The second thing is that we will regather the feedback, and the discussion group will be able to say, okay, this is kind of where we are now. And that is a very important question, I think, which is,

how do we make sure, I'm going to interpret this for the group, how do we make sure that when we do go into public comment, that we're embracing good research principles that allow us to capture qualitative feedback, not just quantitative feedback, because the yes-no is quantitative, but also that we're able to allow for a more nuanced response, if you want. And we really need to be able to capture that. It's difficult to capture subjective feedback in an objective way, but we must. So, we might come and ask you for your advice on the research tools, I mean it. Thank you very much. Hello.

VINCENT ROBERTS

Hi, good day. My name is Vincent Roberts, and I'm the GAC representative from Grenada. I think we should try to find a way to make better use of the preparatory meetings. In the GAC, our chairman, Nicolas Caballero, he has an incredible way of achieving quite a lot in our long meetings. However, I mean we have quite a lot in the build-up to the meetings, but after doing all of the work and making the sacrifice to attend, we come here, and then you start over a discussion with people who didn't take part in the preparatory meetings. So, if we can find some way to capitalize or incentivize people to participate in the preparatory meetings, that would help quite a lot. Thank you.

MARY WONG

Thank you for that. And Sally's asked me to take this response, because the policy team has tried a number of things over the years to make sure that when everyone comes to an ICANN meeting,

whether physically or online, that the prep has been done so that we are not actually repeating sessions, there's not multiple presentations that could have been done before the session, etc., etc. Obviously, this is a continuous process, thank you for the feedback, but I also wanted to highlight a couple of things, especially if there's attendees who aren't aware that we do these things.

One is that, I think, for several years now, before every ICANN meeting, there is something called prep week, which is something like three days of webinars where different functions from across the ICANN organization, and more recently, the ICANN Board as well, has put on sessions to provide the community with updates on important activities, on milestones since the last meeting, and to start the kind of interactive engagement that can then lead to constructive discussions during the meetings itself, conscious that everyone has limited time and has devoted time to spend at an ICANN meeting for four, five, or six days.

And the other one, obviously, is the number of publications that the organization has put out. There are, obviously, briefing materials, including for the GAC. There are newsletters, there's alerts you can sign up with. We are aware, of course, that sometimes there's a case of perhaps too much information, but we are trying our best to make sure that the information is digestible, timely, and suitable for the ICANN meeting. Thank you.

SALLY COSTERTON

Thank you. We have one more question in the queue, and we'll see how we get on. I'm just looking at the clock. We have 11 minutes left in the session, so we might have, if there is one person in the room or online who would really like to ask a question, but I shut the queue. I just think there's an opportunity for one more, but please, Jordan.

JORDAN CARTER

Thanks, Sally. Good morning, everyone. My name is Jordan Carter, .au, just speaking personally. I appreciate that this, so far, work has been about the sort of ICANN-wide logistics, but I just want to put something out into the room for community leaders and others who design the meetings to consider.

If you're sort of looking at this from the outside, you see the same topic being discussed in different silos a lot of the time. And if we could do a bit of creative design thinking about whether we can do common sessions where an issue is just discussed once, but has the right set of dialogues that mean that the stakeholder groups and constituencies can get what they need out of it, we might have more enjoyable, more effective, more inclusive meetings that take less time and save us money.

I don't know where such work would get done. It would require a bit of compromise and maybe a little bit of juggling, maybe some people giving up some things that are shibboleths for them, but it might help us to do our work more effectively, and it might even save enough time that more sort of focused policy work can

happen in what's left over. So, I just wanted to put that on the table for people to think about.

SALLY COSTERTON

Thank you, Jordan. This same question came up in 2014, actually, is could there be-- I'm looking at Sebastien. Yes, you remember Sebastien, because Sebastian chaired the working group and Chris was part of it. We discussed at great length, the group discussed this at great length, because there was a lot of agreement, I think, with what you're saying. It's like, how do we do this?

And in its original incarnation, actually, there was a desire to try and use the policy forum for that. That was why we took out the big public sessions. And I think one of the things that we should allow ourselves to talk about as a community, just as we go through this process, is how does that-- It comes a little bit back to the agenda again. I think that's probably-- And if I might suggest, and we can review this after we've been through the public comment, but based on certainly my experience of this, I would think it is that discussion which Alejandro was talking about, and Chris as well, how do we re-look at that specific use of the agenda itself inside. We talked about the community forum, but it could be other meetings, to see if we can open it up.

Because you're quite right, of course, it involves choices, it involves trade-offs. At the moment, people say, but I need my slot, I need my week for this, my five days for this, and you end up with almost no non-conflicted slots. And that is where you go round the circle

again. So, I welcome the discussion and thank you for bringing it to the table. So, this is now definitely the last question.

CHRIS DISSPAIN

And it's me.

SALLY COSTERTON

And it's you.

CHRIS DISSPAIN

It's Chris again. Well, I just wanted to pick up exactly what Jordan said and give you a real-life example. Because right now, tomorrow, I think I'm right in saying that one of the questions that the Board has for each of the constituencies is on reviews. So, each one of the constituencies is going to be asked a question about what do you think about reviews and stuff like that. And I'm actually quite interested to know what everybody thinks about review.

So, if there was a capability for those sorts of things to be done with everyone, you wouldn't necessarily then need to take up so much time in each of the sessions with every single one of the constituency groups, and you'd be able to get a clear understanding of what the community thinks as a whole, rather than a bunch of individual silos. Now, I know it's challenging, because you've got to have the logistics to do it. But it ought to be possible. And that would save probably time and effort, and also

reduce the boredom that sometimes occurs when you're talking about the same thing for two days in a row. Thanks.

SALLY COSTERTON

Thank you. Well, I want to thank everybody. So, we have eight minutes to go. So, I'll just finalize. Maybe we can even let you go a minute or two early. What a great discussion. I think if this is the taster for what we're going to see in our public comment process, I'm personally very excited about that. I think there's been-- Thank you all very much. All the questions we've had have been, I think, incredibly thoughtful and focused. I think the staff, we really value that, and I know that everybody that's been involved values that.

So, in terms of the next stage, just a reminder that there's a lot of detail about how much things cost, and how we build the agenda, and how we pick locations, which we haven't been into today, but it is all on the community wiki. So, there's been quite a lot of work done by this group and by the staff support team to be really transparent about what does it actually take to put this show on the road, and well, not literally on the road, but to deliver an ICANN meeting.

And we knew that's really important because some of us do this all the time, but the vast majority of people don't. And it's very difficult to ask people to make choices and to make comments unless you can't really understand, well, okay, if I do this, how much does it cost, and what does it look if I do it differently.

So, as you go into this next stage, we go into this next stage, and I would encourage each of you to participate in the public comment when you've had a bit more time to think about it all and decide what you want to comment and how you want to focus. Really spread the word in your own communities, and we will obviously promote it through our own channels. But do go back to those documentations, so that will help everybody have a richer, more diverse, and hopefully clearer set of understanding when we get to the end of the public comment.

And we'll run, just to reiterate, and you can see it here on the timeline, we will run a full public comment period for this. We hope to open it by the end of the month, and so there will be plenty of time. We will not be rushing it. If there is, as we go through the public comment, if any of you say, oh, I would like to know about this thing, and it's not on the details in the wiki, but it would really help me and my community to contribute, just let one of us know. Let me know, let Mary know, and we'll make sure we get the information out there. The goal is to be transparent and to share, so that we can all participate.

Was there anything else you wanted to say? There's a thank you slide. Thank you very much, Mary. Let's have the thank you slide. So, I said this at the beginning, but I didn't call out the names. But now, everybody who's in the Zoom room, I want to thank Claire, who was with us at the mic, Jonathan from the ALAC, Hollis, Jodi, Molehe, Nico, Nigel, sounds like a bandist, doesn't it? Greg, Lawrence, Jeff, and John for their hard work.

And this is not easy at ICANN. I just want to make this final observation. When we make decisions to do things like this in a relatively short-term way, we look at something and say, we want to talk about this, but we didn't plan to talk about this. Do we have time? Do we have the bandwidth? Who needs to be in the room? It's not easy for us at ICANN to do that. It's really not.

And I really want to thank each and every one of these individuals for the generosity of their time. We met seven times in a relatively short time frame. That meant an hour at a time, lots of prep work from the staff, but also the people on this list showing up, which they absolutely did, with big hearts and generosity. And that's because everybody wants this to work. They care about it. And I really, really want to thank you for that on behalf of the organization, because I know that that is a big lift.

And finally, I want to thank our amazing staff, because I have to say we are very lucky at ICANN to have some of the really world-leading experts and 82 meetings under our belt to show that we know what to do. And that collective experience, a lot of you have it, but we have an incredible group of people here who I know have worked very hard to turn around the feedback. We used an agile process for the work, so we kept iterating and kept iterating. There's a lot of pressure on the team to do that.

So, thank you to the community members who joined us, and thank you to the staff. And thank you all for a really interesting, I loved it, really interesting discussion session, and I'm really looking forward to the feedback in the public comments. So, thank you.

And with that, thank you very much, and we'll close the session.
We'll see you later.

ALP EKEN

Thanks, all. The meeting is adjourned.

[END OF TRANSCRIPTION]