

cleared the time. We presented it across the country and we received an enormous response. I still receive letters from the public on the program. The then programme officer of the CRTC said it was not "Canadian".

**Mr. Fortier:** Did you get authority from your Board...

**Mr. Chercover:** No, I didn't.

**Mr. Fortier:** Before wiping out other programmes?

**Mr. Chercover:** No.

**Mr. Fortier:** I am reminded here of the statement which was attributed to Charles Templeton and was reproduced in the *Star* last September. You probably know whereof I speak.

"Murray has guts. I have seen him lay out a lot of dollars without any authority whatsoever, knowing it had to be done and done now."

Did that happen very often?

**Mr. Chercover:** Yes, all the time.

**Mr. Fortier:** Any instance where the Board has said: "Chercover, you should not have done it and rake you over the coals?"

**Mr. Chercover:** No. As a matter of fact there have been many discussions at the Board level on the technique that is utilized in the active decision-making process. By and large I would say our Board supported the view that as long as I have the name, I have to have the game.

**Mr. Fortier:** That is the way you have proceeded?

**Mr. Chercover:** I proceeded before they said.

**Mr. Fortier:** Do you have any trouble with any one of the Board members more than with others, without wishing to intrude into the secrets of the Board Room?

**Mr. Chercover:** I would say very simply that the best people are always the most difficult. The more committed they are to whatever their point of view, the more difficult they are always to deal with if you are dealing in an area of controversy or an area of value judgment. I would not say that I have trouble with the Board in that respect. I have had significant and remarkable co-operation and assistance throughout the history.

When this operation was undertaken, when we undertook to buy the network, I made application in part on behalf of the ITO. And as I was doing it, since I was operating ITO, I recognized, that if we were successful and achieved the purchase of the network and I did not go with it, that my national role would be coming to an end. I had served as Programme Chairman for the network for the previous 5 years and I had served independently of the network, in effect out of my hip pocket, as a programming and operational officer of ITO, because when the network failed to meet its early obligations on the Canadian programs, we began to handle them ourselves co-operatively. I faced that possibility. Unfortunately they decided to ask me to come down and run it.

I have no complaints. It is not an easy life, by any means, operating a co-operative where many different points of view are valid and useful and contributed, because you must make adjustments, you must consult.

**The Chairman:** I am smiling when you say "valid and useful". Some must also be terribly annoying.

**Mr. Chercover:** I feel that people who want to be free of any kind of obligation are sometimes annoying. I don't say I have not been under pressure, but nothing worth doing is that simple or that easy. As a matter of fact the greater the challenge the greater sense of accomplishment if you do something.

**The Chairman:** I have been particularly grateful to Senator Bourque, who has been very patient with me as Chairman. He indicated sometime ago that he wanted to ask a question. I apologize to him.

**Senator Bourque:** I had two questions. My wife and I, when I am at home, always listen every night to "Pulse" at 6 o'clock and CTV again at 11 o'clock. Sometimes the announcer will be from Ottawa or somewhere else and he will be announcing something and just in the middle of that it is changed and on comes an ad.

**Mr. Chercover:** Are you speaking of "Pulse" or are you speaking of the "CTV National News"? The "CTV National News" is never cut in that way. There were cut-ins in Montreal, alternative commercials. Normally, the stations start the news with the introduction to the format. It simply says "CTV News with Harvey Kirk". We do a commercial. We follow that with the body of the