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racing into the future: strategic marketing for the Regina Auto Racing Club

Professors Dwight Heinrichs, Michael Taylor, and Chris Street wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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“And there’s the green flag!” The race announcer shouted over the thunder of the cars passing the front straightaway in the opening lap of the last race of the 2017 season at Kings Park Speedway in Regina, Saskatchewan. It was Sunday afternoon, June 11, 2017, and Kevin Fink, president of the Regina Auto Racing Club (RARC), stood beside RARC director Kerry Maertens on the viewing platform over turn one as the 12 cars came fast into the first corner and a yellow Honda Civic took the early lead.

“Jade sure drives that yellow car hard, doesn’t she?” Fink asked, after the cars had passed. “Yeah,” Maertens answered. “Between her and her sister, it’s hard to say who’s the faster driver.” Maertens turned to Fink as the cars passed into turns three and four. “Pretty sure neither is as fast as their dad though.” With a smile, Maertens stepped down from the platform to watch the rest of the race from the pit area—closer to the trailer and gear he and his daughters had brought for race day.

As the cars passed the viewing area and went into the second lap, Fink took a broader look at the race facility spread out in front of him. As the number three car, driven by Dylan Street, brought up the rear of the pack going past, his thoughts turned to what he wanted the club to accomplish in the next three years. First and foremost, he needed to make a decision about how to position the track as a venue for spectator events. RARC members had approached him with ideas about what to do, and these fell into four strategies, which were not mutually exclusive: (1) repair and rebuild the facilities to renew the appeal of the venue to attract more spectators, (2) increase advertising and promotion activities to improve awareness of the club and events, (3) increase the number of race classes and special racing events, and (4) add non-racing events to improve utilization of the facility and take advantage of other revenue-generating opportunities.

As Fink watched the cars float back and forth into position, he told himself that the best way forward was to keep it simple. He believed “there’s no secret. You just press the accelerator to the floor, steer left, and commit.” As professional NASCAR driver Danica Patrick had once said, “I think you have to feel comfortable with your car. You have to go into turn one, every lap, with confidence. You have to be sure of yourself and your equipment.”[[1]](#footnote-1)

History of Stock Car Racing and Race Clubs

As long as there had been cars—mass-produced or otherwise—there had been people who raced for the spectators who watched. Unlike automobiles designed and built strictly for the racetrack, stock cars were mass-produced automobiles that owners raced on weekends and drove to work during the week. Popular accounts of the sport described it as originating in the Deep South of the United States and triggered by, of all things, the Eighteenth Amendment to the U.S. Constitution, which prohibited the sale of alcohol in the United States.[[2]](#footnote-2) Entrepreneurs in the hill country of North Carolina and Virginia had discovered a lucrative market for producing and distributing homemade alcohol, or moonshine. The last stage of the distribution network involved young men (bootleggers) who drove their trucks and cars through the winding country roads as quickly and efficiently as possible to avoid being seen or chased by local law enforcement agents.[[3]](#footnote-3) With little else to do for excitement in the rural South, and with the prospect of driving fast and making good money, bootleggers who stayed in business quickly became skilled in driving fast and outrunning law enforcement agents, and the outlaw culture of stock car racing was established.[[4]](#footnote-4)

With a growing cohort of talented drivers came the inevitable motivation to see who among them was the fastest and most skilled. Organizing informally, drivers met on Sunday mornings to race in local fields or on back roads and were cheered on by friends and family who were originally drawn to the drivers’ mystique as lawbreakers and thrill seekers. While outrunning police and federal officials was dangerous to begin with, racing each other in the open—with few rules, if any—was at least as dangerous, if not more so. Several attempts to create an official set of race rules and a regular schedule of races continued through the late 1930s, and in 1948, race promoter and car owner Bill France led the group of owners and drivers to join the National Association for Stock Car Auto Racing, the organization that continues today as NASCAR.[[5]](#footnote-5) Champion NASCAR driver Richard Petty summarized the motivation of many drivers: “We drove for the sheer fun of driving because there wasn’t that much money to be made.”[[6]](#footnote-6)

There were at least 774 stock car racing oval tracks in the United States and Canada combined,[[7]](#footnote-7) where eight common classes of cars were raced by stock car racing clubs (see Exhibit 1). In most regions, a typical amateur race club operated as a non-profit, member-operated organization that managed the track facilities and oversaw the operation and safety of the races. As member-operated organizations, clubs were governed by member-elected executive boards (including, for example, club president, vice-president, secretary, and directors). These boards managed the schedules, activities, and safety regulations for the race facilities. Many, race clubs also joined regional or national racing associations such as the Sports Car Club of America (SCCA)[[8]](#footnote-8) and the Canadian Automobile Sports Clubs (CASC),[[9]](#footnote-9) which provided rules and regulations for racing as well as insurance and assistance with promotion and marketing.

The market model for regional racing clubs was often based on satisfying members’ motivation to find a location to meet and compete, and spectators’ desire for a place to watch the race. Facilities, including seating for spectators, ranged from the very small (small dirt tracks with seating for a few hundred spectators[[10]](#footnote-10)) to the very large (larger paved oval tracks with seating for several thousand[[11]](#footnote-11)).

King's Park Speedway and the Regina Auto Racing Club

RARC was formed in the Regina, Saskatchewan, area in 1949—a time when the population of the province was only 830,000.[[12]](#footnote-12) Early races, which involved club members’ personal vehicles, took place on semi-permanent dirt tracks cut into the flat prairie. Throughout the 1950s and early 1960s, the racers tended and groomed the tracks and talked about creating their own permanent race facility. RARC members eventually negotiated a lease with the City of Regina to develop and operate a tract of approximately four hectares of undeveloped land 10 kilometres northeast of the city limits. With the city’s lease in hand and a mainly volunteer workforce, the club built a one-third-mile dirt track oval, named it Kings Park Speedway, and began racing on it in the summer of 1967.

The presence of a dedicated permanent facility initiated a wave of interest in local stock car racing and in further developing the track. The oval was paved with asphalt in 1970, and a steel guardrail was installed along the southern straightaway stretch of the racetrack. RARC members and volunteers built grandstands for between 1,000 and 2,000 spectators, as well as a two-storey building with space for announcers on the top floor and a concession facility on the ground floor. Drivers who had been racing together since the 1940s began to retire from racing, but stayed to watch their sons, daughters, nieces, and nephews race—sometimes using the same cars their fathers and uncles had raced. By the end of the 1970s, stock car racing at Kings Park Speedway was established; 260 RARC members and 82 cars were registered to race at the track.

The popularity of racing led to growth for the club and the facility. The first race in May of the 1980 season attracted 1,100 spectators, each adult paying CA$3[[13]](#footnote-13) admission to watch the races (see Exhibit 2). At the beginning of the decade, the club organized a schedule of eight regular races between May and September, and this increased by the mid-1980s to races every Sunday during the summer months. Special events, such as daredevil stunt drivers, were held at the track on race days to provide added thrills for the audience. Positive synergy was building between race fans, a popular facility, and race club members, who looked forward to weekend competitions.

The first race in the 1990 season involved new classes and included hobby stock, super stock, minis, bombers, and enduro-class racing (see Exhibit 1). The increased size and scale meant that the race club needed to put more planning into operating the facility. Higher classes like the super stocks typically competed on a race circuit, where out-of-town drivers travelled across western Canada to race at different tracks each week. While the first race of the 1990 season at Kings Park Speedway drew a crowd of 2,500 spectators, it came at a cost of approximately $6,000 per day to operate the track and provide prize money to top drivers. Additional opportunities to generate revenue, such as through liquor and beer sales, were not supported by the local government, which would not provide the necessary permits—at least not yet. Crowds of between 1,000 and 2,000 race fans per event still showed up regularly to watch local drivers in the lower-level classes, and semi-professionals and professionals in the higher classes and Canadian Association for Stock Car Auto Racing (CASCAR) classes compete in 100-lap races on the technically challenging short-track oval. Race schedules settled to about 16 events per year—each with typically nine to ten club races and six to seven races involving the higher-performance class drivers who stopped in Regina as part of their racing tour. By 1999, when RARC celebrated its 50th anniversary, the last race of the year drew a crowd of 1,800 who watched local drivers close out the decade in their year-end 18-car enduro race.

The next decade witnessed slower growth in attendance, membership, and the number of cars being raced. This slowdown was mainly because of the loss of the premier race event, the CASCAR series, which was discontinued at the facility in 2006. Sponsorship leading into that year was still very high, with 72 sponsors supporting the club and facility, and other race series such as the Legends Cars of Alberta, Baby Grand, and NAPA Pro Truck class series were still making appearances. In 2007, the 40th anniversary of the Kings Park Speedway facility, the club scheduled a record 23 events for the year: 10 regular racing events and 13 special events. However, club President Howard Butterfield remarked to the local newspaper that there were only about two-thirds as many club members’ cars racing at the beginning of 2007 as at the beginning of the previous year, and that jobs that had formerly been done by employees—such as operating the gate, concessions, and beer garden—were now performed by volunteers.[[14]](#footnote-14) By 2009, the race schedule was set at nine races, with no special events involving touring race series.

The club put significant effort into the 2010 season, which saw a brief return of Pro Trucks, the Baby Grand racing series, Legends Cars of Alberta, the Western Canada Super Late Model Racing Series, and the Evolution Mini Cupcar series over the summer. The last special touring event, however, took place in 2012. The racetrack and facilities were beginning to show their age, and even though the track was resurfaced in 2007, the remaining infrastructure—including the guardrail, track infield, concessions building, and restroom facilities—was in need of upgrading.

At that time, a new race club member approached RARC and inquired about using the facility. Drop Dead Drift, a Saskatchewan-based club of drifter racers, was looking for a paved track facility to hold its drift car events. Drift car racing differed from traditional oval-track stock car racing; drift drivers turned corners at high speeds with minimal traction in order to intentionally lose tire grip and slide, or “drift” around corners of a racetrack. Drivers competed for style points or simply to see who could drift around a track the fastest. Renting the facility to the drifters club was a way to replace revenue lost from RARC special racing events and increase the usage of the track. It did not take long for some members to raise the objection that drift car racing, with its emphasis on intentionally sliding on a track and “doing burnouts,” was damaging the track faster than normal; however, from 2012 to 2016, the drifters club held two to three events per year and at least partially replaced needed revenue. By 2014, the race schedule consisted of 17 events, including four special drifter events and a tractor-pull competition. With their popularity building, the drifter racers increased their special events to four in 2016, while the RARC schedule remained at ten races for the year. At the end of the race season in 2016, RARC managed to break even financially, and with a modest positive balance in the bank, was ready to consider the 2017 season and beyond (see Exhibits 3 and 4).

Marketing Options

Based on discussions, e-mails, and feedback in member meetings, the RARC executive seemed to have four options to consider either alone or in combination. Some RARC members thought the most important accomplishment for the next three years was to focus on rebuilding the club and track facilities. Others agreed and added that doing so should include some promotional communications to motivate more people in the city to come to the races—for example, by telling stories about the kind of racing that they all enjoyed watching as spectators. Another group thought that increasing the number of race classes or special racing events would be beneficial. A few other members pointed out the recent success in attracting other types of car enthusiasts, such as the drifter racers, to the track and suggested that perhaps branching out into other forms of racing might be a good strategy. Finally, there were suggestions to branch out into other non-racing uses for the facility, such as concerts, fairs, bicycle racing, or carting. Each option had clear benefits and risks attached.

The first idea—to keep the race club membership and use of Kings Park Speedway the same as it had been in the last few years and focus on repairing and rebuilding the facility—had merit. Like many member- and community-operated facilities in western Canada, almost every part of the facility would benefit from being repaired or rebuilt. The over 1,000-capacity spectator seating needed to be painted and repaired due to weathering, as did the bathroom and concession building, and the cost would be approximately $5,000 for materials. The track oval needed asphalt repairs and a full resurfacing within the next ten years, which was expected to cost $95,000. Most importantly, the guardrail along the front straightaway needed structural repairs in places and new paint throughout. One of the reasons touring race series said their cars would not visit Kings Park Speedway any longer was because the guardrail did not meet minimum race specifications. The club could meet these higher specifications, but it would cost $35,000 for material and labour, and no one knew whether the change would be enough to motivate the race series cars to return. There was reason to hope that improving the facility would increase the likelihood of also increasing the number of fans who would come and watch the local drivers; nevertheless, the need for repairs to the aging facility was hard to ignore.

While they did not necessarily disagree with the idea of rebuilding and then attracting new attention, some members wondered whether the two strategies could be combined. Declining spectator numbers over the previous 10 years had levelled to a point where the audience now consisted mainly of friends and family of race drivers. This meant that a large population of potential spectators in the Regina metropolitan area might not know about the racetrack or might not know it was still in operation. Perhaps a modest investment in promotion could result in a dramatic increase in spectators. Given metropolitan Regina’s population of slightly more than 300,000, a stable group of drivers and cars, a fan base, and a relative absence of local summer events, reintroducing the city to the rich history of local stock car racing could be worth the risk of investing time and effort.

Encouraged by the recent growth in other types of auto racing, others thought increasing the types of events held at the facility and offering spectators the opportunity to see racing in a variety of forms would be a better approach. The success with the drift car club and the revenue those events brought in made this option seem reasonable. The club could contact Drop Dead Drift as well as local autocross clubs and go-cart racers to develop shared schedules. This option held additional appeal because only a small percentage of the land leased from the city was currently being used; approximately two hectares of land adjacent to the racetrack was not being used. The club could also try holding additional special events such as invitational races to bring drivers from neighbouring regions. Some members of the executive noted that there were downsides associated with this approach—mainly, that increased use of the track would increase wear and require the track to be resurfaced sooner than already expected. While invitational events were always popular, they were also difficult to schedule during the summer because the drivers were normally competing at their own tracks two to three times a month and might not have time to travel to another region.

Finally, a small but no less vocal group suggested that what the club really needed was to look for other ways to increase use of the facility in order to generate the highest revenue and interest in Kings Park Speedway. The core of the idea was to recognize the true value of what the club had available—a leased facility with the only paved oval track in southern Saskatchewan and additional open land surrounding it on all four sides. This group thought that the club was limiting its future options by considering only the management of a summer racetrack when the facility could also be used for other purposes and by non-racing groups in all four seasons. This group did not want to ignore the additional opportunities for other types of racing, but it also recognized that, because the club had seating, a large infield, bathroom facilities, and huge expanses of parking available, there were opportunities to host concerts, fairs, or outdoor trade shows. One member pointed out that a paved short-track race oval was no different from a bicycle racing velodrome, complete with banked corners and 180-degree circular turns, and that there was no similar facility for bicycle enthusiasts within 800 kilometres. Adding winter season activities such as ice racing and snowmobile racing would mean the Kings Park Speedway facility could become a central destination for outdoor enthusiasts of all kinds. Whenever this topic came up in discussion, however, this group was always reminded that any leasehold improvements—from adding fences to constructing a new building—required prior agreement from the City of Regina and that any new uses of the facility would require new insurance liability protection.

The variety of options represented the many different perspectives and opinions of the membership. One perspective they all shared was respect and affection for racing and for the tradition for stock car culture that they had been raised with or had adopted.

Conclusion

“Chequered flag!” As Fink watched the cars slow down after crossing the finish line, his thoughts came back to the race just finishing. Watching the cars turn out into pit row, he saw the motocross motorcycle track in the distance—a track that had seen a significantly growing number of spectators over the last two years. Along with the rest of the RARC membership, he wanted to see his club grow and thrive like the motorcycle race club across the field. As he made his way down from the viewing platform to talk to the drivers who had just finished the race, he decided his first step toward a strategy for the next three years was to discuss the options at the next executive meeting at the end of next month. After that meeting, the club would need to start working on the 2017 race season. Fink wanted to chart the best long-term direction for the club, but he also knew that there was not enough time or money to do everything. In addition to determining the club’s long-term direction, he wondered what would be the best practical way to proceed in the coming year.

Exhibit 1: Common stock car classes

|  |  |
| --- | --- |
| **Name** | **Description** |
| Hobby Stock  Street Stock  Pure Stock | Entry-level vehicle, intended to be mid-cost class, built on a mass-produced rear-wheel drive automobile frame, with restrictions on eight-cylinder engine power and suspension; light modifications to frame, body, engine, and suspension allowed |
| Super Stock | Similar to Hobby Stock, but with higher engine power modifications allowed |
| Late Model | Usually the highest performance class in local club racing; vehicles can be custom-built with no stock components or can be built from mass-produced North American automobile frames with significant modifications to the frame, engine, and suspension |
| Mini-Stock  Compacts | Import automobile class, typically front-wheel drive European or Asian automaker vehicles; restrictions are placed on engine size; typically a low-cost entry-level class for new or young drivers |
| Bomber | Eight-cylinder, North American-produced cars, with few or no modifications; engine must be stock for the automobile with a maximum displacement of 360 cubic inches; wheelbase is usually a minimum of 108 inches, and cars should weigh at least 3,400 pounds, race ready |
| Truck Class | Similar to the Hobby Stock class but involving North American-built full-size (half-ton) trucks with restrictions on engine power and suspension |
| Enduro | Basic ultra-low-cost class to encourage new drivers to begin racing; races often scheduled as special events instead of weekly or bi-weekly races; typically involve 100- to 200-lap races with many more cars on the track at once than the 6–20 cars on the track at once in other race classes |
| CASCAR/NASCAR | Fully customized, tubular-steel-framed vehicles with highly tuned V8 engines reaching in excess of 800 horsepower; although still called stock cars, cars in this race class are custom-built from the ground up and made only for racing |

Source: Created by case authors based on “Evolution of Stock Car Classes in Ontario,” Canadian Racer, accessed February 6, 2017, www.canadianracer.com/classes.asp.

Exhibit 2: General Admission Pricing Changes (CA$)

|  |  |
| --- | --- |
| **Year** | **Admission Prices** |
| 1980 | $3 (adults); $2 (students); $1 (seniors and children 8–11) |
| 1994 | $6.50 adults |
| 1995 | $8 adults; all others free |
| 1998 | $12 (adults); $8 (seniors and students); $4 (children 5–12) |
| 2015 | Regular events: $12 (adults); $8 (seniors & children 13–18); $5 (children 7–12): under 6 free  Special events: $15 (adults); $12 (seniors & children 13–18); $8 (children 7–12); under 6 free  *Special events were demolition derby and trailer races*  Family rate for 2 adults & 2 children: $25.00 (regular events); $40.00 (special events) |

Source: Compiled by the case authors from RARC club records and newspaper advertisements (in the *Regina Leader-Post*).

Exhibit 3: 2016 RARC Financial Data (CA$)

Regina Auto Racing Club Balance Sheet (as of December 31, 2016)

|  |  |
| --- | --- |
|  | **Total** |
| **ASSETS** |  |
| **Current Assets** |  |
| Cash on Hand | 0.00 |
| Chequing | 15,880.36 |
| Float Money for Gate/Beer Garden | 0.00 |
| **Total Current Assets** | **$15,880.36** |
|  |  |
| **Non-Current Assets** |  |
| Equipment & Improvements | 39,696.00 |
| Accumulated Amortization—Equipment & Improvements | −36,457.00 |
| **Total Non-Current Assets** | **$3,239.00** |
|  |  |
| **TOTAL ASSETS** | **$19,119.36** |
|  |  |
| **LIABILITIES AND EQUITY** |  |
| **Current Liabilities** |  |
| GST/HST Payable | 388.06 |
| **Total Current Liabilities** | **$388.06** |
|  |  |
| **Equity** |  |
| Opening Balance Equity | 15,559.15 |
| Owner’s Equity in Capital Assets | 3,239.00 |
| Retained Earnings | 0.00 |
| Profit for the Year | 321.21 |
| **Total Equity** | **$19,119.36** |
|  |  |
| **TOTAL LIABILITIES AND EQUITY** | **$19,507.42** |

Exhibit 3 (continued)

|  |  |
| --- | --- |
| **Regina Auto Racing Club (RARC) Profit and Loss Statement** | |
| **January to December 2016** | |
|  | **Total** |
| **INCOME** |  |
| Admissions and Spectators |  |
| Front Gate Sales (Spectator Admissions on Race Days) | 14,901.91 |
| Beer Garden Sales | 16,573.96 |
| Drivers and Crews |  |
| Back Gate Sales (Driver Fees on Race Days) | 8,655.95 |
| Car Registration Fees (Insurance Fees) | 3,620.00 |
| Equipment Sales (Vehicle Transponder Sales to Drivers) | 1,838.79 |
| RARC Memberships |  |
| RARC Membership Fees | 1,625.00 |
| Year-End Windup Income | 4,653.54 |
| Special Events (Drifters) |  |
| Drifter Membership Fees & Track Rentals | 10,725.00 |
| Sponsorship |  |
| Sponsorship Donations | 11,900.00 |
| **TOTAL INCOME** | **$74,494.15** |
|  |  |
| **EXPENSES** |  |
| Advertising, Promotion, & Administration\* | 11,039.53 |
| Beer Garden Supplies—Non-Alcohol | 1,222.66 |
| Beer Gardens—Alcohol | 5,983.19 |
| GST Owing, Previous Years | 1,959.86 |
| Insurance (Facility) | 1,214.51 |
| Insurance (Liability) | 6,903.40 |
| Legal and Professional Fees | 2,900.00 |
| Rent or Lease Payments | 2,636.87 |
| Facilities Repair and Maintenance | 21,852.44 |
| Track and Facility Supplies | 9,466.41 |
| Taxes and Licenses | 1,673.28 |
| Utilities | 2,748.12 |
| Year-End Windup Income | 4,572.67 |
| **TOTAL EXPENSES** | **$74,172.94** |
|  |  |
| **PROFIT** | **$321.21** |

Note: \* Advertising & Promotion ($5,635.81); Administration fees, memberships, other general & administration ($5,403.72); Note: GST = goods and services tax; HST = harmonized sales tax

Source: Company documents.

1. “Indianapolis Motor Speedway—Danica Patrick Press Conference,” Motorsport.com, May 19, 2011, accessed June 7, 2017, www.motorsport.com/indycar/news/ims-danica-patrick-press-conference/. [↑](#footnote-ref-1)
2. Jennifer Billock, “How Moonshine Bootlegging Gave Rise to NASCAR,” Smithsonian.com, February 10, 2017, accessed June 7, 2017, www.smithsonianmag.com/travel/how-moonshine-bootlegging-gave-rise-nascar-180962014/. [↑](#footnote-ref-2)
3. Daniel S. Pierce, *Real NASCAR: White Lightning, Red Clay, and Big Bill France* (Chapel Hill: University of North Carolina Press, 2010). [↑](#footnote-ref-3)
4. M. J. Williams, “An Analysis of Perceptions of Primary Corporate Sponsors and the Use of Stock Cars on the NASCAR Winston Cup Circuit,” PhD dissertation, United States Sports Academy, 2002. [↑](#footnote-ref-4)
5. Daniel S. Pierce, op. cit. [↑](#footnote-ref-5)
6. “Best NASCAR and Racing Quotes Ever,” On Pit Row, accessed June 8, 2017, http://onpitrow.com/best-nascar-and-racing-quotes-ever/. [↑](#footnote-ref-6)
7. In Canada, there were 34 paved tracks and 56 dirt tracks; in the United States, there were 115 paved tracks and 569 dirt tracks. This data was accessed July 31, 2017 and collected from “Canadian Race Track Database,” Canadian Racer, www.canadianracer.com/track-display.asp?status=both&province=BC&querytype=byother; www.canadianracer.com/track-di

   splay.asp?status=both&province=AB&querytype=byother; www.canadianracer.com/track-display.asp?status=both&province

   =SK&querytype=byother; www.canadianracer.com/track-display.asp?status=both&province=mb&querytype=byother; www.c

   anadianracer.com/track-dispay.asp?status=both&province=ON&querytype=byother; www.canadianracer.com/track-display.a

   sp?status=both&province=nb&querytype=byother; www.canadianracer.com/track-display.asp?status=both&province=ns&qu

   erytype=byother; www.canadianracer.com/track-display.asp?status=both&province=PE&querytype=byother. [↑](#footnote-ref-7)
8. “I Want to Learn More About SCCA,” Sports Car Club of America, accessed February 8, 2017, www.scca.com/pages/i-want-to-learn-more-about-scca. [↑](#footnote-ref-8)
9. “About CASC Ontario Region,” Canadian Automobile Sports Clubs, Ontario Region, accessed February 8, 2017, www.casc.on.ca/about. [↑](#footnote-ref-9)
10. Speedy Creek Racing Association homepage, accessed February 8, 2017, www.scra.ca/. [↑](#footnote-ref-10)
11. Madison International Speedway homepage, accessed February 8, 2017, https://misracing.com/. [↑](#footnote-ref-11)
12. Alan Anderson, “Population Trends,” The Encyclopedia of Saskatchewan, accessed February 8, 2017, http://esask.uregina.ca/entry/population\_trends.html. [↑](#footnote-ref-12)
13. All amounts are in Canadian dollars. [↑](#footnote-ref-13)
14. Rob Vanstone, “Club President Eager for Saturday Night,” *Regina Leader-Post*, June 1, 2007, accessed July 12, 2017, www.pressreader.com/canada/regina-leader-post/20070601/282089157346296. [↑](#footnote-ref-14)