

# Town of Truro



## Strategic Plan

February 2, 2004



## Vision

We envision Truro as a vibrant community that values its past and is confident of its future. Truro will be noted as an exciting destination; as having a strong spirit of place; for providing a valued quality of life; and as a centre where people cooperate to build a thriving, welcoming and green community.

## Mission

The Town of Truro will provide visionary, responsible, community driven and open minded leadership to ensure the best possible quality of life for all.

## Values

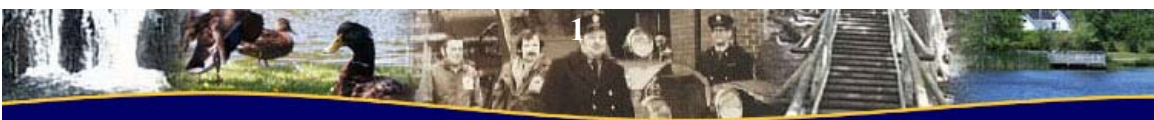
**Ethics and Integrity:** Being respectful, honest and sincere, open and inclusive, dependable and credible, accountable and committed.

**Quality of Life:** Ensuring a prosperous, healthy, financially stable, safe, tolerant, diverse and progressive community.

**Commitment:** Having the determination to deliver the plan with integrity and a spirit of cooperation.

**Service:** Ensuring quality, integrity, cost effectiveness, fiscal responsibility and a results orientation.

**Motivating:** Consulting and listening to get people involved and ensure community ownership.





**Strategic Direction: Ensure Accountability** *Ensuring that the strategic plan is implemented through sound planning, a clear and open process, by building from strength and encouraging citizens to work together for success.*

**Initiative A:** Ensure successful implementation of the plan. (Long term priority)

**Tactic 1:** Promote the vision and inform the community about the plan and what Council hopes to achieve. (Short term priority)

**Action 1:** A committee of senior staff will be created to establish and publish benchmarks to measure progress and will report on this to council for approval.

**Action 2:** Clearly define roles and responsibilities of Town and stakeholders.

**Action 3:** Provide annual reviews of the plan with public participation.

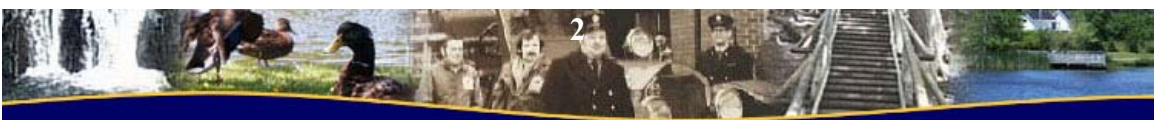
**Action 4:** Ensure effective communications.

**Action 5:** Explain budget and other related information in a way that can be easily interpreted by the general public.

**Tactic 2:** Ensure that the strategic plan has the financial and political commitment required to make it happen. (Short term priority)

**Action 1:** Establish reasonable and realistic budgetary, planning, and other parameters to ensure 'the basics' are well delivered before taking on more new projects.

**Action 2:** Each department will determine what services are considered basic and/or essential and how to measure success in providing services. The benchmark committee will consolidate this information.





**Strategy: Develop Downtown** *Ensuring a strong and vibrant downtown centre.*

**Initiative A:** Create a 'multipurpose/cultural centre' in the downtown. (Medium to long term priority)

**Tactic 1:** Consult and/or partner with CRDA, DTP and the County to research the type of facility needed in Truro and facilitate the development of the center. (Medium term priority)

**Action 1:** Initiate discussions with partners to develop terms of reference and identify roles.

**Initiative B:** Ensure business development in downtown. (Long term priority)

**Tactic 1:** Consult with the Downtown Truro Partnership, Chamber of Commerce and Colchester Regional Development Agency about their priorities to ensure future development success. (Short term priority)

**Action 1:** Senior staff from each organization will meet regularly to define roles in this and other areas.

**Action 2:** Town staff will collaborate with DTP, COC, CRDA to develop strategies to draw professionals and other businesses to downtown.

**Initiative C:** Attract people to downtown. (Long term priority)

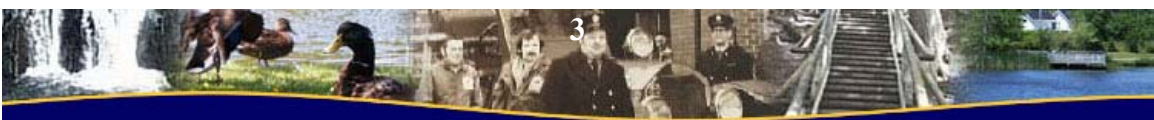
**Tactic 1:** Upgrade downtown appearance. (Medium term priority)

**Action 1:** Create a streetscape plan with design standards in conjunction with DTP.

**Action 2:** Create a coordinated plan for improved downtown appearance.

**Tactic 2:** Collaborate with DTP, COC, CRDA to develop strategies to attract people to the downtown in the evening. (Medium to long term priority)

**Action 1:** Ensure adequate lighting in the downtown area.





**Action 2:** Ensure a community constable is present in the downtown core.

**Action 3:** Ensure each department is clear on their roles regarding downtown infrastructure.

**Action 4:** Support DTP to examine the benefits of opening Inglis Place and the downtown to cafes and festivals.

**Action 5:** Encourage first floor residential use in the downtown and make residential development in the downtown an as of right process.





**Strategic Direction: Promote Development and Smart Growth**  
*Continuing to build the economic foundations of Truro.*

**Initiative A:** Make the adaptive reuse of heritage buildings a priority. (Short to medium term priority)

**Action 1:** Complete an inventory of town properties and develop a plan for their more effective use, maintenance and improvement.

**Initiative B:** Maximize, enhance and improve existing facilities. (Medium term priority)

**Tactic 1:** Improve public transportation, sidewalks and curbs, ensuring the safe and easy movement of pedestrians and cyclists. (Medium term priority)

**Action 1:** Complete a traffic study.

**Action 2:** Develop a plan, establish standards and routes for cycle paths and trail ways.

**Tactic 2:** Relocate John Ross and Sons. (Medium term priority)

**Action 1:** Find a site that confirms the benefits of, and supports, relocation.

**Tactic 3:** Build on Truro's heritage (culture, railway, etc). (Long term priority)

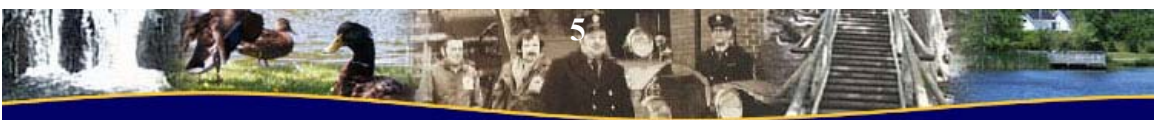
**Action 1:** Develop a heritage strategy and/or conservation plan.

**Action 2:** Develop a strategy for the re-use of private heritage structures and places.

**Initiative C:** Support residential development. (Long term priority)

**Tactic 1:** Encourage downtown residential development in partnership with DTP and CRDA. (Medium term priority)

**Action 1:** Amend the land use bylaw to make residential development easier.





**Tactic 2:** Promote a controlled mix of residential and commercial development. (Medium term priority)

**Action 1:** Amend the MPS to establish a policy that encourages a controlled mix of residential and commercial development.

**Action 2:** Identify areas available for building.

**Tactic 3:** Create innovative housing. (Long term priority)

**Action 1:** Consider the application of standards recommended in the FCM report 'Farmington Village'.

**Action 2:** Explore and promote available accessible housing programs.

**Initiative D:** Encourage business development by building on our successes and looking after businesses already here. (Long term priority)

**Tactic 1:** Annually evaluate the effectiveness of Colchester Regional Development Agency in growing and attracting new business in the area and marketing and promotion of the Truro industrial park. (Short to long term priority)

**Action 1:** Create a system of regular meetings with CRDA and DTP to discuss progress and accomplishments with respect to new business and promotions.

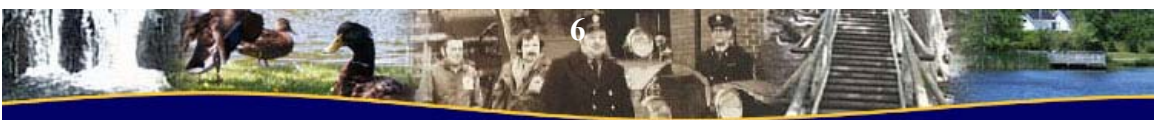
**Tactic 2:** Beautify and continue to develop and promote the industrial park. (Long term priority)

**Action 1:** Complete William Barnhill Drive.

**Initiative E:** Promote co-generation/district heating for development and new sources of revenue. (Long term priority)

**Tactic 1:** Continue to study the benefits of co-generation/district heating and whether should be publicly or privately provided. (Medium term priority)

**Action 1:** Analyze results of feasibility study being conducted by Neil and Gunter.





**Initiative F:** Encourage mutual regional cooperation. (Long term priority)

**Tactic 1:** Expand water supply to its regional capacity. (Long term priority)

**Action 1:** Promote the use of town water on a larger regional basis.

**Tactic 2:** Explore the development of new and existing regional projects and services. (Medium term priority)

**Action 1:** Clearly define regional projects and services and identify where new areas of cooperation can be created.





**Strategic Direction: Create Excitement About Truro And Its Future** *Showing strong leadership by actively promoting Truro; building a sense of pride, a can do attitude; and collaborating with citizens and stakeholders*

**Initiative A:** Find innovative ways to build excitement. (Short term priority)

**Tactic 1:** Identify and celebrate Truro's uniqueness. Truro is the "heart" of Nova Scotia. (Short term priority)

**Action 1:** Define Truro's unique identity by developing a 'branding'/marketing plan.

**Tactic 2:** Support multi cultural festivals and events in cooperation with the Downtown Truro Partnership and others. (Medium term priority)

**Action 1:** Implement the recommendations of the Brenda Robertson study.

**Initiative B:** Promote educational and other assets. (Medium term priority)

**Tactic 1:** Promote educational and other facilities to encourage the retention of youth. (Medium term priority)

**Action 1:** Work with CRDA to ensure their business development and retention strategies promote educational and other assets.

**Action 2:** Promote educational facilities on Truro's web page and in literature

**Action 3:** Work cooperatively with the school board, NSAC, NSCC Department of Education, CRDA and others to promote community access and quality education.

**Initiative C:** Ensure strong leadership. (Long term priority)

**Tactic 1:** Provide leadership education for Council and other town leaders. (Short term priority)

**Action 1:** Develop, as part of non-union employee evaluation program, a training continuum for all employees.

**Action 2:** Establish a standard of 2% of wages for training.





**Action 3:** Develop an orientation program for all members of council.

**Tactic 2:** Reward strong leadership. (Short term priority)

**Action 1:** Develop an employee recognition program.





**Strategy: Enhance and Improve Green Spaces** *Improving natural assets, appearance and access to Truro's environment strengths.*

**Initiative A:** Improve and enhance Victoria Park. (Medium term priority)

**Action 1:** Develop a park management plan to address improvements to the entrance, development of upper park trails, control of motorized vehicles and increased parking.

**Action 2:** Establish joint ventures with the new junior high school to keep the park clean and build pride.

**Initiative B:** Develop/improve the waterfront. (Long term priority)

**Action 1:** Develop a waterfront management plan that assesses the recreational potential for the waterfront, the value of a waterfront trail, the development of town owned property, increased waterfront access.

**Initiative C:** Develop a system of parks, trails and green spaces. (Long term priority)

**Tactic 1:** Develop a grid based on population and/or distance that would provide easy safe access to these areas by all age groups. (Short term priority)

**Action 1:** Develop "in Truro" standards for park and playground services and safe distances.

