

# THE MINNESOTA RESORTER

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Cover Photo-Courtesy of Chris Polydoroff taken on vacation at a Minnesota Resort  
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FROM YOUR PRESIDENT'S PEN *By Jennifer Bateman – Two Inlets Resort*

It's hard to believe that late fall is already here! It often seems like once the season gets rolling it just flies by. I hope you all had a good season. And your definition of "good" may be different from your neighboring resorts definition. For some it may mean your occupancy was up, or your income was up and expenses were down. Or it may mean that you had more repeat customers than ever before, helping affirm that the improvements you are making to your resort are making a difference. For some resorters a "good" season may mean there were no expensive breakdowns or repairs, or that no guests caused you undo stress. What ever your definition of a "good" season, I hope you had one! Goodness knows we all deserve some rewards in this business because we are a hard working group of people!

I don't have much for a progress report in this letter because the quarter I'm reporting on includes the months of July, August and September. There typically isn't much action during these months in any of the CMR's primary areas of education, legislation or marketing. The goal is often maintaining what's in place, of which the board has done an excellent job.

In September I attended a third meeting held by the Minnesota Office of Tourism regarding the declining number of resorts in our state. The committee continues to work on 'actionable' items, and you should see more on this in 2003. The planning stages for the resort transformation study as originally presented are now on hold. There is talk of revamping what will be studied to make the study a more useful tool for the resort industry. John Edman, who is the Director of the MOT, wrote an editorial article which went to 150-200 newspapers across the state. It described the importance of resorts to our state and the concern of the decline. It disappointingly appeared in only a handful of newspapers, and it didn't make it into the Mpls Star Tribune or the St. Paul Pioneer Press. A similar article (which appears in this issue), appeared in the August issue of the Minnesota Association of Counties newsletter. It also details the total sales tax and number of resorts per county, which can be a real eye opener for county commissioners and

legislators alike! The MOT is asking for our help as individuals in spreading the news to counties that resorts are declining. And the committee feels there is a real need for educating the general public on this issue as well. So please, TALK IT UP every chance you get!



*President  
Jennifer Bateman*

The resort tour in the Bemidji area shortly after Labor Day was a great educational opportunity. Thanks to four progressive resorts/resorters for sharing their properties for the day. If you've never been on a tour, try to make it next year to share some ideas and just have a good time!

Plan to take some time this winter to connect with at least a few other resorters and their resorts. See their new construction — perhaps a cabin or a remodeling project. Or check out some landscaping possibilities. Gather ideas on what could possibly work for you and your property. While we know that no two resorts are alike, we do know that we can learn from one another's projects. Don't be shy! CMR members have a reputation of being helpful and friendly! ❁

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## NEW UNDERGRAD TOURISM PROGRAM AT COLLEGE OF NATURAL RESOURCES

In a state where natural resources are among the key things that define Minnesota as a state, the University of Minnesota College of Natural Resources is offering a new program in tourism management. This program is for undergraduate and graduate-level students who want to understand the fundamentals of sustainable natural and cultural resource management. The curriculum also focuses on managing the visitors and the businesses that depend on natural resources for recreation and revenue.

Alan Ek, the head of the college's Department of Forest Resources, had the vision to expand the Recreation Resource Management degree to include not only the management of natural land and water but also the people and businesses they attract. He hired Ingrid Schneider, Ph.D., from Arizona State University where she was the graduate coordinator for Recreation Management and Tourism. Schneider manages the new program at the College of Natural Resources. It is a unique offering at the graduate level in the region.

"Tourism is a \$9 billion industry in Minnesota by gross receipts," said Ek. "We want to support students and returning professionals who want to develop and manage resource-based tourism operations, programs and visitors in Minnesota and in other places in the U.S. and abroad."

Deputy Commissioner of Tourism John Edman said, "I am excited about this new program. Natural resources are a major travel attraction in this state. Anything we can do to sustain our resources and manage the people who travel to see and use them is good for the long-term viability of our incredible natural resource base for tourism."

Lynn Scharenbroich, who owns Black Pine Beach Resort in Pequot Lakes with her husband, echoed Edman's support. "If resort owners are made aware of the program and understand it, I wouldn't be a bit surprised to see a lot

of support from the industry. There's no doubt that a big need exists for training programs targeted toward potential tourism employees. Resorts of all sizes have been wringing their collective hands over this problem for years."

According to Schneider, the Recreation Resource Management major with its focus on resource-based tourism prepares students for a wide variety of jobs such as the management of a resort or natural resource-based destination, the executive director of a nonprofit nature center or historic site, a national park employee, a community developer or a person doing market analysis, research or teaching. "We expect to attract students and returning tourism professionals who have a strong interest in economically and environmentally-sustainable tourism. At the Ph.D. level, there are three jobs for every graduate."

Classes in the undergraduate program cover topics such as tourism development, nature-based tourism, visitor behavior, sustainable planning and policy, business management, marketing and commercial recreation and tourism.

Travel Industry Association statistics indicate that in 2002 over one-third of the traveling public, 55.1 million Americans, can be classified as sustainable tourists interested in natural and cultural resources as not only attractions, but also as important to sustain. Nearly two-thirds (61%) agree that their travel experience is better when the destination preserves its natural, historic and cultural sites and attractions. Overall, the majority of the traveling public (71%) indicates that it is important to them that their visits to a destination not damage its environment.

Information about the new degree program entitled Resource Based Tourism can be found under undergraduate majors at <http://www.cnr.umn.edu> or from Ingrid Schneider at [ingridss@umn.edu](mailto:ingridss@umn.edu), 612-624-2250. ❁

"NATURAL RESOURCES ARE A MAJOR TRAVEL ATTRACTION IN THIS STATE."

IT'S THE LITTLE THINGS WE DO *by Dan Howland, Maplewood Resort*

**T**he 2002 season is over and now is a good time to list all those little things we did to help our guests have a great vacation. As I look back on the season, I remember all the good days and seem to forget the days that were a challenge.

I remember the kids whose parents were not as attentive as maybe they should have been. We were able to give them a good rainy day experience with one of our inside kid activities. I remember being able to tell a guest that his check out time could be delayed for several hours because the new guests for his cabin were not expected until late evening. I remember helping a guest make reservations for horseback riding. I remember overlooking the charge for day visitors because they were grandparents here seeing a grandchild for the first time. I remember helping to celebrating the 13th wedding anniversary of one of our guests.

I remember helping an octogenarian launch his boat. I remember giving a pontoon boat ride around the lake and pointing out the wildlife and other interesting sites.

remember the "thank you" when I told a guest at check-in that because of a last minute cancellation we were putting them in a nicer cabin for the same price . I remember making breakfast for two bicyclists that were ridding coast to coast.

I remember using our air compressor to blow up beach toys. I remember the excited faces of the kids when I told them all the resort provided beach toys were free for them to use. I remember taking pictures of the fish and the fisherman. I remember giving a free copy of those pictures to the guest.

I remember greeting each guest as they arrived. I remember waving good bye to each guest as they left for home.

I remember walking around our resort holding hands with my wife and chatting with our guests making sure their needs were being met.

It was a good season.

Till next time, it's the little things that count. ✨



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# THE BEMIDJI FALL RESORT TOUR By Dawn Sullivan

This year the Congress of Minnesota Resorts School of Resorting held its Fall Resort Tour in the beautiful Bemidji area. It was a wonderful sunny day to relax and tour the four CMR member resorts. We spent about an hour at each resort and got to see how each very different resort does business in their little piece of heaven.

Our first stop on the tour was Cedar Rapids Lodge on Medicine Lake. Steve and Pat Addler opened up their 12 log-sided cabins for our viewing. One of the interesting things they've done was to build attached carports on their

cabins. We were able to look at their heated pool area, and have snacks in their lodge where they also have a short-order kitchen. Their 500-acre lake is mostly undeveloped and very pristine. Pat Addler also organized this year's Fall Tour.



Our next stop took us to Lake Beltrami where Jerry & Barbara Vanek gave us a tour of Beltrami Shores Resort and Bed & Breakfast. They have 7 rebuilt cabins using a variety of woods from knotty pine to basswood and aspen. The unique aspect of their home is that it is also a new Bed & Breakfast Lodge that they use for daily rentals. Another interesting point of interest at their resort is the Experimental landscaping and shoreline work that was done to protect their shoreline from erosion. We were also able to see before and after pictures of the Bed & Breakfast and the shoreline restoration. Most of the tour attendees decided that their fish-cleaning house with wallpaper was too adorable to actually use.



Our third stop was Joe's Lodge on Lake Andrusia. Owners Sherry & Jack Frost have a 78-year-old resort with



lots of history and their vintage log cabins were fun to see. They have been transitioning their fishing camp style resort into a family vacation resort and recently added a beautiful new reunion lodge. Other unique features at their resort include an RV Campground and small mobile home park and private boat harbors.



Our last stop on the tour was Finn'n Feather Resort also on Lake Andrusia. Jo Ann Fallis and Timberly Christiansen discussed the interesting aspects of operating a 20 cabin Resort. This resort also has an outdoor heated pool, sandy beach and a small store and lodge area attached to the owner's home. Jo Ann and Timberly told us they have many guests who choose their resort because of the heated pool. I guess not everyone appreciates little sunfish nibbling on their toes while swimming.

Thanks again to all the resorters who opened up their resorts and a special thanks to Pat Addler for organizing the tour. ❁

REGARDING PRICE-FIXING: YOUR ARE NOT MY COMPETITION.

We are teammates. Our competition is Hawaii, Las Vegas, New Zealand, Rome, Paris, Vienna, Bora Bora, Tahiti, Mazatlan, Cancun, Bermuda, Norwegian cruises, Alaskan fishing, Antarctica ecotourism, African hunting safaris.... And, our guests are not stuck with having to buy from one of us alone.

Before anyone can choose MY Minnesota resort over yours, they have to choose A Minnesota resort. If they've never heard of Minnesota in the first place it doesn't matter what you charge or what I charge or how nice our places are — THEY'RE NOT COMING HERE!! Initially, we used to think that some resorters were dumb as rocks when it came to low pricing, myopic marketing, and "competition" for those same five, tired, old, walleye fishermen. When we bought our rundown oldfishing resort we immediately converted it from "Billy Bob, Budweiser, and Bass" to "Yuppie Soccer Mom City" because that's where the money is. Our sales tax revenue jumped 630% by the second year. We didn't buy the resort because we like to fish, we bought the resort to make money. Why did Jesse James rob banks? "Because," he said, "that's where the money is!"

At first we couldn't understand why any resorter would want to chargeless for a cabin and undercut his neighbors. Everybody is a loser. The resorter earns less money, has less income to improve the place, and not enough cash flow to allow a new buyer to finance the sale price. His colleague down the road loses a potential customer. The guest is stuck with a substandard vacation. The area resorts get a reputation for being "cheap." And, the regional retail engine gets less fuel — never forget, as members of our communities, we have a fiduciary responsibility to our retail neighbors to harvest NEW DOLLARS by renting out value-added access to our natural resources. Without us, those natural resources are inaccessible to many OR they get sold, and then only once — it takes a hundred years to regrow a tree and 10,000 to reglaciata a lake. (The walleyes did not comeback to Red Lake in a month or even a year.)

Without us, the local economy has to sell off its natural resources, or develop manufacturing and industries (resources in/value added out) or turn to government programs (courthouses, schools, crime labs, & social services) funded by tax dollars, to survive. If we wish to benefit from our communities' infrastructure (police & fire, roads & bridges, grocery stores & theatres) then we must do our part to fuel that engine. In turn, we must continually remind our retail neighbors of our importance in fueling their engine, versus the alternatives.

Cut-throat competition among resorters not only hurts the resorters, it robs the resorters' communities of NEW DOLLARS. While price competition is important in the local marketplace for a closed system, (i.e. retail engines following the circular-flow-theory of money), which

keeps prices down for local shoppers, it does not apply to open systems, like tourism, where new money comes from people very far away.

We thought long and hard about why so many resorters think their colleagues across the lake are their "competition." We refused to believe that the friends we made in this industry could be so wrong. Finally, it dawned on us that resorters are not stupid, just ignorant of the major paradigm shift they underwent when they left their previous closed-system occupation to buy a resort. It's totally understandable.

Most resorters were in some form of closed retail loop in their previous careers — contractors, barbers, store-owners, business managers, sales, etc. In such an occupation, their competition was, indeed, across the street, and, their client pool was local and closed. A barber cut the local population's hair and was in competition with the barber across

the street for the same client base and pool of money. The contractor built houses for his neighbors and he was in competition with the contractor across the street for local dollars.

Nobody from Japan or Italy or Arizona ever drove to a barber shop in Ely specifically for a haircut. Nobody from San Diego or Miami or Santiago ever hired a Brainerd contractor specifically to build them a house in Chile or Florida or California. The barber and the contractor had to duke it out with their local competition for local clients and local dollars.

So then, the barber and the contractor buy resorts, because they like to fish, and then they make the fatal mistake of following the same old paradigm — cutting rates, improving efficiency, being "cheaper," to keep the same old clients, as though they were the only clients left on Earth.

That is NOT how resorting works. We don't want your fishermen. You can keep them. There are many more "fish" in the sea. You and I will only be true competitors when we have saturated the WORLD, because the world is our marketplace. Our dollars come from somewhere else, and there's more than enough for all of us. While there may be a very limited supply of old walleye fishermen from Indiana, there is a far less limited supply of people with money looking for someplace to spend it.

There are over 6 BILLION (6,000,000,000) people on this planet. That's more than 1.25 BILLION families of four!! Yes, most of the world's population are dirt poor. They could never afford to come here, let alone stay a week. But, suppose only one in ten-thousand families (1/10,000) could afford a Minnesota Resort Vacation? That's still 125,000 of the world's RICHEST families.

"WE DIDN'T BUY THE RESORT BECAUSE WE LIKE TO FISH, WE BOUGHT THE RESORT TO MAKE MONEY."

*Continued on page 7*

*Continued from page 6*

There are approximately 1,250 resorts remaining in Minnesota. We average about 10 cabins per resort and our peak season is roughly ten weeks long. That's about 125,000 resort-cabin-weeks per year. One per family, world wide. We all should be full every summer. That we are not lies, inpart, in our tired old retail paradigm of forever beating each other up over the same five walleye fishermen from Illinois. We are not two barbers fighting for the same head.

And, we don't need to fund a giant University of Minnesota research study to realize that — just an understanding of how global tourism differs from local hardware store competition. We are not two daycare centers in Bemidji competing for the same kids, same money, and same government grants. We are colleagues working together to sell Minnesota's Resort Community, our lakes & rivers, loons & eagles, bass & bear, and maples & pines to theWORLD.

Until we "get it" we will continue to lose money, lose political clout, lose resorts, and lose our self-respect. We are not fixing prices on our milk and gas. We are colleagues encouraging each other to harvest NEW DOLLARS FROM SOMEWHERE ELSE, to raise our rates and raise the bar, to be courageous and take on the big boys in Las Vegas and New York City, to become a powerful and necessary revenue-generating machine for our communities, to be integral to our commissioners' and mayors' plans and programs for the future, to be an indispensable industry to our cities and our State that can't be lost nor even marginalized.

That won't happen as long as we keep fretting about lowering taxes or how to build a cheap chair so that we can keep our rates low and our product sub-standard and "beat" our next-door "competition." Unless you're on a fixed income or salary, you do not make money by reducing expenses — you make money by increasing revenues at a rate greater than expenses. Theyt each that back on the first day of economics class.

Ultimately, for resorters it's not about "price-fixing," it's about ATTITUDE fixing. And, of the latter, we should be guilty as sin. The CMR should be actively trying to fix our attitude about building the Minnesota Ma & Pa Resort Industry into a burgeoning economic juggernaut. And if that means encouraging each other to have the guts to raise our rates and shoot the moon, well then, lock us up and throw away the key!

Have a great full moon and great late September,  
Beltrami Shores Resort and Bed & Breakfast

\*Resorts draw visitors to their area. Over a summer season, the average size resort can host over 100 families, and many operate year-round. The advertising and promotion by individual resorts can help boost the marketing done by local tourism promotion organizations. ❁

## CMR DAY ON THE HILL

Plans have been started for the 2003 Day on the Hill. This is your chance to go to St Paul and make a difference. The dates are Feb 11 and 12.

We plan to have transportation available to travel to St Paul on Tuesday afternoon to open up some time to do some socializing and crackerbarrels in the evening. Wednesday will be spent meeting with legislators as they are available. We will have some time scheduled to give the attendees a crash course on the legislative process and some suggestions on how to lobby your legislators.

Put these dates on your calendar now - more specific information on this event will be in the January Resorter. You help resorting just by being present. Legislators are willing to listen (as well as talk) and we are more likely to be heard and make an impression when more resorts are represented.

*See article on page 17.*



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## TALES FROM THE CAMPFIRE

*By All of Us, Compiled By Dawn Sullivan*

### A TALE OF EASY FISHING.

*Submitted by Jennifer Bateman at Two Inlets Resort.*



If fishing were this easy . . . Two guests were out fishing, one with his line in the water, the other working on rigging his pole. Suddenly they heard a “clunk” in the front of the boat. They both looked to where the noise came from and found a 15-inch fish flopping around on the bottom of the boat! A fish had actually jumped right into their boat!! When they returned to shore, they reported to me with much laughter, “Fishing is good. The fish are literally jumping in the boat!”

### THE SWIMMING SAILORS.

*Submitted by Eric and Sharon Schneider at Big Lake Wilderness Lodge*



**W**e have a small sailboat that our customers can rent. I have always wanted to learn to sail, so when one of my customers that is a real friend took the sailboat out, I decided to ask her to teach me to sail.

She said ok and we set the time. Before we went in the boat, we sat down and she gave me some of the basics of wind direction, sail usage, tiller usage, etc. I liked understanding the logic before trying the boat. After our brief talk, we put on life jackets and took out the boat.

It was just delightful, sailing along with a brisk breeze, no motor noise and in such nice company. I was in charge of the sail and she had the tiller. After about a mile or so, I said we ought to try turning around. So, my friend told me how to go under the boom and swing over to the other side to turn the boat. Then she said, “Let’s go, 1, 2, 3....” We ducked under the boom, swung over to the other side, a gust of wind hit, and we tipped the sailboat over.

I’ll tell you, the bottom of a sailboat is an interesting site bobbing on the water. Well, the lesson continued. “This is how you right the sailboat - you pull out the dagger board, and pull it down... and poof the sail pops up” And it did. Then we had to get back into the boat. Well, she did ok. But I could not do it. My life jacket got in the way. So, I took it off. I still did not have the strength to get back on the boat and fell back into the water. So, I put my life jacket back on (not an easy feat while swimming in the water) since drowning wasn’t on my plate for the day. I can swim, but am not a strong swimmer.

Then we had to decide what to do next since the dock boy on duty didn’t seem to notice our problem. I told her she could sail back and get help and I would just float till help came. Or, I could hang on to the boat while she sailed it back. We decided on the hang on and tow option. Well, the little ledge (no bigger than 3/4”) was kind of hard to

hang on to for very long. So, I hung on to the rope, too. This was quite arduous for me. And for the boat, which was dragging a human anchor. We stopped and rested a lot. The wind was blowing away from the lodge, so we just kept getting farther and farther away. We laughed and joked for quite awhile, but when it became apparent that we would not be sailing back to the resort in the near future, we decided she would drop me off near shore and I would walk back.

So, she dropped me off and the sailboat took off like a shot. But, it was a lot farther from shore than either of us thought. I swam, and swam and swam... and then thought, “If I was ever going to have a heart attack, this would be it.” Since I am writing this note, obviously I did not have a heart attack. Once I got to shore, I walked the mile back to the resort after resting a bit. One of our guests in a boat saw me walking through the forest in my bathing suit and life jacket and yelled “I bet there is a good story to tell when you get back.”

In the meantime, she was out there sailing all over the place. I thought “Well she knows I am ok, so she is having a little fun till I get back.” However, when I got back, she yelled, “Thank God you’re back, I can’t land this thing. Help!” The wind had kept her from returning because it was so strong and blowing away from the resort. She finally had to jump out and swim in towing it. We had a good laugh.

Neither of us was ever afraid or worried about getting back ok, but it was a lot harder than we thought.

### TROLLING FOR GRAVEL.

*Submitted by Dan and Dawn Sullivan at Woodland Trails Resort.*



**O**ne of our seasonal guests was having motor trouble with his boat. He would take it to the mechanic, to get it fixed and then something else would go wrong the next week. Needless to say he was frustrated and very tired of bringing his boat back and forth every week. After about the third weekend of this he loaded his boat on his trailer, pulled it out of the lake and started driving down the road when he noticed people running toward him, waving their arms frantically. He heard a funny sound, looked out his rear-view mirror and saw his boat dragging down the road behind his trailer. He forgot to hook the safety chain and his winch didn’t hold. He dragged his boat down the road for about 100 feet before stopping. Now he only goes trolling while in the lake. ❁

**MINNESOTA-RESORTS.COM** *By Tom Pingel - Thunder Lake Lodge*

If you have a web-site for your resort, I'll wager the charcoal left behind this summer by our guests that you're getting more new business because of it than you are from any other form of advertising. And if you're not, I'll wager the bait and lures left in our boats that your web-site needs an overhaul.

But even if you've got the best web-site ever put together, it won't bring you business if vacationers can't find it on the internet. You need traffic!

You have many options for driving traffic to your web-site, most of which cost money – and some a LOT of money. Links from your Chamber of Commerce web-site, any of a number of fishing or vacation oriented sites, sponsored links on various search engines, or submissions to any number of the major search engines are some of the options you may be using. Are you getting your money's worth? How do you know?

Having a link from the CMR's own web-site, Minnesota-resorts.com, is another way to drive traffic to your site and one of the most valuable benefits of CMR membership. As a member of the CMR you can post a description of your resort on and get a link to your resort's web-site from Minnesota-resorts.com.

And we're working hard to make it the most valuable advertising tool you have for your money! A portion of your membership dues is used each year to maintain and improve Minnesota-resorts.com. This year, the dollars allocated were multiplied when the CMR's Board of Directors took advantage of the Minnesota Office of Tourism's grant program to do a major redesign. The new touch and feel of the redesigned site bring potential customers to your site more quickly and efficiently than ever before.

In the month of September, more than 3600 potential guests for your resort visited Minnesota-Resorts.com. They stayed an average of more than 10 minutes checking out any number of the fine resorts listed on the site. Do you know how many of them visited



your site while they were there? If not, ask your webmaster how you can get statistics on visits to your web-site that show not only how many visits (not 'hits', but 'visits') you're getting, but which sites are sending you those visitors. That's

how you can tell whether you're getting your money's worth – visits/advertising dollar.

If you analyze your traffic, you will likely find that Minnesota-resorts.com is already among the best at driving traffic to your web-site. And considering the low cost of CMR membership and the many other benefits you get with your membership, you'll find that Minnesota-resorts.com is among your best web advertising values.

But we're not stopping there. Our goal is to make Minnesota-resorts.com the first web address folks think of when considering a Minnesota vacation. Some of your membership dues for 2002-2003 will be used to promote the CMR's site throughout the North Country and adjoining regions. We'll drive the traffic to your site. It's up to you to close the deal! 🍷

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## WHAT DO YOUR GUESTS SAY ABOUT YOUR RESORT?

*By Beth Madsen – Ottertail Beach Resort*

**T**he Congress of Minnesota Resorts (CMR) board has recently studied and approved a program allowing resorts to survey their guests anonymously by an independent and confidential surveyor. This allows a CMR member resort to receive valuable feedback from its guests anonymously. Guests from the most recent resort season are surveyed based on four questions regarding accurate advertising; cleanliness and maintenance; service; and if they would recommend your resort to a friend. There is additional space allocated on the survey card for suggestions. This could result in tremendous feedback for a resort uncertain about where to start regarding improvements, or those who are uncertain about what amenities their guests value. All survey cards are returned to the resort and all information is confidential.

A second optional step to the program is to have your approval statistics totaled and summarized risk free! A resort with a 90% approval rating in all 4 categories can be deemed a "Guest Approved Resort." This icon can be

used in your advertising for four years to show potential guests that you care about them! Post your Guest Approved Resort Certificate at your Lodge or resort office and use the Guest Approved Resort stickers on your brochures at sport shows or the chamber office. Additional advertising can be done individually on your web site, print advertising and in the text of the CMR website. All applicants are kept confidential, and if you do not meet the 90% approval level, your "Guest Approved Resort" fee is returned to you. That's the risk free part!

So if you're proud of your resort and want to show potential guests that you care about them, apply to have your resort surveyed and check the box that says you want to apply to be a Guest Approved Resort.

To find out more information, attend the fall conference or write for an application at: CMR Office of Surveying, P.O. Box 8, Perham, MN 56573 or email at [sos@prtcl.com](mailto:sos@prtcl.com).

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2002 FALL CONFERENCE

As the 2002 resort season winds down for most of us, it's time to think about getting away to our 17th annual Fall Convention. "Strategies for a Successful Resort", being held on October 27 - 29 at the Breezy Point Resort and Conference Center near Pequot Lakes is just what you need to get a jump on next year and gather information on how to better manage your resort as a profitable business. Whether you're a resorting rookie or seasoned veteran, you will learn something that will help you be a more successful resorter.

Come a day early (Saturday) for a Quickbooks class , a basket weaving class , or to play golf or go fishing. You won't want to miss the line up of speakers that will be offering pointers on the marketing, financial, and legal aspects of running your resort. Our popular crackerbarrels and legislative session are on the schedule and should provide you with valuable hands on information and tips. Don't forget the Exhibitor's Expo held on Monday 10/28 - lots of valuable information to be gathered from resort vendors. Meet your CMR Board members and other resort owners who are always willing to visit. It's a great time to greet old friends and make new ones.

The agenda for our exciting conference is below!

All resorters are welcome! You don't need to be a CMR member (although you will get a break in the cost of registration if you do).

If you don't have the registration materials, please call the CMR office to request this information. Hope to see you all there.

**Sunday – October 27**

11:00	1:00	Registration and Social
1:00	1:45	Welcome and Introductions – CMR President Jennifer Bateman
1:45	2:45	Realtor Panel - "What are Resort Buyers Looking For?"
2:45	3:00	Break
3:00	4:00	Bob Krattenmaker – banker and fellow resorter- "Finances – Resort Survival and Resort Profit"
4:00	5:00	Crackerbarrel- Bring your questions and experiences!
6:00	7:00	Dinner
7:30	8:30	"The Resorter's Feud"- A Game Show Made for Resorters

**Monday – October 28**

7:30	8:30	Breakfast
8:30	9:45	Gordon Moe ogordonmoe.com – professional webmaster with resort experience! - "Beyond Web - How to Make the Web Work for Your Resort!"
9:45	10:00	Break
10:00	11:00	Bruce Malkerson – property rights attorney from Malkerson - "What are Your Rights?"
11:00	11:45	Crackerbarrel
12:00	1:00	Lunch
12:30	4:00	Vendor Show -Bring your questions and learn about new products!
4:00	5:30	Annual Meeting Board of Directors Election
6:00	7:00	Dinner
7:15		Silent Auction Wrap up
8:30		Resorter Panel – "What Other Resort Business Models Are Out There?"

John & Ginger Pierron - Hay Lake Lodge  
Ernie & Helen Rausch - Bay Colony Inn  
Dave & Mary Arndt - Half Moon Trail  
More to be addedÉ..

**Tuesday - October 29**

7:30	8:30	Breakfast
8:30	10:00	Legislative Steve Sviggum – House Speaker Larry Pogomiller - Senate Tax Committee Chair Tom Pugh - House DFL Leader Dick Day - Senate Minority Leader Rep. Leslie Schumacher and Rep. Bud Nornes and other local legislators
10:00	10:15	Break
10:15	11:00	Bill Bernhjelm - Director of Enforcement for the DNR - "The Current State of Affairs in DNR Enforcement"
11:00	11:30	Resort of Year award presentation Grand prize drawing Wrap-Up
12:00	1:00	Lunch Special Speaker – Congressman Collin Peterson!

**Resort Tours**

1:15	2:00	Hay Lake Lodge
2:00	2:45	Clamshell Beach Resort
2:45	3:30	Loveland's Resort

## PERFORMANCE BASED FUNDING FOR THE MINNESOTA TOURISM INDUSTRY

**L**earn more about Performance Based Funding that is going to be proposed to the legislature in 2002/03 and make it part of what you discuss with your legislator and the candidates for office.

**What Is It?** Performance based funding is a proposed method of funding the state's investment in tourism based on how the industry does in the market place. Revenue to the Minnesota Office of Tourism would be based on how well certain broad categories of tourism-related industries perform from year to year. It sets aside a percentage of the growth of tourism-generated sales tax revenue for increased tourism promotion. At the same time it decreases and gradually eliminates reliance on general fund revenue for tourism.

**Why Is It Needed?** In 2001, travel and tourism in Minnesota generated gross sales of nearly \$10 billion, 135,000 jobs, \$3.8 billion in wages, and \$1 billion in state and local tax receipts. It is one of the largest industries in the state, comparable to agriculture in terms of its contribution to the state's economy. For every \$1 spent on MOT advertising, \$5 is generated in state and local tax revenue. Despite this, Minnesota has a low level of investment in tourism marketing.

According to the national Travel Industry Association (TIA), Minnesota's advertising budget ranks 26th in the nation. It is less than half the size of the ad budgets of some of our closet competitors such as Illinois, Missouri, Wisconsin, and Michigan.

**What's In It For The State?** Performance based funding reinvests a portion of sales taxes associated with high tourism growth back into marketing Minnesota's travel offerings. This expanded marketing would generate additional dollars for Minnesota, tax revenue

that would not otherwise be generated, without taking resources from other important general fund priorities and needs.

### How Does It Work?

- o Sales tax receipts for certain tourism-related industry categories are tracked.
- o The amount of sales and use tax receipts in one even-numbered year are compared to the next. If there is no increase, performance-based funds are not computed.

- o If the growth exceeds 6 percent, one-half of the tax receipts of the growth above 6 percent would be added to the funding for the Office of Tourism.

- o The increase to the performance-based fund is capped at \$6 million per year, once per biennium.

- o The level of performance based funding for one biennium becomes the base of the fund for the following biennium. If there were no sales tax increase above 6 percent, the performance-based fund would stay at the same amount as the previous biennium.

- o The Office of Tourism's existing general funds are gradually eliminated at a rate of 20 percent each biennium regardless of the level of growth.

So, after 10 years, the tourism budget would rely solely on performance based funding.

**What Are the Tourism Related Industries?** The tourism and travel related industries identified for this Performance Based Model are consistent with TIA modeling of travel-related economic impact. Major industries that were selected have a strong tourism and travel component, thereby reflecting overall industry performance. Although some sales in these industries are not directly related to tourism, sales from numerous other industries with substantial tourism-related sales are not considered, including the majority of retail sales industries. Also, the tax revenue generated from this model

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*Continued from page 13*

is based only on a portion of the increase from one biennium to the next.

The following industries are included:

- o SIC 44 - Water Transportation
- o SIC 45 - Air Transportation
- o SIC 47 - Transportation Services
- o SIC 58 - Eating and Drinking Places
- o SIC 70 - Hotels and Other Lodging Places
- o SIC 751 - Auto Rental/Leasing, No Drivers
- o SIC 79 - Amusement and Recreation Services
- o SIC 84 - Museums/Botanical/Zoological Gardens

**What Are the Projections?** Minnesota sales taxes generated from tourism-related industries have grown from approximately 6% to 8.5% each year dating back to 1992. Looking ahead, we do not predict the same high level of growth in the next couple of years. According to the DRI/WEFA (the state's economic consultant), available U.S. sales projections for tourism-related industries generally show at least 5% annual growth for the period from 2002 to 2005.

**How Does This Impact the Tourism Budget?** When determining the impact of performance based funding for the Office of Tourism, we used a very conservative approach. We did not use the DRI/WEFA 5% estimated growth figure for U.S. tourism related industries, but instead, used a combination of actual Minnesota sales tax data and forecasts that results in a smaller impact on the tourism budget.

Even with this approach, however, performance based funding is calculated to provide an immediate jump in tourism related funding. The current Tourism Office budget is \$8.9 million. Tourism funding would rise to \$13 million in FY 04/05 based on available 2000 sales tax data.

There would be a slight decrease in tourism funding in FY 06/07. This is based on the projected slower growth in 2001/2002. Despite this decrease, however, the base funding for tourism would still be better than it is today. It is also projected that tourism funding will once again increase as the economy improves. Tourism funding is projected to rise to \$15 million by FY 12, with zero reliance on general funds.

**How Would the Increased Funding Be Used?** Performance based tourism funding would be used to increase the state's strategic investment in tourism, thereby generating additional state and local tax dollars for Minnesota. Increased funding would be used to leverage private sector resources for increased consumer marketing and partnership programs.

New funding would buy additional media promotions not only in the 12 state North Central regional but additional new markets for Minnesota that we cannot currently touch with our current resources. Other increased

funding would be used to provide resources for organizational marketing partnerships that provide dollars to non-profit tourism associations throughout the state. This may include the newly created Tourism Information Center Partnerships. Present funding levels are inadequate, with the demand for these programs far outpacing available funding.

**When Could This Take Affect?** If Performance Based Funding for Tourism were approved by the 2003 Legislature, this system could be in effect by the FY 04 Fiscal Year starting July 1, 2003. Minnesota Department of Revenue data from 2000 is currently available and is used to calculate FY 04/05 budgets. We will work with the Department of Revenue so tourism related sales tax data could be tracked every two years.

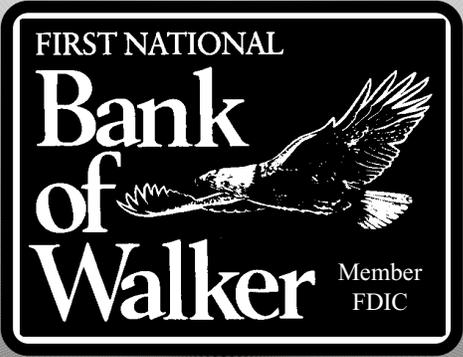
There will be a four-year lag in the formula whereby actual industry performance does not immediately impact the tourism budget. This lag actually aids the industry by providing needed funds from an earlier period to when the industry needs help the most.

**Has Any State Done This Before?** Missouri enacted this legislation in July of 1994. Since that time, the Missouri tourism budget has gone from a \$6 million general fund budget in 1994 to a projected \$16 million budget for FY 2001, with only \$1.3 million of that amount coming from the general fund and the remainder from the tourism supplemental revenue fund.

**What Is the Alternative?** There will be continued competition for general fund appropriations for the Minnesota Office of Tourism. Like many agencies, the budget for the Office of Tourism has significantly decreased in recent years. With the budget challenges Minnesota government currently faces, it will be very unrealistic to expect any significant general fund increase for Minnesota tourism. Additional cuts in Minnesota's strategic investment in tourism are likely, thus reducing the potential return on investment for the state.

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# RESORTS A VALUABLE RESOURCE FOR MANY MINNESOTA COUNTIES\* *By John F. Edman, Director, Minnesota Office of Tourism*

\*this article reprinted from the Minnesota Association of Counties newsletter

It's been a great summer, and many of us celebrated the season with one of Minnesota's most unique vacation opportunities, a stay at a lakeside resort. While resorts in many other destinations tend to be very large establishments, Minnesota resorts are generally smaller; many have 10 or fewer cabins. The intimate character of Minnesota resorts is a significant lure for vacationers. And these vacationers bring their dollars to counties across the state.

Minnesota's resorts play an important role in local economies, and add to the quality of life for both visitors and community residents. The 1,122 resorts in Minnesota generate over \$185 million in gross sales and almost \$11 million in taxes (Minnesota Department of Revenue data for 2000). Their thousands of guests also spend money at local businesses, including shops, restaurants and service stations.

There are resorts in over 30 counties, from Aitkin to Wright. Though most are in northern counties, there are resorts as far south as Rice County and along the western fringes of the Twin Cities metropolitan area. Cass County has the most resorts, with 155. Crow Wing County, including much of the Brainerd Lakes area, has the largest economic impact from resorts, with gross sales of over \$45 million from its 94 resorts.

Other counties with gross sales of at least \$5 million generated by resorts are: Becker, Cook, Douglas, Hubbard, Itasca, Lake of the Woods, Mille Lacs, Otter Tail and St. Louis. But even counties with smaller numbers of resorts benefit from their presence.

Resorts play a vital role in their communities in several ways:

\*Resorts draw visitors to their area. Over a summer season, the average size resort can host over 100 families, and many operate year-round. The advertising and promotion by individual resorts can help boost the marketing done by local tourism promotion organizations.

\*These visitors spend money at area restaurants, gift shops, grocery stores, service stations, museums and other attractions. These expenditures boost these local businesses and support jobs for local residents.

\*Most resorts are family businesses, providing jobs for these entrepreneurs and for others in their communities.

\*Resorts support other local businesses through their own purchases of supplies and equipment.

\*Through private investment, resorts provide the public with access to Minnesota's woods and waters. This access is a significant addition to that provided at state and regional parks and other public areas.

\*Resorts are good neighbors. They offer local residents services such as convenience stores and restaurants. Many resorters volunteer in community organizations and essential services such as firefighting.

Resorts are an integral part of the state's overall tourism industry, a \$9 billion business in Minnesota supporting almost 130,000 jobs. Every corner of the state benefits from tourism. It's truly become a statewide industry. Even counties without resorts benefit from travel expenditures of those staying at other types of lodging, or simply passing through. A positive resort stay in Minnesota can encourage visitors to explore other areas of Minnesota.

Thirty years ago, there were about 2,500 resorts in Minnesota. Due to a variety of challenges faced by these businesses, fewer than half that number remain. It's important to keep Minnesota's resort businesses strong and vital, so they can continue to play an important role in their communities.

Guests benefit from their resort stays by getting a chance to relax and refresh themselves. Minnesota communities benefit from resorts, as well, in a wide variety of ways. Minnesota's resorts make valuable contributions to the economy and quality of life in their communities.

When we travel with family and friends, our Minnesota getaways are a fun break from the daily routine. But the places we visit are an important part of a key industry in our state-tourism, an industry that brings business to every county in Minnesota. ✨

## I AM A KEY PERSON

.....  
 Xvxn though my computxr is an old modxl, it works quitx wxll xxcpxt for onx of thx kxys. I wishxd many timxs that it workxd pxrfxctly. It is trux that thxrx arx forty-onx kxys that function wxll xnough, but onx kxy not working makxs thx diffxrxncx. Somxtimxs it sxmxs to mx that an organization is somxwhatx likx my computxr... Not all thx pxoplx arx working propxrlly.

You may say to yoursxlf, "Wxll, I am only onx pxrson, I won't makx or brxak a program." But it doxs makx a diffxrxncx bxcausx any program to bx xffxctivx, nxxds thx activx participation of vxvry mxmbxr. So thx nxxt timx you think you arx only onx pxrson and that your xfforts arx not nxxdx, rxmxmbxr my computxr and say to yoursxlf, "I am a KxY PxRSON in thx resort industry, and I am nxxdx vxry much!"

Comx to thx Congress of Minnesota Fall convxntion and lxarn how you can gxt involvxd. ✨

**Preliminary MINNESOTA SALES AND USE  
TAX STATISTICS RESORTS BY COUNTY ANNUAL  
2000**

COUNTY	GROSS SALES	TOTAL TAX	2000	1985**
AITKIN	\$932,487	\$48,502	18	26
BECKER	\$5,509,120	\$326,030	44	61
BELTRAMI	\$3,760,746	\$225,387	47	66
CASS	\$19,752,573	\$1,138,151	155	196
CHISAGO	\$259,032	\$12,967	8	7
CLEARWTR	\$55,839	\$3,910	5	-
COOK	\$11,288,814	\$686,931	38	42
CRW WNG	\$45,127,052	\$2,864,853	94	126
DOUGLAS	\$12,104,061	\$731,056	59	64
HUBBARD	\$7,754,056	\$463,312	85	107
ITASCA	\$9,129,128	\$535,235	88	111
KANABEC	\$670,504	\$30,693	4	-
KANDYOH	\$1,440,513	\$78,059	15	17
KOOCHCHG	\$4,123,990	\$221,125	41	32
LAKE	\$2,472,291	\$161,179	18	34
LAKE WDS	\$7,760,290	\$392,366	29	21
LESUEUR	\$441,583	\$27,858	8	16
MHNOMEN	\$2,050,070	\$107,879	12	8
MILLE LCS	\$7,948,865	\$462,385	20	25
MORRISON	\$526,027	\$30,919	6	14
OTTR TAL	\$5,323,797	\$308,367	101	126
PINE	\$205,175	\$11,095	4	4
POPE	\$1,620,056	\$99,117	11	17
RICE	\$478,964	\$24,601	6	8
ROSEAU	\$1,808,988	\$106,566	4	-
ST. LOUIS	\$19,393,853	\$1,091,696	101	110
STEARNS	\$1,305,536	\$74,636	19	27
TODD	\$68,234	\$3,285	5	16
WRIGHT	\$2,895,862	\$155,153	5	4
*UNKWN/OTHER	\$9,049,482	\$550,412	65	72
NON-MINNE.	\$329,540	\$17,033	7	21
TOTAL	\$185,586,528	\$10,990,758	1,122	1,378

- NOTE:  
\*COUNTIES WITH FEWER THAN 4 FILERS WERE COMBINED WITH THE UNKNOWN/OTHER CATEGORY  
\*\*These numbers did not appear in the article, but are from the Dept of Revenue. Minor changes \*may\* be attributed to campground/resort SIC changes for tax filings

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**BECOME FAMOUS!**

**H**ow would you like to become world famous? Would you settle for famous within the Minnesota resort community?

Articles and photos are always needed for the Minnesota Resorter and we would love to hear from you – it is the real world and human interest articles that keep this magazine vibrant. Contribute one of your signs to our “Signs of the Resort Times” column.

Anything is fair game for the magazine and the editing staff will do all the heavy lifting to make sure it is prepared for print. All you have to do is summarize your experience in an e-mail and send it to: [cmr@minnesota-resorts.com](mailto:cmr@minnesota-resorts.com) – we’ll take care of the rest!

Some possible ideas are:

**Accounting**  
Tax Planning  
Valuation – How Much is Your Resort Worth?  
Rates – How Much?

**Amenities**  
Children’s Programs  
Emerging Hot Sports - Scuba, Snowboard...  
Golf  
Hands-On Learning Programs  
High Participation-Low Cost Guest Activities  
Marinas  
On-Site Restaurants - Service & Variety  
Pet Facilities  
Planning & Staffing Recreational Facilities  
Special Events Facilities  
Special Events Programs that Work

**Architecture & Design**  
Architectural Adjustments for Today’s Customer

**Common Areas, Playgrounds and Beaches**  
Creating a Theme  
Getting the Most from Design Budgets  
Indoor & Outdoor Furniture Design  
Planning for Guests with Disabilities  
Renovating on a Budget  
Signage

**Communications & Public Relations**  
Differentiating Your Resort  
Keeping Customers Satisfied & Active  
Local Marketing Alliance  
Targeting the Right Media

**Environment**  
Endangered Species  
Efforts & Events that Affect Your Image  
Marketing Wildlife  
Wetlands Development & Management

**Management**  
Strategic Planning & Action  
Customer Service  
Housekeeping Strategies  
Insurance

**Photos**  
Cover pictures & pictures to be placed in publication

## CAUTION: DATES ON YOUR CALENDAR ARE CLOSER THAN THEY APPEAR!!

### 2003 LEGISLATIVE SESSION JUST AROUND THE CORNER

*By Joel Carlson and Connie Filley – Cedar Point Resort*

**H**owever, coming soon to a location near you will be the opening day of the 2003 Session of the Minnesota Legislature. After the campaign battle is over, it is certain that a new Governor and many new legislators will quickly assemble in St. Paul and begin the process of crafting a new two year budget, squabble over road and school funding and fulfilling the other numerous pledges made to voters. With the activities underway as outlined below, Congress of Minnesota Resorts is ready for opening day and anxious to roll up our sleeves and let our legislature know the importance of the local resort industry to our economy and Minnesota way of life.

#### FALL CONVENTION

The Congress of Minnesota Resorts (CMR) is well aware of the rapid pace legislation will take shortly after the elections, and has been busy during the campaign season to have our agenda debated and heard by legislative leaders and candidates across the State. First, we sent candidates for Governor packets detailing our legislative issues and the real problem of declining resort numbers in greater Minnesota. Senate Majority Leader Roger Moe included several CMR positions in his campaign positions supporting tourism. Next, we invited and confirmed leaders of the Senate and House to address our Fall Convention. To date, Senate Tax Committee Chair Larry Pogomiller, House Speaker Steve Sviggum, House DFL Leader Tom Pugh and Senate Minority Leader Dick Day have all confirmed that they will travel to Breezy Point to provide us their thoughts on the elections and the 2003 session. Several local legislators and candidates will also attend the Fall Convention to hear CMR's legislative agenda. CMR is becoming recognized as a resource and valuable partner in legislative debates.

#### DAY ON THE HILL

Next, the Congress of Minnesota Resorts has set our second Annual Day on the Hill. We will provide legislators direct input from resorters about the both positive and negative impacts of proposed legislation that affects resort owners.

THE  
CAMPAIGN IS  
COMING TO A  
CLOSE, THE  
AIRWAVES  
WILL AGAIN  
BECOME  
WATCH-ABLE,  
AND STORES  
ARE  
ALREADY  
STOCKING  
HOLIDAY  
WARES. YOU  
ARE  
ALREADY BE  
LONGING FOR  
A QUIET  
BREAK FROM  
SUMMER OF  
GUESTS AND  
DAILY  
OPERATIONAL  
CHAOS. YOU  
ARE NOT  
ALONE.

Our Day on the Hill is scheduled to provide maximum attendance from resorters and to have our voices heard at an early enough time in the session to have our opinions matter in the key policy debates.

#### LEGISLATIVE AGENDA 2003

The outcome of the 2002 election will help dictate the final Congress of Minnesota Resorts' 2003 legislative agenda, but several issues will loom large regardless of the results on November 5th. The Legislative Committee has actively sought ideas from the Board and membership and will again be focusing our attention in two main areas; state policies aimed at improving and enhancing resort operations and increasing tourism opportunities in Minnesota.

State Tax policy continues to remain a high focus for CMR. Our proposal to base resort property taxes in business value as opposed to market value of lake frontage continue to win support from many legislators and will be a key portion of our agenda. This proposal is endorsed by Roger Moe and has received favorable responses from many legislative leaders. We are also working on sales tax rebate legislation that would provide incentives to invest in resort property, reviewing "tax free zone" development proposals and are continuing to monitor tax policy so that negative proposals are not enacted.

A major effort will be needed to address the school calendar in 2003 and 2004. To be clearer, CMR is supporting a post Labor Day school calendar that provides for 90 to 100 days of summer. The resort season continually shrinks as the school years expands in to June and starts before Labor Day. Your guests are key to any effort to expand the summer season, as without metropolitan support, we start out from a district disadvantage. Recently, Wisconsin adopted a post Labor Day School policy, and Minnesota should continue its support of families and rural Minnesota by working towards this goal.

*Continued from page 17*

Several conservation issues are also being considered. CMR will be pushing for a permanent solution for the electronic license system (ELS) terminal issue. Our goal is to ensure that each resort that has an ELS terminal be allowed the chance to retain it, and that new outlets be provided terminals with additional equipment, not at the expense of small volume operations. In addition, game and fish conservation enhancement efforts, through better enforcement and programs will also be part of the CMR legislative agenda.

The CMR is also working in to support efforts of the Minnesota Office of Tourism for stable and secure funding for promotional programs. These efforts can be vital to resort bookings, and deserve our active support when possible. We also are supporting the Tourism Loan Program at levels to eliminate any backlog and other efforts that produce returns to the state as well as preserve the resort industry. These small investments in funds provide long lasting dividends.

## **GET INVOLVED!!!!**

There is no question that policies the legislature adopts can have a dramatic impact on the resort and tourism industry. Without the active involvement of the CMR membership, our ability to improve the laws that can determine a resorts ability to stay in business will be severely limited. With a untied voice, CMR is working to enact legislative changes intended to stop the trend of declining resort numbers. Please take the time to let your local elected official aware of resorting issues and get involved in CMR's legislative committee, attend the Day on the Hill, and respond to legislative action requests. The resort industry needs CMR - and CMR needs you!

## BENEFITS OF BECOMING A CMR MEMBER

The CMR is the only state wide association representing only resorts.

### CMR WEB SITES:

*For marketing your resort:* Member resorts are listed on the CMR Web page,

**www.minnesota-resorts.com**

Each member can access this web page to update and post special information about their resort.

*To learn more about resorting:* Although some sections are under construction, we maintain an online library, of sites and information for all resorters **www.resorters.org** Check it out today!

**THE MINNESOTA RESORTER:** A magazine written by members and published quarterly by the Congress of Minnesota Resorts. It is an industry unique magazine with information for owners and managers of Minnesota resorts.

### LONG DISTANCE PHONE RATES:

CMR members pay no hidden rates or fees and get low long distance rates for both regular phone service and toll free numbers.

### CMR SCHOOL OF RESORTING:

CMR members have continuing opportunities to enhance their resort operation by attending CMR School of Resorting classes and events. Most are offered free or for the cost of materials only.

### LEGISLATIVE LOBBYIST:

CMR members are represented at state level by our CMR Lobbyist. Members are kept abreast of legislation affecting the resort industry and are assured of having their voice heard at the state capital.

### SCHOLARSHIP PROGRAM:

CMR members children and grandchildren are eligible for annual scholarships. (Associate members are not eligible).

## 2002 CMR BOARD MEMBERS

ADDRESSES  
PHONE NUMBERS  
FAX NUMBERS  
E-MAIL ADDRESSES

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# THE TOURISM INDUSTRY OF MINNESOTA



Your membership in the Congress of Minnesota Resorts (CMR) will help the Tourism Industry and your own resort. You will become a part of the CMR organization of Resorters Helping Resorters. So many benefits await you as a member of the CMR. Fill out the membership application today and WELCOME to an association of resorters, run by resorters, for resorters! Working together we can make a difference.

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## BECOME A MEMBER THE BASIC PHILOSOPHY...

of the CMR is "resorters helping resorters". This can take many forms and has resulted in specialized committees being formed to promote the continued education and welfare of the CMR resorters. Workshops are held and newsletters are published by, and for, members.

The CMR's primary function is as a sounding board for ideas and to offer everyone the opportunity to advance the resorting industry. We provide sympathetic and understanding forum for the discussion of resorting problems and exploration of possible solutions.

We believe that "none of us is as smart as all of us".



## OBJECTIVES...

- To help insure the survival of Minnesota resorts.
- To change the "Ma & Pa" resort image to a resort "Tourism Business".
- To Promote tourism-related businesses throughout the state.
- To Provide information and education through workshops, Resorter Reporter newsletter, and the Minnesota Resorter quarterly publication.
- To provide operators of average size and smaller resorts with information especially relevant to them.
- To provide a united voice for average size and smaller resorts.
- To use the vast reservoir of readily available and inexpensive resources already in existence among Minnesota resort owners.
- To remain open to new ideas and new directions, but always with the purpose of providing maximum benefits to resorters.



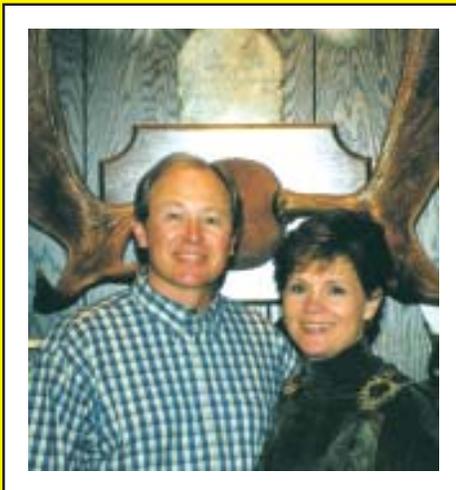
HAVE YOU JOINED  
THE ONLINE RESORTERS  
CRACKERBARREL?

In case you missed the notice in the last Minnesota Resorter, now anyone who owns a resort can participate in an online discussion of resorting topics FREE! All you have to do is send a BLANK (no text in the body) e-mail message to "subscribe-resorters@egroups.com".

During the last few months, we've covered lots of topics - insurance has been an especially hot topic. We've discussed personal experiences with resort insurance, health insurance and water trampoline insurance - I'm sure we've all become a little more knowledgeable about the industry and various practices.

Here is a thoughtful e-mail about rates and competition that was posted online - just one of the many examples of the different perspectives we all bring to the table.

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