



2015 – 2020

# Place Maillardville Strategic Plan



Credit: Yanna Photo

## Imagine a place in the heart of a neighbourhood where...

- A community of families who didn't know they were neighbours come together and continue to meet regularly – a true rendezvous.

**Family Sports Drop in @ Alderson**

- Youth learn about themselves and their future

**Place Maillardville Job Club**

That *place* – is Place Maillardville, a small community centre located at Cartier Avenue and Laval Square within the City of Coquitlam. It is positioned in a key historic centre of Maillardville across from significant francophone architecture – being Laval Square and the notable Notre Dame de Lourdes Church.

*"I found out that I don't want to have just a job, I want to make a difference."*



Credit: Cat Hendricks Photography



Place Maillardville is a symbol of our neighbourhood - proud of our past, engaged in the present, and confident of our future.



## The heart of a neighbourhood

In 2001 the Place Maillardville Board was created to manage this active and vibrant community-driven centre, and goals and management framework were established. In 2008 a Strategic Plan was adopted to work towards the realization of the Board's vision for Place Maillardville. Many of the shorter term goals within the 2008 plan have been achieved, most notably the facility's 50% increase in visitors over the past five years – 14,600 visits in 2009 compared to 22,000 in 2014. This was accomplished by:

- Utilizing outdoor space and schools through its collaborations with the City and the School District. The reach of Place Maillardville has grown as evidenced by increased visits and registration;
- Using volunteers to facilitate enhanced programming. Over a 3 year span the number of volunteers have increased by 24% to 98 volunteers in 2013 logging over 6,200 hours; and
- Building corporate support and non-City grants for needed community programming – such as Vancity's support of the Job Club.
- During the summer of 2014, the Board revisited and updated the 2008 Strategic Plan to reflect the current vision and strategy for Place Maillardville.

### 2015 – 2020 Plan

- Realizes the Board vision for Place Maillardville as a vibrant and inclusive Community Centre serving the diverse residents of Maillardville. A place that:
  - › promotes, facilitates and encourages initiatives from the neighbourhood;
  - › is the neighbourhood rendezvous;
  - › is at the heart of the Maillardville neighbourhood, integrating its Francophone history with its multicultural future through a combination of high quality and relevant programs and services.
- Recognizes the significant growth and change that has, and will continue to occur in the Maillardville neighbourhood;
- Maximizes strengths and opportunities while mitigating foreseen challenges;
- Recognizes the Board's key role as a community partner of the City of Coquitlam that fulfils the recreational needs of the neighbourhood of Maillardville; and
- Supports and aligns with the City's key planning documents including the 2014 updated Maillardville Neighbourhood Plan and the City's draft Parks, Recreation and Culture Master Plan.



Credit: Cat Hendricks Photography

## Vision, Mission & Values

### Vision (by 2025)

Place Maillardville is a vibrant and inclusive Community Centre serving the diverse residents of Maillardville. We promote, facilitate and encourage initiatives from our community and we are the neighbourhood rendez-vous. This expanded facility is at the heart of our community and integrates Maillardville's Francophone history with its multicultural future through a combination of high quality and relevant programs, valued by all in the community.

### Mission

We help unify and strengthen Maillardville and make it a better neighbourhood by offering opportunities that enable our neighbours to enrich their lives through participation in community programs, community involvement and volunteerism.

### Values

**Needs focused** – Offering programs, activities and services that respond to the diverse needs of the community.

**Inclusive & safe** – Creating a friendly welcoming place for people of all ages, gender, culture and beliefs to meet and interact in a safe and neighbourly environment.

**Volunteer driven** – Fostering the spirit of volunteerism, active participation and community involvement.

**Collaborative** – Encouraging partnerships and collaboration with community groups to serve Maillardville's diverse needs.

**People driven** – Valuing those who use, operate, manage and volunteer at the facility by providing a respectful, inspiring and motivating environment.

**Neighbourhood based** – Place Maillardville is a symbol of our community – proud of our past, fully engaged in the present, and confident of our future.

## Strategic Directions

### Relevance

Place Maillardville must be relevant to the community and to its key stakeholder, the City of Coquitlam, by offering programs and services that address the specific needs of children, parents, youth, adults, seniors and immigrants.

Place Maillardville is also a place where:

- Neighbours meet to make friends and work together to identify and address issues of common concern;
- Volunteers can learn new skills, share their abilities and talents; and
- The community can come together to celebrate a diverse range of ethnic and cultural events.

### Inclusion & Community Engagement

The face of Maillardville continues to change. The Board recognizes the importance of engaging with the residents to develop quality programming. Greater emphasis will be made to engage residents and collaborate with community groups to identify emerging needs within Maillardville.

### Sustainable Operations

In order to develop a sustainable operating model which addresses an aging building and a short term operating agreement with the City; this Plan focuses on:

- Building a mutually beneficial longer term operating agreement that aligns with the City of Coquitlam's neighbourhood, recreational and cultural priorities;
- Working within community to understand the desired long range facility model;
- Developing a short term business plan that delivers efficient and effective services through a combination of direct programming and community partnership programming;
- Developing policies and structures for enhanced governance and staff development.



*"Something new that I learned about myself was that I really love volunteering."*



Credit: Cat Hendricks Photography

## Strategic Goals

### Relevance

- 1 Position Place Maillardville as a central hub for social programs and services and for community development and activities that strengthen the Maillardville neighbourhood;
- 2 Expand definition of programming space to bring programs and services to residents;
- 3 Expand reach to residents within Maillardville through direct and indirect programming;

### Community Inclusion & Engagement

- 4 Work with Maillardville neighbourhood to develop a variety of programs and services to meet the needs of Maillardville's diverse residents;

### Sustainable Operations

- 5 Develop mutually beneficial partnership with City to include clearly defined roles, responsibilities, service levels, outcomes, financial and performance indicators;
- 6 Work with community to develop a sustainable long term facility (facilities) plan to meet the changing needs of the community;
- 7 Develop a short term operating model that balances direct service delivery and services delivered to the community through community partnerships;
- 8 Diversify revenue; and
- 9 Continue building Board and staff capacity.

## Implementation & Monitoring

In order to ensure that the Place Maillardville Strategic Plan 2015 - 2020 is implemented in a manner consistent with its mission and values, the high level priorities include:

- Develop a Board community outreach strategy to liaise with key community partners within Maillardville to garner support for, and understanding of, the 2015 - 2020 Strategic Plan; and to stay engaged and informed on issues and opportunities relevant to the *Place*;
- Develop strategies to collaborate on upcoming events and cultural activities;
- Implement policies that enhance accountability and transparency to key stakeholders;
- Revise rental policy and program tracking to recognize the positive impact of indirect programming;
- Develop a marketing strategy that implements the Board vision for the *Place*; and
- Develop Key Performance Indicators (KPI) and report annual progress on the Plan to key stakeholders.



Credit: Cat Hendricks Photography