

Draft

MEMORANDUM TO CABINET

(Suggested) Framework Policies for the Canadian Broadcasting System

Date _____

Sponsoring Ministers

NOTE TO READER

This is a conceptual draft of a Memo to Cabinet (MC) summarizing the multi-partisan findings and recommendations of the House of Commons Standing Committee on Canadian Heritage in its June 2003 report; "Our Cultural Sovereignty". The Government might consider this document as a point of departure for the development of its own MC on this priority.

MINISTERIAL RECOMMENDATIONS

1. Issue

To address threats to the viability of the public and private Canadian broadcasting system; including its infrastructure, enterprise, and content by developing a comprehensive policy framework based on the report of the Standing Committee on Canadian Heritage entitled "Our Cultural Sovereignty" (the Lincoln report).

2. Recommendations

It is recommended that the government undertake a policy initiative building on the Committee's report and the government's strategic priorities as follows;

1. An 'agreement in principle' with the Committee's analysis and recommendations regarding the critical state and importance of the broadcasting system to our economic, communications, social, and political viability and sovereignty.
2. Create a Minister of State for Communications and secretariat to develop a proposal to Cabinet by April 2005 for a comprehensive broadcasting and communications policy framework and action plan based on the Committee's recommendations. The framework will include system-wide goals, policies, programs, regulation and governance and complementary adjustments to mandates for federal institutions, programs and regulatory activities dealing with broadcasting and communications. This framework will integrate the findings of the April 2003 report of the Standing Committee on Industry, Science and Technology with regard to the telecommunications industry.

An Overview of the Lincoln Committee's Scope and Recommendations

The scope of the Committee's work included television and radio broadcasting - but not internet-based broadcast media and telephony which will become an important part of the broadcasting system.

The committee found that the nature of the broadcasting system is changing month by month. The inexorable pressures of technological transformation, globalization and other forces suggest that the government should act now to develop a comprehensive framework and capacities to manage this sector. Otherwise Canada may lose national control and benefits to our culture and nation state within a few years.

The government's current system of policies, support programs and regulatory mechanisms for the broadcasting system is fragmented and incomplete. In the absence of clear policy, and responsibility for it, regulators, support programs and broadcasters are in effect making policy through case-by-case operational decisions. The resulting patchwork policy, program and broadcasting environment acts against the best interests of Canada's national identity, culture and economic growth.

In general the Lincoln Committee concluded that the broadcasting system needs to be reviewed and reformed. Its 97 recommendations can be summarized as follows.

1. Restore local and regional capacities of the broadcast system.
2. Diversify and democratize sources and control of information and content.
3. Enable an independent and distinct Canadian perspective on global news, relations, events, issues, threats, and priorities.
4. Maintain effective Canadian control of the evolving communications system.
5. Invest in capacity to produce a full range of Canadian content.
6. Strengthen broadcasting in aboriginal languages.
7. Provide sufficient stable long-term funding for the CBC to fulfill its national purpose.
8. Keep the French language broadcast system healthy in face of growing cultural pressures.
9. Create a system for making senior appointments to national communications and cultural institutions based on clear governance principles, integrity and accountability.
10. Create a distinct Department of Communications from components currently in Industry Canada and Canadian Heritage. Give it the responsibility to develop a comprehensive policy framework and policy capacity for the communications system.
11. Reorganize the CRTC to embody and achieve the above objectives.
12. Give the CBC a far stronger role in citizen engagement and lifelong learning, which would necessarily take place both Canada-wide and in major communities across the land. Private broadcasters could also be encouraged to play a similar more constructive role.
13. Revise copyright legislation and regulation to complement the above objectives.

3. Rationale

Canada is rapidly losing its communications and cultural sovereignty and capacity because our private and public broadcasting system and programming, the most vital parts of the broadcasting and information infrastructure of our nation state and its economic and social life and security, are being undermined by the combined effects of:

1. Loss of Canadian ownership and control of media and communication companies.
2. Cross-media ownership, control and homogenization of content.

3. The lack of explicit cultural policies for institutions such as the CRTC, CBC, and support programs, regulation in other parts of the broadcast system have created a confusing environment of programs and regulations working at cross purposes.
4. Unstable funding for the national public broadcaster, the CBC.
5. Increasing foreign content.
6. Uncontrolled internet and satellite distribution of domestic and foreign programming.
7. Onerous costs of the digital transition favouring larger foreign enterprises
8. Issues in defining and protecting copyright.
9. Concentration of ownership, sources and editorial control and opinion, with strong pressures to allow foreign ownership.
10. Complex funding criteria and mechanisms for supporting Canadian content that divert the focus of broadcasters and producers from their creative work.
11. Conflicts of interest and lack of accountability in the governance of institutions such as the CBC and CRTC.

During a six-week period overlapping the Heritage Committee study, the Standing Committee on Industry, Science and Technology examined restrictions to foreign investment in the telecommunications industry. With the exception of their conclusion that more foreign investment is needed to develop our telecommunications sector, the bulk of their recommendations are consistent with those of the Lincoln Committee.

The Government's Strategic Agenda and Priorities;

This initiative directly enables accurate information, communications and informed participation by all Canadians in the achievement of the government's objectives. In particular it contributes to achieving the following themes in the November-2003 'Making History' document, in the February 2004 SFT and the Liberal Party election platform:

- Continuing unity and sovereignty within the family of nations.
2. Security of Canadian borders, people and resources.
3. Strong social foundations with creativity and progress, common cause and shared determination.
4. A secure national identity with a new and easier sense of self and the benefits of Canada's pluralistic society.

5. A 21st century economy with path-breaking technologies and communications helping to surmount the traditional barriers of distance and isolation.
6. Canada's businesses, large and small, to play a leadership role in developing the enabling, transformative technologies of a 21st century economy.
7. Allow the dialogue between leaders and people to create, rather than dissipate, the momentum that is needed to achieve great things.
8. Parliamentary reform: to re-engage citizens in national politics and enhance the role of Committees - the bodies where the non-partisan work on Parliament Hill can get done.

Other Credible Options

Other options to this initiative include the following.

Option 2.

Relax the policy and regulatory framework and let markets drive the evolution of the system.

Under this 'hands off the wheel' approach, within five years the Canadian broadcasting system would become effectively an extension of the US and global system with almost no distinct Canadian programming and news, through takeovers and profits-driven displacement of Canadian programming. The costs to government of supporting the broadcasting system would be reduced via dismantling of the CRTC, CBC, Canadian programming support, and departmental resources. Jobs and tax revenues generated by Canadian broadcasting enterprises and their suppliers would decline, as would exports of Canadian cultural products.

Option 3.

Continue ongoing responsive adjustments

The continuation of the existing approach - described by the Committee as an 'ad hoc patchwork quilt of measures' - may lead to the gradual disappearance of the private Canadian broadcast industry within a predominately US system within, say, five years, leaving a small amount of Canadian content and control totally dependent on public broadcasting. Despite the losses in Canadian control and content, the costs to governments would not be substantially reduced from current levels.

4. Considerations

1. The nature of the issue

The broadcasting communications system, along with the telecommunications sector, provides the backbone of the communications infrastructure of the national economy and society, a wide range of industries, and creators and distributors of cultural products and services. It is also the means by which Canada is seen and heard abroad. As such, it requires attention in much the same way as other

framework policies upon which the modern state operates, such as financial institutions and the legal system.

2. Possible adverse consequences of proceeding or not proceeding

Possible adverse consequences of proceeding with this initiative include pressure and editorial opinion from those media business interests who stand to make more profits from economies based on the importation of US and other foreign programming, and to make substantial one-time windfall profits from the sale of their Canadian assets to foreign interests.

The impacts of not putting a comprehensive policy framework in place include the consequences outlined for the options above. These impacts in turn will affect every aspect of Canadian sovereignty and society. For example, they will undermine Canadians' perception of Canada and themselves as citizens and make Canada more dependent on information from US sources for societal models, news and programming, including information for security and all other federal responsibilities. Artistic and creative careers will migrate south and their contributions to the quality of life and innovation will disappear. These consequences apply most strongly in the English-language system, and affect the sense of belonging within a distinct country on the northern half of the continent.

3. Horizontal policy impacts

All federal departments rely on accurate and complete media information to manage their responsibilities. Citizens base their perception of all parts of government on media news, information and opinion. Distortions in information can severely limit the government's effectiveness. A comprehensive framework will involve and serve almost every federal department and the citizens they serve.

4. Privacy impacts

To the degree that the broadcasting system is controlled by foreign interests, Canadians will lose control of information of all types (news, facts, stories, cultural and community identity, etc.). A comprehensive broadcasting policy framework can build our distinct approach to privacy policy into the increasingly internationally integrated information environment.

5. Official Language Considerations

The capacity of Canadians to understand and speak to each other across regional, cultural and linguistic barriers could be encouraged by the development and implementation of framework policies for the broadcasting system. In their absence, Canadians may expect a larger gulf between French-language media and other parts of the broadcast system. Successful approaches from the French-language system can be transferred selectively into the English-language system.

6. Federal/provincial/territorial and regional considerations

Based on consultations with public broadcasters from all those levels, the Lincoln Committee has recommended strengthening and connecting national, provincial,

aboriginal and regional components of the public broadcast system. Strengthening local and regional capacity will help address alienation in all regions, particularly in Western Canada.

7. Views of those consulted

The Lincoln Committee developed its recommendations through a 24-month consultative process and hearings in all provinces that involved every private, voluntary and political stakeholder in the broadcasting system and the views of members from all parties in the House and Senate. The recommendations represent a near-unanimous national view of all those consulted and the Committee itself. Exceptions are selective minority positions from the Bloc Quebecois and the Canadian Alliance members.

8. Sustainable development aspects & assessments

Canadian values toward the natural environment and how to approach sustainable development are continuously shaped by news, opinion and debate in media. Without a strong Canadian broadcasting system, those views could be dominated by concentrations of ownership and editorial control as well as foreign interests.

9. International perspectives

Canada's international relations can be based on a clearer sense of national identity and purpose enabled by a healthier *Canadian* broadcasting system based on Canadian sources of information and talent. The US maintains a constant and highly successful effort to develop its own international influence through the soft power of programming and values exported from its domestic broadcasting system. The government's initiatives to enhance Canada's relationship with the US will be facilitated as federal policies are seen to reinforce and enhance Canada's communications and cultural sovereignty.

Our national security depends in part on having our own means of domestic and global public communication. Other OECD countries value the independence of their broadcasting systems, and while not being too concerned with foreign ownership, do exercise stringent limits on foreign control. A strong domestic broadcasting system serves as the base for the export of Canadian media products that contribute to the balance of payments, and the international profile and reputation of our country and demand for its goods and services.

10. The previous government's tepid response to the Committee's report of November 2003 was negatively received in the media and a wide range of stakeholders. Addressing this issue can put the government in a pro-active mode on a critical topic.

NOTE TO READER

In the following section, text has been generated to illustrate the kind of comments and advice which the political arm of the government might generate for the consideration of Ministers. The specific content should be considered as illustrative of what might ultimately be written, rather than an indication of specific proposals, opinions or analysis.

5. Political Perspective

This initiative for a broadcasting policy framework could serve to renew and illuminate the public policy capabilities of this government.

Broadcasting issues emerging during the recent election campaign served to favourably differentiate the Liberal Party from the Conservative Party. For example, Mr. Harper proposed to privatize large components of CBC and to eliminate most of the CRTC's role in the broadcast system, without indicating any awareness of the consequences. Recent public opinion research confirms that this issue set is a source of division among Conservative supporters. The other two opposition parties are on record as strong supporters of most elements of the Lincoln Report. Recent controversial decisions by the CRTC have raised public awareness of this sector and the role of government within it.

The proposed initiative will receive strong support in Quebec, where voters are keenly aware of the issues and benefits from a strong framework of broadcasting policies. The Bloc Quebecois strongly supports the thrust of the proposed policies, as does the NDP.

An Ipsos-Reid Survey in May 2004 demonstrated that the following statements reflect the views of the vast majority of Canadians, including supporters of all federal political parties.

- Pride in Canadian culture and identity is widespread
- Government has an increasingly important role in maintaining culture and identity distinct from the US.
- Canadian content and programming are important, help maintain Canadian culture and identity, and that government should ensure a certain minimum of Canadian content on TV, e.g. beyond one hour in prime time.
- The CBC is important in maintaining and building culture and identity, helps distinguish Canadians from the US, enjoys the highest level of public trust among a range of 13 groups/organizations associated with broadcasting, has an important regional mandate (especially outside Canada's largest cities) and should receive more funding.

Among major print media, the Toronto Star, the Globe and Mail and the Winnipeg Free Press will probably lend editorial support. Those who might be expected to oppose include the CanWest conglomerate (because of their cross-media structure and US-import television business model). The Canadian Association of Broadcasters will provide qualified support due to the perceived threat of US-owned new internet-based networks putting them all out of business. Their support can be influenced positively by the government's response to the Committee's recommendation to support the CAB-backed proposal on reduced licence fees. Strong public support can be expected from ACTRA, the Canadian Conference of the Arts, the Canadian Council of Audio-Visual Unions and the Friends of Canadian Broadcasting, as well as the Union des Artistes and the...

The broadcasting Committee's recommendations are the product of a process that exemplifies the new democratic approach of this government. It is also an excellent precedent and model for more collaborative work by Parliamentarians. A majority of the Liberal Caucus and many MPs from other parties are believed to support this initiative. The Lincoln Report recommendations address issues that appeal widely to voters sympathetic to the Bloc, NDP and several elements of the former PC party, as well as a majority of Conservative voters (as measured in May 2004).

6. Implementation risks and strategies

The risks associated with this proposal include editorial criticism from those who would benefit from the importation of US programming or sale of media companies to foreign interests, and pressure from the US to open up trade in media products, networks and services.

An initial declaration of this issue followed by an open and inclusive national debate could result in considerable public support, particularly from those individuals and groups involved in the Lincoln Committee's work.

7. Results and Accountability

The topic of this memorandum lies under explicit federal jurisdiction. Accountability for the state and development of the broadcasting system will be made possible by creating a Department of Communications together with a framework of explicit policies for it and all other federal institutions, programs and regulation. Public values and opinion can be monitored over time on critical issues and knowledge to determine if the components of the framework are effective. This Department can provide policy oversight and direction to the CRTC and other federal agencies dealing with the broadcasting system.

8. Financial, Asset and HR implications

The financial, asset and HR implications of this initiative are modest, given its importance. For the most part, the Lincoln Committee's recommendations focus on policy development and adjustment of mandates to reform the existing system, rather than new expenditures. These changes will primarily incur one-time-only costs for planning, reorganization and movement of staff. A rough estimate for creating the Department of Communications is \$20 million over each of the next two fiscal years.

Other adjustments and investments throughout the system could add up to \$300 million per year, depending upon future ministerial decisions on strengthening national, local and regional programming taken within the framework of this policy. Long term revenues and savings can be realized from tax revenues from more economic activity and expanded exports by this high-value-added sector, as well as more efficient governance and management of institutions and programs.

9. Communications Plan:

Given The Lincoln Committee's exemplary parliamentary mechanism and collaborative multi-partisan work to date, this initiative can continue to be a demonstration and pilot project for the government's new MP-based approach to policy development. The government has the attention of all stakeholders and has many instruments in place that could quickly and feasibly be re-designed to implement a comprehensive set of framework policies in this sector. The new policy framework could be announced early in 2005, and serve as a fundamental plank in the next election platform.

Communications Action Plan

1. Develop an MC discussion paper presenting and simplifying the Committee's findings and recommendations.
2. Announce the government's agreement in principle with the Committee's findings and recommendations.
3. As a first step before legislative change, announce the appointment of a Minister of State for Communications to steer and focus the initiative. Alternately, this initiative could be announced under the leadership of the Minister of Canadian Heritage.
4. Publish more accessible and brief versions of the Committee's 873 page report and 97 recommendations to enable better understanding of its findings and recommendations.
5. Use the MC discussion paper as the basis for a round of parliamentary and public consultation and debate, as well as enabling other stakeholders to consult and develop their views with their constituencies.
6. Undertake direct consultations with major private and public stakeholders, including editorial boards.
7. Release the new policy framework by April 2005.

Prepare a contingency policy document within six weeks that can be developed further as the above process provides results, for use in the event of an early election or other urgent circumstances.

Appendix 1:

Parts of a Background and Analysis Paper to accompany the above Ministerial Recommendations document.

Committee Mandate & Scope

The Lincoln Committee's mandate was to investigate the broadcasting system, understand its development, dilemmas and failures, and recommend ways and means for its improvement. The scope of the Committee's work included television and radio broadcasting but not print, telephony or internet-based media. The convergence of ownership, digital technologies means that those other media will be increasingly integrated within the whole communications system, and in the case of the internet, have the potential to displace much of the existing broadcast system. The Committee report and this initiative deal with issues across the whole sector and its framework policies, programs, regulation and governance. In some areas the Committee found that adjustments, in some areas major overhauls, and in others new designs are required to fill fundamental gaps in the framework.

The Committee consulted all stakeholders in the private and public broadcast system across the country and worked together for 24 months in a non-partisan and collaborative manner. The Committee was a good example of how to deal with problems the PM recently has noted including "command-and-control systems of centralized authority in Ottawa have pushed the views of citizens and communities off to the side" and his goal: "enhance the role of (parliamentary) committees, the bodies where the non-partisan work of Parliament can get done".

The Lincoln Report provides comprehensive intelligence on the state, issues and potential future of the broadcast system and the cultural conditions, institutions, programs and governance linked with it. It concludes with 97 recommendations for the strategic policy direction and agenda required to develop Canada's broadcast system and cultural and communications sovereignty in the 21st Century. The scope of the recommendations includes:





1. Support for creativity, learning and content
2. Community, region, national, and international participation in the A/V system
3. Defend the public interest in the concentration and control of industry ownership and content
4. Sovereignty in a global system
5. Public good and participation in national public systems, including CBC, CPAC, and aboriginal broadcasting
6. Projection of Canada and its values abroad
7. Policy capacity of the government
8. Regulation

9. Governance (including cultural institutions & appointments)

Foreign Content

Canadians' knowledge of history, role models, the world, consumer demand and even our sense of self are increasingly shaped by American programming and news, particularly on the English-language side. Our own broadcasting system is playing a major role in magnifying the share of mind of all things American among English speaking Canadians. Concerns have been raised by the Prime Minister about "gathering cynicism" and a "retreat from the idea of national purpose and citizen withdrawal from public engagement". Canada's broadcasting system, wholly within federal jurisdiction, is both a major contributor to this problem, and potentially part of a solution.

In the English-language television system, there's very little Canadian programming available during peak viewing periods, except on the CBC. Only 7% of the audience watching private television stations during prime time last year were watching Canadian programs – down from 13% in 2000. In peak television viewing hours when most people are free to watch, Canadians see very little that is Canadian on our screens. We, and most importantly our children, view stories about life in Los Angeles and Miami, rather than Edmonton, Winnipeg or Montreal. As the following chart illustrates, other than on CBC, there's very little about Canada on our English-language television screens each evening:

Spring 2003 Ottawa Prime Time TV Schedules		7 p.m. - 11 p.m.					February 22 - March 15, 2003	
		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	7	Royal Canadian Air Force	Life & Times	On the Road Again	Opening Night	Mr. Bean	NHL Hockey	Wind At My Back
	8	Anne Murray	This Hour Has 22 Minutes	Last Chapter		Royal Canadian Air Force		Mr. Bean
	9		Disclosure	Fifth Estate	Witness	An American in Canada		Da Vinci's Inquest
	10	The National						Sunday Report
	7	Wheel of Fortune					Mysterious Ways	My Wife & Kids
	8	8 Rules	American Idol	My Wife & Kids	Just For Laughs	Fastlane	Sue Thomas F.B. Eye	Degrassi
	9	According to Jim		American Idol	Scrubs	W-Five	Cold Squad	Alias
	10	Law & Order	American Idol	West Wing	CSI			Law & Order
	7	Bob & Margaret		Entertainment Tonight	Entertainment Tonight	Bob & Margaret	Deconstructing State of Heart	The Simpsons
	8	Boston Public	Let's Make a Deal	70s Show	Survivor	Entertainment Tonight	PSI Factor	King of the Hill
	9	Raymond	Frasier	Married by America	Will & Grace	Dawson's Creek	Mutant X	The Simpsons
	10	Greek Life	A.U.S.A.	Popstars	Popstars	Hack		Greek Life
(Toronto)	Crossing Jordan	Judging Amy	Gilmore Girls	Without a Trace	Blue Murder	Andromeda	Dragnet	
	7	Millionaire					The Immortal	Kool Countdown
	8	Seinfeld						
	9	Buffy the Vampire	Buffy the Vampire	Monk	Starhunter	Funniest Videos	America's Most Wanted	Movie
	10	Birds of Prey	Angel	Twilight Zone	Movie	Twilight Zone		
CHRO	9	Tracker	Adventure Inc.	Dead Zone	Movie	Walker		
	10							

Canadian Local Foreign

The success of the French-speaking broadcasting system in contributing to our distinct and strong French culture shows that pro-active policies and investments can succeed.

Our national security relies on accurate media information pertinent to our situation and interests.

Sovereignty in a globalized context requires a strong national sense of identity and independent knowledge. More integrated relations with the USA and other global powers will be enabled if the people of Canada have a stronger platform of Canadian identity, knowledge and purpose – a confidence in Canada’s cultural and communications sovereignty and a sense of belonging. Canadians’ willingness to consider a new relationship with the United States, one of the government’s priorities, will increase if the government adopts policies that confirm Canadians’ confidence in their cultural, not merely territorial, sovereignty.

American programs attract large audiences and profits for their Canadian distributors. As a consequence, revenues from Canadian audiences flow to the US – but not to Canadian creators.

Cultural and communications industries (and other knowledge industries) have become a major portion of the GDP of all industrialized countries. To lose market share and industrial control in those domestic and global markets is dangerous in economic as well as cultural terms.

The creativity of individuals and teams is the source of all innovation and the major driver of productivity. Our children are being programmed to play and watch simulations rather than creating and living their own lives. The broadcasting system can be shaped to provide us with the media for creative development, self-expression, cultural products and their sharing and communication with others in the community, nation and world.

Internet And Satellite Distribution

We are now in the throes of a technology transformation. Private broadcasters in Canada are losing significant revenues to black and grey markets in programming stolen via de-encryption software and satellite accounts set up through phoney US addresses. Strong measures are required from government to stop this signal theft.

The convergence of ownership and digital technologies means that those other media are now an integrated part of the whole communications system, and in the case of the internet have the potential to displace much of the existing broadcast system. Internet, satellite and wireless technologies are enabling the reception of broadcasting signals from any global source, selective programming to and from individuals, and selection by the user of programming at any time and location they choose.

The task of maintaining, and developing a national communications system in that environment – however virtual it might be - will demand the collaborative effort of public policy, communications companies and creators.

Concentration of ownership, sources and editorial opinion

Democracy and good governance run on an infrastructure of full access to knowledge and decision-making, diverse values and opinions, transparency, access to accurate information, and public fora and institutions. Media convergence and concentration of ownership have led to a few reporters providing a limited range of news and views controlled by owners across television, radio, web portals and paper publications. As a result, perceptions of and participation in politics and governance have become badly informed and more cynical.

Recent ownership concentration, including cross ownership between newspapers and television in Canada has reduced the diversity of opinion and perspective available to Canadians from their principal sources of information, and has placed overall control of editorial content into fewer and fewer hands.

Difficulties in the funding and mechanisms for supporting Canadian content;

Canadian drama programming requires public subsidy to be commercially viable in the Canadian market because US programming can be imported on a marginal basis at a small fraction of its original cost. We have a complex system of supporting Canadian content but negotiating support has become a pre-occupying prime task for creators- at the expense of their focus on their creative work and marketing. CRTC data demonstrate a decline in broadcaster investment and presentation of high production value Canadian drama in the English language television system, while investments in foreign programming are increasing rapidly. In 2003 for the first time, conventional English-language Canadian television broadcasters spent more on foreign programming than Canadian programming.

Foreign Ownership of Broadcast Distribution

Currently foreign ownership of broadcast distribution is effectively limited to 47%. The Lincoln Committee recommended “that the existing foreign ownership limits for broadcasting and telecommunications be maintained at current levels”.

Issues in governance and appointments

- Under previous Prime Ministers the government has used a patronage model for appointments to the CBC Board and some CRTC appointments.
- The CBC Board does not have the power to hire/fire its CEO.
- There are too many CRTC Commissioners. The Lincoln Committee recommends reducing the number to nine. (In Washington the FCC has only five Commissioners, no more than three of whom can be affiliated with either political party.)

Appendix 2:

A Better Scenario

The Lincoln Committee's strategic objectives can be also summarized as a vision for what Canadians and their broadcast system could look like in twenty years – given the proper public policy .

All Canadians would know Canada, its past, present and potential future. Our national, regional and community identities would be articulated, scrutinized, and developed through the audio-visual messages flowing among us. The news would be our news in an international context. Our stories and stars would be well presented alongside theirs. Our broadcasting entrepreneurs would succeed nationally and internationally through diversity, competition and collaboration rather than being shrunk to the requirements of multi-media monopolies, which inherently limit diversity and are in turn vulnerable to foreign takeover.

The French-language communications system continues to serve as the cultural infrastructure of identity, enjoyment and perspective for a people within a people. Canadian artists have competitive access to venues and audiences, and provide inspiration and creative growth for children of all ages.

We continue to invest in publicly owned nation-wide providers of content and coverage in all media to serve as a guaranteed foundation of Canadian content and access, and to share Canada with the world.

The governance and policy framework of the broadcasting system embodies Canadian values and priorities, and serves as a driver and model for transparency, accountability, excellence, creativity, leading technological change, and democracy. The convergence and interplay among media enabled by digitization build more diverse and healthy domestic markets for a wide diversity of Canadian artists, producers and entrepreneurs.

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