

# STRONGER TOGETHER

## *Strengthening Operations & Teams* Forum 1 of 3



South Cariboo Tourism Task Force





# Welcome & Acknowledgement

# Icebreaker: One Constraint, No Solutions

## 1. Think quietly (1 minute)

Identify *one* operational constraint that takes more energy than it should.  
— No backstory; No solutions

## 2. Table Round (2-3 minutes)

Go around once. Each person shares **one sentence**:  
*“The constraint that takes the most energy right now is \_\_\_\_.”*  
— No responses or discussion

## 3. Pattern check (1–2 minutes)

As a table, note **one word or short phrase** that showed up more than once.  
One volunteer shares that phrase with the room.

## Reminder

This is peer-to-peer. Nothing shared here is about criticism or attribution.

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# **Why This Forum Exists**



# What This Forum Is Not



# Ground Rules

# Agenda Overview

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Welcome and framing  
(10 minutes)

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Peer context presentation  
(15 minutes)

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Small group discussion & Break  
(40 minutes)

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Report back and synthesis  
(30 minutes)

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Wrap-up and next steps  
(10 minutes)

# A Note on Time

We have a full agenda and limited time

Facilitators may interrupt or redirect to keep us on track

This is about respecting everyone's time in the room

Thank you in advance for your flexibility



# Peer Context: Operator Perspective

Cask & Cleaver Brewing – food & beverage business operating year-round

Small team: 3 year-round full-time staff, 1 seasonal full/part-time

Owner-operator model

Focused on delivering consistent, high-quality food and beverage with strong customer service

# When Operations Became the Constraint

Pressure emerged once the business could no longer operate with just the two founding partners

Success began to require formal SOPs

Efficiency in ordering and time management became critical

Advanced planning and ongoing staff training became essential

# First-Hand Reality: Staffing

Strong seasonality  
drives staffing  
pressure

Extremely busy  
peak season from  
May to mid-  
September

Off-season  
demand is varied  
and unpredictable

Difficult to scale  
staffing smoothly  
across the year

## Where the Strain Shows Up

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Owner bandwidth and burnout

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Administrative load crowding out  
leadership and planning time

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Individual effort reaches limits despite  
high commitment

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Daily prep spilling into the next day  
after busy service periods

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In-the-moment prep impacting service  
speed and customer experience



# Objective Context: Labour Availability



# Objective Context: Cost Structure Pressures



Increasing minimum wages



Significant increases in food  
input costs



Margins compressed even as  
expectations remain high



Cost pressures reinforce  
operational limits rather than  
replacing them

# The Pattern Question



Where is this just our  
experience, and  
where is it more  
widely shared?



Which constraints feel  
familiar across your  
operations?



These are hypotheses,  
not conclusions

# What Today Is About

- Naming constraints honestly
- Making it safer to acknowledge operational difficulty
- Identifying common pressure points
- Identifying where support breaks down
- Not problem-solving, funding, or action planning



# Small Group Discussion

This is peer-to-peer, not performative

Nothing said here is about criticism or who said what

This is about discovering shared experiences

The goal is to support collaboration as an industry

Be candid and practical

# Break



Please take a short  
break



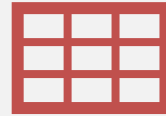


Refreshments and  
washrooms as needed



We will reconvene  
promptly



# Full Group Synthesis: Support Gaps



What patterns  
showed up across  
tables?



Where are  
operators  
consistently hitting  
limits?



Where does support  
fall short or  
misalign?

# Next Steps



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Themes from today will be synthesized and shared back

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Forum 2: Expanding Reach and Marketing Smarter

Monday, February 2<sup>nd</sup>, 2026

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This work continues across the Stronger Together series