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# CORPORATE & INCENTIVE TRAVEL

THE MAGAZINE FOR CORPORATE MEETING AND INCENTIVE TRAVEL PLANNERS



30<sup>th</sup>  
AWARDS OF  
EXCELLENCE

2014 WINNERS PAGE 34

## The Art of Teambuilding

How Common 'Horse Sense' Leads To  
Transformational Change PAGE 16

Founder and leader of the Equine Experience, Wyatt Webb guides groups to improved relationship skills at Miraval Resort & Spa in Tucson, Arizona.

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Independent planners learn how to work together to give clients the best of all worlds. **PAGE 12**



Credit: Union Station A Wyndham Grand Hotel

Union Station A Wyndham Grand Hotel in Nashville is a glowing example of a repurposed historic venue. **PAGE 22**



Credit: Albuquerque CVB

Memorable meetings in the Southwest happen when attendees experience firsthand a tribe's rich culture and history. **PAGE 28**

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# HE ASKED FOR THE IMPOSSIBLE.

SHE'S A MEETING  
PLANNER WHOSE STAR  
IS ON THE RISE...

STARRING  
Claire Holloway

HE WANTS A  
VENUE FOR  
5,000 ON THE  
EAST COAST...

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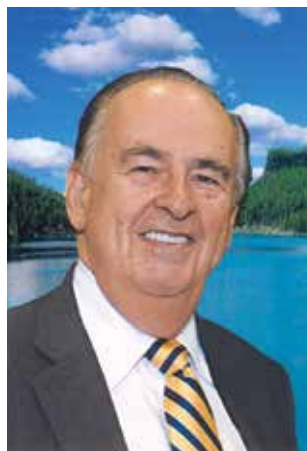


# Publisher's Message

## Teamwork Is Key for Success

As we approach our 40th year in the publishing business, it gives me great pleasure to present the winners of our 30th Annual Awards of Excellence. I invite you to read the success stories of many of the award winners that are featured in this issue beginning on page 34.

We thank our subscribers, the meeting and incentive travel professionals, for judging which hotels, resorts and conference centers best served their needs by excelling in these areas:



- Outstanding accommodations, meeting facilities and updated technology
- High quality food and beverage functions
- Superior service
- Excellent setups and arrangements for social functions
- Exceptional ambience
- Convenient and accessible location

Our subscribers also chose the convention and visitors bureaus that go above and beyond in these areas:

- Superior service and support
- Marketing and promotional assistance
- High level of supplier facility and venue information
- Coordination and liaison with local officials, attractions and transportation
- Extensive assistance with accommodations and site inspections

Also, I congratulate Steve Bartolin, the highly regarded president and CEO of The Broadmoor in Colorado Springs. Steve and his incredible team captured their 30th Award of Excellence this year — a feat no other property can duplicate. For every one of the 30 years that this award has been bestowed by *Corporate & Incentive Travel* magazine, The Broadmoor has deservedly been a top vote-getter.

Teamwork is an important key to success at The Broadmoor. Two years ago, when *ColoradoBiz* named Steve Bartolin CEO of the Year, his HR manager asserted, “No one is more important to Steve Bartolin — or ‘Mr. B’ as he is often called — than his team. Steve understands it’s our employees who are our most valuable asset. They help shape our culture and our business success.”

The significance of the team is a common thread woven into the success stories of our Award of Excellence winners.

Harvey Grotsky  
Publisher

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## Harrah's Atlantic City Waterfront Conference Center Reaches Construction Milestone

ATLANTIC CITY, NJ — Local and state officials along with Caesars Entertainment executives looked on as the Harrah's Atlantic City Waterfront Conference Center had its final steel beam signed and installed October 22, marking a significant step toward the building's completion. The \$125.8 million meetings facility connected to Harrah's Atlantic City will be crucial in ensuring a successful future for Atlantic City when it opens in August 2015, officials said.

"There are so many Fortune 500 companies in the area that do large product launches and have national

sales meetings and are forced to go to Dallas or Orlando or Las Vegas. These are all fine destinations but we want to see them be able to stay here at home in the fine state of New Jersey," said Michael Massari, Caesars Entertainment senior vice president of national meetings and events.

Harrah's Waterfront Conference Center will be the largest convention center-hotel complex from Baltimore to Boston with its two 50,000-sf ballrooms. The ballrooms can be divided into as many as 29 individual sections and will offer state-of-the-art, technologi-

cally advanced meeting space that can be utilized by up to 5,000 attendees. In addition, Harrah's Atlantic City offers more than 2,500 hotel rooms that will be directly accessible from the meeting space, making it a year-round destination where attendees can eat, sleep and meet all in one location.

"This is a great day for Atlantic City," said New Jersey Senate President Stephen Sweeney. "Atlantic City has a phenomenal future. ...Atlantic City hasn't seen its best days yet. Atlantic City's best days will be as a resort again."

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

## Destination Hotels Promotes André Fournier to Executive Vice President Sales and Marketing

PHOENIX, AZ —Destination Hotels announced the promotion of André Fournier to executive vice president, sales and marketing. In his new role, Fournier will focus on portfolio expansion and continue to drive revenue performance for Destination by fostering a global vision and culture, implementing strategic sales and marketing strategies for targeted acquisitions, activating new, independent brand initiatives and building new marketing information technology to support distribution and new applications.



FOURNIER

Fournier joined the company as director of sales and marketing at Vail Cascade and continued to drive Destination Hotels' property-level sales and marketing efforts in other significant assets.

"With a 19-year history at Destination Hotels, Fournier has been a leader at the company, strengthening its property-based sales and marketing teams, providing strategic direction for increased cross-brand sales capabilities and developing key staff," said Jamie Sabatier, president and COO at Destination Hotels. "With André's strong leadership and various major contributions, we have set record years in new business and company revenues and look forward to this continued growth." [www.destinationhotels.com](http://www.destinationhotels.com)

## Diplomat Resort & Spa Hollywood Joins Curio – A Collection by Hilton

HOLLYWOOD, FL — The historic Diplomat Resort & Spa Hollywood, along with its 900-plus employees, joined Curio – A Collection by Hilton on October 30.

South Florida's premier beachfront resort and convention center, the Diplomat Resort, was acquired last month by Thayer Lodging Group, a Brookfield Company, and its institutional

partners. The resort encompasses 998 rooms and suites, numerous restaurants and a spa, along with more than 200,000 sf of meeting and convention space. Thayer previously announced the property would undergo a \$100 million enhancement initiative to begin later this year. The transition was marked with a ceremony on October 30. [www.hiltonworldwide.com](http://www.hiltonworldwide.com), [www.thayerlodging.com](http://www.thayerlodging.com)



(L to r) Diplomat Resort & Spa General Manager Ed Walls; Mayor of Hollywood Peter Bober; Global Head Curio, A Collection by Hilton, Dianna Vaughan; Thayer Lodging's Shai Zelerling and Area President Operations America Hilton Worldwide, Joe Berger at the transition ceremony.

# Snapshots



Credit: 1, Caesars Entertainment; 2, 3, 4, CIC

**1** Planet Hollywood Resort & Casino headliner Britney Spears was presented with the Key to the City of Las Vegas' iconic Strip at The Linq Promenade. **2** The Convention Industry Council (CIC) rolled out the red carpet in Las Vegas for the 2014 Hall of Leaders Gala honoring the industry's best and brightest. Enjoying the gala were Vicki Hawarden, CMP, president and CEO, IAVP and Jim Hawarden, CEM, president, Association Resource Consultants LLC; and **3** Mickey Schaefer, CAE, a 2006 Hall of Leaders inductee, and David Dubois, president and CEO, IAEE. **4** CIC CEO Karen Kotowski, CAE, CMP (l) and the 2014 chair of the CIC Board of Directors Bob Gilbert (r) presented the Pacesetter Awards to Lindsay Arell (2nd from r) and Donnell Bayot, CHE, CPCE, CFBE, (2nd from l) for their outstanding achievements. John Christison (3rd from r), Patti Shock, CPCE, CHT, (3rd from l) and Gary Sain (1950-2012) also were inducted into the Hall of Leaders. Pam Sain (c), widow of Gary Sain, accepted the award. **5** At IMEX 2014, Harvey Grotzky, publisher of *Corporate & Incentive Travel*, George Aguel, president and CEO, Visit Orlando and Terry Brinkoetter, public relations director, Disney Destinations. **6** SITE and GMIC Florida and Caribbean chapters jointly host "Socializers" that benefit to the Children's Home Society. At the Waterstone Resort & Marina, a DoubleTree by Hilton, Boca Raton, networkers included (l to r) David Middlebrook, Coastal Communications Corp.; Marjorie Osborn, Wyndham Deerfield Beach; Stuart Gardner, Florida Meeting Services; Lindsey Harmon, LJH Associates; and Harvey Grotzky, Coastal Communications Corp.





By Christine Shimasaki, CDME, CMP

## 10 Tips for Adding Local Destination Flavor to Your Meeting

Imagine this: a corporate attendee is sitting in an airport on their way home and someone asks, “How was your time in (blank) city?” and the attendee responds, “I could have been in any city, and it wouldn’t have mattered. They are all the same.” They are stuck in the airport-taxi-hotel-taxi-airport rut and are never able to get an authentic taste of the destination. Not exactly the experience a meeting professional aspires to — especially when the meeting’s success is tied to the attendees’ desire to return for next year’s meeting.

### Meeting Experiences Drive Attendance

People are no longer interested in attending just a meeting; they are looking for a complete and total meeting experience. A meeting experience where all five senses are engaged and attendees leave not only gaining professional insight, but feeling that their time was well spent and filled with lasting memories.

Even if a meeting is held in only one location, it doesn’t have to restrict their experience. There are many ways a planner can infuse local flavor during the course of the meeting to give attendees a real taste of the destination and thus create a positive meeting experience.

### 10 Ways to Infuse the Local Flavor of a Destination

#### 1. Arts and culture.

We know attendees are looking for authentic cultural experiences and taking advantage of a destination’s arts and cultural offerings will help to reveal and enhance the underlying identity of the destination (*see related story on page 29*). Museums are a reflection of their community and what makes them unique. Try hosting a portion of your event in a local museum’s lobby or exhibit area. Museums are happy to rent out part or all of their space for meetings and conferences, and attendees will be thrilled to see a little of the local culture.

#### 2. Food and beverage.

Infusing the local flavor with unique food and beverages provides attendees a taste of the destination and will help to create an overall memorable experience for attendees. Each destination is unique in not only location but in the tastes and flavors it offers. Chefs located in

hotels and other meeting venues are adept at utilizing locally grown fare to capture the flavor of the destination. Meeting attendees can find local flavor in everything from banquet dishes to unique craft cocktails.

#### 3. People who have settled in the area.

Infusing a meeting with the destination’s flavor doesn’t have to be limited to the farm-to-fork movement. Many local flavors also come from the people who have settled in the area. For example, in Minneapolis, the city’s historical roots can be traced to its Scandinavian roots, and the city has been moving toward a “New Nordic” culinary experience

#### 4. Utilizing local vendors.

Planners looking for goodie bags or small party favors can infuse local flavor by utilizing local vendors. Not only will they be supporting local businesses, but attendees also will be able to get a sample of something popular in the destination.

#### 5. Community project/corporate social responsibility.

A unique way to infuse the flavor of a destination is to offer a community project as part of the overall meeting program. Planners can look for projects unique to the destination as well as one that connects with the organization’s overall mission.

#### 6. Spousal programs/offsite excursions.

Planners have been hearing this for years: Attendees and their spouses are looking for more authentic experiences and moving away from generic programs. Attendees want to experience the flavor of the destination through all of the senses. Every destination has arts and cultural offerings that are unique to the destination. One trend that is sure to excite attendees and spouses is having a local docent guide them through private tours, such as walking tours, behind-the-scenes museum tours and even ghost tours.

#### 7. Music and local events.

Infusing the flavor of a destination doesn’t have to be

limited to just one of the senses. Many destinations are known for their unique sights and sounds as well. For instance, Nashville is known for its country music, and New Orleans is known for its jazz. However, each destination has its own unique music and events. Planners can journey to offsite events or hold meetings at a venue offering music unique to the destination.

#### 8. Get Active.

There also is a perception that meetings have to be inside. Try holding breakout sessions outside and present meeting content in an unconventional way, which will really help to create a lasting impression on attendees. Meeting attendees are thus able to take advantage of the beautiful outdoor weather, taste local flavors of the destination all while being presented with meeting content in a unique and memorable way.

#### 9. Speakers.

Tapping prominent, local speakers is a great way to enrich the overall meeting experience for attendees. By tapping into local experts or motivational speakers who present programs in alignment with the organization’s overall mission, attendees will gain professional insight and will learn what makes the city unique. Another option for planners is to have local docents or guides come and talk to smaller groups to share insider tips and things to do in and around the destination.

#### 10. Agritourism.

Agritourism is the growing trend of travelers heading out to farms, ranches or farmer’s markets for a real taste of

the city and the unique foods grown in the region. There are a growing number of planners taking advantage of this trend by having an offsite excursion or event at a local farm or ranch. Attendees are able to visit a working farm where they can taste locally grown fare, go on hay rides, work their way through corn mazes or pick fruit directly from the vine.

### CVBs Help Create Memorable Meeting Experiences

A lot of information planners need can be found on the Internet, yet only the most popular tourist-driven options will come up when you do a generic search. A planner has to know what they are looking for before they can search for it. How do you find out about and, more importantly, get access to the resources you need to infuse your meeting with the destination flavor? The local convention and visitors bureau (CVB) sales professional is your ultimate destination guide.

As local experts, the CVB not only will help you find out how to infuse the destination’s flavor into your meeting, they also will help you gain access that you may not normally get. The CVB has in-depth knowledge of their destination and knows what makes it unique. Therefore, when siting your destination(s), involving the CVB from the very beginning will ensure your meeting is infused with the destination’s flavor and character, which will ultimately contribute to its success.

No organization has stronger connections and better destination knowledge than the convention and visitors bureau. It is the CVB’s mission to help you find not only the right fit for your meeting, but to help create the best meeting experience for attendees.

To reach out to CVB experts at more than 135 top meeting destinations, visit [www.empowerMINT.com](http://www.empowerMINT.com).

C&IT

“People are no longer interested in attending just a meeting; they are looking for a complete and **total meeting experience.**”



**Christine Shimasaki, CDME, CMP**

is the managing director of *empowerMINT.com* and the Event Impact Calculator for Destination Marketing Association International. She previously served as executive vice president and chief strategy officer for the San Diego Convention & Visitors Bureau, as well as a distinguished career in sales with Marriott.



## Independent Planners

# It Takes a Village

Specialize, Partner With Other Planners and Integrate With Clients to Succeed

By Patrick Simms



**W**hile many third-party planning companies promote themselves as being “full service,” it’s rare for any company to be equally strong in all facets of event planning, which often call for widely different skill sets.

Compare negotiating hotel contracts to designing and executing teambuilding events, for example. Indeed, “the

caution is trying to be too much of everything to everybody,” says Laurel Coote, CMP, CMM, founder of Torrance, California-based Pick My Brain Consulting, a strategic meeting and event planning company. Coote, who previously owned The Laureli Group for 10 years, advises independents to “identify the two, three or four things that you or your organization do really well. You might be able to plan catering and do teambuilding, but perhaps you really love managing content and speakers for corporate training events. So find what you love and do that especially well.”



**Laurel Coote, CMP, CMM**  
Founder  
Pick My Brain Consulting  
Torrance, CA

It’s the diverse niches in the planning field that allow the market to support a growing multitude of independent planners. Specializations, which range from types of organizations to types

of meetings to aspects of the planning process, allow third parties to stand out and be more than just another full-service planning company.

### Collaboration, Not Competition

Moreover, independents can sometimes rely on each other’s strengths in an atmosphere of collaboration as opposed to competition. “We have a number of partners locally, and on a national and global scale, that we will reach out to and partner with,” says Cathy Palmateer, CMP, president of San Francisco-based Meeting Resource Group. “I think that those friendly competitors that are out there and those partners we find an opportunity to work with understand that each of these programs has a number of different elements to it, and there may be aspects of that program that some are more skilled and better served to deliver on than others.

“For example, am I going to take on décor in a ballroom? No, I’m going to rely on one of my décor companies in San Francisco to take care of that. To use an old phrase, it takes a village.”

In that ideal situation, independents not only can collaborate, but also refer clients to colleagues who have the availability to take on certain projects. That allows the referrer to avoid simply saying “no” to a client’s business, and in a sense still meet their needs. But that sort of option only comes with being well-connected within the third-party community.

“If I meet an independent planner I really try to get to know them,” says Jennifer Squeglia, CMP, owner of Warwick, Rhode Island-based RLC Events. “That way, if somebody comes to me for help with an event and I’m not available, I feel comfortable saying, ‘I’m not available; however, this person is.’ For instance, I just had a client who is doing an event next March, and I told them upfront I will do all the preplanning, but I can’t be onsite. So I worked with another independent plan-

and we’ll formulate it, but other times it makes sense to say to the client, ‘You need to go to a specialist teambuilding company because they have it all. It would be far too labor intensive for us to do it and would cost you more.’”

That kind of honesty ultimately promotes long-term relationships with clients. They will realize the third party puts client results above personal revenue, and thus feel more secure about trusting the third party with future projects that are a better fit.

### Flexibility

Of course, independents need not continue passing on projects that are outside their scope; in some cases, they can develop specializations in response to client needs. “When the HCP (healthcare provider) spend reporting became very big, we developed special departments focused just on that,” notes Jean Johnson, CMP, chairman, president and CEO of Caledonia, Wisconsin-based Meetings & Incentives Worldwide Inc., a family-owned company that has grown to 160 employees and 20 clients over the last two decades. “A big part of our success is that we’ve always been very flexible, so as our clients have grown and changed, we’ve always grown and changed with them.”



**Jennifer Squeglia, CMP**  
Owner  
RLC Events  
Warwick, RI

ner whom I trust and respect, and she’s going to cover it onsite for me. That’s why it’s important to keep my relationships current.”

In a different case, a referral is based not on availability, but rather skill set. “Sometimes you get requests for things that are outside the scope of what you feel you can do well,” Coote says. For example, my company is not a teambuilding company, but we do it. Some teambuilding requests are not a problem,

executed well, can lead to larger projects and regular planning work from that client.

### Client Integration

Regular work can lead to the client perceiving the independent as part of the in-house team, a coveted kind of



*“I’m a firm believer in ‘high touch’; we stay in very close contact with our clientele.”*

**Cathy Palmateer, CMP**  
President  
Meeting Resource Group LLC  
San Francisco, CA

relationship for many third parties. “If they have a corporate events department, then my company is seen as an extension of that,” Coote explains. “And if they don’t have in-house event management, then my goal is to plant myself as their source. I aim to put myself out there as one of them, so that all the people I touch on their behalf think I work for them (in house).”

There are several aspects to integrating with a corporate client on that level. One is typically some degree of face-to-face interaction, despite the fact that the project often can be accomplished strictly through phone and email communications with the client. “Sometimes they ask you to come in to see how you work; clients have asked me to sit in their office for a few days a week for a period of time,” she notes. While in-person meetings or face-to-face work may be logistically inconvenient for the independent, it’s an opportunity to get better acquainted with the client’s culture, brand and staff demographics, which furthers the goal of integrating with the team.

### Align With Core Values

Another step to that goal is observing the client’s core values. Coote had



## Certification Adds Credibility With Clients

Both Jean Johnson, CMP, chairman, president and CEO of Meetings & Incentives Worldwide Inc., and Jennifer Squeglia, CMP, owner of RLC Events, earned their CMPs at about the same time, 2000/2001, and both indicate that the designation has bolstered their career as an independent planner. Johnson remarks that during that time, there was less understanding of the meeting planning trade, and so she sought the designation in order to “legitimize my profession because everyone thought I was a party planner back then. So I liked having the credential because it gave some merit to what I did, and still does today.”

### Always Something to Learn

That’s not to say that a CMP automatically resonates with all clients. “There are a lot of clients that ask me what does that (acronym) stand for,” Squeglia observes. But even though the promotional benefit of the designation doesn’t always factor in, the educational benefit is undeniable. “I’m definitely glad I got the designation; any time you can further yourself and get more education the better you are regardless,” she adds. “Our industry is constantly changing, and there’s always something to learn no matter how long you’ve done this. For example, I’ve done a million contracts, but I always go to contract workshops or do webinars to make sure I’m on top of my game.” The process of obtaining a planning certification also broadens one’s network, which is particularly valuable when trying to make it as an independent. Thirteen years later, “I

still keep in touch with the other planners that were in my study group,” Squeglia says.

### CMM Respectability

Laurel Coote, CMP, CMM, founder of Pick My Brain Consulting, obtained her CMP in 1997 and CMM in 2002. By the time she earned her CMM, she had left the corporate planning world and became an independent. “For me the CMM was integral because I had to set up a business plan, something I hadn’t done before. It gave me a much better foundation and structure for being a business owner,” she says. The CMM curriculum, currently developed by both GBTA and MPI, covers meetings business performance, including budgeting, financial reporting, risk mitigation and strategy, and management and leadership skills — all directly relevant to successfully orchestrating an independent planning company.

In terms of client perception, the CMM provides “a different respectability, not necessarily a better one,” says Coote. “Especially if you approach a new corporate customer, they can say, ‘Oh, you have a certificate in meeting management,’ and that speaks differently than certified meeting professional.” For Coote’s consulting work, the certificate is particularly appropriate as she advises clients on how to strategically conduct meetings within the “big picture” of their business goals, which often involves problem-solving. “We joke sometimes that I’m the go-to girl, the person that gets the call when there’s a quandary, a challenge that’s outside the box.” — PS

### ‘High Touch’ Communication

A fourth aspect to immersing oneself in the client’s organization is maintaining regular contact between projects. Palmateer generally reaches out to or meets with clients on a quarterly basis, even for those clients who only work with her on their annual meeting. “I like to ensure they are getting the service they need from the hotels, and see if there’s anything we can do to complement or support their efforts. I’m a firm believer in ‘high touch’; we stay in very close contact with our clientele.”

The contact need not be about business, strictly speaking. Says Squeglia, “I always express my gratitude and never take their business for granted, even the clients I’ve had for the eight years I’ve been in business. When the meeting is over I take the time to send out handwritten notes saying ‘thank you for your business.’ And I make sure I show appreciation to everyone on the team, even the person that handles the RSVPs; that’s a big job, too.”

Toward cultivating the relationship, she also lets clients know she is always available to answer the offhand planning question. “I may have a client who asks me, ‘We’re trying to find a good private room in Boston to do a dinner, can you help us?’ Well of course I can, and I wouldn’t charge for that. So I want them to see me as a resource not just for the particular event but for anything they might need” in their planning work.

### A Village of Planners

There truly is a “village” of independent meeting planners out there, especially since in-house teams were pared down during the recession, and in many cases left in that streamlined condition. And while the village allows for collaboration and strategic referrals among its well-connected mem-



*“A big part of our success is that we’ve always been very flexible, so as our clients have grown and changed we’ve always grown and changed with them.”*

**Jean Johnson, CMP**  
Chairman, President and CEO  
Meetings & Incentives Worldwide Inc.  
Caledonia, WI

bers, capitalism is still at its core, and when possible independents will want to secure long-term, exclusive relationships with clients. Integrating with clients’ organizations serves that end, via occasional face-to-face interaction, observation of core values, knowledge of overall business direction and regular contact. The less “independent” from a client they are perceived to be, the longer the relationship is likely to last.

C&IT

Amgen as a client for about 10 years, and “it was really important to them that their vendors aligned with their seven core values in the way their employees did. The values include compete and win, but also respect one another and work in teams. So it was a very collaborative environment, and not only would I need to be respectful of them, but so would they with me.” The result was a “level playing field” between vendor and in-house team. She describes that relationship as “the best of both worlds,” allowing her to work “within the corporate structure” while retaining the freedom that comes with being a vendor. “If I can’t align myself with their values, then they might not be the best client for me. There are times when you need to say to the client, ‘We’re not a good fit anymore, it would be better for you to work with somebody else.’ As an independent you have the option to say no. As a corporate employee it’s not so easy.”

### Strategic Approach

A third aspect to integrating with an in-house team on a long-term basis is to become versed in the state of the client’s business and their goals. The independent is then in a position to strategize site selection, contracting, theming and other meeting details in the context of the client’s broader business needs. Toward that end, “I like to read their annual reports and white papers,” Squeglia notes. While this kind of activity is often strictly speaking unnecessary to the project at hand, “to me it’s time well spent because it’s going to make me a better partner to them,” she maintains.

Building connections to stakeholders within the client organization is also a route to this “education.” “I would say that with 50 percent of our accounts, we have direct contact with stakeholders (e.g., a V.P. of marketing), and then there’s a smaller percentage of clients where we’re dealing directly

with staff that supports the C-suite,” says Palmateer. “Not only does (that connection) improve the effectiveness of the project at hand, but it also gives us a far broader understanding of the intent and goals of the meeting as well as the long-term objectives of the company. When you are sitting down in front of the decision-makers that do have a direct line to the stakeholders, it allows you to see the global picture, as opposed to being removed as an independent contractor working in silos with two or three different point people.”

When Squeglia is able to get that “direct line” to the C-suite, she takes the opportunity to get their perspective on ROI for the meeting at hand. “One of my questions is, what do you want these people to say after the meeting’s over? How do you want them to feel? I love hearing that directly from the CEO. That really helps me to deliver better service to them.”

*Austin eclectic.*  
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# The Art of Teambuilding

## Be Bold, Take Risks, Drop Your Guard, and Learn a New, Powerful Way of Thinking and Doing

By Christine Loomis

These two definitions offered by *BusinessDictionary.com* assess teambuilding from an employer perspective, accurately describing both the grouping of individuals in a corporation and how the group is expected to perform:

1. The philosophy of job design in which employees are viewed as members of interdependent teams instead of as individual workers.
2. The ability to identify and motivate individual employees to form a team that stays together, works together and achieves together.

Companies often need help with the second description, which may include not only motivating the team but also helping the group and individuals within it break through challenges that hold them back.

Teambuilding is an art, and corporations frequently turn to independent companies and their facilitators for programs specifically designed to coalesce individuals into effective teams. These programs range from a few hours in length to multiday experiences, from physical challenges to more cerebral exercises. They may explicitly build teams with a goal of greater productivity or they may focus on bonding employees to foster better communication and support. Teambuilding programs can be part of a larger meeting or a standalone endeavor. They can be a dynamic part of an incentive reward experience and also of corporate giveback programs.

### Where to Start

The task for companies is to find the right programs for their groups.

When Aimee DiCicco, senior vice president of sales at FedEx Office in Dallas, Texas, wanted a program for her sales leadership team (seven managing directors and two officers, including DiCicco), she turned to Four Day Weekend, an improvisation-based organization that had previously worked with larger FedEx Office groups. The goal of the one-day workshop was to create a more efficient and productive team

dynamic via new skills gained through creative improvisation exercises facilitated by Four Day Weekend.

David Wilk, the founder and president of Four Day Weekend, explains the core philosophy of FDW's approach as one of offering a "Yes and..." scenario in a "No but..." world. "Our success is based on collaboration because we know that what we accomplish as a group is far better than what we may come up with individually. Our philosophy works because it teaches a person the value in making teammates look good. The bottom line is that if I make you look good, and you make me look good, then we all look good.

"'Yes and...' takes your idea and makes it our idea," Wilk says. "Everyone has buy-in, and we only succeed if we succeed together."

Before the workshop, DiCicco's group didn't fully understand how improvisation could improve outcomes, but they emerged from the experience enlightened and eager to apply what they learned. What they learned was a new way of thinking and doing. "They learned," DiCicco says, "to think openly, build each other up and build on each other's ideas. They learned to look not for the 'no' but for the 'yes,' and that

we win only if the team wins as a whole. They learned that there are no bad ideas and that choices with the highest probability are the goal."

Perhaps the biggest takeaway, DiCicco says, is that they learned how much team members stifle creativity by shutting each other down unintentionally.

A teambuilding program is only effective if the skills and attitudes learned translate back to the workplace, and Four Day Weekend delivered. DiCicco calls the workshop highly successful. "Team decision-making, problem-solving and conflict resolution were the biggest skills we were looking to improve upon as a team," she notes. "By improving on each, we ended up with better outcomes and better morale, which automatically leads to better performance."

As with any program, DiCicco notes, it's a process, and the team has to continue to reinforce what was learned. "You have to keep implementing the skills and putting them into practice," she says. "It is easy to lapse back into old ways of thinking and doing things."

### Mindful and Challenging Experiences

Teambuilding experiences aren't

Credit: Miraval Resort & Spa

Miraval Resort & Spa features immersive equine experiences by Wyatt Webb in which participants work with specially selected horses.



# When in Rome...

For groups meeting in Rome, this old adage is especially apropos, except the Romans to emulate are not today's citizens but those who lived 2,000 years ago.

At Rome Cavalieri, Waldorf Astoria Hotels & Resorts, meeting guests can learn much about today's corporate world from Rome's ancient gladiators in a program that offers an intriguing mix of sport, culture and history. In conjunction with Gruppo Storico Romano, the city's gladiator school and museum, up to 100 attendees don tunics and sandals and learn to wield the authentic weaponry of the legendary fighters — the gladius, a typical gladiator sword; the trident, a three-pronged spear; and heavy shields for protection. Squatting, twisting, thrusting, pushing, bobbing and lunging, warrior pairs must attack and defend in a challenging test of physical and mental endurance.

Gladiator principles of combat have meaning for today's corporate "warriors" as well: Fight for your choices, kill only within the context of an honorable fight (figuratively, of course, in the corporate world); and respect the rules. Participants also quickly learn that a prolonged fight is not good for anyone, thus, the best strategy is to hit hard early and end combat as quickly as possible.

Credit: Rome Cavalieri, Waldorf Astoria Hotels & Resorts



Corporate "warriors" can participate in a mix of sport, culture and history in Italy at Rome Cavalieri, Waldorf Astoria Hotels & Resorts.

Self-confidence, discipline, productive strategizing and leadership skills also come into play, and participants who complete the program are presented with a medal declaring them a Tiro or first-level gladiator.

The program can be set at the school or, more exclusively, in the hotel's private 15-acre park with Rome's dramatic skyline as backdrop. Planners considering Rome as a meeting site can learn more at [www.romecavalieri.com/gladiator.php](http://www.romecavalieri.com/gladiator.php)

— CL

just for members of a single company. They're also for leaders and managers of far-flung companies who come together in a program and take what they learn back to their respective organizations.

Jamee Natella, founder and executive producer at Blueyed Pictures, a Los Angeles-based commercial and corporate media production company, enhanced her life and work skills in a teambuilding experience, which she arranged with fellow members of the Young Presidents' Organization (YPO), Malibu chapter, in May.

The group met at Miraval Resort & Spa in Tucson, Arizona, known for its wellness and life-in-balance programs such as the Equine Experience, founded and facilitated by Wyatt Webb, author of several books including *It's Not About the Horse* (Hay House, 2003).

"Wyatt Webb is the real deal, Natella says. "When you first meet him, he's sitting on a stool in front of a horse. He starts by saying, 'There are two things we're not born with: fear and self-doubt.' Let's just say he had me at fear. At the time I met him I was at a cross-road with the direction in my life. He gave me his book *What to Do When You*

*Don't Know What to Do: Common Horse Sense* (Hay House, 2006). As he states, 'It's just common horse sense.' It helped me understand what I really wanted and needed to move forward. He left a lasting impression on me."

The YPO group took part in several

***"You have to keep implementing the skills and putting them into practice. It is easy to lapse back into old ways of thinking and doing things."***

Aimee DiCicco, SVP of Sales  
FedEx Office, Dallas, TX

of Miraval's programs. "In addition to the Equine Experience, the group participated in the Mindfulness at Miraval lecture with Leigh Weinraub, the guided hike/scavenger hunt, Quantum Leap II, low ropes and zip-lining," Natella says. "I wanted to give this retreat the entire mindful experience. After all, this is what makes Miraval stand out compared to other resorts.

"Initially, the goal was to create an

'only in YPO' experience. I was trying to center the retreat (on) our theme for the YPO year: Now is the Time. I wanted to create activities (in which) I thought I could accomplish not only the theme but also break the mold of what we do each day. These are all activities that take participants out of their comfort zone, help with teambuilding, focus on building trust and therefore deal with fear and self-doubt."

None more so than the Equine Experience, during which participants have to complete various tasks with horses. This program turned out to be transformational for members of Natella's group. "During the equine activity," she says, "one of the women approached the horse and couldn't achieve the task Wyatt had given her. This woman is usually in control emotionally. To complete the objective, she ended up breaking down her emotional barriers and becoming vulnerable. I had always known this participant to be a very powerful woman letting out little emotion. Being the organizer of the event, I was a little concerned as to what the outcome would be.

"After many tears, she walked away

thankful. Throughout the rest of the retreat, we saw her transformation into the woman she truly is instead of the woman she had created in order to run a powerful company. To me, being vulnerable showed more power than the facade she had created. It was after she broke down her emotional barriers that the horse connected with her and she completed the exercise."

As Webb makes clear in his books and as facilitator of this experience, it's not about the horse. "Horses can't verbally communicate," Natella says. "Therefore they react to human emotions and actions. When this participant was guarded, the horse sensed this. After she acknowledged her fear and self-doubt, the horse trusted her and the exercise was completed. The horse, along with Wyatt, helped to facilitate her emotional transformation."

The experience can be more challenging than it initially seems. "I noticed a change in the group immediately after the second participant in the equine activity," Natella says. "The first person approached the horse and completed the exercise right away. When the second person could not complete the task, I noticed that the group started paying closer attention to the exercise, realizing it may be more difficult than first

expected. The exercise was different for each person. I suppose it's about how one feels when approaching the horse and what he or she is willing to confront. You must be bold and take risks."

In fact, many of the team activities

***"The activities at Miraval encourage participants to say what they feel and build team cooperation and trust...participants became closer."***

Jamee Natella, Founder  
Blueyed Pictures, Los Angeles, CA

offered at Miraval require participants to challenge themselves. If they can do that, the results can be powerful — and lasting.

"If participants believe in their own power and exceed their expectations — living life freely, leading by example and trusting their gut — it creates a more wholesome environment for self-expression," Natella says. "The activities at Miraval encourage participants to say what they feel and build team cooperation and trust. After completing this program, all participants became closer. I heard that when they returned

to work, situations that had been difficult before were looked at in a different light and became easier to resolve."

For Natella, the highlight of the Equine Experience was seeing participants break through their emotional fears and barriers. "It was incredible to see the transformation in each individual," she says. "People tend not to change their inner self unless they are faced with difficult situations or are in a terrible place in life. Wyatt has a way of accomplishing this with each person in a safe environment. Everyone exceeded their own expectations and built lifelong friendships."

This was Natella's second time at Miraval, and she says she will continue to go back. Many members of the YPO group have made reservations to return as well — which says much about the value of the experience.

## Continuing to Grow

"Since Miraval, the group has continued to grow," Natella says. "And at times of doubt, we reflect on what we learned at Miraval. I recommend the Equine Experience to all organizations looking to further their productivity and growth. As Henry Ford said, 'Whether you think you can or you think you can't, you're right.' Many times a com-

## Fast and Furious: The Head-to-Head Challenge

Okay, it's not street racing. But it's definitely racing — one-on-one along a tight, coned off-road course that demands both speed and control. The winner is the one who gets to the finish first without penalties. This timed, elimination-style competition is the newest team-bonding "Motortainment" option from the Richard Petty Driving Experience at Walt Disney World Speedway in Orlando, Florida. Team members must communicate effectively, decide which drivers to pair with which opponents for the best possible outcome, and think creatively to win.

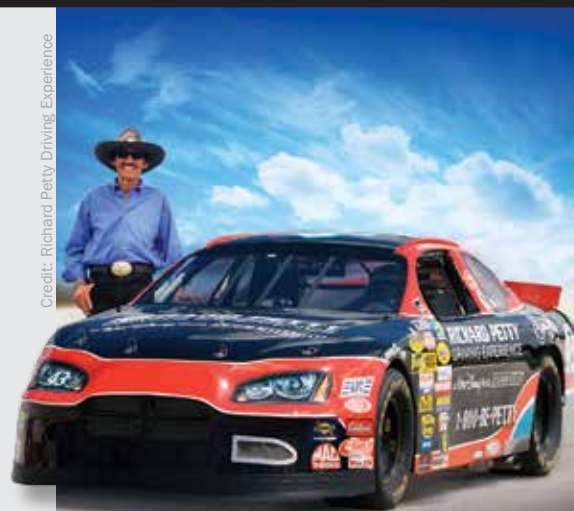
Teams bond as they collaborate to devise winning plans, and as personalities begin to emerge among team members, employees gain insight into their colleagues. Some are risk-takers, some cautious, some cheerleaders, some skilled strategists — all personalities relevant to an effective corporate team.

Oh, and then there's the adrenaline rush — need we say more?

Planners can get details from their Disney convention services manager or call the Richard Petty Driving Experience at 800-237-3889.

— CL

Credit: Richard Petty Driving Experience



The Richard Petty Driving Experience at Walt Disney World Speedway in Orlando offers "Motortainment" as a teambuilding experience.



pany with low productivity is not investing in its people or listening to their ideas, needs and concerns. Our company is focused on individuals, which creates more productivity and growth, long-lasting loyalty and family. Miraval has helped each YPO leader learn how important these aspects are in running a company."

On a lighter note, it's good to know that at Miraval, facing challenges does not mean lack of comfort. "There is one thing I would change about the experience," Natella muses. "I wish Miraval would just give the entire bed and sheet set in the rooms to each guest as they leave. The beds were so comfortable. I never slept so well!"

She isn't saying exactly how she would get a bed on board an airplane...

## Incentive Programs

When it comes to teambuilding on an incentive trip, the paradigm changes slightly, but it's still about creating meaningful relationships.

Ira Almeas, CITE, president of Impact 4 Good, based in West Orange, New Jersey, says teambuilding can be easily incorporated into an incentive trip if planners do their homework. He says it's important to assess the objectives articulated by the meeting's stakeholders, to know the demographics of the group and to ensure there's a fit for teambuilding within the meeting's time frame, theme, available space and budget.

That research accomplished, Almeas believes teambuilding can work in a variety of ways to enhance incentive trips, including giving attendees a chance to let off steam, as a group icebreaker and as a means for creating new relationships within the group, especially for first-time incentive-trip qualifiers.

"I like all of the teambuilding activities we manage because we first take the time to understand the core objectives versus just seeing an activity," he



***"There's nothing wrong with just having fun. Teambuilding can certainly support fun."***

**Ira Almeas, CITE, President**  
Impact 4 Good, West Orange, NJ

says. Examples of teambuilding options he's put together include creating game-show formats that allow individuals to engage in competitive fun while answering questions — often centered on the meeting content, which then gives stakeholders a way to determine if the meeting content resonated with attendees.

One optimal way to include teambuilding, Almeas says, is to pair it with a corporate social responsibility program (CSR). One memorable activity Almeas' group facilitated several years ago involved having attendees build bee hives for a bee-farmer cooperative in Jamaica, which bonded the builders, helped the resource-strapped cooperative and gave attendees and locals an opportunity for face-to-face interaction — win-win for all.

Impact 4 Good created another pro-

gram popular with its incentive groups called Rejuv-a-nation, addressing the growing concern with childhood obesity and the need to get children active at a young age. In 2013, an HR group from an international staffing company participated in the program at Bellagio in Las Vegas.

"I like the fact that this event starts off as a teambuilding activity, getting teams to better understand life balances such as intake of calories and exercise," Almeas says. "The event is fast-paced and ends in an aha moment for teams. Afterward, a representative from a local charter school or after-school nonprofit organization briefly speaks to the group and shares with them the challenges of students in the community.

"As a surprise, the students run into the room, and together the attendees and children are paired into teams to participate in good old-fashioned field-day activities. The program showcases that being active is fun and fosters friendship. Teams earn recreational equipment as they play together, and in the end, the audience and students discover that all of the earned equipment will be donated to their school or organization. It is just a very positive activity that is life changing for some of the students and memorable for the participants."

Then again, it doesn't always have to be about major transformation. "There's nothing wrong with just having fun," Almeas says. "Teambuilding can certainly support fun." **C&IT**



Jump-roping is part of the fun during Rejuv-a-nation, a program where attendees and kids team up for some good old-fashioned field-day activities.  
Credit: Impact 4 Good



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## Site Selection

# The Talk of the Town

## Gathering at Hotels Fashioned From Historic Venues Leads to Jaw-Dropping Experiences

By Gabi Logan

**L**ocation, location, location. It's a common theme among planners, but there is only so much space in highly desirable downtown areas of captivating, easy-to-reach cities. Hoteliers have taken a new tack to address this shortcoming, converting previously commercial spaces into funky hotels with a backstory and unique pre-built décor, and with all the amenities of a traditional hotel.

While easily adaptable spaces such as former homes and civil spaces have long taken on new life as accommodations, many new hotel openings today highlight increasingly non-traditional spaces, from airport hangars to prisons to hospitals. The trend offers meeting planners many of the things they need most in one package: an automatic unique setting preferably without extra costs for décor and typically located in prime downtown locations of walkable, historic cities.

### Back to the Future

Renovating historic spaces into hotels isn't an entirely new concept, but the number of conversions is rising every year. Nearly one-fifth of Kimpton's buildings started out with other uses. The Marriott chain uses repurposed buildings for 10 to 20 percent of one of their brands and has an entire line devoted primarily to strikingly unique historic conversions — the Autograph Collection. Properties such as St. Ermin's Hotel in London is part of the portfolio as is the Union Station Hotel — Autograph Collection, Nashville's former railroad terminal.

When it opened in 2007, after nearly 30 years of preservation, planning and persistence, the Union Station Hotel was one of the first of a new wave of hotels that prized its historic origins and thoughtfully incorporated those elements into a modern setting. While the guest rooms highlight many original features, such as 18-foot ceilings in the fifth-floor signature rooms, some of the best historical touches are in the hotel's 12,000 sf of meeting space, which in-

***"I think people were pretty much bowled over. Their jaws dropped. They loved it: the hotel in general, the atmosphere, the vibe."***

**Nicole Wei**

Corporate Senior Marketing Manager  
Actifio, Waltham, MA

cludes the original train entrance lobby and the mayor's meeting room with original stained-glass window, fireplace and walnut paneling.

Today, hotel newswires are thick with reports of unique or covetously located repurposed hotels. One of the most sought after sites was The Old Post Office in the nation's capital. Donald J. Trump's organization was the ultimate winner. The Trump International Hotel, Washington, D.C., is scheduled to be completely transformed by 2016 into "one of the finest hotels anywhere in the

world," said Trump, president and chairman of the Trump Organization, at the groundbreaking ceremony in July 2014.

"This is a once-in-a-lifetime opportunity to redevelop one of this country's most historic buildings, and we will spare no effort to ensure that the hotel...lives up to the legacy and integrity of this iconic landmark," said Ivanka Trump, executive vice president, Trump Hotel Collection at the ceremony. "Our commitment to historic preservation and long history of redeveloping landmark properties is reflected in our design approach, which is inspired by the legacy of this great structure and executed in a manner that captures the sophistication and luxury of our brand."

In April in Stockholm, one of the most striking art nouveau buildings opened — the 1910 Ateneum school for girls, envisioned in sleek new Scandinavian style as the 92-room Miss Clara, with artisanal wood and leatherwork throughout and two meeting spaces for mid-sized groups.

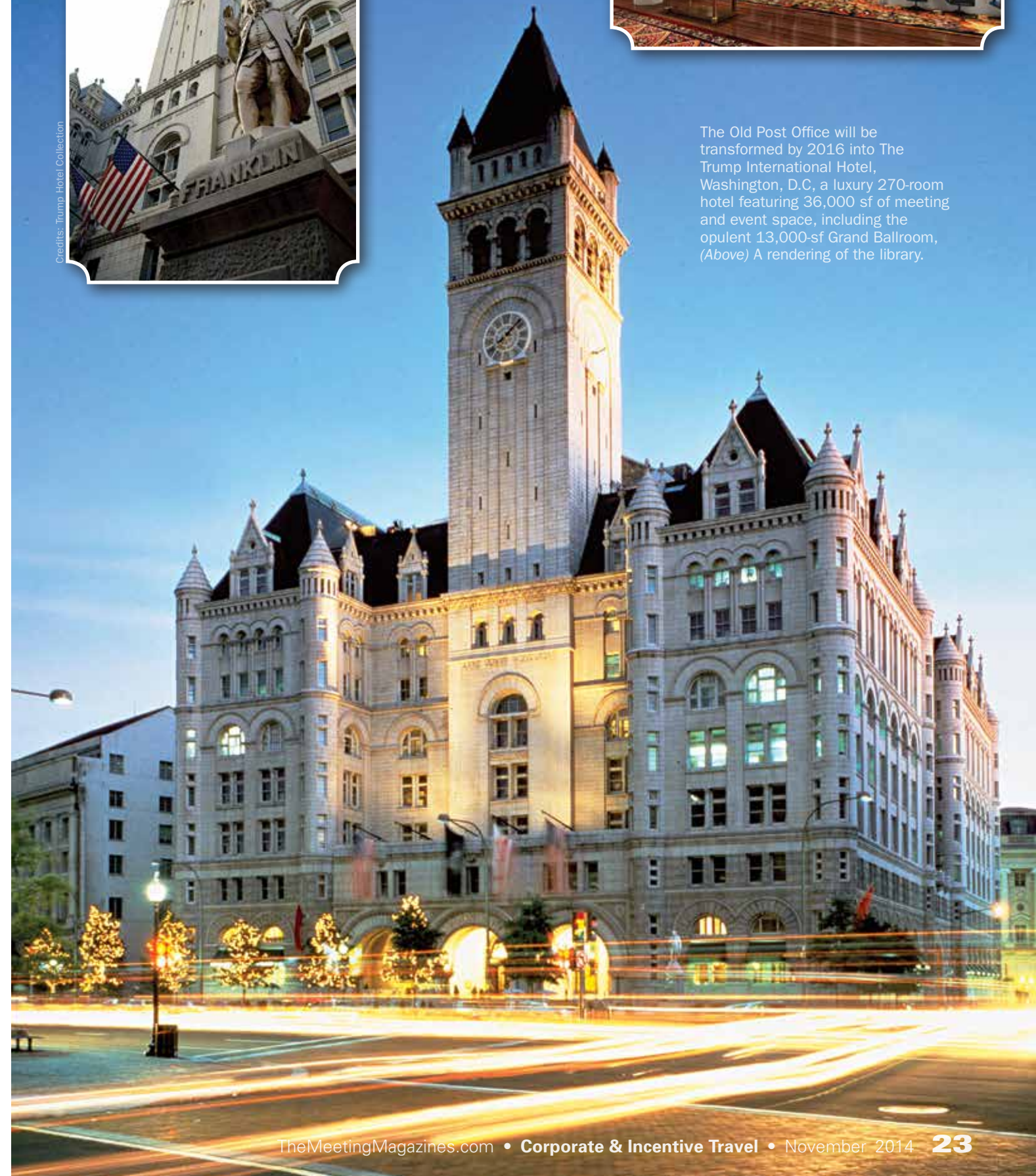
Shortly after, in June, Le Méridien brand debuted its new Le Méridien Tampa in the city's 100-year-old federal courthouse, listed on the National Register of Historic Places. The \$26 million renovation created 130 guest rooms and 4,000 sf of meeting space, including a grand ballroom. The hotel has incorporated the original marble and terrazzo lobby into its signature Le Méridien entrance experience — The Hub.

In 2015 in Columbus, Ohio, a more than \$20 million renovation of the historic LeVeque Tower, the tallest building between New York and Chicago when it

Credits: Trump Hotel Collection



The Old Post Office will be transformed by 2016 into The Trump International Hotel, Washington, D.C., a luxury 270-room hotel featuring 36,000 sf of meeting and event space, including the opulent 13,000-sf Grand Ballroom, (Above) A rendering of the library.

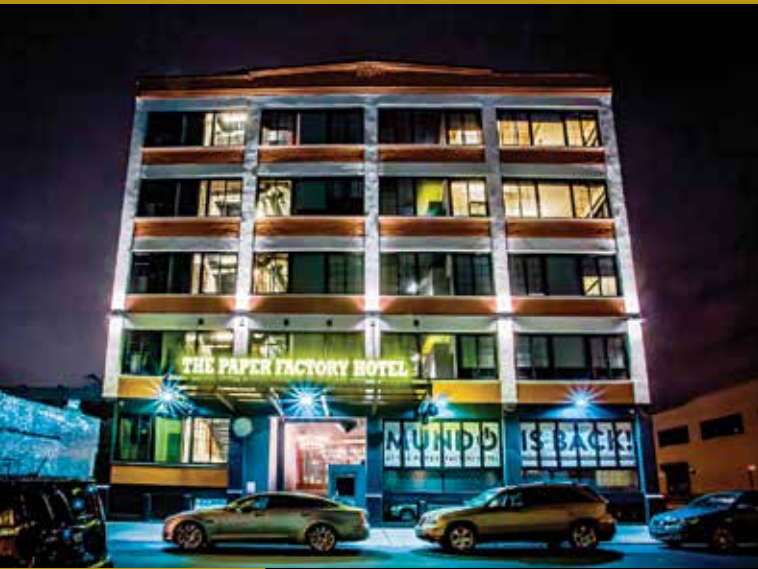




# Very Unique Hotels

## Paper Factory Hotel — New York City

Though its not exactly downtown, New York's Long Island City neighborhood in Queens has become a hotspot because of its stunning views across the East River to midtown Manhattan and its beloved skyline. Machines from the hotel's factory days decorate the hotel in unusual ways and visitors can read the backstories of each installation as they make their way between the 120 guest rooms and suites and five meetings rooms. For an unforgettable reception, the hotel has converted the rooftop into a beer garden.



Built on the premises of a 100-year-old paper factory, the guest rooms are raw and elegant at once, and custom-furnished to build upon the hotel's industrial past.



Credit: The Paper Factory Hotel

## Craddock Terry — Lynchburg, Virginia

While the Paper Factory Hotel's charms focus more on its location, Craddock Terry, a former shoe factory, has found inventive ways to incorporate its industrial background into a sleek modern hotel and event venue, capitalizing on its original brick architecture. Between the hotel and the nearby James River Conference Center, the Craddock Terry offers 20,000 sf of space for meetings and events, including a 2,100-sf hall and 1,750-sf foyer with views of the river.

## Edgefield — Troutdale, Oregon

Sprawling over 74 acres that include gardens and orchards to recreate the more pleasant part of the days that Edgefield served as the county poor farm, Edgefield offers so many different event venues that you could either host a buyout for a corporation or share the venue with several other events and still feel like you had the space to yourself. As the site is a national historic landmark, the 114 guest rooms and 16 meeting spaces have been tastefully furnished in keeping with the era of the buildings. With golf courses, a spa, a movie theater and an enviable location on the Columbia River, Edgefield also can accommodate incentive trips with excursions to food mecca Portland and Oregon wineries.

Credit: Craddock Terry Hotel



The former shoe factory is now a luxury hotel with chic modern style and historical artifacts.

ing employees of the Atchison, Topeka & Santa Fe Railway, a \$21 million investment from the neighborhood historical association, and the city saved it from ruin and turned it into a 74-room hotel that is now known better as a hip spot for drinks with locals than the haunted loony bin. In homage to its original opening in the roaring '20s, much of the 5,300 sf of meeting space is filled with historical touches such as vintage Albuquerque postcards and railroad maps. — GL

The popular Liberty Hotel, once Boston's 1851 Charles Street Jail, features Clink, a restaurant with intimate dining nooks fashioned from jail cells, and the new bar, Catwalk, which encircles the rotunda.

## The Liberty Hotel — Boston, Massachusetts

There is likely nowhere else in the world where going to jail is as pleasurable as at Boston's 1851 Charles Street Jail, which has consistently remained one of the most coveted spots for dinner and drinks in the city since it opened as a hotel in 2007. In the 90-foot-high cylinder that makes up the main lobby and restaurant area, between the modern art and innumerable candles, you can still make out the spots where the tightly cramped floors of the former penitentiary were attached to the now freely rising brick walls. While The Liberty has 6,000 sf of traditional meeting space, it is best known for its four 1,800-sf catwalks that look down on the lobby from several floors and are quickly booked out for events.

## Hotel Parq Central — Albuquerque, New Mexico

Like Edgefield, Hotel Parq Central did a turn as a mental institution — though a three-decade one that had left some locals calling it the area's haunted house — but it spent most of its pre-hotel life as a hospital. Originally built as the Santa Fe Hospital with the specific aim of serv-



Credit: The Liberty Hotel

opened in 1927, will include a 47-story, 155-room Marriott Autograph Collection and, later in the year, The Foundation Hotel will debut in the 1929 Detroit Fire Department Headquarters. The Aparium Hotel Group will transform the one-of-a-kind space into a 100-room hotel with a "Detroit State of Mind."

## More for Less

Planners are increasingly finding that the built-in extras of these venues provide them with more for less. Hotels built in historic venues automatically make guests say, "Wow, that's cool!"

For Nicole Wei, corporate senior marketing manager for Waltham, Massachu-

setts-based data management company Actifio, it's all about the wow. "We're a very innovative company, and we wanted to find a place that's very different, not your typical Marriott ballroom type of place," she explains. "I'm always looking for a place that's out of the box and is striking for folks, especially when they're coming from overseas and are used to something different than your average American hotel."

Due to her location in Waltham, Massachusetts, 15 miles outside Boston, The Liberty Hotel was an easy choice for internal attendees, but also provided the something extra she wanted to provide for external attendees. She held her 2012

and 2014 annual kick-off events for the company salesforce and global customer partners, some of whom arrived from as far away as Dubai and Australia, at The Liberty.

"I think people were pretty much bowled over," she said. "Their jaws dropped. When you check in, you roll into this rotunda with music bumping, and people are taken aback by the place. It makes it more fun and laidback. They loved it: the hotel in general, the atmosphere, the vibe," she continues. "It's funny with folks checking in with their kids and others are walking around with drinks, and local folks know now it has that vibe, but professionals, especially in the tech industry, are not used

to that. It's kind of a boutique hotel, but at the same time, it's a Starwood."

"Anytime you have a building that's been restored or changed, you get to keep some of the history, so it's not just a cookie-cutter hotel," says Candace Barrow, director of operations for Nashville, Tennessee-based Safe Step Walk-In Tub Co. Barrow recently conducted a meeting for sales and call center managers to discuss a new product at the Renaissance Denver Downtown City Center Hotel, which was constructed in 1915 as the Colorado National Bank and now has 6,000 sf of meeting space.

In addition to small historical touches, the hotel has preserved key aspects of the

original banking business. "One of my favorite parts was the history wall, with original letters about the architecture and some of the deals they made," says Barrow. "It was interesting and unique and gave people something to talk about besides business. They also had the original bank clock, and the whole space was beautiful, just gorgeous. I really liked the architecture; the marble columns were still there, and three of the meeting spaces are actually bank vaults. We will definitely be going there again."

Due to the incredibly unique setting, Kaitlyn Morrell, manager of volunteer services at Gresham, Oregon-based Legacy Mount Hood Medical Center, holds her

annual volunteer recognition dinner for around 150 attendees in Blackberry Hall at Edgefield, which has served as the county poor farm, tuberculosis hospital, jail, insane asylum, and nursing home and rehabilitation center. "McMenamins (the parent company of Edgefield) is a favorite among Oregonians!" she says. They also operate a 1915 elementary school in northeast Portland, a 1939 Catholic schoolhouse in Bend, a 1922 Masonic Lodge in Forest Grove and a 1908 Old West saloon in Centralia as hotels.

"We were looking for a local venue large enough to host our group, but fit within our budget, and Edgefield is always the perfect choice," Morrell explains. "We



*“The older spaces tend to have more vertical spaces, which is beautiful as well depending on what you’re doing.”*

Patricia Alonzo, Global Manager of Creative Connection Y&R, New York, NY



love the unique artwork and design of Edgefield. Additionally, Blackberry Hall is very versatile for setup, with several entrances, and you can set up the room in a variety of ways. With historic hotels, you have to evaluate the space first. Depending on the artwork, lighting and overall layout of the room, you might become inspired to think outside of the box when planning a conference, meeting or special event.”

### Bringing the Outside In

Though many planners assume that historic spaces will be dark and cramped, historic commercial buildings that have been converted into hotels often provide the exact opposite atmosphere.

“It was so nice to be in a beautiful place that was open and airy,” says Patricia Alonzo, global manager of creative connection at New York City, NY-based global marketing and communications company Y&R, about her experience at Rocco Forte’s Hotel de Rome, the former Dresdner Bank built in 1889 in Berlin, Germany.

“It was nice to feel like you were outside and not stuck indoors. What tends to be the case with these meetings is that you’re in this nice city, but you feel like you’re locked in a dungeon. It messes with the flow and the overall ambience and the energy you want in the room. When you’re cooped up, you lose focus and all you’re thinking is: when is my next break, when can I step outside.”

The former Dresdner Bank has made a name for itself as a light-filled meeting space that brings the city in so that attendees feel like they get to see the city even when they are in sessions. The 3,000-sf ballroom was once the cashier’s hall and opens to the city with windows along the 30-foot-high ceilings and to the sky with a glass room. When the season permits, receptions on the rooftop terrace heighten the experience further.

“This hotel was chosen by our travel

as well depending on what you’re doing.”

Joelle Novak, project manager for Doylestown, Pennsylvania-based Alamo Pharma Services, also found that natural light at the Hotel Monaco in Philadelphia, located in the landmark Lafayette Building built in 1907, a huge plus for her 50-person, four-night new product training meeting. “We used the larger ballroom on the first floor or downstairs, and I loved it because there are windows,” she said. “It gave it that little bit of something when you want natural light for conversations and role-playing. Everybody, as soon as they walked in, said, ‘Oh, this is the coolest hotel.’”

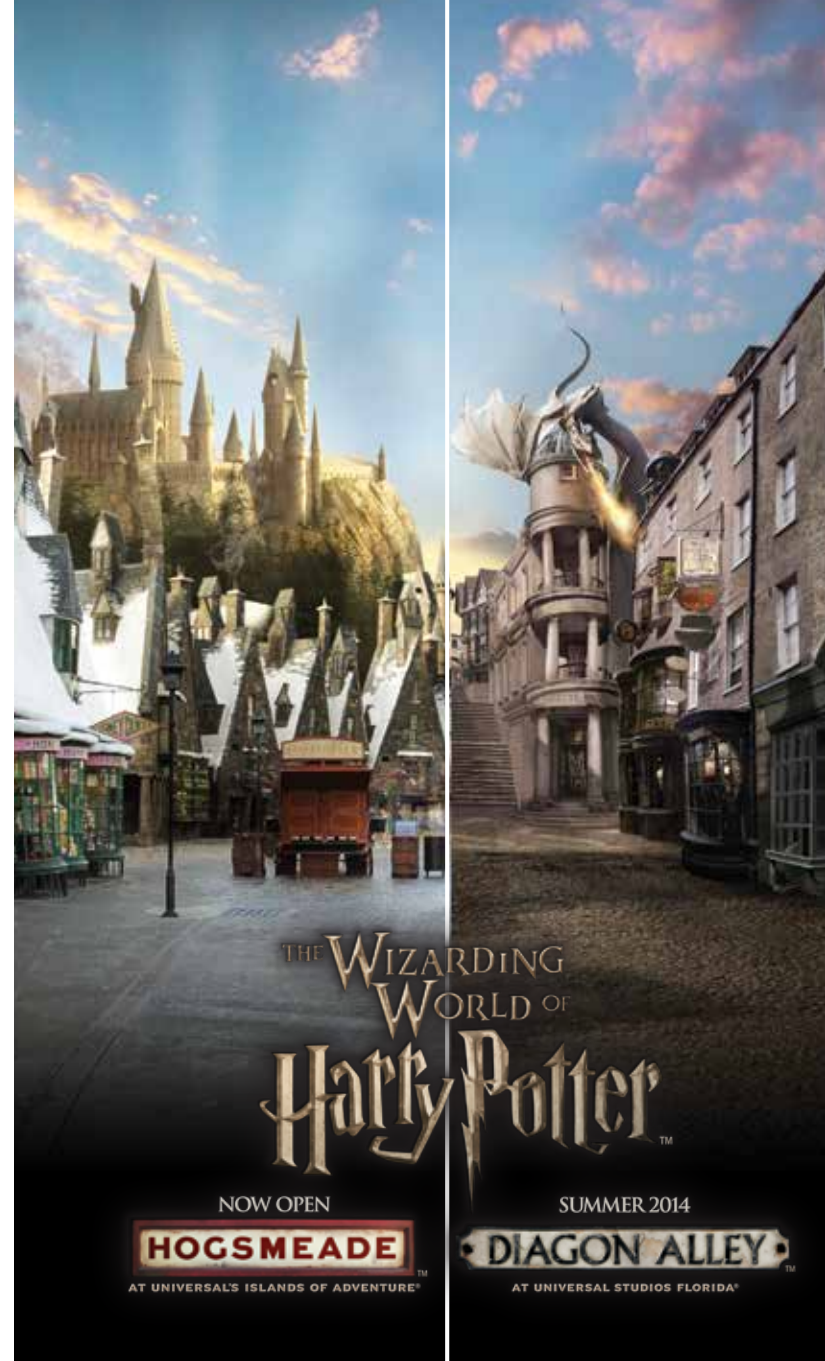
### Looking Back to Look Forward

The repurposing of historic buildings into hotels has picked up in recent years, and we can expect this trend to continue.

For meeting planners, these renovations mean that an old building doesn’t mean cramped meeting spaces and dark rooms, but rather a way to check off many of their most important venue criteria all in one neat, often centrally located and fascinating package.

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## Meeting in the Multicultural Southwest

### A Melting Pot of Unique Cultures, Landscapes and Experiences

By Christine Loomis

A conference in the Southwest draws attendees for many reasons, not the least of which are the abundance of sunshine and dramatic landscapes with the power to inspire. Affordability and easy airlift mark some destinations, while arts or a focus on wellness or Native American influences set others apart.

A sombreroed burro helped Anytime Fitness annual conference attendees enjoy Southwestern hospitality at The Fairmont Scottsdale Princess Resort.

#### ARIZONA Phoenix

In Phoenix, reliably sunny weather is matched with affordability. “The value and flexibility Phoenix offers corporate meeting groups has never been greater,” says Steve Moore, president and CEO of Visit Phoenix. “Among the top 10 airports in America, Sky Harbor consistently has the lowest round-trip airfare averages, so it’s more affordable to fly here than to other incentive markets. And our resorts compete so much for incentive business, not just against other destinations but with each other, that they stay on top of trends, such as offering activities for families or weaving desert adventures into itineraries.”

When Andrea Jung, special events planner for Northeast-based Silhouette Optical, was considering cities in which to hold the company’s December 2013 national sales meeting, Phoenix stood out for its airlift ease and weather, as well as the availability of golf, hiking and biking. “Warmer climates in the winter months are preferred by our attendees, and the opportunity to plan events outdoors was an incentive to look into Arizona,” Jung says.

Phoenix Marriott Tempe at The Buttes offered

what Jung needed in a hotel. “I liked that the Marriott had a trail for walks and hikes. Also, just the trek to and from the meeting space was seen as a positive — a chance to stretch legs and get some fresh air,” Jung says. “I found this property of all that I sited to meet most of our needs. It’s the perfect marriage of resort and conference center. The close proximity to a major airport was a bonus for attendees and a cost savings for Silhouette. But the property doesn’t feel like an airport hotel due to its location in the buttes; it was quite nice, peaceful.”

From the start, Visit Phoenix smoothed the way for Jung. “My contact at the CVB, Chris Robertson, assisted me in site visits. He oversaw the setup of the site tours, transferred me to and from locations and made recommendations for ground transportation if necessary. He also worked well with my Conference Direct contact, meaning my RFP did not get sent out to every Arizona property, only to those that fit our needs.”

The hotel staff also helped. “Tamra Carter, the event man-



*“There are many great properties in Arizona and the Phoenix area in particular. I hope to be meeting there again in February.”*

**Andrea Jung**, Special Events Planner  
Silhouette Optical, Green Island, NY

ager, and her team were hands-on from day one, working with each other and me to make the meeting a success,” Jung says. “In doing so, they made me look like a rock-star planner! They were always available when needed. The culinary team exceeded my expectations in quality, creativity and service.”

It’s easy to stand out when things are going well, but staff members who shine in the face of challenges can save the day, as Jung learned when there was a problem related to the in-house AV. “Fortunately, it was only one person,” she notes. “The

### Bringing Native Culture Into Meetings

You don’t have to set your conference in a foreign country to infuse it with compelling cultural elements. Among the cultures thriving in the Southwest are those of Native American tribes, giving planners many ways to deepen the meeting experience.

Craig Benell, acting general manager of **We-Ko-Pa Resort & Conference Center** in Scottsdale, a business enterprise of the Fort McDowell Yavapai Nation, says convening at a Native American-owned resort is one excellent way. “Staying at a Native American-owned resort such as ours gives attendees the opportunity to experience a tribe’s rich culture and history firsthand, which makes for a truly memorable meeting.”

In addition to Native American influences throughout the resort, We-Ko-Pa offers group programs. “One of our most popular is The Yavapai Experience, a two-hour cultural heritage tour at nearby Fort McDowell Adventures,” Benell says. “Guests begin their tour gathered around a campfire listening to the stories of the Yavapai, followed by a guided one-mile nature walk, a question-



A Yavapai coming of age ceremony reflects the tribe’s rich and diverse heritage. We-Ko-Pa Resort and Conference Center offers a Yavapai Experience tour for groups.

and-answer session and Yavapai fry bread. It’s a once-in-a-lifetime way for meeting attendees to truly experience the history of Arizona.” Fort

McDowell Adventures is now under the management of the resort. At Scottsdale’s 496-room **Talking Stick Resort**, attendees experience



the heritage and traditions of the Salt River Pima-Maricopa Community through the resort's priceless collection of art, at the spa and in the lobby cultural center. Seasonal weekend performances by internationally known Yellow Bird Productions, featuring Native dances and songs, are a highlight. Complimentary for all guests, this built-in cultural experience requires no extra work by planners. Talking Stick's conference center encompasses more than 100,000 sf of indoor/outdoor space.

Albuquerque's **Indian Pueblo Cultural Center** is an excellent offsite choice, a place where attendees can learn about New Mexico's 19 pueblos. Catering to groups of 40 to 400, the center offers a museum; storytelling; art and food presentations; Native dancers, musicians and crafts people; and a restaurant featuring traditional "feast day" food on its menu, which can be customized.



Credit: Casino Arizona

Talking Stick Resort: "Talking stick" refers to a calendar stick, a long piece of wood traditionally kept by several tribal members, on which records of important events were documented each year.

Late-evening access to the stellar gift shop can be included, too.

Albuquerque has many Native American events on its calendar, including the **Gathering of Nations Powwow**, set for April 23–25 next year. Meeting during a significant Native American celebration provides attendees with a memorable sense of time and place.

Majority owner of the **Hotel Santa Fe The Hacienda and Spa** in Santa Fe, New Mexico, is the Picuris Pueblo, a Native American tribe established in the area 800 years ago. The 128-room inn is full of Native American art and draws staff from Picuris tribal members. The gift shop showcases work by Pueblo artists.

Groups can have their event opened or closed with a blessing from the Picuris' governor or by a tribal drumming ritual. All guests enjoy weekly performances in the lounge

Inn of the Mountain Gods is located within the historic and sacred lands of the Mescalero Apache Tribe.

by Native American/Spanish musician Ronald Roybal, who specializes in Native American flute music, and dancers from Picuris perform weekly in summer. A favorite for intimate groups is dining in the teepee set up on the grounds.

**Inn of the Mountain Gods**, three-plus hours southeast of Albuquerque, is located within the historic and sacred lands of the Mescalero Apache Tribe. Visitors using the inn's 273 guest rooms and 40,000 sf of meeting space are asked to be respectful of Apache traditions and beliefs. A brochure from the tribe notes that:

- Within Apache culture it's considered impolite to make direct eye contact, especially with elders.
- It's impolite to stare or point.
- Mescalero Apache show affection by being respectful; individuals may not wish to be hugged or even touched.
- It is considered a bad omen for anyone to enter the resort carrying or wearing items made of snakeskin.

While not all Native American tribes have identical traditions and beliefs, visitors should be aware that Native cultures differ significantly from white Western culture. Planners should speak to hosts about important cultural information to pass on to attendees before arriving at Native-owned resorts. — CL



Credit: Inn of the Mountain Gods

AV support team was amazing and made up for this person's lack of attention to detail and poor listening skills. I noticed this from the start and should have received a quote from an outside company; however, the staff at the Marriott listened to my concerns and rectified the situation immediately."

What Jung hadn't counted on were cool December evenings. Quick changes had to be made for one evening event, and both the hotel and Allied PRA Arizona, which supplied décor and production needs, were agile enough to quickly kick the back-up indoor plan into action.

Challenges aside, Arizona was a great match for Jung's group of 80, and she's already creating an RFP for 2015. "There are many great properties in Arizona and the Phoenix area in particular," she says. "I hope to be meeting there again in February."

## Scottsdale

Nearby Scottsdale, Arizona, has similar attributes but its own vibe.

Libby Crooker, V.P. of international support for Minnesota-based Anytime Fitness, brought 2,100 attendees to The Fairmont Scottsdale Princess Resort in September for the company's annual conference — its largest to date. She says Scottsdale was an ideal location thanks to ease of travel into the city and close proximity of hotels to the airport.

"Our goal was to have a resort property that we could essentially take over and fill with our company culture," she adds. "The Fairmont Princess, which recently expanded its meeting space and could accommodate most attendees, was a perfect fit, and neighboring Scottsdale Marriott at McDowell Mountains partnered to handle the overflow."



Credit: The Westin Kierland Resort & Spa

The Westin Kierland Resort & Spa celebrates all things Scottish, bringing a wee bit of the British Isles to the Sonoran Desert and creating a memorable place for meetings, especially those that include golf.

Crooker had high praise for the Fairmont staff, noting that the culinary and banquet team provided "fantastically healthy food," important to a fitness organization's attendees, and each meal was served "with a strategic plan in place so that there were no long lines and the food was always warm and fresh."

The staff also kept Crooker's budget firmly in mind. "Michael Saam, the resort's director of adventures and experiences, was particularly helpful in working within our budget to create the right amount of ambience and activity. His assessment of our needs proved to be right on the money — literally."

Although all located in the Southwest, Scottsdale proper-

ties are not mono-themed. The Westin Kierland Resort & Spa, for example, celebrates all things Scottish, bringing a wee bit of the British Isles to the Sonoran Desert and creating a memorable place for meetings, especially those that include golf. Or surfing challenges on the super-cool FlowRider. Or VIP Scotch tastings in the 160-bottle Scotch Library, overseen by highly knowledgeable, kilt-wearing Scotch Ambassador Guy Sporbett. In addition to Scottish ambience, the 732-room resort with 200,000 sf of indoor/outdoor meeting space now offers vastly increased Internet speed and improved access to high-def video, high-quality voice and high-data-rate wireless channels via mobile devices, thanks to a \$1 million technology upgrade.

It may surprise planners to know that there are moderate lodging options in tony Scottsdale. The Saguaro sits at the edge of Old Town, the city's original downtown and now a lively district melding history, art, a trendy food scene and a little bit of kitsch. The 194-room Saguaro provides 10,000 sf of meeting space and a sort of festive Mexican motel aesthetic enhanced by complimentary Wi-Fi, handcrafted furnishings, an inviting restaurant and a recently refreshed expansive pool area where groups can get social.

If gathering at an offsite restaurant fits the agenda, there's Citizen Public House in Old Town, a hip eatery with gastropub cuisine and a highly creative beverage program. Groups can choose an 18-seat semi-private alcove, 12-seat table or the restaurant's hidden gem, a private upstairs 30-seat speakeasy.



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## Sedona

Jennifer Wesselhoff, president and CEO of the Sedona Chamber of Commerce & Tourism Bureau has one question: Who wouldn't want to meet in the most beautiful place on earth?

"Sedona is a premier destination with world-class accommodations, fine dining, top-notch amenities and a special energy that attendees feel the moment they arrive to red-rock country," she says. "Attendees won't deny the eclectic feel of Sedona, and we guarantee that they will feel rejuvenated and inspired long after they depart."

The city, with 46 hotels, resorts and motels and 50 restaurants, is ideal for groups of 400 or fewer. Sedona is a favorite with outdoor enthusiasts, art lovers — there are more than 80 galleries — and groups with a spiritual bent.

## Tucson

Arizona's second-largest city is an out-of-the-box destination with range and depth in terms of activities, culture, dining, accommodations and meeting venues.

***"(The Fairmont's) assessment of our needs proved to be right on the money — literally."***

**Libby Crooker**, V.P., International Support, Anytime Fitness, Hastings, MN



"Tucson is breaking the tired mold of a traditional site selection," says Brent DeRaad, president and CEO of Visit Tucson. "Tucson's offerings are a little out there and provide a welcome change from the unoriginal. Planners are looking for meeting sites that inspire and rejuvenate their delegates. They want to experience places that are a bit off the beaten path. They want to see jaw-dropping natural surroundings and make the kind of powerful connections that stir the imagination and inspire creativity. They want authentic experiences that are memorable. They get all of that in Tucson."

They also get more than 205,000 sf of space at the Tucson Convention Center.

## NEW MEXICO

### Albuquerque

Albuquerque is experiencing solid growth and continued popularity with groups that appreciate the sunshine, evocative landscape, history and rich cultural influences. The city offers 16,508 hotel rooms, 923,834 sf of meeting/function



The Westin La Paloma Resort & Spa in Tucson features a private, 27-hole, Jack Nicklaus Signature course.

space, and its 600,000-sf convention center is wrapping up a \$22 million renovation. Additionally, Albuquerque has invested more than \$300 million in hospitality developments, including hotels, offsite venues and attractions.

Just outside the city, 20 minutes from the airport, Hyatt Regency Tamaya Resort and Spa is part of the Santa Ana Pueblo. The resort features 350 guest rooms and 83,000 sf of meeting space, 50,000 of it outdoors. A new covered attached patio is currently being built off the Santa Ana Café.

The resort's worthy Tamaya Horse Rehab Program, available to groups, provides shelter and care for horses abandoned and suffering due to drought and ongoing economic challenges. The teambuilding/CSR basic program requires at least two hours and includes attendees helping to care for horses or build shelters for them. Large groups can add a full-on team rodeo fund-raiser, and companies can adopt and name one horse, then follow its recovery post-meeting — win-win for all.

## OKLAHOMA Oklahoma City

Affordable, low-key Oklahoma City is a top choice for Lauren Warkentine, director of operations at Computer-Rx, a software company serving independent pharmacies nationwide. Its 2014 Idea Exchange drew nearly 700 attendees in April; the meeting is scheduled to convene in Oklahoma City through 2018.

"In downtown, the hotels, food, nightlife, shopping and sites are all close and easily accessible," Warkentine says, noting attendees don't need a car, a huge plus for planners. She says the area is walkable, safe and provides visitors and their families a range of things to do. Bricktown, the area's entertainment district, is an attendee favorite.

Warkentine calls the city an excellent partner. "Everyone involved has always taken great care of us and made sure we had what we needed. We're on our fourth year and our event continues to be a huge success. A lot of that is the fact that

the city is a partner; they take our business to heart and they make it affordable for us to continue here."

One thing she has changed in four years is relying more on the CVB, which she says consistently goes above and beyond. "We lean on the CVB mainly for communication within Oklahoma City. They provide us marketing material, coupons, VIP packages for guests, promotion around the city and more. They work with us in the early stages to make sure we have hotels and other items we need prior to the event, and constantly check in to ensure everything is on track."

Idea Exchange is based at Cox Convention Center and Renaissance Oklahoma City Convention Center Hotel, connected by skybridge. "The service of the hotel is always exceptional," Warkentine says. "The location is fantastic to the convention center and all downtown locations, and there are shuttles so customers can easily get around." As for convention staff, they're "always available and provide us cellphone numbers so we're never searching for them. They bring us coffee or drinks throughout the day. We even had one staff member take a call while off-shift and at home. Instead of being ignored, our question was answered and we got the help we needed."

Computer-Rx has clients across the country but is headquartered in Oklahoma City. Warkentine says planners should give her hometown a chance. "It's a wonderful city with a lot to do for attendees. It's affordable, safe and a great venue for an event. Most people just don't know all that Oklahoma City has to of-

fer. Take the time to experience what Oklahomans are so passionate about!"

## Southwest News

In Scottsdale, Talking Stick Resort has expanded its casino-level lounge, Palo Verde, with two multicolored LED staircases activated by motion, deejay booth for live entertainment, oversized couches and seating for more than 100 guests.

Tucson's Westin La Paloma Resort & Spa completed a \$35 million refreshment of its public spaces and all 487 guest rooms. The 60,000-sf conference space and the resort's banquet amenities received significant upgrades. One striking new feature in the hotel lobby is a living wall, displaying an array of plants; outside, the resort's Sonoran Desert Walkway, a partnership with the Arizona Sonoran Desert Museum, gives guests an up-close look at yucca, agave, flowering cacti and other natural elements of the Southwest desert.

The Hilton Sedona Resort & Spa unveiled a new lobby, its focus on relaxation and rejuvenation. The Living Room area encourages social gatherings. New restaurant SaltRock opened in September at Amara Resort & Spa in Sedona.

In New Mexico, the Santa Fe Convention Center, with 40,000 sf of indoor meeting space, added high-density Meraki cloud-based Wi-Fi hotspots so now more than 100 people can connect per hotspot. Next: upgrading the bandwidth to be able to grant online access to as many as 960 people in the ballroom. **C&IT**

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**The Greenbrier**  
White Sulphur Springs, WV

**Hilton Sandestin Beach Golf Resort & Spa**  
Destin, FL

**Hotel Monteleone**  
New Orleans, LA

**The Houstonian Hotel, Club & Spa**  
Houston, TX — [Page 44](#)

**Hyatt Regency New Orleans**  
New Orleans, LA

**Hyatt Regency Orlando**  
Orlando, FL

**Island Hotel Newport Beach**  
Newport Beach, CA

**Loews Portofino Bay Hotel at Universal Orlando**  
Orlando, FL

**M Resort Spa Casino**  
Las Vegas, NV

**Mandalay Bay Resort & Casino**  
Las Vegas, NV

**MGM Grand Hotel & Casino**  
Las Vegas, NV — [Page 46](#)

**The Mirage**  
Las Vegas, NV

**New York Hilton-Midtown**  
New York, NY

**New York-New York Hotel & Casino**  
Las Vegas, NV — [Page 48](#)

**Ocean Reef Club**  
Key Largo, FL

**Omni Dallas Hotel**  
Dallas, TX — [Page 50](#)

**Peppermill Resort Casino**  
Reno, NV

**Ponte Vedra Inn & Club**  
Ponte Vedra Beach, FL — [Page 52](#)

**The Resort at Pelican Hill**  
Newport Coast, CA

**Rosen Centre Hotel**  
Orlando, FL — [Page 54](#)

**Rosen Plaza Hotel**  
Orlando, FL — [Page 56](#)

**Rosen Shingle Creek**  
Orlando, FL — [Page 58](#)

**Sandestin Golf and Beach Resort**  
Sandestin, FL

**Sawgrass Marriott Golf Resort & Spa**  
Ponte Vedra Beach, FL

**The Seaport Hotel & World Trade Center**  
Boston, MA — [Page 60](#)

**Sheraton New York Times Square Hotel**  
New York, NY

**Talking Stick Resort**  
Scottsdale, AZ

**Trump National Doral Miami**  
Miami, FL

**Turnberry Isle Miami**  
Aventura, FL

**The Venetian Resort Hotel Casino**  
Las Vegas, NV — [Page 62](#)

**Walt Disney World Swan and Dolphin Hotel**  
Lake Buena Vista, FL — [Page 64](#)

**The Westin La Paloma Resort & Spa**  
Tucson, AZ

**Wynn Las Vegas**  
Las Vegas, NV





## AWARDS OF EXCELLENCE

# GREATER MIAMI CONVENTION & VISITORS BUREAU

Nineteen-Time Winner

**M**iami is the place to hold your event if you want to attract the most attendees, and have them rave about it after they return home.

Today, the city's sprawling metropolitan area, which includes distinctive enclaves such as Downtown Miami, the Brickell financial district, Coconut Grove, Coral Gables and Miami Beach, combines ultra-modern urban chic with a laidback, old-school resort charm.

The Adrienne Arsht Center for the Performing Arts, designed by global superstar architect Cesar Peli, hosts a world-class season of theater, symphony concerts and performances by Miami City Ballet. The New World Center, designed by legendary architect Frank Gehry and home base of the world-renowned New World Symphony headed by maestro Michael Tilson Thomas, features SoundScape Park, where visitors can watch performances or films projected onto a 7,000-sf wall.

A major new attraction, Museum Park, includes the new Pérez Art Museum Miami and the Patricia and Phillip Frost Museum of Science, a 250,000-sf facility that will open next year.

### Meeting Infrastructure

While Miami boasts cultural sizzle aplenty, it's the city's vast and diverse meeting infrastructure that gets the attention of planners. The Greater Miami area has nearly 50,000 hotel rooms, from unique and charming boutique hotels to major-brand convention properties.

Virtually all of Miami's hotels offer outdoor function spaces that showcase spectacular views of Biscayne Bay from downtown, or the Atlantic Ocean from Miami Beach. And Miami's subtropical climate means warm weather that allows for comfortable outdoor events throughout the year. The ability to exploit local color includes rooftop pool decks, lushly landscaped tropical patios and gardens, and expansive lawns overlooking world-renowned golf courses.

Meanwhile, Miami offers world-class convention and conference facilities. For decades, the Miami Beach Convention Center has been one of the most popular facilities in the world. Located at the heart of the Art Deco Historic District, the complex is within easy walking distance of all of South Beach's best known restaurants, bars and nightclubs. The convention center will soon begin a \$500 million renovation and expansion project.

Another facility popular for smaller conventions and conferences is the Miami Convention & Conference Center, located between Downtown Miami and the edge of the Brickell financial district. It's a foundational element of the James L. Knight International Center/Hyatt Regency complex and features a 444-seat auditorium, a 117-seat tiered, acoustically balanced lecture hall and 20 meeting rooms.

Imagine the meeting your attendees will want to come to. It's so Miami.

C&IT



**WILLIAM D. TALBERT III**  
President and CEO

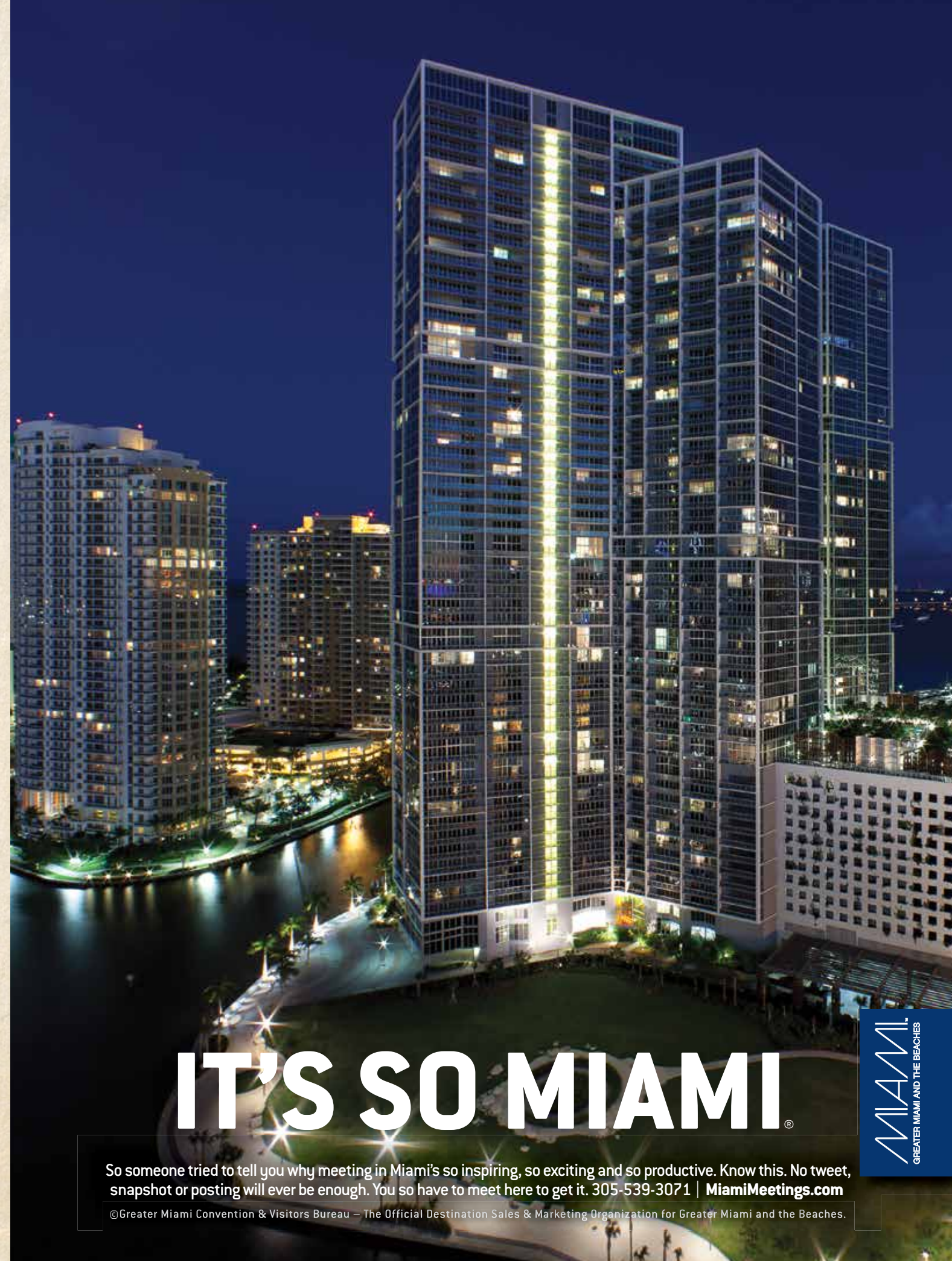
701 Brickell Avenue, Miami, FL 33131  
305-539-3071 • 800-933-8448 ext. 3071  
Convention/Group Sales:  
info@miamimeetings.com  
www.MiamiMeetings.com

### Citywide Facts and Features

**Guest Rooms:** 48,000

**Meeting Space:** More than 500,000 sf

**Convention Center FYI:** The Miami Beach Convention Center boasts more than 1 million sf of flexible space, including more than 500,000 gross sf of exhibit space and more than 150,000 sf of meeting and prefunction space.



# IT'S SO MIAMI®

So someone tried to tell you why meeting in Miami's so inspiring, so exciting and so productive. Know this. No tweet, snapshot or posting will ever be enough. You so have to meet here to get it. 305-539-3071 | [MiamiMeetings.com](http://MiamiMeetings.com)

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MIAMI  
GREATER MIAMI AND THE BEACHES





## AWARDS OF EXCELLENCE

# LOS ANGELES TOURISM & CONVENTION BOARD

Four-Time Winner

Los Angeles welcomed a record 42.2 million visitors in 2013 — the third consecutive year of record-breaking tourism.

And, they didn't just break one record — they set numerous tourism records:

- A record 6.2 million international visitors
- Highest-ever annual hotel occupancy rate of 76.8 percent
- A record 27.2 million hotel room nights

Los Angeles is on track to reach a new record of 43.2 million visitors — one million more than 2013 — and is on pace to reach 50 million visitors by 2020.

### The Buzz About Los Angeles

The world is taking notice of Los Angeles. In May, *The Guardian* in the United Kingdom named Los Angeles the world's most powerful city brand in its inaugural Guardian Cities brand barometer.

In July, the Resonance Report, which counts quality tourism products and experiences, ranked Los Angeles as the No. 1 destination in the United States.

Downtown Los Angeles is home to world-class museums, entertainment venues, hotels in every size and price point, concert halls, theaters, and dozens of acclaimed restaurants. Recent accolades include those from *GQ* magazine, which called Downtown L.A. "America's Next Great City" and "the coolest new downtown in America." Citing the city's fabulous

dining scene, *Food & Wine* dubbed Downtown L.A. "America's best new food city."

### A City on the Move

To prepare for 50 million visitors in 2020, Los Angeles is reinventing the L.A. experience with new hotels, new airport facilities, new public transportation and a convention center designed for the future.

There are 11 new hotels currently under construction and 26 more in development in Los Angeles County. They include the trendy Ace Hotel on Broadway and the Residence Inn & Courtyard by Marriott, part of the growing L.A. LIVE campus. By 2017, InterContinental Hotels Group will operate the new 900-room hotel atop the \$1.1 billion Wilshire Grand Center, the tallest structure in the Western U.S.

The Los Angeles Convention Center, located in the heart of Downtown L.A., boasts a total of 720,000 sf of exhibition space and 147,000 sf of meeting room space with 64 meeting rooms. The center's current \$10 million makeover includes a new, energy-efficient, solar-ready "cool roof"; new carpet; re-modeling the 299-seat theater and upgrading AV capabilities; the latest in energy-efficient and noise-reducing air-handling units; and upgrading air walls, IT infrastructure and lighting. The center holds the U.S. Green Building Council's LEED-EB Gold Certification and received the 2010 CAPE Eureka award. **C&IT**



Walt Disney Concert Hall, Downtown Los Angeles.







**ERNEST WOODEN JR.**  
President and CEO

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sales@latourism.org, www.DiscoverLosAngeles.com

**Citywide Facts and Features**  
**Guest Rooms:** 97,892  
**Hotels/Resorts:** 991  
**Meeting Space:** 720,000 sf at LACC  
**Convention Center FYI:** The Los Angeles Convention Center is embarking on a year-long, \$10 million project to provide a new look and feel to the facility located in the heart of Downtown Los Angeles.

Discover Downtown Los Angeles - a vibrant city teeming with world-class hotels and award-winning restaurants. A city where local art, global culture and championship sports thrive. This is L.A. Energetic. Diverse. Forever unique. Start planning your meeting today at [discoverLosAngeles.com/meetLA](http://discoverLosAngeles.com/meetLA).



Los Angeles  
TOURISM & CONVENTION BOARD





## AWARDS OF EXCELLENCE

### TEAM SAN JOSE

Eleven-Time Winner

**N**inety-seven percent of convention planners and trade show executives declare that San Jose is great for meetings and trade shows. The reasons? Three words: Ease of booking! Yep, unlike other destinations, San Jose has a unique model where with one phone call a planner can be connected and check availability for the San Jose McEnergy Convention Center and more than 8,000 hotel rooms — 850 rooms are connected to the convention center and another 1,500+ within a block. On top of the stellar hotel package, San Jose's compact, campus-like downtown allows conventions to truly own the city. San Jose offers the ease of booking the destination as if it were a big box hotel property. This saves the event planner valuable time, energy and resources, so they can focus on the success of the meeting.

#### Discover San Jose

As the 10th largest city in America and the Capital of Silicon Valley, San Jose is known as a business mecca, but offers all the sophisticated entertainment options that delegates need for staying and playing. Another reason to meet here is our exciting and easy-to-navigate destination. San Jose offers central and easy access to great attractions in the city, as well as other great Northern California attractions including world-class golf courses, wineries, Santa Cruz beaches, Monterey and San Francisco.

#### New Wickedly Fast, Free Wi-Fi

Team San Jose and City of San Jose officials recently announced the launch of free Wi-Fi throughout the San Jose Convention Center. This extends the city's popular Wickedly Fast, Free Wi-Fi already offered at the Mineta San Jose International Airport and within downtown San Jose — delivering reliable Wi-Fi connectivity to business travelers and conference attendees — an experience that only happens in Silicon Valley. One connection covers an attendee from the airport to the downtown core and throughout the convention center.

#### Bigger, Better Convention Center

The San Jose Convention Center recently debuted its \$130 million makeover and introduced an additional 169,957 sf of flexible ballroom and meeting space with a hip, modern design and state-of-the-art technology — bringing the new grand total to 550,000 sf of flexible space.

- Total Convention Space: 550,000 sf
- Total Exhibit Space: 324,760 sf
- Total Contiguous Exhibit Space: 165,000 sf
- New Grand Ballroom: 35,194 sf
- Total Breakout Meeting Rooms: 43
- Downtown Committable Rooms on Peak: 2,200
- Citywide Committable Rooms on Peak: 4,000

**What are you waiting for? Book San Jose Today! C&IT**



**MARK MCMINN**  
Director of Sales

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mmcminn@sanjose.org  
www.SanJose.org

#### Citywide Facts and Features

**Guest Rooms/Suites:** 8,000

**Meeting Space:** 550,000

**Convention Center FYI:** The Idea Tree is a new interactive outdoor public artwork at the Convention Center Plaza and is a sculptural gateway inspiring visitors to participate in Silicon Valley's creative idea landscape.



## The Best Is **HERE**

Everyone wants to be the next Silicon Valley, but no one can replace the original. As the Capital of Silicon Valley, San Jose now offers Wickedly Fast Free Wi-Fi beginning at the Mineta San Jose International Airport, within Downtown and throughout the Convention Center with technology born HERE.

**Meet HERE. Book a meeting today!**  
sanjose.org  
800.SAN.JOSE

Purpose built for speed and powered by multi-gigabit internet connectivity, designed to support multiple devices per attendee allowing thousands of attendees to stream simultaneously without interruption. Get your group's geek on with the nation's best free Wi-Fi experience and no fine print. Really. It's HERE.

**SanJose**  
Innovation starts here





## AWARDS OF EXCELLENCE

### VISIT DENVER

Nineteen-Time Winner

**W**elcome to Denver, where 300 days of sunshine, a thriving cultural scene, diverse neighborhoods and urban adventure combine for the world's best meeting destination. Denver's stunning architecture, award-winning dining and unparalleled views are all within walking distance from the 16th Street pedestrian mall.

When it comes to meeting planning, Denver has it all: a state-of-the-art convention center; a central location; an international airport; a walkable downtown packed with shopping, dining, nightlife and cultural attractions; thousands of hotel rooms; and a convention bureau that knows how to partner with you to create a successful event.

**Accessibility.** Denver International Airport (DEN) added major new international nonstops, including Reykjavik (Icelandair), Tokyo (United) and Mexico City (Volaris). A nonstop to Panama City (United) will launch in December 2014. DEN offers nearly 1,600 daily flights to more than 180 worldwide destinations. The new Airport Rail Line is scheduled to open in early 2016, giving your attendees a speedy and affordable way to get from DEN to downtown's newly renovated Union Station.

**Hotel Update.** New downtown hotels include the 230-room Marriott Renaissance, the 112-room Crawford

Hotel at Union Station, a 140-room Aloft (late 2014), the 165-room Art Hotel (2015) and a 361-room Hyatt House/Hyatt Place (2015), which will bring the downtown total to nearly 9,400 rooms by 2015. A 519-room Westin will open in 2015 at Denver International Airport.

**Green City.** Denver was the first Destination to receive ASTM/APEX Level One certification for sustainable meetings. The Colorado Convention Center also received the same certification for Venues, as well as LEED Gold certification. Denver was named the No. 1 city for green meetings in the U.S. by GreenBiz. And the Blue Bear Farm at the Colorado Convention Center grows 3,600 pounds of fresh fruits and vegetables every year.

**Affordability.** Fares to DEN have decreased by nearly 42 percent in the past decade, the third steepest drop in the nation. Corporate Travel Index ranked Denver 58th amount major cities in food costs (lower is better!).

**Dining Update.** Dozens of new chef-owned restaurants have opened featuring local and farm-to-table cuisine as well as world-famous buffalo and lamb. Local rockstar chefs have been featured on everything from *Top Chef* to *Diners, Drive-Ins and Dives*. In Denver, there's always a table for you. **C&IT**



**RACHEL BENEDICK**  
Vice President  
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#### Citywide Facts and Features

**Guest Rooms:** 9,400+ downtown  
**Meeting Space:** The Colorado Convention Center has 584,000 sf of meeting space, two hotel-quality ballrooms and a 5,000-fixed-seat theater.

# Truth

DENVER HAS A STATE-OF-THE-ART CONVENTION CENTER  
SURROUNDED BY 8,400 HOTEL ROOMS.



You know about the Blue Bear outside the Colorado Convention Center. But did you know that the building is LEED Certified? You know Red Rocks Amphitheatre is a top concert venue. But you probably didn't realize you can hold a meeting there. We dare you to see Denver in a whole new way at [TruthOrDareDenver.com](http://TruthOrDareDenver.com)

The Colorado Convention Center's 40' Blue Bear, *I See What You Mean*, by Denver artist Lawrence Argent, has become a Mile High City icon.



**DENVER**  
The Mile High City

# Dare

PLAN AN OFFSITE AT A ONE-OF-A-KIND VENUE. ONE BUILT 250 MILLION YEARS AGO.





## AWARDS OF EXCELLENCE

### THE HOUSTONIAN HOTEL, CLUB & SPA

Thirteen-Time Winner

The Houstonian Hotel, Club & Spa is a four-diamond property located on 18 acres of wooded landscape in Houston's prestigious Galleria area. Its 289 nonsmoking guest rooms offer a residential feel with warm-toned fabrics and rich furnishings, lamps and artwork, nightly turndown service and relaxing wooded views. Each room features an oversized working desk area, personal in-room electronic safes, a Keurig coffeemaker, a mini bar refreshment center, environmentally conscious lighting and climate control features, complimentary weekday newspapers and umbrellas. Each is equipped with a 42-inch LCD high-definition television and LodgeNet Launch Pad, a secure and sturdy multimedia connectivity panel that allows guests to connect to a variety of portable devices.

Complimentary wireless Internet access is available in all areas of the hotel. In an effort to conserve energy and provide special conveniences, The Houstonian has an energy management system for each room. If preferred, guests can stay on the key-accessed Concierge Level at a premium price, and enjoy continental breakfast, early evening hors d'oeuvres and cocktails, after-dinner sweets and cordials, and concierge and business services.

#### Meeting Facilities

The hotel offers 24 meeting/event rooms totaling more than 33,000 sf of space that feature ergonomic chairs, drop-down

screens and floor-to-ceiling windows for access to natural light, and an in-house audio-visual department to assist groups with their needs. In addition, the outdoor Meadow is available to groups for special events and activities.

#### Dining and More

The Houstonian features several unique dinner and event offerings onsite, including the Manor House, a historic home that serves as a private dinner venue for groups, and offers fine dining just steps from the hotel's front door. Resort food and beverages can be enjoyed poolside at Arbor Grill or in Olivette, its award-winning restaurant. Other premium dining options are just minutes away, and the staff is happy to assist groups with securing arrangements and transportation.

Hotel guests receive complimentary access to the exclusive 175,000-sf Houstonian Club, which is ranked in the top five in the country by *Fitness* magazine. It offers state-of-the-art facilities and exercise equipment, including 250 machines, indoor and outdoor jogging tracks, indoor and outdoor tennis courts, a full-size indoor basketball court, three pools, personal trainers, registered dietitians, a rock wall, Pilates, martial arts, boxing and more. Trellis the Spa offers 17,000 sf of pure bliss, with more than 100 treatments in 21 treatment rooms for facials, body treatments, massages, nail and hair services, professional makeup and more.

C&IT



**JIM MILLS**  
General Manager

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www.Houstonian.com

#### Facts and Features

**Guest Rooms/Suites:** 289/10

**Meeting Space:** 33,000 sf

**Special Services & Amenities:** Guests can enjoy the hotel's Concierge Level, as well as access to the award-winning Houstonian Club and Trellis the Spa.

## MEETING ROOM TO ROAM.



Nestled among eighteen lushly forested acres, The Houstonian is one of the finest, most beautiful executive meeting and conference venues in the nation. In addition to state-of-the-art meeting facilities, it's a haven of exclusive serenity, world-renown luxury and unparalleled personalized service. Don't just book a meeting, plan your escape at The Houstonian.



**THE HOUSTONIAN**  
HOTEL, CLUB & SPA

Uptown Houston  
111 North Post Oak Lane  
713.680.2626 | 800.231.2759  
Houstonian.com







## AWARDS OF EXCELLENCE

### MGM GRAND HOTEL & CASINO

Seventeen-Time Winner

**M**GM Grand is the Entertainment Authority, with star-studded events at the Grand Garden Arena, world-class shows, dining and nightlife at a variety of restaurants and lounges, and the hottest club on the Strip, Hakkasan.

Our wide variety of beautiful accommodations includes rooms and suites in the Grand Tower, luxurious suites with kitchens and balconies at The Signature, and two-story penthouses at SKYLOFTS. The AAA Four Diamond MGM Grand Las Vegas now offers a number of Stay Well guest rooms, which are designed to enhance the wellness of guests who want to keep their healthy lifestyle while on the road.

MGM Grand offers a variety of new dining and nightlife experiences. Visitors grab a drink and play table games at Whiskey Down, or stop by Hecho en Vegas, a Mexican restaurant presenting authentic Sonoran dishes with a twist. TAP offers a new sports bar and grill experience with 60-inch flat-screen TVs and more than 48 kinds of draft beer, and Hakkasan Restaurant & Nightclub is renowned for its celebrity deeJay lineup and modern Cantonese cuisine.

Entertainment seekers will revel in the excitement of our nonstop events. The Grand Garden Arena plays host to concerts from the biggest names in the business, as well as nationally televised award shows and championship boxing. Then there's KÀ by Cirque du Soleil, an incredible show

combining acrobatic performances and pyrotechnics, Brad Garrett's Comedy Club and the intimate showroom entertainment featuring the master illusionist David Copperfield.

If your clients are seeking relaxation and fun in the sun, look no further. They can enjoy a soothing massage at the Grand Spa, or take a dip in one of five pools in the 6.6-acre Grand Pool complex. The party starts early at Wet Republic, featuring two saltwater pools, full-service bar, exclusive private bungalows and elite VIP service.

And when they've worked up an appetite, they can indulge in gourmet cuisine from their choice of celebrity-helmed restaurants: Tom Colicchio's Craftsteak, Michael Mina's Pub 1842, or the renowned Joël Robuchon and L'Atelier de Joël Robuchon.

Regardless of whether your clients want to fight through jet lag or fall into a deep sleep, the wellness technologies from wellness real-estate pioneer Delos, in conjunction with the Cleveland Clinic and Dr. Deepak Chopra, are designed to help you tailor their Las Vegas experience and make it whatever they'd like it to be — including relaxing.

The Stay Well rooms provide an unprecedented opportunity for a complete wellness hotel experience. They include a vitamin C-infused shower, dawn simulator alarm clock, healthy in-room dining options, air purifier and an aromatherapy diffuser.

C&IT



All their hard  
**WORK**  
shall be  
**REWARDED.**



THE MEETING AUTHORITY  
MGM GRAND  
LAS VEGAS



AAA Four Diamond  
Resort

Rejuvenating  
spa treatments

Resident DJ Tiësto  
at Hakkasan Nightclub

Stay Well rooms with  
vitamin C showers

FLEXIBLE MEETING SPACE | CERTIFIED MEETING PROFESSIONALS | SUSTAINABLE BUSINESS PRACTICES

For more reasons to choose MGM Grand, call 1-800-929-1112 | [meetings@lv.mgmgrand.com](mailto:meetings@lv.mgmgrand.com) | [mgmgrand.com/meetings](http://mgmgrand.com/meetings)



BELLAGIO® ARIA® VDARA® MGM GRAND® THE SIGNATURE AT MGM GRAND® Mandalay Bay® DELANO™ LAS VEGAS  
THE MIRAGE® MONTE CARLO™ NEW YORK-NEW YORK® LUXOR® EXCALIBUR® CIRCUS CIRCUS® LAS VEGAS



**GREGG HERNING**  
Vice President of Hotel Sales

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[meetings@lv.mgmgrand.com](mailto:meetings@lv.mgmgrand.com)  
[www.MGMGrand.com/meetings](http://www.MGMGrand.com/meetings)

#### Facts and Features

**Guest Rooms/Suites:** 5,044 guest rooms, including 751 suites

**Meeting Space:** 602,000 sf

**Special Services & Amenities:** MGM Grand's new Stay Well rooms and suites are the first of its kind and integrate the best of medical science and technology to promote health and wellness while traveling.





## AWARDS OF EXCELLENCE

### NEW YORK-NEW YORK HOTEL & CASINO

Six-Time Winner

**N**ew York-New York Hotel & Casino brings the Big Apple's energy and buzz to the Las Vegas Strip. Like everything at the resort, the 2,023 guest rooms and suites come with an appropriate sense of uptown sophistication and such first-class amenities as wireless Internet access, iPod/MP3 player docking stations, and laptop-compatible in-room safes. Resort highlights range from the two-story flagship Hershey's Chocolate World to the indulgent spa and cabana-lined pool, nonstop gaming and The Roller Coaster thrill ride.

#### Meetings and Events

For seamless meetings and events, a team of experts oversees affairs taking place in the 21,500 sf of highly flexible space, where several one-of-a-kind venues create rich atmospheres. For instance, Village Streets places guests at the heart of Greenwich Village. Take your meeting outdoors either on the newly renovated Brooklyn Bridge and plaza or host an event behind The Statue of Liberty.

#### Dining Experiences

Dining includes such selections as Nine Fine Irishmen, serving an Irish pub experience of food, drinks, song and dance. Gallagher's Steakhouse, a New York City original since 1927, offers the finest USDA dry-aged beef and the freshest seafood available. Il Fornaio Cucina Italiana presents award-winning

Italian cuisine made from authentic regional recipes, while several other options, including Broadway Burger Bar & Grill and Chin Chin Café & Sushi Bar, blend affordability with themed menus and evocative atmospheres.

#### Entertainment and Nightlife

For after-hours fun, guests head to the Casino Level's Center Bar for a night on the town without leaving the resort. Bar at Times Square puts on the top-rated dueling piano show in Vegas. For an experience pushing the boundaries of playful humor, acrobatics and daring intimacy, explore the seductive reality of Zumanity, The Sensual Side of Cirque du Soleil, where guests are encouraged to check their inhibitions at the door.

#### Pampering

Guests also can take a break from all the nightlife and excitement, and relax mind and body in the midst of the busy city, because, in true Park Avenue style, guests will find silence and true pampering inside The Spa & Salon at New York-New York. Or, guests can enhance their current look or try a new do altogether at The Salon, New York-New York's refreshed beauty salon. With a hip new design and the finest in hairstyle, makeup application, Strip lash add-on, and color and highlight packages available, The Salon is the perfect place to visit before spending some quality time on the town.

C&IT



**CHRIS BOND, CMP, CHSE**  
Vice President of Sales

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nynymetings@nynyvegas.com  
www.NewYorkNewYork.com

#### Facts and Features

**Guest Rooms:** 2,023

**Meeting Space:** 21,500 sf

**Special Services & Amenities:** Business center; dedicated conference planners; expert technicians; professional staging, audio-visual, communications equipment; and state-of-the-art infrastructure including wired and wireless Internet access.

There you are

at the crossroads of what you think

and what you think they want.

Pressure. Stress. Anxiety.

Then the beautiful sound that

makes it all ok: "This is NYNY Las Vegas,

how may we help you?"

*A convention here is unlike anywhere.*



**NEW YORK  
NEW YORK**  
LAS VEGAS HOTEL & CASINO

BE A PART OF IT 866.524.6184  
newyorknewyork.com



BELLAGIO® ARIA® VDARA® MGM GRAND® Mandalay Bay® THE MIRAGE® MONTE CARLO™ NEW YORK-NEW YORK® LUXOR® EXCALIBUR® CIRCUS CIRCUS® LAS VEGAS  
BEAU RIVAGE® BILOXI, MISSISSIPPI GOLD STRIKE® TUNICA, MISSISSIPPI MGM GRAND® DETROIT, MICHIGAN MGM MACAU™, CHINA MGM GRAND® SANYA, CHINA





## AWARDS OF EXCELLENCE

### OMNI DALLAS HOTEL

Two-Time Winner

Even in a city as bold as Dallas, no other hotel shines brighter. Built in the heart of downtown, the Omni Dallas Hotel illuminates the city with its welcoming, eye-catching light show. It's entirely genuine and authentic in its Texas roots — just like Dallas itself. And event professionals have taken note of its impressive capabilities, crowning Omni Dallas Hotel with the Award of Excellence by *Corporate & Incentive Travel* magazine.

#### Accommodations

Surrounding guests with a lively city atmosphere, the Omni Dallas Hotel is perfect for functions of every size. The hotel features 1,001 luxurious guest rooms including 67 suites and three presidential suites.

#### Meeting Facilities

Spanning more than 110,000 sf, the facility's 30 meeting rooms offer great space for conventions, board meetings and corporate gatherings. The hotel's meeting facilities accommodate up to 2,500 attendees, and each space is equipped with high-speed Internet access, built-in projection screens and state-of-the-art audio-visual services, with an Omni team standing by to guarantee that your expectations will be exceeded. Plus, the hotel is attached to the Dallas Convention Center, offering 1 million sf of additional exhibit space.

Omni Dallas Hotel is built to meet the U.S. Green Building Council LEED Gold Certification standards, placing it on the forefront of environmental awareness and conservation in the city.

#### Amenities and Attractions

The Omni Dallas Hotel offers plenty of exciting and relaxing amenities onsite, and its proximity puts it in the center of numerous entertainment destinations. Inside the hotel, experience the signature Mokara Spa, offering refined treatments to soothe the senses and rejuvenate the soul, a rooftop terrace pool deck and spacious fitness center. For dinner, enjoy the delicious fare available at our onsite restaurants, including the award-winning Bob's Steak & Chop House. When it's time to venture into the city, check out a performance in the Dallas Arts District. Explore the nightlife of the historic West End or in Victory Park, the high-energy home of the Dallas Mavericks, the Dallas Stars and the Perot Museum of Nature & Science. Wherever the day takes you, Omni keeps guests close to the action, showcasing all this city has to offer.

#### Location

The Omni Dallas Hotel is centrally located in downtown Dallas, just 6.5 miles from Dallas Love Field Airport and 19 miles from DFW International Airport.

C&IT



**HAROLD "Q" QUEISSER**  
Director of Sales and Marketing

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214-744-6664 • Fax: 214-979-4595  
hqueisser@omnihotels.com  
[www.OmniHotels.com/Dallas](http://www.OmniHotels.com/Dallas)

#### Facts and Features

**Guest Rooms:** 1,001  
**Meeting Space:** 110,000 sf  
**Max Banquet Space with Max Capacity:**  
31,733 sf; 2,650 people  
**Max Reception Capacity:** 5,000 people  
**Max Theater/Auditorium Capacity:** 3,522 people

OMNI UNDERSTANDS

# Spectacular

In a city full of lights and luxury,  
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OMNI  HOTELS & RESORTS  
dallas





## AWARDS OF EXCELLENCE

### PONTE VEDRA INN & CLUB

Eighteen-Time Winner

Framed by graceful palms and rolling dunes, the oceanfront Ponte Vedra Inn & Club is nestled in the picturesque seaside village of Ponte Vedra Beach, just 20 miles south-east of Jacksonville, Florida. Since its celebrated opening in 1928, this AAA Five Diamond-rated resort has served as host to some of the nation's most influential meetings and conferences.

Ponte Vedra's stunning coastline serves as dramatic backdrop for 250 luxurious rooms and suites, most enjoying breathtaking Atlantic Ocean views. The award-winning interiors combine exquisite furnishings, rich fabrics and classic details to create an atmosphere of sheer indulgence. Each spacious room features cable TV, complimentary morning newspaper and coffee maker. Private patios and balconies frame panoramic views of the sea and sky.

Ponte Vedra's four restaurants cater to a variety of tastes and moods in distinctive and imaginative locations. Popular group events include beachfront cookouts, country-western-style jamborees, black-tie affairs, putting green coffee breaks and "closest to the hole" cocktail receptions. Twenty-four-hour room service is a featured convenience. Blessed with year-round sunshine and a pleasant climate to match, Ponte Vedra is a favorite choice among outdoor enthusiasts.

Recreational pleasures include the Atlantic surf, beach, 36 holes of golf, 15 tennis courts, pools and an expansive, oceanfront fitness center. Additionally, biking, fishing, sailing

and horseback riding combine to create a year-round recreational paradise. The resort features the largest spa in north Florida — an aesthetically pleasing environment of 30,000 sf with an impressive selection of more than 100 pampering and beauty services.

The Ponte Vedra Inn & Club is located midway between Jacksonville and St. Augustine in Northeast Florida. The resort is 31 miles (a 40-minute drive) from the Jacksonville International Airport. Twelve major and regional airlines provide more than 100 daily flights to and from most major cities.

#### Meetings Blueprint

Ponte Vedra is an 18-time recipient of the prestigious "Award of Excellence" for meetings distinction. More than 25,000 sf of flexible function space (17 rooms) ideally suits groups from 10–450 people. Featured are two ballrooms, a cherry-paneled executive boardroom, vaulted ceilings, exquisite chandeliers, imported marble floors, silver service, crystal, china and flex-back conference chairs for the maximum in meeting comfort. Available support services include a meeting coordinator, audio-visual rental equipment, an onsite business center and high-speed Internet access.

For 86 years, meeting planners have come to appreciate the Ponte Vedra Inn & Club's accommodations, activities, amenities and award-winning hospitality. **C&IT**



**DALE HANEY**  
President

200 Ponte Vedra Blvd., Ponte Vedra Beach, FL 32082  
Contact: Tony Fitzjohn, Director of Group Sales  
800-234-7842 • Fax: 904-273-7757  
sales@pvresorts.com • www.PonteVedra.com

#### Facts and Features

**Guest Rooms:** 250

**Meeting Space:** 25,000 sf of meeting and banquet space, 17 meeting rooms.

**Special Services & Amenities:** Atlantic surf, beach, pools, two golf courses, 15 tennis courts, oceanfront gym, award-winning spa, four restaurants, three lounges, eight shops and boutiques, business center.

## OCEANFRONT EXCELLENCE



Ponte Vedra Inn & Club

A landmark since its celebrated opening in 1928, the **Ponte Vedra Inn & Club** proudly presides as the grand dame of northeast Florida resort hotels. Featured are 250 luxurious rooms and suites, the Atlantic surf, beach, golf, tennis, fitness, spa, fine dining, shopping and a AAA Five-Diamond award for hospitality excellence.

PONTE VEDRA BEACH, FLORIDA • OCEANFRONT. JUST 20 MINUTES FROM JACKSONVILLE  
888.491.7924 • WWW.PONTEVEDRA.COM





## AWARDS OF EXCELLENCE

### ROSEN CENTRE HOTEL

Fifteen-Time Winner

Rosen Centre Hotel, known for skillfully balancing business and pleasure with elegance and professionalism, continues to impress even the most well-traveled guests and meeting attendees. The Spa at Rosen Centre includes seven treatment rooms, a salon, health club, an Olympic-sized swimming pool and a gift shop. Ladies and gentlemen may enjoy separate eucalyptus steam rooms as well as private "Relaxation Lounges" outfitted with comfortable, reclining lounge chairs, flat-screen TVs, light refreshments, healthful snacks, reading materials and access to the pool. In addition, the new 18,000-sf Executive Ballroom, which includes 5,400 sf of prefunction space, opened recently to rave reviews. New complimentary Wi-Fi and hardwired Internet is available in all guest rooms. Each of the 1,334 guest rooms features a refrigerator, 32-inch flat-screen TV, data ports, an in-room safe and video folio review/checkout. Eighty suites, which range in size from 500 to 2,500 sf, and three spectacular presidential suites are ideal for smaller conferences as well as executive or VIP events.

Rosen Centre Hotel is a first-class business facility, which can accommodate groups of 10 to 4,000 attendees. Its prime location coupled with attractive amenities easily transform it into convention headquarters, as the Rosen Centre Skywalk connects the hotel with the West Building of the Orange County Convention Center. At night, look for Rosen Centre's new exterior blue lighting, a beacon of hospitality connected

to the Orange County Convention Center. Rosen Centre offers more than 150,000 sf of flexible meeting space, including the 35,000-sf Grand Ballroom, the 14,375-sf Junior Ballroom, the new 18,000-sf Executive Ballroom, 35 distinctive meeting rooms and four permanent registration areas. High-tech meetings are easy to hold thanks to advanced technical support, teleconferencing equipment, enhanced Internet bandwidth and simultaneous on-demand translation services.

Attendees will enjoy unparalleled dining at Rosen Centre's nine restaurants and lounges. The brand new Harry's Poolside Bar & Grill offers an extensive menu featuring Caribbean-inspired dishes and drinks accompanied by live music. The indoor-outdoor restaurant can be booked for private events and special gatherings. Sam & Bubbe's Bar is the perfect place to unwind at the end of the day and enjoy a favorite beverage and New York deli-style noshes as well as bar bite selections and menus from Bانشoo Sushi and 98Forty Tapas & Tequila Bar, which offers sophisticated tapas-style dishes as well as an extensive selection of 40 premium tequilas. Guests also can pick and choose light bites, cocktails and coffee from Red's Deli or Smoooth Java. The intimate, upscale Everglades Restaurant or buffet-style Café Gauguin are but steps away.

Just minutes away is the Shingle Creek Golf Club and Orlando's favorite attractions including Universal Orlando, SeaWorld and Walt Disney World.

C&IT



**TODD FRAPPIER**  
Director  
Sales and Marketing

9840 International Drive, Orlando, FL 32819  
800-204-7234 or 407-996-9840 • Fax: 407-996-2659  
tfrappier@rosencentre.com  
www.RosenCentre.com

#### Facts and Features

**Guest Rooms/Suites:** 1,334/80

**Meeting Space:** 150,000 sf, 35 meeting rooms.

**Special Services & Amenities:** Complimentary Wi-Fi and hardwired Internet in all guest rooms. A new Salton Systems RFID lock system provides easy and secure access to meeting rooms and guest rooms. Named as a Two Palm Green Lodge for conserving natural resources.

ROSEN  
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40  
years  
of passion

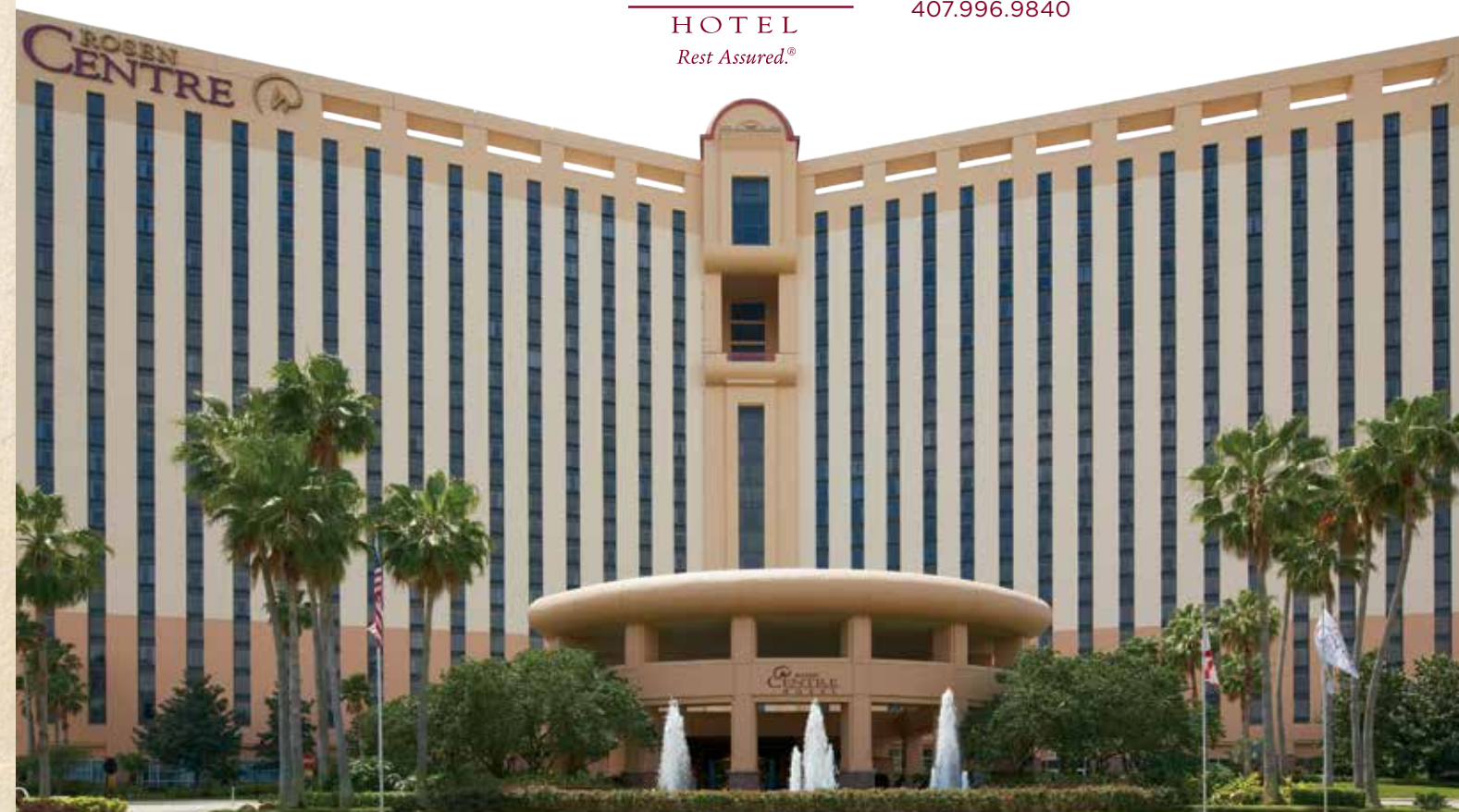
### 40 years of inspiration in every detail.

At Rosen Centre Hotel, our passion for delivering exceptional Orlando experiences ensures your events are a success. A shining example of Rosen Hotels & Resorts' 40 years in the hospitality and service industry in Orlando.

Visit [RosenHotels.com/40](http://RosenHotels.com/40) to learn more about our special 40th anniversary offers. And, we'll be giving away beautiful ruby necklaces all year long. Ask your sales associate for details and don't forget to submit an RFP.

ROSEN  
CENTRE  
HOTEL  
*Rest Assured.®*

9840 International Drive  
Orlando, FL 32819  
407.996.9840







## AWARDS OF EXCELLENCE

### ROSEN PLAZA HOTEL

Fourteen-Time Winner

Much more than just a first-class meeting facility, the Rosen Plaza Hotel offers outstanding accommodations, a highly respected professional staff and sophisticated meeting space, which is now connected to the 2.1-million-sf Orange County Convention Center via the newly opened Gary Sain Memorial Skybridge. All 800 guest rooms were recently renovated from top to bottom and now feature 32-inch flat-screen TVs, new furnishings and carpet, Simmons Beauty Rest beds as well as a complete bathroom remodel designed to invoke the relaxing sensations of an upscale spa. The newest amenity is complimentary Wi-Fi and hardwired Internet in all guest rooms.

Located in the heart of the International Drive district, Rosen Plaza offers more than 60,000 sf of state-of-the-art meeting space that includes the Grand Ballroom with 26,000 sf of column-free space; the Foyer with 12,500 sf of space; the 4,500-sf Regency Salon; 22 well-appointed meeting rooms; and 16 hospitality suites. Advanced technical support, high-tech teleconferencing, enhanced Internet bandwidth and simultaneous translation allow the Rosen Plaza Hotel to accommodate every need. The hotel is renowned for catering memorable corporate events for up to 2,740 attendees.

The popular Jack's Place restaurant, home to the world's largest collection of autographed caricatures, was named one of *Florida Trend's* top restaurants in Orlando, *Orlando Maga-*

*zine's* Best Restaurant on International Drive, *USA Today's* "10 Best" International Drive restaurants and is listed in Zagat's best restaurants in the Orlando area. Jack's Place has been renovated with contemporary new furnishings and décor and an expansive, more welcoming entrance featuring a newly fashioned lobby lounge. The new look is complemented by a new menu offering inventive new dishes while keeping customer favorites. Cafe Matisse offers buffets and à la carte menus for breakfast, lunch and dinner; and Lite Bite is ideal for sandwiches and snacks. Smoooth Java and Jack's Lobby Bar are great places to gather. Club 39 At The Plaza will open in Spring 2015 as a totally new multipurpose venue. It also is available for private events. It will feature an interactive LED wall, multiple screens that can be customized for any event, as well as new bar, stage, lighting and décor. It will feature live entertainment on Friday and Saturday evenings. Club 39 At The Plaza also will feature a light menu available for lunch, dinner, or snacks.

Guests are granted privileges and complimentary transportation to the Shingle Creek Golf Club, which is located just minutes away. Walt Disney World theme parks are 10 minutes away, and the Pointe Orlando shopping/entertainment complex is across the street.

Our staff is empowered to create meetings of exceptional value while delivering the legendary service that Harris Rosen insists upon in all of his hotels. **C&IT**



**VICTORIA HALL**  
Director of Sales & Marketing

9700 International Drive, Orlando, FL 32819  
800-366-9700 or 407-996-9700 • Fax: 407-354-5774  
sales@rosenplaza.com  
www.RosenPlaza.com

#### Facts and Features

**Guest Rooms:** 800

**Meeting Space:** 60,000 sf

**Special Services & Amenities:** The Gary Sain Memorial Skybridge is now open to the OCCC West Building. A new Salton Systems RFID lock system provides easy and secure access to meeting rooms and guest rooms. Rosen Plaza Hotel is a Florida DEP Two Palm Green Lodge.

ROSEN  
HOTELS & RESORTS



40  
years  
of passion

**40 years of inspiration in every detail.**

At Rosen Plaza Hotel, we believe in the power of inspiring spaces, a perfect location and passionate personal service. A shining example of Rosen Hotels & Resorts' 40 years in the hospitality and service industry in Orlando.

Visit [RosenHotels.com/40](http://RosenHotels.com/40) to learn more about our special 40th anniversary offers. And to make it even sweeter, we will be giving away beautiful ruby necklaces throughout 2014. Ask your Sales Associate for details and don't forget to submit an RFP.

ROSEN  
PLAZA  
HOTEL  
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9700 International Drive | Orlando, FL 32819 | 407.996.9700







## AWARDS OF EXCELLENCE

### ROSEN SHINGLE CREEK

Eight-Time Winner

For a luxurious, upscale and naturally beautiful Florida experience, planners need look no further than Rosen Shingle Creek, a AAA Four Diamond premier meeting destination conveniently located 10 minutes from the Orlando International Airport, within one mile of the Orange County Convention Center North/South building, and near the major theme parks and attractions. Rosen Shingle Creek, one of the largest area full-service convention hotels, offers 1,501 luxurious guest rooms and suites recently accented with new soft goods. The 490,000 sf of dedicated, state-of-the-art meeting and event space includes three column-free ballrooms — the 95,000-sf Gatlin Ballroom; the 60,000-sf Sebastian Ballroom; and the 40,000-sf Panzacola Ballroom — and 99 meeting rooms, 56,000 sf of breakout meeting rooms, more than 100,000 sf of prefunction space, more than 72,000 sf of outdoor space and a 40,000-sf outdoor event lot. Wi-Fi and hardwired Internet service is accessible in all meeting spaces, and is a complimentary service in all guest rooms, restaurants and the lobby. Rosen Shingle Creek does not charge a resort fee.

#### Championship Golf

Named a four-star "Best Places to Play" by *Golf Digest*, the Shingle Creek Golf Club is a David Harman-designed, 18-hole, 7,149-yard championship golf course featuring undulating fairways and interconnecting waterways. Named as one of the

"Top 40 Best New Golf Courses in the U.S." by *Golfweek*, the club is home to the Brad Brewer Golf Academy, rated as one of the "Top 25 Golf Schools" in the nation by *Golf Magazine*. One of *Golf Magazine's* "Top 100 Instructors," Brewer and his PGA staff orchestrate ultimate golf programs for any size group.

#### Dining and More

Mi Casa Tequila Taquería, a casual tequila bar and restaurant, serves up authentic Mexican dishes with a creative spin. A popular draw is Lima guacamole, prepared tableside in a lava stone pestle. Other favorites include Banrai Sushi's signature items, such as the Shingle Creek Roll with gator meat, along with traditional sushi dishes. At Tobias Flats, "old Florida" meets a new world of tastes in all forms of flatbreads, from appetizers and salads to sandwiches and pizzas, along with a wide range of handcrafted microbrews. These options provide a quick and convenient complement to the hotel's AAA Four Diamond, fine-dining restaurants, A Land Remembered, a classic steak house, and Cala Bella, an Italian bistro. The popular Headwaters Lounge will soon expand to include an outdoor seating area, ideal for mixing and mingling.

The Spa at Shingle Creek, a full-service 13,000-sf spa and salon, features nine treatment rooms and a fitness center. Amenities include lighted tennis courts, four swimming pools, hot tubs and much more.

C&IT



**LESLIE MENICHINI**  
Vice President, Sales & Marketing  
Rosen Hotels & Resorts

9939 Universal Boulevard, Orlando, FL 32819  
866-996-9939 or 407-996-9939 • Fax: 407-996-9935  
sales@rosenshinglecreek.com  
www.RosenShingleCreek.com

#### Facts & Features

**Guest Rooms:** 1,501

**Meeting Space:** 490,000 sf

**Special Services & Amenities:** Guests will delight in the 15 dining and lounge options. New features include enhanced Internet bandwidth and technology in the meeting spaces and a RFID lock system that provides easy and secure access to meeting rooms and guest rooms.

# ROSEN

HOTELS & RESORTS



40  
years  
of passion

40 years of inspiration in every detail.

At Rosen Shingle Creek, we believe in delivering events that are passionately inspired and simply exceptional. A shining example of Rosen Hotels & Resorts' 40 years in the hospitality and service industry in Orlando.

Visit [RosenHotels.com/40](http://RosenHotels.com/40) to learn more about our special 40th anniversary offers. And, we'll be giving away beautiful ruby necklaces all year long. Ask your sales associate for details and don't forget to submit an RFP.

 **ROSEN**  
**SHINGLE CREEK**

*Rest Assured.®*

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## AWARDS OF EXCELLENCE

# THE SEAPORT HOTEL & WORLD TRADE CENTER

Nine-Time Winner

Situated along the harbor's edge, the Seaport Hotel & World Trade Center offers an award-winning combination of luxury accommodations, distinctive meeting venues and function spaces with stunning harbor and city views, and exceptional service. Featuring more than 180,000 sf of flexible meeting space, including eight ballrooms, a 118,000 sf exhibit hall, and a high-tech, 394-fixed-seat amphitheater, meeting planners have a variety of flexible spaces to choose from. Elegant private dining rooms, a demonstration kitchen and outdoor gardens also are available.

Seaport's seasoned staff of dedicated event and meeting professionals are ready to assist with every meeting or event detail, working alongside to ensure a flawless experience, from the start of the planning process until the last guest has departed. On-premise audio-visual assistance is available along with 24/7 telecommunications expertise, including an in-house team. Trade show equipment and event services are offered, along with onsite floral services for both individual orders and major events.

### Accommodations

Seaport features 428 newly renovated and beautifully appointed guest rooms and luxurious suites, offering spectacular city and harbor views. Intended to meet the needs of the modern traveler, the guest rooms are designed so that visitors can

work and relax with maximum flexibility. Complimentary wireless Internet access, flat-screen televisions, easy-to-reach bedside electrical sockets and USB ports, and convenient reading lights are just a few of the many amenities that separate Seaport. Recognized by Fodor's as one of North America's five greenest hotels, Seaport invites guests to participate in its environmental initiatives, including through its in-room recycling program.

Guests can rejuvenate at Wave Health & Fitness, situated on the hotel's plaza level. Wave features a sun-lit indoor pool, a variety of fitness classes, steam rooms, massage and skin care services, and the latest cardio and strength equipment. Golf is also available nearby with preferred tee times for guests, and the hotel offers complimentary bicycles.

With a reputation for four-diamond, restaurant-quality cuisine, Seaport elevates your meeting with exceptional conference catering. Executive chef Richard Rayment's custom-designed, seasonally inspired menus will bring special flair to breakfast, lunch, dinner and meeting breaks. With expert catering services, Seaport can enhance a simple board meeting for 12 or a red-carpet gala party for 5,000.

In addition to offering exceptional cuisine for meetings and banquets, Seaport also features the creative farm-to-table cuisine from Chef Robert Tobin in its newly expanded TAMO Bistro & Bar, and TAMO Terrace, a spectacular, seasonal outdoor space with harbor views. **C&IT**



**MARIANNA ACCOMANDO**  
Assistant General Manager  
and Vice President, Sales

One Seaport Lane, Boston, MA 02210  
877-SEAPORT • 617-385-4212  
sales@seaportboston.com  
www.SeaportBoston.com

### Facts and Features

**Guest Rooms:** 428

**Meeting Space:** More than 180,000 sf

**Special Services & Amenities:** Seaport features complimentary wireless, high-speed Internet access, a 24-hour business center, high-definition TVs in each guest room and complimentary access to Wave Health & Fitness.



## MORE ROOMS WITH A VIEW THAN ANY OTHER HOTEL IN BOSTON.

### Newly Renovated Guest Rooms Unveiled.

Harbor views, city views, garden views. The Seaport Hotel & World Trade Center in Boston has them all – and more of them than any other major hotel in Boston. With 8 ballrooms, 42 meeting rooms, outdoor gardens and terraces plus seven private dining rooms, Seaport has the space you need for your next meeting or event. And we're the easiest hotel in Boston for access, minutes from Logan Airport and downtown Boston via our own MBTA Silver Line stop, water taxi and car. Call us to find out more at 617.385.4212.

Named by Fodor's As One of North America's Greenest Hotels | Complimentary WiFi | 24-Hour Business Center



**SEAPORT**  
HOTEL & WORLD TRADE CENTER

SEA THE DIFFERENCE™

One Seaport Lane | Boston, MA 02210 | 617.385.4212 | www.seaportboston.com





## AWARDS OF EXCELLENCE

### THE VENETIAN RESORT HOTEL CASINO

Fifteen-Time Winner

One Lens. Many Facets. Take a look inside. The feeling is akin to lifting a kaleidoscope to your eye: a mesmerizing display of new amazements crop up at every turn. Discover the many facets of The Venetian, The Palazzo, Sands Expo and The Venetian Palazzo Congress Center, the ultimate all-in-one resort and convention venue in Las Vegas, and watch a world of wonderful experiences unfold.

Industry professionals delight in the venue's streamlined event planning services. A team of seasoned experts, supported by a staff more than 8,000 strong, offers dedicated assistance with every aspect of your event, to transform each imagined detail into reality.

Located in the heart of the Las Vegas Strip, only minutes from McCarran International Airport, the travel and logistical convenience of this venue is unrivaled. The universal appeal of such an iconic destination in one of the world's great entertainment capitals also makes it highly desirable to attendees. Guests adore the Old World romance of The Venetian, with the unforgettable charm of a gondola ride accompanied by a live serenade or an enchanting stroll along the Grand Canal. The Palazzo offers the perfect complement, featuring sophisticated, modern Italian design that immerses guests in exclusivity and elegance.

The 7,000 suites at this opulent all-suite resort, averaging 700 sf each — roughly twice the size of the typical Las Vegas

hotel room — cater to the needs of business travelers and corporate group attendees.

The complex welcomes meetings, conventions and exhibitions of all sizes, in more than 2.25 million sf of flexible meeting space. The Congress Center features an impressive 85,000-sf, pillar-free ballroom, as well as 298 conference rooms. The adjacent Sands Expo is renowned for its state-of-the-art convention facilities, with 1.9 million sf of newly renovated meeting and show space.

Together, the properties form the largest LEED-certified green building on the planet, while the Sands ECO 360° initiative ensures that every effort is made to minimize environmental impact.

At the end of the day, business naturally transitions to pleasure, creating networking opportunities that cultivate relationships, both new and old.

Guests choose from among 32 dining options, including an impressive list of James Beard Award-winning celebrity chefs. Some of the standouts include steak houses such as Wolfgang Puck's CUT, Mario Batali's Carnevino or Delmonico by Emeril Lagasse.

Fashion enthusiasts are drawn to the 300 boutiques of the Grand Canal Shoppes, while those looking for a quiet retreat will find their sanctuary at the award-winning Canyon Ranch SpaClub.

C&IT



**CHANDRA ALLISON**  
Vice President of Sales

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702-414-4202 • Fax: 702-414-4806  
Chandra.Allison@Venetian.com  
www.VenetianPalazzoMeetings.com

#### Facts and Features

**Guest Rooms:** 7,000

**Meeting Space:** 2.25 million sf

**Special Services & Amenities:** Business Center, Venetian Showroom, Canyon Ranch SpaClub, nightly entertainment, 30+ onsite restaurants, outlets and lounges. Located minutes from McCarran International Airport.

## ONE LENS. MANY FACETS.

2.25 M SQ. FT.  
MEETING SPACE

32 RESTAURANTS

ECO 360°

7,000 ALL-SUITE  
RESORT

8,000 PASSIONATE  
TEAM MEMBERS

300 SHOPPES

Dive into a kaleidoscope of world-class hospitality and meeting facilities, all right here at our multi-faceted resort, guided by our expert meeting professionals.

**V E N E T I A N   P A L A Z Z O**

866.441.1094 [venetian.com/meetings](http://venetian.com/meetings)

3355 Las Vegas Boulevard South Las Vegas, NV 89109





## AWARDS OF EXCELLENCE

### WALT DISNEY WORLD SWAN AND DOLPHIN

Twenty-Four-Time Winner

An exceptional location, in spectacular surroundings, where excellence in service and creativity combine to deliver a world-class meeting destination. The Walt Disney World Swan and Dolphin was designed by world-renowned architect Michael Graves as a one-of-a-kind meeting facility where art and architecture combine to inspire creativity and collaboration. The resort offers more than 329,000 sf of meeting space and 2,267 guest rooms and suites.

**Meetings and Accommodations.** When it comes to the business of meetings, the award-winning team is highly regarded for their ability to exceed expectations. Successful meetings are created from environments and moments that blend to support content, resulting in greater ROI with your meeting objectives. It is in this meeting experience that the resort is truly distinctive by design. The award-winning banquet, catering and culinary team delivers customized solutions with a passion for each client. Nothing beats a private event in the parks to add that magical touch while supporting your meeting theme.

High among the many reasons to choose this resort are the exclusive benefits available to support your programming. The resort brings together resources to make planning both easy and memorable. From the Disney Institute learning and development opportunities to entertainment and production

support from the Disney Event Group, the team is ready to raise the experience level at your next event.

The resort offers rooms and suites with the finest amenities in comfort and convenience with newly designed guest rooms featuring stylish furniture, chrome fixtures and all of the latest technology. Additional power outlets provide travelers more options for use of personal electronics. These guest rooms blend a beautiful combination of whites, blues and grays, creating a tasteful ambience that is appealing. Accommodations also feature the Westin Heavenly Bed and Heavenly Bath.

**Amenities and Dining.** The resort is situated in the heart of the Walt Disney World Resort, within footsteps of Epcot, Disney's Hollywood Studios and the shopping, restaurants and nightlife of Disney's Boardwalk. Complimentary transportation is provided throughout the resort. Guests enjoy advance tee times to nearby Disney championship golf courses, Extra Magic Hours, and the new FASTPASS+ access. Guests can enjoy one of the resort's five pools, two health clubs, tennis courts and the Balinese-inspired Mandara Spa.

Recognized as a top foodie destination in Orlando, the resort offers 17 world-class restaurants and lounges, including the famed Todd English's bluezoo, Il Mulino New York Trattoria, Shula's Steak House and more.

C&IT



DISTINCTIVE  
*by design*



**FRED SAWYERS**  
General Manager

1500 Epcot Resorts Blvd., Lake Buena Vista, FL 32830  
Contact: Gino Marasco, Director of Sales  
800-524-4939 • Fax: 407-934-4880  
meetings@swandolphin.com  
www.SwanDolphinMeetings.com

#### Citywide Facts and Features

**Guest Rooms/Suites:** 2,267

**Meeting Space:** 329,000

**Special Services & Amenities:** Featuring 17 world-class restaurants and lounges, newly designed guest rooms, Balinese-inspired Mandara Spa, onsite DMC and AV.

*Imagine* your next meeting in a place where unforgettable surroundings *inspire creativity*

Newly designed guest rooms and state-of-the-art facilities provide the perfect backdrop

for meetings from 15 to 15,000. With two decades of *service expertise*

backed by *award-winning* accommodations and dining, this is the world

you'll experience at the *Walt Disney World Swan and Dolphin* Resort.

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## On The Move



RUTH LEIS

Hilton Anatole, Dallas, Texas, has named **Ruth Leis** as director of sales and **Charles E. "CeeJay" Jones** as senior sales manager, Texas state association market. Leis formerly served as executive director of sales at MGM Grand Hotel & Casino in Las Vegas. Jones formerly covered the Texas state association market for the Omni Dallas Hotel at Park West.



CEEJAY JONES

**Jennifer Dahlberg** was promoted to group sales manager at One Ocean Resort & Spa, Atlantic Beach, Florida. She most recently served as corporate catering sales manager for the resort.

The National Conference Center, Leesburg, Virginia, has named **Bhavna Venugopal** as director of corporate sales. She most recently



DAHLBERG

served as senior sales manager at the Omni Bedford Springs Resort and Spa in Pennsylvania.

Visit Spokane has named **Scott Zellers** as director of national accounts responsible for legal, government, public administration, agriculture and corporate meetings and conventions. He formerly was a sales manager for the Hyatt Regency Bellevue in Bellevue, Washington.

Team San Jose has named **Paul Sprinkmann** as sales manager responsible for California-based meeting groups of 200 room nights or fewer. He formerly served as sales manager for Travel Tacoma + Pierce County, Washington. **C&IT**

## READERSERVICES / AD INDEX

PAGE	ADVERTISER	PHONE NO.	WEB SITE	CONTACT	E-MAIL
5	Caesars Entertainment	855-MEET-CET	www.cetmeetings.com	Group Sales	meet@caesars.com
A0E 36	Greater Miami Convention & Visitors Bureau	800-933-8448	www.miamimeetings.com	Ileana Castillo	ileana@miamimeetings.com
15	Hilton Austin Convention Center	512-482-8000	www.austin.hilton.com	Group Sales	auscv-salesadm@hilton.com
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A0E 38	Los Angeles Tourism & Convention Board	213-624-7300	www.discoverlosangeles.com	Group Sales	sales@LATourism.org
A0E 46	MGM Grand Las Vegas	800-929-1112	www.mgmgrand.com/meetings	Group Sales	meetings@lv.mgmgrand.com
7	Nashville Convention & Visitors Corp.	615-259-4739	www.visitmusiccity.com	Kay Witt	kayw@visitmusiccity.com
A0E 48	New York-New York Hotel & Casino	877-484-1666	www.newyorknewyork.com	Group Sales	nynymetings@nynyvegas.com
A0E 50	Omni Dallas Hotel	214-744-6664	www.omnihotels.com/dallas	Harold Queisser	hqueisser@omnihotels.com
A0E 52	Ponte Vedra Inn & Club	800-234-7842	www.pontevedra.com	Tony Fitzjohn	sales@pvresorts.com
A0E 54	Rosen Centre Hotel	407-996-9840	www.rosencentre.com	Todd Frappier	tfrappier@rosencentre.com
A0E 56	Rosen Plaza Hotel	407-996-9700	www.rosenplaza.com	Victoria Hall	sales@rosenplaza.com
A0E 58	Rosen Shingle Creek	407-996-9939	www.rosenshinglecreek.com	Leslie Menichini	sales@rosenshinglecreek.com
COV IV	Scottsdale Convention & Visitors Bureau	480-421-1004	www.meetinscottsdale.com	Kelli Blubaum	kblubaum@scottsdalecvb.com
A0E 60	The Seaport Hotel & World Trade Center	617-385-4212	www.seaportboston.com	Group Sales	sales@seaportboston.com
31	Talking Stick Resort	480-850-7777	www.talkingstickresort.com	Michael Maggart	michael.maggart@talkingstickresort.com
A0E 40	Team San Jose	800-SAN-JOSE	www.sanjose.org	Mark McMinn	mmcminn@sanjose.org
27	Universal Orlando Resort	888-322-5531	www.uomeetingsandevents.com	Group Sales	meetings@universalorlando.com
21	Vdara Hotel & Spa	702-590-7171	www.vdara.com	Tony Yousfi	meetings@vdara.com
A0E 62	The Venetian Resort Hotel Casino	702-414-4202	www.venetianpalazzomeetings.com	Chandra Allison	chandra.allison@venetian.com
A0E 42	Visit Denver	800-480-2010	www.visitdenver.com	Rachel Benedick	sales@visitdenver.com
A0E 64	Walt Disney World Swan and Dolphin Hotel	800-524-4939	www.swandolphinmeetings.com	Gino Marasco	meetings@swandolphin.com
33	The Westin La Paloma Resort & Spa	800-677-6338	www.westinlapalomaresort.com	Group Sales	info@westinlapalomaresort.com

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# EVENT SERVICES AND ALL THAT JAZZ

## ESPA | 2015 CHICAGO

January 9-11, 2015

# EVENT & CONVENTION SERVICE PROFESSIONALS

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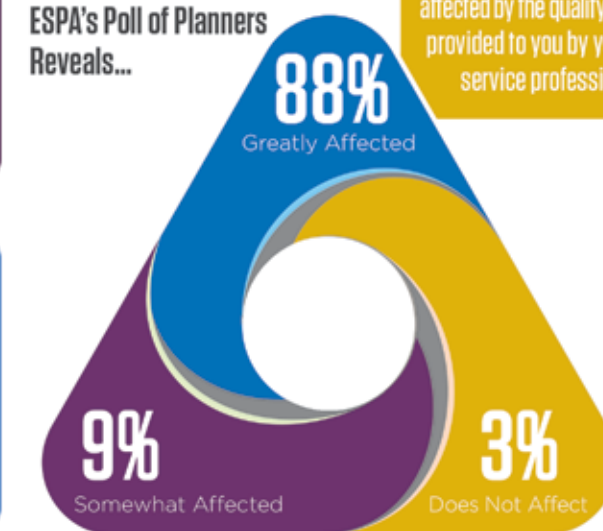
The Event Service Professionals Association (ESPA) will host its Annual Conference at the Sheraton Chicago Hotel & Towers, just prior to the PCMA Conference. Event Service Professionals work with planners each and every day to make all types of meetings and events *harmonious*...as the conductor, you are leaders in the event process – so come tune up your skills at ESPA 2015!

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