

any of its regular capital and operating funds towards this event, and while it cannot take any initiative with respect to the broadcast responsibilities associated with the games without some indication of special fund appropriations being made, except perhaps as regards the domestic broadcast responsibility, other external pressures such as the country's prestige and its ability to handle the international technical broadcasting demands may resolve the matter.

The possibility of the Corporation organizing a broadcast consortium among world broadcasters was proposed as an alternative to meet the host broadcasting responsibility. However, this type of arrangement was tried during the 1968 Mexican games without success. As a result of this bad experience for many of the leading world broadcasters this solution would seem pretty remote.

Summing up the discussion, the President noted that many questions still remain to be examined in more depth, but in the interval, Mr. Deschamps would proceed with minimal preparations by continuing his work with a small team of staff for the next six months (April to October 1972) on the continuing assessment of this whole question as well as personally visiting and following the Munich experience which would be in effect, a model of what could be involved if the olympic games are held in Canada in 1976 and more specifically what the hosting broadcast responsibilities would entail. The President was hopeful that by next October the Corporation would be in a better position to know where it stands in this regard. In the meantime the President was pleased that the Board had had an opportunity to grasp and discuss the difficulties which face the Corporation. As reported earlier, he will communicate with the Government putting the problem before them again suggesting the two alternatives discussed above namely, the partial rental/purchase or total rental equipment acquisition schemes and building modification costs, in order that they may give the Corporation some indication as to the extent of funds that might be forthcoming if the CBC is requested to undertake the global broadcasting role.

PROGRAM COUNCIL ACTIVITIES
ENGLISH AND FRENCH SERVICE PROGRAM HIGHLIGHTS

The information reports on these subjects, which were circulated in the advance agenda to the Directors, were noted.

COMMERCIAL IMPACT POLICY

It was agreed this matter be deferred to the next meeting.

1972/73 OBJECTIVES

Referring to the agenda document circulated to Directors in advance of the meeting, Mr. Picard explained that it represented a first stage in the development of establishing management objectives commencing with the 1972/73 fiscal year. While some objectives are new, others long term and open-ended, it is hoped that within the next two or three years the full management by objective system would be operational. Eventually each year's objectives should be established sufficiently in advance (four to six months) to ensure their realization. Referring to the corporate objectives relating to programming as listed on page 1, Management was hopeful that some would be accomplished in 1972/73 despite the delays that will occur in this first year of implementation.

Mr. Delorme said he was impressed with the report outline because it provided answers to numerous questions raised in the past. He suggested Management might wish to consider the following observations in the tightening-up process of this project:

1. Because some objectives were presented in the form of terms of reference or job descriptions, particularly in the Planning area, suggests the need for a uniform approach in the definition of what constitutes an objective.
2. The level of refinement of the objectives vary from division to division. In some cases, they are broad statements whereas others are precise, defined and identifiable.
3. There is need for a large amount of co-ordination so there will not be any duplication or voids.