

RAW STRATEGIC PLAN SUMMARY

About the Restaurant Association of Whistler

Background

- A decade ago, restaurant owners in Whistler came together to provide a unified voice for the industry on issues that were impacting their business.
- Working together as culinary and hospitality professionals, they wanted to ensure guests had a world-class dining experience.
- Members were easily enrolled, as many were frustrated with the status quo.
- RAW was invited to the table to discuss the issues and became a fixture in the hospitality sector.
- Members also came together for social events and fundraisers that supported local charities.

Where we are today

- The current membership is close-knit and collegial, and is open to expanding beyond restaurants to include all food and beverage providers.
- When more sub sectors are represented, the support network RAW provides will become stronger and have a larger impact.
- There is an ongoing need to have a collective voice and advocate for changes that will improve the industry and support each other through the peaks and valleys of a resort economy.

Where we're headed

- Whistler is fortunate to have a reputation for its world-class dining experiences.
- There is an opportunity to build and expand the association so that Whistler becomes THE place where hospitality partners come together to create the most loved mountain resort experience in the world.

Strategic Planning Approach

RAW board members were guided through a three-hour planning session in March 2020 to work through a number of ideas and exercises that formed the foundations of a strategic plan. The ideas in the one-page strategic plan are intended to become the platform for a detailed board and staff work plan with tactics and an operating budget to be delivered over the next one to three years. Advocacy, Membership and Community Engagement were identified as the primary focus areas for the plan while Impact/Education was secondary.

Planning References

WHY? Your Purpose: The difference you're trying to make in the world, why RAW was founded

HOW: Positioning, what makes you different

WHAT: Radical Focus / Your Mission - everyday

VISION: Aspirational - you'll know your purpose is realized when - someday

VALUES: Foundational - how you operate together and function as an organization

GOALS: Broad map that defines the destination

STRATEGIES: General actions that help achieve goals

METRICS: How you will measure success toward goals

TACTICS: Specific tasks identified to deliver the strategies

RESTAURANT ASSOCIATION OF WHISTLER STRATEGIC PLAN ON A PAGE

PURPOSE

Work together to ensure Whistler restaurants have a voice and learn from each other.

MISSION

Support food and beverage providers to manage and grow their business in Whistler's resort economy.

VISION

Where hospitality partners come together to create the most loved mountain resort experience in the world.




VALUES

Collaborate with our
Community

Engage with peers and
partners

Advocate as a collective
on behalf of members

Support our members
through peaks and valleys

2020 FOCUS AREAS	ADVOCACY	MEMBERSHIP	COMMUNITY ENGAGEMENT	IMPACT / EDUCATION
 GOALS	<p><i>Our membership has a collective voice that is trusted and respected in the industry.</i></p>	<p><i>Membership is seen as an essential part of doing business for all food and beverage providers in Whistler.</i></p>	<p><i>Members have strong relationships in the community and a reputation for giving back.</i></p>	<p><i>RAW's impact is known in the industry and helps attract the best talent to Whistler.</i></p>
 STRATEGIES	<p>Develop a process to evaluate issues, collect feedback and present positions to advocate on behalf of the industry.</p>	<p>Refine the member benefits package. Develop tools to recruit, retain and regularly engage membership. Create governance and operations processes.</p>	<p>Create communications processes and tools to better reach and engage community stakeholders. Organize networking events, fundraisers for hospitality professionals.</p>	<p>Capture data consistently to monitor and assess trends and aggregate industry impacts. Design educational resources to support members.</p>
 METRICS	<ul style="list-style-type: none"> - Representation on task forces, committees, industry groups - Member surveys on issues - Member survey response rates - Position papers - Face to face meetings with stakeholders and policy makers 	<ul style="list-style-type: none"> - Membership growth rates - Membership retention rates - Sub sectors represented in membership - AGM attendance - Member involvement in events, committees - Database growth - Newsletter open rates - Board succession plans in place 	<ul style="list-style-type: none"> - Collaboration with resort partners - Golf tournament attendance - Hall of Fame attendance - Sponsor contributions to events / fundraisers - Donations to non-profits \$ - Recognition / publicity for community contributions 	<ul style="list-style-type: none"> - Amount of data captured from members - Consistency of reporting - Impact of industry can be evaluated - Educational tools / reports / resources created for members - Recognition / publicity for industry impact