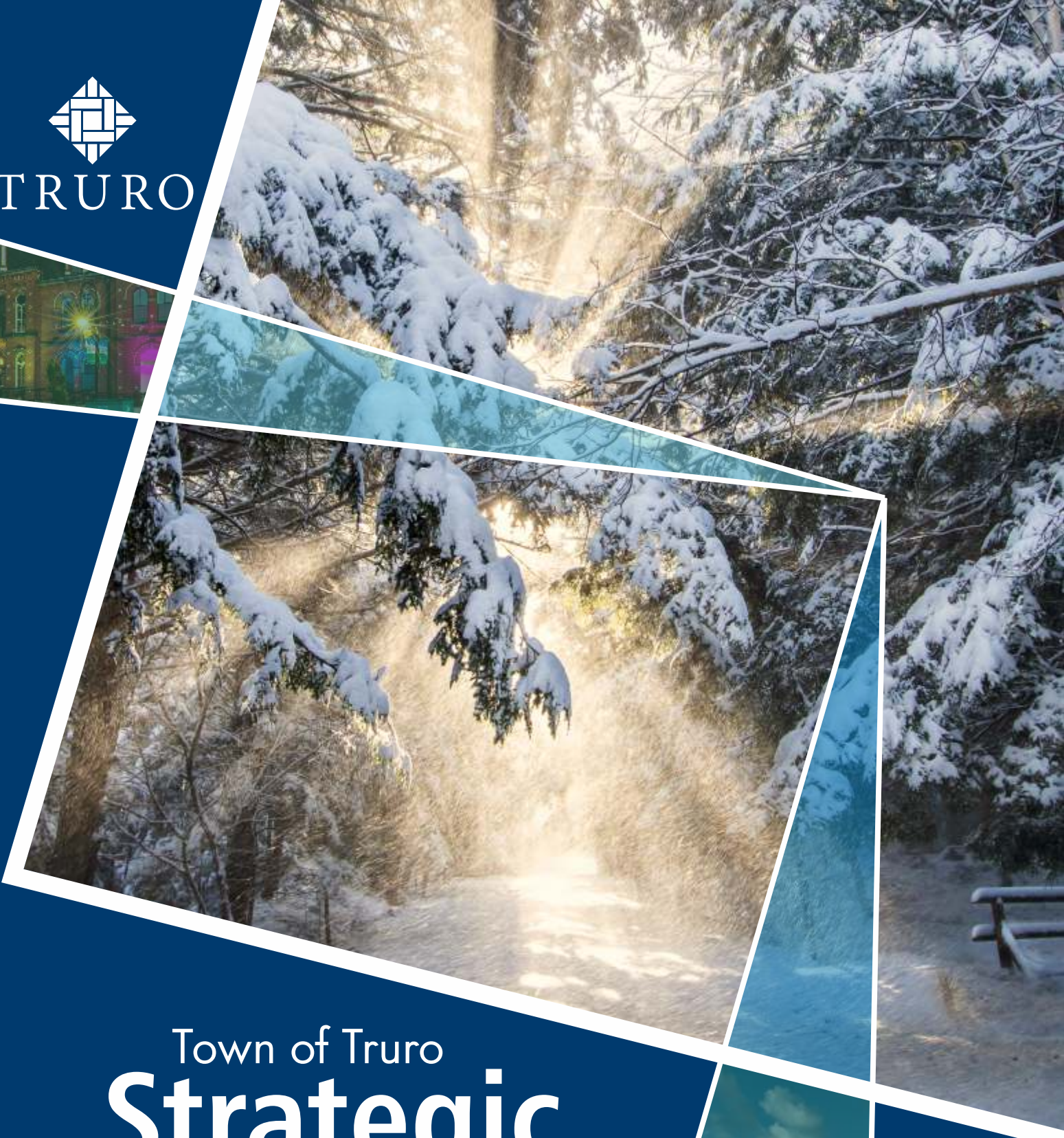




TRURO



Town of Truro

# Strategic Plan

# 2025-2028





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# Mayor and Council 2024-2028

Cathy Hinton  
Mayor of Truro



Councillor Alison Graham  
Ward 1



Deputy Mayor Bill Thomas  
Ward 2



Councillor Deb Pryor  
Ward 3



Councillor Wayne Talbot  
Ward 1



Councillor Jim Flemming  
Ward 2



Councillor Ian McGrath  
Ward 3

# Mayor's Message

I am pleased to present the Town of Truro's strategic plan for the next three years. This plan is built around four key pillars - Economic Prosperity, Leadership in Governance, Sustainable Environment, and Community Wellness - which will guide the efforts of our Council as we work to build a brighter future for our town.

Our town is rich with potential. We have a strong, close-knit community, a vibrant local economy, and a unique position in Nova Scotia that allows us to grow while preserving the values that make Truro special. As we move forward, we will leverage these strengths to propel us toward a thriving and inclusive future. However, like any community, we also face challenges that must be addressed with thoughtful and intentional planning. This strategic plan is designed to leverage our strengths and address these challenges in a way that benefits all residents.

We aim to foster growth, innovation, and job creation to ensure **Economic Prosperity** in our community. By supporting local businesses and attracting new opportunities, we will ensure that Truro remains a hub of economic activity and stability.

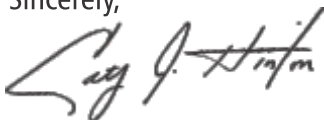
We also recognize the importance of **Leadership in Governance**. Our goal is to foster a governance framework that is transparent, accountable, and inclusive, ensuring that all residents have a voice and that decisions are made in the best interest of our community.

As we look to the future, we must work towards a **Sustainable Environment**. By prioritizing conservation, reducing our carbon footprint, and preparing for the impacts of climate change, we will ensure that Truro remains a healthy and vibrant place for generations to come.

Finally, we will continue to invest in social services and programs that promote **Community Wellness** and support the physical and mental health of our residents, ensuring that Truro is a place where everyone can thrive.

This strategic plan is a roadmap for Truro's future—one built on collaboration, resilience, and a shared vision of progress. I look forward to working together with all of you to turn this vision into reality over the next three years.

Sincerely,



Mayor

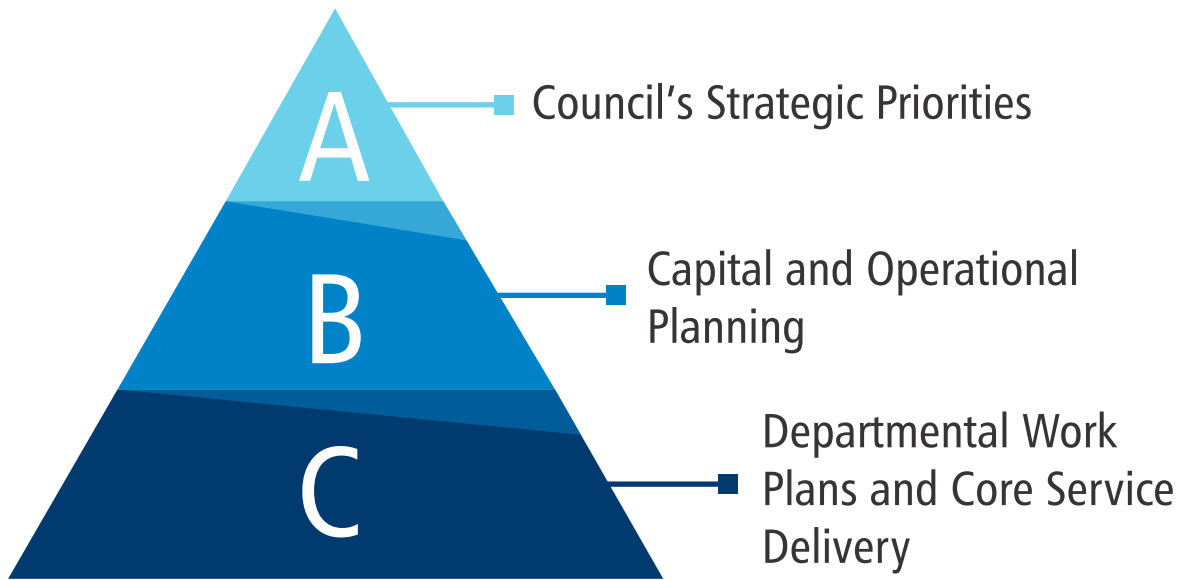




# Introduction

The Town of Truro's Strategic Plan for 2025-2028 outlines the community's vision, mission, and values, while establishing clear pillars, strategic outcomes, and actions to guide the work of the Town over the next three years. Developed at the start of the current Town Council's term, the plan will be reviewed and updated annually as part of the ongoing strategic planning process to ensure it remains responsive to the changing needs of the community.

This plan serves not only as a roadmap for progress but also as a tool for accountability. It will guide the development of annual operational and capital plans, ensuring that resources are effectively aligned with the identified priorities. Regular oversight and reporting mechanisms will be implemented to track progress, measure results, and make adjustments as necessary to stay on course. Through this process, the Town of Truro is committed to transparent decision-making and delivering meaningful, measurable results for its residents.



## Council's Strategic Priorities

The Strategic Plan provides overall direction to guide decisions, projects, and initiatives.

## Capital and Operational Planning

The Strategic Plan is integrated into annual capital and operational plans.

## Departmental Work Plans and Core Service Delivery

Each department develops a work plan to take specific steps to advance strategic objectives while delivering on the Town's core services such as roads, water, sewer, solid waste, fire, policing, and planning.



# Vision

The Town of Truro aspires to be a just and vibrant community with a thriving economy and sustainable environment.



# 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.



# Community Goals

The Community Goals serve as the foundation for shaping policies and guiding strategic priorities.

Developed during the 2023 Community Plan and reviewed by Council in 2025 as part of the Strategic Plan process, these goals are central to the Town's long-term direction.



## Inclusive Community

An **inclusive community** values diversity and helps those in need so that everyone feels a sense of belonging.

## Attractive Community

An **attractive community** is visually pleasing, showing pride of place in well-kept neighbourhoods and built environments

## Vibrant Community

A **vibrant community** is a place people choose to live because they can experience wellbeing through social, economic, and cultural opportunities.

## Active and Healthy Community

An **active and healthy community** features access to services, amenities, and care that improve residents' mental and physical wellbeing.

## Stewardship of the Natural Environment

A community that practices **stewardship of the natural environment** works to ensure clean air, water, and soil for the benefit of all, including nature itself.



## Sustainable Growth

**Sustainable growth** recognizes the benefits of attracting more people to the community while pursuing wellbeing for all

## Fiscally Responsible

A **fiscally responsible** community balances its spending needs with available resources while constantly seeking efficiencies and new revenues.

## Engaged Community

An **engaged community** is one where residents are well informed and encouraged to participate in community decisions.

## Full Range of Housing

Our community will strive to ensure a **full range of housing** is available and accessible to meet the needs of all its residents.

## Resilient Community

A **resilient community** meets social, environmental, and economic challenges to strengthen its long-term sustainability.

## Strong Regional Centre

A **strong regional centre** offers core services such as education, commerce, and health, and acts as the urban hub to a larger area.



## Collaborative Community

A **collaborative community** seeks to build strong relationships with other governments, including First Nations, community groups, and businesses in the pursuit of shared goals.

## Prosperous Community

A **prosperous community** offers opportunities for everyone to contribute to and share in its thriving economy.

## Well-Governed Community

A **well-governed community** has effective policies and processes that are fair, transparent, and equally applied in response to community need.

## Safe Community

A **safe community** promotes security for all through prevention of danger and protection from harm.


## Quality Infrastructure and Services

Our community will have **quality infrastructure and services** to operate effectively and meet the needs of residents.





# Pillars, Outcomes and Actions



The Town of Truro has adopted four pillars within the Strategic Plan. They are the foundation of the Strategic Plan and help focus the efforts of the outcomes and actions.

Each pillar has a set of outcomes and associated actions. Action items help achieve the desired outcomes and highlight priorities that will form the basis of operational and capital plans through 2028.

These represent the ideal conditions that guide the approach for each pillar, forming the foundation for long-term growth and societal well-being.



# Economic Prosperity

A thriving economy characterized by robust innovation, diversified industries, and equitable wealth distribution, where individuals and businesses are empowered to grow, and communities benefit from sustainable, long-term prosperity.

## Strategic Outcome Economic Growth

Truro will drive sustainable economic growth by supporting local businesses, highlighting the community's unique strengths, and fostering a collaborative environment. Through strategic partnerships and regional cooperation, we will create a resilient economy that benefits all residents and businesses.

### Strategic Action

	TIMELINE			
	2025	2026	2027	2028
In collaboration with the Downtown Truro Partnership, develop an updated Downtown Master Plan		X	X	
Work with regional partners to develop regional transportation plans which include both public and active transportation	X	X		
Reestablish the Regional Transportation Committee to discuss all aspects of regional road network, process, and municipal investment in roads	X			
Develop strategies and plans around intensification to encourage more residents to live in the Downtown Core		X	X	
Update the Victoria Square Revitalization Plan	X	X		
Develop an Infrastructure and Servicing Plan for the undeveloped lands south of William Barnhill Drive		X		
Support the Downtown Truro Partnership in its efforts to encourage local shopping and support downtown businesses	X	X	X	X

# Economic Prosperity

## Strategic Outcome Talent Attraction & Retention

Truro will attract and retain top talent by partnering with post-secondary institutions, ensuring a sufficient housing supply, and fostering a welcoming, inclusive community. Together, we will build an environment where skilled individuals can live, work, and thrive.

Strategic Action	TIMELINE			
	2025	2026	2027	2028
Review the Town's role in ensuring a range of housing options are available in Truro		X		
In collaboration with the Truro and Colchester Partnership for Economic Prosperity, develop workforce recruitment strategies			X	
Promote Truro as a great place to live and work	X	X	X	X
Work with regional partners to improve the student experience in Truro to help retain students from Dalhousie and NSCC			X	X
Enhance the physical connection between Dalhousie University and Downtown Truro				X
In collaboration with community partners, develop immigration retention strategies			X	X

## Strategic Outcome Strengthening Unique Advantages

Truro will strengthen its unique advantages by promoting the vibrant Truro Farmers Market, expanding tourism assets like Victoria Park, trails, and Civic Square, and supporting tourism businesses. Leveraging our central geographic location, we will position Truro as a regional hub for visitors and residents alike.

Strategic Action	TIMELINE			
	2025	2026	2027	2028
Work collaboratively with regional partners to implement the recommendations from the Regional Strategic Tourism Plan to guide the use of regional Marketing Levy funds	X	X		
Develop a policy and procedure for Town Council to consider funding requests for tourism events, outside of support from Marketing Levy funds	X			



# Leadership in Governance

A governance framework that is transparent, accountable, and inclusive to promote effective decision-making, encourage civic participation, and safeguard the rule of law to ensure that the interests of all stakeholders are represented and protected.

## Strategic Outcome Community Engagement

The Town of Truro will actively foster an inclusive and collaborative community where all voices are heard, valued, and empowered to shape the future. Through innovative engagement strategies and accessible opportunities, Truro will build lasting connections and ensure meaningful participation in decision-making processes.

### Strategic Action

	TIMELINE			
	2025	2026	2027	2028
Review the function, terms of reference, and abilities of Town Committees	X	X		
Ensure engagement tools are interactive and easily accessible	X	X	X	X
Expand on youth and student engagement strategies	X	X	X	X
Explore options for citizens to provide legacy funding to the Town		X		
Ensure engagement considers a variety of tools and perspectives.	X	X	X	X

# Leadership in Governance

## Strategic Outcome Trust & Transparency

The Town of Truro will prioritize open communication, accountability, and honesty in all governance practices to foster trust within the community. By ensuring transparent decision-making and consistent sharing of information, Truro will strengthen its commitment to integrity and build lasting confidence in its leadership.

Strategic Action	TIMELINE			
	2025	2026	2027	2028
Ensure public communications are transparent, consistent, and continue to evolve and be responsive to the needs of citizens	X	X	X	X
Share information widely before, during and after a project	X	X	X	X
Ensure the public are informed and understand the reasoning behind Council decisions	X	X	X	X
Review processes for community feedback to ensure concerns and diverse perspectives are heard	X	X	X	X
Leverage digital platforms like websites and social media to share information widely and engage with the community	X	X	X	X
Actively engage with community leaders and diverse groups to foster understanding and trust	X	X	X	X

## Strategic Outcome Operational Efficiencies

The Town of Truro will streamline operations through innovative leadership, embracing data-driven solutions and continuous improvement to enhance service delivery. By fostering a culture of efficiency and collaboration, Truro will optimize resources, reduce waste, and ensure effective governance that meets the evolving needs of the community.

Strategic Action	TIMELINE			
	2025	2026	2027	2028
Foster cross-departmental collaboration to demonstrate the effectiveness of teams that serve the community	X	X	X	X
Conduct an assessment of staff to identify skills and operational gaps. Align training where appropriate		X	X	X
Ensure the Town is collaborating and partnering where operational efficiencies can be developed		X	X	X
Review service exchange agreements with other municipalities		X	X	X
Review and update policies that have the potential to enhance operational effectiveness		X	X	X
Ensure the Town's Water Utility is sustainable by updating the Water Rate Study	X	X		
Explore shared services with other municipalities where appropriate		X	X	X

# Leadership in Governance

## Strategic Outcome Regional Partnerships & Collaborations

The Town of Truro will strengthen regional partnerships by fostering collaborative relationships with local governments, stakeholders, and provincial and federal partners. By working together, Truro will drive shared solutions, amplify regional growth, and enhance community well-being across all levels of government.

Strategic Action	TIMELINE			
	2025	2026	2027	2028
Enhance working relationships between other regional partners, municipalities and other levels of government	X	X	X	X
Request joint strategic planning sessions to align plans and initiatives with other local government partners		X	X	
Work collaboratively with the County of Colchester to finalize the Waste Water Treatment Plant Agreement	X			

## Strategic Outcome Prioritized Municipal Spending

The Town of Truro will prioritize municipal spending by focusing on the essential needs of residents, ensuring that resources are allocated to improve quality of life and community infrastructure. By balancing fiscal responsibility with strategic investments, Truro will meet the immediate and long-term needs of its residents while remaining responsive to evolving priorities.

Strategic Action	TIMELINE			
	2025	2026	2027	2028
Assess service levels and programs to ensure they align with the needs and desires of residents, while balancing fiscal responsibility to avoid overburdening taxpayers	X	X		
Ensure the asset management plan and long-term financial plan are aligned and adaptable to Truro's future needs, with current planning effectively supporting long-term goals		X	X	
Develop a long term Capital Plan	X	X		



# Sustainable Environment

A balanced and healthy environment where natural resources are responsibly managed, ecosystems are preserved, and climate resilience is prioritized, fostering a community where both human and ecological well-being are safeguarded for generations to come.

## Strategic Outcome Reduction & Mitigation

The Town of Truro will lead in sustainability by implementing initiatives to reduce greenhouse gas emissions, promote renewable energy, and enhance green spaces. Through proactive policies and climate-conscious planning, Truro will protect the environment for future generations.

### Strategic Action

	TIMELINE			
	2025	2026	2027	2028
Investigate collaboration on a PACE program with the County of Colchester			X	X
Develop an implementation plan based on the recommended actions outlined in the Community Energy and Emissions Plan (CEEP)	X	X		
Continue partnerships with the Clean Foundation and Quest Canada, and seek other partnership opportunities that further implementation of the CEEP	X	X	X	
Revisit the Honeywell Retrofit and Renewal Program and determine next steps	X	X		
Continue to investigate a deep energy retrofit of Market Hall (Truro Farmer's Market building) with ReCover Initiative	X			
Explore the feasibility of public transit with regional partners	X	X		
Investigate the requirements to implement the Active Transportation Plan		X		
Build decarbonization into capital planning (fleet replacement, building upgrades, etc)		X	X	
Continue to investigate a community solar garden with the County of Cumberland	X	X		
Identify gaps in electric vehicle charging infrastructure in Truro		X	X	

# Sustainable Environment

## Strategic Outcome Adaptation & Resilience

The Town of Truro will adapt to the impacts of climate change by implementing strategies that enhance resilience to extreme weather events, rising sea levels, and shifting ecosystems. Through thoughtful planning, infrastructure upgrades, and community engagement, Truro will safeguard its environment, ensuring long-term sustainability and a livable future for all residents.

Strategic Action	TIMELINE			
	2025	2026	2027	2028
Implement strong stormwater management practices in collaboration with the County of Colchester		X	X	
Develop a Climate Adaptation and Resilience Plan	X	X		
Build an operational emergency response plan to address wildfire risk in Victoria Park		X	X	
Continue to ensure collaboration through the Joint Flood Advisory Committee	X	X	X	X
Investigate the possibility of neighbourhood plans and citizen programs that are responsive to climate adaptation		X	X	
Ensure we are prepared and know the risks of invasive species (Hemlock Woolly Adelgid, etc)	X	X	X	X

## Strategic Outcome Civic Engagement & Education

The Town of Truro will engage and educate citizens on environmental sustainability through accessible programs, resources, and community initiatives. By fostering a culture of environmental stewardship, Truro will empower residents to take action and contribute to a healthier, more sustainable future.

Strategic Action	TIMELINE			
	2025	2026	2027	2028
Enhance promotion of the Tree Planting Program. Ensure promotion includes the benefits of the program in addressing climate concerns	X	X	X	X
Educate on the Town's response to climate adaptation measures (such as HWA, wildfires in Victoria Park, etc)	X	X	X	X
Promote opportunities for citizens to take action against climate change on their own properties (solar panels, retrofits, etc)		X	X	X
Educate developers on the sustainability requirements included in the new 2020 National Building Code		X	X	
Promote opportunities for citizens to reduce consumption		X	X	X
Educate citizens on the initiatives of the Urban Tree Committee and Coordinator	X	X	X	X

# Sustainable Environment

## Strategic Outcome Sustainable Development

The Town of Truro will work to ensure that developments and infrastructure are designed with sustainable practices that reduce environmental impact and adapt to climate change. By integrating green building standards and innovative solutions, Truro will create resilient, eco-friendly spaces that protect the environment for future generations.

### Strategic Action

	TIMELINE			
	2025	2026	2027	2028
Ensure that development on the flood plain is responsible and responsive to changing climate. Work with regional partners to develop consistent regulations		X	X	
Investigate the possibility of adopting sustainable development guidelines for private developers			X	
Consider implementing sustainable standards in the Town's Purchasing and Procurement Policies	X	X	X	X
Enhance the requirements for stormwater management plans from private developers		X		



# Community Wellness

A community where every individual has access to quality social opportunities and infrastructure, ensuring that people live in safe, nurturing communities that promote physical, emotional, and social health for all.

## Strategic Outcome Safety & Resiliency

The Town of Truro will prioritize community wellness and safety by providing proactive, responsive services and infrastructure that support the well-being of all residents. Through collaborative efforts, Truro will create a resilient community where citizens feel secure, valued, and empowered to thrive.

Strategic Action	TIMELINE			
	2025	2026	2027	2028
Review and update police and fire services based on community needs	X	X	X	X
Review the annual performance of the Truro Fire Service and Truro Police Service through the Police Board and Fire Chief	X	X	X	X
Maintain commitment to REMO/REMAC with regional partners	X	X	X	X
Execute actions from the flood management review in the Land Use Bylaw		X	X	
Continue to review the Deer Management Strategy and Controlled Managed Hunt to increase efficiencies	X	X	X	X
Include the impact of proposed development in long term financial forecasting	X	X	X	
Ensure Council has a cohesive voice in the Town's response to Housing and Homelessness		X	X	
Review two-tiered models for recreational services in Truro	X	X		

# Community Wellness

## Strategic Outcome Integrated Mobility

The Town of Truro will create an integrated mobility system that offers safe, sustainable, and accessible travel options for all residents. By enhancing transportation infrastructure and promoting multi-modal solutions, Truro will ensure convenient movement throughout the Town, supporting both community wellness and connectivity.

Strategic Action	TIMELINE			
	2025	2026	2027	2028
Develop a Public Transit Feasibility Study and review and consider options that result from that study with the County of Colchester	X	X		
Review and consider the options outlined in the Active Transportation Implementation Plan		X		
Assess and update the Town's traffic studies in light of proposed future developments		X	X	
Evaluate and update road and sidewalk maintenance standards		X		

## Strategic Outcome Involved & Connected Community

The Town of Truro will foster an involved and connected community by offering a diverse range of accessible leisure, learning, and recreational opportunities for residents and visitors. Through inclusive programs and spaces, Truro will create a vibrant environment where everyone feels engaged, supported, and connected to one another.

Strategic Action	TIMELINE			
	2025	2026	2027	2028
Improve public access to Council meetings and increase opportunities for community engagement	X	X	X	X
Revise and implement a new Communications Plan that aligns with evolving media platforms and addresses the changing wants and needs of citizens		X		
Continue to promote recreational and cultural opportunities that foster community engagement and enrich residents' lives	X	X	X	X
Continue support for the Senior Safety Program to enhance a more connected and engaged senior population in Truro	X	X	X	X
Complete the revitalization and recognition project at the new No. 2 Construction Battalion Athletic Facility	X			
Celebrate the efforts of the volunteers and sponsors for the TAAC Revitalization Project - both the baseball field and track and field facility	X			
Update the Recreation Open Space Plan	X			
Complete the Railyard Master Plan Phase 1 and 2 recommendations	X			

# Community Wellness

## Strategic Outcome

### Inclusive & Welcoming Community

The Town of Truro is committed to creating an inclusive and welcoming community where all residents and visitors feel valued and respected. By embracing diversity, promoting equality, and driving meaningful change, Truro will foster a sense of belonging and connection for everyone.

Strategic Action	TIMELINE			
	2025	2026	2027	2028
Execute action items and recommendations outlined in the Equity and Anti-Racism Plan	X	X	X	X
Maintain commitment to the African Nova Scotia Community Strategy Committee to support ongoing efforts for equity, inclusion, and community empowerment	X	X	X	X
Review the mandate of the Equity Diversity Committee to ensure it aligns with the evolving needs of the Town and its residents		X		
Support and promote inclusive events like Pride, Embrace, Diwali, Pow Wow, and other cultural celebrations	X	X	X	X
Strengthen partnerships with educational institutions to ensure the Town is effectively meeting students' needs	X	X	X	X
Strengthen relationships with Millbrook First Nation to ensure the Town is advancing truth and reconciliation	X	X	X	X
Explore ways the Town can support community sport and recreation associations as volunteer numbers decline	X	X	X	X
Review and revise the Municipal Grant Policy to better align with Council's objectives	X			

## Strategic Outcome

### Affordable Community

The Town of Truro is dedicated to creating an affordable community by providing a range of quality services, amenities, and housing options that meet the diverse needs of all residents. Through thoughtful planning and investment, Truro will ensure that every individual and family has access to the resources that enhance their quality of life.

Strategic Action	TIMELINE			
	2025	2026	2027	2028
Support affordable housing through advocacy for programs from other levels of government	X	X		
Develop regulations and policies that strengthen the Municipal Planning Strategy's emphasis on affordable housing. Ensure this is reflective of the affordable housing framework and housing needs assessments completed	X	X		
Enhance food security and local food systems by supporting programs and services like the Truro Farmers' Market, Colchester Food Bank, community gardens, and youth breakfast programs	X	X	X	X
Support local agencies addressing housing and homelessness, and actively advocate on their behalf	X	X		
Support programs that enhance access to affordable recreation and cultural activities	X	X	X	X
Ensure that any public transit model is developed with a focus on affordability and accessibility for all residents		X	X	
Advocate to the Province of Nova Scotia to include affordable housing development on the former hospital site on Willow Street	X	X	X	



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TRURO

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