



TRURO

Brand Development & Marketing Action Plan

August 2017

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Introduction

The need to broaden and diversify the economic base in Truro and the surrounding region is a long standing priority and the time to rebrand Truro is now! A brand image generates a unique set of ideas, feelings and attitudes in people. Rebranding an area can help people become aware of the existence of a place, it can help discard negative imagery connected with a place, and can help to build civic pride.



Throughout Truro and the surrounding region, there has been the emergence of community groups and new energies working toward building the social and economic wellbeing of the community. A major part of tying these efforts together is the process of rebranding Truro.



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Project Background

The Town of Truro Branding Task Force was formed in November 2014. The idea for a task force first arose during the Tourism Summit in November 2013, where the participants identified a need for the Truro area to reconsider how to promote our community. In meetings with the chairs of the Town of Truro committees and in conversations with local business people and residents, it became clear that the need for re-branding encompassed more than just tourism. There was a need for a consistent, positive, compelling story that convinced people that they should come to Truro to visit, to shop, to do business, and to live. The Town of Truro Tourism Committee requested that the Truro Town Council establish a task force to begin forming a strategy for branding.

The Town of Truro Branding Task force had representation from the Town of Truro, Municipality of the County of Colchester, Millbrook First Nation, Downtown Truro Partnership, Truro and Colchester Chamber of Commerce, Rath Eastlink Community Centre, Nova Scotia Provincial Exhibition, Dalhousie Agricultural Campus, Nova Scotia Community College,



Truro Famers' Market, Central Nova Tourism Association, Central Colchester Regional School Board, local business owners and community residents.

From November 2014 – September 2015, the Town of Truro Branding Task Force led the development of a new brand for Truro. This process included review of existing information available, developing an outline of a roadmap through the branding process, and participating in public engagement through social media, an online survey, and through public meetings. This information was then reviewed and compiled in the Public Consultation report, Branding Truro, A Place Branding Consultation Summary, and a review of visual identities and marketing messages took place. On September 29th, the Task Force met to make a recommendation to Truro Town Council on a final brand message and visual identity. This information was presented and approved by Truro Town Council on October 5, 2015.

As a next step in the implementation of the new brand, the Truro Branding Task Force recommended that Truro Town Council approve formation of a Truro Brand Leadership Committee. A call for applications was completed and this Committee was formalized in January, 2016. The Truro Brand Leadership Committee is responsible for implementation of a strategy and action plan and will be champions for the new brand moving forward. They are also tasked with future recommendations for brand implementation and to make recommendations to the Town of Truro Town Council relating to the brand implementation.



Branding Goals and Responsibilities

The defined overall goals throughout the branding process are:

- To attract new citizens, business investment, tourists, and events, and to stay competitive with other communities,
- To define ourselves, rather than allowing others to define our community for us, and
- To clean up any confusion with our current messaging, and to build consistency going forward.

The roles and responsibilities of the Branding Task Force and Brand Leadership Committee included:

- Acting as ambassadors/champions for the project by promoting and communicating project goals and objectives.
- Providing input into the decision-making and assisting with the development of a Place Branding Strategy.
- Champion community engagement activities.
- Identify opportunities for partnerships that will support and strengthen the Place Branding Strategy.
- Gather information from community stakeholders and establish common themes and messages.
- Use the gathered information to help to establish priorities for branding and economic development.

- Assist in securing adoption of the Place Branding Strategy by municipal and community partners.
- Support implementation of the Place Branding Strategy.



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Engagement Process

It is imperative to have stakeholder and community involvement when developing a place brand. Task Force members emphasized the need for community engagement to establish a variety of perspectives and to ensure as many people as possible could participate. To ensure that this work represented the interests, needs, and goals of as many stakeholders as possible, a wide variety of engagement forums were used, and a variety of questions were asked.

Engagement was designed to incorporate outreach to organizations, institutions, and different community agencies. Engagement was focused on public outreach, which attempted to be inclusive of specific segments and groups within the community. In addition, in an attempt to involve as many people as possible, there was a link to existing initiatives and activities which were already taking place.

The goal of the engagement process was to understand the key messaging, strengths, weaknesses, opportunities, and threats associated with the Truro brand.

In order to establish consistent themes and messaging across the broadest possible audience, the engagement process included four levels of engagement:

Level 1: Task Force Formation

The Town of Truro Branding Task Force was formed in November 2014. The Town of Truro Branding Task Force had representation from the Town of Truro, Municipality of the County of Colchester, Millbrook First Nation, Downtown Truro Partnership, Truro and Colchester Chamber of Commerce, Rath-Eastlink Community Centre, Nova Scotia Provincial Exhibition, Dalhousie Agricultural Campus, Nova Scotia Community College, Truro Famers' Market, local business owners and community residents. The members of the task force were able to provide a variety of insights and perspectives. In addition, members had a variety of cultural, political, and organizational backgrounds, they had vested interest in the success of the community, and they wanted to help to support community development and economic growth.

Level 2: Link to Existing Activities

The Town of Truro Branding Task Force reached out to community networks and external organizations to gather existing information which had previously been compiled through other groups and had relation to the rebranding initiative. These existing activities included:

- Reviewing previous public participation documents such as the Town of Truro Community Sustainability Plan, the Town of Truro Downtown Master Plan, and public participation documents gathered through the Colchester Regional Development Agency.
- Task force attendance and review of information gathered through Engage Truro-Colchester Meetings. Engage-Truro Colchester is a community based group which arose out of the Call to Action in the One NS Report. The group meets regularly to promote, embrace and showcase the local area through community conversations. In addition, the group works to establish action items for social and economic development.



- Task force attendance and review of information gathered at a grass roots branding meeting in September 2014. Community members came together to share stories about what makes Truro a great place to live, visit, and do business. Other topics discussed were: Why should people want to come to our community? What are the core values of the community? And how can we change perceptions that others may have of the Truro area?
- Task force attendance and information gathered at the Tourism Summit, November 2013. The Town of Truro Tourism Committee hosted a Truro Area Tourism Summit which was attended by representatives of Truro, Colchester County, Bible Hill, as well as members of the entertainment, recreation, and accommodations industries in the area. The day was spent sharing ideas about what works well for tourism in the area, what could be improved, and strategies for moving forward.
- Review of the ColchesterNEXT Community Survey, completed in the Fall of 2013. This survey was completed by ColchesterNEXT and includes information from local residents, aged 18-39. Much of the survey was designed to gauge what this demographic likes best about Truro and identify potential areas for improvement.

Level 3: Public Community Outreach

A branding survey was developed to understand the experience of residents, visitors, and business in Truro. The survey was developed and designed through research and a collaborative process with the Branding Task Force. Once finalized, the survey was made available and promoted:

- Online, through the Town of Truro website. The online survey was available from June 2015 to mid-July 2015.
- In hardcopy. A number of public locations throughout Truro made the survey available to be completed by the public. Some of these locations included the Truro Welcome Centre, the Colchester – East Hants Public Library, and the Marigold Cultural Centre.

- **Social media.** The Town of Truro Facebook page and Twitter accounts provided links to the online copy of the survey. In addition, comments from social media were encouraged and promoted through the hashtag #TalkAboutTruro.
- **Newspapers and radio.** The rebranding initiative was promoted through local media such as the Truro Daily News, Hub Now, Cat County 99.5, Big Dog 100.9. In addition, a provincial newspaper, the Chronicle Herald, featured the initiative, and local community groups and organizations also featured the initiative. This includes organizations such as the Dalhousie Agricultural Campus.

Level 4: Public Engagement Meeting

A public meeting was held on July 2, 2015 at the Douglas Street Recreation Centre. This meeting was open to the public and was a means to gather additional information in an open forum. While there were questions which guided the discussion, the overall focus of the meeting was to create conversations around what's positive about the community and to have attendees brainstorm ways to further the discussion throughout the community. The intention was to have attendees at the meeting leave feeling empowered to make positive change in their own day to day lives within the community and to begin sharing the brand message. The meeting also helped to focus the brand narrative and messaging, by having groups begin to summarize information gathered.

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Place Branding Consultation Summary

A Place Branding Consultation Summary was drafted in July 2015 to summarize the information gathered during the engagement process. The report analyzed the individual responses and identified the Strengths, Weaknesses, Opportunities and Threats in the Truro area. The report narrows the information gathered into common themes and trends to identify common messaging.

Throughout the report, the summary of findings was supplemented with additional census data obtained through Statistics Canada, Nova Scotia Community Counts, Canadian Council on Learning Composite Learning Index, PCensus, and Sitewise, collected in January 2015.

The Place Branding Consultation Summary included the formation of a Brand Vision, Story, Promise and Mission.

The draft report was presented to the Branding Task Force on July 14, 2015.

Through the results of the report, along with additional brainstorming and discussion, Truro's most feasible brand was identified.



Brand Vision, Story, Promise & Mission

VISION

Truro's brand will be owned by us, the whole community which makes up Truro. It will be our promise to each other and to the world around us. Because it will belong to each of us, we have the responsibility to support it, be true to it, live it, and actively promote it.

Our brand will share a voice which is authentic and natural, but straightforward. It will express the people and the community values. It will share the benefits of Truro and position us for success. Overall, it will enhance, improve, and enrich our lives, deepen our connections, for everyone, for today and tomorrow.

STORY

Truro is an energetic, vibrant, growing town, located in central Nova Scotia. Our location has been key to our past successes and will propel us forward in the future. We are connected globally through our transportation modes, geographical position, knowledge, and infrastructure. We are the Hub of Nova Scotia, centred around natural beauty.

We are the ideal community: we are prosperous, growing, sustainable, diverse, culturally rich, and connected, but through this we have maintained our laid back, accessible, and enriching lifestyle.

We offer a community which allows each of us to have a say and make a difference. Our connections are interwoven, and yet we are a community with a mix of personalities and characteristics. We have a sense of community pride, authenticity, and willingness to give back.

Many of us have established roots here and many of us are newcomers, however we all choose to live here because we value the community, the conveniences, our connections, the quality of life, and our natural beauty.

PROMISE

We will work toward building a more inclusive but diverse community, one where there are opportunities for each of us to know each other and make meaningful connections. We will be actively engaged in growing the community – the more active we are, the deeper our sense of community will be.

We will protect, preserve, and promote the great things we have: Victoria Park, our heritage properties, our diversity, our welcoming nature, our openness for change, our generosity and willingness to volunteer. Together we will create a greater sense of community for all. We will lend a hand to those in need so that everyone feels a better sense of community and inclusion.

Together we will create new things to grow and to further enhance our quality of life. We will foster the positives to build and ensure our continued success for future generations. We will consider those future generations in our decision making to ensure we are fostering a community in which they will choose to live, work and play.

We will aspire to be the best we can be. Each of us is a champion for this cause. Our community will be visible and tell a compelling story to ourselves and others.

MISSION

Our mission of branding Truro is to unite everyone around a shared vision. In doing so, we will all celebrate Truro and all it has to offer its residents and the world. Truro, and the sum of its parts, needs to stand for something and seek something larger. We will embrace who we are and who we want to be. We will be open to change and let the brand and the community guide our future initiatives and cultivate the whole community. Whether we are municipal leaders, business owners, developers, visitors, or residents – we will work together to build the brand.

While the Truro brand belongs to all of us, the Town of Truro is tasked with stewardship of it, under direction of the Truro Town Council and the Chief Administrative Officer.



Brand Identification

A number of brand identities and ideas were explored and tested. Each concept was measured against the Place Branding Consultation Summary to determine if it represented the Brand Vision, Story, Promise, and Mission. Any identity which met this feasibility test was presented to the Branding Task Force for additional input and consideration. On July 29, 2015 the Task Force identified one visual identity as the most impactful and reflective of the overall Truro brand.

Brand Assets

As identified in the Place Branding Consultation Summary, Truro's brand centres around the communities greatest assets.

LOCATION

We are the Hub, a centrally located town within Nova Scotia, positioned to attract people to live, work, play and invest.

SIZE

We are the perfect size – small town ambience with a full range of quality services.

COMMUNITY PRIDE

We are a community full of pride and spirit. We work together to give back and create a connected community.

QUALITY OF LIFE

We love where we live. We live in a community which allows us to live a balanced and safer lifestyle that is full of opportunities.

NATURAL BEAUTY

Our community is full of natural beauty. Victoria Park is one of our key assets which we work to preserve and protect.

DIVERSITY

We are a community which embraces our cultural and demographic diversity. We will continue to work toward creating a more inclusive community, while celebrating our differences.

DOWNTOWN

Our downtown is unique and beautiful. We will each work to strengthen and promote our downtown to ensure its continued success.

HERITAGE

We are a community rich with history. We will protect our heritage while remaining open-minded and progressive.

Target Market and Audience

TRURO AND AREA RESIDENTS AND STAKEHOLDERS

The residents of Truro and area are the brand's primary audience as the brand represents an extension of their individual identities and their relationship to the community. Overall the brand should represent their lifestyle and should reflect why they choose to live in Truro. A brand which successfully appeals to existing residents will encourage support for local businesses and local spending. In addition, residents will want to spend more time within the community and it will further enhance community pride and spirit.

POTENTIAL RESIDENTS

The focus should be on attracting young singles, couples, and families as potential residents of Truro. The brand should seek to attract people who value a small town community feel, with all the amenities of a larger urban centre, those who are seeking a number of family friendly recreational activities, and those who value lifestyle over hustle and bustle.

VISITORS FROM WITHIN NOVA SCOTIA

Truro is located in close proximity to a number of other Nova Scotian communities. It's important that visitors from within Nova Scotia have a good perception of Truro and the community. Inglis Place in Truro already has a strong brand to visitors from within Nova Scotia, and many will travel from distances to shop on Inglis Place. It's important to grow this perception for Truro as a whole to further encourage visitors and spending.

VISITORS FROM OUTSIDE NOVA SCOTIA

Truro is located in central Nova Scotia and should naturally attract visitors to Nova Scotia who are travelling by car. Truro is a natural stopping place, and there needs to be an effort to turn "pit-stops" into visitors who will spend money and stay overnight. For these people, the brand needs to portray excitement of place with a number of activities. Truro has a number of family friendly activities for visitors and the focus should be on attracting families to visit the area.

Brand Development and Marketing Recommendations

On September 29, the Task Force met to make a recommendation to Truro Town Council on a final brand message and the visual identity for the Brand. This was presented and approved by Truro Town Council on October 5, 2015.

As a next step in implementation of the new brand, the Truro Branding Task Force recommended that Truro Town Council approve formation of a new Truro Brand Leadership Committee. This committee is responsible for implementation of a strategy and action plan and will be champions for the new brand moving forward.

Members of the committee comprise a variety of stakeholders in the community who have a vested interest in the brand and economic development, and will champion the brand in their day to day lives.

Town of Truro staff act as resources to the committee and help to oversee the strategy development and implementation. Staff include the Business Development Officer and the Chief Administrative Officer.

The committee has identified a number of specific goals and recommendations on specific projects which relate specifically to the established goals of the brand. Concepts and projects have been included in this Branding and Marketing Action Plan. The Action Plan is designed to guide the brand and provide Truro with the steps required to successfully implement the brand moving forward.

The Action Plan recommends how to utilize the brand effectively to promote local economic development initiatives as well as foster better engagement within the local community. Therefore, the Action Plan seeks to guide the brand to successfully attract new residents, businesses, visitors and investment, while also engaging the local residents. This will in turn increase community pride and enjoyment of Truro, which should also increase local spending.

Summary

Truro has the opportunity to create a brand which not only resonates with the current residents, but also differentiates the community from others, not only Nova Scotia, but the Maritimes.

The community already has a number of great lifestyle attributes, but many of the amenities and offerings are under promoted, or are being ineffectively promoted to attract new residents, tourists and investment. The lifestyle available in Truro is the signature element of the brand and promoting such items as Victoria Park, state of the art facilities such as the Colchester East Hants Health Centre, the Rath Eastlink Community Centre, and the Colchester East Hants Public Library, as well as opportunities for high level education, and various private organizations and community groups, are all key elements for promoting the lifestyle brand and should attract the target market and audience.

In order to truly promote and endorse the brand, and for it to be successful, building on the recommendations in this report are vital and should be considered top priorities, not only for Truro Town Council, but for the greater community as a whole.

The Truro Brand

Overview


Truro is a community of approximately 12,300 residents. Truro is an energetic, growing town, located in central Nova Scotia. Because of its geographical position and historic significance, Truro is known as the “Hub of Nova Scotia”.

Truro is the largest Town and major commercial centre located along the Halifax to Moncton Growth Corridor. This location and available infrastructure offers businesses quick and convenient access to Highway 102 and the Trans-Canada Highway, direct rail line access to Atlantic Canada’s main north-south and east-west rail lines, access to several nearby sea-ports, including the Port of Halifax, in the world’s largest ice free harbour, and quick and convenient access to two international airports, as well a smaller local airport.

Truro was also identified as the most cost competitive business location of any major city or town in Canada or the United States, according to the 2012 KPMG study on International Business Location Costs.

Truro offers residents an abundant lifestyle at an affordable cost of living. Homes are reasonably priced and there are many options from rentals to new construction. Downtown neighbourhoods offer a mix of historic homes which have been well maintained and each have unique character. No matter where you choose to live in Truro, amenities are within walking distance and many residents choose to walk or bike rather than own a vehicle.

Truro has seen significant capital investments in the past 5 years. Recently constructed, the new, modern, state-of-the-art Colchester East Hants Health Centre provides full health care services. The centre has 98 inpatient beds and offers a wide range of outpatient clinics and satellite services. The Colchester East Hants Health Centre was designed to promote health and healing and connects patients and staff to nature and natural light through a healing garden, courtyards and large windows. The facility is the first regional health care facility in Nova Scotia to achieve LEED certification for Leadership in Energy and Environmental Design.



Also newly constructed, the Rath Eastlink Community Centre offers a full range of health and wellness services to the community. The Centre has an NHL sized ice pad and can accommodate seating for 2,500 people. In addition, there is a three lane walking and jogging track, an aquatic centre, a fitness centre, a rock climbing wall, and meeting and conference space.

In 2016, Truro saw the opening of the Colchester East Hants Public Library and the development of Truro's Civic Square. These two places have proven to be true community gathering spaces. The new library has been created through the restoration and repurpose of the former Provincial Normal College. It includes nearly 20,000 ft², spread over two floors of feature filled space. Truro's Civic Square was developed and designed as a result of a public consultation process. It features a large, flexible open space that makes it perfect for public gatherings. The improved lighting and integrated sound system allows the space to host live music performances and other events. In the winter, the space includes an outdoor skating rink.

Between 2003 and 2008, Truro also saw two new schools open with the construction of a new elementary and junior high school. These two new schools offer students the best learning environments possible. They have been built to the highest standards and have leading edge technologies to ensure Truro students get the best education possible.

The Truro area is also home to Dalhousie University's Agricultural Campus and the Truro Campus of the Nova Scotia Community College.

Truro's best kept secret, Victoria Park, has widely been considered one of the premier municipal parks in Atlantic Canada. The Park spans over 1,000 acres and is located in the heart of Truro. It boasts incredible natural features, including a dramatic steep-sided gorge, ancient river channels carved into 360-million year old geologic formations, beautiful cascading waterfalls, and a stately old-growth forest containing 250-year old Eastern Hemlocks. A playground, baseball diamond, tennis courts, swimming pool, and bandstand are also all located near the park's entrance.

Truro really offers the best of both worlds. Here we have small-town ambience with a strong community presence, combined with a full range of commercial and public services offered in a larger urban center.



The Design

HUB LOCATION

The overlapping “T” shapes form a circular pattern which represents our central geographic location in Nova Scotia.

MEANINGFUL CONNECTIONS

The graphic is an interconnected and overlapping pattern of T's. This represents our individual connections, which together create the community. We each connect in some way and are supportive of each other.

NATURAL BEAUTY OF VICTORIA PARK

The green space in the centre represents Victoria Park and our natural beauty and environment. It represents our wealth of recreational and community activities.

GROWTH AND OPPORTUNITIES

Each T forms an arrow which points outwards and represents that we are welcoming of new ideas and opportunities. Together the community will work to grow and expand. We will be welcoming to new ideas, residents, tourists, investments, etc.

RICH IN HISTORY AND CULTURE

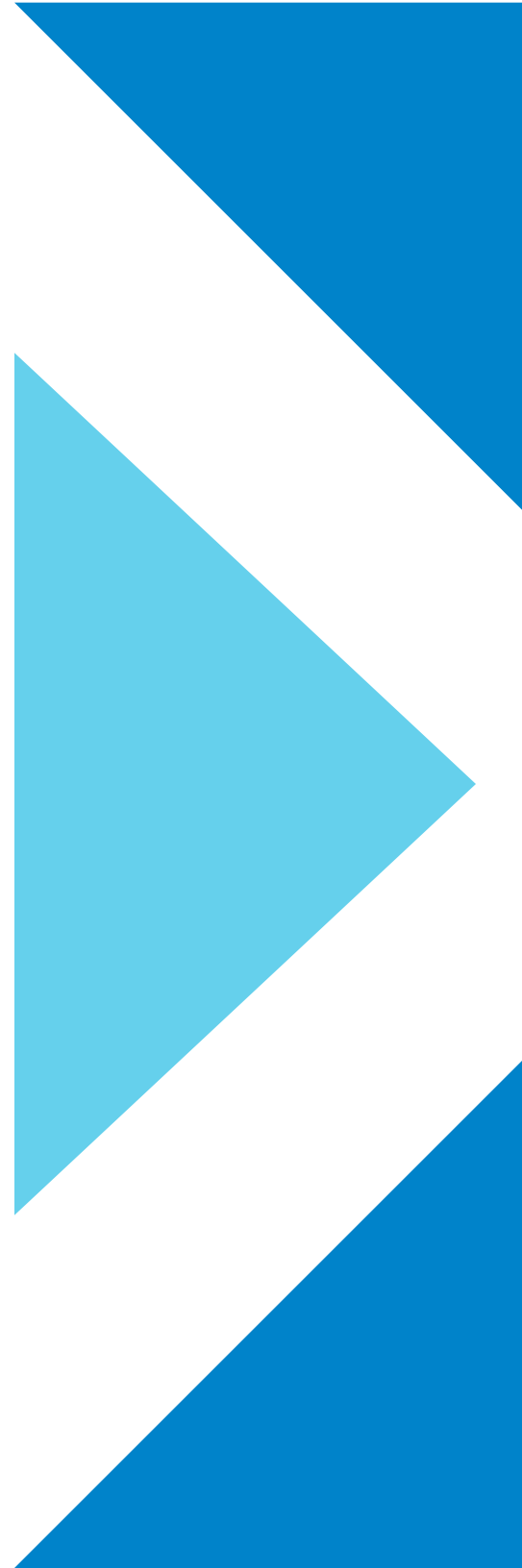
The graphic is inspired by two elements that are important to the historic buildings in Truro: stained glass and brick patterns. This design is representative of the brick pattern on the side of Truro's Town Hall.

DIVERSITY AND INCLUSION

The pattern is interconnected and interwoven, representing that we are a community with a mix of personalities and characteristics. We work towards building a more inclusive but diverse community, one where there are opportunities for each of us to know each other and make meaningful connections.

BALANCED LIFESTYLE

The colours chosen are considered to be beneficial to the mind and body. The typeface for Truro is elegant and balanced. Each letter flows into the white space of the next letter.



Brand Message

TRURO... MAKE THE CONNECTION

Truro is located in central Nova Scotia. Our location has been key to our past successes and will propel us forward in the future. We are connected globally through our transportation modes, geographical position, knowledge, and infrastructure. We are the Hub of Nova Scotia, centred around natural beauty.

CONNECTED TO LIFESTYLE

Truro maintains a small town feel while offering residents an abundant lifestyle. Victoria Park lies in the heart of the community surrounded by affordable housing within unique neighbourhoods. We have state of the art healthcare and wellness services, and some of the best educational opportunities in Nova Scotia. Truro is a safe community which offers families a myriad of recreational and community activities. Truro is the perfect size – small town ambience with a full range of quality amenities and services.

CONNECTED TO COMMUNITY

We are the ideal community: we are prosperous, growing, sustainable, diverse, and culturally rich, but through this we have maintained our laid back, accessible, and enriching lifestyle. We offer a community which allows each of us to have a say and make a difference. We are interwoven, and yet we are a community with a mix of personalities and characteristics. We work toward building a more inclusive but diverse community, one where there are opportunities for each of us to know each other and make meaningful connections. We have a sense of community pride, authenticity, and willingness to give back.

CONNECTED TO OPPORTUNITY

Truro offers a wealth of opportunity. Driven by bright, innovative and creative minds, we work together to foster a supportive community which allows each of us to succeed and grow to our fullest capacity. From our recreational activities to our educational offerings, there is access to skills and knowledge to help grow the community from within.

Come... Make the connection.



Branding and Marketing Action Plan

Specific Goals which guide the Branding and Marketing Action Plan:

The overall goals of the branding process are defined as:

- To attract new citizens, business investment, tourists, and events, and to stay competitive with other communities
- To define ourselves, rather than allowing others to define our community for us, and
- To clean up any confusion with our current messaging, and to build consistency going forward.

The Brand Leadership Committee has developed further, more narrowly focused, specific goals which more closely aligned the efforts of the Action Plan and will be used to guide the implementation efforts over the next 3-5 years. This helped to focus the effort of the committee and to guide project priorities. In addition, it helped to narrow the recommendations for implementation into the most feasible and attainable projects.

The specific goals which will guide this Brand Development and Marketing Action Plan are as follows:

- To create a more consistent and coordinated approach with all organizations working toward economic development initiatives so that the brand is not only reflected and represented through the Town of Truro, but also through citizens, external organizations, other municipalities, and local businesses.
- Garner buy-in for the brand within the local community.
- Expand and export the brand outside of the local community.

Recommendations for Implementation:

RECOMMENDATION #1 – Ensure local organizations and partners are part of the brand.

The success of a brand can often be determined by the amount of local buy-in from the community. That is because in order for a brand to be authentic it needs to penetrate throughout multiple organizations and everyone must be sharing the same brand message. It needs to be entrenched in the community and be important to local residents, businesses, educational institutions, etc.

The Brand Leadership Committee should work with external organizations to develop programs or ways in which their individual organizations can tie into the brand and theme. This can be through their outreach, marketing, or programs. When all organizations are promoting, make the connection, it is easy for visitors to the community to feel the brands authenticity.

Organizations which should be given priority include:

- Truro and Colchester Chamber of Commerce
- Downtown Truro Partnership
- Rath Eastlink Community Centre
- Nova Scotia Community College
- Dalhousie University Agricultural Campus
- Truro Farmers' Market
- Colchester East Hants Public Library
- Colchester Historem
- Town of Truro Committees (Tourism Committee, Event Attraction Committee, Parks, Recreation and Culture Committee, etc).

RECOMMENDATION #2 – Develop the Brand Graphics Standards and Style Guide.

The Brand Graphic Standards and Style Guide will be one of the first steps for implementing the brand. The guide will contain graphic standards associated with the brand such as the logo, font, and colour standards. In addition the guide will outline templates for website development, printed sales, marketing materials, communication materials, and the proper use of other brand graphics.

It is critical that there is consistency and continuity when using the brand. Repetition helps to reinforce the brand and the viewer perception of the community. The guide provides a highly detailed document and provides specific instructions on how users must adopt the visual identities.

The Brand Leadership Committee and the Town of Truro will be responsible for overseeing proper use of the brand and visual identities.

Implementation: Town of Truro staff

Timeline for Implementation: Completed December 2015.

Approximate Cost: No specific costs except staff time.

Possible Funding: None.

RECOMMENDATION #3 – Develop brand graphic and product templates.

Truro Town Council and Town of Truro staff must maintain corporate identity through use of pre-approved templates. Any deviations from the use of pre-approved templates must be approved by the Office of the CAO.

Templates should be developed for such communication tools and materials as:

- Newsletters and communications
- Flyers, brochures, folders and advertising materials
- Other marketing materials
- Other promotional materials
- Stationary, business cards, and other documents
- Public notices

- Special publications (such as reports, editorials, documents).
- Website
- Social media
- Signage, banners and panels
- Municipal vehicle design
- Municipal clothing design – uniforms and corporate
- Email signatures

Implementation: Town of Truro staff

Timeline for Implementation: Most completed in November 2015, and updated as needed.

Approximate Cost: No specific costs except staff time.

Possible Funding: None.

RECOMMENDATION #4 – Develop a Corporate Identity and Branding Policy for the Town of Truro.

The purpose of the Corporate Identity and Branding Policy will be for management of the brand within the Town of Truro. A policy will ensure consistency and continuity in all applications of the corporate identity and branding.

Corporate identity and branding is a combination of many factors, such as the name, logo, symbols, design, packaging, and performance of an organization, including also the appearance, location, furnishing, maintenance and location of buildings, property and equipment.

Marketing and communication material, such as letterhead, stationery, advertising and instruction manuals must have a consistent quality and character that accurately and honestly reflect the Town and its aims. Uniform, clothing and vehicles are visible components that must reflect this consistency.

Direction to all departments regarding the basic requirements of corporate identity management and standards should be set in the policy.

The policy will coincide with the use of templates and reference use of the Brand Graphic Standards and Style Guide.

Implementation: Town of Truro staff

Timeline for Implementation: Accepted by Council, July 2017.

Approximate Cost: No specific costs except staff time.

Possible Funding: None.

RECOMMENDATION #5 – Present the brand to the community.

The Brand Leadership Committee should be tasked with championing the brand and bringing it to the wider community. This includes initiating outreach and awareness to develop public support and buy-in.

Tools may include:

- Developing a presentation. The presentation can be used when speaking with organizations about the branding process and plan. It should include the purpose and strategies used for brand and plan development, and explain how the brand will benefit the community. Overall excitement for the brand will come from the visual identities and public presentations should focus mostly on look and feel.

- Develop brand posters, bookmarks, pins, stickers, etc. These items should be created and placed in various public locations throughout Truro to help spread the word and create more recognition and awareness of the brand.

- Development of promotional videos to be used on the website, shared on social media, showcased at trade shows, etc.

Implementation: Created by Town of Truro staff, with oversight from the Brand Leadership Committee.

Timeline for Implementation: Started in early 2016. Ongoing.

Approximate Cost: Printing and miscellaneous costs - dependent on the size of the order/project etc.

Possible Funding: Town of Truro, included in Departmental budgets.

RECOMMENDATION #6 – Update the current website to ensure consistency with the Truro brand.

An update of the current website should reflect both the look and feel of the new brand, as well as, content provided should be reflective of the new brand and the target market and audience. This will include providing easily accessible and meaningful information to existing residents, potential residents, visitors, businesses, and investors.

Developing an updated website will require a team or committee committed to this exercise. It will require not only incorporation of the new visual identity, but also a complete communications audit of the existing website to ensure information available on the website is useful and meaningful. In addition, a professional web designer will need to be contracted to build the website and for website implementation.

It will be important that someone is tasked with keeping the website updated and current, as well as deleting content which is dated and no longer relevant. This will be an ongoing task.

If a community's website is effective, it will be one of the first sites visited for new residents, businesses, and tourists. Important elements which should be included are:

- An Events Calendar
- Information on “Getting Here” and “Public Parking”
- Photos and videos outlining experiences
- Electronic Maps and Guides
- Links to Social Media (first ensure effective and consistent use of Social Media)

In conjunction with the website as a communication tool, there should be a monthly or quarterly newsletter that concentrates on selling the brand to the community.

Implementation: Website Design Committee

Timeline for Implementation: Completed Fall 2016.

Possible Funding: Town of Truro, included in Departmental Budget.

RECOMMENDATION #7 – Transition the new brand identity at the Town of Truro.

Over the next 3 years replace business cards, stationery, vehicle signage, and other materials which will see the Town of Truro convert to the new look and feel of the brand.

The transition does not need to be expensive. For example, when an employee needs new business cards printed, they would be printed to reflect the design of the new brand. Over time, other elements such as stationery and vehicle graphics would be changed to the new brand. Elements of the brand transition can be phased over time within departmental operational budgets, however it should be one of the top priorities of each department.

Note, use of the brand identity must be approved by the Town of Truro to ensure it properly reflects the Brand Standards Document. It is important to police the use of the brand. As new items are developed, each must be approved by the committee to ensure strength of the brand.

Implementation: Individual Departments

Timeline for Implementation: Ongoing, completed as required.

Approximate Cost: Negligible if done as part of operations.

Possible Funding: Town of Truro, included in Departmental Budgets.

RECOMMENDATION #8 – Brand Town of Truro vehicles.

Town of Truro vehicles need to have their decals replaced over time due to wear and tear. When the opportunities arise, the vehicles should be branded with the new Town of Truro logo. Elements of the brand transition can be phased over time within departmental operational budgets, however it should be one of the top priorities of each department.

Implementation: Individual Departments

Timeline for Implementation: Ongoing, completed as required.

Approximate Cost: Negligible if done as part of operations.

Possible Funding: Town of Truro, included in Departmental Budgets.

RECOMMENDATION #9 - Update wayfinding and gateway signage to reflect brand.

Wayfinding signage was noted as a top priority for the region in the Roger Brooks First Impressions Assessment. Creation and development of a comprehensive wayfinding system should be a top priority as it will help attract visitors from the highway to downtown. It will also create a more enjoyable experience and may keep tourists in the area longer, discovering new areas. Wayfinding signage should begin at major entry points to Truro and lead to major attractions such as Downtown and Victoria Park. Careful planning and consideration needs to be made to ensure the signage is effective.

The wayfinding and gateway signage project may need to be phased for budget considerations, however, a full wayfinding signage strategy should be created up front to reflect the entirety of the project. Wayfinding and gateway signage should also include:

- Directional signage.
- Gateway/entrance signage.
- Highway signage.
- Pole banners throughout the downtown.
- Visitor information kiosks throughout the Town.
- Public parking signage.
- Interpretive signage at historical and cultural sites and points of interest.

It is critical that the wayfinding signage is comprehensive and provides for signage all the way through to each destination. Studies have shown that wayfinding increases retail sales and services by an average of 18%, which is substantial.

Implementation: Town of Truro - Planning and Development, Public Works, Parks, Recreation and Culture, and Economic Development, Downtown Truro Partnership.

Timeline for Implementation: Phase 1 currently underway. Installation of Phase 1 to take place during Summer 2017.

Approximate Cost: \$300,000 for entire project. Elements to be phased in over a number of years.

Possible Funding: Town of Truro, along with Provincial and Federal funding.

RECOMMENDATION #10 – Improve the use of social media to increase engagement with citizens.

The use of social media allows for connection to a global following. It's the most effective tools for reaching an audience outside of your immediate community and for creating interaction in real time with people all over the world with similar interests. The Town's social media should promote accessibility of information and communications with the Town. The importance of online marketing has never been more important.

Working to improve communication through social media has the benefit of increasing the ways that citizens can connect with the Town and may also help to balance the use of formal communications with more informal communications.

Marketing through social media should be a high priority. Not only can social media be used as an interactive tool to reach an online audience, it can also be used as a marketing tool and is a great source for visitor testimonials. Sites such as Facebook are great for encouraging conversations and are more interactive, while sites such as Instagram and Twitter can help to push information and photographs out to specific audiences. The Town's social media should also actively encourage residents and visitors to give positive testimonials.

Social media can be an effective tool to launch brand events, contests, and campaigns. These should also increase excitement and engagement.

Because of the relatively low cost and high impact of social media, the Town should invest in either outside consulting in this area or sending internal staff to training or workshops to enhance their skills in this area. While having social media managed internally can create a stronger connection to the material, it can be very time demanding and the cost/benefits should be examined. If social media becomes part of an overall communications role, consideration should be given to hiring a Communications Officer.

Due to the increasing role that social media can play in any organization it could be worthwhile for the Town to create a separate social media strategy to attempt to utilize it to its full potential.

Implementation: Town of Truro – CAO Executive Assistant. Some departments have their own social media accounts.

Timeline for Implementation: Ongoing.

Approximate Cost: Staff time and training costs.

Possible Funding: Departmental budgets.

RECOMMENDATION #11 – Improve internal communications.

It is important that Town of Truro staff are brand ambassadors and champions for the brand. Part of this involves staff fully understanding the concept and messaging of the brand, and also open and transparent communication on branding efforts.

Strong internal communications become an instrument for developing and implementing strategy within an organization. Employees are better able to understand the big picture and see how and where they fit within the overall plan. As a result of this, employees feel more valued and as a result are more willing to contribute to the organization to see it succeed. In reverse, managers are better able to understand employee's needs and how to meet those needs. Good communication also helps to build trust and credibility. It also helps employees stay focused, connected, and interested.

Presenting the brand to each employee is an important first step in building brand awareness and opening communications. In addition to these efforts, information which is distributed to the public should also be distributed to each employee. This may include such things as press releases, newsletters, and reports. In addition, consider developing a staff newsletter to be distributed internally.

The CAO and Senior Staff should make sure that all employees' voices are heard and that their needs are met.

Implementation: Town of Truro – CAO and Senior Staff.

Timeline for Implementation: Ongoing.

Approximate Cost: None.

Possible Funding: None.

RECOMMENDATION #12 – Update marketing materials to reflect the new brand.

An update of the marketing materials should be done to reflect both the look and feel of the new brand. In addition to this an audit of existing marketing materials should be completed and reviewed to see where there are gaps or where information needs to be updated. Marketing materials should be geared toward attracting the target market and audiences.

Marketing materials to consider include:

- Advertisements
- Sales Prospectus
- Community Profile

- Investment and Community Attraction brochures
- Tourism related items including visitor maps and brochures
- Newsletters and Annual Reports
- Posters and Event materials

All marketing materials should be available both in hardcopy and electronically.

Implementation: Business Development Officer. Department Directors should ensure any marketing materials related to individuals departments adhere to the Brand Standards Manual.

Timeline for Implementation: Beginning in December 2015 and ongoing.

Approximate Cost: Print costs. Development to be done internally by staff.

Possible Funding: Departmental budgets.

RECOMMENDATION #13 – Create brand awareness posters.

Create an initial series of brand awareness posters to inform the community about Truro's new brand, Make the Connection. Along with these, possible themes or campaigns for the posters could be the "Faces of Truro", conducted through a "Nominate Your Neighbour" campaign. The idea would be that residents and businesses could nominate another person in the community who they feel has an important story to share, or has made a significant contribution in the community. Overall the message would be how these people make the connection to their community. The Committee would then narrow down the nominations and create a collection of the "Faces of Truro" posters. These posters could then be printed and distributed throughout Truro – on storefronts, to local businesses, restaurants, hotels, the Library, museums, and the Farmers' Market.

This campaign will help people feel more connected in the community, while also promoting significant individuals throughout Truro. It may highlight support for local businesses, entrepreneurs, and help to get others involved in the community. The initiative will have many advantages but will help to build local connection to the brand.

Implementation: Business Development Officer, with oversight from the Brand Leadership Committee.

Timeline for Implementation: Fall 2017.

Approximate Cost: Printing costs only. Designed by staff.

Possible Funding: Town of Truro, included in Departmental budget.

RECOMMENDATION #14 – Integrate the new brand into gear, swag and collectibles.

An effective way to start promotion of the brand is to integrate the new brand into the Town's gear, swag, and collectibles. Logo gear that can be sold at hotels, visitor information centres, museums, and at local retail outlets. Using the new brand identity and tagline, create collectibles and logo gear that can be sold. A good starting location would be the Truro Welcome Centre, which is owned and operated by the Town of Truro.

Items may include shirts, caps, mugs, water bottles, bags, and gift ideas.

Make sure the items are colourful and something a visitor would want to wear and want to have.

A potential to get items into local retailers might be to offer them some type of sales commission or allow them to keep any mark-up above the wholesale cost.

Implementation: Town of Truro staff who manage the Truro Welcome Centre.

Timeline for Implementation: Summer 2016. Items to be assessed annually.

Approximate Cost: Departmental budgets. Budget to be cost neutral, depending on sales.

Possible Funding: Town of Truro, included in Departmental budget.

RECOMMENDATION #15 – Update the Downtown Master Plan.

In 2006, Ekistics Planning & Design were contracted to develop a Downtown Truro Urban Design Strategy. The strategy provided recommendations for physical improvements, with the goal of bolstering the community and economy in the greater Truro area. The overall objective was to enhance interest, visual appeal, safety and convenience in the downtown. At this point the plan is over 10 years old and the downtown has been through a major transformation. In addition, many of the projects have been implemented.

At this point, the strategy needs to be revisited to determine if the overall strategy is still relevant or if a need strategy needs to be updated. In addition, projects and priorities should be reviewed to determine what additional projects are still noted as a priority for businesses. Overall, an update of the strategy to some degree is likely required.

A starting point for an update could likely include information gathered during public consultation for the redevelopment of Truro's Civic Square, a project that took place in 2016.

During the 2015 Business Retention & Expansion Project, many businesses felt the Town should focus on Downtown Truro and creating a more attractive place for business and residents. In addition, businesses commented on the availability of public parking and creating links to Victoria Park. It was also felt by some respondents that the Town of Truro and the Downtown Truro Partnership need to create additional partnerships to foster economic development in the downtown core.

Along with this planning, creating links from the major entrances in Truro to the downtown core was noted as a key priority for planning, with many noting that current signage is dated and not ideal. Funding for the Civic Square, along with creating a wayfinding system through Truro to identify key landmarks, was secured and became a priority project for 2016/2017.

As part of this discussion, in August 2015, Roger Brooks International conducted an Opportunity Assessment for Truro and the surrounding region. The purpose of this report was to look at the Truro region through the eyes of a first time visitor, with no prior research conducted. The report included a review of local marketing efforts, signage, attractions, critical mass, retail mix, ease of getting around, customer service, visitor amenities, overall appeal, and the community's ability to attract overnight visitors. Some items from that report to consider during the development of a new Downtown Master Plan strategy would be:

- Consider developing Inglis Place as a destination.
- Look at offering additional hours/operations at the Truro Farmers Market.
- Ensure the Civic Square is a true community gathering space.
- The adequacy and availability of public parking in the Downtown.
- Consider naming the Downtown District.
- Add banners to downtown areas so that the downtown is truly identified.
- Consider events and street vendors in the downtown.
- Consider a strategy for the redevelopment and renovation of Downtown properties.

Implementation: Town of Truro Planning & Development Staff and the Downtown Truro Partnership.

Timeline for Implementation: Fall 2017/Winter 2018 – dependent on available funding.

Approximate Cost: \$40,000

Possible Funding: External funding for strategy development and downtown improvement should be explored.

RECOMMENDATION #16 – Create an annual report for distribution to all households in Truro.

During the 2015 Business Retention & Expansion Project, a number of businesses expressed concerns that their tax dollars were not being well spent and that the Town was not adding value to their businesses operations. At that time, the Town of Truro had not produced a Town of Truro general newsletter in over a year, and many felt that communication between the Town of Truro and its residents and businesses were lacking. The BRE Report stated that the Town of Truro should create a newsletter or similar communication piece to inform citizens of Town of Truro projects and priorities throughout the year. One possible communication tool identified to better address where tax dollars were being spent, and to help identify which services the Town offered was to create an annual report, which was available to the public.

A municipal annual report identifies major projects being considered or completed in the community, significant grants awarded, a report on services and operations, major awards or accolades in the community, significant budget considerations, and any other significant events which took place throughout the year which were led or in partnership with the Town of Truro. Overall the report is compiled through the work of each Department to serve as a permanent record of the prior year.

In 2016, the Town of Truro created a 2015 Year in Review to reflect on the Town's significant accomplishments during the year. Due to the positive feedback from the community, this has become a budget priority moving forward.

The Annual Report or Year in Review should reflect the Truro brand, not only through its visual appearance, but also in its content. It should appeal to the target audience and be reflective of the Town's brand message.

Implementation: Business Development Officer, with input from each Town Department. Design to be completed internally.

Timeline for Implementation: Annually, to be released in January each year.

Approximate Cost: \$5,000 annually (includes print costs and postage).

Possible Funding: Included in Departmental budgets.

RECOMMENDATION #17 – Promote Truro as a smart community and the availability of downtown public wi-fi.

Free public wireless internet access was installed in Downtown Truro in the Spring of 2015. Users of wireless devices are able to login to a free wireless signal in the downtown core that extends along Prince Street, from the Welcome Centre to Walker Street, and along Inglis Place, using 8 access points. Public wireless was also made available throughout the Civic Square as part of its development.

The free wireless does have some restrictions related to bandwidth. Users are able to access websites at up to 3 Mbps.

The project was completed in partnership with the Downtown Truro Partnership and total project costs were just under \$6,000. Around 6,000 people are using the service on a monthly basis.

While the installation and availability of this infrastructure was an important first step, it is currently not being promoted. Since the brand is reflective of community connectedness, having public wi-fi available is very important, especially to young entrepreneurial types and tourist.

Signage throughout the downtown and promotion of the availability of free public wi-fi is an important next step.

Implementation: Signage to be developed internally through consultation with the Business Development Officer, IT Staff, and Planning & Development staff.

Timeline for Implementation: Spring 2018.

Approximate Cost: \$5,000.

Possible Funding: External funding should be explored.

RECOMMENDATION #18 - Attract events and entertainment that will appeal to the target audience and market.

The Truro-Colchester region has a strong history of supporting and successfully hosting events. Up until 2013, event attraction was overseen by CoRDA through Destination Colchester. This organization was created to help strengthen the region's event tourism sector and more specifically its ability to capitalize on new event hosting opportunities. One of their first tasks was to seek the input of the community which would be used to help form a one year events strategy for the Colchester Region.

From 2013-2015, the region had no active event attraction strategy and found itself in a reactive mode when new event hosting opportunities presented themselves. There were many organizations working in silos and overall the region was losing out on opportunities. This put everyone at a competitive disadvantage.

Despite this, the region successfully hosted the 2015 Pinty's Masters Grand Slam of Curling. This event came to the region as the result of an ad hoc planning committee made up of staff from the Town of Truro, Municipality of the County of Colchester, and the Rath Eastlink Community Centre.

In 2014, Truro and Colchester hosted Nova Scotia Music Week (NSMW). This was the 17th annual NSMW and was the first time the event was held in Truro. The community's host committee, along with Music Nova Scotia, and 135 volunteers were successful in planning and executing the largest edition of the event to date. Given the huge success of the 2014 event, Music Nova Scotia returned to Truro in 2016 and has committed hosting the event in Truro for three additional years (2017, 2018 and 2019).

In 2016 the Town of Truro and County of Colchester created a joint Event Attraction Committee to develop an event attraction strategy for the region, and to seek out bid opportunities which fit within that strategy. The committee is currently in place and has developed a strategy for the region. The committee also advises and make recommendations to the Town of Truro Town Council and the Municipality of the County of Colchester Council on opportunities for the region. The committee acts as the working body for major event attraction and bid opportunities and provides advice on matters relating to a range of activities relating to event and sport tourism. Since its formation, the committee has been successful in attracting Nova Scotia Music Week for 2016, 2017, 2018 and 2019. The region will also play host to the 2017 World Junior A Hockey Championship, and the 2018 World Downs Syndrome World Swimming Championship.

Implementation: Committee membership comes from staff at the Town of Truro, Municipality of the County of Colchester, the Rath Eastlink Community Centre, and members of the community representing event venues, accommodations, and tourism.

Timeline for Implementation: Ongoing.

Approximate Cost: Annual committee operating budget, plus bid fees and event costs.

Possible Funding: External funding for event attraction should be explored.

RECOMMENDATION #19 – Promote Victoria Park as a must see destination.

Victoria Park is a must see and discover destination within the Town of Truro, however finding it can be difficult for visitors. While many improvements have been put into place in the last few years, including wayfinding signage and marketing brochures, efforts to promote and develop the park should be ongoing. Victoria Park has the opportunity to become a year-round destination and experience for visitors to the region. At present, little efforts have been put into place to attract winter tourists to experience such things as snow shoeing, cross country skiing, winter hiking, winter biking. This represents a large opportunity.

Consider developing a Visitor's Trail Guide specific to Victoria Park. This should be developed to be used by a wide variety of visitors including those coming to bike, hike, snow shoe, cross country ski, etc.

The Guide should include:

- Areas for parking
- Seasonal considerations
- Difficulty level for trails
- Anything to watch out for
- Additional activities to enjoy
- Length of trails

Be sure the guide includes a wide variety of activities that can take place in the park, but be specific, and try not to be all things to all people. For example, because there are free rentals of snow shoes and cross country skis available through the Parks, Recreation and Culture Department, these two activities should be promoted, along with the fact that there are free equipment rentals available. In addition, if there are any potential community partnerships with local businesses or organizations to promote the park, these should be explored.

Make sure the guide includes detail with plenty of photos. It should also be easy to carry and include a trail map which can be opened up and unfolded. This guide should also be incorporated into any onsite signage, and made available electronically through a QR code which can be made available on the signage. Also consider having a GPS guided app.

Metrics and Deliverables

Measuring the success of a brand can be challenging. While a successful brand will provide greater presence to a community and will enhance community pride, economic development, and quality of life, there are no set metrics to measure a brand's success. A positive rate of return from the brand will enhance a community's reputation and build positive messaging and perception of place.

Long term positive impacts of a successful brand will attract investment (business and development), residents, tourists, and visitors. It should also ripple into increased property values and a greater quality of life for residents.

This Strategy and Action Plan document guides the overall brand implementation. Success of the brand will be dependent on how the Strategy and Action Plan are implemented and the scope at which projects are completed. The success will depend not only on the Town of Truro, but the community as a whole, and on many organizations working together to move the brand forward.

Many of the benefits from implementation will be hard to measure, both qualitatively and quantitatively. In addition, many of the benefits will not be realized for years after implementation. However, some benefits are measurable, at least to some degree. Some measurements to consider in evaluating the effectiveness of the brand may include:

- Demographic data. Both increases in overall population, and an enhanced age structure.
- Tourism expenditures and an increase in overnight visitors.
- Increased sales revenue at local businesses.
- Increased construction values (building permits, etc).
- Increase in property values (assessed values, etc).
- Increase in business licenses.

It is important to compare these increases to similar communities within the Province and consider whether Truro is simply maintaining the status quo or exceeding the averages. In addition, you can also compare results to previous periods in time for the Town. It's important to remember several other market factors outside of the Brand Leadership Committee's control might come into play. It will be difficult to pinpoint the exact cause of many of these changes and metrics, but together these can provide you an overall picture of the success of the brand. Therefore, looking a wide variety of metrics, and knowing what market conditions have taken place during that same period, are important for measuring overall success.





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