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# **NB FEDERATION OF SNOWMOBILE CLUBS WORKING TOWARDS SUSTAINABILITY**

Emily Reid prepared this case under the supervision of Dr. Reginald Sheppard, Faculty of Business Administration, UNB, For the purposes of classroom discussion rather than to illustrate either effective or ineffective management practice. The G. Wallace F. McCain Institute for Business Leadership at UNB provided financial support for the production of this case.

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Tapping on his phone, Ross Antworth, General Manager of the New Brunswick Federation of Snowmobile Clubs (NBFSC) was sifting through e-mails as he pondered the week's activities. The NBFSC board was preparing for the annual general meeting, and in spite of feeling proud of the NBFSC's accomplishments throughout the past snowmobiling season, Antworth was still aware of the many issues that were facing the organization. Daily, he was reminded of the volunteers' accomplishments, but also noticed a consistent decline in new volunteer participation, despite the growth in membership. New legislation was placing extra demands and responsibilities on the NBFSC that could potentially threaten snowmobiling. Furthermore, maintaining New Brunswick's 7,600 km of groomed snowmobile trails, was no simple task. Antworth wondered how he and the board of directors could ensure that the NBFSC would continue to overcome the challenges that potentially threatened the recreation of snowmobiling in New Brunswick.

### **The Industry**

From conversations at national and international industry conferences, Antworth knew that some of the challenges he faced were shared throughout the global industry. Worldwide the industry had four major snowmobile manufacturers - Polaris, Bombardier, Arctic Cat and Yamaha. In the 2007-2008 Snowmobile season, Canadian Snowmobile sales were estimated in the US at \$541,000,000 CAD, a significant economic impact (International Snowmobile Manufacturers Association, 2009). The International Snowmobile Manufacturers Association (ISMA) viewed federations, such as the NBFSC, as the fifth manufacturer, as they created the trail and local infrastructure. This infrastructure was vital for the use of the manufacturer's product, as it is needed to fully participate in the recreation of snowmobiling. Globally, federations were striving to build and sustain mutually beneficial relationships with government.

Ed Klim of the ISMA had had a similar view. He noted that "on a whole, trail systems were improving and there was an increased recognition of winter tourism and the role that snowmobiling plays in this" (Klim, 2009). As such, investors were also realizing the

economic impact of the sport. Those who live and work in “the snow belt” depend on the sport as a means to generate economic stability and sustainability.

All Federations, whether they were Canadian, American or European experience similar challenges. Revenue streams and pricing strategies vary across countries and even states or provinces. As an example, in the United States, snowmobile federations/organizations have the benefit of receiving a tax credit from the gas tax. The United States government understands the economic significance of the gas snowmobiler’s purchase (Klim, 2009). As such, a portion of the gas tax was given back to the independent federations. This is not the case in Canada (Klim, 2009).

## **Canada**

In 2009, The Canadian Council of Snowmobile Organizations (CCSO) was the national body that oversaw the recreation of snowmobiling. They assisted with any and all national programs, and also assisted the work being done by the independent federations at the provincial level.

Across Canada, all snowmobile federations were not-for-profit organizations. While the CCSO oversees the clubs, their operations and structure are heavily dependent on the provincial legislation within each province. It is up to each federation to build relationships with identified government partners. As such, governance, club structure and revenue generation differs amongst provinces. Federations continuously faced challenges pertaining to funding, building and maintaining government partnerships, and insurance. Much of the human resources are comprised of volunteers who are seen as the <sup>1</sup>“traditional regulars.”(Antworth, 2009).

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<sup>1</sup> Individuals who have been a part of the organization for multiple consecutive years, and are used to NBFSC practices, goals and procedures.

### **White Gold and Winter Tourism**

The Province of New Brunswick is known as a 365 day tourism destination, as the province offers valuable tourist attractions every day of the year. This is partially due to the recreation of snowmobiling, as it contributes to winter tourism within the province (Banks-McLeod, 2009). The NB snowmobile season runs from December 1st to April 15<sup>th</sup>. While this is the permitting window, the sport is also dependent on Mother Nature to produce snow, also known throughout the province as “white gold.” Twenty-seven percent of the province’s winter tourism revenue comes from snowmobiling (Banks-McLeod, 2009). With visitors coming from bordering provinces and states such as Quebec, Nova Scotia, Prince Edward Island and Maine, it provides new visitors and new money for the province.

In 2009, snowmobilers and the province heavily depended on New Brunswick’s 7600km of snowmobile trails. . The infrastructure has been improving, primarily due to the dedication and hard work of its volunteers. As noted by the department of Tourism and Parks, it is impossible to sell winter tourism within the province if the trail network and infrastructure are not in place (Banks- McLeod, 2009). In this regard, there is a high level of expectation placed on the NBFSC to develop and maintain the trail system and key partnerships that make this a progressive sport. On the whole, none of the provincial government departments, Tourism and Parks, Department of Natural Resources, Department of Transportation, Department of Environment and Department of Public Safety, help in maintaining this infrastructure. The one exception is when a bridge needs to be repaired or replaced, in which case budgetary support is available from the appropriate government department (Antworth, 2009).

While the provincial government in New Brunswick was supportive of snowmobiling, and federation employees applauded its efforts, they still did not provide financial support. Winter tourism within New Brunswick would be changed forever if snowmobiling was threatened. The lack of financial support from the provincial government was one serious concern.

## The NBFSC

Located in Woodstock, New Brunswick, the NBFSC was founded in 1982. As a not-for-profit organization, the NBFSC mission is to run as a

“volunteer organization that is committed to constantly enhancing organized snowmobiling through supporting clubs, volunteers and landowners, by focusing on partnerships with government, industry, private corporations and public institutions we will become the premier trails organization in the province for the enjoyment of enthusiasts, tourists and New Brunswickers” (New Brunswick Federation of Snowmobile Clubs, 2009).

By 2009, the NBFSC had grown to include approximately 50 member clubs, constituting a network of 200 volunteers and four full time paid staff.

## NBFSC Evolution

The NBFSC started when a few friends, who shared a similar passion for the recreation of snowmobiling, got together to discuss the possibility of forming an organized club (See Exhibit 1 for a NBFSC timeline). Initially, the members were few, but they were dedicated and had a strong passion for the sport (Nason, 2009). Members realized they would be more effective in their efforts to provide snowmobiling trails within the province if they joined together. A network of shared trails would provide the opportunity for snowmobilers to take longer trips and explore the various regions of the province on their snowmobile. With this as their motivation, Greg Green, Leon Bourque and Art Nason, in 1982, petitioned the start of the New Brunswick Federation of Snowmobile Clubs (Nason, 2009).

From its inception up until 1993 the NBFSC had not experienced substantial development. The sitting governments during this period gave little recognition to the sport. However, in 1993 the Department of Tourism began to understand that this form of recreation could generate significant revenue for the province. Both NB residents and

visiting tourists alike contributed heavily through snowmobile and gasoline purchases, hotels, and other costs associated with travel in the province. Actual figures were not available, but there was evidence that “substantial new money was being generated in the New Brunswick economy each snowmobile season” (Banks, 2009).

Up until 1993, there was no fee associated with using snowmobile trails within the province. Each snowmobile club would maintain the trail system within their respective jurisdiction. Snowmobilers used the trail system with the understanding that each member was contributing to infrastructure maintenance and development, through participating in clean up days, fundraising initiatives and trail grooming. As popularity of the recreation continued to grow, volunteer board members determined that the NBFSC needed to be self-sufficient, and in order to do this they needed to generate income. As such, trail permits were introduced on a voluntary basis. It was expected that users would purchase a trail permit each year before the start of the snowmobile season. The revenue generated from permit sales would be invested by the federation for infrastructure development and maintenance. Each club was equipped to sell permits, and this facilitated the creation of a formal membership base. This was the beginning of the user-pay system, one that is still in place (Antworth, 2009).

In 1995 the NBFSC partnered with the Department of Natural Resources to finalize an agreement on a crown land<sup>2</sup> lease for the exclusive use of snowmobile trails. This would allow users access to crown land on their snowmobile, and would increase the snowmobiling infrastructure. As the NBFSC - government partnership continued to grow, so did the public profile of NBFSC. People were proud to work in partnership with the NBFSC, as well as volunteer with the organization. Financially, the NBFSC was on solid ground, and in 1996 and 1997 it hired three additional full-time staff members.

In 1997, new legislation required all snowmobilers to have liability insurance. Additionally, snowmobilers would have to annually update registrations and licensure on

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<sup>2</sup> Crown land is the term used to describe land owned by the federal or provincial governments. Authority for control of these public lands rests with the Crown, hence their name. (<http://www.thecanadianencyclopedia.com/index.cfm?PgNm=TCE&Params=A1ARTA0002049>).

their snowmobiles, and if using the provincial trail system, they would be required to have a trail permit. However, without any form of trail enforcement, it was difficult to implement and monitor such a policy. The NBFSC lobbied government to aid in the implementation and monitoring of their registration and licensing policy. It was a difficult battle and in the Spring of 2000 the NBFSC passed a motion that they would stop grooming trails until the government decided to make permits mandatory. This ‘debate’ continued until 2001 when finally it was mandatory to register, licence and insure a snowmobile, as well as purchase a trail permit if users wanted access to the provincial trail network. Legalizing user requirements was a large battle, one which took upwards of three years to complete and implement. Despite earlier movement, it is interesting to note is that it was not until several years later, in 2008, that enforcement finally became mandatory on all snowmobile trails in New Brunswick (Antworth, 2009)

At the conclusion of the 2004 winter season Tourism & Parks measured the economic impact of New Brunswick’s winter tourism. Snowmobiling by New Brunswickers contributed \$120 million CAD and visitors from other Provinces and States contributed an additional \$22 million CAD, for a total snowmobiling impact of \$142 million CAD. In Canada, only Ontario and Quebec could claim larger numbers (New Brunswick Federation of Snowmobile Clubs, 2009).

With such growth, the NBFSC realized the need to establish a formalized business plan. In 2005 the federation worked with a consultant to create a business plan. From the consultant’s recommendations, the NBFSC started a plan with Service New Brunswick to centralize revenue. This plan allowed snowmobilers the convenience of purchasing their licence, registration and permit at one location. To better understand their customers, the NBFSC conducted market research and reviewed the characteristics and needs of their typical consumer groups. From this review, the NBFSC introduced four new types of trail permits. (See Exhibit 1).

By 2009, the NBFSC had evolved into an organized body with paid employees, a formalized governance structure, a public profile and public responsibility. The NBFSC has partnerships with the Department of Natural Resources, the Department of

Transportation, the Department of Tourism and Parks, the Department of Public Safety, and the Department of Environment.

### **Governance and Decision Making**

NBFSC is run with a bottom-up approach as the volunteers set the direction and initiatives of the organization, with the board aligning these with the organization's strategy. The NBFSC has separated the province into eight zones. Each zone has a number of snowmobile clubs, with each club having its own snowmobiler membership. Each zone elects a zone director who sits on the board of directors to ensure equal representation and participation across the province. Along with the eight zone directors, the treasurer, vice-president, president and secretary form the board of directors and meet with the general manager to discuss operational activities and issues. The role of the board of directors is to guide discussions and decisions. Zone directors act as the intermediary between the board and individual clubs. Annually, club members are invited to attend the Annual General Meeting (AGM) where operational decisions are proposed and discussed. Decisions passed at the AGM are dependent on the number of volunteers in attendance and their active input into the decisions at hand. The general manager, with the aid of his staff, carries out the day-to-day operations.

### **Funding**

Antworth and the board of Directors worked diligently to ensure the NBFSC had adequate funds to support the federation and uphold the recreation of snowmobiling. As with most not-for-profit organizations, funding has always been a struggle, but the NBFSC had evolved to include the following three major revenue streams (see Exhibit 3):

*Permit Sales* – this constitutes the majority of revenue received by the NBFSC. As noted by NBFSC Treasurer Darren Caterini, it provides enough dollars to cover the variable expenses, but leaves little room for capital purchases (Caterini, 2009).

*Corporate Sponsorship* – Each year corporate sponsors contribute to the bottom line, through the donation of capital, prizes and services.

*Government* – the NBFSC has the ability to apply for grants and requisition money from departments when there is a current expense, such as a broken bridge. However, no government department has an allocated budget to assist with growth and development. In the past, some grants have been funded through Human Resources Development Canada (HRDC), later known as Service Canada.

While these streams helped sustain the federation, it was difficult to budget for the upcoming years, as there was no way to predict what government funds would be allocated to the NBFSC.

Funding in other Canadian Provinces operates on a mechanism which is dependent upon provincial government legislation. For instance, in the neighbouring province of Quebec, revenue generation is heavily dependent on the provincial federation's partnership with government. The Quebec Government and the Quebec snowmobiling federation have consolidated their fees to include insurance coverage in the permit fee. A permit has an approximate cost of \$250, with \$40 of this cost allocated to insurance coverage. This helps to ensure that every snowmobile registered within the province has insurance and every insured snowmobile has a permit. The Quebec Federation also receives a portion of every registration fee, thus creating a dual revenue stream for the federation.

Saskatchewan, on the other hand, has a free ride system. No permit or pass is needed to ride the trail system. Instead, the Saskatchewan snowmobiler's federation receives \$40 in revenue for every snowmobile that is registered in the province (Burns, 2009).

## **Challenges**

### **Volunteer Issues and Constraints**

A sensitive issue that needed to be addressed at the AGM was the distribution of volunteer participation and the decrease in new volunteer participation. Everyone was aware of the issue, but few were willing to bring it up in the context of a board or general meeting as it would negatively highlight the actions of some of the current board members.

Under the current governance structure, zone directors comprised the majority of board members. Zone directors are responsible for holding zone meetings, so that all of the clubs within the zone received the same communication from the federation board and were able to share best practices and concerns. Theoretically, this was a perfect way to ensure that all members were on the same page and communication continued to flow. However, some zone directors were not holding regular zone meetings, thus creating inconsistencies. In order to remedy the communication issue, Antworth started holding regular spring and fall zone meetings to ensure the membership base was informed; however, directors became dependent on Antworth to hold such meetings. Upon reflection, Antworth feels that “despite all of our accomplishments I feel that members (who are volunteers) continue to struggle with the enormity of what they have created: winter tourism in NB” (Antworth, 2009).

### **Club Attendance and Participation**

In 2009, there were 50 snowmobile clubs, with 12,000 members, registered in the NBFSC. Ten of these clubs have a formalized structure. These ten clubs accounted for approximately 100 registered members, have active volunteers and active attendance at local club meetings. Seventy-five percent of the NBFSC clubs did not hold club meetings, and have only one or two individuals who shared the work, raised money and made decisions. They corresponded directly with the NBFSC office to determine their weekly workload. Antworth noted that Kedgwick was a great example, a club consisting of one member. While the club was small in terms of member size, the effort of its member was crucial to maintaining a section of the trail system. “If that club were to go down, the entire infrastructure, thus equating the tourism product would be gone, as each club maintains an integral part of the trail system. There are very few clubs that could go down without hurting the infrastructure” (Antworth, 2009).

### **Infrastructure**

With the increased level of responsibility comes a required increase in standards. Both local and visiting snowmobilers depend on a well-maintained infrastructure and trail system. A province-wide trail system means that both private and Crown Land will need

to be accessed. Fifty percent of NB's landscape is considered Crown Land. The Department of Natural Resources (DNR) requires any party crossing Crown Land (for recreational use such as snowmobiling) to sign either a lease agreement or a licence of occupation. This is to ensure that all people within the province are given equal opportunity to use the land and that it is put to optimal use. A lease agreement allows the requesting party to have exclusive right to land or trails. A licence of occupation, however, allows the holding party to legally cross crown land, but does not grant exclusive access. It is an annual requirement to sign and update licensure documentation (Ackerly, 2009).

Antworth remembered the challenges that arose during the last season with signing leases and licence of occupation agreements with the government. In 2008, the NB provincial government passed legislation that provided law enforcement on Crown Land. Any person not covered by a lease or licence of occupation agreement is considered to be trespassing and can be fined. The NBFSC regularly signs leases, which allows their member's access to Crown Land, and offers the federation exclusive control. However, they are reluctant to sign licenses of occupation as they do not have exclusive control over the parcel of land under consideration. Without exclusive control, there is little that can be done to ensure consistency in trail conditions and ensure that trail users abide by the safety standards that have been put in place (Ackerly, 2009).

In 2008, for the first time, the four government departments have come together to create a long term trail management strategy. This includes working with all trail users to help with the strategic location, safety, and maintenance of the NB trail system. By 2014, this working group aims to assist with capital repairs to infrastructure, assess maintenance and structural costs, and commission a strategic plan based on this assessment.

### **Insurance**

With thousands of snowmobilers using the trails, the insurance liability issue has become a big one for the NBFSC. As such, signing the licence of occupancy agreements places the federation in a situation where they could be liable for an activity that is completely

out of their control, or even out of their sport. As such, maintaining targeted revenue streams had become a mountainous task for the NBFSC. Additionally, new policies and responsibilities had also made business more costly, as the NB government had policies in place that required the NBFSC to assume liability for activities occurring on the provincial snowmobile trail system. There was no government body that took sole responsibility for the increased liability insurance and associated premiums. If the federation chose to sign such documents, it would greatly increase their insurance prices. In order to pay increased insurance, additional revenue was needed (Antworth, 2009).

Board Members continued to remind Antworth of the issue and the continued threat it could pose to the industry if something was not changed. While there had been many meetings with government officials, board members and the NBFSC's insurance company, a plausible solution was yet to be found.

### **Aging Population and Volunteer Base**

Most volunteers within the NBFSC belong to the baby-boomer generation. Antworth remembered one board member noting the number of grey and balding heads present at its most recent AGM. The people who comprise the membership are influential decision makers, but will not be around forever. These are the people who volunteer their time grooming trails, fixing equipment, and holding fundraisers to ensure that the recreation of snowmobiling continues in the province. During the snowmobile season, it takes an average of twenty thousand man hours to groom trails. The off-season requires equal human resources and time to fix signage, clear brush, and perform general maintenance tasks on the trail system. Recently, there were only a few volunteers from generation X<sup>3</sup> and minimal representation from generation Y. From the 2006 census, 14.7 % of the population is aged 65 and over, and approximately twenty percent of the population falls between the ages of 40 and 64 (Government of New Brunswick, 2006). While the sport

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<sup>3</sup> Generation X - The generation following the post-World War II baby boom, especially people born in the United States and Canada from the early 1960s to the late 1970s. (<http://dictionary.reference.com/browse/Generation+x>).

Generation Y definitions - The generation following Generation X, especially people born in the United States and Canada from the early 1980s to the late 1990s. (<http://dictionary.reference.com/browse/generation+y>)

and memberships were experiencing growth (see Exhibit's 3 and 4), new volunteer participation remains unchanged. Volunteering started to decline when permits became mandatory. People were under the impression that if they were paying, the work should be done for them. If they were not paying, then they should expect to do the work (McLellan, 2009).

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As Antworth continued to review e-mails he could not help but think about what the weeks leading up to the AGM would hold. Being an avid snowmobiler and enthusiast, Antworth wanted to see the industry achieve sustainability in New Brunswick. He knew it would take strong leadership and the concerted effort of the entire board to achieve this. What steps did the NBFSC need to take to ensure that the recreation of snowmobiling continued? What steps must the NBFSC take to become a more financially stable and sustainable organization? What resources are needed to implement this plan, and what is the recommended time-frame? Antworth knew that these, and subsequent issues, would formulate much of his working platform for the year ahead.

**Exhibit 1 – NBFSC Time Line**

Before 1982	NBFSC non-existent. Snowmobiling infrastructure maintained by small community groups, primarily comprised of friends.
1982	Founding meeting of the NBFSC initiated by Greg Green, Leon Bourque and Art Nason.
1993	Introduction of Trail Permits on a volunteer basis.
1995	NBFSC partnered with the Department of Natural Resources, a crown land lease, for the exclusive use of snowmobile trails.
1996 – 2000	Worked with provincial government social assistance program by receiving 200 part-time workers for four years.
1997	Legislation was passed mandating all snowmobilers to have liability insurance.
Summer 1997	Ross Antworth became general manager after joining board of directors in 1997
Spring 2000	NBFSC passed the motion to stop grooming trails until the government decided to make permits mandatory.
2000 – 2001	It is now mandatory to licence, insure and permit your snowmobile.
2004	Tourism and Parks economic impact study reveals \$142 million impact during the 2004 snowmobiling season.
2005	Worked with a consultant to create a business plan.
Winter 2008	Four new types of trail permits introduced.
Spring 2009	Trail Manager hired to help with the maintenance of the infrastructure and organization of volunteers.

Source: Case writer adapted NBFSC information.

**Exhibit 2: Permit Types and Distribution (NBFSC Website, 2009)**

Permit	Explanation	Cost	Distribution
Seasonal Permit	Allows snowmobiling throughout the entire season	\$200 + HST	50%
Classic Trail	Snowmobile must be 10 years or older	\$75+HST	40%
Antique	Snowmobile must be 20 years or older	\$35+HST	1 – 2 %
Family permit	Purchased when there are three or more snowmobiles in a family	\$75 +HST	3%
Day Permit	Comes in a one, three or seven day permit	\$35/\$75/\$115	
Pre-Season Permit	Purchased before Dec.15 <sup>th</sup>	\$150 + HST	

Source: Case Writer Adapted NBFSC information.

**Exhibit 3 - Financial Statements \$CAD (NBFSC Financial Statements, 2004- 2008)**

New Brunswick Federation of Snowmobile Clubs Inc. Statement of Operations					
Fiscal Year Ended	2008	2007	2006	2005	2004
<b>Revenues</b>					
Dues	10,200	10,200	19,800	11,200	11,400
Corporate Sponsors/Partners	65,091	32,224	45,717	47,261	79,000
Interest	13,682	15,985	13,514	12,096	11,214
Insurance and SNB fee recovery	6930	252,380	260,099	360,448	292,300
Lottery	24,234	18,276	20,556	34,131	33,187
Permits – Annual	1,085,890	635,669	762,497	861,264	229,316
Permits – Visitors		8755	10,155	6230	5950
Sales - Signs and Maps	22,301	11,234	13,853	15,630	17,363
Sales - Freight and Postage	4837	2693	3897	6642	1788

Trail Management Trust Funding	203,683	437,665	216,500	131,482	126,555
Grant Funding				64,192	26,438
Registration Rebates and other Contributions	122,130	103,670	96,870		
Tourism and Parks Grant	91,297	250,000			
Sundry	5504	7594			
Amortization of deferred contributions	3424	3811	4243	4726	5263
<b>TOTAL REVENUES</b>	<b>1,659,203</b>	<b>1,790,156</b>	<b>1,458,701</b>	<b>1,555,302</b>	<b>839,774</b>
<b>Expenses</b>					
Advertising and Promotion	37,244	10,815	18,692	36,646	36,711
Amortization of Capital Assets	4347	5029	5854	6867	8125
Associated Dues	3434	3154	3218	3781	3931
Check Points	17,500	23,496	9000		
Club Disbursements	940,381	968,233	770,193	899,659	
Club Interviews				2724	2860
Education and Safety	4928		1431	1187	11,498
Government and other Land Leases	4347	4783	5800	9633	7045
Infrastructure Repair	66,599		11,000		
Insurances	164,327	195,129	272,409	328,949	284,209
Lottery	26,326	20,925	20,614	26,365	31,508
Mapping-GPS	49274	9231	4166		
Meetings and Travel	50,453	26,831	38,516	38,857	57,042
Miscellaneous	3328	4938	97	2435	1971
Occupancy Costs	10,171	10,129	8853	8760	8760
Office Supplies	12,110	13,445	13,842	12,309	8837
Permits	18,988	24,527	28,442	22,634	22,022
Legal, Accounting and Translation Services	15,966	17,881	24,467	22,401	15,290
Salaries and Benefits	143,945	136,967	128,035	139,667	120,039
Signs and Maps	22,271	11,290	33,911	28,998	23,545
Business Plan					51,202
Trail Audits	2022				
Twenty Fifth Anniversary Cost		22,278			
Permit and Credit Card Transaction Fees	27,335	20,647	19,181	27,438	
Special Projects	27,808				
RCMP Enforcement		2500	1577	7652	
Telephone, Postage and Delivery	26,803	21,186	22,534	25,025	24,247
<b>Total Expenses</b>	<b>1,679,907</b>	<b>1,553,742</b>	<b>1,441,832</b>	<b>1,651,988</b>	<b>718,842</b>
<b>EARNINGS/(LOSS) FROM OPERATIONS</b>	<b>-20,704</b>	<b>236,842</b>	<b>16,869</b>	<b>-96,686</b>	<b>120,932</b>

Source: Case Writer adapted NBFSC Financial Statements 2004 – 2008.

**Exhibit 4 – Permit Sales by Type**

Type	2004- 2005	2005- 2006	2006- 2007	2007- 2008	2008- 2009
Seasonal	10,290	7,238	5,019	6,019	6,432
Antique	N/A	N/A	104	152	224
Classic	N/A	N/A	2,323	3,510	3,963
Daily	1,246	2,126	1,751	1,483	1,228
Replacement	186	136	123	150	200
<b>TOTAL</b>	<b>11,722</b>	<b>9,536</b>	<b>9,320</b>	<b>11,314</b>	<b>12,047</b>

Source: Case writer adapted from NBFSC material.

## Notes:

Seasonal includes sub-types such as dealer and family.

N/A = these permit types were not available until the 2006-2007 season.

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