

DECEMBER 1970

Broadcaster



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Communication needs understanding

The recent fast-fleeting critical year has been marked by sagging sales of most kinds of merchandise and many merchants and other suppliers have thrown up their hands, syphoned off their staffs and cut down their advertising because, as they see it, the jig is up and there is no use advertising and selling when the market is dead. What are broadcasters and the other media doing about this?

From a selfish standpoint only, and overlooking all public service or patriotic motives, the media of advertising **must** promote their market, which is the whole spectrum of business, because, if for no other reason, they can only rise or fall with the business barometer.

A business disruption is an emotional thing to all of us, involving the well being of our own and our employees' wives and families. But no manner of emotional upheaval is going to dispel this disruption. The one thing which can work is a practical process of public education and enlightenment which only advertising is qualified to undertake.

The key word in this is "knowledge".

People just don't understand the whys and wherefores of the turmoil we are going through and nobody is explaining it to them. This is where the media could and should come into the picture.

On the stock market, when a stock comes hurtling down in price and people are selling it by the hundreds of thousands, screaming headlines proclaim it as a collapse. But do people realize that every time a hundred thousand shares are **sold**, someone is **buying** them.

There is a challenge laid flat in the laps of all media, not just to pull the advertisers' chestnuts out of the fire but also to contribute to the restoration of stability to the business barometer, and this covers everyone, including themselves.

Look at it this way. Advertisers and their agencies have one purpose in their advertising and this is to devise campaigns to promote the sale of their own products, preferably at the expense of their competitors'.

Broadcasters and other media have more at stake on a far broader scale.

Of course they must persuade the advertisers to use their facilities in order to persuade more people to buy more of their soap, but soap salesmen have no interest in the plight of the car or the breakfast food salesman. If the market crashes, the unemployment index soars or the mailmen go on strike, their only interest as far as their advertising is concerned is soap sales.

The media are different. They have a definite stake in the sales curves of every nationally-advertising industry there is, for advertising is to them what his product is to the soap manufacturer.

Do people understand that whether it likes it or not, every so called "private" business which shows a profit of over \$35,000, has a compulsory partner, the government, which skims over 50% off the top of the revenue by way of tax. Do people know this?

Has any media man ever taken time out to tell people, honestly and factually that the advertising so many of them revile lowers manufacturing costs by sheer

force of volume and also makes products available which would never reach the stores.

Advertisers themselves could do with some economic education too.

Most company staffs include some dead wood which needs cleaning out and part of the process might include the advertising agencies they employ to prepare their ads.

Somebody should tell the advertisers to have the agencies prepare ads, whatever the medium, which are more factual and informative from the consumer's standpoint and less cluttered with pretty prose and meaningless superlatives. The fact that the president likes a commercial is not necessarily in its favor. In fact, it may be a detriment. The agency, if it is a good one, should be in a position to squelch the president, whose approach to his product cannot be anything but biased. He thinks his eye wash is one of the world's wonders, while to Mr. and Mrs. Public it is just so much eye wash.

Business in general and advertising in particular are fraught and beset with all manner of rules and regulations and the pundits are prophesying more to come.

Sugar-coated to make them palatable to the public our long list of welfare "benefits" appear as gifts from Ottawa though we have to pay for them through the nose, because the public doesn't know, because no one — such as the media — has told them.

These are inhibiting and restrictive as well as destructive of the well-proven principle of the profit motive. However business, through its communications by advertising, still controls its own destiny, or rather it will control it as long as it has one.

No act of parliament or government tribunal can legislate us out of an economic storm. Only business, through its advertising can influence the public out of depression. We hope it will.

This is the conventional time of year to send seasonal greetings to our business associates, thanking them for past favors in the hope of continuing friendly and profitable relationships in the year to come.

This year, in the back of our minds, is the succession of crises through which we have most of us been passing, and the firm if tacit hope that the future holds prospects of smoother sailing. And it can.

Short of reducing staff and endangering the quality of the products and services we sell, there are ways of improving our communications with customers as well as suppliers, so that a higher degree of understanding will exist, and savings will be effected in that most precious of all commodities — time.

To this end both buyer and seller must have mutual trust, the one with the other, so that each will have a deeper understanding of each other's problems and each fulfil his role in the transaction, more effectively, more efficiently and therefore more economically.

In another area, business is perpetually becoming more deeply involved with innumerable departments and agencies of government.

Government bodies must learn to explain themselves beyond doubt to those they are called upon to govern, who must make every effort to absorb this information.

Among those who are subjected to these rules and regulations, there is a tendency not to come out in the open and explain their reasoning when they feel the moves are impractical, claiming that they feel they are unreasonable and impractical. They believe such action on their part might react on them unfavorably when they are applying for another concession.

What is needed is co-operation, understanding and communication between all concerned, and by "all" we mean everyone; both sides of the counter and both sides of the dais.

Effective Immediately !

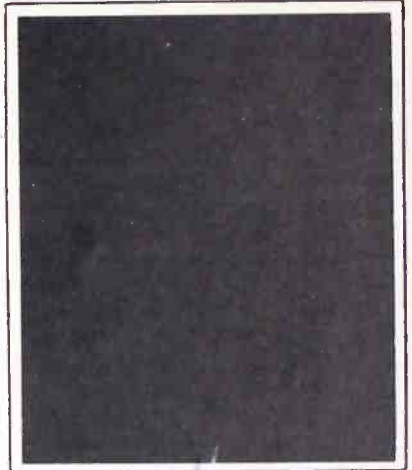


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Sales Manager, CKCO-TV Kitchener,
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Reaching and Selling the
Kitchener-London Market

Broadcaster



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NEWSCAST

■ FAVOR ELECTION EXPENSES

The Chairman of the Special Commons Committee on Election Expenses says the Committee will probably recommend financial assistance for candidates in federal elections.

Liberal MP Hyliard Chappell made the comment after the Committee heard evidence from the Canadian Association of Broadcasters, representing most private radio and television owners. He said:

"We'll probably conclude that . . . candidates need some form of assistance".

Mr. Chappell made it clear he was speaking in terms of financial assistance and added that a grant of five cents a voter to each legitimate candidate might be a realistic figure.

The major problem, he said, is in trying to develop a formula which can be used to give certain candidates access to all forms of communications so they can spend their grants whatever way they choose.

Candidates now must finance their campaigns privately.

CHML/CKDS APPOINTMENT



Warren Beck

Don Johnston, News Director of Radio Stations 900 CHML and CKDS/Stereo 95, Hamilton, Ontario, announces the appointment of Warren Beck as Assistant News Director. Formerly a member of the CHML Program Department, Warren Beck joined the CHML/CKDS News Staff as a reporter in 1966. He has earned community recognition as a specialist in labor affairs. His appointment is effective December 1st.

Conservative MP Michael Forrestall said he is not as committed to recommending financial assistance for candidates as Mr. Chappell.

The Committee asked the CAB to prepare a draft formula for the best methods of using grants to buy time on broadcasting outlets. The draft will be considered at a closed meeting of the Committee, with the CAB, CBC and possibly Canadian Radio-Television Commission officials.

W. D. McGregor, CAB president, told the Committee that candidates should make much more use of short message type announcements instead of lengthy presentations.

He said this would be less costly and more effective. It would also be more acceptable to radio and TV owners.

Mr. McGregor said candidates usually are charged the highest advertising rates since they don't qualify for discounts given for advertising time sold in large quantities or over long periods of time.

He said there is considerable extra revenue created for stations from ads sold to candidates at election time.

Liberal member James E. Walker asked whether a candidate who owned a large store or other business in a community would be given lower advertising rates because his firm was a good customer of a station.

Mr. McGregor said this is possible. But it would not happen at stations where he is general manager — CKCO-TV and CKKW Radio in Kitchener, Ontario.

Mr. Forrestall asked whether costs involved in radio advertising prevent some Canadians in low-income groups from becoming involved in politics.

Mr. McGregor said radio is one of the most effective methods of advertising. If candidates would abandon some older, less-effective techniques, he said, the over-all cost of a campaign making wide use of radio would be no higher than at present.

■ SHORT-TERM PROFITS WILL KILL YOU

"If commercial network television is to survive in some new constructive form, the men who run the networks must not cut back at this point, but do what their predecessors did in the early 50s: experiment, gamble and, most of all, not play it safe to ensure some sort of short-term profits."

So says Michael H. Dann, former programming chief for CBS-TV, before that for NBC-TV, and now vice presi-

dent for foreign distribution of the Children's Television Workshop in New York, producer of *Sesame Street*.

"Commercial television's product today is derivative, not distinctive. The result is by and large bland where it should be bold, poor where it should have power," he said.

"The U.S. networks' economic outlook for 1971 is so serious that I believe there is no chance of network structure, as we now know it, to survive."

■ CFPL BUYS CKNX

CKNX Radio and Television, Wingham, Ontario, 40 miles northwest of Stratford, has been purchased by CFPL Radio and Television in London, Ontario.

The sale, at an undisclosed price, was announced jointly by Walter J. Blackburn, chairman of the board of CFPL Broadcasting Limited, and W. T. Cruickshank, chairman of the board of Radio Station CKNX Limited.

The sale is subject to the approval of the Canadian Radio-Television Commission which is expected to review the sale next February.

Mr. Cruickshank, in the announcement, said the sale was made "because of the changing circumstances of broadcasting and the ever-increasing expense involved in station operations . . . to enable the service to continue and expand."

CKNX officials told the CRTC at an October hearing in Montreal that the TV station would die if a CTV satellite station is established at Owen Sound.

The CRTC is expected to grant license approval for such a satellite that will bring CTV network programming to the area. CKNX is a CBC affiliate.

CKNX's delegation to the CRTC said national advertisers would not buy CKNX time when their messages are already being beamed into the area on the re-broadcasting satellite — and without national advertising revenue CKNX-TV would falter.

The general manager of CKNX, G. W. Cruickshank, said after the hearing the only feasible solution that would keep the satellite from killing the station is for an established television station to buy out CKNX in order to save it.

Murray T. Brown, president and general manager of CFPL, who will also be president of CKNX, said national advertisers will be required to buy advertising in a package deal —

meaning they would have to buy time on the Wingham station along with that purchased in London.

Mr. Blackburn said, "The operation of the radio and television stations would continue to be the responsibility of the present CKNX staff."

G. W. Cruickshank, son of W. T. Cruickshank, will be the only member of the board of CKNX to retain any tie with the operation. He has agreed to continue as member of the Board of Directors, although he and his uncle, John Cruickshank, radio station manager, would be retiring from their present executive positions.

■ **THUNDER BAY CABLE TV SOLD**

The CRTC approved an application by Maclean-Hunter to buy the Thunder Bay cable system from Lakehead Videon Limited half of which was owned by Famous Players Canadian Corporation Limited, an American firm under government regulations to sell all but 20 per cent of Canadian broadcast holdings.

The Commission said it would not allow Maclean-Hunter to carry the CTV Network in Thunder Bay from a microwave link passing through the city. Maclean-Hunter indicated it was willing to bring CTV in such a way that it would be available to all TV set owners, not just the cable system's nearly 20,000 subscribers.

The CRTC denied Maclean-Hunter permission to buy cable operations in Sherbrooke, Cap-de-la-Madeleine and Victoriaville-Athabaska, all in Quebec. The Thunder Bay acquisition gives Maclean-Hunter a total of 18 cable systems and five radio stations owned in Ontario.

■ **STANDARD BID FOR CHML DENIED**

The Canadian Radio-Television Commission has turned down an application that would have made Standard Broadcasting Corporation Limited owner of CHML and CKDS-FM in Hamilton, Ontario.

The Commission noted that Standard already owns CFRB and CKFM-FM radio stations in Toronto. It said: "The Commission recognizes that the stations involved at present concentrate on serving their respective cities and service areas.

"However, because of the coverage overlap, an increasing potential for duplication exists in the rapidly-developing metropolitan area of Toronto and Hamilton.

"The Commission, therefore, does not think it would be in the public interest to approve these applications which would result in common ownership of four stations in this area".

CBC ENGLISH SERVICES DIVISION APPOINTMENTS



JACK CRAINE



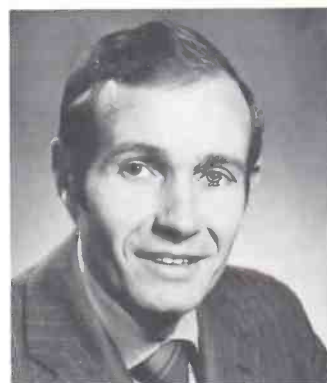
NORN GARRIOCK



JIM PATTERSON



BOB SWITALLO



NICHOLAS VOLK



W. J. ROBERT FIELD

Mr. Eugene S. Hallman, Vice-President and General Manager of the English Services Division of the Canadian Broadcasting Corporation, is pleased to announce the following appointments in the re-organization of the English Services Division:

Jack Craine has been appointed Managing Director of Radio (ESD). Mr. Craine was formerly the Director of Radio, English Networks.

Norn Garriock has been appointed Managing Director of Television (ESD). Mr. Garriock was formerly the Director of Television, English Networks.

Jim Patterson has been appointed Director of Planning (ESD). Mr. Patterson was formerly the Director of Television Operations.

Bob Switallo has been appointed Director of Administration (ESD). Mr. Switallo was formerly the Executive Assistant to the Vice-President and General Manager.

Nicholas Volk has been appointed Director of Public Relations (ESD). Mr. Volk was formerly a senior consultant with Hopkins, Hedlin Ltd. of Toronto.

W. J. Robert Field has been appointed Director of Marketing (ESD). Mr. Field was formerly Vice-President of Lennen and Newell (Canada) Ltd.

■ ABOLISH REGULATORY BODIES

The president of the Alberta Broadcasters Association, Tony Mayer, says Canada needs to abolish regulatory bodies in the broadcast industry.

Mayer made the statement in Drumheller, Alberta, commenting on the Davey Commission Report on the mass media. He said broadcasters, relieved of the red tape of regulation, would have more time for creative Canadian programming.

The president of Radio Station CJDV and owner of the Big Country News, a weekly newspaper, said he agrees with a statement in the report that says more professionalism is needed in the industry. But he adds that there's also need for a lot more professionalism in "our politics, government and in every other industry." He suggested a royal commission of broadcasters and newspapermen to examine the efficiency and purpose of the Senate.

Mayer conceded that large media operations are profitable and said they should be. He said: "They have a fantastic investment — they are major

RADIO QR LTD.



Gordon Ross

Mr. Ted Soskin, President of Radio QR Ltd., announces that Gordon Ross has been appointed Production Manager of CHQR Radio effective immediately. Mr. Ross brings to his position some 20 years experience in all facets of the broadcasting industry.

employers and meet gigantic payrolls."

Mayer notes that one is able today to invest money at ten per cent without lifting a finger. He asks: "Why shouldn't industry have 15 to 20 per cent returns after running the risk of maintaining a business?"

■ U.S. SHOWS STILL MOST POPULAR

The Bureau of Broadcast Measurement's fall survey shows Canadians apparently prefer American television programs to ones produced in Canada.

The survey, taken for the November 2nd to 15th period and released earlier this month, showed that only three of the top ten shows on the Canadian Broadcasting Corporation and two on the CTV Network were Canadian.

Canadian Radio-Television Commission regulations, effective last October 1, required the CBC to carry 60-per-cent Canadian content. CTV has until October, 1972, to comply.

The three Canadian-produced shows that made CBC's top ten were *Adventures in Rainbow County*, *Hockey Night in Canada* and a Wayne and Shuster special.

The two on CTV were the *Miss Canada Pageant* and *Hockey Night in Canada*.

BBM interviewed 54 thousand persons of all age groups across Canada in compiling the survey.

The number one show on the CBC during the survey period was *Horton Hears a Who*, an American children's special. The top-rated CTV show was *Highlights of the 1971 Ice Capades*.

■ CRTC MEETINGS

The 1971 meetings of the CRTC have been announced as follows:

January 12 — Ottawa

February 16 — Ottawa

March 16 — Lord Nelson, Halifax

April 13 — Ottawa (Cable exclusively)

May 18 — Bayshore, Vancouver

June 8 — Ottawa

All Ottawa meetings will be held at the Government Conference Centre (Old Union Station).

■ CRTC HAS HEAVY LINE-UP FOR '71

The Canadian Radio-Television Commission has announced today the priorities it will follow in selecting applications to be heard at its next six public hearings, giving a pointed hint to cable TV operators requesting licenses.

The CRTC now has 700 applications on hand — more than can be considered in a year with one hearing a month.

Among its priorities, the Commission says it will deal with applications from cable operators wishing to carry only

one U.S. commercial and one U.S. non-commercial station.

No cable application which would "jeopardize continuation of basic television service" will be heard.

The Commission announced a series of guides for cable development earlier this year, including a stipulation that only two American channels should be carried.

But the Commission also said it would consider making exceptions to this rule in areas near the Canada-U.S. border where American signals can be received without cable.

The April hearing is intended primarily to discuss the announced guidelines and it appears from the Commission's remarks that until then only cable systems carrying no more than two U.S. channels will be licensed.

The Commission's priorities will be: —Renewal of licences where they involve continuing service to the public.

—Application for extension or establishment of second or first TV service.

—Applications for changes in control or ownership when it is a matter of urgency.

—Applications for ownership changes to meet the government's foreign ownership requirements.

—Applications for acceptable cable TV systems.

—Applications for networks.

■ OBITUARY

Jean St. Georges

Jean St. Georges, director of station relations TV for the CBC's French services division died in Montreal on Saturday, December 19th following heart surgery.

Born in Montreal June 13, 1912, St. Georges studied at the College de Montreal, the universities of Montreal, Ottawa and McGill and held a Ph.D. degree. He was an editor with La Patrie and station CHLP before joining the news service of CBC in 1937. Head of the French network newsroom from 1943 to 1947, he then worked in public relations until 1953. In 1951 he helped establish the French service of Canadian Press. He became director of French radio in 1953, and director of station relations in 1955. From 1963 to May, 1970 he directed the CBC bureau in Paris. He returned in September to resume his duties as director of station relations.

St. Georges was a founding member and administrator of the Canadian Public Relations Society and of the Cercle des Journalists de Montreal.

He is survived by his wife Claire Patry and his daughters Andrée and Isabelle.

A requiem mass was celebrated in the cathedral in Montreal on Tuesday, December 22nd.

TSE Communications Index surpasses TSE Industrial

Equity markets in Canada and the United States displayed a firmer tone during November. Investors were heartened by apparent willingness of governmental authorities to relax their formerly stringent monetary policies in order to get the economy moving forward again. A contributing factor toward investor confidence was the further decline in interest rates following the cut in bank rate in both Canada and the United States.

The stock market in Canada as measured by the broad TSE Industrial Index advanced 4.0% from 162.14 on October 30 to 168.77 on November 30. The TSE Communications Index did fractionally better, rising 4.4% from 216.48 to 226.00. The better relative action for the communications group undoubtedly reflects investor preference for consumer-oriented equities. Current high consumer savings rates and modest increases in outstanding consumer credit suggest a resurgence of spending is distinctly possible in 1971. Many forecasters expect the consumer sector to be a leading factor in spurring economic activity.

Such broadcasting stocks as CHUM, Selkirk, Standard and Western Broadcasting performed about in line with the TSE Communication Index 4.4% advance during November. However, there was notable divergence in the market performance of Bushnell Communications, Maclean-Hunter Cable and Maclean-Hunter Publishing.

Shares of **Bushnell Communications** dropped 26.1% from \$5¾ to \$4¼. Bushnell was given a further 90 days to complete the purchase of the broadcasting interests of Canadian Marconi, representing the second time extension since the initial closing date of September 30. The agreed terms of extension included a doubling of the purchase deposit up to \$4 million. The Montreal radio and TV stations owned by Canadian Marconi represent part of the \$27.1 million of acquisitions approved by the CRTC on which Bushnell is arranging financing.

Relatively volatile shares of **Maclean-Hunter Cable** advanced from \$3.75 to \$4.50 representing a 20% increase. News items relating to Maclean-Hunter Cable included the denial by the CRTC of the company's application to purchase Quebec-based CATV systems owned by Redifussion Inc. On the other hand, approval of the purchase of assets of the cable system serving

Thunder Bay, Ontario was granted by the CRTC despite intervention by local interests. The Thunder Bay system was formerly owned by Famous Players and others.

MH Cable's parent company, **Maclean-Hunter Limited** was an even stronger performer advancing 23% from \$9¾ to \$12. While Maclean-Hunter was an unsuccessful bidder for Ryerson Press, during November the company announced the formation of a book publishing division to augment recent efforts in this area.

During the month **Famous Players** announced a complex reorganization proposal which would have the effect of completely removing its American parent (Gulf and Western Industries) interests in communications assets. The proposal would permit Famous Players to retain its investments in the communications field, which are not presently subject to contracts of sale. In this connection, the most important provisions would involve complete cancellation of the present 51% of outstanding shares of Famous Players now owned by G & W in exchange for a one year 4%, \$18.1 million debenture payable to G & W, as well as a 51% interest in Famous Players' movie theatre operations. The plan requires the approval of Famous Players shareholders, the Supreme Court of Ontario and other regulatory bodies.

In volatile market action in the days immediately following the announcement of the proposal, shares of Famous Players rose to above \$11 per share, then rapidly declined to \$9¼ and closed November at \$10, almost unchanged over the month.

Electrohome Limited called a

special meeting of shareholders for December 16 in order to ratify the proposed purchase of Central Ontario Television Limited, 48% owned by Famous Players and the balance mainly by Carl Pollock, president of Electrohome Limited. Central Ontario owns a television station plus AM and FM radio stations in Kitchener, Ontario and also has a 20% interest in Grand River Cable TV. Famous Players interest in Central Ontario will be acquired for \$2,064,000.

Earnings of **Selkirk Holdings** for the nine months ended September 30th, 1970 were \$0.32 per share compared to \$0.41 per share in the 1969 period. The decline in earnings per share for the September quarter alone was somewhat larger than in the previous six months with earnings of only \$0.05 per share as against \$0.10 per share. Dollar earnings were relatively unchanged but there was a substantially larger number of shares following the July 15 acquisition of Niagara Television.

Q Broadcasting Limited (listed on the Vancouver Stock Exchange) has released its first annual report since becoming a public company. It owns CHQM-AM and FM, Vancouver, CKPG, AM and TV, Prince George along with a background music service in Vancouver. The company is proposing to buy all the shares of SOTV Ltd. which operates CATV systems in four interior B.C. communities. For the year ending August 31, 1970 revenues amounted to \$2.4 million and net earnings were \$276,000 representing \$0.72 per share on the basis of the weighted average of shares outstanding during the year. At the end of November shares were trading around \$5½.

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SCORE IN '71

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Is the Broadcasting Act outmoded?

R. E. MISENER Communications Associates

It's a pretty case-hardened hide that is insensitive to at least an occasional pang of sympathy for the CRTC, plagued as it is with seemingly insoluble quandaries. In between the pangs, of course, many of us are pretty glib with the fast answer, the simple solution, the panaceas for all the problems. The fact may well be, as the old saying goes, that "this thing is bigger than both of us."

At least one man, Professor Daniel Baum, of Osgoode Hall, predicts that government regulation of broadcasting, particularly cable television, will become impossible in a few years. Terry Matte, in the **Toronto Telegram** recently, says Prof. Baum, foretold that technology will overcome the power of agencies like the CRTC to regulate this increasingly complex medium.

Unless government, any government, has some sinister purpose in regulating broadcasting, it should welcome the day when it can drop this persistently hot potato. Technology forced world governments into the allocation and policing of frequencies, and technology through the evolution of cable with its potentially infinite capacity seems likely to put an end to the era of limited frequencies and give government a graceful opportunity to get off.

If this dawn of a new era is as inevitable as Prof. Baum believes, and such "a good thing for the people" as this writer believes, then there should

be great rejoicing in the Pelletier purview. It's been said that unless one has a known objective, constructive activity towards attainment is either stymied or at best rudderless. If the Powers would spend their effort on the constructive rather than the restrictive, and if the People and their elected representatives can agree that the Day of Deliverance is both predictable and desirable, Hallelujah!

Lest anyone feel that this is just another extravagant piece on the Wonderful World of Tomorrow through Cable, let me hasten to correct. With apologies for the use of the first person singular, I confess to a mounting obsession with the feeling that while cable may be archaic before that tomorrow arrives, technology will ensure that its successor, laser or whatever, will still further improve the climate for diversity; that in the new era a CRTC, if there remains any need for such a body, will not have to decide whether Johnny Lombardi is best suited to be the electronic ethnic entrepreneur. There will be accommodation for many. The community will decide how many by its support, its lack of support, its involvement.

Cable and television broadcasting are held by some to be competitive, but they're also complementary. As yet, cable television could not survive without television broadcasting, and cable

extends the audience reach of many stations. Cable is doing much to improve the reception of FM radio in most urban areas, and also extending the effectiveness of some AM signals. But cable's potential to originate audio services and develop "wired radio" will solve some of the communications problems caused by an AM and FM band jammed to the limit in a great many parts of North America.

The licensing policy for radio and television broadcasting in Canada and in the States has long been strongly, if not dominantly, influenced by economic considerations . . . the ability of the market to support a station, or a new station. In fact, critics of the policy might charge that it has clearly been one of protecting the vested interest rather than emphasizing the public interest or the never-quite-defined "national purpose". But defenders of the policy will counter that going into station ownership is not exactly like opening a corner store, that the investment in bricks and mortar and hardware is "something else", and that in the event of business failure it's not all that easy to hold a clearance sale of used microphones and shopworn transmitters.

In the hope that all of this verbiage leads somewhere, let's try a wrap-up: If in the Wonderful World of Tomorrow through Cable the cable, i.e. the distribution facility, is owned by an uncommon carrier or a new breed of utility; and if within that facility there is room for many, if not all; and if the program originator, radio or television licensee in today's terms, need no longer be tied to investment in transmitter facilities, to maintaining program services 18 to 24 hours a day; and if there is no longer any "publicly-owned scarce frequency" use; then is there not hope that Prof. Baum is right, and that in spite of its predilection never to let go, government will have more time for other things?

Conclusion: There will be a test of parliament's controls in broadcasting, especially in closed-circuit communications in cable; and if it is agreed that federal controls in the content of closed-circuit communications are unconstitutional, improper, or even unworkable; then licensing and regulatory policies may be re-shaped accordingly.

The rumbles of jurisdictional friction between CRTC and DOC are proof enough that in the short span of two years the Broadcasting Act is an inadequate instrument.

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The Bassett-Eaton picture of total television by Peter Macklin

While Baton's total broadcasting revenues keep going up, CFTO's contribution to the total package keeps going down — currently it's at an approximate 65 per cent level. But for good reason. Now there are seven other broadcast and film operations owned by the Bassett-Eaton group.

The more services a broadcaster can perform, the greater the potential for profit. Today Baton Broadcasting Limited is part of a conglomerate of distinct but not separate profit-making companies. But to the firms controlled by the Bassett-Eaton group (John Bassett is president of all but two) with almost no limit to its methods of financing, it's only a logical move to take advantage of the newly-aroused communications industry in Canada.

It wasn't always so. Remember what communications was like in 1960? A very passive, matronly-looking print industry with motion pictures and radio suddenly hypersensitive about the inroads being made by television and acting as if they had swished through maybe the best years

of their separate lives.

About then, John Bassett, publisher of the Toronto Telegram (a private company held in trust for his three sons and the four sons of John David Eaton, former president of the T. Eaton Co.), with the same kind of motivation that switched the British navy from dependence on coal to oil, switched from sole dependence on his newspaper to a concept called total television.

In 1960 Baton Broadcasting Limited came into being. 53.17 per cent owned by the B-E group, John Bassett was its president and chairman. And in that decade, which was noted for corporate growth by mergers, Baton Broadcasting was not to be notable, for it spent seven years developing primarily one organization. CFTO-TV, Channel 9 in Toronto.

The station took over a year to design and build on its 30 acres in Agincourt just outside Toronto. In the battle to succeed, it was eventually to become a better working operation than the one it modeled on which was located in Burbank, California. But not in its first year, not in 1961.

Not surprisingly, that was a time to lose money, invest more money, and learn how to make money. Much like the Toronto Argos have looked from season to season, CFTO began as an organization with outstanding capability — on paper. But it was short-circuited seriously by lack of collective competence.

CFTO was one of a total of eleven stations in Canada to build independent plants and was designed for color broadcasting. It had five studios one of which provided 5,600 square feet of space. One of the finest antennas available, an RCA travelling wave an-

tenna (for UHF and VHF) sat on a 900-foot tower which was supplied with a 325,000 watt video signal. There was an order placed for four and one-half million dollars worth of RCA color equipment. CFTO held out a very attractive cure for what ailed the Toronto market which up to that time had been restricted to one TV station compared to the three broadcasting from Buffalo only 65 miles away.

Nevertheless the station had problems in spite of the fact that three months after it had started (with a telethon for crippled children January 1, 1961) ratings showed it had made a significant entry into the Toronto market. Bureau of Broadcast Measurement (BBM) March 1961 reports showed Channel 9 in second place after WBEN-TV and ahead of WGR-TV, CBLT, WKBW-TV and CHCH, which was in last place.


Advertising revenue was not increasing. It was decreasing. So was staff morale. And naturally the station was losing money. To counter the situation, Bassett instituted policy and personnel changes together with an investment of more money. The remedy, ultimately successful, was not so much to bring costs down as it was to bring revenues up.

CFTO had counted on being the first station to broadcast in color and while it could produce commercials in color, it was denied permission by the Board of Broadcast Governors, forerunner of the Canadian Radio-Television Commission, to broadcast in color for a period of five years, until September, 1966, the official start date set by the BBG.


At roughly the same time the color ban was imposed, the station discovered that even in black-and-white, there were serious problems. "The sad fact was," said Ted Delaney, vice-president in charge of CFTO sales and programming, "that most of the antennas in Toronto were pointed towards Buffalo and not to Agincourt. To clear up the fuzzy home reception, for only \$8.95, you could buy a special Channel 9 antenna. And over the next six years, about 45,000 Torontonians thought it was a good deal and paid the money."

The main incentive was Channel 9 programming which included American syndicated shows like Gunsmoke, Mr. Novak and Dr. Kildare, scheduled on a pre-release basis in prime time. It was a key decision and an expensive one.

"The CBC did not increase its prime time American shows until much later in the 1964/65 season," said Delaney. "However, by then we had captured



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a major part of the market. BBM ratings in 1966 showed we were leading in total audiences five days a week; by 1968, we were leading seven days a week."

In 1961 Bassett decided to add Canadian football to Channel 9 and bought all the rights including the Grey Cup Game for close to \$350,000. Then sponsored by the British American Oil Company (now Gulf) and Dow Breweries, it was a valuable CFTO property. The games were carried by the new CTV network which had been formed by Spence Caldwell late in 1961. The rights were eventually sold to CTV in 1967. "Astute programming supported by heavy advertising were essential for CFTO's success," said Delaney.

But there were times when things didn't pay off. In 1966 CFTO made its first color spectacular, King Henry V, which took a crew of 45, a color mobile van, a cast of 52 from Stratford on Avon, Ontario, and 11 production days. At a total cost of close to \$200,000," said Baton's vice president of finance and administration, Larry Nichols, "we haven't yet recovered the original investment." CFTO made another movie-length tape production called Rumble of Silence for about \$140,000 and that too, has yet to pay off.

Meanwhile the demand for the production of commercials resulted in the creation of a videotape production arm.

Formerly a wholly-owned subsidiary of Baton Broadcasting, in December 1970 Glen-Warren Production Limited sold 53.17 per cent of its control to the Bassett-Eaton group. With this change, Glen-Warren Production Services Limited—involvement in program sales—lost its status as a separate company to become a division of G-W Productions Limited. As a complete video production and program operation, it leases CFTO facilities by the hour.

In addition to its three color mobile units, usually located in the U.S. covering election, sports or other events, Glen-Warren owns 25 color cameras worth about \$125,000 each, 12 VTR units, each costing about the same, plus other tape and film equipment including slow motion units at \$150,000 each and electronic editors. Much of the equipment used never existed before.

The electronic editors, for example, were designed and made by CFTO's engineering department to lower the cost of editing by reducing regular two inch videotape down to a less expensive one inch size, then back to two inch for broadcast.

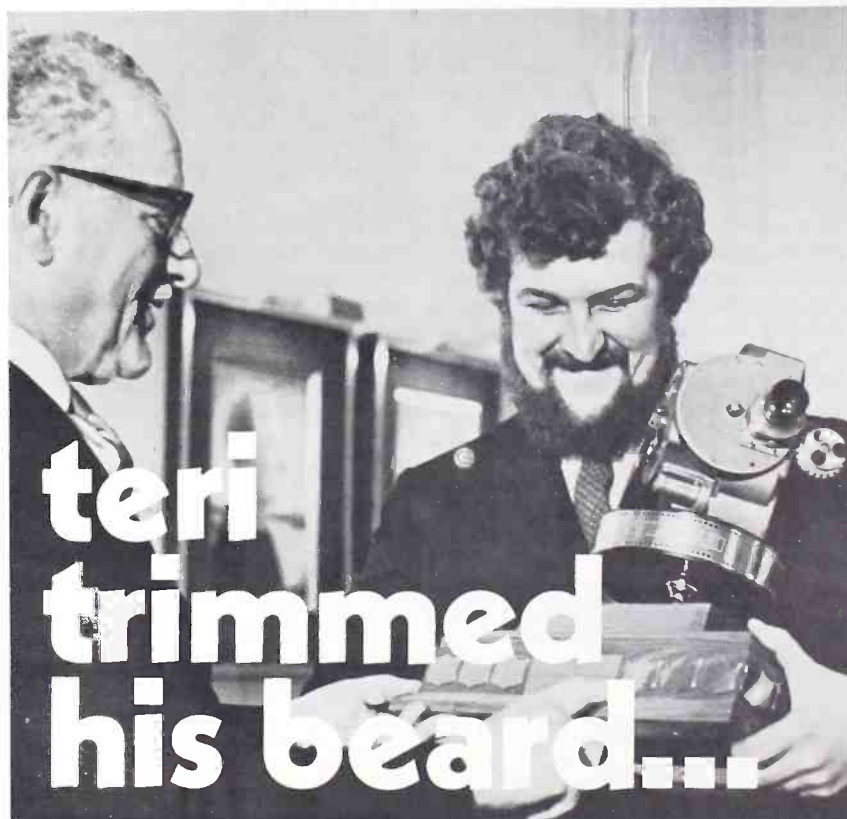
CFTO's 36-man engineering depart-

ment—double what it used to be—has been instrumental in helping Glen-Warren. Three years ago it developed chromakey (rear projection) machines; in 1962, an automatic electronic cue machine; in 1969, a microwave relay system for transmitting from portable VTR units in helicopters to ground relay stations; in 1970, a compact black-and-white VTR camera for shooting commercials inside automobiles.

With all its resources, mostly located at CFTO, and especially favored by a ripening market for shows that qualified as Canadian content, G-W has

gone from experimenting in the area of co-production to full exploitation. The success of the *Pierre Berton Show*, started in 1962, was valuable enticement. Moanne Productions Ltd., in 1962 was incorporated as a wholly-owned subsidiary and is presently utilized in musical productions likely to be syndicated in the U.S.—shows such as *Nashville North* and *Pig & Whistle*.

Specials, like the *Bobbie Gentry Show*, the *Billy Graham Australia Crusade*, Mosport races, the Royal Winter Fair from Toronto, the *Bolshoi Ballet* plus programs as NHL hockey and AFL football have been produced



... to go to Ottawa to pick up his gold-plated camera from the Governor General. Teri is Terence Patrick Culbert and he won the Roy Tash News Film Award for "outstanding cinematography in television news". Ron Laidlaw, our News Director, feels that this is the icing on the cake, a three-layer cake, — the same story that won Teri's trophy picked up three other awards. Our news coverage is another reason why we can say ...

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"The Barbara McNair Show, co-produced with Winters Rosen Productions, along with other regular shows like *Diamond Lil's*," said Ted Delaney, "means we hire more musicians per week than the entire CBC network."

Glen-Warren is now a key pivot company with a lot to swing with. It has nearly 40 program formats ready with themes ranging from home cooking to photography. Nine pilot shows have been completed and one, fast-developing market for all this potential output is cable television. "Small as it may be now," said Delaney, "as the industry develops so will the need for new programming of high, competitive standards."

As a division of Glen-Warren, G-W program sales will continue to sell and distribute full color American shows like *Tom Jones*, *U.F.O.*, and *Bewitched* to Canadian stations. So far, in addition to the 12 CTV network stations buying this entertainment, there are 22 other stations.

G-W also imports live shows, notably the production of *Hair* seen in Toronto and Montreal. "It owned 50 per cent of that success," said Delaney.

Directly competitive to G-W is one of its own subsidiaries, The Twenty-Fifth Frame, a film company incor-

porated March, 1970. It already has a significant part of the total production of commercials in Canada. And it just opened a branch office in Detroit to handle its American clients — the Detroit Bank and Trust, the Cleveland Trust and Lever Bros. (Dove soap).

In the middle of all this success exists another operation well away from North America. Based in Tel Aviv, Israel, half owned by G-W, and half owned by Israel Motion Pictures Ltd. is one of the two companies of which Bassett is not president.

Israel Canada Production Limited started in July, 1968 with some seven-camera VTR mobile units engineered by CFTO and complete with Channel 9's training crews. "One month later the company produced a profit and eventually reached a point where it was handling about 70 per cent of all Israeli domestic productions which is about half the total used by the country. It started with a lot of muscle," said Delaney.

Innovation and disregard for traditional practices are the methods used by Baton and G-W in achieving success. Wherever there's an opportunity, there's a new company ready to do something about it. Three examples: Cleo Productions Ltd. (part of G-W)

was bought this fall and assigned a new president, Ted Delaney. Its major property right now is the *Miss Canada Pageant*. Variety Artists Productions (part of G-W) no longer is owned by Baton and is about to be re-activated as a talent management operation.

The third example is Agincourt Films Ltd., once owned by Baton, but in the process of being converted to a G-W subsidiary. Its business is full length feature films and it will operate as a producer or a distributor.

As a distributor, Agincourt will handle the premiere of a movie made in Israel. Starring Leslie Caron and Richard Boone, *Mandran* is one-third financed by G-W.

Two pictures are already made, one for the U.S. drive-in market with a three-year payout and one shot in British Columbia called *Madeline Island*.

A good film can always develop into a good TV series. That's what's hoped for from *Inside Ontario*, a movie about World War Two pilots and the hazards they faced escaping out of Europe over the Pyrenees to Gibraltar. To be made by G-W.

Currently in a pre-production stage is the story of Bobbie Hull's rise to fame. *Face Off* has already got three quarters of a million dollars of Agincourt money invested in it. This film will be closely followed by two others, *The Donnelly's Must Die* and *Warriors of the Working Day*.

If all this corporate fragmentation seems to run counter to the original concept of total television propounded ten years ago by Bassett, it has paid off. Baton Broadcasting, which is now really CFTO, the founding company, has a staff of over 400 directed by 21 department heads. According to the latest November BBM averages for all persons watching TV from 7 p.m. to 11 p.m., Channel 9 still holds first place. Not even the fragmentation resulting from the penetration of cable TV hurts it. "Cable has hurt some stations in Ottawa, London, Winnipeg and Vancouver. But," said Delaney, "cable has worked to build our audiences."

"We conducted a special survey last August and found that out of 85 CATV systems in Ontario, 54 carried CFTO, and that new cable households were being added at an annual rate of 40 per cent.

"This helps us because cable solves our old signal problem and eliminates the problems created by all the high rise construction in Toronto. We're adding 10,000 square feet of studios in 1971 and installing three million dollars worth of equipment. We've got enough gall to believe we're going to stay on top."

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Eskimos don't live in igloos

Bill Panaktaluk, 24, bi-lingual (English and Eskimo), single, living at Tuktoyaktuk with his mother and dad (who traps white fox for a living) and his eight brothers and sisters, is set on getting an announcing job at Radio Tuk, the new local radio station, which has just been erected in his home town.

Bill is not mike-struck or blinded by the glitter of Toronto or other big city broadcasting centres.

His reasoning concerning his career is that he speaks English (extremely fluently I found) as well as Eskimo.

The only other signals heard in "Tuk" are Radio Free Moscow, fitfully, and Radio Inuvik, where only English is heard. The only newspaper, THE INUVIK DRUM, only publishes in English too. The older people only speak Eskimo, and Bill feels that, with all available media exclusively English, the Eskimo language will probably disappear with the next generation.

Radio Tuk will broadcast entirely in Eskimo, except for its recorded music which will be mainly English. Bill, completely bi-lingual, hopes to help preserve Eskimo by broadcasting in that tongue.

Bill says most Eskimos want to stay in the North and are not interested in locating "outside". The North is where they live because it is where they want to live.

Eskimos don't live in igloos any more. Except in emergencies, most of them live in government (pre-fab) houses.

For fun in Tuktoyaktuk, they have four movie nights a week and once a week there is a community recreational club meeting.

As regards supplies, Eskimos don't eat candles, stories to the contrary notwithstanding. You can order anything you want from the local Hudson's Bay Store.

Most of Radio Tuk's output will be in the Eskimo language and Bill feels messages broadcast in Eskimo by the trappers, from the backwoods to their families at home, in "Tuk" will be especially welcome.

This enthusiastic embryonic broadcaster told me there is no word for television in the Eskimo language. He never saw a TV set till he went to B.C. three or four years ago, to take a government course on Vancouver Island in boat building. Radio in their

tongue is "naladit".

After Vancouver Island, Bill returned to his regular full-time job at the Tuk Fur Garment Shop. This fall he went "outside" again to attend the Liberal Party Convention in Ottawa.

There is one more chapter to this story and that is that very quietly and from behind the scenes, Radio CHUM and its president, Allan Waters, are doing everything they can to get Radio Tuk off the ground and onto the air, regarding it as their "Twin Station". Exchange of news tapes and financial assistance cover the whole thing.

At this writing, CHUM's chief engineer, George Jones, has just returned from "Tuk" where he went to help instal their RCA 1,000 watt, top-of-the-line transmitter. Before he left, Jones said he would be back when it was rolling. He is back!

The "Tuk" deal was consummated by a Toronto lawyer, Richard Rohmer, Q.C. As president of the Mid-Canada Community Service and Broadcasting Foundation, Rohmer, along with Allan



Waters, CHUM president; Marion Wolitski, who runs the Hudson's Bay Store up there; the local J.P., John Norberg; and local school teacher, Mrs. Jo-Ann Mast, represented the Tuktoyaktuk Broadcasting Society before the CRTC last June in Calgary and won the license.

One blow-line for this piece is the vital information that when Eskimos want to kiss one another, they go through the procedure like any other Canadians. According to Bill Panaktaluk, they do not rub noses.

Buzz me if you hear anything.

—Dick Lewis

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Propaganda and Responsibility



Hank Skinner is president of marketing-communications consulting firm, Skinner, Thomas and Associates Ltd., Toronto.

1970 is drawing to a close. It has been a difficult year for business, and in particular, the broadcast industry. Governmental regulations and changes, coupled with industry indecisiveness have led to general concern, and a sense of a lack of direction to the whole scene. The lack of buoyancy in the economy has not helped the situation.

Corporations, particularly those within the framework of the packaged goods industries, who are the basis of broadcasting revenues, have been under real pressure. Funds have been diverted from advertising to retail p.o.p. promotions, price cuts, and last of all to the

corporate P & L statement.

Other pressures have come from the increased efforts of print to make inroads into the broadcasters' sales efforts. Programming and time availabilities are another factor which has progressively faced pressure by advertisers in order that their advertising dollars are as effectively used as possible.

One of the great lacks in 1970 has been the lack of innovation by all the parties concerned. Not only is innovation apparently missing, but the old basic of the hard sell has not materialized.

Let's carefully look at the broadcast industry in 1970. The Spring meeting of the CAB was probably rightly referred to as a disaster. Not only was the membership of CAB disorganized. Worst of all, it couldn't agree amongst its members. Some participating members broke from the ranks so that the government was dealing with a divided camp. A battle commander will always tell you that to divide the enemy constitutes victory. As a result, the government was able to introduce legislation that not only imposed penalties on broadcasters, but also on viewers. Neither at the time, nor since, has the CAB effectively introduced a reasonable and effective counter solution. Great hand-wringing, a general bemoaning of their fate, and a dismal outlook, has unfortunately been all too evident.

What was needed was a positive, aggressive attitude which would be listened to, and acted upon.

The dissemination of information, either commercially or as news or entertainment is being increasingly monitored and controlled by the people in Ottawa. Just reflect on Ron Basford's efforts against the broadcast industry, and advertisers. He has been outspoken on governmental controls. Certainly broadcasters have been concerned, but how many effective counter measures have they undertaken? In review of business publications, there has been a great deal of print space given to the subject, but one must wonder about its effectiveness in getting to Basford or any other concerned minister. Have broadcasters positioned themselves publicly on the proposed infringements? Have they, editorially, on the air, expressed their disapproval of a situation brought upon themselves by themselves in large part?

Just recently, Walter Cronkite made a very interesting comment on independence. He pointed out that, one by one, independent newspapers are folding, leaving the dissemination of news to radio and television which is being controlled more and more by government. He feels that government controlled information is in effect controlled propaganda. Who will disagree? If Cronkite feels this is happening in the U.S., then what conclusion does one reach when one reviews Canadian controls being introduced? Broadcasters must take a position.

The new regulations invoked by Information Canada are a serious infringement of the right to gain information and report it to the public. Under the new legislation, all Federal departments must gain the approval of news releases from Information Canada. Who will then handle its dissemination to broadcasters and the print media? Have

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| CHVD — Dolbeau | CHLC — Hauterive |
| CFLM — La Tuque | CJSA — Ste. Agathe-des-Monts |
| CKLD — Thetford Mines | CFKL — Lac Megantic |
| CFDA — Victoriaville | CHGB — La Pocatiere |
| CKVM — Ville-Marie | CKVT — Temiscaming |

the broadcast and print people registered an objection to doctored information? At this moment, there does not seem to be one registration of disapproval.

Broadcasters have a real obligation to the public and their clients to register concern over the government's methods of operation, and those regulations which they are being asked to agree to, and to follow. If broadcasters are going to meekly resign themselves to this type of control, caused by their own indecision and lack of agreement amongst themselves, what new regulations are just around the corner to further handicap their position?

Once an adversary has you on the run, you are licked, unless you retrench and reappear with a new offensive. The CAB needs just that, and now! At their next annual convention, are we again to witness disagreement on policy or position — or are we going to see a level of unanimity, and a positive program of consequence which will protect and build private enterprise?

Broadcasters should reflect upon the welfare and somewhat socialistic state that is Canada. Mr. Benson's White Paper in its original form certainly indicated the road ahead for the independent businessman. Provincial governments across the country are progressively restructuring the system to provide for the non-producers to the detriment of the producers.

Broadcasters have the right and privilege to defend their position as independents, free to express their views, and that programming which they feel is in the public interest. Allowing a Big Brother to be watchdog will destroy the broadcasting industry as we have known it. It behooves the industry to arouse itself, and defend itself and the public from the creeping censorship becoming more and more apparent.

What's wrong with a viewpoint that arouses public response by lighting up your switchboard? Broadcasters have a responsibility to the public to express a viewpoint, and to take the accolades or brickbats as the case may be — but to do nothing and knuckle under to any pressure is a downright rejection of their responsibility. Do broadcasters have a point of view, or don't they?

What has John Bassett really done for broadcasting, or Rogers, or Bushnell or Waters, or Pattison, and many more? Their very silence on a matter of principle or philosophy is notably lacking, along with their inability to express a point of view without waffling, and trying to be all things to all people.

What do rep houses do to build the need for broadcasting independence?

What do the cable companies do?

Newspapers constantly have a point of view — why can't broadcasters? It

would be hard to imagine a newspaper without editorials, and space for readers to offer rebuttals. This is what makes papers so interesting — they **do** have a point of view.

Are individual broadcasters egomaniacs who are more concerned with themselves than the station — or the public?

So that we can all benefit as consumers, it might well be useful for broadcasters to issue themselves a check list for 1971. The purpose — not only to protect themselves, but also the public. The public deserves and needs independence. The broadcast industry has the responsibility to provide it.

The Skinner Check List for Broadcasters

1. To be cohesive as a group.
2. To have a point of view with the public — and to protect that public.
3. To have a point of view with the government — as a free medium.
4. To understand their marketplace.
5. To recognize the strengths of the newspaper industry and to take from it those things which can enhance broadcasting. And conversely, to be more aggressive and positive.
7. To assume the responsibility which is theirs.

Let 1971 be fair and good to all!

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and now a word from Bob Blackburn

One of the less remarked-upon publishing events of the year was the issuance of a \$1.25 Ace paperback called *The Glass Teat*.

It's a collection of 52 television columns (of the same title) written by Harlan Ellison for the now-defunct underground newspaper, *The Los Angeles Free Press*, from October of 1968 to last January.

The last couple of gatherings of broadcasters I was at, I asked around, but didn't find many people who had even heard of it, let alone read it. So

I thought, even if it is a little late for Christmas giving, it is a book which should be read by every broadcaster.

It is not, as you might gather from the source, a paean to commercial broadcasting. Indeed, broadcasters might be well advised to read it only under medical supervision, because it could bring on apoplexy. Generally, it is a slashing, intemperate attack on the broadcasting establishment, and, for that matter, the whole establishment.

A few notes about the author might surprise you. Harlan Ellison is neither long-haired nor bearded, and has been known to dress very square. He has passed his 35th birthday, which makes him pretty ancient and thus presumably untrustworthy in the eyes of the new left. He does not use, nor condone the use of, drugs.

He has published 22 books and some 700 magazine stories and articles, and perhaps is best known as a science-fiction writer. He has had dozens of TV scripts produced, and has written extensively in the United States, lecturing student writers.

During the time he was writing the column in *The Free Press*, there were two clumsy attempts on his life, and he has been subjected to assorted other harrassments, including a blacklisting by one of his markets, ABC.

And it should be noted that for all his sniping at Spiro Agnew (a series of columns is subtitled "Poisoned by the fangs of Spiro"), he is also capable of turning on young protesters, accusing the Yippie movement of "stinking irresponsibility" when given a chance to present their side of the 1968 riots around the Democratic convention in Chicago, in these terms:

"... it made the Yippies look like the clowns they must be; it firmly solidified the prejudices and fears of the Great Unwashed... if they can't separate their own ego-needs for childish demonstration, they damned well ought to admit they don't care about what's *really* happening in this country in terms of dissent, and start a night club act like The Fugs, where they can pick their noses in front of the jerks who'll pay to be insulted, and stop paying lip-service to the Cause."

As you can see, Ellison is not an elegant prose stylist, but he is frequently picturesque. He's not readily

quotable here because he scorns euphemisms and plays hob with the libel laws.

It's not very long since one might have said that this book had no particular relevance for Canadians. I don't think anyone could say that at the end of 1970.

I'm not suggesting anyone go out and spend a buck-and-a-quarter on the book just to be gratuitously and flamboyantly insulted by someone who loathes virtually everything about broadcasting.

What I am thinking is that a great many broadcasters express and/or exhibit bewilderment over just what it is that the rational element among dissenters think is wrong with television and what it is they want done about it.

Ellison's book, if it is read thoughtfully and calmly (hopefully more thoughtfully and calmly than it was written), can clear up a lot of that bewilderment. Although both his writing and, to some extent, his thinking are not flawless, a great deal of what he says — and you better believe it, sir — is *true*.

And, if nothing else, there's a potential benefit of self-interest here for broadcasters, most of whom evidently are pretty concerned not only with the way they've lost so much ground with the youth market but also with the way most of their recent efforts to woo it back with specific programming have failed.

Walking the streets these days and nights (while their parents sit at home watching sitcoms), he says, are members of the Television Generation...

"Kids who were born with TV, were babysat by TV, were weaned on TV, dug TV, and finally rejected TV. These kids are also, oddly enough, members of the first Peace Generation in history, members of the Revolution Generation that refuses to accept the possibility that if you don't use Nair on your legs you'll never get laid."

That's the nub of that problem. With its massive, unthinking oversell, the industry, instead of successfully brainwashing the kids, bred a generation that not only could easily identify the commodity but also knew that while it might make the grass grow green, it was no good for people.

While Ellison is given to sweeping generalizations, he also includes a great deal of specific critical analysis of programs, offering considerable insights into the reasons members of dissent generation reject not only TV as it is, not only the phony and cynical attempts to woo them back, but even the genuinely well-meant efforts to meet their demands.

He even *likes* some programs, and there's something to be learned there, too.

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The appointment of T. Morgan Earl as Manager — Creative Services of Spitzer, Mills & Bates Ltd. is announced by William F. Daniel, Senior Vice-President and Director of Creative Services.

Mr. Earl will be responsible for the administration of Creative, Broadcast Production and Print Production departments for both Toronto and Montreal operations. This new position reflects the continuing growth and complexity of activities in the creative area, and of the Agency philosophy of combining a healthy creative atmosphere within the framework of sound business management. Mr. Earl joins SM&B with agency experience that spans seventeen years of both Broadcast Production and account management. Most recently he was an Account Supervisor with a major agency in Montreal.

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