



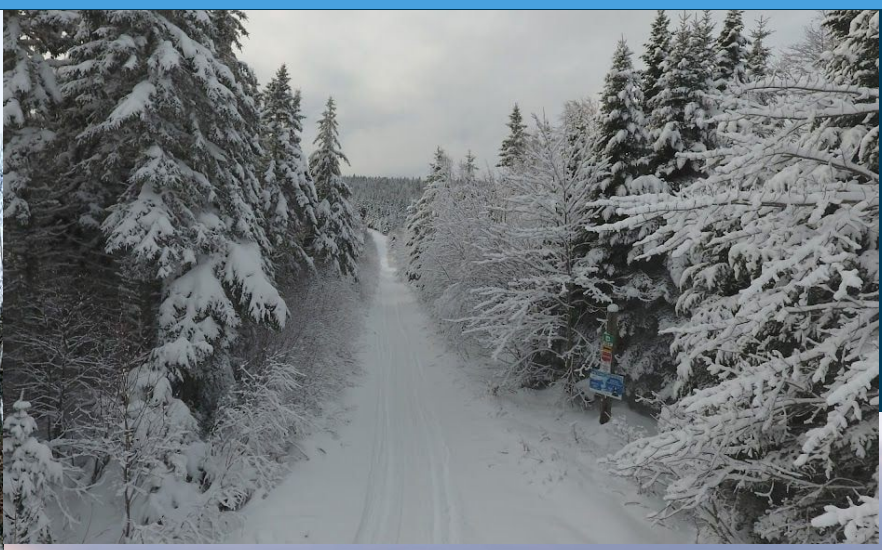
***SNOWMOBILE  
MOTONEIGE***

**NB**



Business Plan

May 2025





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# Executive Summary

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## Objectives

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The main objective of Snowmobile-Snowmobile NB (SMNB) is to have a business plan with a clear orientation for the organization that is based on complete and up-to-date information. Snowmobile-Motoneige NB aims to leverage this information for internal planning and decision-making, ensuring that strategic initiatives align with the organization's mission and contribute to the sustainable development of snowmobiling and trails development.

This business plan will also serve as a resource for communications and engagement with key stakeholders. This meets the needs of public and private funding sources and generally helps with informing government officials about the economic, recreational and environmental benefits of snowmobiling in New Brunswick. Presenting the business plan informs potential investors about opportunities and engages partners in collaboration towards shared goals.

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**More  
specifically,  
this will  
support the  
following:**

- 1** Make appropriate investments in groomers and trail development
- 2** Clarify priorities to reduce pressure on volunteers
- 3** Work with governments to meet funding needs
- 4** Build on the recent SMNB Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis
- 5** Involve the private sector and communities in the development of snowmobiling

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# Business Description

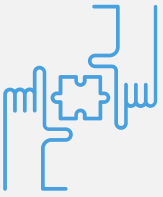
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Snowmobile-Motoneige NB supports the snowmobiling community by providing safe, well-maintained, and accessible trails that attract enthusiasts from within and outside the province. Snowmobile-Motoneige NB is a not-for-profit organization dedicated to promoting, developing, and managing snowmobiling activities and infrastructure throughout New Brunswick. SMNB has been, for over forty (40) years, enhancing the snowmobiling experience in the province. The organization works closely with local snowmobile clubs, government agencies, tourism boards, and private sector partners to maintain and expand a network of over 8,000 kilometers of groomed trails.

The organization's efforts are crucial to the regional economy, particularly during the winter months, as snowmobiling drives significant tourism revenue and supports local businesses including: accommodations, restaurants, and service providers. In 2023, snowmobiling contributed an estimated \$23 million in tourism added-value and \$172 million in local resident added-value to the province. This generated an estimated \$195 million in added-value for New Brunswick.

# Products and Services



SMNB's core product is the extensive network of trails throughout New Brunswick that is accessed by the purchase of permits. SMNB is focused on trail maintenance and development, snowmobile safety, and trail information to support a high-quality snowmobiling experience. Trail permits are generally purchased from October 10 (after Canada's thanksgiving October) to April 15 (before Easter holidays) and different trail permits reflect market segmentation according to the type of machines used (e.g. antique), cost-sensitive riders (e.g. family), and occasional riders and visitors (e.g. one to seven day permits). There are early and late trail permit purchase prices to stimulate early sales.



## Key People

The SMNB head office has five (5) long-standing staff members with extensive experience running day-to-day operations. There are 49 clubs in eight (8) zones across the province with hundreds of volunteers and key personnel maintaining trails and community connections. Each Zone has a representative on the Board of Directors led by the current and past presidents, vice-president, treasurer, and secretary. The Board provides support and overall direction for SMNB.

# Action plan

## Objective

The objective is a sustainable business model for the next five (5) years that maintains a high-quality snowmobile trail network, maximizes snowmobiling interest in New Brunswick, and is adaptive to year-to-year variability.

## Revenues

The revenues of \$3,770,000 come from trail permit sales (84%), the Trail Management Trust Fund (12%), and other revenue sources (4%) including corporate partnerships, an annual lottery, annual dues, and interest.

## Risk assessment & Contingencies

Internal risks - can be managed within the organization such as equipment risks, government funding shortfalls and delays, snowmobiling restrictions, competition with other jurisdictions, and personnel changes.

External risks - cannot be controlled within the organization such as adverse weather events, rising costs of equipment and supplies, U.S.-Canada exchange rates and other economic developments.

## Expenses

The expenses totaling \$3,770,000 according to the 2024/2025 budget are allocated to three main spending categories: \$440,125 for administrative expenses (11.6%), \$356,500 for season start-up expenses (9.4%), and \$2,973,651 for club expenses (79%).

## Priority actions

After a year of low snow amounts in 2023/24, major initiatives are not planned for the coming year. There are smaller initiatives that will move forward such as improvements to digital products and services. The successful park and ride concept will be considered for other locations in the province. A member survey will be delivered for an updated economic impact analysis for snowmobiling in NB. There will be additional efforts to recognize volunteer work across the province to make sure volunteers are shown appreciation and broader volunteer participation is encouraged.



SMNB maintains a range of contingency and operational strategies to deal with risks and has demonstrated success over many years of operation.

# Business Overview

## BUSINESS DESCRIPTION

Snowmobile-Motoneige NB operates as a non-profit organization dedicated to supporting and promoting snowmobiling throughout the province of New Brunswick. SMNB is responsible for the sale of trail permits, which provides snowmobilers with access to maintained snowmobile trails. SMNB supports local snowmobile clubs across the province, works with a variety of stakeholders including all three levels of government, businesses, and community members, to ensure the sustainability and enjoyment of snowmobiling activities. Snowmobile NB also works with other provinces and U.S. states where trail networks link across borders.

## MISSION, VISION, VALUES

**Mission** - To provide safe, well-maintained snowmobile trails for recreational snowmobilers while promoting responsible snowmobiling and fostering tourism throughout New Brunswick.

**Vision** - To be recognized as a leader in the snowmobile industry in Canada by providing excellent experiences through trail maintenance, environmental stewardship, and community engagement.

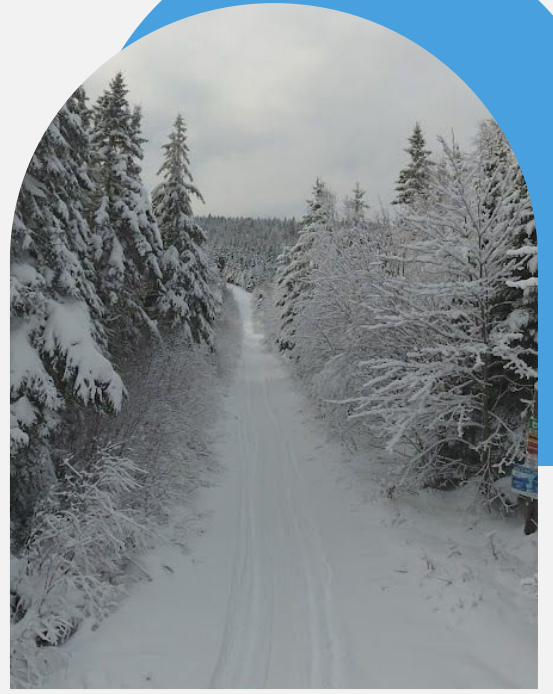
### Values -

**Safety:** Ensuring that all trails are safe and accessible.

**Sustainability:** Committed to maintaining and protecting the natural environment.

**Community:** Building strong partnerships and fostering local tourism.

**Innovation:** Continuously seeking new ways to improve trail experiences and snowmobile technology.



# Industry Overview and Trends



Canada is the world's most popular country for snowmobiling with 34% of global snowmobile sales in 2024, and over 610,000 registered snowmobiles. Eastern Canada (ON, QC, & Atlantic Canada) accounted for 44% of the 2023 snowmobile sales in Canada (48,250)<sup>1</sup>. New Brunswick had 19,111 snowmobile trail permit sales in 2023/24.

Snowmobiling has an aging demographic although New Brunswick has a lower average age than Canada overall. New Brunswick also has more female and family riders than the national average. Snowmobile trails are busy all week through the peak winter season, not just on weekends.

There have been variable winter conditions in recent years combined with rising costs for all purchases needed for snowmobiling including the machines, repairs, fuel, accommodations and food for trips. As a result, there have been some declines in snowmobile participation in recent years.

Smartphones, GPS devices, trip-planning apps, and other online tools have significantly enhanced the snowmobiling experience. New snowmobiles are equipped with these technologies to refine rider experiences, improve safety, and provide real-time trail information to riders and trail organizations (more below).

## TECHNOLOGICAL TRENDS

**GPS & Trail mapping:** SMNB can use GPS technology to provide real-time updates on trail conditions, enhancing the rider experience.






**Mobile Applications:** Apps that offer trail permit purchases, trail maps, and emergency services are becoming increasingly popular among snowmobile enthusiasts.

**Grooming technology:** Advancements in snow grooming machines that reduce emissions and improve fuel efficiency.

1. International Snowmobile Manufacturers Association (ISMA), 2024. Latest industry facts (online: <https://www.snowmobile.org/>).






# REQUIRED REGULATIONS

-  **Trail manager** - SMNB is the Provincial Trail Manager for all managed trails in New Brunswick.
-  **Snowmobiles** – must be manufactured according to national and international standards.
-  **Operators**- must adhere to provincial motor vehicle operating laws and regulations. Use of helmets, proper gear, and locations where snowmobiles are permitted to travel must all be followed.
-  **Trail permit holders** – must follow permit conditions regarding trail safety, environmental protection, and other requirements.
-  **Municipalities and private landowners** – may allow and restrict snowmobiling in certain locations, at certain times of the day to ensure safety, no noise late at night, and conditions suitable for joint use with other motorized and non-motorized trail users.

## The market



### TARGET MARKET

-  **Local snowmobiles:** SMNB is primarily focused on residents in NB who own snowmobiles and regularly use provincial trails.
-  **Tourists:** SMNB also attracts visitors from outside New Brunswick who are drawn by the province's favourable snow conditions and extensive trail networks. This primarily includes snowmobilers from NS, PEI, QC, ON and Maine that are enticed to visit NB for snowmobiling trips.
-  **New snowmobilers:** There are some individuals and groups interested in new experiences and outdoor adventures that may try snowmobiling before considering the purchase of a machine and long-term participation in the sport.

# PRODUCTS AND SERVICES

SMNB's core product is the extensive network of trails throughout New Brunswick that is accessed by the purchase of permits. SMNB is focused on trail maintenance and development, snowmobile safety and trail information to support a high-quality snowmobile experience. Trail permits are generally purchased from October 10 (after Canada's Thanksgiving holiday) to April 15 (before Easter holiday) and prices are shown in the table below. The different permits reflect market segmentation according to the type of machines used (e.g. antique), cost-sensitive riders (e.g. family), and occasional riders and visitors (e.g. one to seven day permits). There are early and late trail permit purchase prices to stimulate early sales.

For comparison, Nova Scotia offers early bird permits for \$170, regular permits for \$225, family and classic permits for \$110 and three-day permits for \$60<sup>2</sup>. These are lower prices given the smaller network of trails in Nova Scotia, less grooming and the more limited winter season. Similar Quebec trail permits are an early-season pass for \$415, a regular-season pass for \$440, an end-of-season pass of \$530, three-day permits for \$185 and antique permits for \$400. These prices are much higher, reflecting the extensive network of snowmobile trails in the province, the high quality trail maintenance and the inclusion of liability insurance with the permit<sup>3</sup>.

<sup>2</sup> Snowmobile Association of Nova Scotia (SANS), 2024. SANS trail permits (online: <https://www.snowmobilersns.com/nova-scotia/permits/permit-types/>).

<sup>3</sup> La fédération des clubs de motoneigistes du Québec (FCMQ), 2024. Permit prices for the 2024-2025 season (online: <https://www.fcmq.qc.ca/en/trail-permit/rates>)

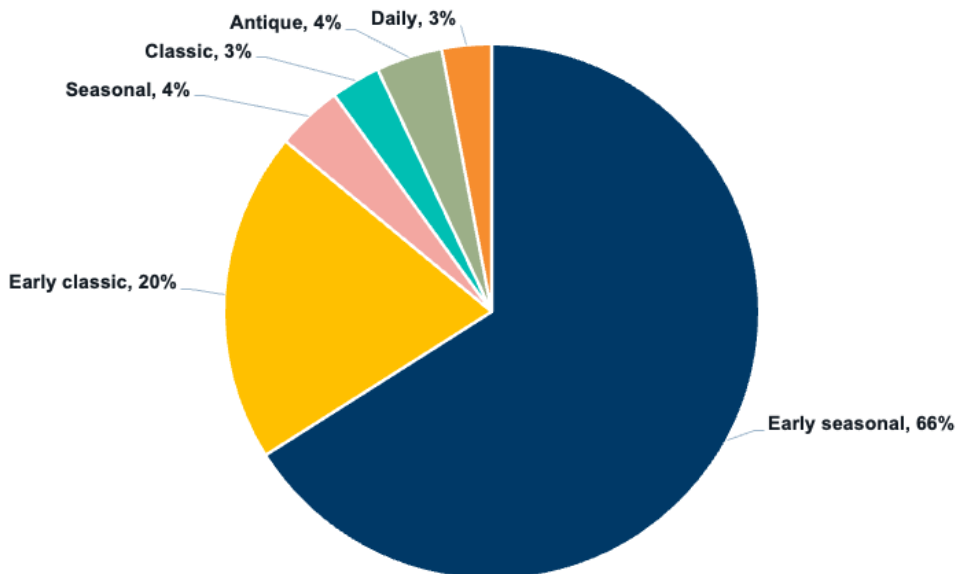
### SMNB 2024/25 season permit prices

Permit Type		2024/25 Prices
1	Early Seasonal	\$250.00
	Seasonal	\$330.00
2	Antique	\$125.00
	Early Classic	\$175.00
3	Classic	\$225.00
4	200 CC	\$125.00
5	Family	\$175.00
6	One-day	\$60.87
7	Two-day	\$95.65
8	Three-day	\$130.43
9	Four-day	\$165.22
10	Five-day	\$200.00
11	Six-day	\$234.78
12	Seven-day	\$269.57

**Note:** HST not included.

Revenue from trail permit sales in the fiscal year 2023/24 totalled \$4.0 million compared to \$3.4 million in 2022/23. Raised prices from one year to the next offset a small decline in the number of permits sold (down by 1,633). The following shows the proportion of revenues by main type of trail permit. The early season permits account for two-thirds (66%), followed by the early classic permits (20%)

**Proportion of sales by main types of permits 2023-24**



# The competition

## Competitors and types of competition

SMNB is the only organization authorized to sell snowmobile trail permits in the province so there are no competitors specifically offering the NB snowmobile experience. However, SMNB recognizes the broader market dynamics where it “competes” in the following ways for customer demand:



- **NB resident snowmobilers** – have the choice to spend some of their snowmobiling budget in other provinces or states. SMNB has an interest in keeping resident snowmobile users in the province to capture trail permit and trip-related spending for SMNB and business partners.
- **Snowmobile tourists** – can choose between the provinces and U.S. states, and SNMB aims to capture as much of the tourist market as possible.
- **All-terrain vehicle (ATV) and side-by-side (SXS) users** – do not represent direct competition for the “snowmobile experience”, but this is still competition for the “trail experience”. People can enjoy trail adventures with different modes of travel and there is a threat to trail permit sales as snowmobile users may consider switching to ATVs and SXSs.

# Competitors' strengths and weaknesses



Several competitive factors determine the strengths and weaknesses of each province or state offering snowmobiling experiences:

**Trail quality** – High-quality trails are determined by trail construction and maintenance, grooming, signage, parking, scenic views, and many other features. SMNB offers a premium trail network compared to other provinces, states, and Quebec is also considered a benchmark competitor.

**Snow** – is critical to the snowmobile experience and the length of season for snowmobilers. NB has more snow in terms of depth and season length, especially in the northern region, than NS or PEI. Some parts of QC may have more snow in certain years, but this is generally comparable to northern NB. NB can out-compete other Atlantic provinces and U.S. states, but is equal with QC.

**Cost** – The comparison of trail permit prices is just one part of the overall cost. The full cost of accommodations, food, fuel, and other expenses can vary from one province to another, and exchange rates are important with the U.S. New Brunswick tends to offer a premium snowmobile experience at a very competitive price representing excellent overall value. The currently low Canadian dollar versus the U.S. should deter Canadians from going there, while encouraging U.S. snowmobilers to visit NB.

**Travel distance** – Considering NS and PEI visitors may seek a nearby snowmobile experience, NB is the closest and therefore less costly trip to make. U.S. snowmobilers may have equal distance to QC and NB depending on their origin. Ontario snowmobilers will be closer to QC and some U.S. destinations, and QC travelers would more likely turn to NB than anywhere else. This is enhanced by NB francophone services that make travel from QC very easy.

**Amenities** - Hotels, food and drink establishments, infrastructure and support for snowmobilers, events and other recreation opportunities tailored to snowmobilers are all important amenities. QC and some U.S. states are considered benchmarks in this category, but NB offers everything that is needed for excellent value.

## COMPETITIVE ADVANTAGE AND DIFFERENTIATOR

SMNB will continue to attract and retain snowmobilers by offering high-quality trails with good snow seasons and timely information for snowmobilers on trail status and conditions. This will be a key to success versus NS and PEI competitors. Keeping snowmobiling affordable and accessible with the amenities snowmobilers seek and a fun community experience will be an advantage over QC and U.S. destinations.

## SALES AND MARKETING

Snowmobile NB (SMNB) has a strategic approach to sales and marketing, focusing on connecting with key customers and suppliers, pricing, product distribution, and customer support. This section outlines how SMNB engages snowmobilers and partners, and the channels used to communicate and promote snowmobiling in New Brunswick.

# KEY CUSTOMERS AND SUPPLIERS

SMNB's primary customers are snowmobilers who purchase trail permits to access and enjoy its well-maintained trail network. These customers range from local residents to out-of-province and U.S. visitors from Maine. Additionally, corporate partners, accommodations, and local businesses are critical suppliers and collaborators, promoting snowmobiling while supporting SMNB through financial sponsorships and service partnerships. SMNB uses multiple communication channels to engage with customers:

## WEBSITE & SOCIAL MEDIA



The SMNB website, along with social media platforms like Facebook, plays a pivotal role in keeping members informed, selling trail permits, and promoting events. Social media also acts as a feedback tool, offering realtime responses to customer needs and complaints.

## MOBILE APPS AND QR CODES



The organization is increasingly leveraging digital tools, such as apps and QR codes, to improve access to trail maps and trail conditions.

## EVENTS AND PROMOTIONS



SMNB actively participates in key industry events, such as the Toronto Snowmobile Show, to showcase offerings, connect with new enthusiasts, and promote the province as a top snowmobiling destination.

## SPONSORSHIPS



Actively partners with tourism-sponsored media events to enhance visibility and attract trail permit buyers.

# PRODUCT PRICING AND DISTRIBUTION

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Trail permits are the primary product sold by SMNB, and the pricing is determined annually at the SMNB AGM and approved by the New Brunswick Government. SMNB offers various types of permits:

- **Annual permits:** Standard option for frequent riders.
- **Early bird permits:** Discounted for snowmobiles who purchase early.
- **Antique, Classic, Family, Day and Youth Rates:** Cater to specific snowmobile demographics.
- **Tourism Weekend Promotion:** showcase an annual 4-day promotional event during Family Day weekend, offering discounted trail permits.

The distribution of trail permits is facilitated by multiple outlets such as online trail permits sold directly on the SMNB website and Service NB locations.

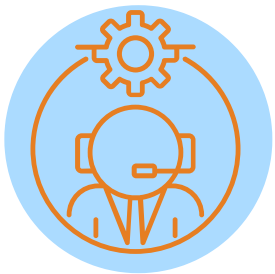
# MARKETING AND PROMOTION

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SMNB's marketing efforts are diverse, focusing on reaching snowmobilers both locally and from out-of-province. Key elements include:

- **Snowmobile shows :** These are a vital platform to promote everything that New Brunswick has to offer.
- **QR codes on the trails :** These are directly linked to the trail maps, providing snowmobilers with real-time navigation assistance and safety information.

- **Use of digital channels:** SMNB is expanding its presence on its website, social media and mobile applications to enhance communication, broaden outreach, and engage more potential customers. Social media platforms, particularly Facebook, allow SMNB to turn every snowmobiler into a promoter, sharing their experiences and promoting the organization organically.
- **Traditional media and partnerships:** Snowmobile magazines, word of mouth and interactive trail maps continue to be key promotional tools. Additionally, collaborating with the New Brunswick Tourism Department to create promotional videos will also increase visibility.
- **NB snowmobiles:** Are the best promoters of the NB snowmobile trail network. They have a significant influence through word of mouth, social media, community and business networks. Sending photos of snowmobile highlights, sharing stories, building a snowmobile community and representing the sport to governments and businesses all contribute to marketing and awareness.



## CUSTOMER SUPPORT

Customer support is an integral part of SMNB's strategy. Snowmobilers provide feedback through social media, allowing SMNB to quickly address concerns. Key areas of customer feedback include:

- **Well-maintained shelters:** Riders expect well-maintained shelters with amenities like wood stove fires and wood stock.
- **Secure parking:** SMNB addresses concerns about snowmobile theft from hotels by developing secure park-and-ride locations and collaborating with local accommodations.
- **Customer expectations:** are high, especially regarding the quality of trail maintenance and infrastructure. While volunteers play a crucial role in meeting these expectations, more oversight is required to ensure consistent service and avoid volunteer burnout.

- **Corporate partnerships:** SMNB relies on corporate partners to help promote snowmobiling, whether through financial support, sponsored events or co-branded promotions. Free advertising for companies that promote snowmobiling is a mutual benefit.
- **Special events:** SMNB hosts special tourism weekends and events, offering four-day permits to attract in and out-of-province snowmobilers.

## Challenges and Threats

**Bad Snow Years:** A poor snow season can reduce participation and impact the willingness of customers to promote snowmobiling. SMNB must carefully manage expectations and maintain interest through strategic communication during low-snow years.

**High Customer Expectations :** While snowmobilers contribute financially and expect excellent services, fewer volunteers sign on to operate within the clubs and manage trails. This makes it challenging to meet all demands. Managing volunteer burnout and maintaining high service levels is an ongoing challenge.

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By addressing these risks and leveraging a multifaceted marketing and sales approach, SMNB ensures a robust connection with its customers, expanding its influence and growing the snowmobiling community across New Brunswick.

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# Operating Plan

## Business Location and Activity

Snowmobile-Motoneige NB (SMNB) is located in Woodstock, NB and has a 2023/24 expense budget of \$4.1 million. The primary function and 75% of the budget is designed to support the 49 clubs organized into eight (8) zones across the province:

**Zone 1 Edmundston - Perth Andover**

**Zone 2 Christmas Mountains - Campbellton -Kedgwick- Saint Quentin**

**Zone 3 Acadian Peninsula - Bathurst**

**Zone 4 Historic Highlands - Glassville - Florenceville/Bristol - Woodstock  
Canterbury - Nackawic - Keswick Ridge**

**Zone 5 Boiestown - Miramichi - Neguac**

**Zone 6 Saint Louis de Kent - Moncton - Sackville**

**Zone 7 Fredericton - Grand Lake - Harvey/McAdam - Grand Bay Westfield -  
Saint Stephen**

**Zone 8 Fundy Highlands - Caledonia Mountain - Sussex/Fundy - Saint John**

Each zone has a representative on the Board of Directors. The SMNB office and Board of Directors continue administrative and management activities year-round. Most clubs operate seasonally, with more active hours during the snowmobiling season, typically from November through April. During the off-season, the focus shifts to trail and equipment maintenance, planning, and community engagement.

# EQUIPMENT

## GROOMING MACHINES

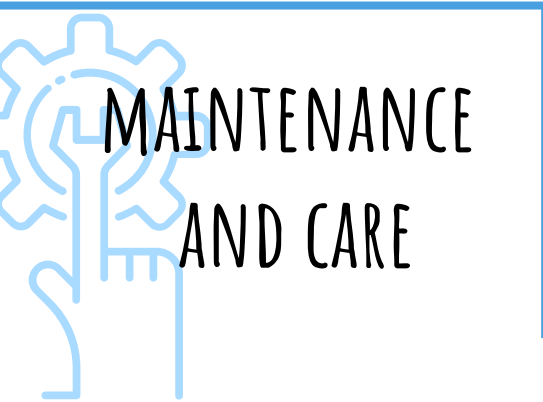
Groomers are critical to the success of Snowmobile-Motoneige NB (SMNB) in maintaining the quality of the trail network. These machines represent the biggest asset investment and represent about 69% of the total expense budget for the organization. Grooming ensures that trails are smooth, safe, and enjoyable for snowmobilers throughout the winter season. Grooming also helps protect and extend the life of trails. A variety of groomers are used by the club depending on trail types and usage:

**Tracked Groomers (Snowcats):** These large, powerful machines are designed to compact and smooth snow over long distances. They are equipped with heavy-duty tracks and front plows to move snow, followed by grooming drags to smooth the surface. Brands like Tucker, Lamtrac, PistenBully and Prinoth are well-known in the industry.

**Utility Groomers:** These machines, like the Skandic Utility Sled or Polaris Titan, are used for lighter grooming, especially on narrower or less frequently travelled trails. They are ideal for smaller snowmobile clubs with limited budgets or for touch-up grooming.

**Towed Groomers (Trail Drags):** These are towed behind groomers or snowmobiles to level and compact snow. They are typically used for lower-traffic trails and can be a cost-effective option for smaller trail networks.

Key features for grooming machines include: tracks to distribute weight evenly, minimizing the impact on snow while providing the necessary traction in deep or uneven snow conditions, adjustable angle blades or plows mounted on the front to push snow off the trail or level it, and grooming drags attached to the back of the machine to smooth the snow by levelling out uneven surfaces and filling in gaps. Hydraulic systems allow for precise control of plows, drags, and other attachments, making it easier to adjust grooming operations to varying conditions and tasks. Groomers are equipped with GPS systems that provide real-time data on trail conditions, grooming routes, and snow height. These systems allow operators to optimize their routes and ensure consistent grooming across the trail network.



Groomers are expensive assets that require regular maintenance to ensure reliability and longevity. Routine maintenance and care includes:

- Daily Checks: Before each use, operators should check the fuel, oil levels, hydraulics, and tracks to ensure they are in good working order.
- Routine Maintenance: This includes oil changes, hydraulic fluid checks, and track tension adjustments. Maintaining the plow blades and drag attachments is essential to ensure they remain effective in grooming the snow.
- Pre-season and Post-Season Maintenance: At the beginning and end of each snowmobile season, groomers should undergo comprehensive inspections. Pre-season inspections ensure machines are ready for the winter, while post-season maintenance includes cleaning, lubrication, and storage preparations to protect the machine during the off-season.

# Theft Protection

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Groomers are expensive and vulnerable to theft, particularly if stored in remote locations. SMNB should take measures to protect these assets:

- ✔ **Secure Storage Locations:** Machines should be stored in secure and locked facilities when not in use, preferably near the trails to minimize transport time.
- ✔ **GPS Tracking Systems:** Installing GPS tracking devices on groomers can help recover them in the event of theft.
- ✔ **Insurance:** Ensuring groomers are fully insured will protect against financial losses due to theft, vandalism, or damage.

# Operator training

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Operating groomers requires specialized training, as it involves working in varying and often challenging conditions. Drivers, whether paid employees or volunteers, start with simpler tasks to build their skills and experience before progressing to more complex and challenging responsibilities. SMNB ensures that operators are properly trained, with a focus on:

- ✔ **Safe Operation:** Operators must be trained to safely control the machine, especially when navigating steep or uneven terrain, and when people are in the vicinity. They must know how to use plows, drags, and any other attachments effectively.
- ✔ **Snow Conditions:** Understanding how to adjust the grooming process based on snow conditions (e.g., soft snow, ice, or compacted snow) is key to maintaining trail quality
- ✔ **Emergency Procedures:** Operators should be trained in handling breakdowns or accidents in remote locations, including troubleshooting machine issues and knowing how to communicate with emergency services.
- ✔ **Cost- effectiveness:** Involves operating the machines in a manner that is fuel efficient, minimizes wear of key parts, and avoids damage and costly repairs.

# People

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The management staff in the SMNB office are responsible for the day-to-day operations. They are supported by the Board of Directors and advisors including financial, legal, engineering, and other professionals as needed. The current management team are highly experienced with many years of service within SMNB.

## Staff

	Name or title	Key responsibilities	Experience
1	Ralph McBride	Executive Director	With SMNB since 2024
2	Janice Bragdon	Office Manager	With SMNB since 1996
3	Kyle Good	Trail Manager	With SMNB since 2011
4	Lisa MacDougall	Marketing and Communications Director	With SMNB since 1996
5	Suzanne Grant	Administrative Assistant	With SMNB since 2024

## Board of Directors

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The Board of Directors, particularly the president, vice-president, treasurer and secretary play a key role in supporting the organization staff. The Board must;

- ✔ **Leadership and strategy:** Leads the association, setting its strategic direction and ensuring alignment with the mission, vision and values. They work closely with the Board of Directors to implement long-term objectives and initiatives.
- ✔ **Operational Oversight:** Responsible for overseeing the day-to-day operations of the association, including the management of staff, trail maintenance, permit sales, and financial performance.
- ✔ **Stakeholder Engagement:** Acts as the primary point of contact for external stakeholders, including government agencies, sponsors, beneficiaries, and the public.
- ✔ **Financial oversight, fundraising and partnerships:** Works on securing funding through partnerships, sponsorships, and grant applications. They also manage relationships with local businesses and tourism organizations.

## Directors (2025-26)

Zone	Name or title	Key responsibilities	Address
	Andre Yoston	President	Nepisiguit, NB
	Mario Levasseur	Treasurer	St. Jacques, NB
1	Bob Healey	Director, Zone 1	Edmundston, NB
2	Linda Mann	Secretary / Director, Zone 2	Upsalquitch, NB
3	Rene Benoit	Director, Zone 3	Tracadia, NB
4	Zarla Gorton	Director, Zone 4	Maxwell, NB
5	Ron Scott	Director, Zone 5	Bathurst, NB
6	Andre Melanson	Director, Zone 6	Irishtown, NB
7	Rick Sullivan	Director, Zone 7	Grand Bay-Westfield, NB
8	Kevin Williams	Vice President/Director, Zone 8	Riverview, NB

## CLUBS AND VOLUNTEERS

The 49 clubs and hundreds of volunteers are critical to snowmobiling success across the province. These are most closely connected to the local snowmobilers, trails, community and business partners. Volunteers spend countless hours maintaining trails, helping other snowmobilers, and introducing new snowmobilers to the sport. They are closely tuned to local developments and respond to the needs of snowmobilers and trail conditions throughout the season.

It is important to recognize that certain individuals and groups volunteer extensively and this may not be sustainable without renewal of volunteers and strategies to reduce workloads. Well-managed trails for all users throughout the year will reduce the need for maintenance. Keeping trail maintenance equipment accessible and in good condition will also make volunteer work much easier.

# ACTION PLAN

## Objective

The objective is to maintain a sustainable business model for the next five (5) years that maintains a high-quality snowmobile trail network, maximizes snowmobiling interest in New Brunswick, and is adaptive to year-to-year variability. The action plan reflects a thoroughly considered budget and key activities to support the overall objective.

## Resources Required

SMNB currently has \$3,770,000 in annual operating expenditures according to the 2024/2025 budget. The three tables below show how the overall budget is allocated to three main spending categories: \$440,125 for administrative expenses (11.6%), \$356,500 for season start-up expenses (9.4%), and \$2,973,651 for club expenses (79%).

There are no changes planned for staffing and 88% of the administrative budget is allocated to staff payroll and expenses. The remaining administrative items cover office rent, supplies, insurance and communications. Administrative expenses are stable and will just increase gradually over time with inflation.

### SMNB budgeted administrative for 2024/25

	Amount	% of Budget
Staff Payroll	\$310,836	8.2%
Staff / Payroll Expenses	\$74,839	2.0%
Office Insurance & Supplies	\$11,500	0.3%
Office Capital Purchase	\$1,500	0.0%
Office Rent, Security	\$19,450	0.5%
Office Telephone / Cell / Internet / Website	\$12,000	0.3%
Office Postage / Courier	\$10,000	0.3%
<b>Total</b>	<b>\$440,125</b>	<b>11.6%</b>

The season start-up expenses are primarily for insurance related to trails and landowners, groomers, and other liabilities. These expenses are stable from year to year and increase as insurance fees rise.

### SMNB Budget season start- up expenses for 2024/25

	Amount	% of Budget
<b>Trail Permits</b>	\$34,000	0.9%
<b>CGL Trail / Landowner Insurance</b>	\$258,000	6.8%
<b>Groomer Fleet Insurance</b>	\$40,000	1.1%
<b>Insurance - D&amp;O Liability</b>	\$1,500	0.0%
<b>Gov., Rail, Industrial &amp; Freehold Leases</b>	\$23,000	0.6%
<b>Total</b>	<b>\$356,500</b>	<b>9.4%</b>



The funds for club expenses are distributed to clubs according to a formula that accounts for the level of grooming hours and membership for each club. The formula reflects a multi-year analysis of expenses to smooth out higher variability in some years. The key items are payouts for membership and grooming, which account for 55% of the overall budget. There is also a grooming fund (7.9%) and depreciation (1%), underscoring the importance of grooming. Since this activity depends on snow conditions and trail distances to be groomed, the formula must account for these factors in the distribution of funds.

### SMNB budgeted club expenses for 2024/25

	Amount	% of Budget
Service New Brunswick	\$99,000	2.6%
GIS Tracking System	\$41,000	1.1%
GIS- Paper Maps and Online Maps	\$25,000	0.7%
Annual General Meeting	\$25,000	0.7%
Professional Accounting / Translation	\$38,000	1.0%
Professional / Legal	\$30,000	0.8%
Payouts - Membership & Grooming	\$1,219,795	32.4%
Payouts - Grooming Only May	\$600,000	15.9%
Payouts - Registrations June	\$270,000	7.2%
Groomer Fund	\$300,000	8.0%
Depreciation	\$37,856	1.0%
Discretionary expenses	\$288,000	7.6%
<b>Total</b>	<b>\$2,973,651</b>	<b>79%</b>

## Revenues

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The budgeted revenues for 2024/25 are \$3,770,000, matching the planned expenses. The majority of revenue comes from permit sales (84%), then from the Trail Management Trust Fund (12%). The other sources include corporate partnerships, an annual lottery, annual dues, and interest.

Trail permit revenues increased from 2022/23 to 2023/24 based on a decline in the number of permits that was offset by a permit price increase.

#### SMNB Revenue Budget for 2024/25

	Amount	% of Budget
<b>Trail permits</b>	\$3,182,500	84%
<b>Registrations – trust fund</b>	\$450,000	12%
<b>Other sources</b>	\$137,777	4%
<b>Total</b>	<b>\$3,770,277</b>	<b>100%</b>

## Priority Actions

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After a year of low snow amounts in 2023/24, major initiatives are not planned for the coming year. Preferring a precautionary approach, it is important to have another good snowmobile season in 2024/25 before taking on significant new directions. The Fall 2023 hurricane also affected trail maintenance and was helpful to move through Fall 2024 without any major weather events.

There are still some smaller initiatives that will move forward such as improvements to digital products and services. Trail mapping and real-time trail conditions have become so important to riders and new features are worked on each year. The park and ride concept has demonstrated this is valued by snowmobilers so there will be a view to other locations in the province where this can be replicated. A member survey will be delivered for an updated economic impact analysis for snowmobiling in NB. There will be additional efforts to recognize volunteer work across the province to make sure volunteers are shown appreciation and broader volunteer participation is encouraged.

# Risk Assessment and Contingency

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**Internal Risks** – can be managed within the organization such as equipment risks, government funding shortfalls and delays, snowmobiling restrictions, competition with other jurisdictions, and personnel changes.

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- **Equipment Failures** - Can be avoided by proper maintenance, storage and operation of groomer machines and small equipment. Normal depreciation is expected and planned so that replacements can be financed.
- **Equipment loss or damage** – Can be avoided by securing equipment and maintaining adequate insurance coverage.
- **Government funding** – Shortfalls and delays can be avoided by working closely with key officials and putting forward strong business cases for core financing and specific initiatives.
- **Snowmobile restrictions** – provincial and municipal governments or private landowners may consider restrictions on the location, time of day, or other operating parameters for snowmobilers. Promoting best practices for snowmobile riders and working closely with government and landowners will maximize opportunities for snowmobiling.
- **Competing jurisdictions** – may invest more in their snowmobiling product, change trail permit prices, or win market share with certain product offerings. SMNB must be aware of developments in neighbouring jurisdictions to make sure the value of the NB snowmobile product remains competitive and clear to the snowmobiling community.
- **Personnel changes** – naturally occur over time and SMNB strives for a positive environment that supports both staff and volunteer recruitment and retention. Engaging new and young riders to contribute toward snowmobiling in NB will sustain a strong base of volunteers.

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**External Risks** – Cannot be controlled within the organization, such as adverse weather events, rising costs of equipment and supply, U.S.-Canada exchange rates and other economic developments.

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- **Adverse weather**– Shortages of snow combined with warm periods and rain affect trail conditions and snowmobiling experience during the season. Storms including heavy rains and high winds can damage trails and bridges resulting in more maintenance and repair costs. SMNB can remain nimble in the movement and promotion of trails where snow conditions are best. Maintaining contingency funds and capacity for trail repair will mitigate off-season storm damage to trails.
- **Rising costs** – for SMNB and for snowmobilers may include the prices for new and used machines and vehicles, replacement parts, fuel, travel accommodations and food among others. A careful balancing act is required to keep permit prices low so there are no barriers to snowmobiler participation while keeping up with rising costs. Some efficiencies may be found in operations and creative approaches to funding sources can be explored.
- **Economic Developments** – such as inflation, employment, household incomes, and currency exchange rates can all affect SMNB and riders in the province. These can be monitored since it usually takes more than a year for changes to affect snowmobiling. This allows for planning between years that accounts for shifting cost and revenue factors.

## **SMNB ultimate objectives:**

- **Maintain a high quality snowmobile trail network.**
- **Maximize snowmobiling interest in New Brunswick.**
- **Adapt to year to year variability.**
- **Continue to attract out of province visitors.**