



HAMLET OF ENTERPRISE

Rebuilding for the Future

A ROAD MAP

JULY 2025

Background

The fire of 2023, destroyed much of the infrastructure and properties in the Hamlet of Enterprise. In 2025, the Council was dismissed, and an Administrator was appointed by the Government of the Northwest Territories to manage local government services and processes as well as helping to move the community forward. A facilitator was retained to help the Administrator engage the community in developing a ***Rebuilding for the Future*** strategic roadmap.

This report highlights the following:

1. **The Strategic Process** – steps employed during July 2025
2. **The Strategic Topics** – from the July 29 public session
3. **The Strategic Possibilities** – ‘what’ alternatives shared at the July 30 public session
4. **The Strategic Road Map** – ‘how’, ‘when’ and ‘who’ will implement the emerging actions
5. **Recommendations** – suggestions for successful follow-up to the *Rebuilding for the Future* community sessions

Strategic Directions

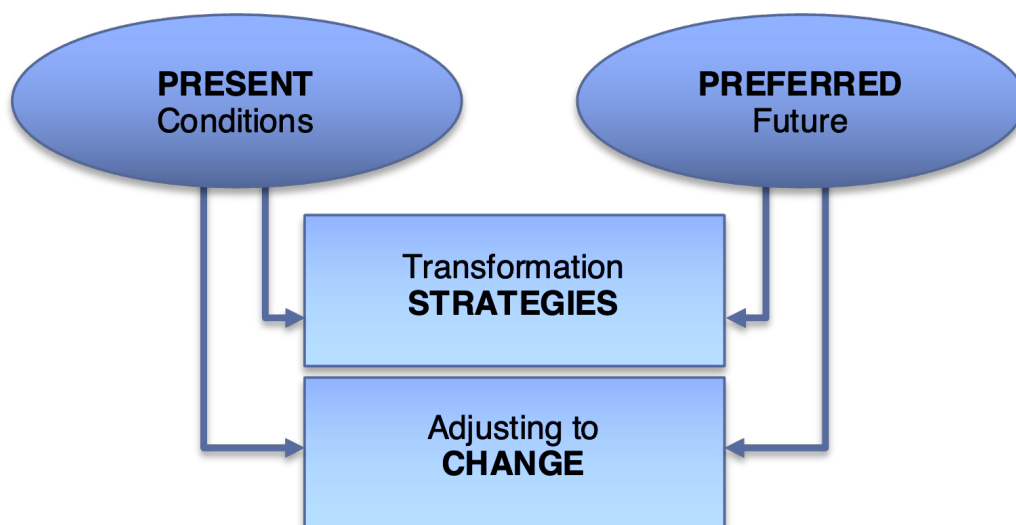
The model for determining how to *Rebuild for the Future* involved four (4) steps. Identifying current conditions, envisioning the preferred future, bridging the gap between these two scenarios and taking action while making adjustments as necessary.

Resident and displaced community members with Administrator, began the strategic process by discussing present conditions. Issues and opportunities facing the community were identified to arrive at strategic topics ('what') required attention.

Next, the preferred future was described for these strategic topics. Expectations for success were developed as to 'why' each strategic topic should be explored.

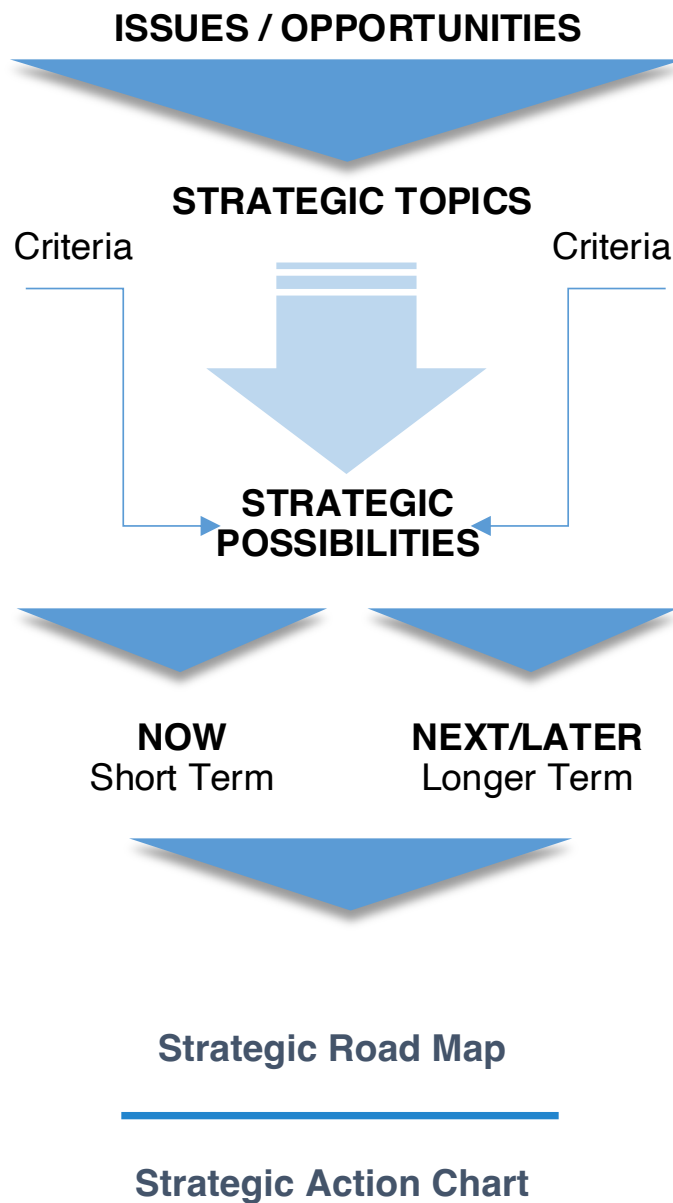
It is in the transformation stage where the present/future gap is bridged. Options and actions were assessed to determine the 'how', 'who' and 'when' aspects of a roadmap for the future.

A road map for future is a transformation journey, not a one-time event. The emerging action plan needs to be regularly monitored and adapted to changing conditions and the Hamlet's capacity.



Below is a graphic depiction of the process activities:

- **Strategic Topics** – focus for discussion based on community insights (July 29)
- **Strategic Possibilities** – options for potential implementation (July 30)
- **Strategic Road Map** – an action plan that aligns with capacity (July 30)
- **Strategic Action Chart** – with targeted items aligned with capacity (July 30)



Strategic Topics

The following framework was used to guide the July 29 community discussion:

RECONSTRUCTION Failing Infrastructure, Destroyed Amenities & Business / Residential Replacement	INFRASTRUCTURE/ SERVICES Facilities, Utilities, Parks & Open Spaces	LOCAL GOVERNMENT Governance, Administration, Staffing, Policy, & Fiscal Health
ECONOMIC Business Retention, Expansion & Attraction & Community Advantage/Image	SOCIAL WELLNESS Mental/Physical Health, Education, Safety, & Lifestyle Activities, for All Ages	ENVIRONMENTAL Climate Change, Environmental Protection, Urban Landscape, & Habitat Rehabilitation

The session participants expressed both frustration and hope within each of these pillars.

The **Reconstruction** comments focused on replacement of housing, businesses and the public works building as well as lot clean up. Government, Hamlet, residential and business properties need to be ready for redevelopment and cleaned up to improve the look of the community. Replacement and new market housing as well as social and senior housing is required to provide an employee pool and market for businesses to thrive. The Hamlet needs the Public Works Building replaced to accommodate equipment and free up the Fire Hall.



The **Infrastructure/Services** observations were directed toward current and future Hamlet roads, utilities and facilities as well as community beautification. Standards are needed to ensure service expectations match capacity as well as a longer term capital plan for replacement and future needs. Attracting returning and new residents or businesses as well as visitors requires Enterprise to have an attractive 'curb' appeal from the highway and within the community.



Local Government opinions revolved around future governance, staffing and organizational systems. A strong sentiment was expressed that the community needed time into 2026 (vs. December 2025) before a council election. In part, this related to the limited number of residents and their individual capacity to



seek office as well as community confidence in governance readiness. As well, so much of the rebuilding efforts require external partner confidence in the Hamlet's competence. The Administrator also noted the fiscal practices, policies/bylaws, public communication, staffing and strategic aspects need attention to support good governance.

The **Economic** pillar of a resilient community produced ideas for industrial, highway hospitality, and eco-tourism development as well as a Hamlet opportunity. Location is a key asset for Enterprise to provide both highway traveler and truck services as well as logistical services for goods heading north and locally manufactured products. It was felt that the Hamlet's landfill operation had expansion potential as a regional waste management hub.



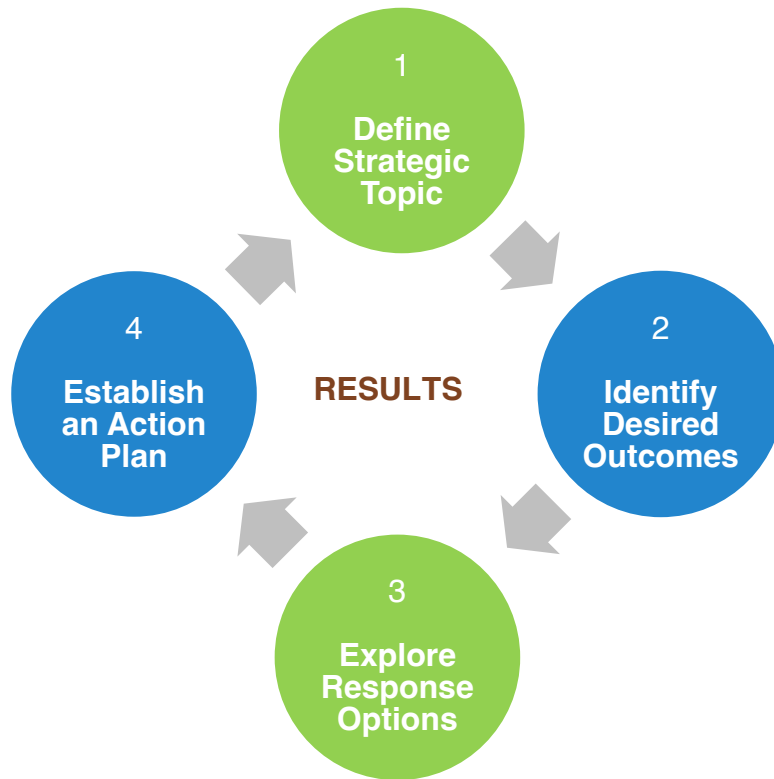
The **Social** aspect of a vibrant community centered around providing activity opportunities for all ages and taking care of people. It was felt that a collaborative culture to rebuild for the future required consistent community engagement in Hamlet decisions and opportunities to celebrate progress and socialize. The location of Enterprise requires attention to how residents access external medical, education and social services as well as promote local food security (the greenhouse). Health and wellness services need to be restarted to offer a diverse range recreation, cultural and social opportunities for families and all ages.



The **Environmental** elements of a suitable community that emerged included green energy options, fire prevention and the natural beauty of the region. The natural features within the Hamlet and Territorial parks are eco-tourism opportunities to be developed and marketing with partners. There are a range of alternate energy production that provide self-sufficiency and alternate revenue.

Strategic Possibilities

The Administrator, facilitator and staff ‘unpacked’ each topic utilizing a four-step Solution Seeking process.



Each strategic topic was clarified then desired outcomes or ‘expectations’ from the community were confirmed and supplementary success indicators were added. Next, options to achieve the desired outcomes were explored. These ‘possibilities’ were assembled in the ***Strategic Options Matrix*** (attachment 1) presented to the July 30 community session for comments, additional ideas and preference for action – NOW or Next/Later.

Strategic Roadmap

To reduce the list of strategic possibilities to actionable priorities, the Administrator with regard for staff workloads and organizational resources as well as community input, identified options that could be acted on NOW, otherwise to be considered Next or Later.

The resulting **Strategic Action Chart** (see next page) captures the **Rebuilding for the Future** priorities. Items listed with numbers indicate priorities for action NOW (within the next six months). Next or Later items are below these priorities for future consideration. The Strategic Action Chart should be monitored and updated with staff for presentation at quarterly meetings starting in September.

In addition, to the Strategic Action Chart it useful to have the strategic destination in mind to guide decisions and efforts. The **Strategic Directions Framework** (see page after next) contains an overarching statement for a desired community future within seven key focus areas. These capture actions and future possibilities, contained in the **Strategic Options Matrix and Action Chart** providing guiding values for a collaborative community to move forward and Hamlet principles for a responsible and transparent local government.



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STRATEGIC ACTION CHART

Code: # = Action (NOW) & - = Idea (NEXT/LATER)

COMMUNITY FOCUS	HAMLET FOCUS
<u>RECONSTRUCTION</u> 1. Housing Programs: GNWT/CHMC Information – Sept. 2. PW Building: Issue RFP – Aug. 3. DAP Clean Up Assistance: MACA Request – Aug. 4. 3rd Party Junk Metal Removal: Information - ____ 5. Hwy. Signage/Derelict Vehicles: DOT Request – Sept. 6. Dead/Dangerous Tree: Removal - Oct. 7. Red Cross Assistance: Information – Sept. - DAP Program Review Request - Housing Initiatives Strategy - Housing Assistance Information Package - Unsightly Premises Bylaw	<u>GOVERNANCE EXCELLENCE</u> 1. Transition Extension: MACA Request – Aug. 2. Rebuild Our Future Strategy: MACA Submission – Aug. 3. Rebuild Strategy: Community Check-In – Sept. 4. Public Communication: Guideline – Nov. - Elected Official Training - Hamlet Strategic Plan - Community Development Plan
<u>ECONOMIC RESILIENCE</u> 1. Hamlet Lots: Market Pricing – Aug. 2. Welcome Sign: Instal – Oct. 3. Regional Waste Study: Review – Nov. 4. Truck Stop Proposal: Locate/Review – Dec. - Tourism Projects - Highway Commercial Strategy - Truck Stop Feasibility - Enterprise Advantage Package	<u>SERVICE DELIVERY</u> 1. Interim Fire Response Protocols: – Dec 2. Fire Service Budget: Established – Jan. 3. Fire Chief: Hire - March - Playground Upgrade Design - Fire Service Re-start - Local Water Source Options
<u>ENVIRONMENTAL STEWARDSHIP</u> 1. FCM Green Fund: Details – Oct. 2. Fire Smart Program Funding: Details – Sept. - Alternate Energy Options - Fire Smart Initiatives - Biomass Boiler (District Heating) Feasibility - Natural Habitat Designations	<u>INFRASTRUCTURE</u> 1. 5-Year Capital Plan: Submission – Aug. 2. Columbarium Install – Oct. 3. Hamlet Property Clean-Up – Sept. 4. 2025 Road Crack Seal Program: Options – Sept. 5. Drainage System: Spécifications – Oct. 6. Culvert: Clearing - Sept. - Drainage System Improvements - Local Service Standards
<u>SOCIAL WELLBEING</u> 1. Health & Wellness Coordinator: Hire – Mar. 2. Seniors Group: Restart Support <i>Upon Request</i> - Greenhouse Re-Start - Community Gathering Events - Community Activity Calendar	<u>ADMINISTRATION</u> 1. Personnel/Safety & Procurement Policy – Aug. 2. Policy/Bylaw Registry – Aug. 3. 2025/26 Operating Budget: MACA Approval – Aug. 4. Assess Staffing Capacity/Compensation Options – Aug. 5. SAO Vacancy: Posting Sept. 6. Finance Vacancy: Selection – Sept. - Staff Housing Options

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STRATEGIC DIRECTIONS FRAMEWORK

PREFERRED FUTURE

The Community of Enterprise is a place where people want to return to, live in, visit and enjoy.

FOCUS AREAS

1. **Reconstruction** – Enhance lands, properties and structures destroyed by the fire so former residents and newcomers can live in our community
2. **Local Government** – Establish a responsive governance and service delivery system that is fiscally sound for current and future community needs
3. **Service Delivery** – Sustain settlement services and an infrastructure that meet community needs in a cost effective and efficient manner
4. **Social Wellness** – Deliver and enable programs that promote community spirit, healthy lifestyles, cultural & active opportunities and inclusivity for all ages
5. **Environmental Stewardship** – Monitor and mitigate human impacts on the natural environment while protecting natural habitats
6. **Interagency Relations** – Pursue partnership that leverage resources, support and expertise to meet community aims and needs
7. **Economic Resilience** – Provide an environment that fosters business retention, expansion and attraction for community, resident and entrepreneur prosperity

GUIDING HAMLET PRINCIPLES

- Engage residents and business in thinking about the future of the community
- Develop a strategic roadmap consistent with organizational capacity & mandate
- Make informed decisions that reflect the community's best interests
- Ensure fiscally sound practices and transparent processes
- Keep the community well informed of Hamlet decisions, directions and challenges

GUIDING COMMUNITY VALUES

- Respect the diverse needs and views of residents, newcomers, businesses & other agencies
- Value collaboration efforts within community and with external partners
- Understand it will take time to reshape our community for the future
- Value the efforts of elected officials and staff to make the community better
- Appreciate people's different situations to emerge from the devastating fire

Recommendations

The following suggestions are offered by the Facilitator to sustain ***Rebuilding for the Future*** strategic roadmap efforts:

1. That the Administrator advance with the Ministry of Municipal and Community Affairs (MACA) the community's desire that the **transition period** with an Administrator be extended and that a council election be held after a checklist of prerequisites (to be developed) is achieved on the basis that community members must attend to personal needs before they can offer to run for office; until a full staff complement is in place to support a council; systems, financial documents, policies and bylaws are updated; and some *Rebuilding for the Future* actions are implemented and; desired results achieved to regain public and partner confidence in the Hamlet.
2. That the Administrator make the *Rebuilding for the Future* **Report available** on the website, at the office and by email immediately to community members after submission to the Ministry of Municipal and Community Affairs (MACA).
3. That the Administrator work with MACA and the community to develop a transition checklist of prerequisites with required timelines in an updated *Strategic Action Chart* and hold a council election by December 2026.
4. That the Administrator monitor and update the **Strategic Action Chart** weekly with staff and review with the community at quarterly meetings.

I trust the forgoing accurately portrays the session outcomes in a manner that facilitates follow-up to the ideas and opportunities raised. If there are any question or I may be of any further assistance, please do not hesitate to contact me.



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STRATEGIC OPTIONS MATRIXCode: **BOLD** = NOW, **HOE** = Hamlet; **MACA** = Municipal Affairs; **GNWT** = Territorial Government

TOPICS – What & Why	OPTIONS – How	HAMLET ACTION – Who & When
1. RECONSTRUCTION – Failing Infrastructure, Destroyed Amenities & Business/Residential Replacement		
1.1 Housing - <i>returning residents, attract residents, attainable housing, adequate employee pool, builder/owner/renter incentives, increased local market for retail/services</i>	Review Community Housing Plan (HOE) Research GNWT/CHMC programs (HOE) Explore Habitat for Humanity (HOE) Consider Housing Corporation (HOE) Research Financial Assistance Options (HOE) Seek DAP provisions for non-insured (GNWT) Reach out to CANDO re: housing needs (HOE) Develop Housing Initiatives Strategy Housing Assistance Information Package	Conduct information/program review – Sept. <i>See 2.6 & 4.4 re: Hamlet Lots and 1.4 Private Lots</i>
1.2 Senior Adult Housing – <i>suitable, affordable options for retention and attraction</i>	<i>Included in 1.1</i>	
1.3 Public Works Building – <i>equipment/supply storage, free up fire hall</i>	Design/build contract (HOE)	Issue Request for Proposal – August
1.4 Lot Clean-Up – <i>residential, business, Hamlet & GNWT property – safe, cleanliness community pride</i>	Remove Metal, Ash & Burnt Trees (HOE/GNWT) Burnt trees removal (HOE/GNWT) Request Railway Tie Removal (CNR) Request Vehicle removal/signage replacement (DoT) Pursue DAP for remaining tasks (HOE/GNWT)	Request DAP \$ for remaining tasks – August Provide info to Metal Removal 3rd party – ? <i>See 2.6 & 4.4 re: Hamlet Lots</i>

2. INFRASTRUCTURE/SERVICES – Facilities, Utilities, Parks & Open Spaces		
2.1 Road Maintenance - <i>safe roads, good condition, ICIP funding obligation</i>	Road Maintenance Standards/Plan (HOE) Crack seal equipment replacement (HOE) Undertake Crack seal program (HOE) Undertake Drainage improvements (HOE) Review Snow Removal Policy (HOE)	Contract crack seal to 3rd party (DOT) – Sept Establish drainage specifications – Oct. Issue for contract tender for 2026 – Jan.
2.2 Capital – <i>reliable services, fiscal planning</i>	Complete approved purchases (HOE) Update 5-year Capital Plan (HOE) Develop Long Term Capital Plan (HOE) Develop Asset Management System (HOE)	Complete 5-year capital plan update – Aug.
2.3 Water Supply – fire suppression. Pot	Examine sources for non-potable supply (HOE) Consider local potable water options (HOE)	
2.4 Learning Centre -		
2.5 Hamlet Facilities – <i>safe, attractive, useful, multi-purpose, accessible, all ages, attractive</i>	Playground (2) Refresh (HOE) Playground Equipment Upgrade (HOE) Robin Park Design Review (HOE) Rec Hall Park Design (HOE) Ball Diamond/Jamboree Refresh (HOE) Repair Community Centre entrance (HOE) Enhance Area maintenance (HOE) Install Columbarium (HOE)	Robin Park Clean Up – Sept. Rec Hall Park Clean Up – Aug. Ball Diamond/Jamboree Clean Up – Sept. Fix Com. Centre Entry Pathway – Oct. Undertake cemetery clean-up – Aug. Complete Columbarium install – Oct.
2.6 Community Beautification -	Clean up Hamlet owned properties (HOE) Clean-up Authority/\$ Recovery Bylaw (HOE) Tree planting (HOE) Highway Frontage (HOE) Welcome Signage (HOE)	Complete Hamlet owned property clean-up – Sept. Install Welcome Sign – Oct.

2.7 Fire Services -	Ensure interim strategy (HOE) Re-establish service – budget (HOE) Recruit/train volunteers (HOE) Conduct inventory review (HOE)	Develop interim fire response protocols – Dec. Determine fire service budget – Jan. Hire Fire Chief – Jan.
2.8 Service Delivery	Seek best practices (HOE) Consider efficiency & revenue options (HOE)	
2.9 Landfill Operations	Consider commercial tipping fees (HOE) Seek concrete crushing options (GNWT)	
3. LOCAL GOVERNMENT – Governance, Administration, Staffing, Policy, Fiscal Health		
3.1 Strategic Plan (2018) - longer term view, realistic expectations, clear priorities, alignment with community, within council and between Council and staff	Develop the Rebuild Strategy (HOE) Establish strategic dashboard process (HOE) Develop community plan (HOE)	Distribute Rebuild Session Summary – Aug. Complete Rebuild Strategy- Sept Conduct Strategic Dashboard Review – Dec.
3.2 Staffing – retention, accountability, pride, positive culture, effective recruitment, timely vacancy replacement, quality services,	Review staffing capacity (HOE) Review staff recruitment package (HOE) Recruit SAO (HOE) Recruit Finance Manager (HOE) Recruit interim Health/Wellness Coordinator (HOE) Establish employee training program/policy (HOE) Establish performance management system (HOE)	Assess staffing needs – Aug. Compare staff compensation package – Aug. Determine staff housing options – Aug. Post the SAO position – Sept. Fill Finance Position – Sept.
3.3 Operating budget – fiscal health, accountability, balanced, realistic	Review 2025/26 Budget (HOE) Prepare 2026/27 budget (HOE) Prepare long term financial plan (HOE)	Confirm 2025/26 Budget with MACA – Aug.

3.4 Public Communication – <i>timely, consistency, clear message, multiple mediums</i>	Develop Communication Guideline (HOE) Initiate Hamlet Service Awareness Campaign (HOE) Evaluate website (HOE)	Draft a Public Communication Guideline – Nov. Quarterly community meeting – Sept.
3.5 Policy/Bylaw - <i>up-to-date, relevant, enforceable, enforced,</i>	Prepare priority update/development list (HOE) Update Personnel/Staff Safety Policy (HOE) Prepare Procurement Policy (HOE) Complete Policy/Bylaw registry (HOE) Develop Strategic Process Policy (HOE)	Enhance Personnel/Staff Safety Policy – Aug. Revise Procurement Policy – Aug. Complete Policy/Bylaw registry – Aug.
3.6 Council – <i>community focus, strategic, transparent, informed decisions, clear roles,</i>	Explore Term extension to 3 years (HOE) Consider Council size to 5 people (HOE) Candidate Orientation (NWTAC/GNWT) Post Election Orientation (GNWT) Orientation Participation Mandated (GNWT) Review Code of Conduct Bylaw (HOE)	
3.7 Governance Transition - <i>reasonable timeline, longer term horizon, systems in place, time for healing, community confidence, off to a good start</i>	2025 election with GNWT Supervisor (GNWT) Delayed Election with Administrator (GNWT) Interim Advisory Group Terms of Ref.	Recommend Extended Transition Program – Aug.
3.8 Advocacy Program - <i>targeted, solid background, effective relations for funding, services, support & legislation</i>	Targeted Request List Determine Advocacy Approach (if no Council)	<i>See section 7</i>
4. ECONOMIC – Business Retention, Expansion & Attraction and Community Advantage/Image		
4.1 Highway Traffic - <i>travellers stop, spend money – job creation & increased commercial market – gas, food, accommodation & retail</i>	Develop Highway Commercial Strategy (HOE) Truck Stop Feasibility (HOE) <i>See 1.4 Highway Frontage Clean Up</i> <i>See 2.6 Welcome Signage</i>	

4.2 Regional Waste/Recycling Hub – <i>enterprise opportunity, alternate revenue stream, environmental leadership</i>	Review Previous Study (HOE) Explore feasibility/partner interest (HOE) Develop business case (HOE) Contact Hay River re: interest (HOE) Reach out to CANDO as potential partner (HOE)	Review Previous Regional Waste Study – Nov.
4.3 Resident/Business Attraction/Readiness – <i>business friendly culture, enabling regulations, job creation, increased tax base, employee pool, increased market population,</i>	Develop the Enterprise Advantage Promotion (HOE) Determine Hamlet lot inventory (HOE) Pursue 3 phase power supply (HOE)	Review lot pricing & sale conditions – Aug.
4.4 Property Leases/Titles – <i>land user certainty</i>	Sort out equity leases – <u>done</u> Obtain Crown leases guidance for residents (GNWT)	
4.5 Industrial Area – <i>job creation, increased tax base, economic diversification</i>	Develop Industrial Park Strategy (HOE) Reach out to CANDO re: area potential	
4.6 Recreation Destination - <i>tourism, adventure opportunities, increased tax base, economic diversification</i>	Seek Trail Network Enhancement Strategy (GNWT) Promote Wildlife Viewing Opportunities (HOE) Escarpment Recreation Lot Lake Area Plan (HOE)	
5. SOCIAL – Mental/Physical Health, Education, Safety, Housing, Lifestyle Activities, All Ages		
5.1 Community Engagement – collaborative spirit, mental health,	Consult re: Rebuild strategy process (HOE) Propose community gathering options(HOE) Develop activity calendar (HOE)	<i>See 3.1 Strategic Plan & 3.4 Public Communication Pending H & W Coordinator Hire</i>
5.2 Service Access – <i>for service needs outside community - medical, counselling</i>	Explore transportation support options (HOE/GNWT)	

5.3 Youth Activities -	<i>See 2.5 Playground refresh</i> Develop a Program readiness strategy (HOE)	<i>Pending H & W Coordinator Hire</i>
5.4 Senior Adult Services – service access, activities	Support Seniors Group re-start (HOE) <i>See 5.2 Service Access</i>	Support Seniors Group re-start - Nov.
5.5 Food Security - <i>healthy people, local production, affordable food</i>	Re-start Community Garden (HOE) Buffer Area Allotment Gardens (HOE)	<i>Pending H & W Coordinator Hire</i>
5.6 Emergency Management – <i>people & property safety, public education, response protocols</i>	Emergency preparedness strategy (HOE) Emergency response plan (HOE)	<i>Pending Fire Chief Hire</i>
6. ENVIRONMENT – Climate Change, Environmental Protection, Urban Landscape, Habitat Rehabilitation		
6.1 Climate Change		
6.2 Fire Smart - <i>public education, incident prevention,</i>	Seek funding for future efforts (HOE)	Determine Fire Smart \$ Intake date – Sept. Research FCM Green Fund – Sept.
6.3 Green Energy – <i>energy redundancy, carbon emission reduction</i>	Re-examine geothermal feasibility study Explore wind energy feasibility Explore micro-hydro options Explore bio-waste boiler options	
6.5 Natural Habits – <i>species & ecosystem protection</i>	Attract researchers Protect/rehabilitate designated areas Establish fire baseline metrics	

7. INTERAGENCY RELATIONSHIPS – Public Communication, NWT & Federal Advocacy & FN?	
7.1 GNWT – <i>expertise, legislation, financial help, understanding of community needs</i>	Request DAP clean up status/gaps – August Request GNWT housing program information – Request DAP provisions for non-insured – Request Vehicle removal/signage replacement (DoT) – Seek concrete crushing options Request Candidate & Post Election Orientation assistance (NWTAC) Request mandated Elected Official Orientation Request extended transition conditions Obtain Crown leases guidance for residents (GNWT)
7.2 Government of Canada – <i>expertise, legislation, financial help, understanding of community needs</i>	Request CHMC program information –
7.3 Hay River – <i>mutual areas of interest, partnership opportunities, shared services, staff or equipment</i>	Explore potential interest in regional waste management hub – Explore shared staff/equipment possibilities –
7.4 CANDO – <i>partnership opportunities, areas of mutual interest,</i>	Explore local employee accommodation/housing interest – Explore potential interest in regional waste management hub –
7.5 OTHER – <i>expertise, financial help, understanding of community needs</i>	Request Railway Tie Removal (CNR) – Seek Habitat for Humanity information
7.6 RED CROSS – <i>expertise, financial help, understanding of community needs</i>	Update status for assistance