

# Minnesota Resorter

*Resorters Helping Resorters*



Summer 2007 Vol. 23 No. 3

## EDUCATION

Sustainable Tourism

## MARKETING

More than Catching a Walleye

## LEGISLATIVE

Session Ends on Time



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# Minnesota Resorter

*Resorters Helping Resorters*



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*Cover Photo: Always willing to jump into the boat, no matter what season, Breanna Rae and Sandy take a boat ride on beautiful Lake Kabetogama. Breanna Rae (third generation Rae) is the granddaughter of Alan and Miriam Rae Burchell, former owners of Moose Horn Resort, Kabetogama. The Burchell's are genuinely enjoying retirement after 65 summers. Photo by Alan Burchell.*

*The Minnesota Resorter is a quarterly publication of the Congress of Minnesota Resorts. The opinions expressed in the articles printed here-in are those of the authors and do not necessarily reflect the opinions nor the official position of the CMR nor any of its officers, directors, or members. Please address any comments or inquiries to the committee contact. The Minnesota Resorter is printed by Arrow Printing.*

# From Your President's Pen



**President Jennifer Bateman**  
**Congress of Minnesota Resorts**

Change is tough. This spring I said good-bye to a very old fridge. It was the oldest fridge in our oldest cabin and man, it had character! It was the old Hot Point with the chrome handles, a single door that made a cool clunking sound when it opened, had the tiny square freezer unit that barely held a square of ice cream, I'm sure circa 1950. It was completely void of rust, ran like a charm, was quiet as a whisper and, I'm sure, sucked electricity faster than a thirsty little kid with a juice box! However, it was one "piece" that gave that cabin the "charm" that people can't get at home. I had one guest tell me once, "I love this cabin! It's like stepping back into the 50's." I took that as a compliment.

I was once given some good advice about running my resort. The advice was, "Give 'em what they don't have at home." This is excellent advice that goes a long way. Obviously we are giving our customers scenery on a lake or river that they can't get at home. For the most part, we remodel or build cabins with plenty of pine and log, avoiding using too much sheet rock because it's the standard for most residential homes. We give them a dock right out their cabin door, which is so much better than at home. At home, they have to hook up, drive to a public access and then wait in line to launch their boat (and that's if they are lucky enough to be within driving distance of a lake). We give them a safe environment for their kids to take a handful of allowance to buy candy and ice cream. Certainly their neighborhood convenience store is surrounded by traffic and strangers.

So where am I going with all this? Well, change is good..., and bad. Giving 'em what they don't have at home is good..., and bad. Your guests have dishwashers at home, so does that mean that you should make sure they don't get one at your resort? Probably not, because they would really appreciate one. Should you keep old Hot Point fridges because they make the cabin look cool and people don't have them in their homes any more? No, because people will get irritated that they can't fit a square of ice cream in the tiny freezer.

I think, it is a worthwhile decision to keep your cabins "charming", while keeping them modern. Not "city" modern, mind you, but cabin modern. Guests should be comfortable without feeling like they are at home. Maybe adding a screen porch would do that, or cozy built-in beds for kids, or a wood burning fireplace. Maybe it's even easier things like binoculars in the cabins, plenty of bird houses, a private fire ring, or antlers in every cabin. I am just offering some food for thought as you plan out improvements for the upcoming year.

If you are not currently a member of the Congress of Minnesota Resorts (CMR), your recruitment letter will be coming soon. Please join us this year. Membership and involvement in the CMR will only help move you forward in the great career you have chosen -- resorting.

With the spring grunt work over and much of the prime summer still ahead, I wish you all a prosperous season!

## Keep your camera ready for those summer photos.



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# EDUCATION

## In-“Vesting” in your resort... the CMR way!

### The 2007 CMR Spring Workshop

By Tam Mahaffey, Lost Acres Resort

Another great CMR Spring Workshop has come and gone, and hopefully, you were one of the resorters who was able to take advantage of the great presentations. If so, we are sure you received a lot of worthwhile information to help you invest more into your resort. If you were unable to attend, here is a recap of the day's events.



*Larry Starks, Director of Education & Quality Improvement for Meds 1, Grand Rapids, instructing the CPR class.*

The 2007 Spring Workshop was held at the Sawmill Inn in Grand Rapids on Tuesday, April 10. There were 70 attendees who enjoyed a day of information and networking.

This year two Pre-Workshop classes were added for “hands-on” skill development. Tom Pingel from Thunderlake Lodge gave a half day session on the Reservation Master. Attendees learned new software enhancements, reviewed the basics, and were able to ask questions on “how to” make the program work best for them. Later in the afternoon, a class on basic First Aid, use of the automatic defibrillator and CPR skills were presented. Participants became certified as American Heart Association “Heart Savers”.

On Monday evening, the attendees of the Pre-Workshop classes enjoyed dining together. There was a lot of networking and “catching up” on everyone’s activities from the fall and winter. Tuesday’s Workshop began with a warm welcome from CMR President Jennifer Bateman. Participants introduced themselves and told about something new at their resorts. Lisa Randall, who is known as a “life coach”, asked if we felt dragged through the buffet line of life and guided participants in multiple fun exercises to help resorters get a new plate and try some

new utensils to create better balance in our lives. Fun was had by all!

Mark Novotny gave a recap of the CMR Day on the Hill and updated resorters on the status of the Post Labor Day School Start repeals, the Sales Tax Exemption on new construction, and the property tax relief measures. The pros and cons of creating Health Savings Accounts were presented by Stephen Collins of Blue Cross/Blue Shield and Judy Larson of Security State Agency. There were many questions about health insurance options, as well as the Health Savings Accounts. The speakers not only informed but entertained us.

Twenty sure-fire marketing strategies for resorts were presented by Eric Eisland of E3 Consulting Services in Grand Rapids. This excellent presentation gave us ideas and costs of marketing options including print marketing, Explore Minnesota marketing strategies, and website marketing.

The final presentation of the day by Andy Arens of the Soil and Water Conservation Department guided us in choosing native plants to improve our resort shorelines.

Of course, there were lively discussions in the ever popular Cracker-barrel sessions. Topics included troubleshooting guest issues, equipment issues, and emergency preparedness. These sessions are not only very informational, but fun!

Participants felt energized and ready to begin the 2007 season after a fun day of information and networking with friends and fellow resorters. Plans are under way for the 2007 Fall Conference to be held at Breezy Point Resort in Breezy Point on October 28-30, 2007. We all look forward to getting together to learn, socialize, and share stories of the season. Plan to attend and mark your calendars now!



*Enjoying lunch poolside at the Sawmill Inn, Grand Rapids.*

### Sorry, Deer *If you grow lots of flowers that the deer love to eat; try this recipe to keep them away!*

- 1 egg
- ½ cup milk
- 1 Tablespoon cooking oil
- 1 Tablespoon dish detergent
- 1 gallon water

Beat egg and milk together, then add cooking oil and detergent. Add the mixture to water and stir or shake well; store in a covered 1 gallon container.

Apply the liquid to plants (except for food plants) using a spray bottle. Reapply every 2 weeks or after heavy rains.





## Curly Leaf Pondweed Has Infested Our Lake - What Do We Do Now?

By Ed Becker, In-We-Go Resort

This was just the question that residents and resort owners on 11th Crow Wing Lake were faced with last summer after a DNR official was out on 11th Crow Wing doing some routine tasks. At that time, the DNR discovered nine areas on the east basin of the lake with curly leaf

pondweed. The lake association met with local DNR officials to learn more about the noxious weeds. During this informational meeting, it was learned that although the infestation had begun, it had been caught in the early stage. Anyone who had an interest was welcome to participate in the control of the curly leaf pondweed.

We learned that curly leaf pondweed starts to grow underneath the ice and is the first weed to come up in the spring. Therefore, a large-scale hand pulling of the weeds early in the spring was an option for effective control of the undesirable weeds. The curly leaf pondweed takes over areas where the

native vegetation would normally grow. It was at this point that the lake association made a plan to attack and wage war on the weeds. A plan was formed and would be implemented in the spring of 2007 on every Saturday during the month of May from 10am – 2pm to hand pull the weeds.

Since 11th Crow Wing Lake is at the headwaters of the Crow Wing Chain of Lakes, which is connected by a river channel, many stakeholders are located downstream including but not limited to ten other subsequent lakes. We published newspaper articles about the discovery in the local papers, as well as invitations to help come pull the early riser.

The importance of this endeavor was evident when Doug Kingsley from the DNR Fisheries, Marilyn Peterson, the president of the Hubbard County Coalition of Lake Associations (COLA) Aquatic Invasive Species (AIS) Task Force, several members from the 10th and 11th Crow

Wing Lake Association, and a couple residents from 8th Crow Wing Lake put on waders and took rakes in hand to help with the removal of this exotic plant. They met at Crow Wing Crest Lodge, owned by John and Kim Bowen, on the first Saturday of May to report for duty.

On each Saturday in May, except for one when the weather was too bad, everyone showed up to help attack the invasion. Hand pulling of the weeds began in the shallower water and as volunteers moved out to the deeper areas, rakes were used to reach the weeds. As the weeds were pulled from the lake, they were put into canoes, kayaks, and fishing boats and floated to the landing where they were placed onto a trailer, hauled away from the lake, and dumped onto a compost pile at Crow Wing Crest Lodge. The known areas of infestation were

*Marilyn Peterson, President, Hubbard County Coalition of Lake Associations, Aquatic Invasive Species Task Force*

all pulled and cleaned as best we could. Since a few weed areas were in just too deep of water to be reached, it was decided that chemicals would also be applied in some of the areas in an attempt to eradicate even more of the weeds. This will be an ongoing effort in the years to come to help slow the invasive species from spreading.

The DNR currently has very limited resources to clean up invasive species. The public needs to get involved. This cleanup is a good example of folks working together. In a newspaper article by Judy Merriitt, she quoted COLA president Ken Grob in saying, "We have to do more than care about our lakes; we have to take care of them." For more information on and photographs of curly leaf pondweed, visit the website [www.peteport.com/portage](http://www.peteport.com/portage).





## The Pirates of Minnesota ... and Johnny Depp they ain't!

By Tim Smalley - MN DNR Boat & Water Safety

There are pirates lurking on Minnesota waters, but they don't skipper tall ships or say "Arrr...shiver me timbers, matey". Rather, they're on the prowl for your boats, motors, trailers and other boating equipment as their plunder.



*By engraving your equipment with your Operation ID number, it can be returned to you if it is recovered from anywhere in the country.*

Resorts can be an especially target rich opportunity for boat thieves



since there is usually a lot of valuable and unsecured boating equipment around. And, as guests come and go, a stranger on the property isn't an unusual occurrence.

Hot items on the bad guys' shopping lists include boats 16 feet and under, easily-portable outboard motors, trolling motors, boat batteries, gas tanks, sterndrive lower units from I/Os and personal watercraft commonly known by the trade names Jet Ski, SeaDoo, and Wave Runner.



*Using quality locks to secure equipment, you can reduce the chance your gear will be taken by a Captain Kidd wannabe.*

Anything that has value and is portable is at risk for theft. While completely theft-proofing your property can be nearly impossible, you can make it

more difficult for the bad guys. Crooks are predators of opportunity. If it looks hard to steal, they'll probably "shop" somewhere else.

### Rainy Days and Mondays.

Favorite times to steal equipment? There are several, including just before daybreak, just after sunset, Mondays or the day after a long holiday weekend and during the "off-season".

### Take a bite out of crime.

You need to take a complete inventory of your boats, motors, trailers, gas cans, life vests etc., so you know if something does get stolen. Keep

accurate records of the serial numbers of everything that has one. A boat's hull identification number (H.I.N.) is usually at the stern on the starboard (right) of the outside of the transom. It is a series of twelve letters and numbers that are unique to the particular boat and have been required by the U.S. Coast Guard to be on all boats since 1972. Be sure that the H.I.N. matches the one on the boat's registration card that comes with the MN numbers that you put on your boats. While this won't keep your boat from being stolen, it will be proof positive of ownership if it is recovered after a theft. Outboards often have their serial numbers on the mounting bracket.

### To mark it, to mark it.

It's also a smart idea to engrave your resort's name or some other easy to identify marking such as an "Operation Identification" number. Operation ID is a program run by police departments and sheriffs' offices nationwide. You're assigned a distinct number that you put on your valuables. If it is recovered by law enforcement, they can tell immediately where the item is from – even if it is from across the country, and get it back to you. I recommend engraving the number on the item in at least two places, one easy to see and the other hidden, so even if the crook removes one, the hidden name will still be there.

Life vests, boat cushions, and gas tanks should also be labeled with some sort of permanent marking. That makes it lot harder for the creeps who stole it to sell or even to use it! And don't leave small equipment or electronics in boats overnight. There have been cases where boat thieves have cruised around lakes at night, picking off small outboards, fishing rods and other gear from boats tied to docks around the lake and never needed to set foot on shore!

### Lock-it science.

As a kid I remember seeing a public service ad campaign with a photo of a set of car keys hanging in the ignition of an auto, with the slogan "Don't help a good boy go bad." From this, I guess, you could infer that even a "good boy" might decide to go for a joyride in your car if you make it too easy.



*By completely removing one trailer wheel, it can make it too much work for a thief to mess with.*

I'm not sure if any good boys are going to steal your motors, but just to be safe you should consider locking each outboard onto its boat. It can be something as simple as a short but strong chain and padlock, or one of the more elaborate outboard motor locks that clamp around the motor transom clamp toggles. The stronger the lock the better as cheap padlocks can be broken fairly quickly.





*Trailer hitches should be locked, especially if your rig is sitting in an easy to get to (and get away from) area.*

most determined “boat hawk” move on. You might even want to pile items around the boat, so a crook would have to make a lot of noise to move it.

The next time the county sheriff comes out to inspect your rental boats, ask them to take a few extra minutes and look around to see anything else you might be able to do to reduce the chance of loss by theft. The deputies have “seen it all” when it comes to things being stolen, and they might see some weaknesses in your anti-theft defenses that you can easily fix.

### So easy, even a caveman can do it!

Lastly, don’t forget to insure your property and photograph or videotape it and keep the purchase receipts as proof of value. Keep the records and photos in a safety deposit box, hopefully off site, so if a fire happens, you don’t lose everything. One police officer told me that it is best to shoot digital inventory photos and store them on CD. You don’t know who might be developing 35 mm film and saving prints of nice equipment for a later “shopping trip”. I know it sounds a little paranoid, but it has happened.

### Rip Off!

If your boat or other equipment is stolen, report it to the county sheriff

When a boat is sitting on a trailer and not in a well-lit place, it’s almost begging to be stolen unless you take preventative measures. Hitch locks are good, but removing a wheel, locking the spare onto the tongue, chaining the boat to the trailer and then to a tree will make all but the

and your insurance company. Be sure to let the DNR license bureau in St. Paul know if your boat is missing as well, so they can put a “flag” on the hull ID number. You do this in case the thief tries to re-license it under his or her own name – it does happen. (Hey, nobody ever said they were geniuses!)

While total theft-proofing probably isn’t possible, at least you can make it a lot more work. Don’t let a good boy go bad.

## Take the Boating Safety Course

Take the official Minnesota boating safety course on-line at <http://boat-ed.com/mn/>

It’s simple, it’s fun, it’s and it’s official.

Every Resorter should be knowledgeable about the safe use of the equipment in and around their resort. This safety course is a quick and inexpensive way for you to complete a safety course as your schedule allows, and it’s only \$15 to take the official test!

Why take the course?

Insurance savings—Even if you don’t have to take a boating safety course, you can save on insurance. Passing may make you eligible for boat and PWC insurance discounts!

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*Outboard locks can slow down a thief enough to make it too much bother for him to grab your equipment.*

# EDUCATION

## 2007 CMR Scholarship Recipients

The Congress of Minnesota Resorts is proud to announce this year's scholarship winners. Part of the scholarship application includes answering the question, "How has living and working at your family's resort shaped your present character and your future plans?" Here is what each recipient wrote:



**Alicia Niemi**  
Granddaughter of Warren  
& Linda Anderson  
Anderson's Northland Lodge  
Recipient of the Carol Kirchner  
Memorial Scholarship

Living and working at my grandpa's resort—on beautiful Leech Lake—has shaped me into a rather well-rounded individual. In fact, my exact job description is almost impossible to define; according to

most guests, "Alicia just does everything!" (I handle boats/motors, fish cleaning, lodge duties, activities, cabin cleaning—even guiding for the Governor's fishing opener this year!)

Although resort life can involve some not-so-glamorous duties (any Resorter knows what I'm talking about), the daily excitement that keeps me on my toes makes every minute worthwhile. No two days are ever alike, especially with kids on the resort. Sometimes it's hard to tell who's having more fun—me or the kids. Therefore, of all my job titles, I would have to say that I most enjoy being the "Activity Director." Whenever I see that little sparkle of delight in a child's eyes as he tells his mom the details of the Turtle Race or that look of triumph when a child learns how to water-ski for the very first time, I can't help but feel a certain amount of gratification.

Over the years, I've heard countless happy parents tell me that I truly have a talent for working with children. Though I still approach a specific career with uncertainty (should I be a teacher? a pediatrician? a resort owner?), I am certain my passion for children will follow me on whichever career path I choose.

*We would like to wish these three outstanding students the best as they proceed with their ambitions. It is very clear that growing up at a resort has helped shape these individuals and given them wonderful strengths to enter the working world. Best wishes from the Congress of Minnesota Resorts Board.*

***These scholarships are a Congress of Minnesota Resorts Member only Benefit!***

***Contact our CMR Office Manager, Vicky Krattenmaker for more information or an application today!***



**Kelley Frost**  
Daughter of Jack & Sherry Frost  
Joe's Lodge Resort

Learning Through Experience by Kelley Frost

I have learned a lot living and working at my family's resort for the past nine years. While checking people into their cabins, helping them with any problems that might arise, and making them feel at home, I have gained important people skills that will help me in any job that I could go into. Starting

to work on these skills when I was eight has already greatly helped me as a waitress: doing things with a smile, treating people respectfully, and knowing how to make customers feel at ease.

Living here has also taught me the importance of family support. When my family first moved here, my mother didn't have the time to do our laundry or cook meals like she used to. We kids had to learn how to do things independently for ourselves, especially during the summertime.

Cleaning cabins every Saturday has giving me a sense of responsibility. I learned to recognize what needed to be done in my allotted time and how to do things quickly but thoroughly.

Living and working on a resort has been an experience like no other. I may have been doubtful at first, but with all of the things that I have learned and experiences that I've had, I wouldn't change where I live for anything.



**Ashley Grewe**  
Daughter of Rick Grewe  
Quietwoods Resort

For most professions, there's a special day each year where parents get to have their child follow along and learn what they're parents job is all about. But I never got to participate in "bring your kid to work day." I was much luckier. For the first thirteen years of my life, every day was "bring your kid to work day" at my parent's resort.

Living and working at my family's resort has shaped me into the person I am today. My parents allowed me to begin helping them at a young age: counting change to customers, participating in cleaning, and even helping with reservations and deposits. Through these jobs I've learned responsibility and work ethic, and that even the grouchiest customers must be treated with helpfulness and respect. These qualities have proved helpful in the other jobs I've pursued at various restaurants. Also, the experiences I've gained working with money and keeping "the books" at the resort has led me to pursue accounting as my degree in college.

Without the experiences that I've gained by working and living at my parent's resort, I would not be as prepared to enter college as I am.



*Sustainable Tourism is sustaining the local environment - economically, environmentally and socially - and benefiting businesses and communities. This is something all resort operators practice. We are good stewards of our water systems. We employ local people, and our guests mix with and purchase goods from local businesses. The attractions within our local communities are a big part of the magnet that helps draw people to our resorts. The personal attention we provide and how we "connect with our guests" is a big part of why people choose resorts as their vacation destination. We are all "green" sustainable businesses and we need to promote that as vacationers become increasingly environmentally conscious. I am proud of the UMTC for the efforts they are taking to bring this emerging trend to the attention of the tourism industry in Minnesota.*

## 2nd Minnesota Sustainable Tourism Conference

By Tom Ossell, Northern Lights Resort and Outfitting

The conference was held April 25 & 26, 2007, at the absolutely gorgeous Minnesota Landscape Arboretum. The Arboretum is a group of huge timber frame and stone lodges surrounded by 1,000 acres of award-winning gardens and water (a resorter's dream environment). This program is put on by the University of Minnesota Tourism Center of which I am a member representing the Congress of Minnesota Resorts.

This 2-day conference has a format very similar to CMR's fall conference. The first day began with a welcome from Ingrid Schneider, Ph. D., University of Minnesota Tourism Center Director and John Edman, Explore Minnesota Tourism Director.

The first topic before the general assembly was Global Warming and the Implication for Minnesota's Tourism and Recreation. The keynote speakers were Paul Douglas, WCCO Chief Meteorologist; Lee Frelich, Director of the Center for Hardwood Ecology, Uof M; and Mark Seeley, Professor and Extension Climatologist, U of M. They discussed wildlife viewing, fishing, winter recreation and how these and other aspects of Minnesota's recreation and tourism are being affected by global warming.

Following this first panel discussion were choices of three breakout sessions. The topics were: energy efficient buildings and materials, government approaches to sustainable tourism, and how sustainable practices are benefiting businesses and local communities.

Late afternoon started with a resource fair and reception in the Great Hall. Attendees could enjoy regional foods and Minnesota wines while visiting with vendors and resource providers.

The evening presentation was with Ali Selim, the director of the award-winning movie Sweet Land filmed on location in southwest Minnesota. He discussed the opportunities, challenges and impact of making Minnesota's first carbon neutral film.

On the second day, the early risers enjoyed a birdwatching walk around the Arboretum.

Ingrid Snider opened the general session by providing statistics on how sustainable tourism is a growing sector of the market and how Minnesota can stay ahead of this changing market and position itself as "a sustainable tourism destination".

Ingrid then introduced Costas Christ, a dynamic speaker and President

of the Adventure Council. He writes a monthly travel column for National Geographic Adventure magazine and serves as the Chairman of the World Travel and Tourism Council. He writes for the New York Times, International Herald Tribune, Boston Globe, and Sunday Times of London and has appeared on CNN, BBC, National Public Radio and ABC News.

Costas's point was very clear: the economy's growth is moving towards environmental issues. Toyota just surpassed GM as the largest car manufacturer in the world. They accomplished this with environmental technology, designing vehicles that use less fuel. We are all aware of the growth in organic foods; Wal-Mart is now the top seller of organic foods. The research by travel companies, like Orbitz, and others have found that vacationers have environmental concerns and will pay more at businesses that are environmentally responsible. On a world market basis, it was very exciting to learn how much the "mom and pop" lodging operations are really gaining in popularity (it's the guests' connection thing) and that giant operators are getting into these neat little boutique properties.

The second day morning sessions were: using renewable energy is a viable option for tourism businesses, working with local governments for sustainable tourism, and best practices in lodging.

The lunch was orchestrated by a number of contributing chefs and was gourmet. Have you heard of black radishes? They are the size of softballs. They were sliced like small French fries and used in one of the salads. The chef-sliced baron of beef was served with a brown mushroom and onion sauce. Dessert was a black cherry & pear tart in a flaky piecrust the size of a popover.

During lunch, a panel of tourism operators, Mark Ronnei of Grand View Lodge at Brainerd, Bill Hanson of Sawbill Outfitters and Lynn Scharenbroich of Black Pine Beach Resort on the Whitefish chain, kept us alert with interesting stories on how sustainable practices play a valuable role in their business operations and the expansion of their physical properties. As Lynn put it, it is like a frog looking in a mirror and recognizing it is "green". Most resorts are "green" with a lot of sustainable practices in place, so we can use this buzzword as we market our businesses.

The afternoon breakout sessions were the following choices: Landscaping and Lakescaping for Sustainable Tourism (wildlife viewers spend more than \$531,000,000 annually in MN), Local Sustainability for Businesses and Communities (actions that highlight natural and cultural resources), and Sustainability is Good Business 2 (Wisconsin has implemented "Travel Green" patterned after Vermont).

Mid afternoon, John Edman and Senator Satveer Chaudhary spoke of what is next for Minnesota. Senator Chaudhary is sponsoring a bill on eco-tourism. Ingrid Schneider closed the conference with a summary of what had taken place and thanked all those involved.

This was truly a very informative conference with ideas that you can take home and apply. Most importantly this is education about an emerging market and how we can benefit from adopting sustainable practices. This is exactly what we already are all about; claim it.

# The Congress Of Minnesota Resorts



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The Congress of Minnesota Resorts exists to help family owned and operated resorts in Minnesota to continue as a viable segment of the Minnesota tourism industry.



The Congress of Minnesota Resorts Fall Conference

Diligently working to preserve Minnesota's resort traditions.



The Congress of Minnesota Resorts Day on the Hill



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Your membership in the Congress of Minnesota Resorts (CMR) is a good investment for both you and your resort business. Join in the organization's philosophy of "Resorters Helping Resorters." So many benefits await you! Fill out the membership application today, and become a member of a unique association of resorters, run by resorters, for resorters. Our focus is very clear!

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Owner/Manager \_\_\_\_\_ Years in resorting \_\_\_\_\_

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Township \_\_\_\_\_ County \_\_\_\_\_

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Send to:

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New London, MN 56273

*Questions regarding Membership?*

*Contact Vicky at [cmr@minnesota-resorts.com](mailto:cmr@minnesota-resorts.com) or 888-761-4245*

## MARKETING

- Your resort is listed on our website  
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# MARKETING

## Proud New Owners

By Bob Barton, Hidden Haven Resort

Our family consists of myself, my wife Katie, and our two children, Christopher (15) and Molly (12). We purchased Hidden Haven Resort on March 15, fulfilling my lifelong dream of owning a resort. Prior to purchasing the resort, I was a commercial property manager in the Twin Cities and Katie was the lead teacher in the pre-school program for the St. Anthony-New Brighton School District. We had made our home in Brooklyn Park for 18 years.

I caught the resort bug when I was about 8 years old and my parents took my siblings and me on vacation to Lake Kabetogama where we stayed at a place called Esslinger's Resort. From then on, I was hooked and I even ended up working my way through college as a dock boy at Pine Aire Resort on that lake. Needless to say, I am thrilled to be in the Grand Rapids area and it has become, in a very short time, home to us.

The kids have made new friends from school and are looking forward to meeting all the kids who will be staying at the resort this summer. Christopher is earning some tips filleting fish and Molly just earned some cash from her first babysitting job, so life for them is good. As for Katie and me, the guests we have met have been wonderful and the people we have met through CMR have been great. We are really excited about the rest of the season!



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## Welcome New CMR Members!

### New Members

Bob & Katie Barton,

*Hidden Haven Resort, Cohasset, New Owners*

Rick & Diana Dodge,

*Shady Hollow Resort, Brainerd*

Joe & Carol Campbell,

*Campbell's Lodge, Deer River*

Tim & Karen Senger,

*Cedar Point Resort, Marcell*

John & Lisa Matthews,

*Island View Resort, Orr*

Chuck & Marilyn Appeldoorn,

*Appeldoorn's Sunset Bay Resort, Isle*

Ron & Jacqueline Danielson,

*Chapel Hill Resort, Spring Lake*

### New Associate Members

Pine Insurance Agency,

*Mike Anderson & Dan Borseth, Aitkin*

Septic Check, Inc.,

*Eric Larson, Milaca*



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VACATION@SHINGWAKO.COM OR 218-232-0255





## Resorter Recipes

By Pat Addler, Cedar Rapids Lodge

### BROCCOLI CHEESE DIP

2 boxes chopped frozen broccoli, drained  
1 can cream of mushroom soup  
1 stick butter  
1 can mushrooms, chopped  
16 oz. jar of jalapeno Cheez Whiz®

Mix all ingredients together and cook on stove on low heat until warm. Don't start in a crock pot because the dip will be too watery. Serve with tortilla chips, pita chips or slices of french baguette.



### HENKE BEANS

1/2 lb. ground beef  
1 tsp. dry mustard powder  
1/4 lb. bacon, cooked & chopped  
1 can lima beans, undrained  
1 medium onion, diced  
can butter beans, undrained  
3/4 c. ketchup  
1 can kidney beans, undrained  
3/4 c. brown sugar  
1 can pork & beans, undrained  
2 tsp. vinegar

Brown ground beef and the onion; cook the bacon and chop. Mix the ketchup, brown sugar, vinegar and mustard in a small bowl. In a baking pan, combine the browned beef, bacon, contents of the small bowl and the undrained beans. Bake for 1 hour at 350.

### SOUTHWESTERN CHICKEN

2 cans Mexi-corn, drained  
1 can black beans, rinsed & drained  
16 oz. jar chunky salsa  
6 boneless, skinless chicken breasts  
1 cup low-fat shredded cheddar cheese

Combine corn, black beans and 1/2 cup of the salsa in a slow cooker. Lay the chicken breasts on top. Pour the rest of the salsa over the chicken. Cover; cook on high 3-4 hours or low

for 7-8 hours. When cooked, sprinkle cheese on top and cover for 5 minutes before serving. Makes great filling for soft tortillas or serve over a bed of rice.


### MAGIC PEACH COBBLER


1 stick butter or margarine  
1 c. sugar  
1 c. flour  
1 1/2 tsp. baking powder  
1/2 tsp. cinnamon  
3/4 c. milk  
4-5 large peaches, sliced  
1 cup sugar to sprinkle over all

Melt the butter in a 9 x 13 pan. Mix together the sugar, flour, baking powder, cinnamon and milk and pour on the butter in the pan. Do not stir! Add the peaches.


Pour the cup of sugar over the top of the peaches. Bake for 30 minutes at 350.








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## Get Ready for the CMR Fall Resort Tour!

By Timberly Christiansen, Finn-N-Feather Resort

Get Ready to Mark your Calendars - Plan to Attend the Annual Congress of Minnesota Resorts Fall Resort Tour! This year we will be touring resorts in the Nevis/Akeley area. The tour will take place in mid-September with an exact date still to be decided. It all starts at 9am at Big Timber Lodge, with hosts Preston and Penny Turner. From there we will tour Camp Liberty Resort, owners Norm and Sharon Kittleson, and In-We-Go Resort, owners Ed and Sara Becker. The final resort on the tour will be Crow Wing Crest Lodge, with your hosts, John and Kim Bowen. Here we can stop and gather for a sack lunch and lots of talk! Since it will be the end of the season for most, it's always a great time to share your survival stories of the past summer! Check out these resort websites to learn more about each resort and keep a lookout for more information to come on the CMR's Annual Fall Resort Tour. You won't want to miss it!

[www.inwegoresort.com](http://www.inwegoresort.com)

[www.camplibertyresort.com](http://www.camplibertyresort.com)

[www.bigtimberlodge.com](http://www.bigtimberlodge.com)

[www.crowwing.com](http://www.crowwing.com)

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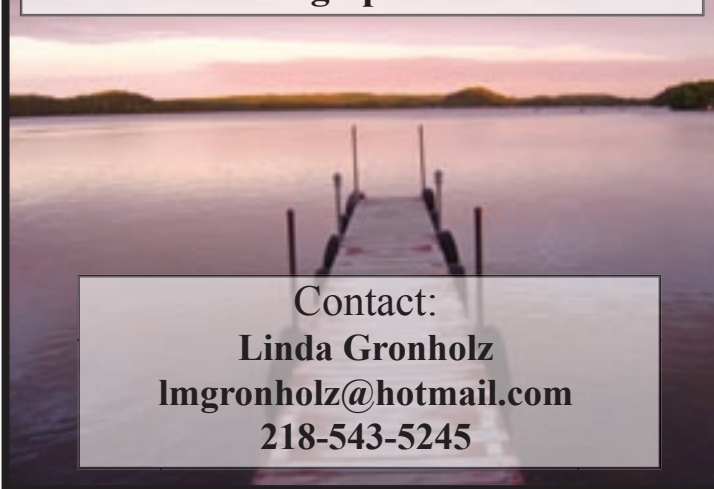
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## Crib Safety

For infants under 12 months of age, follow these practices to reduce the risk of SIDS (sudden infant death syndrome) and prevent suffocation:

- Place baby on his/her back in a crib with a firm, tight-fitting mattress.
- Do not put pillows, quilts, comforters, sheepskins, pillow-like bumper pads or pillow-like stuffed toys in the crib.
- Consider using a sleeper instead of a blanket.
- If you do use a blanket, place baby with feet to foot of the crib. Tuck a thin blanket around the crib mattress, covering baby only as high as his/her chest.
- Use only a fitted bottom sheet specifically made for crib use.



## Check Your Crib for Safety

There should be:

- A firm, tight-fitting mattress so a baby cannot get trapped between the mattress and the crib.
- No missing, loose, broken or improperly installed screws, brackets or other hardware on the crib or mattress support.
- No more than 2 3/8 inches (about the width of a soda can) between crib slats so a baby's body cannot fit through the slats; no missing or cracked slats.
- No corner posts over 1/16th inch high so a baby's clothing cannot catch.
- No cutouts in the headboard or foot board so a baby's head cannot get trapped.
- Never place the crib near drapes, blinds, lamps, or anything else with cords.
- For mesh-sided cribs or playpens, look for:
- Mesh less than 1/4 inch in size, smaller than the tiny buttons on a baby's clothing.
- Mesh with no tears, holes or loose threads that could entangle a baby.
- Mesh securely attached to top rail and floor plate.
- Top rail cover with no tears or holes.
- If staples are used, they are not missing, loose or exposed.



## Resort Kids Rules

*Gee, growing up at a resort is full of rules and a little rough on our kids. The following is a list of rules compiled from several CMR resorts drawn from their personal experiences.*

You can't throw rocks at cabins.

You can't tell others you own the resort so you can do whatever you want.

You have to share your toys if you leave them where guests can play with them.

You can't take money from the store cash drawer, for yourself or the guests.

The store is not our kitchen, you can not help yourself to whatever you want, whenever you want.

You can't scream and yell around the cabins.

You can't leave your clothes around the resort.

You can't bury your toys in the sand volleyball court.

You can't take kids into the shop or behind the shop where they could get hurt.

You can't run around naked or even half dressed.

You only get a "dollar a day" to use for treats in the store or video games at the game room, no more.

You can't go swimming without supervision and/or lifejackets.

You can only pee outside, never poop, and only in an emergency and somewhere no one can see you (and never on a non-porous surface, aka sidewalk or cement driveway)!

You can't tell guests our garage code so that they go in our house when we're gone.

Guests are first on campfire donut night and the ice cream social.

Absolutely no yelling or crying when we're on the phone!

Get the phone if you know we can't and answer with the resort name, not just "Hi."

Using the computer for reservations is more important than computer games, so get off without complaining.

You may not knock on anyone's cabin door before 10:00 am

You may not ask guests for food.

You may not go tubing or skiing with guests without our permission.

Please do not ask for candy, ice-cream or pop out of the lodge. The answer will always be "No," I will decide when you can have some and I will offer it to you.

There will be times that I ask you to wear your life jacket, and times that I won't. If I ask you to wear your life jacket, don't argue.

Do your best to work happily, even if you don't like the job. We're a team, and all the work has to get done somehow.

Guests come first when it comes to using the resort equipment (sorry but that's the way it is).

You can't go uninvited into guest's cabins to visit their dogs.

Don't beg the guests to take you fishing or dig in their tackle box and bait containers.

Don't lend guests your Dad's fishing equipment.

Don't bathe in the mud puddles.

We always had a "one pop" rule with our kids, even through their teenage years. When our oldest went to college, she called one day and said, "Tell Dad I had 2 pops today!"



Cael Sams, Campfire Bay Resort

## There's More to it Than Catching a Walleye! The Governor's Fishing Opener

By Carol Altepeter, Governor's Fishing Opener Event Coordinator,  
Explore Minnesota Tourism

In 2008, Minnesota will celebrate the 60th anniversary of the Governor's Fishing Opener event. While there are varying stories on how the Governor's Fishing Opener began, there is no doubt that this tradition has made its place in Minnesota history. The event was designed to improve Minnesota's economy through the development and promotion of the state's recreational opportunities, especially fishing.

Today, the Governor's Fishing Opener event is a well-known event in our state. The process to host this event begins about 18-24 months before the actual event happens. Explore Minnesota Tourism is the state agency that coordinates the process to host the event. Tourism organizations and businesses are invited to submit proposals to host the event through announcements in the EMT Express, on the Explore Minnesota Industry Website, and in "Your Guide to Explore Minnesota Tourism Programs".

For 2008, Pequot Lakes and Breezy Point have been selected as the host communities. Proposals will begin to be accepted for 2009 in August of 2007. Proposal deadline will be October 1, 2007.

A community or area considering hosting the event should take several things under consideration when deciding if this is the right promotion for them. Do they have lodging occupancy available during the dates of the Opener? The goal is not to displace current guests, so if there is limited occupancy, this might not be the right promotion for the area. However, if there



Entrance "parade" to community picnic at Walker City Park along the shore of Leech Lake

is open occupancy, hosting the Governor's Fishing Opener may be a great way to promote a time when it is needed!

The lodging arrangements for the 325 attending media, sponsors and other guests of the event are different each year. Some years the guests are housed in one resort or hotel; in other cases, they are spread throughout an area at different resorts and hotels. A com-

munity or area must be able to provide meals for the event, including a picnic open to the public. The picnic is a great way to celebrate the hosting community. The sponsoring organization works with corporate sponsors to have the picnic free and open to the public. A program is planned, and many activities happen during the picnic. Attendance over the years at the picnic have been anywhere from 1000-3500 people enjoying all the fun activities that are planned.

When a community is selected to host the event, the sponsoring organization is charged with organizing a planning committee. The planning committee includes a Chair or Co-Chairs of the event, as well as a representative of the sponsoring organization board, a treasurer, and in some cases, a staff person from the sponsoring organization. The entire committee is usually about 20-25 people who lead subcommit-

tees. These committees include public relations, fishing hosts, sponsorships, activities, community picnic, as well as others. In the end, there are usually at least 250 volunteers (including fishing hosts) that work on some part of the event. Volunteers are one of the most important keys to hosting a successful event, and host communities during the past several years have had many willing community people who come forward to be a part of showing the hospitality of their area.

Hosting the event brings great media exposure to the participating communities. Explore Minnesota Tourism has tracked over the last several years a minimum of \$600,000 worth of media exposure that can be credited to the community as a result of hosting the event. In some communities, there has been even more. In addition, it gives three days worth of exposure to state and local officials who attend the event. And, the community pride that is developed because of hosting such a highly visible event is hard to measure, but it surely does happen. There is no doubt that there are many hours of time spent on planning and executing this event, but the exposure received can surely make the efforts worthwhile.

A community interested in hosting the event should contact Explore Minnesota Tourism early in their considerations to receive the guidelines and other information to evaluate if this is the right decision for their area. For more information, contact me at:

Carol.altepeter@state.mn.us, 888-629-6466 or 218-828-2334.



Press conference at Huddle's Resort after a great morning of fishing Leech Lake!



# 22<sup>nd</sup> Annual Fall Conference

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Contact Tam Mahaffey at 218-835-6414 or [lostacre@blackduck.net](mailto:lostacre@blackduck.net) for more info.

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## What Were They Thinking?

By Dave Thompson, Dock Boy at Fisherman's Village Resort

*The author would like to mention that the following article is his opinion and not necessarily that of the CMR.*

The 2007 Legislative Session just ended and a DNR Funding Bill was passed and signed into law. A major portion of this bill will have a lasting impact on Minnesota tourism businesses. Non-resident angling licenses will have a significant price hike starting in 2008. Notice I said **non-resident**, there is NO increase in resident angling licenses, actually a decrease to the State's ice anglers.

So what caused this increase? Well, you would expect that it was for something that non-residents caused or impacted on the DNR expenses. Unfortunately, that is not the case. The DNR needed some additional funding to fight invasive species in Minnesota waters, such as Eurasian Milfoil, Asian Carp, and Zebra Mussels. During the Session, a bill was introduced to place an invasive species surcharge on every boat registration – a surcharge of \$25. The fee for a standard resort boat, say 16 feet long, is now \$17 of which \$4.50 is an invasive species surcharge. The bill would have added \$25 to that fee to make the new cost \$42. A 20-foot pontoon license is now \$56 (\$4.50 for invasive species surcharge), so the new price would have been \$81. That would not generate enough new money to cover the expenses, so the bill also placed a \$2 surcharge on every non-resident angling license as well. That bill didn't pass as written - the resident's watercraft surcharge was dropped, but the \$2 surcharge on every non-resident angling license stayed.

Isn't it interesting that the part of the bill that affected many Minnesota voters was dropped and the part that affected visitors to the State who cannot vote was left in? This resorter is wondering how a non-resident family coming to Minnesota for a week's fishing vacation at a resort and renting the resort's boats is causing an invasive species problem. They are angling out of a Minnesota registered watercraft that has already been assessed the existing fee. That watercraft is most likely not being moved from lake to lake. Even if it were, it has been licensed and charged a fee to support the program. The watercraft transports the invasive species from lake to lake, not the angler. If the DNR needs additional funding for invasive species management, (and they do need the additional funding) it should be assessed on watercraft. Non-residents and residents alike using a watercraft in the State could and should have been asked to purchase an invasive species stamp, (one would need to be created) like a snowmobile trail permit. This stamp revenue could be dedicated to invasive species control and cover the costs of this program.

Unfortunately, the DFL-led legislature didn't end the attack on non-resident anglers there. Senator Chaudhary, Chair of the Senate DNR Finance Committee, wanted to remove the requirement for a fish house license on portable fish shelters, like the popular Fish Trap. Many Minnesota ice anglers feel that they should not have to purchase a shelter license on these very portable ice tents. So the Senator asked the DNR what the fiscal impact of that loss of license sales would be on the Game and Fish Fund, which consists of the fishing and hunting license revenues. That amount was approximately \$750,000. The DNR Fisheries is almost entirely funded from the Game and Fish Fund, so any loss of funding has a huge impact on programs and

staff. Senator Chaudhary then decided to add \$3.50 to every non-resident angling license to replace the funds lost by giving resident ice anglers the exemption. That sounds pretty fair, right? Again charge the non-residents; they have no vote so the Legislators can look good to Minnesota voters for that plan. The 221,000 non-resident, non-voting anglers get to pick up the bill.

Starting in 2008, non-resident anglers will now have an additional \$5.50 per license tacked on to their vacation costs. So a family of four, let's say from Nebraska, with two teenagers, in 2007, pays a total of \$86 for a 14-day non-resident married couple license and \$25 each for two 7-day individual licenses for each teen over 16. In 2008, that same family will now pay \$16.50 more for a total of \$102.50. That works out to \$14.64 per day for that family of four to fish for one week. An individual resident angler pays \$18 for an entire year.

Let me pass along some valuable information. We have all heard and used dollar figures of how much tourism generates for Minnesota's local and state economies. We have all heard and used this information to let our local and state leaders know that those dollars are spent and re-spent throughout our State. I won't take the time to highlight those again. But this is what you don't know:

**2006-Approximately 800,000 Minnesotans purchased an angling license - that generated \$13,043,000.00 for the Game and Fish Fund** (I did not include sportsman's or sportsman's combos in this figure. It is too difficult to separate fishing vs. hunting revenues)

**2006-Approximately 221,000 non-resident anglers purchased licenses -that generated \$6,400,000.00 for the Game and Fish Fund**

Without non-resident anglers purchasing licenses in Minnesota, Minnesotans will have two choices:

1. DNR and the Legislature are going to have to increase resident angling license holders by 400,000, double the amount of non-residents we now have. This would be a 50% increase in the State's angler population. But currently we are statistically losing anglers.
2. Raise each resident angling license by \$8 to generate the same amount for the Game and Fish Fund.

The DNR is faced with a declining angler population each year. In the past several years, Minnesota's license sales has dropped from 1.6 million to 1.4 million in 2006. The DNR has added staff and program funding to increase angler retention and recruitment.

Now even if resident anglers were to accept this and take on the \$8 increase to replace non-resident anglers, will they also want to step up and spend their vacation dollars in Minnesota?

I operate a resort that is family fishing oriented. About 80% or our customers are non-residents. Added to the high cost of gasoline for the trip will be this considerable increase in license fees for the privilege of fishing Minnesota's lakes, rivers and streams. How many of these valuable tourists will be discouraged from visiting Minnesota? What will be the future economic impact on Minnesota's tourism business? How will that impact Minnesota's economy? *What were they thinking?*





# Legislative News

## Session Ends On Time – Film at 11:00!!!

By Joel Carlson, Lobbyist for the CMR

So, where is Dr. Phil when you need him? The Minnesota Legislature and Governor Pawlenty brought the session in on time and mostly under budget. But the messy ending at midnight on May 21 left a wide swath of distrust and distain among legislators and enough damaged relationships to keep a full team of therapists busy until next session kicks in February 12, 2008.

The final results are still being picked over by the press and pundits – but overall it's hard to score the session as a total win or loss for either Governor Pawlenty or the new DFL majorities. Both sides are claiming credit or victory for a number of positive legislative outcomes, so reading their press notices can be a little misleading.

The Governor only had to accept moderation where he wanted (clean air, water and energy) and was able to hold firm on taxes and keeping new spending mostly within the existing growth of revenues (about

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***“The Governor...  
was able to hold firm  
on taxes and keeping  
new spending mostly  
within the existing  
growth of revenues...”***

---

\$2.2 billion of new money). However, the Governor didn't see any real education reforms and may be stung in the long haul over his vetoes of the bonding bill and the omnibus tax bill. I suspect that a special session with a limited agenda is being considered as a needed ointment to those sore spots.

The DFLer's didn't deliver as much as they hoped for education and health care, but could they ever? The demand for spending in these two areas of the budget are so significant, it would be difficult to walk away from any session having fully met these needs. The DFL majorities passed three major bills along to the Governor – knowing full well and in advance that they would receive thumbs down from the Governor. But, they passed them anyway. So it's hard to say the legislature capitulated to the Governor on every point.

However, the lack of agreement on a tax bill, transportation funding, and a capital improvement bonding bill signals deeply held and entrenched opposition between the Governor and the DFL - something that may take a while to wear off.

Time will tell, but I won't be surprised if there is a special session called to address the unfinished business of the session before this edition of the Resorter hits the newsstands. There's too much on the line, too many interest groups seeking action, and too little to be gained by either the legislature or the Governor maintaining a “my way – or the highway” posture. If they can find common ground on an overall tax bill and bonding bill, everyone's ship will rise.

*Legislative News cont. on page 22*



## CMR Succeeds in Passing Statewide Zoning Requirements!!!

A top legislative priority for the CMR in 2007 was the establishment of a uniform system of state-wide zoning for shoreland resorts. With the passage of SF 961 (signed by Governor Pawlenty as chapter 92) we tallied up a major victory!!! Authored by Sen. Dan Skogen (DFL Wadena) and Representatives Frank Moe (DFL Bemidji) and Larry Howes (Rep. Walker), the bill has provided resorts the ability to maintain, rebuild, expand to meet code requirements and utilize alternative forms of ownership without losing existing densities. You can view the final legislation by using the following link:

<http://www.revisor.leg.state.mn.us/bin/bldbill.php?bill=S0961.3.html&session=ls85>

Success on this issue was the result of hard work by several CMR members who at great expense of their time and energy participated from the “ground up” to help develop the Minnesota Department of Natural Resources Alternative Shoreland Zoning Project. The success of this project was also due to the compromise and cooperation of the associations representing local units of government, the Minnesota DNR, and the grass-roots efforts of CMR members who made phone calls, sent emails, and attended the Day on the Hill.

We are planning to provide an overview of the new law at the CMR Fall Conference – one more great reason to attend!!! Thanks to everyone that helped make this legislation possible.

## School Calendar and Post Labor Day School Start Times

The CMR was successful in maintaining the current requirement that schools begin their sessions after Labor Day. This will likely be an ongoing, annual discussion – so we will need to continue our vigilance. The tourism industry has remained focused on the key issue – improving learning outcomes as the # 1 priority! Bills to repeal the post Labor Day start were heard in the House and Senate, but did not advance. CMR members testified about the importance of the school calendar to tourism and ways to best improve learning. Great job!!!

The legislature also failed to expand the school year. This proposal will also come back to the Capitol. However, many legislators firmly believe that there is adequate time within the existing school year to add additional days without impacting the Labor Day requirement.

## Property Tax Relief Passes, Falls Victim to Veto

CMR's legislative quest to provide additional property tax relief was included in the omnibus tax bill that passed the legislature. However, as mentioned earlier, the entire tax bill was vetoed by Governor Pawlenty. The legislative support for continuing to hold down and reduce small resort property taxes continues to be solid. Should a tax bill be passed during a special session, or the next legislative session in 2008, I firmly believe that additional tax relief will be part of a final package.

Currently, the first \$500,000 of resort value (First Tier) is taxed at a rate of .55 % of your estimated market value. The legislature approved to increase the First Tier to \$600,000 and also to lower the tax rate to .50% of EMV. We will continue to make certain that the legislature addresses the rising lakeshore values in the property tax system.

## The CMR Needs You!!!

The CMR Legislative Committee is searching for new ideas for legislative reforms. After several years of success, we are now faced with developing a revised platform of issues for legislative action. A couple suggestions for review – Department of Health permit approvals and resorter involvement in controlling invasive species. You will be getting email notices of upcoming Legislative Committee meetings, and the Fall Conference will provide an opportunity to share your concerns. I've heard it 1000 times, “There oughta be a law!!!” Well, this is your chance to step up.

\*\*\*\*\*

*Hope your resort is full, the fish are biting, and the sun is shining brightly for all your guests. -JC*

***Your membership to the CMR helps make your voice heard at the Capitol.***

***See pages 12 & 13 for more details.***





# [www.minnesota-resorts.com](http://www.minnesota-resorts.com)



## CLICK HERE!

For all of your Congress of Minnesota Resorts “Members Only” information

**It's easy!** Click on the “CMR Membership” tab at the bottom left of the home page.

(Forgot your password? Simply click the “I forgot my login” and it will be sent to you.)

From here you can edit all of your resort listing information, as well as access the following information:

- Office Staff and Board Member Information
- CMR Venders
- Past Editions of the Minnesota Resorter magazine and CMR Newsletter
- Application Forms
- Educational Materials
- Conference & Workshop Forms and Schedules
- Legislative News
- New information is being added regularly, so refer to it often.

***Have fun exploring the site and be sure to BOOKMARK it!***

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and enjoyable  
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## Attention: non CMR members

**"Experience" really does count and the CMR shares it.**

**A CMR membership cost less than a paddle boat and gives you a better yield!**

**Associate with achievers**

**Learn operating tips, that include how to save \$**

**Get exposed to new ways of advertising,**

**Know what resort vacationers are willing to pay for**

**"The better you operate, the more you make and the more your resort is worth."**

**A message from Orion Resort and Campground Sales.**