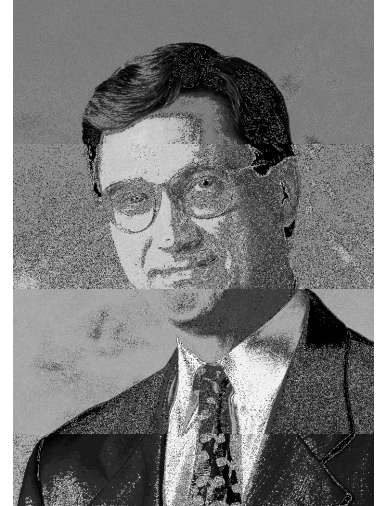


# David Keeble: Qualifications

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David Keeble

David Keeble is a business strategy, regulatory and policy consultant practising from Ottawa, Ontario, Canada. He focuses primarily on the broadcasting and communications industries.

He provides a wide range of services, including strategy and policy development, research, and the creation of business and regulatory presentations.

## ***Education:***

- Honours B.A. in Political Science from the University of Toronto
- Bachelor of Music (Composition) from the University of British Columbia

## ***Projects as a Consultant, 1998-2009***

David began his consulting practice in January of 1998, and resumed it in August of 2006, after a period of two years as SVP, Policy and Regulatory for CAB (2004-2006). His consulting practice has included these projects, among others:

- Astral Media
  - preparation of the for their application to purchase Standard Radio,
  - written and oral presentations for their appearance at the CRTC's New Media Hearing, 2009
- Ministry of Culture, Province of Ontario
  - writing and strategy work for their submission to the CRTC's Television Policy Review, and
  - a major research paper on the impact of new media on the cultural sector;
- The CRTC, the Department of Heritage, and Bell Canada
  - Developed and provided the "Executive Technology Impact Analysis" from 1999-2006, interrupted in 2004-5 by employment at the CAB. The deliverables usually included a verbal presentation (2 hours approx.) with Q&A, a CD-Rom containing all the research for the presentation, and in some cases, a written report with executive summary.
- The CRTC
  - Various smaller studies, including subjects such as the impact of technology on community television, the provision of local television, and a survey of the basic economics of community television producers.

- Department of Canadian Heritage
  - in cooperation with Connectus Consulting, research and drafting of a major study of the transformation of the value networks of cultural products as a result of digital technology;
  - Work on the response to the Parliamentary Standing Committee report on the broadcasting system
  - Research and advice to the panel on 3<sup>rd</sup> language television
- Independently-owned Small Market Television Broadcasters Group
  - Preparation of their Television Policy hearing appearance in 2006
- Digital Radio Rollout Incorporated,
  - development of a new business plan for the rollout of digital radio (2007)
- CHUM incorporated
  - Research and development of business plans for new ventures
- Canadian Association of Broadcasters (CAB) (as a consultant)
  - the paper, “The Evolving State of Audio-visual Technology and Implications for Business and Policy Models in Canada”;
  - Strategy processes
    - the CAB’s DTV rollout plan,
      - a year-long process including meetings with all members, the CRTC, Heritage, Industry Canada, and the CDTV working group on economic modeling.
    - the programming section of the CAB’s Future Plan
    - the CAB’s “Online strategy”
  - Contributions to CRTC submissions, including
    - Proceeding on the carriage of Program-Related Data
    - Inquiry into Interactive Television
- Parliamentary Standing Committee on Heritage
  - Study: “Creating and Distributing Canadian Content through the Digital Transition”
  - Study: ”The Digital Future of Television”
  - Elements of the “Lincoln Report”
- Canadian Broadcasting Corporation (CBC) [as a consultant]
  - a portal strategy for the CBC
  - major survey of enhanced/interactive television,
  - DTV rollout strategy
  - Regulatory advice to Galaxie
  - Advice for CBC English television on their licence renewal
  - Advice on submission to 1998 Television Policy Hearing
- Start-Up Companies
  - business plan and strategy for a new venture from Nortel Networks (1998)
  - business strategy for HD Media, a San Diego company engaged in high-definition content and advertising

## ***Published Reports and Public Presentations***

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- “Strategic Appliances: The Effect of the Digital Home on the Communications Industries”, an analysis of the impact of new consumer technology trends,
- Law Society of Upper Canada: “DTV Receivers in Canada: their Policy and Regulatory Implications”
- Insight Conference: “Strategic Appliances: How the new receivers are changing the media”
- Broadcast Research Council: “Digital Television’s New Products: What is needed for success?”
- TVB 2002: “What inventory will you be selling in 2007?”
- Canadian Satellite Users Association: “Will iTV save the DTV Business Plan?”
- Senate of Canada: “New Electronic Media and Public Policy”
- Canada Music Week: “Download Distribution: Are the Major Labels Vulnerable?”
- Canadian Women in Film and Television: “The Impact of Digital Technology on the Communications Industry”
- CAB Convention 2000 (Calgary), one of four keynotes
- CAB Convention 2001 (Ottawa), panelist in “Two Way TV”
- Canadian Institute: “Broadband and Digital Developments: What will pay off?”
- Banff Television Festival: “The Future of Public Service Broadcasting”

## ***Permanent Positions***

**2004-2006: Senior Vice President, Policy and Regulatory Affairs, Canadian Association of Broadcasters,**

**1993–1997: Senior Director, Strategic Planning and Regulatory Affairs, CBC**

- reporting to the President and CEO at CBC head office in Ottawa.

In that post from 1993-1997, led teams responsible for many major initiatives, including

- the CBC’s initial strategy to expand into new media,
- the business planning and licensing of Galaxie (a 30-channel bilingual music service)

- the CBC's digital radio strategy, and the initial digital television strategy
- a new business development strategy following a major downsizing,
- Licence renewals for radio and television networks
- Interventions to major CRTC hearings in that period
- Business Planning and applications for Festival, English and French arts television services; for Country Canada; and for Southam Headline News
- the restructuring of Radio Canada International,
- Board presentations on CBC's distribution system, the distribution universe outside CBC, and occasionally, major regulatory presentations.

Among his government dealings on behalf of CBC,

- He was seconded for six months in 1992 to the Federal Department of Communications to work on new strategies for the funding of public broadcasting.
- He represented the CBC on the industry/government's task forces on the implementation of digital radio and digital television, and on the Board of Advanced Broadcast Systems of Canada (ABSOC).
- He chaired the Working Group on Content Priorities for the federal government's "Digitization Task Force".

#### **Music Producer, CBC Radio**

- As a music producer at CBC Radio in Toronto from 1980-1984, I produced three weekly programs, including an hour-long radio documentary and a concert program featuring Toronto-area musicians.
- From 1984-1990 I was Executive Producer of CBC's orchestral music program Mostly Music. This program was produced by a unit of 5 people in Ottawa, with concert and interview contributions from 9 producers across the country.
- During this time, I also developed computerized database applications for production environments, including an editorial system for current affairs producers and a concert-management database that was still in use until 2001.

#### **Other Experience**

- He began his broadcasting career as a journalist, starting as a reporter for CKEY in Toronto while completing a degree in Political Science from the University of Toronto. I also made radio documentaries for the CBC in Vancouver, London (England) and Ottawa over the period, 1969-74.
- He entered the cable industry in the early 1970s, as a developer and animator of community-centered and community access programming, and contributed to a successful application for new cable territories in Mississauga, Ontario when that area of Toronto was first opened up to cable.

- He was a current affairs producer for CBC Radio in Vancouver in 1976, and worked as a freelance researcher and contributor to many programs, from 1969-1979 including As It Happens, Radio Free Friday, Five Nights a Week, etc.
- He worked as a composer of concert music from 1976-1979. Among other projects I wrote 5 dance pieces for Vancouver choreographer Judith Marcuse and commissions for choirs including the Vancouver Chamber Choir. I studied with Peter Maxwell Davies, in London, England, from 1977-79.