

comment, you know. But you are asking me for my impressions, and I am giving you one.

Mr. Fortier: It is one of the reasons for your being here, and to pass on to us the benefit of your experience. You have already worked at the CBC, have you not?

Mr. Giguère: I was one of the pioneers in CBC television. I was one of its first employees.

Mr. Fortier: If you were general manager at the CBC today, Mr. Giguère, what would you do to improve it?

Mr. Giguère: One of my former classmates is general manager of the French network, and it is fortunate that he is not here this morning. Certainly—and I am returning here to my theme when I speak of reassessment—I believe the CBC should reassess its position. That would be the first thing. First I would discuss a philosophy, and I would assemble a team of people who agreed with it; there would be a redefining of objectives, because it is so easy, in an organization as huge as the CBC, to lose sight of objectives that may have been set five or ten years earlier. It is very difficult to communicate in an organization with five or six thousand employees, some French-speaking and some English-speaking. Without a doubt, the first change I would make would be to redefine objectives, so as to be quite sure that all my senior staff members were fully conscious of them and I would also examine the system of communication.

Mr. Fortier: Such problems are no doubt linked to the size of the undertaking?

Mr. Giguère: Of course.

Mr. Fortier: Are you not afraid that your second French network may have to cope with the same problems one day?

Mr. Giguère: You can rely on me.

Mr. Fortier: I know your viewers have always relied on you, and that it has paid off. The CBC is a huge public undertaking; CTV is the second English network in Canada, with 13 English-language stations across the country; and CFTM wants to set up...

Mr. Giguère: Officially, the second French network.

Mr. Fortier: Is there going to be any room left in Canadian broadcasting for a small independent station?

Mr. Giguère: Of course, I think it is difficult to give you a general answer, but perhaps I could give you the basic premise of my thinking. I start from the principle that here in Canada (and I have thought about this many times because we are directly involved) we must look to the future. I think there is room in Canada for two complete systems, one publicly-owned and one privately-owned, both with English and French networks. I would mention another very important aspect to you—finance, the future availability, as far as I can predict, of funds for the operation of broadcasting enterprises. I do not see how the media can accommodate a third station, or system.

I touched briefly on the question of cable. It is obvious, heaven knows, that if cable systems were left to themselves—I am not criticizing the cable systems, I would like you to accept my statement as a technical comment; I am making a very cool analysis (clinical, if you like)—that if cable systems were left to operate without regulation, broadcasting stations would obviously be doomed from that moment on. This is because if, in 15 years' time, all the households in this country, or 90 per cent of them, were hooked up to cable systems, well—if conditions are imposed on cable companies, as are imposed on broadcasters... cable, you know, is a medium—

Mr. Fortier: A technique.

Mr. Giguère: A technique. It is a vehicle, it transmits a picture or a signal.

Mr. Fortier: Because according to its original definition, cable is only a means of improving the quality of service. It was with that in mind that it was designed, anyway. But today, the CRTC says...

Mr. Giguère: They have opened the door.

Mr. Fortier: ...you have the technology, you have developed it and we are going to regulate it; and now they are saying produce some programmes; is that correct?

Mr. Giguère: Yes.

Mr. Fortier: That is what the CRTC has said to the cable companies?

Mr. Giguère: The CRTC specified the nature of the programmes. They said: render a service to the communities in which you operate—give them better service. In addition, Pierre Juneau said two years ago in Quebec City...