

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.



Why This Forum Exists



What This Forum Is Not



Ground Rules

Agenda Overview

Welcome and framing
(10 minutes)

Peer context presentation
(15 minutes)

Small group discussion & Break
(40 minutes)

Report back and synthesis
(30 minutes)

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

Owner bandwidth and burnout

Administrative load crowding out leadership and planning time

Individual effort reaches limits despite high commitment

Daily prep spilling into the next day after busy service periods

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

Objective Context: Labour Availability

Small and rural
markets have
limited labour
pools

Hiring success
often depends
on timing and
personal
networks

Strong current
staff, but no
realistic
succession
pipeline

Growth and
continuity
constrained by
who is available,
not just who is
ideal

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

Themes from today will be synthesized and shared back

Forum 2: Expanding Reach and Marketing Smarter

Monday, February 2nd, 2026

This work continues across the Stronger Together series

