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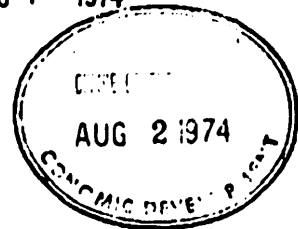
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Presented June 28, 1974  
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GOVERNMENT OF THE NORTHWEST TERRITORIES  
CANADA

Yellowknife, N.W.T.,  
XOE 1H0,

AUG 1 1974

MR. T. ESPIE,  
DIRECTOR,  
DEPARTMENT OF ECONOMIC DEVELOPMENT.



"Recreation North"  
Review of Policy

Enclosed are copies of the report "Recreation North", a summary of the report "Recreation North", and copies of the summary in syllabics, which outlines the main recommendations. This paper outlines some new approaches to recreation that we wish you to consider. The Territorial Council have reviewed the proposals and given our Division the "go ahead" to research these proposals with a view of initiating a new Recreation Policy. We have also sent copies of "Recreation North" to all communities in the Northwest Territories, together with a covering letter, a copy of which is attached for your information.

As you will note in the recommendations on pages 13 and 26, the Territorial Government will be collecting information about existing recreational facilities in each community and, later this year, we will be conducting recreation workshops in certain communities and at the Regional level, to discuss the report and formulate proposals for the direction recreation should take in the various areas.

Many ideas are expressed in this paper and we, therefore, request your study of the documents. Please keep it for future reference, and when the proposed workshops are conducted in the Regions, the attendance and input of yourself and members of your staff would be very much appreciated.

H. J. Mayne,  
A/Chief, Recreation Division,  
Department of  
Local Government.

Enclosures



GOVERNMENT OF THE NORTHWEST TERRITORIES  
CANADA

Yellowknife, N.W.T.,  
XOE 1HO,

Dear Sir/Madame:

We are sending you a copy of the report "Recreation North", as well as a summary of the report outlining the main recommendations. This report outlines some new approaches to recreation that we wish you and your community to consider. The Territorial Council have reviewed the proposals and given our Division the "go ahead" to re-search these proposals with the view of initiating a new Recreation Policy.

As you will note in the recommendations on pages 13 and 26, the Territorial Government will be collecting information about existing recreational facilities in each community and, later this year, we will be conducting recreation workshops in certain communities and at the Regional level, to discuss the report and formulate proposals for the direction recreation should take in the various areas.

Many ideas are expressed in this paper and we would, therefore, appreciate your study of this document. Please discuss it at the next community or recreation meeting and consider what kind of input you would like to make at the up-coming workshops.

Shortly, you will receive a questionnaire, which we hope you will complete as accurately and objectively as possible. This information will aid in the initiating of a better recreation policy for all the people of the North.

Yours truly,

H. J. Mayne,  
A/Chief, Recreation Division,  
Department of  
Local Government.

Enclosures

c.c. All members of the  
Council of the N.W.T.

SUMMARY OF  
RECREATION NORTH  
REPORT  
BY

DAVID FLYNN  
April 30, 1974

## RECREATION NORTH

The North has changed much but will change even more rapidly with the development of northern resources and the possibility of a generous settlement of native land claims. These changes will affect greatly the leisure time activities of northerners.

Recreation specialists define leisure time as time in which we can do whatever we wish, recreation as socially desirable leisure time activities and community recreation as government supported recreation.

### PART I

#### PROBLEMS AND PRINCIPLES

Northern residents need recreation for good mental and physical health, as an alternative to antisocial behavior, and for recognition, especially for people who cannot be employed. To encourage recreational activities to meet individual needs, governments should support the most popular activities (principle of mass participation) and those decided locally (principle of local control).

Many cultures exist in the North and through the development of multicultural activities people become aware and proud of who they are, so that they can better work and play with people of other cultures (principle of multiculturalism). Multiculturalism is as much a part of recreation as sports.

Northern communities are isolated, and travel for intercommunity events is essential (principle of intercommunity travel). Internal development of programs and of pride will take place more quickly with fewer contacts outside the Northwest Territories (principle of external contact).

## PART II

### SUPPORT

I have dealt with types of support for recreation rather than specific activities, because community residents should decide their own activities with the help of specialists in recreation.

#### 1. Organization and Leadership

Workshops in each community and at the Territorial level will help people interested in recreation look at problems and plan activities to deal with those problems.

Political development precedes recreational development and a strong council and committee (recreation or education) is needed for good programming. There are not enough activities in settlements for full time recreation directors and instead, local leaders need support and encouragement from regional field specialists.

There are sufficient activities in the larger municipalities to justify a full-time recreation director. The Territorial Recreation Division must expand its activities into multiculture.

#### 2. Facilities and Land

As communities become larger and more developed they can support a greater variety of facilities. A technique called Guttman Scaling can help determine what facilities are needed. Schools are and must be designed and used for community recreation. Large community centre complexes seem to be impractical but more information is needed.

There is a need for the better use of existing facilities and subsidization of utilities would help.

#### 3. Funds for Recreation Programs

Many funds are available for recreation outside the

Territorial Recreation Division. The Division should cancel the per capita grant and provide additional funds for settlement budgets and intercommunity travel, as well as more financial support for staff and facilities.

#### PRINCIPLES AND RECOMMENDATIONS

1. Mass Participation Principle (3-6)
  - a) Give greater support to recreation activities which involve the most communities and the most people, providing less support to less popular activities
  - b) Support new or experimental activities which may eventually appeal to more people
  
2. Local control principle (6-7)
 

To the greatest extent possible individual and communities should decide for themselves programs of recreation
  
3. Multiculture principle (7-9)
 

Each northern group should be able to retain and participate in its own cultural activities. Multiculture requires as much or more support than sports.
  
4. Intercommunity travel principle (9)
 

Community residents should be able to travel to other communities in their area to compete as equals or to perform their own creative activity. Occasionally there should be Territorial events attended by representatives from all regions.
  
5. External contact principle (10-11)
 

The Northwest Territories should avoid outside contacts in recreation except when northerners can compete as equals or when they can demonstrate unique northern activities.

## RECOMMENDATIONS

1. The Territorial Government should organize, beginning this summer, workshops at community and Territorial level to discuss this report, identify leisure time problems and make plans for recreation. (12-13)
2. Place recreation specialists in four field locations--Frobisher, Rankin, Cambridge and Inuvik, to work with paid and volunteer leaders, committees, boards and councils concerned with leisure time, in settlements and municipalities. (14-16)
3. The Territorial Government should design an apprenticeship training program for northerners to become recreation specialists. (17)
4. The Territorial Government should provide grants for minimum salaries of recreation directors (about \$9,000 per year) to municipalities with a board active for the past six to twelve months, and which has several ongoing activities. Total cost for seven recreation directors \$63,000. (18-19)
5. a) Keep the Recreation Division in the Department of Local Government until a decision is made on whether or not to create a separate department with added responsibilities for museum and library services, historic sites, community radio, arts and crafts and other multicultural programs.  
b) Reorganize the Recreation Division headquarters into a Sports and Multiculture Division with a chief, a sports head and a multicultural head. Staff, Total Cost: \$125,000. (20-22)
6. The Territorial Government should collect information this summer on recreation facilities already in communities, arranging the information in the form of a Guttman (cumulative) Scale to provide guidelines for putting facilities into a community with a given level of development. (23-26)
7. Develop joint use of recreation facilities by the community and the Department of Education. (26-28)



8. Divert some of the capital funds for community centre construction to the following purposes:
  - a) To investigate optimum size and design of buildings to house facilities for a given level of community development.
  - b) To complete, repair and modify existing buildings to permit multiple use.
  - c) Transfer funds to other departments to offset increased design and construction costs for multiple use of recreation facilities, for example to the Department of Education for the construction of schools, or to the Housing Corporation for the construction of multiple housing, making certain that the communities are involved in any new designs or construction. (29-31)
9. To help offset the cost of utilities for community centres (31-32)
  - a) Subsidize community centres where fuel oil costs exceed 35¢ per gallon and electricity exceeds 4.5¢ per kilowatt. Total cost: \$41,000
  - b) Pay 10% of the remaining cost of services. Total cost: \$79,000
  - c) Collect information on actual operating costs and request additional funds from the Federal Government, pointing out the special need for enclosed recreation in the North and the high cost of services.
10. Encourage communities to reserve in the town plan areas for small, equipped, playgrounds in each neighborhood and smaller community, along with parks in larger communities. Whenever possible these should be combined with school playgrounds. (33)
11. Drop the per capita grant for recreation and replace it with other grants to meet normal needs and to encourage special programs. (35)
12. Allow \$50,000 for settlement recreation budgets, approximately \$10,000 for each field location and headquarters, funds to be estimated by settlement councils for items such as recreation leadership, materials and travel. (36)

13. a) Issue grants to N.W.T. Associations on the basis of \$200 per active community participating in intercommunity events and \$1 per member of an affiliated association. Total costs: sports and multicultural associations: \$72,000
- b) Provide funds for two executive directors to organize and encourage activities, each director to be responsible for 2 or 3 Sports and/or Multiculture N.W.T. Associations. Total cost: \$35,000. (36-41)
14. a) Seek federal support for the Arctic Winter Games
- b) Send the winners of N.W.T. Association playoffs to the Arctic Winter Games.
- c) Keep a Territorial Government representative on the Arctic Winter Games Board and continue to emphasize a northern flavor. As much as possible let the associations and their executive directors handle administrative details for the N.W.T. unit of the Arctic Winter Games. (41-42)
15. End wide-scale participation in southern events like the Canada Summer and Winter Games. Direct federal funds for such events to selected associations who are at a high enough level to compete. (42)
16. Award ten bursaries of \$500 each, divided between sports and multicultural, to outstanding performers recommended by N.W.T. Associations. In return the recipient will hold workshops or clinics in the N.W.T. Total cost: \$5,000. (43)
17. Encourage the development of groups to demonstrate N.W.T. multicultural in the South. (43)
18. Obtain and distribute to recreation specialists, information on funds and information available elsewhere in the Territorial Government, form rovincial and Federal Governments and from private sources. (44-47)

PROPOSED OPERATION AND MAINTAINANCE BUDGET  
FOR RECREATION DIVISION

staff salaries, benefits and travel	\$125,000
recreation directors' grants	63,000
utilities grants	120,000
settlement budgets	50,000
N.W.T. Associations' grants (including two executive directors)	107,000
recreation bursaries	<u>5,000</u>
Total:	470,000
1974-5 budget:	284,000
Increase:	188,000

RECREATION NORTH

BY

DAVID FLYNN

April 30, 1974

## Preface

Needless to say I am not an expert on recreation although I have listened to and read books by people who are. Since I am not an expert I will not discuss specific recreation activities. Instead I will propose different or additional approaches to recreation: more support for activities everyone can enjoy, increased emphasis on multiculturalure, support for inter-community events, less emphasis on activities outside the N.W.T. and a more efficient use of staff, facilities and funds.

The Director of the Department of Local Government requested this report for presentation to Territorial Council in June. It is a first phase and makes general recommendations about principles and types of support. The Department of Local Governnnet will arrange for the second phase of the study this summer. This will involve community and territorial workshops to discuss this report, which will not become official before discussion at such workshops. As well, the Department will prepare an inventory of existing recreation facilities and determine the need for modified or additional ones.

My recommendations are based upon observation, and interviews with recreation leaders, lay and professional, and with concerned northern residents. Many of the people I interviewed in February also commented in April on the first draft of the report and I appreciate very much their help. Nevertheless I am responsible for any errors or weaknesses in the final result.

I have divided the report into two parts. In part I, I consider some general problems in the Northwest Territories and from these problems develop five principles to help guide support for recreation, discussed in part II.

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PART I  
PROBLEMS AND PRINCIPLES

1. RECREATION NORTH

1.1 Introduction

Recreation was once seen as an alternative to work; now it is seen as a meaningful activity in itself. I believe this shift has great significance in the North where jobs may not be available and where, eventually, jobs may not be necessary. Some economists compare the Northwest Territories to a Middle East oil kingdom. There are relatively few people, and a wealth of resources, especially oil and gas, which require little labor to exploit. If the native land settlement is generous, then two-thirds of the northern residents will have an income whether they work or not.

Over the past twenty five years northerners have seen a lot of changes happen quickly. Yet, with a growing shortage of natural resources in the world, the North may develop even more quickly. During such periods of rapid change people turn to various leisure time activities for security. These can be desirable, like cultural or sporting events, or activities harmful to individuals and society, like violence and alcohol abuse.

With rapid development will come more southerners to the N.W.T. If, at the same time native residents have more money and power, then conflict between culture groups may increase. Through recreation people can learn to live together and through cultural recreation develop pride and a willingness to accept other cultures.

In the long run economic development should give people other choices besides earning a living. Already people in the N.W.T. can choose a free education to university graduation. With development, people will have different jobs to choose from. It may even



be easier to choose a traditional life of hunting and trapping. As one senior official pointed out, the studies for the pipelines have revealed much information on the distribution of wildlife. Finally, some people can make a vocation out of activities normally avocations. There will be room for full time sports coaches, for singers and dancers, for artists, for recreation specialists.

Regardless of how life styles change, development will provide more money for leisure time activities. Thus it is an appropriate time for the Territorial Government to prepare an approach to recreation north.

I will begin with some definitions used in the recreation field.

### 1.2 Definitions

Not all leisure time activities are considered by society to be desirable recreation, and not all recreation is supported by the community or government.

a) Leisure time is time in which we can do more or less whatever we want whether or not other people approve.

b) Recreation is the use of our leisure time in ways which are approved by most other people in society. Such approval changes. Apparently at one time prostitution was approved in Yellowknife. Today gambling in some forms is not acceptable but bingo and lotteries are, especially if for a good purpose.

c) Community recreation refers to recreation programs which are supported by government. In order to get that support the program must solve some problem. Since this paper deals with government supported recreation I will begin with a look at some of the problems people think recreation will solve. From these I will develop some principles for the support of northern recreation.

## 2. PROBLEMS OF THE INDIVIDUAL

### 2.1 Unhappy, Unhealthy People

Physical fitness and physical recreation are closely connected. The connection between mental health and recreation is less obvious. One sign of mental illness may be a withdrawal from voluntary activities, and it seems probable that most people who participate in some recreational activities are happier. Many organized activities, especially sports or athletics, demand discipline and an education official noted that insecure people want discipline.

People seem to need, as well, the stimulation of new and exciting experiences. Some find this in stamp collecting, others in snowmobile racing.

### 2.2 Antisocial Behavior

A second problem, closely related, is the things some people do which hurt or bother other people. It is not certain whether people do bad things because they have no recreation to do, or whether badly behaving people do not participate in recreation. Experts and most people I talked to, seem to agree that if recreational programs are available, fewer people will drink to excess, sniff glue or wander the streets.

One reason is that people can satisfy the same needs through bad behavior or through recreation. For example boxing is ok; fighting is not. Secondly, people who feel left out may rebel and hurt other people. In one community a recreation leader organized sport for older teen aged boys who had been annoying other residents. As they took part in this community activity they caused less trouble.

### 2.3 Lack of Jobs and Recognition

Several people thought that a lack of jobs might lead to anti-social behavior because our society expects people to work, and criticizes those who do not. Recreation can provide jobs

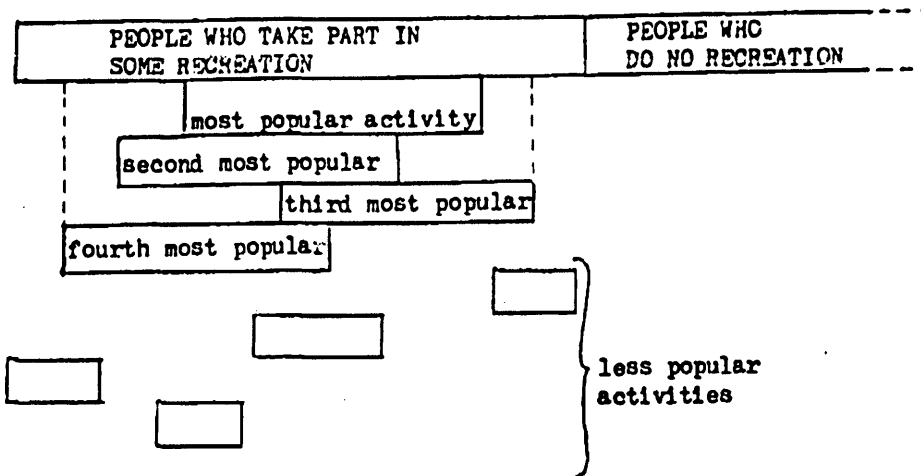
directly--singers and fishing guides are two examples. Many people however--the young, the old, the disabled--cannot work for a living. They, along with those who are unable to get a job, still wish to be recognized. They may be able to find recognition through some recreational activity. The satisfaction is increased when someone else admires your work or even offers to buy it.

Recreation may provide recognition, even for those who do work. I suspect the hockey player who works in a mine in Yellowknife feels most recognized when playing hockey.

#### 2.4 Principle of Mass Participation

In the discussion above I have referred to various needs, like the need for good physical and mental health, for adventure, for something to do, for recognition. Everyone has such needs and recreation can satisfy them to a certain extent. This means that there should be available to everyone some form of recreation which satisfies his needs. Since people have a variety of interests and skills, communities must provide a variety of recreation activities. Money is not unlimited, however, and communities have to choose which activities they will support.

One of the principles often quoted by recreation professionals is that of mass participation. This does not mean that everyone must participate in all or even any community recreation. Mass participation means that everyone--no matter what age, sex, ethnic origin or physical condition--has some choice of recreation. The community cannot support all recreation but it can support enough of the most popular activities so that everyone has some choice. Less popular activities receive less support from the community. The diagram below shows why the most popular activities give most people a choice.



The less popular activities appeal to few people not already reached by the most popular ones.

Some people argue against giving more support to popular activities. It means the rich get richer since popular activities can raise a lot of their own money. The same argument can be used for the supply of water, since everyone has to have it. Because everyone uses and needs water, governments make sure it is available at a reasonable price.

Secondly, some people argue that the arts will never be popular yet they are essential to society. Later I will present a principle for giving support for multicultural activities because they lead to pride and expanded awareness. But if by the arts, people mean activities like a symphony performance of classical music, then I would argue these satisfy the needs of southern elites but not most people in the North. To support such activities would indeed be supporting the rich. I am confident that people wanting such artistic activity will always have enough funds and influence to arrange for them. Government should emphasize support for activities permitting maximum participation.

There is a place, however, for new, experimental activities,

which spring up suddenly in a community because someone moves in with new ideas. In fact, recreation specialists should introduce new ideas. So the principle of mass participation must be modified to allow some support for activities which may eventually appeal to many people.

#### MASS PARTICIPATION PRINCIPLE

- a) GIVE GREATER SUPPORT TO RECREATION ACTIVITIES WHICH INVOLVE THE MOST COMMUNITIES AND THE MOST PEOPLE, PROVIDING LESS SUPPORT TO LESS POPULAR ACTIVITIES
- b) SUPPORT NEW OR EXPERIMENTAL ACTIVITIES WHICH MAY EVENTUALLY APPEAL TO MORE PEOPLE

#### 2.5 Principle of Local Control

Many individual problems in the North come from a feeling by people that they have no control over what happens to them. No one can design a program suitable for every place or everyone. Each community must decide upon its own particular needs. Government's role is to support as much as possible those decisions.

The Territorial Government has used a "developmental approach" in many of its programs, including recreation, so I am simply repeating a principle already part of official policy.

LOCAL CONTROL PRINCIPLE

TO THE GREATEST EXTENT POSSIBLE INDIVIDUALS AND COMMUNITIES SHOULD DECIDE FOR THEMSELVES PROGRAMS OF RECREATION.

## 3. PROBLEMS OF DIVERSITY

## 3.1 Lack of Unity; Lack of Pride

Many people believe that a serious problem in the N.W.T. is the divisions between people: geographically between east and west, arctic and subarctic; culturally between the diverse native and non-native groups, and economically between the subsidized and non-subsidized.

A significant part of each person is the culture in which he grew up, and recognition of that culture is necessary for self-pride. Furthermore two thirds of the population is native. In most small communities the proportion is much higher. When the land settlement is complete native people may have economic as well as numerical superiority.

I think the North will remain multicultural (a term I borrowed from Ontario) for a long time and what will unite it is a unique northern culture greatly influenced by native customs. This Northern culture will develop mainly through leisure time activities. Many activities, especially those which are cultural, can strengthen pride in who you are so that you are more willing and more able to meet with people from different groups. Secondly, people often can participate together in a recreation activity regardless of what group they belong to. Intercommunity activities discussed in the next section, can bring together people from throughout the North.

### 3.2 Sports and Multiculture

Recreation has become identified with organized sports, yet everyone I spoke to agreed that there should be more emphasis on programs other than competitive sports. The key difference between the two sets of activities seems to be the following:

a) Sports refers to games, that is there is a set of rules and there are winners and losers. Competitive sports develop pride but it is the pride which makes one person, or one group better than another when performing the same activity.

b) Multicultural activities make people proud because they are doing something unique, something which makes them aware of who they are. These activities emphasize creativity and originality more than competition. They are artistic, often beautiful. Multiculture is not just native culture. It includes as well the creative expression of southerners--their musical, dramatic and artistic forms--along with the culture of all northern groups.

It is not easy to classify every activity as either sports or multiculture. For example the Olympic Games originally were a cultural event although they have now become very competitive. It is possible to have art or drama competitions. Many sports, like cross country skiing, can be done for relaxation as well as competition, and some people believe that in the North cross country skiing has become a source of native cultural pride. Still, most people would see a difference between sports and multiculture.

### 3.3 Principle of Multiculture

I have defined recreation as any desirable leisure time activity and in that sense recreation includes both sports and multiculture. Perhaps because sports are so competitive they seem to have more than their fair share of support. To compensate for such overemphasis on sports, I believe a multiculture principle is needed to develop recreation in its broadest sense.

MULTICULTURE PRINCIPLE

EACH NORTHERN GROUP SHOULD BE ABLE TO RETAIN AND PARTICIPATE IN ITS OWN CULTURAL ACTIVITIES, MULTICULTURE REQUIRES AS MUCH OR MORE SUPPORT THAN SPORTS.

## 4. PROBLEMS OF COMMUNITY TRAVEL

## 4.1 Difficulty of Travel

One reason for a lack of unity in the North is because travel between most communities is so difficult. People want to visit other places and often choose a particular recreation activity because it offers a chance to travel. Most travel money goes for organized sports but there are a few intercommunity events which are multicultural. For example, the Northern Games is more cultural than competitive. This year two cultural festivals took place in the eastern arctic enabling singers and other performers to travel and meet people from other places.

## 4.2 Principle of Intercommunity Travel

Intercommunity travel can lead to increased pride in the participant's own community if the community competes with communities of the same ability or if each community demonstrates its own unique creative activity. This means the emphasis should be on travel to similar sized communities in the same area, but there is need for some territory wide events where all regions are represented.

INTERCOMMUNITY TRAVEL PRINCIPLE

COMMUNITY RESIDENTS SHOULD BE ABLE TO TRAVEL TO OTHER COMMUNITIES IN THEIR AREA TO COMPETE AS EQUALS OR TO



PERFORM THEIR OWN CREATIVE ACTIVITY. OCCASIONALLY  
THERE SHOULD BE TERRITORIAL EVENTS ATTENDED BY  
REPRESENTATIVES FROM ALL REGIONS.

## 5. PROBLEMS OF DEPENDENCY

### 5.1 Northern Dependency

Many people claim the North is like a colony dependent upon southern Canada. As in a colony, the North sends its raw materials out in return for manufactured products and grants. One of the characteristics of economic dependency elsewhere in the world is the social dependency that goes with it. Social dependency makes northerners suspicious of outsiders. ("How long have you been in the North?" is a common greeting between strangers.) At the same time northerners admire the southern style of life and mimic it. What makes dependency so dangerous is that dependent people are exploited yet admire and want the approval of those who exploit them.

### 5.2 Principle of External Contact

Studies show that regions which are dependent do not develop very far--neither economically nor culturally. On the other hand, regions which isolate themselves as much as possible develop more. When N.W.T. competitors go south most return ashamed of their poor performance. As in the case of intercommunity travel, northerners should attend outside events only where they can compete as equals or where they can demonstrate a uniquely northern activity. Under this principle some support can be given to outstanding performers.

EXTERNAL CONTACT PRINCIPLE

THE NORTHWEST TERRITORIES SHOULD AVOID OUTSIDE CONTACTS IN RECREATION EXCEPT WHEN NORTHERNERS CAN COMPETE AS EQUALS OR WHEN THEY CAN DEMONSTRATE UNIQUE NORTHERN ACTIVITIES.

6. CONCLUSION

I have developed five principles for a northern recreation program, principles of 1) mass participation 2) local control 3) multicultural 4) intercommunity travel and 5) external contact. In part II I will discuss support for recreation based upon these principles and make specific recommendations for action by the Territorial Government.

## PART II

## SUPPORT

There are thousands of recreation activities and one job of a recreation specialist is to suggest new activities. According to the principle of local control, however, community residents must decide for themselves their own recreation program. Since I am neither a recreation specialist nor a community resident I will not discuss specific activities. Instead I will suggest approaches for supporting recreation in the North.

Support can take three basic forms (1) organization and leadership (2) facilities and land (3) funds.

## 1. ORGANIZATION AND LEADERSHIP

## 1.1 Developmental Workshops

In part I, I discussed how recreation might solve various problems of individuals and communities. Now, not everyone would put the same emphasis on each of these problems, and some would suggest other problems for recreation. Because communities and people differ, situations and problems differ. I will not recommend yet another survey to "find out what the people want". (What they want in some communities is no more surveys.) Besides, no matter how well intentioned, the idea of a survey is unrealistic. The survey approach says: lets find out what everyone wants, then design a program to meet all their needs from now until the next survey.

A better approach, based upon the principle of local control, is what has been called a developmental approach. Each person responsible for planning finds out from the people with

whom he works what they consider their most urgent problems. He has many alternatives available and knows the limitations of resources as he plans programs with the community. He realizes that planning does not end with the preparation of a report, a program or the building of a community centre.

We found a few years ago that the Projects on the Use of the Developmental Approach (PUDA Sessions) were an effective way for people to look at problems and plan programs. I believe there is a need for such workshops at the local level and at the territorial level. In communities, workshops would be for anyone interested in recreation, especially councillors and recreation committee members, education officials and local recreation leaders. The purpose of the first workshops would be to consider this report, to define local leisure time problems and to plan a community recreation program.

Just as regional settlement council meetings evolved from settlement councils, so regional recreation workshops may grow out of strong settlement recreation committees. At this time, however, recreation problems can be (and are) discussed at the regular regional meetings of settlement councillors so that there is little need for separate regional workshops.

At the territorial level workshops are needed for municipal recreation directors and territorial recreation specialists. Again they may wish to discuss this report, look at territorial-wide problems and help plan territorial-wide approaches to recreation.

RECOMMENDATION: THE TERRITORIAL GOVERNMENT SHOULD ORGANIZE, BEGINNING THIS SUMMER, WORKSHOPS AT COMMUNITY AND TERRITORIAL LEVEL TO DISCUSS THIS REPORT, IDENTIFY LEISURE TIME PROBLEMS AND MAKE PLANS FOR RECREATION.

Many people working in the area of social programs have replaced the word "leader" with words like facilitator, helper or advisor. Recreation specialists still talk about leadership, however. In part this is because games and sports have rules and require organization and direction. As well, leisure time is time we can do whatever we choose and although recreation is good for us we sometimes need someone to organize it for us. Top participants in an activity do not necessarily make the best leaders. Furthermore, as one person told me, even the Y's in Sounthern Canada have agreed that you cannot find enough volunteer leaders. Recreation leaders expect to be paid, especially in the North where jobs are scarce. Yet leaders are not enough. Some ongoing organization is needed at each level. In this section I will discuss organization and leadership at the settlement and field level, in the larger towns and in Territorial headquarters.

#### 1.2 Settlement and Field Level

Some settlements have organized activity every night. In one settlement, for example, the hall and school are busy with crafts, games, training courses, clubs and there is even a local radio station to keep everyone up to date on what is happening. There are other settlements where a full time recreation director was unable to get a program started and finally quit.

I asked field people to explain the difference and most agreed that recreational development went along with political development, and that the most active settlements were those which had a strong committee concerned with leisure time activities. The committee might be responsible for recreation, community education or continuing education or be the council itself.

Some communities may have a dynamic person willing to organize activities for the committee--in one community the chairman did this himself. The Territorial Government and other agencies

should try to send into smaller communities staff who are willing and able to help organize recreation.

Unfortunately these few good leaders are in great demand for all sorts of activities and if such people are expected to organize leisure time activity, also, they will have no leisure time for themselves and under stress may quit. Yet I do not believe there is enough to do in a smaller community to justify a full time recreation director.

In some communities the adult educator helps organize activities and since a similar approach is used for recreation and adult education, this works out very well. Another possibility is to hire a part time recreation director. This seem to work for librarians but librarians are often people who do not need the income of a full time job. I was told that part time recreation directors who have had to hold another job eventually quit to take a full time job.

It was once thought that students could provide leadership during the summer but almost everyone was critical of students from the South. There was little community consultation and students became discouraged and accomplished little. A better plan is to train northern students recommended by the settlement committee and sent back for a specific program like playground supervisor.

For the rest of the year some funds should be available to pay leaders of specific activities. Along with funds such leaders need workshops and training clinics.

I believe there is enough of a need for recreation to justify a full time specialist in four regional locations. The exact locations depend somewhat upon the location of other Territorial field staff but I would suggest Frobisher, Rankin, Cambridge Bay and Inuvik. Headquarters staff could work with Southern Mackenzie communities since many of them are municipalities and even the settlements are better organized. Recreation specialists must work

out of field locations because so many leisure time activities depend upon the culture and environment of a particular region. Although there is a need for N.W.T. wide interchange of people, the games and the cultural activities differ from region to region. Recreation specialists need to maintain personal contacts and this is more effective within the region.

RECOMMENDATION: PLACE RECREATION SPECIALISTS IN FOUR FIELD LOCATIONS--FROBISHER, RANKIN, CAMBRIDGE AND INUVIK, TO WORK WITH PAID AND VOLUNTEER LEADERS, COMMITTEES, BOARDS AND COUNCILS CONCERNED WITH LEISURE TIME, IN SETTLEMENTS AND MUNICIPALITIES. SUGGESTED DUTIES ARE TO:

- 1) BE THE RECREATION DIRECTOR FOR SETTLEMENTS AND MUNICIPALITIES WITHOUT ONE OF THEIR OWN.
- 2) START NEW OR WORK WITH EXISTING COMMITTEES
- 3) HELP FIND PEOPLE IN A COMMUNITY INTERESTED IN AN ACTIVITY
- 4) LOCATE LEADERS AND HELP ORGANIZE TIME AND PLACE FOR PROGRAMS
- 5) ARRANGE WORKSHOPS AND LOCATE INSTRUCTORS.
- 6) HELP LOCATE SOURCES OF MONEY AND ASSIST IN MAKING OUT APPLICATIONS.
- 7) HELP ORGANIZE INTERCOMMUNITY CULTURAL/SPORTS EVENTS
- 8) POSSIBLY BECOME THE FIELD REPRESENTATIVE FOR N.W.T. ASSOCIATIONS IF THERE IS INTEREST IN THESE ACTIVITIES
- 9) HELP ARRANGE ARCTIC WINTER GAMES' PLAYOFFS

### 1.3 Municipal Level

Most people agree that there are enough facilities and activities in the larger municipalities to justify a full time recreation director. When a recreation director is lost and not replaced programs and use of facilities decrease.

At the moment, only four communities have recreation directors. Several of the larger towns decided not to replace their director when he resigned, partly because the Territorial Government no longer gives a grant to offset 75% of their salary. I believe the grant should be reintroduced for a fixed minimum amount, say \$9,000 per year, (not a percentage) so that smaller municipalities with less revenue can still hire directors while larger ones can pay more for a more qualified specialist. Possibly seven may hire directors if the grant is reintroduced.

Because recreation in the broadest sense includes multiculture, recreation directors should come from the North. The Territorial Government should organize a system for recruiting and training recreation specialists. There is enough need for such specialists to justify a recreation specialist's course. Periods of study could alternate with apprenticeship under recreation directors in municipalities. Following certification, graduates would work in smaller municipalities, working their way up to the larger towns, eventually to become regional specialists.

RECOMMENDATION: THE TERRITORIAL GOVERNMENT SHOULD DESIGN AN APPRENTICESHIP TRAINING PROGRAM FOR NORTHERNERS TO BECOME RECREATION SPECIALISTS.



Some recreation specialists find it difficult to work with a recreation board or the municipal council. The director must work with boards and councils representing the community or he will have to leave. In fact, I suspect some towns are reluctant to hire another director because of the problems they have had with a previous director.

I said earlier that recreational development follows political development and this is just as true in municipalities. The difference is, the council may be developed but will not have enough time to deal in detail with recreational activities. Instead there needs to be a strong board, active for some time-- six months to a year--who can plan for recreation. Again, because of the variety and number of activities part time leaders are not enough and a full time recreation director is essential.

Some towns may have both a recreation committee and a recreation board. The committee prepares long term plans and policy for council's approval including recommendations for board appointments. For example, the committee may plan the building of an arena, working out details on site location and financing. The recreation board is more concerned with the operation of existing facilities and plans for current activities, although it may recommend to the council committee the need for new buildings. The recreation director is appointed by the council but he works for the board, although he may help provide information for the council. He is concerned with the day to day operation of programs and facilities, and recreation staff work for him. He must meet regularly with the board so that he knows what their operating policies are.

Most boards are appointed to represent certain sectors like education and sports. Recreation directors come and go, each with a slightly different approach, but the board gives continuity to community recreation and through its close relationship with the elected council committee on recreation, ensures that

communities get the kind of activities they want and need.

RECOMMENDATION: THE TERRITORIAL GOVERNMENT SHOULD PROVIDE GRANTS FOR MINIMUM SALARIES OF RECREATION DIRECTORS (ABOUT \$9,000 PER YEAR) TO MUNICIPALITIES WITH A BOARD ACTIVE FOR THE PAST SIX TO TWELVE MONTHS, AND WHICH HAS SEVERAL ONGOING ACTIVITIES. DUTIES WOULD INCLUDE THE FOLLOWING:

- a) TO WORK WITH THE RECREATION BOARD TO DEVELOP PROGRAMS BASED UPON THE INTERESTS AND NEEDS OF RESIDENTS WHICH ARE NOT BEING MET BY EXISTING ORGANIZATIONS.
- b) TO BE RESPONSIBLE FOR MAINTENANCE OF MUNICIPAL RECREATION BUILDINGS AND FACILITIES. HE MAY HAVE SOME FULL TIME STAFF DOING MAINTENANCE, CLEAN UP AND SUPERVISION BUT OFTEN HE WILL USE OTHER MUNICIPAL EMPLOYEES OR PART TIME PEOPLE.
- c) TO HELP RAISE MONEY FOR ACTIVITIES. FOR EXAMPLE IN ONE MUNICIPALITY WITH A QUARTER OF A MILLION DOLLAR RECREATION BUDGET, 10% COMES FROM THE TERRITORIAL GOVERNMENT AND THE REST IS RAISED LOCALLY
- d) HELP PREPARE LONG RANGE PLANS FOR RECREATION, ESPECIALLY FOR LAND USE, THE CONSTRUCTION OF BUILDINGS, PLANNED PROGRAMS AND ACTIVITIES.
- e) COOPERATE AND HELP WITH REGIONAL OR N.W.T. ACTIVITIES LIKE N.W.T. ASSOCIATIONS, PLAYOFFS, INTERCOMMUNITY EVENTS, WORKSHOPS, CLINICS
- f) ADVISE THE TERRITORIAL GOVERNMENT ON SUCH ACTIVITIES AS ARCTIC WINTER GAMES AT ANNUAL RECREATION MEETINGS.

TOTAL COST FOR SEVEN RECREATION DIRECTORS \$63,000

#### 1.4 Territorial Government Headquarters

The first director of recreation in the N.W.T. (one of the first Territorial employees) emphasized community recreation. The second put additional emphasis on Territorial activities and associations as well as links with southern recreation. Most people I spoke to agree that the new Chief of Recreation should reemphasize mass participation, local control and other leisure time activities.

The recreation division consists now of a chief and three specialists at headquarters and one field worker in the Baffin Region, a total of 5 positions. A proposed reorganization consisting of seven people is shown on the next page. In order to emphasize both sides of recreation, I am suggesting the new name "Sports and Multiculture" division.

I was asked to consider the best location within the government for the division.

The Department of Local Government specializes in a developmental approach to increase participation and local control, and the Recreation Division must work towards both goals. Recreation boards and committees are creatures of the local councils so there is an obvious relationship to local government.

The Department of Education through its adult education program is heavily into leisure time activities. In addition schools have recreation space. Education intends to become less oriented to the classroom teaching of children but this will always be its prime objective and this may weaken its non-academic adult programs.

The Department of Economic Development has an arts and crafts program which includes non-economic features, along with programs in outdoor recreation, but, again, its main goals are work, not leisure, oriented.

The Department of Social Development by name and objective is concerned with the personal well being of people, an objective close to that of community recreation. Unfortunately, the Department's

TABLE A  
PROPOSED REORGANIZATION  
SPORTS AND MULTICULTURE  
DIVISION

CHIEF (1)

(Liaison with Arctic Winter Games, Territorial  
Associations, Provincial and Federal Organizations)

SPORTS (1)

Sports, Athletics, Games  
& Outdoor Recreation

MULTICULTURE (1)

Artistic and  
Cultural Activities

RECREATION SPECIALISTS (4)

Frobisher, Rankin, Inuvik, Cambridge

RECREATION DIRECTORS (7-14)

Large Municipalities

major programs of social assistance, corrections, alcohol and child welfare, are identified with the misfortunes of people. One person suggested to me that a leisure time program would make Social Development's activities more positive. Already in one region several recreation programs are financed partially through the alcohol education program. In several provinces the recreation branch is in the department also responsible for social welfare. The problem remains; some people might avoid recreation programs if they were too closely tied to such programs as social assistance.

One Territorial Councillor has suggested a separate department responsible for recreation and culture. The Territorial Government may add to this division, eventually, responsibility for library services, museum services, community radio and historic sites. Both library and museum services are systems of activities, involving their own trained staff, institutions and materials, and probably should be a separate program within a department. The Territorial Government Executive is doing a study now on the possibility of a separate department for all recreational activities.

RECOMMENDATION:

- a) KEEP THE RECREATION DIVISION IN THE DEPARTMENT OF LOCAL GOVERNMENT UNTIL A DECISION IS MADE ON WHETHER OR NOT TO CREATE A SEPARATE DEPARTMENT WITH ADDED RESPONSIBILITIES FOR MUSEUM AND LIBRARY SERVICES, HISTORIC SITES, COMMUNITY RADIO , ARTS AND CRAFTS AND OTHER MULTICULTURE PROGRAMS
- b) REORGANIZE THE RECREATION DIVISION HEADQUARTERS INTO A SPORTS AND MULTICULTURE DIVISION WITH A CHIEF, A SPORTS HEAD AND A MULTICULTURAL HEAD.

## THE DIVISION WOULD:

- 1) WORK CLOSELY WITH TERRITORIAL WIDE ASSOCIATIONS, INCLUDING THOSE CONCERNED WITH ART, CULTURE AND SPORTS, THE N.W.T. YOUTH COUNCIL AND THE ARCTIC WINTER GAMES
- 11) SUPPORT MUNICIPAL AND FIELD SPECIALISTS, ASSIST RECREATION IN COMMITTEES OR COUNCILS IN SOUTHERN MACKENZIE SETTLEMENTS
- 111) IN MUNICIPALITIES WITHOUT RECREATION DIRECTORS HELP COUNCILS SET UP RECREATION BOARDS AND HIRE DIRECTORS
- 1v) ARRANGE FOR AT LEAST ONE MEETING A YEAR TO BRING TOGETHER RECREATION DIRECTORS AND REGIONAL SPECIALISTS
- v) HELP LOCATE SOURCES OF FUNDS AND EXPERTISE OUTSIDE THE GOVERNMENT AND PASS SUCH INFORMATION FROM ONE COMMUNITY TO ANOTHER

SALARIES AND BENEFITS FOR THREE HEADQUARTERS AND FOUR FIELD SPECIALISTS, TRAVEL AND A CLERK IN HEADQUARTERS  
 TOTAL COST: \$125,000

## 2. FACILITIES AND LAND

## 2.1 Facilities

a) Guttman Scale Many recreation activities in the North require heated and covered space. Sometimes this means space to talk to and meet other people. Without such space people are forced to hang around stores and hotel lobbies.

A community centre also has symbolic value. For the mayor or administrator it is a tangible sign that he has "done something for the community". For the government it means one

program has produced something that will last for awhile. For everyone in the community it is a place to show visitors, a symbol of the whole community.

So for one reason or another communities will have centres. What should go into them? On the next page I have listed facilities for community recreation. I have not listed buildings like a fire hall because I will argue later against putting all community buildings under one roof. The buildings are arranged in the form of a Guttman Cumulative Scale. This means that if a community has the buildings in item number 4 it also has the buildings numbered 1 to 3. Some communities may have "errors". According to the theory this means they will be missing some buildings they should have or they will have extra buildings for which they are not ready and which will be unused. The Guttman Scale of facilities is tentative since I do not have a list of recreation buildings in each community. The survey this summer should provide such a list.

Of course we are really interested in activities, not facilities--an unused library is meaningless. But programs change more quickly than buildings as people move in and out, and so occur at random in communities and would not form a Guttman Scale. The decision to provide space for another facility is a more expensive decision than a decision to start another activity and so requires some guidelines like the Guttman Scale. Because facilities are so expensive communities must develop to a certain level before they can support a new building and this, in fact, is the theory behind a Guttman Scale. Here I have used population size because the level of community development is related to population size but a smaller community may be able to support more facilities if it is more developed.

I will not discuss specific facilities since this gets into programming but I will point out (as several people I spoke

TABLE B

Recreational Facility	<u>Size of Community</u>						
	over 15,000	5,000- 15,000	2,000- 5,000	700- 2,000	150- 700	60- 150	less than 60
1. private homes	x	x	x	x	x	x	x
2. school	x	x	x	x	x	x	
3. community hall (movable chairs multipurpose)	x	x	x	x	x		
4. a) curling rink							
b) radio station							
c) library							
d) gymnasium	x	x	x	x			
e) adult education centre							
f) meeting rooms							
5. a) skating rink							
b) museum-nature centre	x	x	x				
c) youth centre							
6. a) swimming pool							
b) day care centre							
c) friendship centre	x	x					
e) bowling alley							
f) community T.V.							
7. a) lunch counter							
b) workout room	x						
c) auditorium (fixed chairs)							

Guttman Scale showing Recreational Facilities Arranged  
by Size of Community



to did) that friendship centres provide several services. They support multiculture activities and are a place where newcomers to the town can meet and get help. Several agencies including the Secretary of State, the Department of Manpower, the Territorial Department of Education and the Employment Division are willing to support activities in Friendship Centres.

RECOMMENDATION: THE TERRITORIAL GOVERNMENT SHOULD COLLECT INFORMATION THIS SUMMER ON RECREATION FACILITIES ALREADY IN COMMUNITIES, ARRANGING THE INFORMATION IN THE FORM OF A GUTTMAN (CUMULATIVE) SCALE TO PROVIDE GUIDELINES FOR PUTTING FACILITIES INTO A COMMUNITY WITH A GIVEN LEVEL OF DEVELOPMENT.

b) Schools Every evening and most weekends hundreds of square feet in every community sit unused, yet the buildings are there to serve the people. I refer to government offices. Of course no one expects administrators to open their offices for recreation but many people criticize the school principal for not allowing the community to use the school. To be fair, the main argument is over the use of the gymnasium, which the Department of Education financially justified partly for community use. Often, however, gymnasias are not open for public use and one senior government official seriously suggested that the Government should convert them to classrooms and use the money saved to construct a separate recreation centre controlled by the community and used by the school on request.

The problem is not unique to the North. Rodney in his book on the Administration of Public Recreation has a complete chapter on "The Schools and Public Recreation" as well as an appendix of several different "Agreements for Cooperation between School and Recreation Authorities".

What are the Problems? In the good old days in the North when schools were first built they were community centres and teachers in one of their many roles helped organize all sorts of activities each evening. As administrators take over responsibilities, the Department of Education puts greater emphasis on children's education. Principals are evaluated not by the community but by superintendents who, some principals believe, look for external things like happy teachers, evidence of artwork on the walls and clean gym floors. None of these are aided by community residents doing as they like in the school.

Most school recreation rooms are not designed for separate community use. There should be separate entrances, fire doors, and washrooms to avoid the situation in one community where the principal very reluctantly allowed the use of the gymnasium for an intercommunity event--after locking all the washrooms.

The principal is held responsible for his school and he often feels obligated to have a teacher or himself supervise community activities in the school. Under such circumstances he may limit use. The principal may have to arrange for extra janitorial time to get the school cleaned up for school next day.

In fact many, perhaps most schools are open to the community in one way or another. The Department of Education believes in community education and I was very impressed with one such program in the Hay River District.

The Hay River Assistant Superintendent, who has worked with similar programs in southern Indian communities, pushes community education with enthusiasm. He believes you cannot

divide up a person into an education part, a job training part, leisure time part and a community part, and since education in the broadest sense touches all of these areas, the school should be a natural focus for many community activities.

He makes it work. In one community adults coming to the adult education centre brought not only preschool children but also dropouts. Now adults and children study and play together. In another community residents were at first inhibited about using the school. Now the community both uses and partially controls the use of the school through a "community education council", although the principal remains chairman.

The Assistant Superintendent works closely with the head of libraries in Hay River and in one community, for example, the community library will go into the open area part of the school. In Hay River itself the schools are used frequently by various groups. Education sponsors a "Lyceum" of visiting speakers.

This did not happen easily. Some teachers resigned; some have written letters to newspapers complaining about misuse of the school, but it shows community use of the school is possible.

I believe it makes sense to combine the use of playgrounds, gymnasias and other recreation facilities and I believe joint use increases as residents and teachers come to work together on similar problems.

RECOMMENDATION:

DEVELOP JOINT USE OF RECREATION FACILITIES BY THE COMMUNITY AND THE DEPARTMENT OF EDUCATION IN THE FOLLOWING WAYS.

- a) PERSUADE EDUCATION STAFF THAT EDUCATION TAKES PLACE IN VARIOUS WAYS AND VARIOUS PLACES,

PLAYING AND STUDYING TOGETHER IN THE CLASSROOM AND RECREATION ACTIVITIES.

- b) PERSUADE COMMUNITY RESIDENTS THAT SOME RULES AND SUPERVISION ARE NECESSARY IF THE SCHOOL IS TO BE USED FOR SEVERAL PURPOSES.
- c) ENSURE REPRESENTATION OF EDUCATION STAFF ON RECREATION COMMITTEES OR BOARDS AND COUNCIL REPRESENTATIVES ON EDUCATION COMMITTEES. ENCOURAGE COMMUNITIES TO DEVELOP A BROAD SET OF GUIDELINES FOR FACILITY USE.
- d) ORGANIZED GROUPS ARE MORE APT TO GET USE OF A SCHOOL SINCE THEY CAN PROVIDE SUPERVISION AND CLEANUP IF NECESSARY. PERHAPS DANCES AND MEETINGS SHOULD REMAIN IN THE COMMUNITY HALL--BOTH RESIDENTS AND TEACHERS MAY BE MORE COMFORTABLE WITH SUCH AN ARRANGEMENT.
- e) DESIGN SCHOOLS TO SEPARATE TEACHING USE FROM COMMUNITY USE.

c) Community Centre Complex The next question is: should these buildings be combined into a single recreation complex. The arguments for combining buildings are as follows: a) By sharing walls and roof space building costs should be lower and so should service costs. b) One supervisor can operate several facilities. c) A greater share of the costs can be charged to government or profit making users. d) The same floor space can be used for many purposes if movable dividers are used. e) Combined buildings encourage socializing between people in different activities. f) It is easier for individuals or families to go from one facility to the next without going outside. g) Finally, many multipurpose complexes exist both here and in the South, for example, the Manitoba Government has just built one at Leaf Rapids.

The arguments against: a) The requirements for one building may hurt another, for example a twelve foot roof for a gymnasium is too high for a curling rink or a meeting room, and it is expensive to modify the roof. b) The huge spans needed for large buildings like combined rinks and halls are very expensive. c) Once built you are locked into a certain layout, and for most parts of the building modifications are expensive or impossible. d) Services for such a centre are very complicated and usually more expensive to construct since they may have to be custom designed. e) Heat distributing and ventilating costs are higher. f) People using one part of the building may damage, not necessarily deliberately, other facilities, so more supervision is required. For example, curlers tend to look after their rink very well--for free. In a complex, someone must service the curling rink and make sure no one damages that part of the building. g) Extra storage space is required and it must be placed in a supervised location. h) Finally, if the building burns down the community loses all its facilities.

Most of the arguments against complexes are based upon the so-called square-cube principle. When you make buildings bigger you cube the volume but only square the cross-sectional area so that you need a different shape and a more complex internal structure to support the building. Or to put it another way, it is partly because of the square-cube principle that the elephant is shaped differently from a deer.

Recently four separate engineering firms advised Hay River not to build another complex. Still, there must be an optimum size for a community centre, again depending upon the development of the community and the number of facilities. Perhaps community centres could be designed in modular form so parts could be added on later.

There is no single answer to this "complex" issue. It is further complicated because all communities in the North now have some recreation buildings. One way to combine some facilities is

to use dividers in and extensions to existing buildings.

In 1974-75 the Territorial Government has \$410,000 to provide 50% of the cost of completed centres. Unfortunately capital funds cannot be transferred to operating funds although I believe they would be better spent. I believe, however, some of the community centre funds would be better spent on investigating alternate designs and modifying existing buildings like schools or housing developments to provide multiple use of recreation facilities.

RECOMMENDATION:

DIVERT SOME OF THE CAPITAL FUNDS FOR COMMUNITY CENTRE CONSTRUCTION TO THE FOLLOWING PURPOSES.

- a) TO INVESTIGATE OPTIMUM SIZE AND DESIGN OF BUILDINGS TO HOUSE FACILITIES FOR A GIVEN LEVEL OF COMMUNITY DEVELOPMENT.
  - b) TO COMPLETE, REPAIR AND MODIFY EXISTING BUILDINGS TO PERMIT MULTIPLE USE
  - c) TRANSFER FUNDS TO OTHER DEPARTMENTS TO OFFSET INCREASED DESIGN AND CONSTRUCTION COSTS FOR MULTIPLE USE OF RECREATION FACILITIES, FOR EXAMPLE TO THE DEPARTMENT OF EDUCATION FOR THE CONSTRUCTION OF SCHOOLS, OR TO THE HOUSING CORPORATION FOR THE CONSTRUCTION OF MULTIPLE HOUSING, MAKING CERTAIN THAT THE COMMUNITIES ARE INVOLVED IN ANY NEW DESIGNS OR CONSTRUCTION.
- d) Operating Costs Community halls busy every night during the summer can stay open in the winter only for money

making activities like Bingo and movies which pay for fuel and power. In the past the Territorial Government often supplied power and fuel free for community halls but NCPC and private suppliers demand payment. Costs to operate community centres in the seven large municipalities range between one and two hundred thousand dollars per year.

The Recreation Division prepared a policy proposal last year which estimated that \$41,000 would subsidize fuel costs over 35¢ a gallon up to a maximum of 6,000 gallons a year, and power costs over 4.5¢ a kilowatt up to a maximum of 4,000 kilowatts a year. Actual operating costs in smaller communities are at least \$132,000 (assuming 40 communities use 6,000 gallons of fuel and 4,000 kilowatts of electricity). At least \$700,000 is required for utility costs in complexes in the seven large municipalities.

Obviously the Territorial Government cannot meet all such costs from its present budget. Instead I recommend the following:

RECOMMENDATION:

TO HELP OFFSET THE COST OF UTILITIES FOR COMMUNITY CENTRES

- a) SUBSIDIZE COMMUNITY CENTRES WHERE FUEL OIL COSTS EXCEED 35¢ PER GALLON AND ELECTRICITY EXCEEDS 4.5¢ PER KILOWATT. TOTAL COST: \$41,000
- b) PAY 10% OF THE REMAINING COST OF SERVICES. TOTAL COST: \$79,000
- c) COLLECT INFORMATION ON ACTUAL OPERATING COSTS AND REQUEST ADDITIONAL FUNDS FROM THE FEDERAL GOVERNMENT, POINTING OUT THE SPECIAL NEED FOR ENCLOSED RECREATION IN THE NORTH AND THE HIGH COST OF SERVICES.

e) Land In the South there is a trend towards using outdoor areas for all sorts of activities: sports, exhibitions, concerts and so on. We could make more use of the land around communities for recreation but by and large our weather discourages outdoor activities. Most communities have decided that even skating, an appropriate northern activity, is difficult south of the treeline on an outdoor rink because of blowing snow, and almost impossible in the Arctic.

Still, several people suggested that the neglect of outdoor recreation is a weakness in the Territorial recreation program. The Territorial Government provides a \$5,000 grant for the development of outdoor recreation facilities but this is another case, I believe, where planning and leadership are needed more than money.

Few communities have set aside areas for small neighborhood playgrounds, or for community parks in larger towns. Playground equipment should go in the smaller area; ball parks in the larger. In most communities suitable building land is very scarce but part of community life is having a place to play away from houses. Unless these areas are reserved in town plans, people will find themselves living in one of the least populated areas of the world with no open space for recreation.

RECOMMENDATION:

ENCOURAGE COMMUNITIES TO RESERVE IN THE TOWN PLAN AREAS FOR SMALL, EQUIPPED, PLAYGROUNDS IN EACH NEIGHBORHOOD AND SMALLER COMMUNITY, ALONG WITH PARKS IN LARGER COMMUNITIES. WHENEVER POSSIBLE THESE SHOULD BE COMBINED WITH SCHOOL PLAYGROUNDS.



### 3. FUNDS FOR RECREATION PROGRAMS

#### 3.1 From the Recreation Division

Most money spent on recreation in the North comes from outside the government and in the next section I will list some of these other sources. In this subsection I will suggest various ways the Recreation Division can support recreation in addition to the ways discussed earlier in the Report.

a) Current Budget In 1974-75 the Recreation Division plans to spend \$284,000 on operation and maintenance activities, divided approximately as follows:

\$5 per capita grants	\$175,000
staff salaries and benefits	77,000
assistance to sports associations	15,000
miscellaneous, including Canada Games playoffs	<u>17,000</u>
Total	\$284,000

These funds, along with the \$410,000 for community centres, provide a far higher level of per capita aid than is provided in any of the provinces according to a brief prepared by the Territorial Government last September. This brief is summarized below.

#### PER CAPITA ACTUAL RECREATION EXPENDITURE OF GOVERNMENTS (CAPITAL AND OPERATION AND MAINTENANCE)

1. Northwest Territories	\$20.78
2. Yukon Territories	8.21
3. Newfoundland	2.36
4. Prince Edward Island	1.90
5. New Brunswick	1.63
6. Nova Scotia	1.13
7. Saskatchewan	1.03
8. Alberta	.89
9. Ontario	.66
10. Manitoba	.43
11. British Columbia	.18

The following suggestions for reallocating Territorial funds are tentative estimates only.

b) Per Capita Grant There are several reasons for a per capita grant. a) It allows the community to decide for itself how to spend money. b) It can provide miscellaneous money for experimentation when normal costs are covered already. c) It avoids detailed cost estimates in advance because the assumption is made that costs increase in direct proportion to population and that there is an equal need for the grants everywhere.

In recreation only the first reason, freedom of decision, applies. However, communities already have many sources of money--including the settlement council's per capita grant--so that they can usually finance any small projects, and \$5 per capita will only cover small projects. Since recreation costs are not covered

the per capita grant simply disappears into normal needs, in particular into the cost of operating recreation buildings. Finally, neither recreation costs nor needs are directly proportional to population. The skating rink in a small community is not that much smaller than the one in a large town and costs about the same to operate. In larger communities more people use each facility and in a very large city (like Edmonton) fees alone will pay costs. It is easier to raise money from taxes, fees and donations in large centres so that, in fact, the need is greater when population is smaller.

RECOMMENDATION:

DROP THE PER CAPITA GRANT FOR RECREATION AND REPLACE IT WITH OTHER GRANTS TO MEET NORMAL NEEDS AND TO ENCOURAGE SPECIAL PROGRAMS.

c) Settlement Budgets Municipalities receiving the proposed recreation director grant and a 10% utilities grant (in addition to the basic subsidy) will receive about the same, or more money than they received with the per capita grant. A good recreation director can raise considerably more money and this is why in British Columbia, for example, grants for directors decline to nil over a five year period although I do not believe it is a reasonable plan in most N.W.T. towns.

In settlements less money is available, especially without a full time recreation specialist. Therefore settlement councils may wish to put into their budget some extra funds for recreation. This would be for such things as paying for organizers, supervisors, including playground supervisors, instructors, materials, and travel not covered by grants to N.W.T. associations.

The field specialist for the region will review the budget and submit it with the other parts of the settlement budget. Preference should be given to settlements estimating funds for multicultural activities as well as sports.

RECOMMENDATION:

ALLOW \$50,000 FOR SETTLEMENT RECREATION BUDGETS, APPROXIMATELY \$10,000 FOR EACH FIELD LOCATION AND HEADQUARTERS, FUNDS TO BE ESTIMATED BY SETTLEMENT COUNCILS FOR ITEMS SUCH AS RECREATION LEADERSHIP, MATERIALS AND TRAVEL.

d) Intercommunity Travel The job of recreation specialists is to suggest new forms of recreation, encourage more participation and support community programs. The role of the community is to

design and operate its own recreation program. The main task of the Territorial Associations--representing sports or multiculture-- is to arrange travel according to the intercommunity travel principle and to encourage Territorial wide participation. It makes sense I believe, to give support to the Territorial Associations. They will be most enthusiastic about their activity. They would have contact with southern specialists,

I have suggested that the Territorial Government give support in proportion to a principle of mass participation. Outstanding performers would be supported for travel outside the N.W.T. as discussed in the next subsection. There are several ways to determine participation. Richard Druce, Secretary/Treasurer of the N.W.T. Badminton Association, has just completed a Sports Participation Survey. It indicates how many people participated in each sport, including northern games, during their life and during 1973. It is a random survey of people over six years of age based upon the Medicare list. Allowing for duplications and mistakes on the Medicare list, almost 60% (53% male, 47% female) answered; a good response for a mail questionnaire.

Mr. Druce divided by age those who replied. Participation in many sports drops off quickly after the early 20's, for example in hockey. Sports like curling, on the other hand, involve people of almost all ages. Several people I spoke to referred to the fact that curling brings together people of all ages and cultures.

There is usually a higher percentage of women participating in the most popular sports.

A summary of the results of Mr. Druce's survey is shown on the next page. Apparently less than one quarter of the population over six years participated last year in any of the sports listed.

A similar survey could be done for multiculture activities

TABLE C

N.W.T. SPORTS PARTICIPATION SURVEY SUMMARY  
BY PER CENT OF POPULATION

## LIFE

## 1973

	Male	Female	Total
1. Archery	27	13	20
2. Badminton	56	61	58
3. Basketball	53	61	57
4. Bowling	45	49	47
5. Boxing	27	2	16
6. Canoeing	45	30	38
7. Curling	47	46	46
8. Figure Skating	8	30	18
9. Golf	39	20	26
10. Hockey (Field)	22	20	21
11. Hockey (Ice)	65	12	40
12. Judo	7	3	5
13. Lacrosse	11	3	7
14. Northern Games	14	12	13
15. Shooting (Target)	53	17	36
16. Skiing (Cross Country)	19	22	19
17. Skiing (Downhill)	22	20	21
18. Snowshoeing	33	19	27
19. Soccer	56	33	45
20. Softball	66	61	64
21. Swimming (Competitive)	19	13	16
22. Swimming (Red Cross)	34	40	37
23. Table Tennis	52	49	50
24. Tennis	30	38	29
25. Track & Field	50	52	51
26. Volleyball	57	64	61
27. Weightlifting	23	3	14
28. Wrestling	24	3	14

	Male	Female	Total
	5	1	3
	23	25	24
	19	21	20
	9	9	9
	4	1	2
	19	13	16
	21	21	21
	3	11	6
	11	4	8
	7	7	7
	18	2	11
	2	1	1
	3	1	2
	5	5	5
	17	4	11
	9	11	10
	5	6	5
	11	6	9
	17	12	15
	25	24	25
	6	4	5
	11	13	12
	21	17	19
	10	12	11
	12	14	13
	22	23	22
	6	1	3
	4	1	3

to determine participation. Also, associations could report participation when they apply for grants. Recreation specialists could check on actual participation in the community.

In order to encourage associations to involve as many communities as possible, as well as increase membership, I suggest the following formula for support. Each association would receive \$200 per each different active community participating in intercommunity events the previous year; \$1 per member of an affiliated association.

By active community I mean that at least 10 people belong to the local association and that the local association has at least one general meeting each year. The total number of communities refers to the number of different communities participating in at least one intercommunity event the preceeding year.

One of the most active associations has an annual budget of about \$20,000, has involved up to 18 different clubs and has 600 members. In 1973-4 it received \$3,100 from the Territorial Government. Under the formula I proposed it would receive \$4,200. According to Druce's survey, however, more than 8,000 people participated in this activity in 1973 so potentially the association could be eligible for a much larger grant.

Some people argue that expenses vary, for example, a drama group must transport more people per community to an event than a target shooting club. Yet the objective is to allow as many people as possible to travel and there is no reason why activities for individuals, like rifle shooting, should not be able to send a lot of people out.

Under the present system, associations receive a fixed grant for an annual general meeting. Associations with as little as 5 members are eligible for \$800. Some use their grant to organize intercommunity events rather than meetings and this makes more sense.

There are now eighteen N.W.T. sports associations and I

estimate they would be eligible for a total of about \$30,000 under the formula I have suggested. The Territorial Government Executive grants in addition about \$42,000 for multicultural activities and multiculture requires at least this level of support.

The grants I have proposed may be spent on travel to intercommunity events, preferably within the same region, or to send instructors, coaches or other experts in the activity into communities.

A special and important type of multicultural event are those concerned with native culture like the Northern Games or cultural festivals held this year in the Eastern Arctic.

More than other events these will differ from region to region as the culture varies. In particular, Indian groups wish to start summer events or pow-wows and these would be a good contrast to the winter events which tend to be dominated by Inuit activities.

Some of the larger associations require paid staff of their own since a lot of time is required to organize events and help with local organizations. Of course Government specialists could do this and, at the present time sometimes do, much to the detriment of all other activities. A better solution would be to hire one full time executive director for two or three of the largest associations. The executive director need not work with all sports or all multiculture associations. The president of one multiculture association suggested that the executive director could work in the winter with a multiculture association and in the summer with a sports one. I discovered surprisingly many people active in both types of groups and by combining them you would demonstrate to newcomers that a well rounded person can do both sports and multicultural activities.

For the first year I suggest two such directors to see if

the idea works. It would be a forerunner of federations already existing in some provinces and in Ottawa. Allow about \$35,000 for two people for wages, benefits and travel. For the first few years office space could be supplied by the Government.

RECOMMENDATION:

- a) ISSUE GRANTS TO N.W.T. ASSOCIATIONS ON THE BASIS OF \$200 PER ACTIVE COMMUNITY PARTICIPATING IN INTERCOMMUNITY EVENTS AND \$1 PER MEMBER OF AN AFFILIATED ASSOCIATION. TOTAL COSTS; SPORTS AND MULTICULTURE ASSOCIATIONS: \$72,000
- b) PROVIDE FUNDS FOR TWO EXECUTIVE DIRECTORS TO ORGANIZE AND ENCOURAGE ACTIVITIES, EACH DIRECTOR TO BE RESPONSIBLE FOR 2 OR 3 SPORTS AND/OR MULTICULTURE N.W.T. ASSOCIATIONS. TOTAL COST: \$35,000

e) Contacts Outside the N.W.T. In the external contact principle I suggested discouraging contact outside the N.W.T., however, most of the people I spoke to want some sort of outside contacts.

The Arctic Winter Games provide contact with other Northerners with whom we compete, more or less, as equals. This year 60 people, representing 18 communities went to Anchorage. A tremendous amount of money and much of the time of one of the Territorial Government's recreation specialists goes into those Games, much of it for N.W.T. playoffs. Yet the Associations also organize playoffs and the winners of these could go to the Arctic Winter Games.



RECOMMENDATION:

- a) SEEK FEDERAL SUPPORT FOR THE ARCTIC WINTER GAMES
- b) SEND THE WINNERS OF N.W.T. ASSOCIATION PLAYOFFS TO THE ARCTIC WINTER GAMES.
- c) KEEP A TERRITORIAL GOVERNMENT REPRESENTATIVE ON THE ARCTIC WINTER GAMES BOARD AND CONTINUE TO EMPHASIZE A NORTHERN FLAVOR. AS MUCH AS POSSIBLE LET THE ASSOCIATIONS AND THEIR EXECUTIVE DIRECTORS HANDLE ADMINISTRATIVE DETAILS FOR THE N.W.T. UNIT OF THE ARCTIC WINTER GAMES.

To me, participation in events like the Canada Winter or Summer Games makes little sense at this stage of development in the N.W.T. Yet the few outstanding N.W.T. athletes need better competition. I suggest the Territorial Government work through the associations who may wish to participate in such southern events. The Federal Government will finance travel to the event.

RECOMMENDATION:

END WIDE-SCALE PARTICIPATION IN SOUTHERN EVENTS LIKE THE CANADA SUMMER OR WINTER GAMES. DIRECT FEDERAL FUNDS FOR SUCH EVENTS TO SELECTED ASSOCIATIONS WHO ARE AT A HIGH ENOUGH LEVEL TO COMPETE.

Truly outstanding performers, in both sports and multi-culture may benefit from additional training in the South. One person suggested small bursaries with the condition attached that the recipient return to the North to hold workshops or clinics. Bursaries would be given on the recommendation of the N.W.T. Association but the person would have to demonstrate unusual ability.

RECOMMENDATION:

AWARD TEN BURSARIES OF \$500 EACH, DIVIDED BETWEEN SPORTS AND MULTICULTURE, TO OUTSTANDING PERFORMERS RECOMMENDED BY N.W.T. ASSOCIATIONS. IN RETURN THE RECIPIENT WILL HOLD WORKSHOPS OR CLINICS IN THE N.W.T. TOTAL COST: \$5,000

Often Northern performers like the Delta Drum Dancers are invited to tour the South. This is one of the few contacts which has high benefits for the North and should be encouraged. The presence of such groups in the North stimulates other multi-cultural activities.

RECOMMENDATION:

ENCOURAGE THE DEVELOPMENT OF GROUPS TO DEMONSTRATE N.W.T. MULTICULTURE IN THE SOUTH.

Finally, there are visits by southern experts. Often artistic associations in the South will send someone to tour the North at little cost to us, for example, the Canadian Drama Association. Such tours will continue to be arranged through the N.W.T. Associations.

### 3.2 Other Sources of Funds and Information

I know of one organizer of an intercommunity event who could have paid all expenses four times from four separate sources. Recreation is sort of apolitical and organizations are more than willing to donate to recreation activities. Many people do not know about sources other than the government and a survey of such sources should be prepared and circulated to recreation specialists and directors. I have listed below sources identified by people I interviewed.

a) Other Territorial Divisions In one region the Department of Social Development, through its Alcohol Education Program, supports part of a recreation program. In another region the Department of Social Development and Economic Development organized a camp, mainly for young people. I have already mentioned the Arts and Crafts Program and outdoor recreation in the Economic Development Department, and Continuing Education in the Department of Education.

The people in the Department of Public Works may advise communities on the construction of facilities. Normally, of course, they are a service department for other Territorial programs and since this must take precedence, communities should not expect to receive such assistance immediately.

Within Local Government itself, Employment may provide training positions for recreation directors and Libraries already works closely with communities.

b) Provincial Governments Provincial departments have a material on recreation activities and the Territorial

Government should receive this and make sure recreation directors and field specialists also are on the mailing lists for provincial departments willing to send such material north.

c) Federal Departments The Department of Health and Welfare has allocated \$90,000 for the following activities in 1974-5.

- i) T.E.S.T. (cross-country skiing)
- ii) Arctic Winter Games
- iii) Assistance to hire leaders for recreation and sport in the settlements
- iv) Assistance to conduct sports clinics

The Department of National Defense will support territorial-wide activities.

The Department of Manpower and Immigration sponsors Opportunities for Youth projects.

The Secretary of State finances the annual Northern Games and probably would finance additional intercommunity "northern days". The Secretary of State also gives grants to native organizations like COPE and the Metis Association, who in turn may organize recreational activities.

The Department of Indian and Northern Affairs has started a new Cultural Development section under a former Territorial employee, which is willing to pay for a wide variety of artistic and cultural events, especially in the Eastern Arctic. DINA already supports the Indian Brotherhood and recently indicated it may provide Core funding direct to Indian Band Councils. The Core funds include a per capita recreation grant.

Provinces demand that all federal grants go through them but in the N.W.T. most grants go direct to the community or organization and this goes along with the principle of local control. Direct grants eliminate at least two levels of bureaucracy and in my opinion have resulted in a wide variety of innovative leisure time activities. The problem is, some communities get many grants because they write good letters (as one person put it) and know where to apply. This is

fine if it means politically advanced communities have more recreation but often it just means someone in the community happens to know of a source. The Territorial Government should receive and distribute information on all federal grants.

There is a larger issue here, as well. During the past several years the Federal Government has increased its northern staff and programs dramatically. In some ways it is amusing to see bureaucratic foul ups caused by an overly centralized federal government. On the other hand, some see a gradual encroachment upon the Territorial Government's responsibility for people-type programs. In fact, I think neither government can have absolute control as long as each organization and community has many diverse sources of support.

There may be a problem in communities when native councils receive separate grants for activities already under settlement or municipal councils. Some people would say that native groups, especially in the larger municipalities, do not, in fact, participate in those activities, partly because they lack experience. Direct grants may give them experience but may split the community further if separate facilities and programs are started. Eventually I foresee native and non-native people sitting down together, each with its own expertise and money, to plan for community-wide activities adapted to each neighborhood.

I anticipate fewer problems in the smaller settlements. Here it is only a matter of time until both native and non-native councils consist of the same people. I am told that both the Federal Government and native organizations agree that the definition of native must be broadened to include more than, say, "registered" Indians.

Core funding will set the pattern for the native land settlement. The more willing the Territorial Government is to support multicultural activities and keep decision making local, the fewer problems there will be from federal funding.

d) Private Most oil and mining companies seem almost

eager to donate to recreation programs and not just in the community near which they work. Breweries will sponsor almost any intercommunity sports event and one company has just made available cultural grants. Airline companies usually will offer a few free passes for intercommunity events. Without being cynical I think it fair to say that almost any outside company working in the North will donate to a recreation event, if the request is from an organization, made politely, to the president and if you can show that the company will be helping northerners.

e) Fees and Taxes In the larger municipalities taxes provide much of the budget for recreation. The problem is, recreation is a luxury, relative to such services as water, and may be the first item cut. Ultimately this reflects the values of the community and where the recreation director and board keep the community educated on the value of recreation, funds are more available.

Fees are used to offset part of the operating costs. Neither here nor in the South can they possibly cover all costs. In one community I was told each child playing hockey, cost the community several hundred dollars a year. As the fee is increased fewer people can participate.

RECOMMENDATION:

OBTAIN AND DISTRIBUTE TO RECREATION SPECIALISTS, INFORMATION ON FUNDS AND INFORMATION AVAILABLE ELSEWHERE IN THE TERRITORIAL GOVERNMENT, FROM PROVINCIAL AND FEDERAL GOVERNMENTS AND FROM PRIVATE SOURCES

חברת לרע  
אגודת (דע' פ' ס') העברת  
דפ' (ד' ר'  
DAVID FLYNN

מאן 30, 1974





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3 ԿՆՆՈՒՄԻ ԿՆՆՈՒՄԻ (7-9)

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5 ԿՆՆՈՒՄԻ ԿՆՆՈՒՄԻ (10-11)

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10 בביחור הוראה במועצה המנהלית של המנהל הכללי של המבחנים והבחינות ללמדנים במועצה הלאומית לביטוח הבריאות, וביחור למועצה המנהלית של המנהל הכללי של המבחנים והבחינות ללמדנים במועצה הלאומית לביטוח הבריאות;

10 חלוקת המעסיק הממשלתי ומועצת המבחנים והבחינות ללמדנים במועצה הלאומית לביטוח הבריאות, חלוקת המעסיק הממשלתי, חלוקת המעסיק הממשלתי למועצה המנהלית של המנהל הכללי של המבחנים והבחינות ללמדנים במועצה הלאומית לביטוח הבריאות, (33)

11 מבני (דירות) בלוקים קטנים (החל משלב הרכישת המגרש) ומבני (דירות) לרוב במועצה הלאומית לביטוח הבריאות, (35)

12 החלוקה של \$50,000-ים המעסיק הממשלתי, בלוקים של \$10,000-ים ושל יותר מ-50,000 במועצה הלאומית לביטוח הבריאות, (36)

13 ו) פאנל הבטיחות (למועצה המנהלית של המנהל הכללי של המבחנים והבחינות ללמדנים) בלוקים של \$200- (החל משלב הרכישת המגרש) ומבני (דירות) לרוב במועצה הלאומית לביטוח הבריאות, \$1, והחלוקה של בלוקים של \$72,000

א) פאנל הבטיחות לרוב מורכב ממועצת המבחנים והבחינות ללמדנים במועצה הלאומית לביטוח הבריאות, (36-41)

14 ו) מבני (דירות) בלוקים קטנים (החל משלב הרכישת המגרש) ומבני (דירות) לרוב במועצה הלאומית לביטוח הבריאות, (41-42)  
א) (למנהל המבנים והבטיחות) במועצה הלאומית לביטוח הבריאות, (41-42)  
ב) המועצה לביטוח הבריאות במועצה הלאומית לביטוח הבריאות, (41-42)

15 חלוקת מבני (דירות) בלוקים קטנים (החל משלב הרכישת המגרש) ומבני (דירות) לרוב במועצה הלאומית לביטוח הבריאות, (42)

16 החלוקה של המעסיק הממשלתי במועצה הלאומית לביטוח הבריאות, (43)

17 חלוקת המעסיק הממשלתי במועצה הלאומית לביטוח הבריאות, (43)

18 Δαλεξάνδρου Παναγιώτης (L) ΓΛ ΑΥΔΟΡΕ ΒΕΠΕΛΡΔ) Γ, ΒΕΠΕΛΡΕΒΑΝ  
 ΒΕΠΕΛΡΕ ΑΥΔΕΡΕΔΙΕΛΕ (L) ΣΕΠΕΛΡΕ ΒΕΠΕΛΡΕ ΔΕΒΕ  
 ΒΕΠΕΛΡΕ ΒΕΠΕΛΡΕ ΔΕΡΕΒΕ, (44-47)

ΑΥΔΕΡΕ ΔΕΒΕΠΕΛΡΕ ΒΕΠΕΛΡΕ  
 ΑΥΔΕΡΕΒΕ

ΒΕΠΕΛΡΕΔΕΒΕ, ΔΕΒΕΒΕΒΕΒΕ	\$125,000
Δαλεξάνδρου ΒΕΠΕΛΡΕ	63,000
ΒΕΠΕΛΡΕ ΔΕΒΕΒΕ	120,000
ΒΕΠΕΛΡΕ ΒΕΠΕΛΡΕ	50,000
ΒΕΠΕΛΡΕ ΒΕΠΕΛΡΕ ΑΥΔΕΡΕΒΕ (ΔΕΒΕ ΒΕΠΕΛΡΕ ΔΕΒΕ)	107,000
ΒΕΠΕΛΡΕ ΔΕΒΕΒΕ (ΔΕΒΕΒΕ)	5,000

ΒΕΠΕΛΡΕ:	<u>470,000</u>
1974-75 ΔΕΒΕ:	284,000
ΔΕΒΕ ΒΕΠΕΛΡΕ:	188,000