

## AGENDA: BCCA Board Meeting

**Date:** Tuesday, January 28, 2025  
**Time:** 6:30 – 8:30pm  
**Location:** Bragg Creek Community Association

**Mission:** We support the greater Bragg Creek area through programs, events, services and facilities that build community.

**Vision:** Our community is connected and engaged through our welcoming and vibrant community association.

**Areas of focus:** Revenue, infrastructure and operations, facilities and grounds, programs and services, events.

- 6:36**            **Call to Order**  
**Agenda Approval**  
**Motion to Approve Minutes dated Dec 23, 2024 made by:**  
**2<sup>nd</sup> by:**
- 5 Min**            **Elect Today's Secretary: Lindsey**  
Board will rotate secretary responsibility until the role can be filled.
- 10 Min**           **Executive Director's Report – Guy**
- 10 Min**           **Treasurer's Report –**  
Introduction and walk through of the new reporting.
- 30 Min**           **Committee Reports:**

### STANDING COMMITTEES

- Human Resources – TL
- Bragg Creek Veterans Memorial Committee – Unassigned
- Facilities and Infrastructure – Calvin
- Sustainability and Resiliency Committee – Lindsey
- Volunteer Management Committee – Ramonde
- Rink Committee – TL
- Community Research Committee – Lindsey\* Pending  
New committee needs to be named due to exiting directors.

### ADHOC COMMITTEES

- Spirit of Christmas – Shaye to provide event debrief report. Ramonde

to provide event volunteer summary report.

- Winter in the Woods – TL Already pitched! 😊

**5 Min**

**Liaison updates:**

- RVC ASP Visioning Committee update – Lindsey
- Bragg Creek Wild – Lindsey
- Bragg Creek Environmental Coalition (BCEC) – Lindsey
- Bragg Creek Foundation – Unassigned
- Bragg Creek Snowbirds – Unassigned
- Bragg Creek Chamber – TL
- Bragg Creek Trails – TBD

**10 Min**

**New Business –**

**5 Min**

**In Camera –**

**Adjournment**

**Next meeting:**

## MINUTES: BCCA Board Meeting

**Date:** Tuesday, January 28, 2025  
**Time:** 6:30 pm  
**Location:** Bragg Creek Community Association

### Attendance

**Directors:** TL, Vic, Calvin, Jos, Ramonde, Shay, Tanjou, Lindsey, Colin  
**Guests :**  
**Regrets:**

**Mission:** We support the greater Bragg Creek area through programs, events, services and facilities that build community.

**Vision:** Our community is connected and engaged through our welcoming and vibrant community association.

**Areas of focus:** Revenue, infrastructure and operations, facilities and grounds, programs and services, events.

6:26

### Call to Order

**Agenda Approval: Motion by Lindsey / 2<sup>nd</sup> by**

**Motion to Approve Minutes:** December 23, 2024 minutes were approved after the meeting once signatures were obtained, so Bank could allow change of signing authority.

Update to Board Positions: TL assuming interim President role and Sher remains as Past President. Divide and conquer! Everybody happy. Officially elect at next Board Meeting per Bylaws. TL assumes President role w/o election.

6:43

### Meeting Secretary: Lindsey

Board will rotate secretary responsibility until the role can be filled.

6:45

### Executive Director Report – Guy

Vicky Tozar - Rental Coordinator, still onboarding, then training her on social media and website platforms.

### Facility

Jan 23 meeting w/ Rink team. Working plan for the zamboni project ongoing. Guy working with RVC on the process now that there are dwgs. Recommends automating the change shack. Will bring back as part of Capex for 2025. Roof extension/awning over daycare – obtaining quotes. Will come out of capital See ED Report. \*Saves \$1300/ice removal call.

### Financial

RVC 3-year funding plan: the Agreement will reduce funding on an increasing scale annually: 13% 18% 23% (inflation adjusted)

### Discussion:

TL noted alternative options: 1. Spend next 11 months negotiation a

better deal. Must still complete full budget and application. 2. Go to RVC Council each year to negotiate. Both options are challenging, even with RVC Community staff advocating for BCCA.

Guy noted we can still accept the deal and explore supplemental funding strategies e.g. funding from Foothills County, as the facility serves regional users. We have user data to evaluate these metrics.

*Motion:* Accept the 3-year Agreement with RVC – by TL, 2<sup>nd</sup> by Vic  
*Decision:* Carried unanimously

#### Programs

Caroline is working on the programs evaluation. Many ideas under evaluation to identify recommended options.

#### Events

Guy requested feedback on how to move things forward for 2025. RVC now requires Special Event Permit. No longer need the AGLC umbrella license – just extend. See Report for more details.

Taste of Bragg Creek wishes to continue using the Community Centre pro bono. BCCA wants to continue this but be sensitive about the optics of free space utilization; must demonstrate reciprocal value. Benefits: positions Community Centre as the local hub for such events; means to track demographic of users.

*Motion:* Accept the Proposal TL; 2<sup>nd</sup> by: Colin  
*Decision:* Carried unanimously

**7:08**

#### **Treasurer's Report**

Tanjou will review the Report well ahead of the Meeting; Board to direct any questions to Tanjou. Significantly more detailed (line items) than previous Reports. Event budgets are now broken out. Currently on track to spend our budget, no significant overage unless we exceed on rentals. See Report.

*Motion:* Calvin, 2<sup>nd</sup> Ramonde

*Decision:* Carried

**7:30**

#### **Committee Reports:**

#### **STANDING COMMITTEES**

- Human Resources – Will fall under Executive Director Report.
- Veterans Memorial Committee – unassigned; no updates
- Facilities & Infrastructure – Will fall under Executive Director Report
- Sustainability and Resiliency Committee – Lindsey
  - Bike Rack install – Pending Spring

- Roof Solar Photo Voltaic (PV) – exploring financing option with Bow Valley Renewable Energy Coop. Invite them to future meeting to learn more.
- Volunteer Management Committee – Ramonde
  - Winter in the Woods planning and outreach ongoing.
  - Brainstorm ideas to attend Springbank Job Fair to pitch volunteering.
  - Bring in Caroline and Harmony.
- Rink Committee – TL
  - Zamboni garage in concept planning and funding outreach.
- Community Research Committee – Lindsey\* Pending
  - Good data mining; revise targeted questions

### **ADHOC COMMITTEES**

- Spirit of Christmas – Shaye
  - Successful in terms of revenue but several issues to address. Discuss at next meeting.
  - KUDOS TO GUY! 😊
- Winter in the Woods – TL
  - All hands on deck! See Report

### **Liaison updates:**

- RVC ASP Visioning Committee update – Lindsey
  - Successful final meeting; Final Draft Pending; discuss at March meeting
- Bragg Creek Wild – Lindsey
  - No update, pending meeting with Renee
- Bragg Creek Environmental Coalition – Lindsey
  - No update, pending meeting with Dave
- Bragg Creek Foundation – Ramonde
  - Went to the launch
- Bragg Creek Snowbirds – Colin has stepped up!
- Bragg Creek Chamber – TL
  - Consider TalentED YYC summer student placement
- Bragg Creek Trails – Tanjou
  - No update

**8:25**

### **New Business**

- TL will lead Committee strategy session

### **ACTION:**

- All Board Members to review all Reports prior to the Meeting and be prepared to have an informed discussion
- Guy will provide links to all to our SharePoint

**In Camera – Nothing Added**

**8:31**

**Adjournment!**

**Next meeting: February 25 @ 5:30pm start so TL can lead strategy session**





# Bragg Creek Centre

## Executive Director Monthly Report

Submitted By: Guy Latour

Date: January 23<sup>rd</sup>, 2025

### Summary of monthly initiatives

#### HR – Supervision, Payroll, scheduling

- Vicki Tozer has been hired as our new Rental & Marketing Coordinator. We believe her skills and experience will be valuable assets to our organization and the community. Vicki is residing with her family in the local area.
  - **Position:** Rental & Marketing Coordinator – Part-time 25 hours a week. Vicki's primary role will be managing and marketing our rentals and their growth. Vicki will also be responsible for our overall organizations marketing, SOC Market, Summer Market, and support our volunteer led events.
  - **Background:** Vicki comes with significant experience in the financial services industry as a project manager. We feel her skills will transfer very well into the Rental & Marketing Coordinator role.
  - **Contact Information:** rental@braggcreekca.com 403 949-4277 ext. 104
  - **Start date:** Monday, January 20th, 2025
  - **Office Hours:** 9 am to 2 pm to start

#### Facility

- Facility Committee Meeting Thursday January 16<sup>th</sup>. Met with Justin from the Rink Team
- **Zamboni Project.**
  - Justin provided update. They are still working on scope. **We now have basic drawings**
  - I provide update on my research so far. I have done significant research on project process, Building Scope, Maintenance costs for both building and Zamboni Maintenance. I have reached out to the Federation of Calgary Communities peer to peer form for information from other community centers on Zamboni maintenance costs as well as the Alberta Association of Recreation Facility Personnel.
  - We agreed that we need to take the following steps
    - Justin – get official basic drawing completed, complete full scope of project, obtain estimate of costs to construct
    - Guy – Start conversation with County on process, research County development permitting process, get property setbacks and utilities documents from the County. See if the County has previous development permit for our current hockey shack and any drawings and documents for it
- **Change room doors** – Committee agree that the idea to automate the change room doors is a good idea and even though costs are a little high at **\$5,908.30** and they support moving forward with automating the change room doors.
- I brought forward concerns about the **ice issue on roof** and specifically the **safety concerns** over the daycare outdoor enclosed space. I suggested that the most economical way for us to solve the problem is to build and open cover extending the roof over space. The committee agreed and I am going to work on scoping the project out and develop an RFP for quotes to bring back prior to budget to include as a capital project for next years budget

#### Rentals

- Starting training for new Rental Coordinator
- Working together with Rental Coordinator on creating rental processes
- We are starting to get some birthday parties
- Larger upcoming rentals
  - 2024-2025 April 11 Bragg Creek Wild, April 12 Town of Cochrane Event, May 31 Wedding, June 14 Wedding
  - 2025-2026 Sept 19 Wedding, Sept 26 Wedding, Oct 10 Elections, Nov 13-15 Artisans Market
  - I have done lots of wedding tours and I am hopeful several are going to book with us



# Bragg Creek Centre

## Financial & Fundraising

- Orientation of Tanjou as Treasurer
  - Working on Financial Policy
  - Meeting once a month
- What is the Budget Process?
- We have finished negotiations with Rockyview County on our three-year funding agreement. Agreement is in SharePoint for review
  - **Recommendation: Motion to accept and enter into 3-year agreement with Rockyview County**

## Administration

- No update

## Short and Long-Term Planning

- No updates

## Communication & Marketing

- I still have been taking on led updating website with new information when it arrives and spending lots of time on social media
- Caroline is now taking lead on program social media
- We are now actively using Hootsuite for programing social media
- We hired someone to manage design and social media for Winter in the Woods. Recommendation for future events is that we budget for someone to do our design work.

## Programs

- Caroline is still working on program evaluation. It will include both and S.W.O.T analysis and GAP analysis. Once she has completed them, we will start the brainstorming components to identify best program opportunities. We will invite Board members to participate
- Caroline has lots of program ideas ready to go. I am asking her to complete our evaluation to ensure the programs we decide to move forward fill needed gaps and make sense before we start implementing new programs
- Finalizing summer camp agreement to provide summer camp programs with Peak Ambition for summer camp again this summer
- Programs: Pickleball (4xweek), Rumble and Roar (1 week), Artsy Afternoons (1 week)
- New program – We are partnering with the Town of Cochrane Community Development Department to host an adult Dungeons and Dragons program. Participants will be required to have a BCCA membership

December	Total	Bragg Creek	Foothills County	Redwood Meadows	Rocky View County	Calgary	Cochrane	Other
<b>Total Participants</b>	<b>338</b>	<b>122</b>	<b>82</b>	<b>38</b>	<b>21</b>	<b>5</b>	<b>67</b>	<b>2</b>
Percentage of total		36.1%	24.3%	11.2%	6.2%	1.5%	19.8%	0.6%

## Education & Networking

- Still unable to attend any networking opportunities with the Federation of Communities due to workload

## Policy and procedure

- Still on hold - Program Partnership Policy- consulting with new Program Coordinator – I will bring back to the board in the new year
- Health and Safety draft policy is still being reviewed by Facilities Committee. I am also now working on updating it with rink flooding procedure
- We are adopting the risk management plan template from Foothills County since we are now required to fill their document out for Special Events
- Still working on a Liquor Policy

## Board Governance

- Updated website with documents from past meeting
- In process of updating societies with our new board





# Bragg Creek Centre

:s

- **Spirit of Christmas** – I have included my report again and would like to take some time to review both Shaye's and my reports and get more feedback from the board
- We are now required to register and obtain permission for our Special Events with Rocky View County
- We are also required to inform Alberta Health of any event where we are serving food
- AGLC has approved a patio extension for us to extend our Class B licence outside for an event.
- Most special events we are required to follow 3 processes for AGLC, RVC, AH







5430 CPP Expense	9,544.31	12,200.00	5,876.71	48	829.47
5432 Payroll Fees	1,079.66	1,400.00	774.42	55	138.80
5440 WCB Expense	2,837.61	2,000.00	1,270.86	84	0.00
5484 Casual Labour	2,313.50	3,000.00	300.00	10	0.00
Total Payroll Expense	202,345.10	222,100.00	121,483.51	55	16,801.88
5487 Other Cemetery Expenses	18,374.84	1,000.00	240.00	24	
Cemetery Expenses	18,374.84	1,000.00	240.00	24	

General & Administrative Expenses					
5509 Honorarium	1,000.00	0.00	0.00	0%	0.00
5510 Accounting & Legal	9,173.45	9,800.00	0.00	0	0.00
5511 Petty Cash Overage/Shortage	0.00	0.00	48.05	40%	0.00
5512 Advertising & Promotions	3,882.55	2,200.00	1,163.05	54	0.00
5515 Licenses, Fees & Memberships	2,623.75	2,100.00	56.12	3	56.12
5525 Board Meetings/AGM Expenses	668.45	200.00	193.67	97	0.00
5530 Staff Promo/Meals	422.85	800.00	0.00	0	0.00
5535 Insurance	7,453.08	9,000.00	4,823.28	54	1,708.96
5540 Courier & KM charges	87.28	200.00	0.00	0	0.00
5542 CEERS - Rent Subsidy	0.00	0.00	0.00	0%	0.00
5545 Credit Card Charges	1,589.84	2,000.00	91.38	5	0.00
5548 Pay Pal Fees	134.41	0.00	0.00	0%	0.00
5547 GST Non-claimable	12,039.72	13,000.00	0.00	0	0.00
5548 Amortization	42,817.41	30,000.00	0.00	0	0.00
5550 Interest & Bank Charges	391.34	440.00	4,384.47	986	83.04
5555 Telephones/Internet	2,845.76	3,800.00	1,046.76	29	0.00
5560 Office Supplies	8,214.99	2,000.00	706.19	-35	0.00
5565 Office Equipment Lease	0.00	0.00	454.30	434%	0.00
5570 Computers & Software	7,486.30	4,100.00	3,020.43	74	387.27
5575 Computer Tech Support	895.00	0.00	0.00	0%	0.00
5578 Contract Services	10,810.00	12,000.00	8,880.00	74	1,080.00
5584 Community Church	200.00	350.00	200.00	57	0.00
5580 Repairs & Maintenance	48,810.68	60,000.00	19,650.70	33	2,377.22
5601 Playground	0.00	0.00	74.72	75%	0.00
5610 Hockey Rink - Supplies/Fundraising	17,872.36	6,000.00	2,238.00	29	500.00
5618 Janitorial Services	19,278.75	20,000.00	10,826.86	54	3,385.98
5620 Janitorial Supplies	5,757.68	6,200.00	1,977.10	32	484.97
5630 Garbage Removal	4,852.58	5,000.00	2,496.82	50	428.85
5640 Snow Removal	8,826.29	8,500.00	3,823.24	38	2,771.24
5650 Lawn & Garden Maintenance	1,090.31	2,000.00	1,825.49	76	0.00
5660 Fire Suppression System	13,764.48	10,000.00	5,530.00	55	0.00
5670 Security	1,256.40	1,000.00	287.70	29	0.00
5671 Ladies Auxiliary - Donations/Calls	37,307.89	1,500.00	0.00	0	0.00
5672 Ladies Auxiliary - Covid Relief	0.00	0.00	0.00	0%	0.00
5673 Ladies Auxiliary - Meeting/Supplies	546.77	0.00	0.00	0%	0.00
5674 Ladies Auxiliary - BCCA event	1,480.68	0.00	0.00	0%	0.00
5675 Ladies Auxiliary - Sponsorship	120.00	0.00	0.00	0%	0.00
5676 Ladies Auxiliary - Remembrance Day	284.85	0.00	0.00	0%	0.00
5677 Ladies Auxiliary - Events	83.06	0.00	0.00	0%	0.00
5680 Gas	13,495.50	14,400.00	4,961.12	32	2,113.43
5682 Electricity	15,628.91	20,800.00	8,958.00	43	867.36
5684 Water	3,540.35	3,200.00	1,874.20	52	0.00
5685 RVC - Wastewater	0.00	1,000.00	0.00	0	0.00
5688 Seeds/Pumpout	0.00	0.00	472.5	473%	0.00
5700 Staff & Volunteer Development	887.95	2,000.00	600.00	30	0.00
5715 Web Page	0.00	100.00	0.00	0	0.00
5720 Lease & Printing Costs	2,009.39	1,800.00	382.57	22	0.00
5740 Tools and Supplies	0.00	500.00	0.00	0	0.00
5745 Equipment Repairs & Rentals	0.00	860.00	0.00	0	0.00
5750 Kitchen Simulators	0.00	300.00	38.86	13	0.00
	0.00	0.00	0.00	0%	0.00

5781 AHS - Wellness Committee	4,144.14	0.00	891.85	892%	0.00
General & Administrative Expenses	<u>311,971.02</u>	<u>258,850.00</u>	<u>86,963.27</u>	<u>34</u>	<u>16,025.24</u>
Programming Expenses					
5610 Camp Expenses	8,973.00	10,500.00	10,822.75	0%	0.00
Co-Workspace Expenses	0.00	0.00	0.00	0%	0.00
5717 Nature School-Rethelover Play	8,887.83	3,000.00	0.00	0	0.00
5620 Adult Programming Expenses	3,960.99	3,200.00	0.00	0	0.00
5830 Children Programming Expenses	70.00	500.00	0.00	0	0.00
5635 Youth Programming Expenses	64.00	800.00	0.00	0	0.00
5880 Rumble & Roll Expenses	1,848.08	200.00	0.00	0	0.00
5870 Kids Events- Movies, Halloween	3,175.59	3,000.00	150.82	5	109.85
Total Programming Expenses	<u>28,407.49</u>	<u>21,000.00</u>	<u>10,772.77</u>	<u>51</u>	<u>109.85</u>
Event Expenses					
5622 Comedy Night in the Creek	0.00	0.00	0.00	0%	0.00
5828 Food Rescue - Covid 19	0.00	0.00	0.00	0%	0.00
5831 Gord Bamford 2022	0.00	0.00	0.00	0%	0.00
5837 Farmers Market	260.25	0.00	171.00	171%	0.00
5658 Christmas Market	0.00	0.00	0.00	0%	0.00
5840 BCCA Events	160.03	0.00	135.05	135%	0.00
5841 A Sluzzy Beach Party	0.00	0.00	0.00	0%	0.00
5845 Whiter in the Woods	0.00	0.00	4,014.85	4015%	344.85
5850 Bragg Creek Days	8,542.87	0.00	5,458.82	6458%	0.00
5851 Kids Only Christmas Stars Expense	1,085.41	0.00	0.00	0%	0.00
5852 Spirit of Christmas Expense	6,869.04	22,400.00	11,519.89	51	597.45
Total Event Expenses	<u>18,597.40</u>	<u>22,400.00</u>	<u>21,289.71</u>	<u>85</u>	<u>942.30</u>
TOTAL EXPENSE	589,573.14	537,700.00	250,831.94	47	34,738.02
NET INCOME	<u>-70,873.82</u>	<u>21,052.00</u>	<u>33,138.74</u>	<u>157</u>	<u>16,206.52</u>







# Spirit of Christmas Market Report – Guy Latour



**Market Participation:** 317 Friday, 1,302 Saturday (65% 2023), 837 Sunday (I have been told that 2023 on Saturday they had up to 2,000)

**Donations** \$1,025.65

**Market Fees Revenue** \$25,385

**Market Competition:** on the same weekend. Saskatoon Farm market, Cochrane Made Lions, Azuridge, Bears paw, Spruce Meadows, second Cochrane market? Black Friday weekend – big box chain sales (do not have on Black Friday weekend)

**Staffing:** The coordination of the Market went through many staff. Robin and Lily at first, Shaye and Guy next, and then we tried to integrate William and Caroline into the team when they arrived. Having multiple staff trying to coordinate caused challenges and lot of conflicting information for both staff and vendors. Staff debrief on the market took place on December 19<sup>th</sup>

## Marketing:

- No official marketing plan done or was available for what was done last year.
- multiple times it was indicated from the volunteer event side that they did not want separate marketing between events and market. Some minimal marketing was done separately from the event for the market, but I was very cautious of their wishes.
- As a result, most marketing was done locally and combining both the event and market
- Significant amount of local marketing and social media
- I did pay for one \$300 social media boost
- It was also identified that the High-Country News was not delivered to the community in December, so our advertising was not circulated

## Emergency Action plan:

- It was minimal and not a documented plan
- FRS radios are useless and did not work well
- No communication ability between anyone

## Market organization:

- Two many staff trying to coordinate vendors caused lots of miscommunication with the vendors
- Person taking vendor registration has to be very conscious that the information they got in the forms, over the phone, inputted into the system and spread sheet are all in alignment. There were lots of discrepancies between our systems of tracking vendor information. The invoice created by Amila is what they receive.
- Chain of command. For the market it is confusing to vendors when there are several people giving them conflicting information.
- Rules information should be on printed sheet sent out early and handed out when they arrive
- **Vendor booth sizes**
  - First of all, the booth sizes did not fit into our actual spaces on the map, so they really did not fit into our building as the map indicated
  - The result was that many of the vendors did not fit into areas we gave them
  - There needs to be significant rethinking of how we fit the vendors into our building and properly communicating and selling spaces to our customers with true dimensions
  - Recommendation: on the map 100% properly measure the spaces and label them the actual space size on the map. Sell spaces according to size range not exact size. Large, Medium, Small. There were many people who thought they were getting a 10x10 space and did not
  - Many vendors came with more set-up than could fit into there space
  - If we properly label on the map and sell and communicate the size of there space, they then should be held accountable to staying inside marked areas
  - We have to be very cautious of booths blocking exits
- **Parking**
  - More clarification for vendors for access on Saturday and Sunday. If they arrive before 8:00 they need to park across the street until open not on main road
  - Front parking – I am supportive of continuing only using the front for accessible parking. There were a couple of occasions when we did not have parking control that people came flying into front parking lot almost hitting kids and wagons. If we have events taking place in front of the building with kids and horses, we have to have parking control
  - We need parking control for the whole days 8:00 am to 5:00.
  - Better signage indicating handicap parking for anyone with accessibility issues. Handicap sign makes people think its only for people with handicap passes

- **Vendor verbal feedback**
  - Some vendors very upset with customer turn out
  - Lots of vendor also very happy with their sales for the weekend
  - Booth size and location issues
  - Complaints about the festival events taking away from market
  - Complaints about advertising
  - Many vendors told me there have seen significant lower numbers at all of the markets they are attending
  - Some vendors indicated we were expensive – it looks like this is accurate
  - Complaints about parking lot being closed for event and handicap parking
- **Vendor official feedback survey 14/51 respondents (we most likely received feedback from those mostly dissatisfied – its still important to give them the opportunity to provide feedback and show we are listening to them)**
  - **Overall Experience:**
    - How would you rate your overall experience as a vendor at this market?
    - 4.4/7 score 63% satisfaction 9/14 vendors rated their experience from neutral to positive experience
  - **Event Organization:**
    - How satisfied were you with the event's organization, including communication, setup process, and logistics?
    - 4.9/7 score 70% satisfaction 9/14 vendors rated their experience from neutral to positive experience
  - **Sales Performance:**
    - How would you rate your sales during the market compared to your expectations?
    - 3.8/7 score 54% satisfaction 6/14 vendors rated their experience from neutral to positive experience
  - **Customer Engagement:**
    - How would you describe customer turnout and engagement at your booth?
    - 3.8/7 score 54% satisfaction 8/14 vendors rated their experience from neutral to positive experience
  - **Suggestions for Improvement: (most repeated)**
    - What improvements or changes would you suggest for future markets?
    - Multiple suggestions for more marketing
    - Multiple suggestions to allow more parking in lot
    - Two requests for refunds. One person wants a full refund, and another person want us to partially refund everyone
- **Recommendations:**
  - Clear purpose on why we are having market. Do we want to continue having event? “Part of wider community event”
  - Do not have market on Black Friday weekend
  - Significant planned marketing campaign for the market with accompanying budget if we want to compete with multiple other markets.
    - Industry Benchmarks for Marketing Budgets:
    - Businesses or events typically allocate 5-10% of total revenue toward marketing. For a first-time or major event like a Christmas market, you may want to lean closer to 10% or more, especially if building brand awareness is a key goal.
    - Event-Specific Marketing:
    - Event planners often recommend spending 15-25% of the event's total budget on marketing if you're aiming for maximum visibility and attendance. This is particularly useful for community-focused events like a Christmas market, where local advertising and word-of-mouth are key drivers.
  - Separate focused marketing campaigns for the market and event. They can include both in each campaign but with different primary focus. For example, the market campaign can focus on the market as the primary message with a secondary message about the events. The same with the events
  - Friday night attraction concept – I have lots of ideas written down but so far, my favorite is from Caroline that we partner with local businesses to provide market attendees a coupon for a discount that night at a local business. 15% that night only at the following...
  - How do we sell the booths needs to be reconfigured
  - Lower booth costs by \$50 across the board for each size
  - Prepare Emergency action plan document template – Guy
  - Purchase regular standard radios handsets - \$2,000 - \$3,000 depending on # of radios and brand – This is for all events
  - Parking remains the same with some tweaks to improve. There are valid safety concerns with event activities. I do not believe parking had any effect on the Market and concerns are not valid – regardless a majority of the participants will need to park and walk and minimal distance. If we open up parking, then we will have situations where the handicapped and disabled will have to make the longer walk

## **2024 Bragg Creek Spirit of Christmas Volunteer Management Feedback**

### **Preparation:**

- Using Signup.com was very easy and straightforward. Having a template from the previous year made the process easier.
- Facebook advertising and the e-blast from the Community Centre were great to drive up volunteer numbers. Word of mouth from SOC committee members resulted in the most sign-ups.
- Moving forward it would be helpful to have more input from the Centre about their volunteer needs early so that the event felt more cohesive.
- Ramonde Maxfield was instrumental in providing her expertise and ensuring the volunteer portion of the event was a success.

### **Execution:**

- The Little School House worked great as a volunteer centre. Set-up was smooth, but only one urn could be used at a time as the breaker could not handle more. Moving forward I would recommend Hot Chocolate on Saturday (Kids Only Store Volunteers) and coffee on Sunday.
- The supplies provided (high vis vests, maps, walkie talkies, etc) were a great help and made for an easy start of shift ritual.
- Received positive feedback about the shift lengths and the duties that were asked of the volunteers. The descriptions created gave the volunteers a good idea of what to expect and each volunteer came prepared
- I feel like we had more volunteers than were needed, however we were prepared for a busier weekend and had there been more crowds then these volunteers would've been needed. As it was, there were some empty volunteer slots, and I was able to move some groups around to ensure the coverage we needed.
- Lindsey Kindrat arranged for cookies from the Bragg Creek Baking Company and Soup from Mable and Marie's. This was very well received and the volunteers that partook were very appreciative of a hot meal before and/or after their shift.
- Renate van der Zande arranged for 2 gift baskets, one adult and one teen. This was explained to the volunteers on arrival when they were asked to enter the draw.
- On Sunday a few people were cold being outside, I would recommend some hand/foot warmers for the next winter event.

### **Follow-up:**

- The two volunteers who won the gift baskets were very happy. This felt like a good way to show how appreciated they were.
- Volunteers were sent a thank you note, however I had wanted to send a survey for volunteer feedback. I would recommend that the Community Centre invest in a Survey Monkey account as only the paid version allows for written answer questions.

Harmony Bozé



# Board Report

## Spirit of Christmas Event 2024

Report by: Shaye Radford – Lead Event Volunteer

### Event Dates

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November 30, 31 & December 1, 2024

### Volunteer Committee

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Harmony Boze – Volunteer Coordination Lead

Ramonde Maxfield – Volunteer Coordination Support

Carol Mertens – The Hub Representative

Shannon Bailey – Snowbirds Chalet Representative

Barb Teghtmeyer – Trading Post Representative

Renate van der Zande – Kids Only Store Representative & General Support

Jason Traviss – Chamber Representative & General Support

Lindsey Kindrat – Chamber Representative & General Support

Pauline Keen – General Support

Harmke de Bruin – General Support

Shaye Radford – Lead Event Volunteer

### Event Activities Breakdown

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- ★ Santa & Mrs. Claus – Saturday and Sunday
  - 4 hours per day
- ★ Horse Drawn Wagon Rides – Saturday and Sunday
  - 2 wagons per day
  - 5 hours per day
- ★ Activities at local business partners – Saturday and Sunday
  - Business chooses their activity and the timeframe
  - 12 local partners on Saturday
    - 6 participated again on Sunday

- The feedback from businesses was positive, and the common trend was that they were busy all weekend and people enjoyed the activities
- ★ BCCA Christmas Vendor Market – Friday, Saturday, Sunday
  - F: 5-9pm, S&S: 10am-5pm
  - 54 vendors
  - BCCA is fully in charge of this piece
- ★ Kids Only Store – Saturday
  - Thanks to The Post House for donating their space to use
  - 110 kids shopped
  - 15 volunteer shoppers and wrappers
- ★ Onspot Tree Lot – Saturday and Sunday
  - Christmas trees for sale at BCCA Saturday and Sunday

## Event Documentation

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- General Sharepoint Folder: [2024](#)
- Master Spreadsheet & Annual Workflow: [SOC 2024 Master Spreadsheet.xlsx](#)

## Financials

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Event Expenses: \$11,686.54

BCCA Market Expenses: \$3,906.54 (\$300 (Facebook ads), \$106.54 (poles & power block), \$3,500 (transfer to event))

Event Gross Revenue: \$14,324.00

BCCA Market Gross Revenue: \$21,380.86

### *Revenue Breakdown:*

*BCCA Market Vendor Booth Revenue: \$20,335.00*

*BCCA Market Door Donations: \$1,025.65*

*SOC Sponsorships: \$9,150.00 + approved BCCA contribution: \$3,500.00*

*SOC Kids Only Store: \$1674.00*

## Suggestions and Learnings

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### Coordination/ Event Learnings

#### 1. Event Leadership and Organization

- Harmony as Volunteer Lead was AMAZING – she stepped into the role with enthusiasm, organized the online volunteer signup, and ensured all volunteers were welcomed and supported during the weekend
  - This is a crucial role that needs to be separate from the Lead Event Organizer
- Ramonde’s support for the Volunteer Lead, Harmony, was invaluable!
  - Ramonde was able to use her knowledge of Bragg Creek Days and the Volunteer Management Committee to train and support Harmony!
- Having Chamber representatives on the committee was totally fantastic – this supported fundraising, communication, and advertising efforts and benefitted the event greatly
- Guy! I was completely impressed by Guy’s ability to prioritize time and tasks, coordinate staff, and deal with vendor issues. Guy led by example working the longest hours out of anyone to ensure the other staff got breaks and time away. He was constantly available, and ready to lead in the tough moments. I don’t know if I am stating enough just how important his role and presence were during the event. I am excited to see what the event will look like next year because of his ability to plan and execute!!
- BCCA could recruit Leadership volunteer in late August/early September and ask for SOC committee member volunteers to start gathering by end of September.
- The BCCA likely needs to pay someone to coordinate this if they cannot get a leadership volunteer. It is just too much work to do “off the side of a desk” as I did.
- Need to improve day-of coordination to support the volunteer lead, santa, and horses – need to have the lead coordinator available and roving
  - Will remind Santa of break times, close the line during the breaks
  - Bring the wagon drivers soup and coffee throughout
  - Troubleshoot any volunteer issues with volunteer coordinator quickly
  - Notice where more maps are needed
- Recommend involving the ED and increasing the Rentals/Marketing Coordinator’s hours for Sept – Nov for coordination and promotion
- Having SOC Lead in-office sometimes was supportive. Would recommend the SOC lead either be a staff OR have the ability to use BCCA Sharepoint, computer, and printer on a regular basis, as well as crossover with BCCA staff

#### 2. Activity Organization

- Having the representatives from community partners like the Trading Post, Snowbirds, and The Hub on our organizing committee is awesome; they do their thing and work out all the details for their own location, then they inform on the bigger picture for the event!
- New local businesses signed up to participate! We did a good job reaching all storefronts this year

- Increase communication with businesses prior to event to ensure they know the details of the event
  - There was a miscommunication with one vendor who didn't know they had to offer the event for free
- Kids Only Store went great and was full of kids and volunteers all day
  - Would recommend keeping this to one day only as it would be hard to get that many volunteers two days in a row
- We were rushed on the map turnaround time, and needed to end the sponsorship call a week earlier to have time to edit the map
- Community members had an awesome time at the local businesses and appreciated the maps!

### 3. Sponsorship & Community

- The sponsorship call was incredibly well-received and so easy when the committee members each approached different contacts! Local sponsors stepped up readily and generously and allowed us to cover the higher event costs due to expanding the activities from 1-2 days!
- Basically, the wins were our local community. From individual volunteers, to committee members, to local businesses, to BCCA staff: everyone came together to pull off something awesome!
  - When I started thinking about how many people it took to pull off this event, I was pretty confident it was about 200 people. That's a pretty crazy number when you think about the size of our community!
- Businesses had great things to say about how busy they were and about how they enjoyed running the activities

### 4. Promotion & Advertising

- Promote more at the schools and contact news places in late October/early November to increase turnout
- Advertising to the schools is helpful. Next year, send emails with the poster to local, Springbank, and Cochrane schools. And send physical handouts for Banded Peak, and Elbow Valley.
- Need to be ready a month in advance for High Country News. Would recommend a Save the Date in November, a detailed poster in December (with sponsors), AND a Sponsorship Thank You in January.
- Posters and Save the Date postcards need to be delivered to each storefront in the week leading up to the Artisans Market

## Market Suggestions

### 1. Logistics



- I have very mixed feelings in general about even having a market at BCCA, as I think it can detract from local businesses in the leadup to Christmas. I think if we do a market, it needs to be very thoughtful and curated – putting an emphasis on either LOCAL or UNIQUE (not just filling as many vendor spots as possible).
  - I know it can make a lot of money for the BCCA, but that is not the point of SOC. I think there should be thorough discussions around the intent of the event with the committee and BCCA to decide if this is the right venue for a huge vendor market
  - I propose adding this conversation to the May Board Meeting Agenda
- To consider: IF you take my following advice for next year, the market would make less money, and would still be an incredible amount of work for the BCCA staff. Is it worth running a thoughtful, curated market that grosses \$12,000 - \$15,000 (nets <\$10,000) knowing the amount of work it takes and burnout it produces in staff?
- Market needs a fully dedicated BCCA staff – we cannot rely on the SOC lead to manage any part of the market, other than integrating marketing.
  - It was too bad that there was a staffing shortage and no one was in the Rentals & Marketing Coordinator position – no one to blame – just circumstances! It meant we were behind from the start, and didn't have dedicated staff power
- Would recommend increasing the Rental & Marketing Coordinator's hours for September to December to manage the workload
- Make the market two days instead of adding the Friday night to keep messaging consistent for the overall event. This may be an unpopular opinion!
  - Vendors like the market open Friday night, since they are here to set up anyways. If keeping Friday night change the hours to 4pm-8pm instead of 5pm-9pm.
  - Removing Friday night would help with confusion about what is happening which day
  - Could to a better job promoting a sneak a peek on Friday night with discounts for local dining
- Decrease booth rental fees to MAX \$350 for prime/true 10x10 spots, and go as low as \$200 for smaller awkward sized spots.
  - We were not able to bring in the amount of traffic needed to justify our prices.
- Princesses were in the way – the market is not the best venue for them.
- Market hours suggestion – 4pm-8pm, 10am-4pm, 10am-4pm.
- Parking
  - do not allow vendor parking on site? Minimize vendor parking?
  - How do we manage parking properly?
  - Offer more open parking for participants? Not just Accessible?
  - Having parking lot attendants was incredibly important – with children and horses, we need to control traffic in some way.

- Some vendors complained that we weren't allowing enough shoppers to park at BCCA (we were prioritizing accessible parking here and directing the rest to the other lots).

## 2. Vendors

- **Do not use daycare meeting rooms.** Continue using gym, lobby, SW meeting room (stage is a grey area for me to consider) to allow free-flow of attendees!
  - SO much work for the daycare
  - the booths do not get the proper size/ layout, You could keep the other SW meeting room for vendors, as that room has bigger doors and better flow.
  - This way, we could use the daycare rooms for the volunteer intake space
  - This would allow free-flow of attendees in the building – creating a more equitable environment for vendors (no one needs to be first or last)
- No need to expand to 50+ vendors
  - we could create a full-looking market in other ways without overdoing it on using every nook and cranny and creating flow issues.
  - Being strategic about walkways would make a big difference in creating better flow (in order to fit enough vendors in the lobby, we compromised on flow/attendee experience.
- The sizes of booths were not consistent with advertised. Change the pricing to reflect this.
- Create a fuller vendor package with details about the Spirit of Christmas event as a whole
  - (baker was upset that there was cookie decorating in the community – she didn't know she was going to need to “compete” with the community events)

## 3. Promotion

- Advertise market separate and early, but then integrate as SOC approaches?
  - 2023 they were apparently too separate then this year there were complaints they were too integrated...
  - Vendors want the market advertised separately to give them more attention, but the event committee was asked by the Board to integrate them to lessen confusion for participants about exactly what was happening which day
- Overall, more work needs to be done, and more money spent, on promotion to compete with the other christmas season events
  - Same weekend as us was the Saskatoon Farm market, Spruce Meadows, and Black Friday shopping.

## 4. Overall Market Feelings

- IF choosing to continue with a market, give Bragg Creek businesses a head start – early bird registration is ONLY for Bragg Creek businesses and residents. Prioritize vendor types who fill GAPS in the community offerings, NOT compete with storefronts.
  - **The purpose of Spirit of Christmas event has always been to showcase Bragg Creek local businesses – let's not detract from local storefronts by duplicating**

**offerings with non-local vendors. Our local vendors rely on the Christmas season sales. The event is meant to support our local community!**

**– It is worth being very thoughtful about what it looks like the BCCA is trying to achieve. Are we trying to add something to the event? Are we capitalizing on a busy community event to make money? What are the BCCA's priorities in running a market?**

- **Worth stating again: does the BCCA really need to host a Christmas market??**
  - **Let's add the discussion to the May board meeting, please!**
  - **There is a lot to consider regarding staff and volunteer time, advertising costs, and competition with local storefronts (who the SOC event is supposed to support)**
  - **The BCCA staff don't really get to be a part of the event, as all they are doing is managing the market and vendors. I would like to see this change so that there can be more engagement**
  - **I am curious if we added up the staff hours needed to coordinate this event, if it would still appear to be a great money maker**
    - ★ **To be honest, the market really burned a few of us out and led to feeling quite discouraged about the weekend because of how hard and long we worked, how many little things went wrong, and how many complaints we fielded from vendors.**
    - ★ **Let's also remember that the staff who coordinated the market the year before had to quit right after as they were placed on stress leave by their doctor. The experience from the last 2 years' Christmas markets is NOT sustainable.**
    - ★ **But with that said, I still love Christmas in Bragg Creek and I will support again next year! Let's just be really thoughtful about why we would run a market, and what the purpose of the event as a whole is.**

## **Date suggestion for 2025**

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### **December 6 & 7**

(This would follow the traditional format of hosting it the first weekend in December. Also, that is two weeks after the Artisans market, and NOT on Black Friday weekend – both good things!)

Well, that might be all! But I am sure if you ask me about it, I can think of even more things to comment on! Thanks, Board, for all you do and for supporting our community and these important events!!

Shaye Radford

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