

STRATEGIC PLAN



COMMUNITY PARTICIPATION IN THE PLANNING PROCESS

This strategy has been developed through extensive consultation with a variety of stakeholders including downtown business and property owners, residents, the City of Fredericton, government and community partners, key stakeholders and members of the public. DFI would like to thank the many individuals who contributed their time, ideas, feedback, and opinions through the planning process.

SUMMARY OF COMMUNITY INVOLVEMENT

✓ **298**

survey participants

✓ **6**

focus groups

✓ **87**

interviews

COMMON THEMES BY STAKEHOLDER GROUPS

BUSINESSES

Public Safety
& Security

Enhanced
Streetscape and
Beautification

Attract and Retain
Businesses

STAKEHOLDERS

DFI's Leadership Role

Enhancing
Downtown's Unique
Value Proposition

Targeted Commercial
Development/
Redevelopment

COMMUNITY

Public Safety
& Security

Events &
Promotions

Walkability & Active
Transportation



VISION

Downtown Fredericton Inc. will be a leader in promoting, supporting, and advocating for downtown businesses to strengthen the vibrancy of our community and achieve recognition as one of the nation's best downtowns.



OUR MEMBERS

will be engaged, successful, and proud to be a part of downtown Fredericton.



OUR COMMUNITY PARTNERS

will look to us as leaders and will collaborate and advocate with us for the business community and a superior downtown experience.



THE PUBLIC

will feel safe, welcome, and excited to shop, dine, stay, play, work, and live in downtown Fredericton.

MISSION

To promote, support, and advocate for downtown businesses and foster a vibrant community.

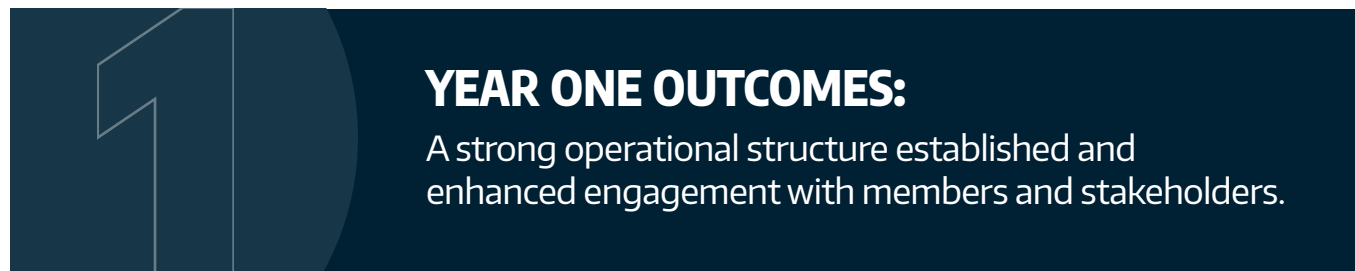
STRATEGIC OVERVIEW

Downtown Fredericton Inc. will use the following principles to guide the strategy and our overall approach to the development of downtown Fredericton:

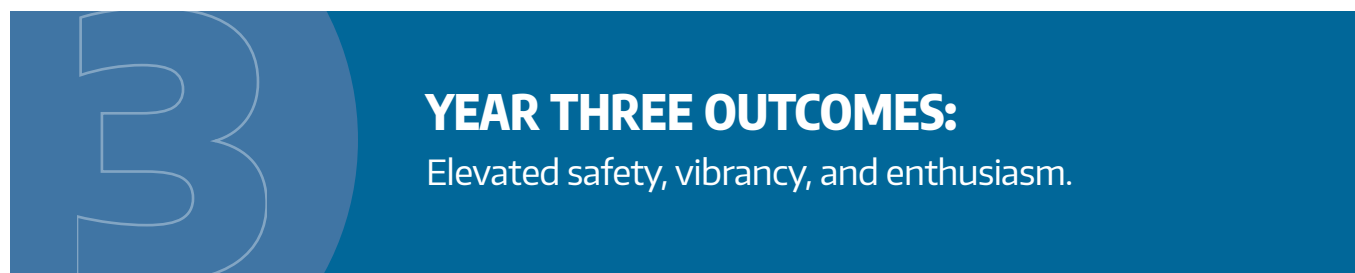
- **Vibrant:** full of energy and enthusiasm with memorable experiences.
- **Growing:** commercially and residentially as the heart of Fredericton's central district for business and public amenities.
- **Safe:** with public spaces that are clean and secure for all to enjoy.
- **Evolving:** as an organization and community, requiring adaptable, agile, and iterative approaches to change-making.
- **Leading:** recognized as an essential business community partner, and as one of the nation's best downtowns.

The purpose of the strategy is to provide overall direction, specific ideas, and achievable objectives. Operational and tactical details will be developed and confirmed as part of annual planning.

MULTI-YEAR OUTCOMES GUIDE THE DIRECTION OF THE STRATEGY AND OUTLINE DESIRED RESULTS:



1 **YEAR ONE OUTCOMES:**
A strong operational structure established and enhanced engagement with members and stakeholders.



3 **YEAR THREE OUTCOMES:**
Elevated safety, vibrancy, and enthusiasm.



5 **YEAR FIVE OUTCOMES:**
Diversified growth and development with leadership recognition achieved.

The plan is structured around four interconnected focus areas with interrelated objectives:



Economic Development: includes partnerships and DFI-led initiatives that attract or retain businesses, and work to enhance conditions for local business growth.



Beautification and Activation: includes DFI-led efforts to support critical infrastructure and above-ground beautification to enhance the aesthetic appeal of downtown, and initiatives that promote engagement between people and businesses.



Public Safety and Cleanliness: includes DFI-led initiatives to maintain a safe, clean environment including advocacy for enhanced measures by all levels of government addressing street crime.



Leadership and Organizational Excellence: includes implementing good governance practices, demonstrating high performance team characteristics, and positioning DFI as a community leader.

Activities across four categories have been identified to advance incremental progress in each focus area, supporting the realization of objectives.



Business and Member Development: activities aimed at supporting the growth and success of businesses within the downtown area.



Marketing, Communication and Promotions: activities designed to increase awareness and engagement in the downtown area.



Advocacy, Policy, and Planning: activities focused on influencing public policy, planning, and regulations that impact downtown development as well as enhancing internal procedures.



Partnerships and Collaboration: efforts to build and maintain strategic alliances with stakeholders, government bodies, businesses, and community organizations.

While change can be inspiring, we acknowledge that it often comes with challenges. As we implement this strategy, we will continuously evaluate our activities to ensure they are delivering the intended outcomes. Adjustments will be made as necessary, ensuring our approach remains responsive and effective.

The journey ahead is an exciting one, filled with opportunities to strengthen and enhance our Business Improvement Area. This strategic plan reflects our commitment to the growth and vitality of Downtown Fredericton. With a clear vision and collective effort, we will support downtown businesses and foster a strong, vibrant community.

STRATEGIC PLAN SUMMARY

MISSION

To promote, support, and advocate for downtown businesses and foster a vibrant community.

FOCUS AREAS



Economic
Development



Beautification &
Activation



Public Safety &
Cleanliness



Leadership &
Organizational
Excellence

ACTIVITIES



Advocacy,
Policy & Planning



Partnerships &
Collaboration



Business & Member
Development



Marketing,
Communications &
Promotions

OUTCOMES

1

YEAR ONE OUTCOMES:

A strong operational structure established and enhanced engagement with members and stakeholders.

3

YEAR THREE OUTCOMES:

Elevated safety, vibrancy, and enthusiasm.

5

YEAR FIVE OUTCOMES:

Diversified growth and development, with leadership achieved.

VISION

Downtown Fredericton Inc. will be a leader in promoting, supporting, and advocating for downtown businesses to strengthen the vibrancy of our community and achieve recognition as one of the nation's best downtowns.

- Our members will be engaged, successful, and proud to be a part of downtown fredericton.
- Our community partners: will look to us as leaders and will collaborate and advocate with us for the business community and a superior downtown experience.
- The public: will feel safe, welcome, and excited to shop, dine, stay, play, work, and live in downtown.