



City of Dieppe

2025-2029
Strategic Plan



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In collaboration with



ESPACE STRATÉGIES

A word from the Mayor

I am delighted to present our 2025–2029 Strategic Plan, which will serve as the framework for our development plans. This collaborative effort involved the public, partners, community groups, municipal employees and elected officials working together.



Dieppe has grown a lot in recent years, bringing change to our community. Although this growth was anticipated in our current municipal plan, its pace was unexpected. This brings challenges, but also offers new opportunities. Our updated Strategic Plan has taken this situation into account, setting clear priorities for the future.

Our aim is clear and ambitious: to build a sustainable and thriving city that's proud of its identity, dynamic, accessible to all and wholeheartedly inclusive. We strive to be a bold city that adopts novel approaches to promote balanced, sustainable development, meeting the current and future needs of our residents.

Dieppe is much more than just a place to live; it's a wonderful community where residents can thrive, work and raise a family. We are fortunate to benefit from an environment that balances well-being and tranquility with the energy of a fast-growing city. Our city is vibrant and welcoming, constantly attracting new residents while staying true to its unique identity.

Growing together!

Yvon Lapierre
Mayor
City of Dieppe

City Council

The City Council is dedicated to listening to the residents of Dieppe and delivering quality services that are adapted to the needs of the community. This strategic plan represents our commitment to each of you that while our city grows, it will continue to be a great place to live, for all of our residents.



We are grateful for the contributions of our City Councillors:

Josée Turgeon-Roy, Jean-Marc Brideau, Paul Gaudet, Lise LeBouthillier,

Yvon Lapierre, Corinne Godbout, Ernest Thibodeau, Marc Lanteigne, Mélyssa Janin



A word from the General Manager

The release the 2025–2029 Strategic Plan would not be complete without underlining the crucial role our municipal employees play in ensuring the daily well-being of our residents. Every day, our employees create a safe, enjoyable and harmonious environment for everyone through their commitment and professionalism.

Our teams, made up of skilled and dedicated professionals, stand out for their wide-ranging expertise. Whether it's maintaining our infrastructure, ensuring public safety or providing essential services, they play a key role in improving the quality of life in our community.

Over the past three years, our population has grown by more than 20%, placing increased pressure on municipal teams to meet the needs and requests of an ever-growing population. This Strategic Plan, which takes this rapid growth into account, makes it possible to focus on the priority actions identified in public consultations and to remain responsive to our community's expectations.

Achieving our objectives also requires working with our partners and community groups. Together, we are pooling our efforts to create novel solutions that meet our residents' needs. This cooperation is key to strengthening our capacity to offer high-quality services while ensuring balanced management of our available resources.

Our municipality's success depends on our devoted and professional employees, and the high quality services they deliver. By providing sound resource management, they ensure the City thrives while staying on solid financial ground. This translates into efficient and accessible services and the sound and responsible management of public funds.

Together, we are determined to achieve the objectives in our Strategic Plan, which reflects the priorities of our residents and elected officials.

Marc Melanson

General Manager
City of Dieppe

Glossary

Continuous improvement	A management method that favours the adoption of gradual improvements as part of a daily pursuit of efficiency and progress. It draws on the creativity of everyone in the organization, including employees, who are considered experts in their field and best placed to suggest improvements.
Efficiency	An organization’s capacity to achieve maximum results through optimal use of resources.
Inclusion	The creation of conditions that provide all individuals with equitable respect and ensure access to the same opportunities.
Innovation	The significant changes that lead to improvements in productivity, services, processes or organizational efficiency and make it possible to create value for stakeholders. This includes adopting ideas, processes, technologies or projects that are new or introduce new elements through their application.
Objective	A specific goal that orients effort toward the desired results. The underlying objectives of each strategy are used to develop the action plan by assigning indicators and targets. Together, these elements must be specific, measurable, achievable, relevant and time bound (SMART).
Priorities	The major strategic priorities that the city sets for itself for the strategic plan. They allow the City to respond to the issues identified and support the achievement of the vision.

<p>Strategy</p>	<p>How the organization expects to accomplish its priorities. Strategies are associated with each priority.</p>
<p>Strategic identity</p>	<p>The city's unique character, which must be strengthened and protected to preserve the qualities that make the city attractive to current and future residents.</p>
<p>Sustainable development</p>	<p>Development that ensures that our current needs are met without compromising the ability of future generations to meet their own. This is achieved by considering environmental, economic and social factors in our decision-making processes.</p>
<p>Sustainable mobility</p>	<p>The capacity and potential of people and goods to be moved or transported. Mobility is sustainable when it is effective, safe, permanent, equitable, integrated to the environment and compatible with human health and ecosystems. It limits the consumption of space and resources while providing and facilitating accessibility. It promotes a dynamic economy, is socially responsible and respects the integrity of the environment.</p>
	

Introduction

Today, Dieppe is the largest Acadian city in the world. It is also the largest French-speaking city in Canada outside Quebec and the fourth-largest city in New Brunswick. Imbued with a rich history, Dieppe named in honour of the Canadian soldiers who died in the 1942 Dieppe landings in Normandy.

Located on the edge of the Petitcodiac River, the city has numerous green spaces. With its many sports and recreation facilities, Dieppe provides a range of community activities and cultural events, giving it a reputation as a great place to live.

In recent years, Dieppe has experienced explosive economic and demographic growth. Notably, there was a 10.8% rise in population between 2016 and 2021, to 28,114 residents in 2021. The population is estimated to be more than 35,000 today—an

increase of over 20% in the past three years. This sustained growth brings new challenges and opportunities, leading the City to question its ability to support its future development projects.

Because of Dieppe's commitment to reasonable and sustainable development, it undertook a process to update its strategic plan, taking into account its specific context and various sociodemographic, economic, environmental and cultural issues. The process also highlighted the importance of consolidating and strengthening the municipal structure, as well as completing major projects that began in recent years.

The 2025–2029 Strategic Plan presents priorities and strategies that take into account both the City's development vision and the municipality's organizational capacity. The new Strategic Plan is structured to reflect the City's commitment to interdepartmental collaboration to ensure a comprehensive perspective of sustainable development.

Why do we need a Strategic Plan?

Strategic planning serves as a framework for all of the municipality’s plans. It ensures that the City’s actions are aligned with initiatives by setting departments’ strategic priorities for the coming years.

The Strategic Plan lays out the City’s mission, vision and issues it expects to work on.

It defines the major priorities and strategies, as well as the indicators and targets that will serve to measure their achievement.

The Strategic Plan is further broken down into departmental master plans, which will use specific planning tools.



The City of Dieppe's strategic framework



The strategic framework serves to develop the structure of the strategic plan, prioritize foundational projects and develop the action plan according to the mission, values, strategic identity, strategic vision and key issues.

Our mission

Dieppe's updated strategic plan **confirms and makes it possible to pursue the City's mission:**

To shine as an inclusive and modern Francophone city that is proud of its Acadian roots and provides first-rate services and infrastructure in harmony with the environment.



Our values

The new strategic plan is also centred on the **City of Dieppe’s organizational values of integrity, inclusion and innovation.**

Integrity

The City’s elected officials, managers and employees perform their duties with respect, honesty and sound judgment. They demonstrate thoroughness and fairness in decision-making and carrying out their responsibilities. They communicate clearly and accurately with residents and improve access to information, which demonstrated that they value transparency, listening and courtesy.

Inclusion

Dieppe is a place where people from all walks of life can meet, share and live together. It is an open and welcoming community that cultivates social and cultural inclusion and a sense of belonging. Administrators, councillors and all municipal employees serve as ambassadors for the City. As such, they are dedicated to promoting best inclusivity practices by treating all residents and partners kindly, fostering pride and a sense of belonging in the community.

Innovation

Guided by innovation, the municipality develops bold and novel practices to deliver efficient municipal services. City staff recognize that energy, initiative, creativity, ingenuity and boldness contribute to the City’s influence and, therefore, commit to incorporating these qualities into their day-to-day activities.

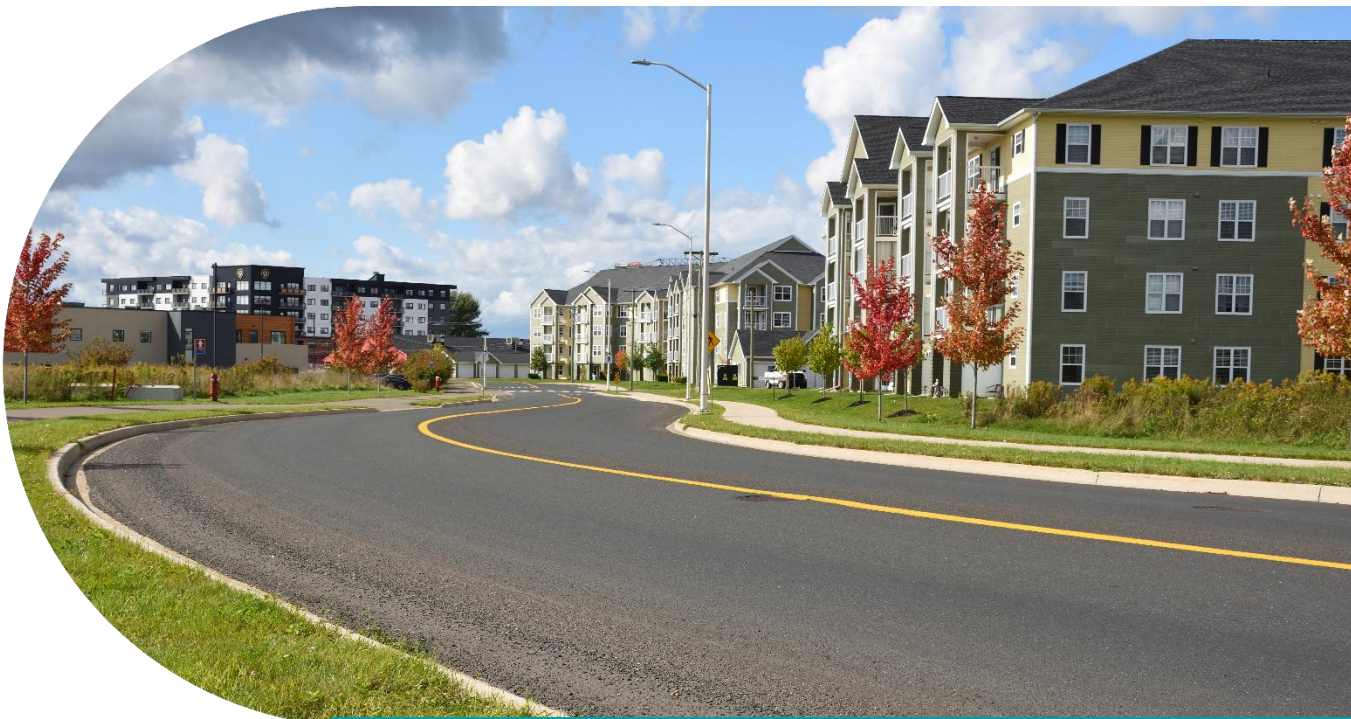
About the strategic planning process

The City of Dieppe’s Strategic Plan is developed through a participatory and collaborative approach involving a diverse range of stakeholders: the public, NPOs, partner organizations, the municipal council, City employees as well as the executive team and managers.

Strategic and action plan development took place between April and September 2024.

Consultations were first carried out to:

- **Gather perceptions** of the City’s identity and elements of its vision.
- **Identify the internal and external issues** that impact the City.
- **Generate ideas for action** to achieve the vision.



Consultations were followed by strategic planning, which involved workshops and meetings to develop the strategic framework and a five-year strategic action plan.

The diagram below illustrates the different steps in the strategic planning process:



The Strategic Plan could not have been developed without the contribution of the public, partners, employees and elected officials. During this process, many community members participated by expressing their opinions on the City's strengths, their visions for Dieppe's future and areas for improvement. There was significant public engagement across generations.

Issues faced by the City

In the strategic planning process, it is important to identify key issues that could prevent achieving the plan's vision. Through consultations, we're able to map out the issues faced by the City of Dieppe. **Six priority issues** were identified in a workshop with City directors and managers.

The City's main challenges are largely the result of its strong demographic growth, with a population that has increased by more than 20% over the past three years. Although demographic growth creates many opportunities for Dieppe, it is important to recognize and act on the obvious pressures that this rapid growth exerts on the region, population and municipal employees. Given that this sustained demographic growth is projected to continue in the coming years, the City must take into account these interrelated issues to develop a Strategic Plan that better responds to the expectations and needs of its current and future population.

The balance between housing supply and demand

The balance between the housing supply and the population's needs is the biggest concern that came up in our consultations. The cost and availability of traditional housing are not in line with the needs of the growing population.

The decline of the French language and loss of Acadian identity

The City of Dieppe is known as the largest French-speaking municipality outside Quebec. The percentage of the population that speaks French as its primary language has fallen from 72.2% in 2016 to 67.9% in 2021. The threat to the Acadian identity is linked to the decline of the French language, which also impacts Dieppe's own municipal identity. In a time of demographic growth, the City of Dieppe faces the challenge of preserving and promoting its Francophone and Acadian identities while remaining open to its English and allophone populations and the cultural richness provided by its current and future residents.

Preserving the balance between green spaces and urban growth

Urban growth reflects the City's economic vitality and the quality of life. Access to green spaces is essential to preserving this quality of life and the City's appeal. Preserving the balance between urban development needs (increase in built spaces) and the protection of natural assets (parks, trees, marshes, etc.) is a major challenge that the City must continue to overcome to grow sustainably.

Pressure on system and organizational capacity

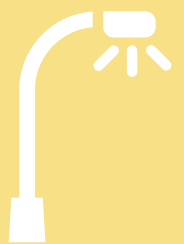
Rapid population growth increases the need for infrastructure and municipal services. Transportation systems, drinking water and wastewater treatment facilities are under the stress of the growing population. At the same time, the demand for services and activities is growing, putting pressure on both municipal services and City partners. This pressure has repercussions on the internal capacity of the municipal team, i.e., employee workload and their well-being.

Public transit and active transportation

In another issue related to pressure on system capacity, residents often raised the issue of public transit in the consultations. Currently, the public transit system does not meet population demand in terms of frequency and routes. Most Dieppe residents continue to drive, which presents a challenge to the City's goals. Continuing population growth trends in coming years may exacerbate the negative effects of car dependency in an urban setting (road congestion, impacts on public health, inclusion, etc.). The city will have to look into improving public transit and active transportation networks to encourage residents to travel sustainably.

Feeling of safety

During our consultations, all groups reported feeling less safe in the City of Dieppe. Homelessness, both visible and invisible, is on the rise in Dieppe due to the imbalance between the housing supply and needs, aggravated by the increasing cost of living and the lack of adequate health and social services infrastructure. Safety concerns are also manifested by a perceived rise in crime rates. Although the City of Dieppe remains a safe community that offers a safe and family-friendly community, it should ensure that its residents continue feeling safe to maintain this aspect of its identity.



Our strategic identity represents Dieppe's unique character.

Our strategic identity

Dieppe's identity must be strengthened and protected to preserve what makes the city attractive to current and future residents. A strategic identity serves to:

- **Communicate** the community's distinctive character.
- **Rally the entire community** around a shared identity.
- **Prioritize areas of action** and guide decision-making.

Dieppe's strategic identity is centred on three major themes.



A Francophone and Acadian influence that is enriched through contact with diversity

The Acadian city centre stands out through its rich Francophone cultural heritage. Its community strikes a charming balance between cultural openness and a vibrant French-speaking presence.

A friendly place to live—immersed in nature

Dieppe features a safe, family-friendly environment thanks to a peaceful lifestyle and vast natural spaces. This vibrant city offers a range of businesses and services to meet the needs of its population.

A dynamic, fast-growing city

Dieppe is committed to developing a dynamic community life by offering activities that bring people together. The city's growth benefits from the diversity of recent infrastructure.

Our strategic vision

Our vision reflects the City of Dieppe's goals for the coming years.

By developing a strategic vision, we can look to the future and identify how the municipality and City want to develop over the next ten years. During our consultations, we asked participants to think about how they wanted the City of Dieppe to evolve over the next ten years. The City of Dieppe's 2035 strategic vision was developed based on elements frequently raised by all the groups involved in our consultations. As this new vision does not deviate much from the vision stated in previous strategic plans, this reflects the consistency of community and stakeholder priorities concerning the City's development.

VISION 2035

In 2035, Dieppe is recognized as a Francophone city proud of its Acadian roots and open to diversity. A vibrant, family-friendly and safe city in harmony with nature, featuring a vibrant downtown that fosters meaningful daily interactions.

In 2035, Dieppe will be known as a bold city with an innovative approach to sustainable development.



Our strategic choices

2025–2029

Our priorities

Based on the definition of the City's strategic vision and the key issues identified, **four priorities** were set to guide the City's development over the next five years. These priorities represent the municipality's primary concerns and will help address the issues identified while supporting the achievement of the City's vision.

Dieppe, sustainable and thriving

Combine urban development with enhanced green spaces and natural environments

Dieppe, proud of its identity

Stand out as a Francophone and Acadian city that values diversity

Dieppe, dynamic, accessible and inclusive

Offer a welcoming and lively environment for the community's well-being

Dieppe, efficient and engaged

Build the capacity to meet the needs of the community in a time of growth

Our strategies



The City has identified **strategies** for each orientation that it wishes to pursue by 2029. Strategies make it possible to implement each of the priorities identified by specifying how the municipality plans to respond to its major priorities.

Lastly, specific **objectives** are associated with each strategy to direct the efforts of City teams toward the desired results. The objectives, their indicators and targets will facilitate the implementation of concrete actions to achieve the City of Dieppe's strategic vision.

Dieppe; sustainable and thriving

Strategy 1.1

Promote the municipality’s sustainable economic and local development

Objectives

- 1.1.1 Manage urban development through urban planning practices that promote sustainable development
- 1.1.2 Adopt policies, mechanisms and practices in response to climate change
- 1.1.3 Define a sustainable economic development vision in collaboration with Expansion Dieppe

Expected benefits

- > Reduction in greenhouse gas emissions
- > Definition of a vision of sustainable economic development

Strategy 1.2

Prioritize dense and mixed-use developments in target sectors

Objectives

- 1.2.1 Promote the development of serviced land in the urban perimeter and densification sectors
- 1.2.2 Pursue the densification of Gauvin Road, working with Expansion Dieppe to integrate mixed-use developments

Expected benefit

- > More density and mixed land use within densification sectors or corridors

Strategy 1.3

Enhance green spaces and natural environments

Objectives

- 1.3.1 Enhance the City’s natural assets
- 1.3.2 Develop projects to enhance natural environments and make them accessible (marshes, river, tidal bore, etc.)

Expected benefits

- > The understanding and enhancement of the territory’s ecological network
- > The protection and enhancement of the shores of the Petitcodiac River

Dieppe; sustainable and thriving -Sample projects

- Municipal Plan review process
- Ecological Transition Plan
- Ecological network study for City land
- Global sustainable economic development vision (with Expansion Dieppe)



Dieppe; proud of its identity

Strategy 2.1

Promote the development of an environment that fosters the vitality of the French language

Objectives

- 2.1.1 Support the vitality and longevity of the French language in the community
- 2.1.2 Initiate and contribute to projects promoting Francophone immigration
- 2.1.3 Enhance our status as a Francophone city

Expected benefits

- > A greater share of French-language services and activities offered by businesses and the community
- > An increase in Francophone immigration targets
- > The attraction, inclusion and retention of Francophone immigrants
- > Preservation of Francophone community achievements

Strategy 2.2

Raise the profile of Acadian culture

Objectives

- 2.2.1 Develop a tourism offer that raises the profile of the City and its Acadian heritage
- 2.2.2 Ensure the Acadian identity is visible in public spaces

Expected benefits

- > The growth of the Acadian presence on the territory
- > Better knowledge of Acadian heritage

Dieppe; proud of its identity - Sample projects

- Allocating resources dedicated to promoting the French language, raising the profile of Acadian culture and the status as a distinct city
- Developing a strategy for developing an environment that promotes the vitality of the French language
- Updating the Tourism Strategy
- Updating the Immigration Strategy



Dieppe; dynamic, accessible and inclusive

Strategy 3.1

Meet the needs of the community by offering varied housing in quality living environments

Objectives

- 3.1.1 Promote the development of off-market housing
- 3.1.2 Maintain and develop municipal services and infrastructure

Expected benefit

- > A better balance between housing supply and demand

Strategy 3.2

Develop sustainable transportation infrastructure and services

Objectives

- 3.2.1 Improve public transit services across the City
- 3.2.2 Enhance the active transportation infrastructure
- 3.2.3 Promote the use of sustainable transportation infrastructure and services

Expected benefits

- > A more reliable public transit network
- > Better public transit and active transportation networks in the City
- > A reduction in the use of automobiles

Strategy 3.3

Continue the development of the city centre and explore its potential

Objectives

- 3.3.1 Structure the ability to act on the development of the city centre
- 3.3.2 Design and develop the city centre while considering life as a whole (work, living, learning and entertainment)
- 3.3.3 Develop the attractiveness of the city centre

Expected benefit

- > A safe and lively city centre

Dieppe; dynamic, accessible and inclusive - Sample projects

- Modernization of the Market
- Implementation of the Housing Strategy
- Implementation of City Centre Development Plans
- Allocation of resources dedicated to implementing the Housing and City Centre Development Strategy
- Improving the public transit network



Dieppe; efficient and engaged

Strategy 4.1

Ensure the City’s internal organizational capacity

Objectives

- 4.1.1 Equip internal departments with the necessary resources
- 4.1.2 Increase organizational efficiency by using the technologies and resources necessary to make public services more efficient and higher quality

Expected benefit

- > Improvement of resident services

Strategy 4.2

Promote continuous improvement, change management and efficient resource management

Objectives

- 4.2.1 Establish processes that promote efficiency and continuous improvement
- 4.2.2 Respect fiscal capacity and the Asset Management Plan
- 4.2.3 Develop Expansion Dieppe while ensuring that it aligns with the City’s Strategic and Master Plans

Expected benefit

- > The efficient use of the City’s human and financial resources

Strategy 4.3

Structure and stimulate public involvement

Objectives

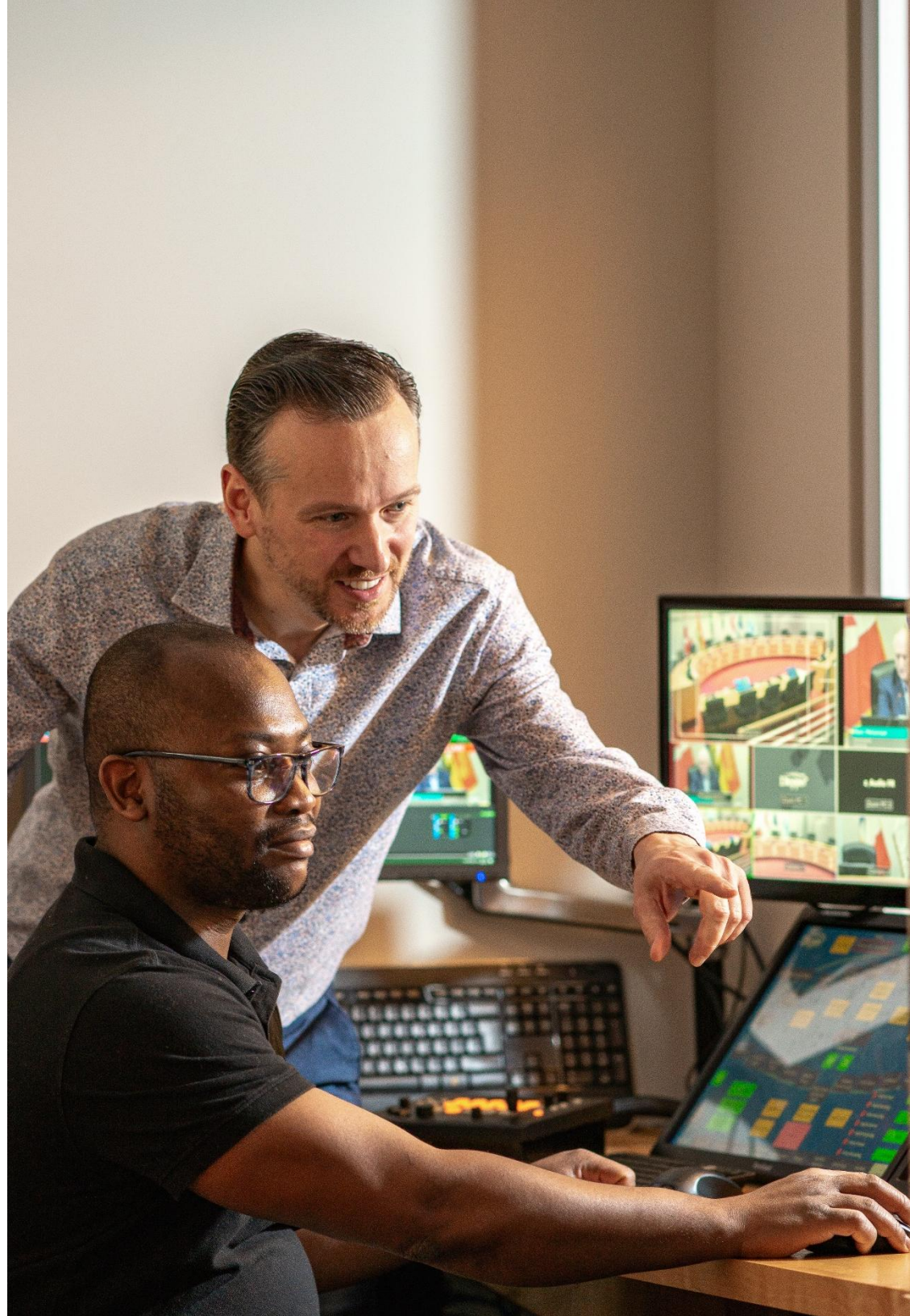
- 4.3.1 Revise the public participation policy and supervise initiatives
- 4.3.2 Adopt a framework and resources that foster public participation

Expected benefit

- > The optimization of public participation initiatives

Dieppe; efficient and engaged - Sample projects

- Development of a Comprehensive Internal Capacity Management Strategy
- Development of the new Asset Management Plan
- Implementation of the human resources management system, the document management system and the work order management system
- Establishment of an emergency measures management team



Appendix



Conditions for success

The success of this Strategic Plan depends on the City of Dieppe **dedicated and efficient team** as well as its **committed partners**. To **inspire action and bring our vision to life**, the City must maintain or roll out the following:

The Strategic Plan as the primary decision-making mechanism

The Plan must be the **priority and the guide** for all **decision-making** regarding ongoing projects and any opportunities that arise.

A project governance and results tracking structure

By instituting a **project governance** structure that specifies **roles and responsibilities** as well as **reporting mechanisms**, we will be able to generate the expected outcomes. These oversight mechanisms must be accompanied by **sound internal communication** and must be evaluated and adjusted to measure the plan's progress.

Increased organizational capacity

As the population is constantly changing, the City must adapt by carrying out added-value projects that will contribute to the City's progress while allowing it to maintain its day-to-day operations. To **maintain the City's service quality and identity**, internal departments will have to **request structural upgrades** in order to increase **organizational capacity**.

Proactive change management

To continuously improve citizen services and use City resources efficiently, we will need to **change our methods and expectations**. **Our new Strategic Plan aims to strengthen our efforts**. While the City's teams strive to deliver exceptional work, they should **focus on achieving the desired level of quality**. We need to ensure **change management** to maintain the engagement and commitment of our teams, management and elected officials. Their **support is essential** to achieving the Strategic Plan's objectives.

