

# Rossland, BC

## Resort Municipality Initiative

Annual Report 2017



Submitted by:



City of Rossland  
In Association with  
Tourism Rossland

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# 1. Regional and Local Tourism Context (Optional)

Understanding significant local and regional tourism influences provides context for both the local tourism economy and the overall progress of the RMI Resort Development Strategy.

## LOCAL AND REGIONAL INFLUENCES

The following table provides a summary of the significant local and regional tourism influences for the report year that are not in municipal control. These influences are factors that supported and/or hindered the local tourism economy during the reporting period.

| Factors Supporting Tourism   | Factors Hindering Tourism  |
|--|--|
| <p>Great summer weather and relatively minimal smoke from wildfires (although the majority of media reporting did not reflect this)</p> <p>Early and abundant snowfall</p> <p>Continued construction of The Josie boutique hotel at the base of RED Mountain Resort</p> <p>Favorable US/CDN exchange rate</p> <p>Amazing media exposure from the “Own the Mountain, Fight the Man” campaign by RED Mountain Resort</p> <p>Increase collaboration between tourism stakeholders</p> <p>Increased awareness of the importance of tourism outside the ski season</p> <p>Increase collaboration between regional tourism stakeholders</p> | <p>Contraction of the long-term housing market in Rossland</p> <p>Relatively difficult access. Rossland must rely on either the Castlegar airport with its frequent cancelations, Cranbrook airport, Kelowna or north-south route to markets like Spokane.</p> <p>Lack of local transportation (shuttles and taxis) is considered a limiting factor</p> <p>While we did not have significant wildfires around Rossland in 2017, the BC wildfire season had a negative impact due to the road closures, poor air quality and the perception that the whole province was on fire. Additionally, the dry summer made our trail system extremely vulnerable.</p> |

## 2. Project Progress

### 2.1. Resort Municipality Initiative (RMI) Context

Rossland has participated in the RMI program since 2007. Each RMI community has a Resort Development Strategy (RDS), which identifies the community's vision, goals, and projects in support of RMI program objectives for the 2015-2017 period.

### 2.2. Resort Development Strategy Vision

The community's RDS Vision is: Rossland is a resort community that will be an all-season resort destination of choice for visitors and residents, developing within the context of the community's vision and values, and providing a warm welcoming environment with facilities that are competitive and attractive to our core market.

### 2.3. Resort Development Strategy (RDS) Goals

The table below lists Rossland's 2015-2017 RDS goals. The table gives a high level understanding of the progress of RDS goals.

| Resort Development Strategy Goals  | Progress on Resort Development Strategy Goals |               |                    |               |
|--|---|---------------|--------------------|---------------|
|  | No Change                                     | Some Progress | Extensive Progress | Goal Achieved |
| 1. To increase overnight stays by 2% per year as measured by the Municipal and Regional District Tax using 2014 as a base year.      |   | X             |                    |               |
| 2. Increase the traffic on the Spokane Shuttle by 5% per year.   |   |               |                    | X             |
| 3. Increase number of riders on internal shuttle by 5% per year.   |   |               | X                  |               |
| 4. Increase summer visitor traffic by 10% per year as measured by the Municipal and Regional District Tax using 2014 as a base year. |   |               | X                  |               |

## 2.4. Project Details

The following section describes progress on the individual projects in greater detail. The financial breakdown for the projects can be found in Appendix 1.

|  |   |                                |
|--|---|--------------------------------|
| <b>Project Term</b>  | <b>2015-17 RDS</b>  |                                |
| <b>Project Title</b>                                       | <b>Spokane Shuttle</b>  |                                |
| <b>Project description</b>                                 | Shuttle Service – Rossland/Nelson to Spokane Airport.   |                                |
| <b>Project rationale</b>                                   | Limited Transportation solutions to our gateway airport.  |                                |
| <b>Project status</b>                                      | Underway  |                                |
| <b>Project Delays or other challenges</b><br><i>(New!)</i> |   |                                |
| <b>Milestones</b>  | <b>Actual Start Date</b>  | December, 2012                 |
|  | <b>Completion Date</b>  | April, 2018                    |
|  | <b>Operational Date or other Major Milestones</b>   | Winter only, during ski season |
| <b>Project activities for the reporting year</b>           | We continued to subsidize the operation of the shuttle seven days a week. Ridership increase by more than 25%. The service is almost self-sustainable without subsidy (although great snow year helps tremendously).  |                                |
| <b>Stakeholder Involvement:</b>                            | We are able to leverage our funds and minimize financial risk by partnering with RED Mountain Resort, Nelson Kootenay Lake Tourism and Whitewater Ski Resort. These types of partnerships are key to alleviate our transportation issues.   |                                |
| <b>Project outcomes to date:</b>                           | During the 6 <sup>th</sup> year, the service was almost sustainable and ridership doubled since 2015.   |                                |
| <b>Communications Activities:</b>                          | <p>Press releases, social media posts, advertising in local newspapers and online platforms, print collateral (schedule).</p> <p>We also created a short video explaining drop-off and pick-up point to our customers:<br/> <a href="https://www.youtube.com/watch?v=2c7xR3IHDME">https://www.youtube.com/watch?v=2c7xR3IHDME</a></p> |                                |

|  |  |                                |
|--|--|--------------------------------|
| <b>Project Term</b>                              | <b>2015-17 RDS</b>   |                                |
| <b>Project Title</b>                             | <b>Internal Shuttle</b>  |                                |
| <b>Project description</b>                       | Shuttle Service – Internal Rossland to Red Mountain.   |                                |
| <b>Project rationale</b>                         | There's limited public transportation within the community, and an inability to get ski groups without transportation. The service also alleviates impaired driving and help attract and retain seasonal tourism workers.  |                                |
| <b>Project status</b>                            | Underway   |                                |
| <b>Project Delays or other challenges (New!)</b> | We have limited funds to run this service and it is proving to be a challenge. We shortened the route and the schedule this year. The HR requirement of the program from October – January is very extensive and currently there is no funding to cover this cost.   |                                |
| <b>Milestones</b>                                | <b>Actual Start Date</b>   | December, 2012                 |
|  | <b>Completion Date</b>   | April, 2018                    |
|  | <b>Operational Date or other Major Milestones</b>  | Winter only, during ski season |
| <b>Project activities for the reporting year</b> | There's limited public transportation within the community, and an inability to get ski groups without transportation. The service also alleviates impaired driving and help attract and retain seasonal tourism workers. Ridership was up by 9.5% this year.  |                                |
| <b>Stakeholder Involvement:</b>                  | By working in association with the local tourism industry (attractions, accommodation providers, food & beverage and retail), we are able to provide this essential service to the community.  |                                |
| <b>Project outcomes to date:</b>                 | The ski bus is regarded as an essential infrastructure piece by the visitors, residents and the tourism industry alike. By providing a reliable connection between Red Mountain Resort and the city of Rossland, visitors are able to experience Rossland as a quaint mountain town and enjoy Red Mountain Resort without arranging their own transportation. Additionally, local stakeholders are able to benefit from increased skier visits, develop new programs and services. |                                |
| <b>Communications Activities:</b>                | news releases, social media and print materials (schedule). Also created a simple landing page for the schedule (rosslandskibus.ca).   |                                |

|  |   |                             |
|--|---|-----------------------------|
| <b>Project Term</b>  | <b>2015-17 RDS</b>  |                             |
| <b>Project Title</b>                                       | <b>Visitor Centre</b>   |                             |
| <b>Project description</b>                                 | Renovation of existing Visitor Centre at the Rossland Museum.   |                             |
| <b>Project rationale</b>                                   | The Rossland Visitor Centre and Museum are very old and in need of substantial renovations. This will also improve the visual appeal from the highway and encourage guests to detour to downtown Rossland.  |                             |
| <b>Project status</b>                                      | Completed   |                             |
| <b>Project Delays or other challenges</b><br><i>(New!)</i> |   |                             |
| <b>Milestones</b>  | <b>Actual Start Date</b>  | December, 2012              |
|  | <b>Completion Date</b>  | July, 2017                  |
|  | <b>Operational Date or other Major Milestones</b>   | Grand Opening: July 1, 2017 |
| <b>Project activities for the reporting year</b>           | The Rossland Museum could leverage the RMI funding, the museum was able to secure \$175,000 from the Canada 150 Grant stream, and an additional \$87,500 from the Columbia Basin Trust. The construction/renovation is set to begin in January 2017.  |                             |
| <b>Stakeholder Involvement:</b>                            | This is a collaborative project and was made possible by the Canadian Department of Western Economic Diversification, Government of Canada's Cultural Spaces Fund, the Columbia Basin Trust, BC Government Resort Municipality Initiative, City of Rossland, Teck Trail Operations and the citizens of Rossland and area. |                             |
| <b>Project outcomes to date:</b>                           | The project was completed in 2017 and the new Rossland Museum & Discovery Centre officially opened on July 1, 2017.   |                             |
| <b>Communications Activities:</b>                          | News releases, social media posts, ground breaking event and ribbon cutting after completion of Phase 1 during Canada Day. Tourism Rossland updated its image bank with new photos of the museum.   |                             |



Photo: Don Conway/Tourism Rossland

## 2.5. Completed RMI Projects

Learnings emerge at all stages of project development and implementation. Reviewing successes and lessons learned provides an opportunity to profile the continued success of RDS projects and allows knowledge to be shared amongst stakeholders to add value and/or efficiency to future projects.

| Project Name                    | Successes   | Lessons Learned  |
|---------------------------------|---|--|
| <b>Spokane Shuttle</b>          | <ul style="list-style-type: none"> <li>• Increased ridership and significantly decreased subsidy</li> <li>• Great partners to run the program with (RED Mountain Resort, Nelson Kootenay Lake Tourism and Whitewater Ski Resort).</li> </ul>  | <ul style="list-style-type: none"> <li>• Current business model/pricing is not great for families. It is more cost effective to rent a car and drive from Spokane for groups of 4 people or more.</li> <li>• Once a day service is not serving all the inbound flights.</li> </ul> |
| <b>Visitor Centre</b>           | <ul style="list-style-type: none"> <li>• RMI money was crucial to access other funding.</li> </ul>  | <ul style="list-style-type: none"> <li>• The location is excellent for rubber tire traffic, but the need for a visitor centre in downtown Rossland is clear.</li> </ul>  |
| <b>Internal Shuttle Service</b> | <ul style="list-style-type: none"> <li>• Ridership was up by 9.5%</li> <li>• Were able to cut cost and rationalize the route to maximize return on the service</li> <li>• Stakeholders understand the importance of this service and willing to support it</li> <li>• Increased transparency through tiered support system</li> </ul> | <ul style="list-style-type: none"> <li>• The HR requirements of the program is quite extensive and administrative expenses are not part of the current budget</li> <li>• Service delivery and communication activities need to re-evaluated</li> </ul>                             |



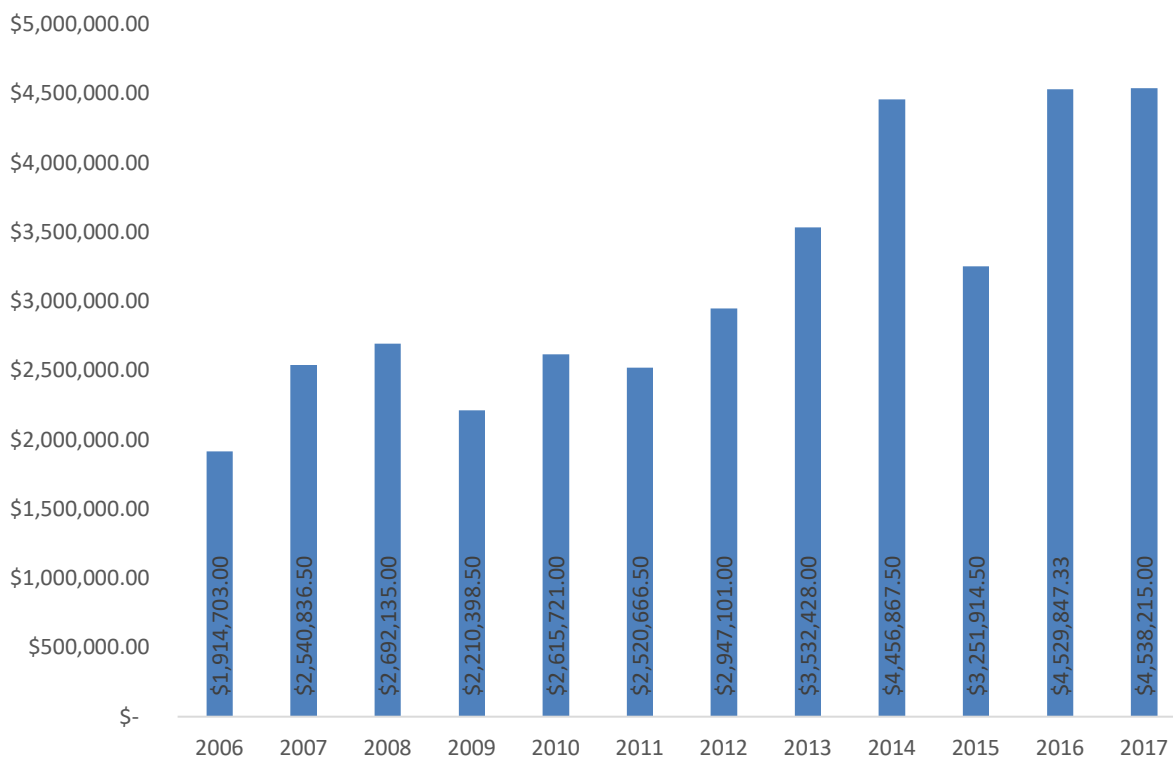
### 3. Economic Outcomes

The data in this section is collected by both the resort communities and the Whistler Centre for Sustainability (WCS) and are included in the Annual Program Report developed by WCS. While specific projects can impact these results, the results in this area only show trends over time and should be considered as a long-term impacts of investments in infrastructure, projects and programs.

#### Accommodation Sector Performance

Accommodation sector performance provides an indication of the size and health of overall tourism economy (more specifically the accommodation sector), by tracking changes in room revenue or room nights sold. Overnight visitors to the communities tend to participate in more experiences than day visitors, and the additional hours spent in the resort result in increased spending patterns and greater contributions per visitor to the local economy. Considering the variation in this indicator throughout the year provides a window into the community's success at growing tourism throughout the four seasons.

Annual Accommodation Revenue



- We had an excellent snow year and an average summer due to the wildfires. We had our highest accommodation revenue in 2017. It was 2% higher than the base year of 2014.

#### Visitor Numbers

A resort communities' tourism economy is dependent on visitation. Visitor numbers provide an understanding of the health of the tourism economy, as well as the popularity the community as a tourism destination, quality of the service levels, and the perceived value of tourism offerings. Depending on the employed methodology, visitor numbers includes day visitors and overnight visitors differing from accommodation sector performance. Considering the variation in this indicator throughout the year provides a window into the community's success at growing tourism throughout four seasons.

- Currently there's no methodology in place to measure visitation to Rossland. The best indicator available was visitation to our Visitor Centre (located in the Rossland Museum). However, our Museum was only open for 6 months during 2017 due to renovations therefore the data is not suitable to track visitation changes for 2017.

## 4. Conclusion and Outlook

In 2017 Rossland continued to grow as a resort destination. By strategically partnering with local businesses, non-profit stakeholders and neighbouring communities, Rossland is on a sustainable path to become a four-season resort destination. Tourism infrastructure development, tourism product development and marketing initiatives are strategically aligned to maximize growth while maintaining transparency.

In 2017, we were able to leverage the RMI funding to raise enough money to start complete phase one of the Museum/Visitor Centre renovation project. We continued on the path of sustainability with our Spokane Shuttle, providing much needed transportation infrastructure to our community. Additionally, by partnering with local businesses and non-profit organizations, we were able to offer a local transit option for our visitors.

Construction continued on The Josie Hotel, however the opening of the property was delayed until the Fall of 2018. The opening of the new boutique hotel will provide a tremendous boost for the local tourism economy.

These strategic infrastructure projects will continue to position Rossland as an excellent four-season resort community. We look forward to working with the Province of British Columbia as part of this initiative.

## Appendix 1 2017 Financial Report

| Activity         | Budgeted Amount - RDS | Jan. 1 - March 31 Expenditures | Apr. 1 - June 30 Expenditures | July 1 - Sept. 30 Expenditures | Oct. 1 - Dec. 31 Expenditures | Total Expenditures 2017 |
|------------------|-----------------------|--------------------------------|-------------------------------|--------------------------------|-------------------------------|-------------------------|
| Visitor Centre   |                       |                                | \$ 56,000.00                  |                                |                               | \$56,000.00             |
| Internal shuttle | \$42,000              | \$ 10,721.00                   |                               |                                | \$ 32,619.00                  | \$43,340.00             |
| Spokane shuttle  | \$7,000               | \$ 814.81                      |                               |                                | \$ 1,119.00                   | \$1,933.81              |
| Signage          | \$5,870               |                                |                               |                                |                               |                         |
| Arts project     | \$4,000               |                                |                               |                                |                               |                         |
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|                  |                       |                                |                               |                                |                               |                         |
| <b>TOTAL</b>     | <b>\$58,870</b>       | <b>\$11,536</b>                | <b>\$56,000</b>               | <b>\$0</b>                     | <b>\$33,738</b>               | <b>\$101,274</b>        |

| Financial Snapshot                                  |                  |
|---|------------------|
| Reserve as of Jan. 1, 2017                          | \$45,536         |
| Funding provided in 2017                            | \$55,738         |
| <b>Total available for 2017</b>                     | <b>\$101,273</b> |
| Total currently available (total less expenditures) | -\$0             |