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CORPORATE & INCENTIVE TRAVEL

THE MAGAZINE FOR CORPORATE MEETING AND INCENTIVE TRAVEL PLANNERS



 **31st**
**AWARDS OF
EXCELLENCE**
2015 WINNERS PAGE 34

Cover photo: The Broadmoor, grande dame of the Rockies, in Colorado Springs.

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A Singular Sense of Place

Colorado's Topography,
History and Spirit Offer
Up a Powerful Experience
PAGE 28

Legal Trends
PAGE 10

● **Teambuilding**
PAGE 16

● **Where Presidents Meet**
PAGE 22



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Contents

VOLUME 33 NO. 11

NOVEMBER 2015

FEATURES

10 Shocking Disconnects
Top Experts Advise Planners to Give Far Greater Attention and Care to Legal Matters
By John Buchanan

16 Adventures in Teambuilding
It's Not Just All Fun and Games, It's Working Together Toward a Common Goal
By Karen Brost

22 Meet Where the Presidents Meet
Hotels Favored by Heads of State Are Highly Desirable for VIPs and Corporate Events
By Patrick Simms

34 31st Annual Awards of Excellence
The Best of the Best

DESTINATIONS

28 A Singular Sense of Place
Colorado's Topography, History and Spirit Offer Up a Powerful Experience
By Christine Loomis

DEPARTMENTS

4 Publisher's Message

8 Perspective
CUBA: Everything Old Is New Again
By Franc Jeffrey

6 News & Notes

7 Snapshots

66 People on the Move

66 Reader Services



Credit: Fort McDowell Adventures

Cowboys for the day, participants in Fort McDowell Adventures' Moooving Along Cattle Drive learn how to work together. **PAGE 16**



Credit: The Westin St. Francis San Francisco on Union Square

President Ronald Reagan toasts Queen Elizabeth II at The Westin St. Francis San Francisco in 1983. **PAGE 22**



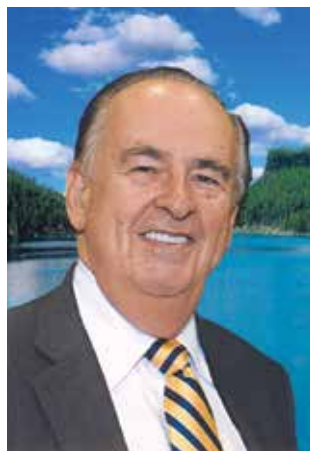
Awards of Excellence: Learn the readers' choice for best-in-class CVBs, hotels, resorts and conference centers. **PAGE 34**

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Publisher's Message

Excellence Is Always in Style

The Broadmoor is 31 for 31. The stately “Grande Dame of the Rockies,” which appears on our cover this month, has won the *Corporate & Incentive Travel* magazine’s Award of Excellence for 31 consecutive years. Fittingly, The Broadmoor also is the longest consecutive winner of the Forbes Five Star and AAA Five Diamond awards for excellence. The first convention ever held at The Broadmoor was in 1918, soon after the hotel’s grand opening, and the iconic hotel continues every year to stand at the forefront of world-class facilities, amenities and service. To learn why Colorado provides such great options for your corporate meetings, event and incentives, see our cover story “A Singular Sense of Place — Colorado’s Topography, History and Spirit Offer Up a Powerful Experience” on page 28. Also turn to page 50 in the special Award of Excellence section for more coverage of The Broadmoor, which is set on 3,000 pristine acres in Colorado Springs — a place of such beauty that Katharine Lee Bates was inspired after a visit to the top of Pikes Peak to write “America the Beautiful.”



Not surprisingly, many luminaries, heads of state and U.S. presidents have visited The Broadmoor, including Presidents Hoover, Franklin D. Roosevelt, Kennedy, Nixon, Ford, Reagan, George H.W. Bush and George W. Bush, to name a few. As you might expect, historic hotels and resorts with excellent levels of service and extraordinary amenities are always highly sought after by savvy meeting pros and very well-received by attendees. For more examples and fascinating stories, see page 22 for “Meet Where the Presidents Meet — Hotels Favored by Heads of State Are Highly Desirable for VIPs and Corporate Events.”

Discover more great ideas from fellow planners on page 16 in “Adventures in Teambuilding — It’s Not Just All Fun and Games, It’s Working Together Toward a Common Goal,” and on page 10, review the latest legal issues in “Shocking Disconnects — Top Experts Advise Planners to Give Far Greater Attention and Care to Legal Matters.”

We salute all the winners of our 31st Awards of Excellence and invite you to read about the success of many of the winners featured in this annual section beginning on page 34.

Harvey Grotsky
Publisher

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The DoubleTree by Hilton Orlando at SeaWorld is already one of Florida’s premier meeting locations with over 1,000 guest rooms and new technology enhancements providing full live-streaming, broadcasting capabilities. And in 2016, things are only going to get better.

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News & Notes

Eau Palm Beach Launches New Programs

PALM BEACH COUNTY, FL — Recently crowned Florida's Top Resort in the prestigious 2015 *Condé Nast Traveler's* Readers' Choice Awards,



KING

Eau Palm Beach Resort & Spa announced a new oceanfront restaurant and lounge, a culinary program with fresh menus and exciting gastronomic events, a bespoke Cultural Concierge program and a beauty compendium at the Forbes Five-Star Eau Spa.

"We're thrilled to share our latest expressions of the modern Palm Beach lifestyle with new and returning guests this winter season," said Michael King, managing director of Eau Palm Beach Resort & Spa. "Winter is an exciting time in Palm Beach, and we're dedicated to providing our guests with distinctive programs and experiences that embody the spirit of this award-winning destination."

New executive chef Josh Thomsen will premiere exciting new menus, and the Breeze Ocean Kitchen will introduce a dramatic new design, menu focus and personality. Open daily from sunrise to sunset, the



Eau Palm Beach Resort & Spa.

space includes a "look out" bar floating above the resort's private beach, GPS-controlled slat roofing, a dynamic music scene, farm-to-glass juice program, vintage cocktails and light bite menus of Floridian flavors.

www.eaupalmbeach.com

Richard Harper to Co-Chair MMB

WASHINGTON, DC — The Meetings Mean Business Coalition (MMB), a cross-industry communications and



HARPER

advocacy initiative, appointed Richard Harper, executive vice president at HelmsBriscoe, as the coalition co-chair, who will work with fellow co-chair Michael Dominguez, senior vice president and chief sales officer at MGM Resorts International, to lead the organization. MMB will expand upon the success of this year's North American Meetings Industry Day by working with partners around the world to host 2016's Global Meetings Industry Day. The co-chairs also will continue engaging with business leaders to identify industry champions who can speak to the value of face-to-face meetings and engagement with leading industry professionals, publications and more.

www.meetingsmeanbusiness.com

Wyndham Unveils Rewards Program

PARSIPPANY, NJ — Billed as the world's most generous rewards program for meeting planners, "go meet" launched at IMEX America 2015 in Las Vegas. The new program transforms and simplifies the world of hotel loyalty programs for planners.

As of October 13, 2015, planners who are members of the Wyndham Rewards loyalty program can earn one point for every dollar spent on qualifying revenue at participating hotels, regardless of billing method. "The rising demand for group and meetings travel, coupled with an industry full of complicated rewards programs, gives us a unique opportunity to deliver more value and gain planners' trust, business and loyalty," said Geoff Ballotti, president and CEO, Wyndham Hotel Group. "With go meet, we're recognizing planners around the world for their partnership, hard work and the business they bring to our hotels."

For more information on go meet and full terms and conditions, visit www.wyndhamrewards.com/gomeet.



BALLOTTI

Turnberry Isle Miami Debuts New Guest Rooms

AVENTURA, FL — Turnberry Isle Miami recently introduced 241 renovated guest rooms and suites in the South Florida resort's Jasmine and Magnolia buildings. Boasting private balconies and views of the resort's golf courses, pools and tropical grounds, the spacious guest rooms and suites range from 500 sf to more than 2,400 sf. The rooms have new carpeting, draperies, furnishings and linens. The introduction of chrome metal accents and new contemporary artwork bring a modern touch to each room. Guests will enjoy the hotel's new custom deluxe mattresses and box springs by Serta, 47-inch, flat-screen TVs, iHome clock radios with the latest Bluetooth technology, personal Keurig coffee machines and bathroom amenities by Molton Brown. www.turnberryislemiami.com

Snapshots



1 New Delhi, India, was the host for this year's SITE Global Conference in October. The SITE International Board of Directors pose at Kingdom of Dreams — India's first live entertainment, theatre and leisure destination. **2** SITE India chapter members. **3** (L to r) SITE CEO Kevin Hinton, SITE President 2015 Rhonda Brewer; Caren Bigelow, USMotivation; and Carina Bauer, CEO, IMEX Group, at The Crystal Awards. **4** SITE past presidents present the Richard Ross Past Presidents' Award to Patricia Roscoe, founder of Allied PRA, which was accepted by Denise Dornfeld, SITE Foundation President 2016 and president, N.A. Allied PRA. **5** (L) Aoife Delaney, SITE president-elect 2017 and director of global sales, Ovation Global DMC, with conference delegates.

By Franc Jeffrey

CUBA: Everything Old Is New Again

Ask Americans what first comes to mind when you mention Cuba and you'll usually get a simple answer. If you were born in 1950 or before you were probably glued to the news reports during those 13 days in October of 1962 and the anticipation of missiles raining down on Miami. But most U.S.-born meeting and incentive professionals are much younger and only know Cuba from their parents talking about the Cuban missile crisis or watching Ricky Ricardo from "I Love Lucy," a show that will live forever in the black hole that is TV reruns.

The Clock Is Ticking

One thing is certain, that tiny island 90 miles off the coast of Florida is about to undertake an unprecedented tourism boom. And like any explosion, there will be collateral damage, in this case the charm of an old-school world which may soon be washed away by a corporate tsunami. What this means for

that U.S. corporate travelers expect, but Iberostar, the Spanish-based hotel company, has a few properties in Cuba, one of which is the Hotel Parque Central, considered by some the best in Havana. Iberostar also has a five-star, all-inclusive resort in the Varadero Beach area of Cuba.

So for corporate incentive planners tired of sending their top salespeople to local golf resorts, the timing is just right. Travel restrictions have eased, allowing ferry services to Cuba, and Carnival Corp. announced that its new Fathom brand has been granted permission to cruise with U.S. travelers to Cuba in 2016. The line said it plans to provide "cultural, artistic, faith-based and humanitarian exchanges between American and Cuban citizens."

American, Delta and United have all expressed an interest in operating flights to Cuba and, since early July, JetBlue has operated a weekly charter from New York's JFK to Havana —

“Because it's been closed so long, there's still a **mystery about Cuba**, so the time is right to experience something close to home but still off the beaten path.”

corporate meeting planners is that the clock is ticking. Now that the floodgates have been diplomatically opened, streets filled with 1950s Fords and Chevys with big fins are sure to be replaced by top-of-the-line Toyota SUVs, and billboards with paintings of Fidel Castro and Che Guevara will soon be covered over by a 30-foot Tom Brady selling Uggs.

Marriot International is one of many companies eager to do business in Cuba, especially as more Americans travel to the island. "With travel to Cuba now surging, existing Cuban hotels are full and hotel companies from other countries are racing to tie up as many of the new hotels as they can before the likes of Marriott and our U.S. competitors show up," President and CEO Arne Sorenson said in a *U.S. News & World Report* interview.

Current hotels may not have as many deluxe amenities

the first major airline to do so since restrictions were lifted. You also can book a hotel room or a car through sharing services such as Airbnb. But that doesn't mean there isn't still time to enjoy perfect beaches, traditional foods and the unblemished hospitality of its people.

Planners also will find that they won't be annoyed by people chatting on their cell phones at the table next to them while dining out, or get run over by a teenager in the street with her head down and her thumbs doing the texting tango. It's been estimated that only 5 percent of the population has regular access to the Internet and less than 20 percent own cell phones. But all that will change quickly once telecommunication giants like Verizon and AT&T land on the Cuban shores and cell phone towers start sprouting up like trees. And it will



all happen sooner than later. In early summer, 35 public Wi-Fi areas opened across Cuba. Cuban citizens are panting for technology and connectivity, and they will eventually get their wish.

Once Americans are able to travel freely to Cuba they shouldn't think of themselves as Columbus landing on some previously undiscovered land. According to a recent article in the *Miami Herald*, Cuba is already the second largest tourism destination in the Caribbean, surpassed only by the Dominican Republic. Last year, Cuba received 3,001,968 stopover visitors — a 5.3 percent increase — and during the first quarter of this year the Cuban Tourism Ministry said it received a record 1.14 million travelers. The Cuban government estimates that if there were unrestricted travel from the United States, annual trips by Americans would increase by 1.5 million, generating an extra \$2 billion in revenue.

It's safe to say that much of that revenue will come in the next few years from big and splashy hotels, corporate skyscrapers, Apple stores and McDonald's. And how soon before we start DVR-ing "Real Housewives of Havana"? The fear isn't Cuba turning into Las Vegas but becoming another Atlantis or Dubai, where commercialism has never been reeled in, and the words "bigger is better" might as well be the national motto.

With all we know about Cuba, both past and present, and there are plenty of political warts — some Corporate Travel Management (CTM) companies may still have issues suggesting to their meeting planners and incentive clients that partaking of the old-world charm of Cuba, before it starts to vanish,

is well worth their consideration. That perhaps staying in the Hotel Ambos Mundos in Old Havana might be better than holding out in order to stay in a high-rise hotel that could be in Las Vegas or Los Angeles, even though the view may still show buildings withering under decades of neglect.

The Time Is Right

Maybe it's time to start thinking out-of-the-box, before the box gets covered in shiny paper with a neon-lit bow on top. Because it's been closed so long, there's still a mystery about Cuba, so the time is right to experience something close to home but still off the beaten path. And Americans have always liked a good mystery.

In some ways, the opening of Cuba to the United States, and its potential to be the next big "hot spot" for travelers, both corporate and leisure, is almost surreal. The Associated Press has reported that the U.S. Coast Guard has intercepted 72,771 Cubans en route to Florida, many taken to small rafts in order to flee an oppressive regime in a country where Choice Hotels International Inc.'s chief executive Stephen Joyce, tells *The Wall Street Journal*, "The minute it's available, we'll be down there."

Once restriction-free travel is allowed for U.S. citizens this island nation will fast become the most popular Caribbean destination for tourism and corporate business travel. And once that happens the clock will start ticking if you want to see Cuba as it was and as it is, before everything old is new again. **C&IT**



Franc Jeffrey

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Editor's Note: Go to www.commerce.gov for a Cuba sanctions fact sheet; and www.treasury.gov for FAQs.



Shocking Disconnects

Top Experts Advise Planners to Give Far Greater Attention and Care to Legal Matters

By John Buchanan

Almost by definition, corporate meeting planners focus on elemental, day-in and day-out practical considerations such as destination and hotel selection, food and beverage choices that fit the budget, convenient airlift and impactful meeting content.

But there is another critically important factor that is often overlooked.

And that is the sometimes complex legal issues involved in executing and hosting a meeting.

In today's world, however, planners and meeting hosts who pay insufficient attention to those issues do so at their peril — and the peril of their organizations.

The Shocker: Sloppy Contracting

Written contracts with hotels are the foundation of every meeting and event. And over the last few years, host companies have exerted more influence on the contracting process by creating their own addendums to the traditional contract templates used by every major flag hotel company and many independent properties.

But it's shocking to discover that there is often a critical disconnect in that process.

"The legal issue that I see every day is that the hotel sends out its contract, then the meeting client sends out what they call their addendum," says Phoenix-based meeting industry attorney Lisa Sommer Devlin of the Devlin Law Firm, P.C. "And the addendum is 100 percent the opposite of the hotel contract. Then they slap those two documents together and that leads to disputes if anything goes wrong. It's just really sloppy contracting. Instead of the two parties just throwing together two completely different documents, they should sit down and actually negotiate clauses that are compromises on key points and which work for both sides."

Sloppy contracting and a lack of clear communication and negotiation over key terms is common in today's harried, go-go meeting industry, Devlin says, with meeting planners overburdened and the booking window for many meetings as short as it has ever been.

"In fact, it's extremely common," says Devlin, who often represents hotels. "And it's bad business for both sides, because what happens is that companies come in and say, 'You have to use our contract addendum or we won't even talk to you.' And that's just lazy contracting that leads to problems down the road."

Fundamental causes of the problem include the realities that meeting demand is approaching an all-time high, while many meetings are booked on short notice. As a result, both the hotel and the meeting planner overlook the obvious contradictions and flaws in the contract just to get it done expeditiously — while assuming nothing will go wrong.

"And the vast majority of the time, the assumption that nothing will go wrong is correct," Devlin says. "But when something does go wrong, like a cancellation or attrition, and both

parties look at the agreement, they realize they have one that is ambiguous or confusing or conflicting and they end up in a legal fight over it."

John S. Foster, Esq., CHME, a partner at Atlanta-based Foster, Jensen & Gulley and another veteran meeting industry attorney, agrees that what Devlin calls sloppy contracting is indeed a serious industry issue.

"I use client addendums all the time," says Foster, who typically represents corporate meeting hosts. "But the point is, you have to go to the original (hotel) contract and cross out what you disagree with and then reference the relevant provision of your addendum and say the addendum takes the place of the provision deleted from the hotel's contract."

As Foster sees it, the reason sloppy contracting happens is that "both parties tend to be lazy," he says. "And one reason for that is that most corporate meetings are small compared to association meetings. And the company's legal department doesn't have time to mess with meeting contracts, so they just slap something together. It's a time saver in the short run because people are in a hurry, but in the long run it ends up causing problems."

"There is no reason a contract with handwritten changes should ever be signed, because those are the kinds of changes that invariably lead to disputes. And there is no excuse for it."

The legal standard for how such a dispute must be resolved, Devlin says, is that "if there is an ambiguity in the contract, the judge or arbitrator has to try to figure out what the two parties intended their agreement to be and then attend to that intention. The problem is that if you have a hotel contract and a client addendum that were signed without real negotiation, there is no clear intention. There are two different interpretations of what the agreement was. And that's not easy to resolve."

And almost always, she says, when such a dispute happens, the legal costs to both the company and hotel are substantial, even if a compromise settlement is eventually reached before the case goes to court.

Devlin cites a related issue she finds almost incomprehensible in today's technology-driven business world, where virtually anything



Lisa Sommer Devlin
Attorney
Devlin Law Firm, P.C.
Phoenix, AZ

and everything is just a mouse click away — contracts that include handwritten and initialed changes.

“I see that regularly and it’s shocking to me,” Devlin says. “And with computer technology and e-mails and Microsoft Word, there is no reason a contract with handwritten changes should ever be signed, because those are the kinds of changes that invariably lead to disputes. And the reason for that is that they are often poorly written and too vague. Half the time you can’t even read ex-



“Even if you have a firm contract for the meeting, that does not mean it cannot be canceled by the hotel if they get a better piece of business for those dates.”

actly what they say. You can’t tell who initialed it. It just creates a cascade of issues. And there is no excuse for it.”

The solution to the broader issue? Devlin and Foster agree that the contracting process must be given much more care and attention than it is currently getting in many instances.

Or, in other words, let both buyer and seller beware.

Thanks, but No Thanks

Yet another important legal issue in the robust meeting market of 2015 is the fact that hotels are not shy about canceling a meeting already booked — and often upcoming in a fairly short time frame — if a better piece of business comes along on short notice. Such unilateral cancellations are often aimed at meetings booked back at the tail end of the recession, when planners were able to negotiate sweetheart deals with previously unheard of concessions.

Today, however, those sweetheart deals can render a planner and his or her event persona non grata.

The virtually unprecedented strength of the post-recession seller’s market means that hotels are canceling previously booked meetings to accommodate more profitable groups, even on sometimes disturbingly short notice, says Joshua Grimes, Esq., of Grimes Law Offices LLC, another highly regarded meeting industry attorney.

“Even if you have a firm contract for the meeting, that does not mean it cannot be canceled by the hotel if they get a better piece of business for those dates,” Grimes says.

And such a turn of events is not at all rare these days, he adds.

“Then the issue becomes whether the remedies for damages in the contract are sufficient to protect the group if the hotel indeed chooses to cancel the meeting,” he says.

For example, Grimes explains, “contracts typically have fairly extensive provisions for what happens if the group cancels. But if the hotel cancels, there is either no provision at all, or it says that the group is entitled to its ‘remedies under law.’ Period. And that basically means that after the fact, the group has to prove all of its damages. But even if they do that, very few properties are going to just write you a check. They will go into negotiations with you.”

Therefore, Grimes recommends that meeting planners and hosts carefully examine their contracts to make sure there are clear and actionable provisions for legal and financial remedies if the hotel cancels the meeting. “You must make sure that the damages outlined in the contract are sufficient to cover your event if it’s canceled, meaning that all of your costs to relocate the meeting are broadly interpreted and fully covered,” he says. “And those costs can include the cost of a site visit to the new destination, the cost of reimbursing attendees who have already booked their flights or attorney’s fees for the negotiation of a settlement.”

One important practical detail, Grimes says, is that there is no cutoff date that is presently considered the legal standard for what point prior to its scheduled date a meeting can be canceled. And the closer to the date, the more damages potentially accrue to the meeting host. “And I believe that in some cases, the property may know about the issue coming up further in advance than the time they actually inform the original client,” Grimes says. “And the sooner the client knows, the more options they have for repositioning the meeting than they will if the hotel cancels six weeks before the meeting.”

Devlin concurs that based simply on obvious market dynamics and economics, “more and more hotels are canceling what they consider bad business,” she says. “And that’s why I always stress the fact that both sides should be negotiating contracts that are fair to both sides. If a hotel thinks they’re getting (an upcoming meeting) that is terrible for the hotel and they have another opportunity that’s better, then they might very well cancel the first meeting and pay the company off to get rid of

them, and then still make more money by booking the more lucrative meeting for those dates.”

Foster adds that, “You can say it’s unethical for hotels to do that. But it’s not against the law. It’s just about dollars and cents. It’s a business decision.”

Can a meeting planner negotiate a “non-cancellation” clause?

That is a complex question legally, with no clear cut answer. “And even if you have such a ‘no cancellation’ clause, the hotel can still cancel,” Grimes says. “The legal question is what damages it will be liable for and have to actually pay.”

The only practical solution to the potential dilemma, Grimes says, is to negotiate contract terms that are so strict in terms of damages and liability to the hotel that their financial incentive for canceling the meeting are essentially negated.

However, Devlin — who usually represents hotels — challenges that assertion. “Under the American system of law,” she says, “a penalty in a contract is invalid. You can’t penalize someone for breaching a contract or for not going forward with it. No court is going to enforce that.”

Her solution: While there is no way a planner can prevent a cancellation by the hotel, because monetary damages after the fact will remedy your situation, the remedy is often fairly simple. “If the meeting was booked at \$100 a night for rooms and the rebooked meeting costs \$125 per night, the original hotel will be liable for the difference,” she says. “But those are the only real damages that can be enforced in most cases.”

In addition, a major hotel brand that has multiple properties in the same destination can mitigate claimed damages simply by relocating the meeting to a sister property in the same destination. “And if the meeting planner says, ‘No, we’re not going to do that, we’re going to move to a more expensive hotel,’” Devlin says, “a judge is probably going to say, ‘You don’t get compensated for that, because you had an opportunity to minimize your losses.’”



“You have to...cross out what you disagree with and then reference the relevant provision of your addendum and say the addendum takes the place of the provision deleted from the hotel’s contract.”

Foster agrees with Devlin that a contract provision cannot be a penalty for cancellation. But it can be calculated as liquidated damages, which must be provable.

“The reality is that either side can breach the contract,” Foster says. “The only question is how much damages they will owe, based on the facts.”

And damage provisions must include a clear formula for calculation and settlement negotiations.

The Force Majeure Dilemma

A third legal issue that has becoming increasingly significant since 9/11 — and especially since incidents like the Ebola scare and SARS epidemic more than a decade ago — is the force majeure provision in contracts.

Tyra Hilliard, Ph.D., JD, CMP, of Hilliard Associates in St. Simons Island, Georgia, is a speaker and multipreneur as well as a respected meeting industry attorney. Hilliard says that force majeure clauses are currently a hot topic of interest and concern to both meeting planners and hotels.

And history over the last 14 years, beginning with 9/11, has forever altered the perception of the importance of force majeure provisions.

“For example,” Hilliard says, “when the Ebola cases came to the U.S., interesting issues arose in Dallas and Cleveland, where people were afraid to come to those cities because there were Ebola cases. And I had meeting planners calling me to ask if they could invoke the force majeure clauses in their contracts. Well, the fact is there were only a couple of cases, so there was no state of emergency declared in those cities by the World Health Organization or Centers for Disease Control. So what that meant, in reality, is that people were just afraid. But fear does not constitute a force majeure issue.”

There was also a case in San Francisco, Hilliard notes, where a company wanted to cancel a meeting years ago because hotel workers were on strike and the company refused to have attendees cross picket lines. As a result, they also tried to



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CHME
Attorney
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Atlanta, GA



claim force majeure. “And again, the answer was no, that is not force majeure,” Hilliard says, “because the hotel would likely have a new contract with workers by the time the meeting happened.”

The point? Almost anything can be put in a contract if it is agreed to by both sides. But the provision must be clear. Therefore, if the company holding the San Francisco meeting had included in its force majeure clause its refusal to cross union picket lines in the event of a strike, it would have prevailed.



Tyra Hilliard, Ph.D.
J.D., CMP
Speaker, Attorney
Multipreneur
St. Simons Island, GA

“The issue then becomes understanding the risks you’re facing and making an informed decision about how much risk you’re willing to take on.”

Foster note that there are three standards in the law that define force majeure. “And those are impossibility, commercial impracticability and frustration of purpose,” he says. “What the hotels want to do is eliminate the last two of those from the force majeure provision in their contracts. What they want to say is you can only terminate the contract — not cancel, but terminate, which means there can be no damages due either side — if it’s impossible to perform. And that’s a high bar. And there is also a lot of space between impossible and commercially impracticable. Impracticability means substantially and materially more difficult for one of the parties to perform due to unforeseen facts that are outside

the control of the parties that occurs after the contract is signed.”

As an example, Foster cites the SARS epidemic and its headline generation in the spring of 2003.

He had a client booked into Toronto for a major medical meeting that included use of the convention center. SARS hit the news two weeks before the meeting. As a result, many registered attendees canceled.

“So it wasn’t impossible for them to hold the meeting,” Foster says. “But it was impracticable because people said they were not going to show up.”

The CVB got together with booked hotels and sent the client a bill for \$6.5 million as a cancellation fee. “The client had taken out cancellation insurance with a major insurance company, but the company denied the claim,” Foster says.

Under threat of litigation, the company ultimately paid the claim, based on the premise that the SARS epidemic was unforeseen at the time the meeting contract was signed. But the hotels got paid.

And the insurance company changed its policy so that epidemics would no longer be included in event cancellation policies.

Foster’s best advice: A force majeure clause today should include a clear provision that covers “any threat to the safety, health or wellbeing of attendees. And I’ve been using that ever since the SARS incident in Toronto.”

Although sloppy contracting, sudden cancellations of meetings by the hotel, or the complexity and uncertainty of force majeure provisions are the three issues the attorneys agree are currently timely and important, there are many others. And new ones, such as risk to a company’s intellectual property or proprietary information presented at the meeting, or the risk implicit in relatively dangerous teambuilding activities, or the legal liability involved in alcohol-related incidents or even an attendee death from a food allergy — all issues noted by one or more of the attorneys — the message is to be aware of the breadth of legal risks and act accordingly.

“I think what’s most important is that the law, and contracts in particular, are about allocating risks,” Hilliard says. “So there is no perfect contract because neither party can totally eliminate their risks. That would mean shifting all of it to the other party, and neither one would ever sign a contract like that. That means the issue then becomes understanding the risks you’re facing and making an informed decision about how much risk you’re willing to take on.” **C&IT**

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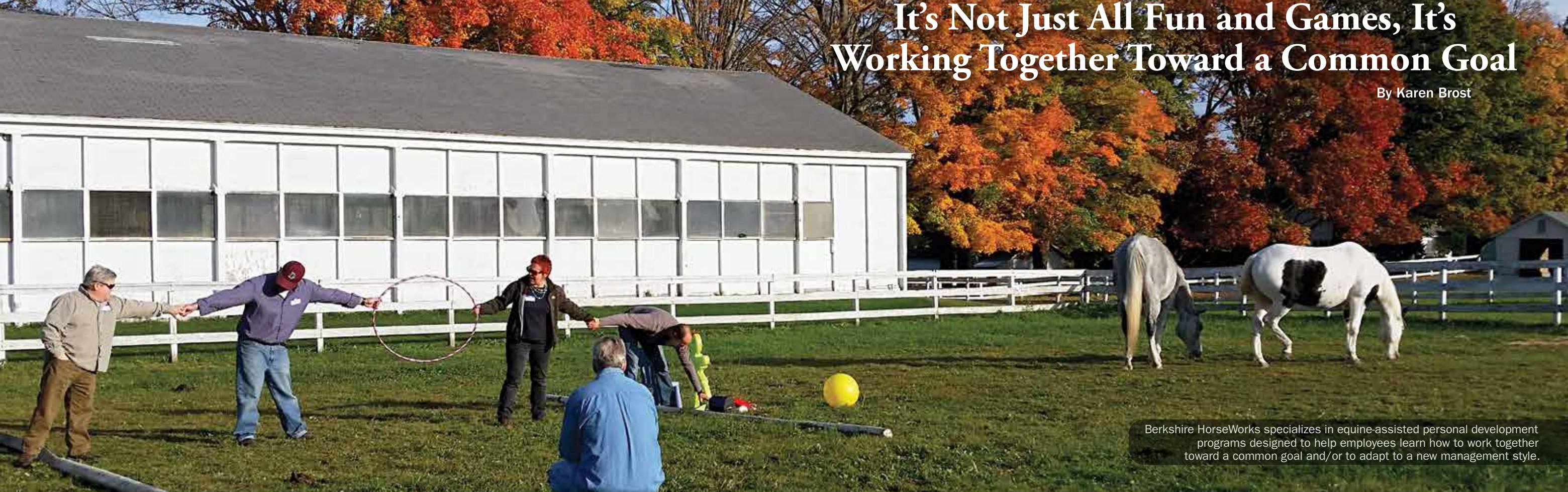
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Adventures in Teambuilding

It's Not Just All Fun and Games, It's
Working Together Toward a Common Goal

By Karen Brost



Berkshire HorseWorks specializes in equine-assisted personal development programs designed to help employees learn how to work together toward a common goal and/or to adapt to a new management style.



To an outsider, corporate teambuilding activities may simply look like fun and games, but in reality, they can play a significant role in helping an organization reach important goals such as improving communications, fostering a better sense of cooperation or learning to overcome challenges. And the choice of teambuilding activities now available is as diverse as the organizations that engage in them.

Equine Insights

When Antoine Alston, owner of Berkshire Functional Fitness in Great Barrington, Massachusetts, was getting ready to launch an innovative new fitness concept, he wanted to find a teambuilding activity that would take his employees

out of their comfort zone. Alston chose Berkshire HorseWorks, a nonprofit organization located in Richmond, Massachusetts, to guide his group of 14. Berkshire HorseWorks specializes in equine-assisted personal development programs designed to help employees learn how to work together toward a common goal and/or to adapt to a new management style.

Contrary to what some people may assume, the Berkshire HorseWorks program does not involve horseback riding. The goal of the program is to have participants learn about themselves and others by connecting with the horses and then observing and discussing the experience. All sessions are led by professionals trained and certified by the Equine Assisted Growth and Learning Association (EAGALA).

“Horses are innately intuitive,” ex-

plains Hayley Sumner, founder and executive director of the program. “They give feedback in the moment. Because they are fight or flight prey animals, they’ll make a decision in a split second as to what they’re going to do in reaction to those around them.” She says that horses can sense whether someone is being true to themselves. “If there is an incongruity between what you’re saying and how you’re acting, they will call you out in a moment. You have to adjust your thinking and think out of the box. When the horse feels that there is a connection, and that the person has come to a place of acceptance and openness, the horse is more apt to work with them.”

One exercise that the facilitators at Berkshire HorseWorks conducted was to have each participant choose the horse that is most like them. “The alphas of

the group picked what they thought the alpha horse was, which was completely incorrect,” Sumner explains. She says that the lesson taught here is that people should not make assumptions about others on their team, because those assumptions may turn out to be false.

In another exercise, the participants were asked to self-identify themselves as to whether they’re natural leaders or less inclined to speak up. Next, an obstacle course was created to represent the challenges the participants typically had to navigate during the course of a work day. Then the tables were turned. The self-described leaders were blindfolded and had to follow the verbal directions of a non-leader in order to lead their horse through the obstacle course successfully. This exercise helped the non-leaders step up and feel what it was like to be a leader, and taught the leaders what it felt like to be vulnerable and have to rely on their teammates.

After each exercise, the group discusses what they learned from the experience. Sumner said that the leaders talked about how uncomfortable it was to feel vulnerable and that they had to be able to trust that they were safe

with this person leading them. This led to a discussion about what the options are when a person feels vulnerable and whether there’s a way for them to spread out responsibility.

“It was a very unique approach to many things, from communications to teambuilding to cooperation to problem solving,” Alston explains. “It was something different, and it still spoke to the things that I need in my company and the interpersonal relationships that we had to work on. I basically wanted people to forget some of the old-school thought processes and get them out of their (regular) environment.

“(The Berkshire HorseWorks program) was a nice way to do some icebreakers and work together on a situation that none of us really was familiar with, which is kind of what I’ve been asking them (to do in my business) anyway. Second, you have these big, beautiful horses, and these obstacles,” he adds, explaining that the members of his group did not have previous experience with horses. “I thought, OK we’re going to be uncomfortable together and walk this through together. What a great environment to do it in and to have it be facilitated by professionals, at that.”



An Avnet group enjoys a Pink Adventure Tour through Fort McDowell Adventures.

Since Alston was looking to his team to take his company into uncharted territory, the Berkshire HorseWorks program gave him a unique opportunity. “It gave me a really good assessment of who was willing to get out of their own comfort zones, take charge and be comfortable being uncomfortable. When you’re doing something that kind of goes against many other standards in the industry, you’ve got to be ready for it and be strong in what you’re doing.”

Alston said that the full-day program definitely helped him achieve his goals.

“I learned a lot about my team, and my team learned a lot about me. We also had fun, which was actually very important because no one was in their comfortable place. It definitely disclosed some things I wasn’t prepared for, but it also disclosed many things I was extremely happy for.”

Western Adventures

When Sandra Ramirez, administrative assistant for the global trade compliance division of the electronic technology distributor Avnet in Phoenix, Arizona, needed to find a location for a teambuild-

Embracing Local Culture

In addition to helping groups achieve key goals, teambuilding activities also can help participants learn more about the culture of the destination in which they’re meeting. Here are a few examples:

Get creative with caffeine. At the Costa Rica Marriott Hotel San Jose, groups can learn about coffee harvesting while taking a latte design class from the onsite coffee curator. The property is set on a 30-acre coffee plantation.

Reforest the rainforest. Los Suenos Marriott Costa Rica allows groups to participate in the Reforest the Rainforest initiative by planting tropical almond trees, habitat for the macaw.

Build trust in the jungle. As part of its Mayan-inspired Xcalacoco Experience, the Sandos Caracol Eco Resort in Playa del Carmen, Mexico, offers a program called the Path of Senses. This unique experience puts groups in touch with nature by guiding them through the jungle while barefoot and blindfolded to increase sensory awareness and foster trust.

Savor the flavors of Puerto Rico. Groups at the

Sheraton Puerto Rico Hotel & Casino in San Juan, Puerto Rico, can take part in a cookoff where they draw upon a variety of indigenous ingredients and spirits to see who can create the best dishes with local flair.

Crabbing and reef-building. Wild Dunes Resort, a Destination Hotel, situated on a barrier island off the coast of South Carolina, offers a competitive crab-catching activity on nearby Capers Island, in which prizes are awarded for the largest male and female crab — later consumed in a campfire boil. In the SCORE Build a Reef program, participants assist in resorting and rebuilding an oyster reef with the South Carolina Oyster Restoration & Enhancement (SCORE) program. The two-hour event includes an overview about the low country’s ecosystem.

Spirited teambuilding. The Garden-to-Glass experience at the Bardessono Hotel & Spa in Napa Valley challenges participants to concoct original cocktails using locally sourced spirits and garnishes picked fresh from the onsite culinary garden. But before a bottoms-up takes place, the participant must also concoct an innovative name for the drink as well as a storyline that relates to the beverage.

— KB



Credit: Costa Rica Marriott

Credit: Los Suenos Marriott Costa Rica

Credit: Sandos Caracol Eco Resort



Credit: Wild Dunes Resort



Credit: Bardessono Hotel & Spa



Château Élan Winery & Resort offers a grape-stomping Grape Race teambuilding program and a glow-in-the-dark golf event.

Credits: Château Élan Winery & Resort

ing event for an international group of 10, she chose Fort McDowell Adventures. This unique venue located east of the Phoenix metro area offers multiple settings for private events and allows groups to enjoy a variety of Wild West experiences while taking in stunning mountain and desert views.

In addition to offering guided outdoor adventures such as kayaking, mountain biking, hiking and horseback riding, Fort McDowell Adventures offers a number of options for teambuilding programs, including the Whip Crackin' Chili Cook-Off and the Salsa-Margarita Challenge. It also offers the Moooving Along Cattle Drive, where the group receives expert instruction on how to move a herd of cattle across the Sonoran Desert while learning the language of the open range. It lets city slickers become cowboys for a day, while they also likely round up plenty of stories to take back home.

Pink Adventure Tours, a company well known for its tours of Sedona, the Grand Canyon and Las Vegas, recently established its Scottsdale base at Fort McDowell Adventures. Up to 20 of the bright

pink vehicles will be available at all times to handle groups and special events.

Ramirez describes her event at Fort McDowell Adventures. "We arrived at 4:00 p.m. to an open bar with refreshing beverages and light snacks before taking a jeep tour. We then loaded up into two jeeps for a beautiful tour of the desert, seeing wild horses, various birds and even an eagle. As we completed our tour and arrived back at the stables, there was a wonderful steak dinner cooking for us. We were able to enjoy our dinner while enjoying the beautiful sunset. "Our team truly loved the event," she continues. "Normally, when our international folks attend meetings here in Phoenix, they don't get a chance to enjoy what Arizona has to offer in scenic beauty. This event allowed our team to network and bond on a different level. It really gave our team a chance to unwind and enjoy the true beauty of Arizona."

"This event allowed our team to network and bond on a different level. It gave our team a chance to unwind and enjoy the true beauty of Arizona."

Sandra Ramirez
Administrative Asst.
Avnet
Phoenix, AZ

Spicing Up the Event

Another Phoenix-area venue Sanctuary Camelback Mountain Resort & Spa in Paradise Valley was the site of a teambuilding activity planned by Lorena Cicciari,

executive assistant for Ask.com. The event was part of an executive leadership and strategy session.

"The objective of the meeting was to host the event in a relaxed location where executives would be able to brainstorm and collaborate on strategy for their respective business units," she notes. "I was also looking for a property that could accommodate fun and engaging teambuilding activities."

Cicciari explained that they originally had planned to do an offsite teambuilding event, but that rainy weather required a change in plans at the last minute. "The staff (at the Sanctuary) quickly made arrangements for our activity to take place at the resort." The teambuilding activity they organized was a salsa and margarita making competition. "Each team was given the ingredients and a certain amount of time to prepare their salsa and margarita. Halfway through the competition, each team had to move to another team's station. They then had to pick up where the other team left off. The activity was lots of fun and really forced each team to work together to finish the project. My attendees were very engaged in the activity. ...They all enjoyed the margarita and salsa making competition!"

Teambuilding After Dark

Sometimes, a meeting agenda is simply too packed to work in a teambuilding activity during the day. Château Élan

Winery & Resort, located 40 miles north of Atlanta, offers an after-dark golf group activity that attendees can participate in after the meetings are wrapped up for the day. Played on the first eight holes of the property's executive par course, the event can begin with cocktails and evolve into a fun evening where glow-in-the-dark golf balls, flagsticks and tee markers light the way for avid golfers and non-golfers alike.

Barrels of Fun

Château Élan also offers wine-inspired teambuilding activities such as the Grape Race where corporate groups stomp, strain and load grapes into barrels. Then they race off to a wine tasting, stack corks to a prescribed measurement, then participate in a traditional Italian barrel race where the first team to roll their barrel across the finish line wins.

Greening the Experience

Planners also can put an eco-friendly spin on their teambuilding event when they hold it at The Westin Peachtree Plaza in Atlanta. The hotel now offers Go Green Racing where groups are tasked with building one solar car and one car made only from recycled materials. Then the race is on to see which vehicle can outpace the other.

Making Cultural Connections

The Hilton Hawaiian Village in Honolulu offers a teambuilding activity that embraces an important part of the Hawaiian culture. "Groups are looking for more localized experiences," explains Mike Murray, CMM, CMP, CASE, senior

vice president and director of events at Waikiki Beach Activities, the exclusive pool and beach operator at the resort. "With canoeing being a big historic sport in Hawaii, Hilton Hawaiian Village offers canoe races for groups of up to 30 people. They are unique because they are led by licensed canoe captains (there are only eight licensed canoe captains on the island of Oahu) and it builds camaraderie and trust. The groups meet on Duke Kahanamoku Beach at Hilton Hawaiian Village where Hawaii's legendary Ambassador of Aloha, Duke Kahanamoku, learned to surf and grew into the Olympic champion that he was. The races start with storytelling about Duke and his achievements. After going over basic techniques and a 10-minute lesson in the water, groups split into teams and race."

"The objective of the meeting was to host the event in a relaxed location where executives would be able to brainstorm and collaborate."



Lorena Cicciari
Executive Assistant
Ask.com
Oakland, CA

Murray also described several other Hawaiian-themed teambuilding events that are available. "If groups want to be out of the water, there are Hawaiian games such as Hawaiian bowling

and Hawaiian horseshoes. For the very competitive group, there is boat building consisting of the group's using materials such as plastic and cardboard and building a boat. This is great for communication and creativity. The handmade boats will take off from the lagoon — some will immediately sink and others will make it to the center of the lagoon and back."

Teambuilding With a Community Spirit

Groups also can choose a teambuilding activity that not only helps them build a sense of community among their members, but also gives back to the local community. "Hilton Hawaiian Village will set groups up with local environmental organizations that take them to a place taken over by invasive species, such as algae, to help restructure," Murray notes. "Beach cleanups are very popular, as well."

Over on the Big Island, the Mauna Kea Beach Hotel is collaborating with the Mauna Kea Forest Restoration Project and the eco tour and adventure company Hawaii Forest & Trail to offer a program called My Mauna Kea. It's a stewardship program designed to help restore the native habitat of the palila bird, which is only found on the southwestern slopes of Mauna Kea and is critically endangered due to centuries of land transformation.

As a teambuilding activity, groups can sign up for an "Adopt an Acre" volunteer work day where they'll learn about the forest and its birds, plant trees, collect seeds and perform trail work to help restore the palila's natural habitat.

Meeting Objectives

Successful teambuilding involves establishing clear objectives, then finding an activity or program that can help the group meet them, like Alston did at Berkshire HorseWorks. "It was a really good bonding experience and it let people really get to know each other on different levels," he sums up. "We were able to apply what we learned to what we were looking to accomplish (in the workplace)."

C&IT



Credit: Hilton Hawaiian Village

The Hilton Hawaiian Village offers canoe races for groups of up to 30 people.

Meet Where the Presidents Meet

Hotels Favored by Heads of State Are Highly Desirable for VIPs and Corporate Events

By Patrick Simms

The day after President and Chief Justice William Howard Taft passed away, the March 9, 1930 edition of *The Milwaukee Journal* ran a piece on his frequent visits to Milwaukee. The article describes his reaction on the day that the World War I armistice was declared: “Sitting up in bed at 4 a.m. at the Hotel Pfister on November 11, 1918...the pajama-clad justice declared: ‘This is the greatest day in history.’” The Pfister also hosted Taft in 1915 for a meeting with the local Merchants and Manufacturers association and has welcomed every U.S. president since Truman.



The Waldorf Astoria has been the site of major political events and notable guests such as President George H.W. Bush (top) and Presidents Carter and Reagan at the 1980 Alfred E. Smith dinner in the Waldorf Ballroom.

A hotel’s background in catering to such dignitaries bodes well for the planner bringing in top-tier executives, who will surely experience the same level of service and decorum. Beth Waters, director of corporate customer experience, with Milwaukee-based Direct Supply, which services the senior living profession, notes that “We use the Pfister a lot when we bring in VIP guests, our board members or some of our really high-level customers. We have an Executive Operators Forum that we put together, and that

is essentially the highest-level customer that we work with; they operate all the buildings. It could be the CEO or COO or the V.P. of operations. And we have historically put them at different hotels, and this year we made the decision to step it up a little bit and put them at the Pfister. It was extremely well received.” The 307-room “Grand Hotel of the West,” as it was billed when it debuted in 1893, houses 25,000 sf of meeting space and still retains the “traditional look and feel,” Waters remarks. Complementing

that visual appeal is a staff that is versed in “old school” hospitality. “On the second day of our meeting, they provided the box lunches we had arranged for, but as we were all sitting down to eat they brought out these warm chips that are just amazing. And instead of putting them on the buffet line the server went around to every table and made sure everyone had some; it was just a personal touch,” she recalls.

Apart from the white-glove service that is so second nature to hotels that have welcomed presidential guests, their political history can serve to engage meeting attendees. Planners can stage galas themed after a famed political event, work with the staff to provide attendees private historical tours of the hotel, or at the very least, offer attendees mementos tied to the history. The Fairmont Olympic Hotel in Seattle, Washington, for example, published “The Olympic: The Story of Seattle’s Landmark Hotel” in celebration of its 80th anniversary in 2004.

Waldorf Astoria New York

George H.W. Bush was known to favor the cuisine at this iconic hotel, which made Waldorf Salad, Eggs Benedict and Red Velvet part of the national culinary tradition. And the resplendent Presidential Suite at the Waldorf has hosted and pleased every president since FDR (interestingly, none of the six presidents depicted in bas relief on the hotel’s 1893 lobby clock have stayed in the Presidential Suite). Among the suite’s Georgian-style furnishings are an upholstered rocking chair that belonged to John F. Kennedy, wall sconces donated by Richard M. Nixon and a desk owned by General Douglas MacArthur.

The 1,232-room Waldorf has also been the site of major political events, including the World War II Peace Treaty. Companies can create memorable and influential events of their own in the hotel’s 8,000-sf Executive Meeting Center, located on the 18th floor with accompanying panoramic views of the Big Apple. The center’s 13 rooms are part of the

Waldorf’s overall 60,000 sf of function space. Groups also may engage in the hotel’s Historic Tours, showcasing the landmark’s New York City legacy, including the famed Grand Ballroom and rooftop space with apiaries and garden.



“We use the Pfister a lot when we bring in VIP guests. ...We have historically put them at different hotels, and this year we made the decision to step it up a little bit and put them at the Pfister. It was extremely well received.”

Beth Waters, Director of Corporate Customer Experience
Direct Supply, Milwaukee, WI

Four Seasons Resort The Biltmore Santa Barbara

Classic West Coast hotels such as the 181-room Four Seasons Resort The Biltmore Santa Barbara has been noted as a frequent lodging choice of Ronald Reagan and site of his press conferences. The Biltmore also has been a hub for corporate events, and regularly hosts meetings for the board of directors of Sage Publications Inc. Dana Graham, associate director, corporate events and community relations, for the Thousand Oaks, California-based academic publisher, describes a “cultural synergy” between the Biltmore and her company. “Since this is our board of directors, it’s a very sophisticated group of people. They’re there for business purposes and they want to be in a really dignified, professional environment that is attuned to service,” Graham explains. And the service at The Biltmore, like that of The Pfister, has that personal touch. “They know our attendees very well and treat

us like a family,” she adds. “If we have a board member arrive ahead of schedule, they will do everything they can to get that board member into a guest room. If someone leaves something in their car, the valet staff is happy to run and get it. Or they’ll call you a cab if you hap-

pen to be stranded somewhere in Montecito,” she relates. “So when I am not onsite for the meetings I have complete trust and faith in the staff there. They’re a fine-tuned operation, and if we have last-minute things that come up, such as adding a champagne toast if there’s a special occasion, they’ll be able to make



President William McKinley and six members of his cabinet spoke at a dinner for 400 at the Pfister, circa 1898, after the end of the war with Spain.



Credit: The Hay-Adams

that happen flawlessly as if it had been planned for weeks.”

The hotel houses 15,000 sf of meeting space and offers its tropical gardens for Garden Games such as bocce. During Sage’s 50th Anniversary Celebration at the resort earlier this year, “over 200 guests enjoyed an outdoor cocktail reception prior to hearing our featured guest speaker, Sir Ken Robinson, in the Loggia Terrace,” Graham says. “This coming February, we are eagerly anticipating hosting our esteemed founder’s 75th birthday celebration in the newly remodeled La Pacifica. It’s going to be a wonderful occasion.” The 4,200-sf La Pacifica is the resort’s oceanfront ballroom and terrace.

Originally built in 1927, the Four Seasons Resort The Biltmore Santa Bar-

bara’s “history is part of the draw of the hotel,” she says. “We go to historic hotels, such as The Hay-Adams (profiled below) in DC. We’re academic publishers, so that is very meaningful to us.



Ojai Valley Inn & Spa

Presidents Reagan, Ford and Carter have all stayed

“I have complete trust and faith in the staff there (Four Seasons Resort The Biltmore Santa Barbara). They’re a fine-tuned operation.”

Dana Graham, Associate Director, Corporate Events & Community Relations Sage Publications Inc., Thousand Oaks, CA

at this oasis-like central California resort. Used as an Army training camp in the 1940s, today the Ojai Valley Inn & Spa is decidedly an idyllic environment

for San Diego’s California Pacific International Exposition, a local newspaper reported: “The chief executive enjoyed an inspiring view of the broad Pacific,

The 145-room Hay-Adams makes a stately site for corporate meetings with incomparable views of Washington, DC.

in the midst of mountains, oaks and a George C. Thomas-designed golf course that dates from 1923. Attendees can decompress at the 31,000-sf Spa Ojai, with its newly introduced Somadome Personal Meditation Pod. Other new features of the Ojai include the Indigo Pool & Bar, opened this summer, and the signature restaurant Olivella and Vine, opened in September. The AAA Five Diamond, 308-room resort offers 35,000 sf of function space.

Hotel Del Coronado

About seven miles from the San Diego Airport, planners can find one of California’s most visibly iconic resorts, the Victorian-style Hotel Del Coronado, which has welcomed presidential guests such as Harrison, Taft and Roosevelt. The latter even flew the presidential flag at the Hotel Del, marking it his official temporary residence. When Roosevelt and his wife visited the hotel in 1935

where a goodly part of the United States fleet rode at anchor, the lights from the warships shedding their glow over the temporary White House.” On September 3, 1970, President Richard Nixon hosted a state dinner in the Hotel Del’s historic Crown Room for Mexican President Gustavo Diaz Ordaz. Former President and Mrs. Lyndon Johnson, and Governor and Mrs. Ronald Reagan, not to mention celebrities such as Frank Sinatra and John Wayne, were among the hundreds in attendance.

Although dating from 1888, the Hotel Del is no mere relic; a recent \$13 million, two-year renovation has revitalized the property, which features 679 guest rooms and 65,000 sf of indoor and outdoor meeting space.

The Westin St. Francis San Francisco on Union Square

Among historic California hotels, The Westin St. Francis San Francisco on Union Square has a claim to offering the most cutting-edge meeting technology with its Cisco TelePresence videoconferencing room, part of 56,000 sf of function space. The 1,195-room hotel has hosted events for dignitaries that would

inspire confidence in any planner bringing in a high-profile group. Examples include a Barack Obama fundraiser, a celebration for Nancy Pelosi’s one-year anniversary as the first woman Speaker, the Third Annual Pros for Kids with first lady Nancy Reagan as guest of honor, and a United Nations Delegate Banquet in 1945. Some of the other major political figures to have lodged at the St. Francis include General Douglas MacArthur in 1951, President Eisenhower and Vice President Nixon in 1962, Japan’s Emperor Hirohito in 1975, Queen Elizabeth II in the Presidential Suite in 1983 (with the Reagans staying concurrently in the London Suite) and President Clinton in 1998.



Credits: The Mayflower

The office in the Presidential Suite at The Mayflower. Inset: President Harry S. Truman (1945–1953) arrives at The Mayflower with first lady Bess and daughter Mary Margaret.

ing his election season, and appointed many members of his cabinet in that ballroom. Obama also held his first-ever cabinet meeting in the Waldorf Room. These rooms are part of an overall 234,000 sf of

Hilton Chicago

Opened in 1927, the Hilton Chicago has certainly lived up to its billing as “Midwest White House.” The 1,544-room hotel has hosted every U.S. president since its opening for a function in the pillarless Grand Ballroom, while the two-story Conrad Suite has housed every president from Harry Truman to George W. Bush. President Obama himself has a long history with the hotel, having held eight press conferences in the Continental Ballroom dur-



Credits: Hilton Chicago



The Hilton Chicago has hosted every president in its Grand Ballroom since the hotel opened in 1927. Inset: President Richard M. Nixon (1969–1974) at the then Conrad Hilton.

function space that, like the rest of the hotel, exudes historical character with elements such as French-crafted fixtures, Czechoslovakian crystal chandeliers and Fresco-style oil paintings. Next spring, the Hilton Chicago will unveil a property-wide renovation that aims to modernize while preserving historical integrity.

The Hay-Adams

Located in Washington, DC, The Hay-Adams is named after John Hay, who served as a personal secretary to President Abraham Lincoln and historian Henry Adams, the descendant of Presidents John Adams and John Quincy Adams. Developer Harry Wardman bought the original pair of Romanesque homes designed in 1884 (an intellectual hub that welcomed figures such as Theodore Roosevelt and Mark Twain) and replaced them with The Hay-Adams House, an apartment-hotel that opened in 1928. Today the 145-room Hay-Adams makes a stately site for corporate meetings, surrounding groups with Elizabethan and

Tudor architectural motifs. More than 16,000 sf of meeting space includes nine meeting rooms, a private dining room and the Top of the Hay, with panoramic views of the White House. Boasting



Credit: The Ojai Valley Inn & Spa

The Ojai Valley Inn & Spa, located in central California, has hosted Presidents Reagan, Ford and Carter.

Washington's first air-conditioned dining room in 1930, the hotel drew many high-profile politicians, and its political pedigree continues in modern times: Obama and his family lodged at The Hay-Adams prior to his first-term inauguration.

The Mayflower Hotel

Dubbed "Washington's Second Best Address" by President Truman, The Mayflower has been the site of numerous high-profile events in America's political history, and some that were significant but not so high profile. Just four years after its 1925 debut, the property welcomed heads of state to a private room

"We wanted it to feel more like a retreat than an actual meeting, and no place seemed more fitting. The Omni Homestead Resort has certainly been able to maintain the historic charm."

Courtney Richardson, Executive Assistant to the TeaEO
Honest Tea Inc., Bethesda, MD

where they worked on continuing relations between North and South America. The room was later dubbed the Pan American Room. Eventually it became the Cabinet Room, where Reagan's former aides and presidential library volunteers gathered in 2004 following his death to prepare and distribute the 1,000 funeral invitations. On March 3, 1933, Roosevelt stayed in guest room 776 on the eve of his inaugural address and wrote the famous line, "The only thing we have to fear is fear itself."

The Mayflower's culinary staff has a tradition of serving foreign and domestic dignitaries: Winston Churchill attended a state dinner there in 1945; King of Morocco, Mohammed V. hosted a dinner in 1957 for the Eisenhowers; and FBI Director J. Edgar Hoover reportedly ate the same meal at The Carvery Restaurant (now Edgar Bar & Kitchen) nearly every working day for 20 years until his death in 1972. The 657-room Mayflower offers

42,577 sf of meeting space and recently completed a \$20 million renovation.

Eau Palm Beach

The Eau Palm Beach Resort & Spa Commander in Chief suite is an opulent space with features that include dramatic ocean views, sprawling living space with a floating wall that can be drawn to create two private spaces, and an installation of miniature shoe sculptures.

As envisioned by shoe designer Robert Tabor, an entire wall in the oceanfront suite serves as an exhibition space for miniature pairs of shoe sculptures dedicated



President Obama has spent a night in the same presidential suite.

Crowned Florida's Top Resort in the 2015 *Condé Nast Traveler's* Readers' Choice Awards, Eau Palm Beach Resort & Spa recently debuted a new oceanfront restaurant and lounge, a celebrity-chef-led culinary program with fresh menus and exciting gastronomic events, a bespoke Cultural Concierge program and more. Situated on a secluded private beach on seven acres of the Atlantic coast with breathtaking ocean views and lush tropical gardens, the AAA Five Diamond Eau Palm Beach Resort & Spa boasts more than 30,000 sf of meeting and event space.

The Omni Homestead Resort

Planners themselves, not only attendees, can become enthralled with the history of a hotel such as The Omni Homestead Resort in Hot Springs, Virginia. The Allegheny Mountains resort opened in 1766 and has hosted Washington, Jefferson, Taft, Roosevelt, Reagan, Bush Senior and many other presidents. "As a history minor in college, it certainly peaked my interest that the property had such history," says Courtney Richardson, executive assistant to the TeaEO

of Honest Tea, Inc. "What a privilege to stay where such important figures had and to know that certain rooms and halls had once heard conversation about the development of our country." Richardson planned Bethesda, Maryland-based Honest Tea's annual three-day company meeting at the Omni Homestead. "We wanted it to feel more like a retreat than an actual meeting, and no place seemed more fitting. The Omni Homestead Resort has certainly been able to maintain the historic charm. We have never held our company meeting offsite before, so being at such an amazing property was a treat all in itself. Our attendees took tours, read about the resort and were amazed at its history."

The very father of America, George Washington, awarded Captain Thomas Bullitt the land grant that allowed the construction of the first

Homestead property, an 18-room mountain lodge. In the course of hosting 23 U.S. presidents — from Thomas Jeffer-



Credits: The Omni Homestead



Honest Tea's annual three-day meeting was held at the Omni Homestead. Inset: President William Howard Taft (1909-1913) and friends at the Homestead.

son's 1818 vacation to George W. Bush's 2015 golf trip — the Omni Homestead has grown to 2,300 acres and 483 guest rooms. Today, planners have more than 72,000 sf of meeting space at their disposal, including the 13,485-sf Grand Ballroom and 10,368-sf Regency Ballroom. That's a wealth of opportunity to convene in what is arguably the resort that is closest to America's roots. **C&IT**



Credits: Eau Palm Beach Resort & Spa



The Eau Palm Beach Resort & Spa Commander in Chief suite is an amazing space with ocean views and (inset) an exhibition space showcasing famous and first ladies shoe sculptures.



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Colorado's Topography, History and Spirit Offer Up a Powerful Experience

Numbers can be crunched, products marketed, hard work honored and new ideas vetted in any room in any city or town anywhere. But when a meeting takes place in a destination offering an authentic sense of place, attendees are engaged in surprising ways, and outcomes can soar beyond expectations. From Denver to Colorado Springs to Rocky Mountain towns tucked into humbling landscapes, Colorado offers groups a powerfully engaging sense of place.

THE CITIES

Denver

Denver was built at the confluence of the South Platte River and Cherry Creek, where the amber waves of the Great Plains crash into the base of the Rocky Mountains. Long a conduit between the two geographical areas, Denver is neither a city of the plains nor of the mountains. Its history derives from both, and its energy and spirit follow suit.

Denver is not lacking in historic hotels and venues that capture the long-ago essence of the city, but no lodging more completely connects Denver's past to its contemporary sophistication than The Crawford Hotel, which opened July 2014 inside historic and meticulously renovated Denver Union Station. That made it appealing to Nicole Pribble, who planned the February senior leadership meeting for Nelnet Inc. About half of the 16

attendees came from headquarters in Lincoln, Nebraska, the rest from the company's south Denver location. As one attendee put it, "The Crawford maintained the history aspect of the hotel including historic photographs behind the check-in desk. This really gave a sense of preserving the history while incorporating a modern flair!"

In addition to being a new and uniquely Denver location — elements the group wanted — The Crawford stood out for service. "The staff was amazing," Pribble says. "My first contact was with Michelle Baca, area senior sales manager. She was unbelievably nice, pleasant and answered all of my questions patiently. She walked me through the whole process from start



The newly renovated Centennial Ballroom at Hyatt Regency Denver.



Credits: The Crawford Hotel

The historic and newly renovated Denver Union Station houses The Crawford Hotel, which offers groups spectacular event settings, such as the terminal's Great Hall.



better than the Pinnacle Club — former home of the storied and private Petroleum Club — located on the 38th floor of the Grand Hyatt Denver. According to the U.S. Geological Survey, visitors to the Pinnacle Club can see from the mountains to the prairies for an estimated 7,500 square miles. The view from the club's 17,000 sf of conference

rooms and ballrooms is even more magnificent — spanning 10,600 square miles of snowcapped peaks and prairie, taking in 200 named mountains, including Pikes Peak more than 100 miles away. The Pinnacle Club, which can accommodate 650–700 attendees, is currently under consideration by *The Guinness Book of World Records* for designation as the greatest view event facility in North America.

In September, the Grand Hyatt Denver completed a makeover of its two largest ballrooms, accompanying foyers and 11 breakout rooms as part of an estimated \$5.4 million redesign of the hotel's 30,000 sf of meeting space. The update follows a

to finish, including meeting-room requirements, parking and options for meals outside The Crawford. I mentioned one other hotel I had called, and she was so friendly and helpful about it because she had worked there previously. I thought that was such great customer service to be so positive about all the options in Denver."

That level of service, Pribble says, continued throughout the two days of the meeting. "The second day, we had not ordered snacks because it was a short day but the group decided they did want them so I called our event manager, Taylor Niceforo. She was immediately on it even though she had other meetings and site tours going on. We also had a few rooming-list changes that were immediately accommodated, and I never felt like I was putting anyone out by asking. We also changed the start time to earlier than we had originally planned. Again, no problem whatsoever."

The Crawford's location within walking distance of many restaurants and bars was a plus. "Our group had dinner at Venice Ristorante, & Wine Bar across the street," Pribble says. "It was amazing. The staff was very accommodating and reserved a perfect table overlooking the window for the whole group."

Most meals and snacks came through the hotel and eateries in Union Station that service the hotel. "The items were very 'local,' which is exactly what we were hoping for," Pribble says. "The food consisted of items such as elk jalapeno cheddar brats, Colorado pork green chili and chicken spinach sausage for breakfast. We had the Mountain Standard menu option for lunch and the Horizon Continental Breakfast, which includes whole-grain oatmeal and delicious sweet breads."

For Pribble and her colleagues, the only downside was not discovering The Crawford sooner. "If planners want a unique Colorado experience, this is ideal for that," Pribble says. "The Crawford had a great energy from Union Station and gave the feel of being really connected to the city, yet was still comfortable and allowed the group to get a great night's sleep — something that doesn't always happen at hotels!"

Perhaps no venue exemplifies the moniker Mile High City

"The Crawford had a great energy from Union Station and gave the feel of being really connected to the city."

Nicole Pribble, Technical Assistant
Nelnet Inc., Highlands Ranch, CO

\$28 million renovation of guest rooms and public spaces. Sister property Hyatt Regency Denver at Colorado Convention Center, which redesigned all 1,100 guest rooms in 2014, also completed a renovation of 100,000 sf of meeting and function space this fall, including the Capitol and Centennial ballrooms. The design for both renovations evokes the textures and hues of Colorado.

Denver voters recently gave approval for the expansion of the Colorado Convention Center and construction of a new National Western Center, a year-round facility for events and entertainment. Suggested improvements, with input from more than 120 meeting professionals, include the development of new flexible meeting space of up to 85,000 sf and the addition of 120,000 sf of new prefunction and service space, including a 50,000-sf outdoor terrace, all to be located on the roof of the existing convention center.

Colorado Springs

Colorado Springs history is rooted in the Gold Rush of 1858 and in the great age of railroads — seven met here in the 1800s. As a center of patriotic spirit, Colorado Springs is hard to beat. Katharine Lee Bates was inspired to pen “America the Beautiful” after standing at the top of Pikes Peak. Today, the city is the location of the U.S. Olympic Training Center and of the U.S. Air Force Academy and NORAD (the North American Aerospace Defense Command), which provide another kind of patriotic vibe. The city’s sense of place is also defined geologically in the magnificent Garden of the Gods with its soaring red-rock formations and archaeological evidence dating to 1330 BC.

Hotels and lodges offering meeting venues and a palpable sense of place, either for their location or well-preserved history, include Cheyenne Mountain Resort, The Broadmoor, The Cliff House at Pikes Peak in neighboring Manitou Springs and The Mining Exchange, a Wyndham Grand Hotel, located downtown. For exclusive VIP and executive retreats, The Broadmoor offers offsite wilderness experiences for small groups at its Ranch at



St. Regis Aspen Resort.

Emerald Valley; Cloud Camp; The Broadmoor Fishing Camp; and Seven Falls. Available for private events, Seven Falls features Restaurant 1858 and The Broadmoor Soaring Adventure — a course of 10 zip lines, rope bridges and a rappel. Other Colorado Springs VIP options include the intimate Garden of the Gods Club and Resort, and The Lodge at Flying Horse, now partially open. Four villas opened in May and 40 hotel rooms will follow this fall.

THE MOUNTAINS

Each of Colorado’s resort mountain towns has a distinct personality, history and contemporary presence. Some have roots in mining, others in ranching. All offer a full menu of invigorating outdoor activities, not the least of which is exceptional skiing. Culture, too, is embedded in the mountain experience.

Aspen

Historic home to globally recognized leadership conferences and tucked into one of Colorado’s most dramatic settings, As-



The overlook event space at The Broadmoor’s Cloud Camp.

pen capitalizes brilliantly on its combo of rugged nature and extraordinary luxury.

In March, 35 incentive qualifiers from Health-Mor Inc.’s FilterQueen Thousand Council Program met at St. Regis Aspen Resort. For Andy Bountogianis, in charge of worldwide sales promotions for Health-Mor headquarters, high expectations were definitely met.

“We wanted to go to a ski area and city with a lot to offer,” Bountogianis says. “We also wanted a hotel with service and amenities second to none. The St. Regis Aspen Resort offered that and more. The staff, led by General Manager Heather Steenge-Hart, Anita Savanyu, Kim Pantages, Sean Clark, Tamara Ische and others, treated our guests and staff spectacularly. The attention to detail was superb.”

The hotel served as the group’s primary venue. “All was fantastic, from the spa to the meeting rooms to the farewell gala dinner,” Bountogianis says. “The food was fantastic for all of our group functions. The breakfast buffet was wonderful as well — a lot of food and value for a good price.”

The group also experienced Ellina Restaurant +Bar in town, which Bountogianis calls “fabulous,” and spent a day skiing, which included eating at Cloud Nine Alpine Bistro at Aspen Highlands, one of the four ski areas.



Incentive qualifiers from Health-Mor Inc.’s FilterQueen Thousand Council Program took to the slopes in Aspen.

In some ways, Aspen was a surprise. “I had never been to Aspen prior to my site visit,” Bountogianis says, “but I can tell you that I truly enjoyed everything Aspen and the St. Regis had to offer. Our group had a memorable experience and we would surely go back. The people who work and live there were so friendly and down to earth — not what stereotypes of Aspen suggest. Everyone as a whole made our experience a great one.”

Typically, the town can accommodate groups up to 500 attendees.

Beaver Creek

Beaver Creek is intimate and secluded with excellent skiing, fine dining and dramatic settings galore — with all that Vail famously offers just 10 miles away. Although founded only in 1980 as a ski resort, pioneers settled in the valley a century earlier. Frank Bienkowski, aka Beano, arrived in 1919. His homestead on the mountain is still visible and inspired what may be Beaver Creek’s most notable dining and event venue, Beano’s Cabin, available for up to 150 attendees. Groups of up to 98 can also book Allie’s Cabin, named for the wife of one of the first settlers in the area.

The resort accommodates groups up to 500 across small lodges, condo units and the 167-room Park Hyatt Beaver Creek Resort, which features more than 20,000 sf of flexible indoor/outdoor space. Nearby, The Ritz-Carlton, Bachelor Gulch offers 180 guest rooms and 26,000-plus sf of indoor/outdoor space.

A bonus for planners is that the Beaver Creek community works together to manage village-wide meetings. Groups of up to 500 might have a general session at the Park Hyatt or Vilar Performing Arts Center and take advantage of dining, conference facilities and function options throughout the resort’s partner properties and venues. Even the village ice rink can be tented as event space. The goal is a campus environment that makes multiple options within Beaver Creek accessible and easy to book.

Breckenridge

Breckenridge has 100,000 sf of meeting space, 40,000 of it at Beaver Run Resort & Conference Center, and can accommodate groups up to 1,000. Like other mountain resorts, it offers a ton of activities, dozens of restaurants and diverse accommodations, from resorts and lodges to spectacular private homes. Breckenridge was founded in 1859 to accommodate miners flocking to the area, and its colorful boom-and-bust history is part of the town’s ambience. Breckenridge is the only municipality in the world to own a 27-hole Jack Nicklaus-designed golf course, and it’s one of the highest towns



Park Hyatt Beaver Creek Resort.

in Colorado at a lofty 9,600 feet above sea level.

Breck’s reputation as a center of craft brewing makes it a draw for attendees who can hop on free in-town transportation to access stellar local breweries. Multiple festivals throughout the year, including an international snow sculpture championship, pro cycling championship and Oktoberfest, provide an energetic backdrop — and affordable entertainment — for groups in every season.

Keystone

Keystone’s location 90 miles from Denver International Airport means attendees can be on the slopes, in meeting rooms or gathering for a function in under two hours via scenic drive. A ski resort since 1970, Keystone retains evidence of its mining and ranch history, including historic buildings integrated into Keystone Ranch Golf Course.

Amenities include a range of lodging and dining experiences and activities, as well as attributes that first-timers to the resort might not expect, such as the freestanding Keystone Conference Center with 60,000 sf of meeting, exhibit and event space. Across the resort is another 40,000 sf. Keystone accommodates groups up to 2,000, with three ballrooms providing reception



“I truly enjoyed everything Aspen and the St. Regis had to offer. Our group had a memorable experience and we would surely go back.”

Andy Bountogianis, Worldwide Sales Promotions
Health-Mor Inc., Strongsville, OH

space for 400–2,066 and theater-style setup for 400–2,250.

As for activities, CBST Adventures offers teambuilding experiences such as orienteering, bike challenges, winter Olympics and road races, and Keystone’s two stellar golf courses offer the best in mountain play, including group tournaments. A highlight of any meeting here may well be the dining, especially at Alpenglow Stube, highest AAA Four Diamond restaurant in North America, accessed via two gondolas.

Steamboat Springs

Steamboat Springs’ ranching heritage is matched only by its Olympics heritage — it’s been hometown to more Olympians than any other U.S. town. Both aspects are celebrated, giving groups an only-in-Steamboat experience.

Together, The Steamboat Grand and Sheraton Steamboat Resort (which saw \$24 million in upgrades last year) offer

more than 38,000 sf of flexible space and a mix of hotel rooms and condo units. Additional accommodations include two recent luxury options, One Steamboat Place and Edgemont Condominiums. Steamboat has more than 100 restaurants and bars — 21 new in the past year — where attendees can gather together or on their own.



Keystone Conference Center.

Steamboat is the epitome of the work-hard, play-hard ethic, perfect for mixing meeting time with adventure, from hiking, biking, rafting and hot air ballooning in summer to ice climbing, dogsledding, night skiing and Olympian-led ski clinics in winter. When it's time to kick back, the weekly summer pro rodeo draws crowds, but there are also several ranches where attendees get a hands-on feel for the lifestyle that helped shape the West.

Vail

There's no mistaking Vail's European-inspired upscale aesthetic. Amy Dowell, vice president groups, meetings and events for ARTA Travel, brought 60 incentive qualifiers to The Lodge at Vail, a RockResort in 2014, with another trip already planned for 2016. The group wanted a ski resort and chose Vail for many reasons. "It's a quaint town and the lifts are convenient — you can't get any closer unless you're in a full ski in/ski out resort," Dowell says. "Restaurants in town are outstanding, there's lots of shopping and activities are diverse in nature so there's something for everyone."

The Lodge at Vail was also a standout, especially the staff. "People and service go hand in hand," Dowell says, "and Lodge staff members genuinely care about making the client happy. 'No' was not in their vocabulary. If we needed something that was not quite possible, the staff offered a feasible compromise. They accommodated all our needs with a smile and a rare 'no problem' attitude. The venues are beautiful and certainly a plus, but the staff and service level provided was amazing."



The Lodge at Vail, a RockResort.

Credit: The Lodge at Vail

Catering stood out as well, according to Dowell, who typically doesn't rely on standard banquet menus. "I like to use our budget and ask the chef to be creative and come up with a specialized menu for our functions," she says. "We had unique menus and the staff offered flexibility in working with our budget and strict dietary needs."

The group also checked out Vail's highly regarded restaurant scene, including La Tour and Mountain Standard, which Dowell calls easy to work with. Direct flights into both Denver International and Eagle-Vail airports gave the group flexibility. Dowell worked with Colorado Mountain Express to transport attendees from airport to resort. "They are great to work with and offer fair pricing," she says.

"People and service go hand in hand and Lodge (at Vail) staff members genuinely care about making the client happy. 'No' was not in their vocabulary."

Amy Dowell, V.P. Groups, Meetings and Events
ARTA Travel, Plano, TX

Getting everyone on the slopes, of course, is crucial on a ski resort trip and Dowell says Vail made it easy. "Lift tickets were arranged through the hotel and rentals were super easy; the group came to our welcome dinner, fitted everyone and delivered all the equipment by the time our participants were ready to ski the next day."

Other activities included spa time, a snowmobile tour with Sage Outdoors that Dowell calls fabulous, "and the hotel helped me put together a private beer tasting/cheese-making class, which was really cool," she adds.

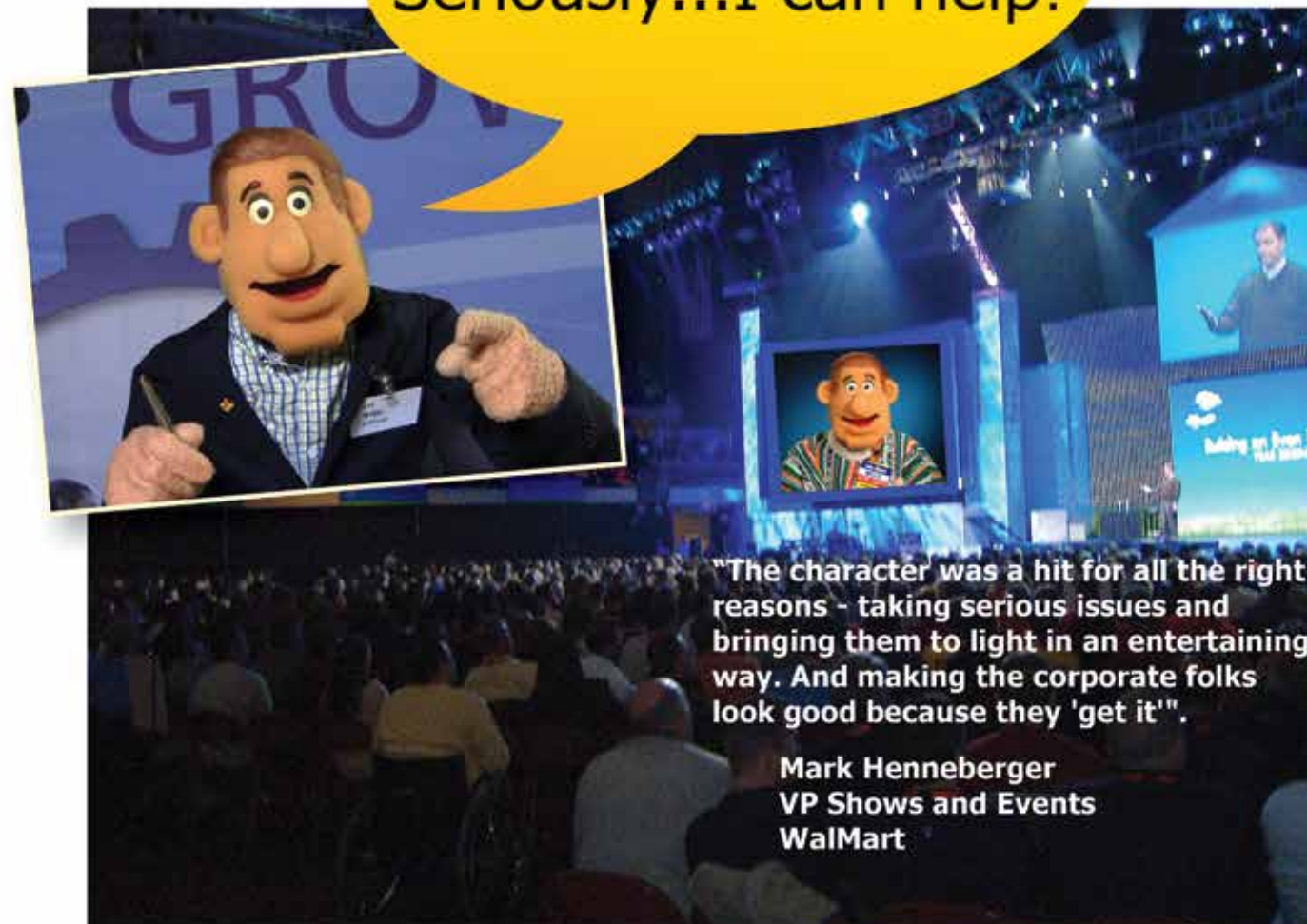
One of the best aspects of the meeting for Dowell was working through the hotel for everything. "I didn't have to go through multiple vendors," she says. "I had a lengthy and detailed conversation with my conference manager, who helped to complete my activity ideas and went above and beyond by contacting vendors to put it all together. She simplified my job and at the same time helped maintain the unique elements specific to this group. It was a fantastic experience and I look forward to working with the Lodge at Vail again and again."

Whether planners choose the cities or mountains, it's impossible to go wrong.

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2015 AWARD OF EXCELLENCE WINNERS

We at *Corporate & Incentive Travel* magazine are proud to present the winners of our 31st annual Awards of Excellence. 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 staff service, accommodations and meeting facilities, F&B, event setups and arrangements, ambience and accessibility. The subscribers also choose the convention and visitors bureaus that go above and beyond in service and support, promotional assistance, supplier, facility and venue information, coordination and liaison with local attractions and transportation, and comprehensive assistance with accommodations and site inspections.

The Pursuit of Excellence

The relentless pursuit of excellence takes on special significance in the current sellers' market. While others may be



content to rest on their laurels, these industry leading winners prove every day what it means to be best in class by continually reinventing themselves through reevaluations, renovations and rebrandings. But it is the intangibles that really set the winners apart. After all, ours is a people business, and too often that personal touch gets lost in this digital world. Communicating and marketing effectively is all about making real connections through relationship-building. When you make it personal, you make meetings and events an unqualified success. And then everyone is a winner. That's why our Awards of Excellence come full circle, right back to the meeting professionals who cast their ballots.

We salute all the winners of our Awards of Excellence on these pages and invite you to read the success stories of many of the winners featured in this 31st annual section.

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Nashville, TN

New Orleans Convention & Visitors Bureau
New Orleans, LA — [Page 42](#)

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Park City Convention & Visitors Bureau
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The Broadmoor
Colorado Springs, CO — [Page 50](#)

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Eden Roc Miami Beach
Miami Beach, FL

Epic Hotel
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Gaylord Palms Resort & Convention Center
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Gaylord Texan Resort & Convention Center
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The Grand America Hotel
Salt Lake City, UT

Grand Geneva Resort & Spa
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Denver, CO

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Grand Sierra Resort & Casino
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Hilton Anatole
Dallas, TX

Hilton Hawaiian Village Waikiki Beach Resort
Honolulu, HI

Hilton New Orleans Riverside
New Orleans, LA

Hilton Orlando
Orlando, FL

The Houstonian Hotel, Club & Spa
Houston, TX — [Page 52](#)

Hyatt Regency New Orleans
New Orleans, LA

Hyatt Regency Orlando
Orlando, FL

Island Hotel Newport Beach
Newport Beach, CA

JW Marriott Desert Springs Resort & Spa
Palm Desert, CA

JW Marriott San Antonio Hill Country Resort & Spa
San Antonio, TX

La Cantera Hill Country Resort
San Antonio, TX

The Langham, Boston
Boston, MA

Loews Chicago Hotel
Chicago, IL

Loews Miami Beach Hotel
Miami Beach, FL

Loews Portofino Bay Hotel at Universal Orlando
Orlando, FL — [Page 54](#)

Manchester Grand Hyatt San Diego
San Diego, CA

Mandalay Bay Resort & Casino
Las Vegas, NV

MGM Grand Detroit
Detroit, MI

MGM Grand Hotel & Casino
Las Vegas, NV

The Mirage
Las Vegas, NV

Mohegan Sun
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Moody Gardens Hotel, Spa & Convention Center
Galveston, TX

New York Hilton-Midtown
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New York-New York Hotel & Casino
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Scottsdale, AZ

Ponte Vedra Inn & Club
Ponte Vedra Beach, FL

Red Rock Casino Resort & Spa
Las Vegas, NV

The Resort at Pelican Hill
Newport Coast, CA

The Ritz-Carlton Amelia Island
Amelia Island, FL

The Ritz-Carlton Laguna Niguel
Dana Point, CA

The Roosevelt Hotel
New York, NY

San Francisco Marriott Marquis
San Francisco, CA

Scottsdale Resort at McCormick Ranch
Scottsdale, AZ

The Seaport Hotel & World Trade Center
Boston, MA — [Page 56](#)

Seminole Hard Rock Hotel & Casino
Hollywood, FL

The St. Regis Bal Harbour Resort
Bal Harbour, FL

Stein Eriksen Lodge Deer Valley
Park City, UT

Stoweflake Mountain Resort & Spa
Stowe, VT

Terranea Resort
Rancho Palos Verdes, CA

Town and Country Resort & Conference Center
San Diego, CA

Tropicana Las Vegas a DoubleTree by Hilton
Las Vegas, NV — [Page 58](#)

Trump International Hotel & Tower
Chicago, IL

Trump National Doral Miami
Miami, FL

Turnberry Isle Miami
Aventura, FL — [Page 60](#)

The Venetian Resort Hotel Casino
Las Vegas, NV

Walt Disney World Swan and Dolphin Hotel
Lake Buena Vista, FL — [Page 62](#)

Washington Marriott Wardman Park
Washington, DC

The Westin Kierland Resort & Spa
Scottsdale, AZ

The Westin La Paloma Resort & Spa
Tucson, AZ

Wynn Las Vegas
Las Vegas, NV — [Page 64](#)



AWARDS OF EXCELLENCE

GREATER MIAMI CONVENTION & VISITORS BUREAU

Twenty-Time Winner

Miami is the place for your event if you want your attendees to love their experience and rave about it back home. Miami has the best weather, the hottest restaurants, the hippest shops, the most accommodating hotels and the most beautiful people anywhere in the world.

Everywhere you turn there's something to explore — a colorful burst of rare and exotic orchids, a brightly colored macaw, a brand new Spanish restaurant, a thought-provoking art exhibit.

Miami is home to amazing attractions, pristine beaches, top restaurants, exciting nightlife, world-class arts and cultural venues, historic and heritage neighborhoods, and much more. Miami is a cultural hub, the only city in America with two sparkling new performing arts centers — Adrienne Arsht Center for the Performing Arts and the new Pérez Art Museum Miami.

More than 50,000 hotel rooms are available. From intimate and historic boutique hotels, to convention properties, to luxury resorts, Miami has accommodations to satisfy every taste and budget. Up to 10,000 rooms are available for group blocks.

Meeting Facilities

Greater Miami has three convention centers — the Miami Convention Center, the Miami Airport Convention Center and the under-renovation Miami Beach Convention Center

— totaling nearly 1 million sf. There also are nearly 75 specialized meeting venues — many stunningly unique. Sports stadiums, art galleries, attractions, museums, nightclubs, private clubs and theaters create memorable environments for receptions, breakout sessions and other events.

The Miami Beach Convention Center is being reimagined as a state-of-the-art, LEED-certified facility with more than 500,000 sf of exhibit space, a 60,000-sf multipurpose ballroom and 81 new breakout rooms with more than 190,000 sf of space. The center is open for business and will remain open throughout the entire process, which is set for completion in 2018.

The proposed 800-room headquarters hotel will open in January 2019, and the new Marriott Marquis Miami Worldcenter project in downtown Miami will be starting soon with a planned 1,800-room hotel and 100,000 sf of exhibit space. So if you're looking for exciting new venues, we're the only city you should be considering.

Getting Around Is Easy

A renewed Miami International Airport lands you in the midst of all the action. A new Miami Intermodal Center whisks you on your way. Attendees can touch down, check in and be lounging on the beach in less than an hour.

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

C&IT



WILLIAM D. TALBERT, III
President and CEO

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Citywide Facts and Features

Guest Rooms: 48,000

Meeting Space: 150,000 sf + 500,000 gross sf of exhibit space.

Special Services & Amenities: Miami International Airport boasts new terminals and a high-speed train to whisk travelers from plane to baggage claim and on to the new intermodal center for rental cars, taxis and limos, and public transportation in one convenient place. New Metrorail service goes directly to downtown Miami.

The Center of It All.




MIAMI BEACH
CONVENTION CENTER

Reimagined in 2018

Imagine a center of creative collaboration, in the perfect location, surrounded by everything you desire — beach, fine dining, art, luxury rooms, and ideal weather all year long. It's real. Unveiling in 2018, but open for business now. Reserve today. Meetings@GMCVB.com | 305-539-3071 | **MiamiMeetings.com**

 **GREATER MIAMI
CONVENTION &
VISITORS BUREAU**

New 60,000 sq. ft. ballroom • 81 breakout rooms with more than 190,000 sq. ft. of space
500,000 sq. ft. of renovated exhibit space • 800-room headquarter hotel

©Greater Miami Convention & Visitors Bureau — The Official Destination Sales & Marketing Organization for Greater Miami and the Beaches.



AWARDS OF EXCELLENCE

MEET AC

First-Time Winner

Atlantic City means business especially since Meet AC arrived on the scene. Created to expand the meeting and convention business in this iconic city on New Jersey's famous shoreline, Meet AC is at the ready to introduce planners to Atlantic City, which is being refreshed and redeveloped from The Boardwalk to Gardiner's Basin, from the world-famous Steel Pier to the new Playground and everywhere in between.

Meeting Facilities and Accommodations

The Atlantic City Convention Center provides 486,600 contiguous sf of exhibit space, 45 meeting rooms, ample prefunction space, free Wi-Fi, an onsite audio-visual provider, a business center, and exceptional food service from snack bars to banquets. Built in 1929, Boardwalk Hall — home to the Miss America Pageant, is the first convention center. Harrah's new-build Waterfront Conference Center, connected to Harrah's Resort Atlantic City, can accommodate up to 5,000 attendees among its 100,000 sf of space. Resorts Casino Hotel opened a new conference center this summer, and the Tropicana completed a \$50 million renovation. The newest outdoor entertainment venue is Borgata Festival Park, which features a 4,000-person concert space.

Atlantic City boasts more than 15,630 first-class hotel rooms citywide that provide perfect accommodations for the comfort and relaxation of all your attendees. The city's eight

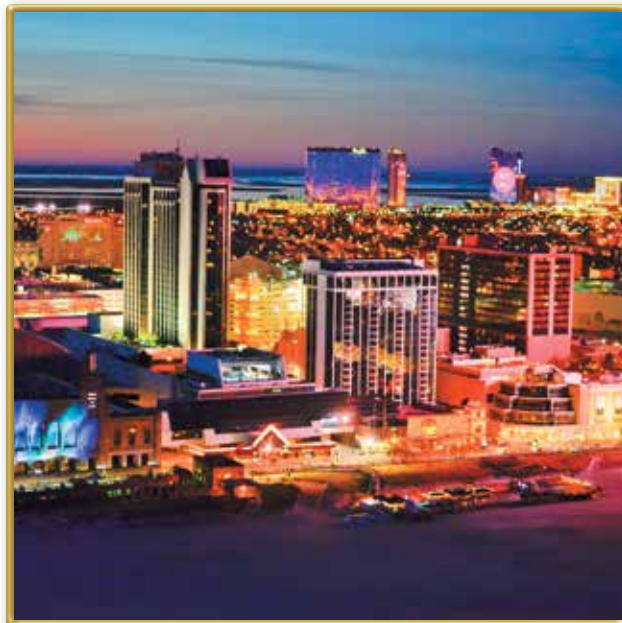
casino hotels and multiple non-casino hotels boast world-class resort amenities, significant meeting and banquet facilities and an abundance of unique event venues.

Fun and Excitement

The Entertainment Capital of the Jersey Shore offers round-the-clock fun and excitement year-round, day and night. Top-name comedians, concerts and shows will have your attendees laughing and singing all night long, and plentiful dining options — including brand-name eateries and celebrity chefs — will satisfy your attendees' taste buds. Jimmy Buffett's Margaritaville entertainment complex at Resorts Casino Hotel is one of the newest hot spots, the Steel Pier soon will sport a 200-foot-high observation wheel, and the huge, new entertainment venue, The Playground, also is taking shape.

Meeting-goers can take a stroll on the famous, historic Boardwalk, bask in the glowing sun on the expansive beach or take a refreshing dip in the Atlantic Ocean. Shopaholics can shop until they drop at high-end casino boutiques and at Tanger Outlets — The Walk with more than 100 tax-free, retail stores.

Atlantic City is conveniently located, and easy to get to by car, train or air. The Meet AC staff is happy to help meeting planners locate the right space, assist with attendance building and housing, provide temporary staff and help coordinate all the details for a memorable Meet AC experience. **C&IT**



JIM WOOD
President and CEO

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Citywide Facts and Features

Guest Rooms: 15,630

Hotels/Resorts: 15

Meeting Space: 1,376,483 sf

Convention Center FYI: The Atlantic City Convention Center is committed to preserving its unique seaside environment while providing a safe, healthful atmosphere for our guests. "Going Green" has consistently been one of the center's main operating objectives.



14,000
HOTEL ROOMS



45
MEETING ROOMS



1,000,000
WAYS TO UNWIND



**MEET
AC**

Business Planners, Atlantic City Means Business
and we've got the numbers to prove it.

MEET SPACE, MEET STYLE, MEET AC.

To Learn About Our Incentive Plans and Book Your Convention
call 1-609-449-7100 or visit meetinac.com today!



AWARDS OF EXCELLENCE

MEET PUERTO RICO

Thirteen-Time Winner

With more than 1.3 million sf of meeting space and more than 15,000 guest rooms throughout the island, the Caribbean's largest and most technically advanced convention center, an increasing range of accommodation options, and a growing list of awards and accolades, Puerto Rico continues to offer meeting planners a wide variety of meeting and event options. Every type of meeting from citywides to luxury CEO board retreats are accommodated all the while ensuring a distinctive and memorable experience on a beautiful tropical island. And no passport is required!

Group attendees can enjoy a wide range of activities from a culturally rich walking tour through 500 years of history on Old San Juan's cobblestone streets to hiking in El Yunque, the only subtropical rainforest in the region or kayaking in three of the world's five bioluminescent bays. Puerto Rico also provides a wide variety of enriching CSR programs.

A fun and unusual way to experience the rich culinary side of Puerto Rico is by experiencing *chinchorros*. This unique experience is similar to bar-hopping, where groups travel to many local rustic hangout spots where the drinks and food are strong and cheap. Chinchorro is a great way to enjoy a day trip around the Island, meeting the locals, great food, drinking and having a blast!

Major Renovations

Several hotels and other tourism entities have completed

or are under major renovations, including a \$29.7 million Hyatt Place San Juan to be located in the Puerto Rico Convention District, expected to open in the first quarter of 2016. The Embassy Suites Dorado del Mar Beach Resort, located about 25 miles west from San Juan and the Luis Muñoz Marín International Airport, recently completed the second phase of a multimillion-dollar renovation, including a full overhaul of all suites and the introduction of the new Grand Hall, for a total of more than 22,000 sf of meeting space.

The Luis Muñoz Marín International Airport, managed by Aerostar Airport Holdings, has completed \$750 million in improvements over the last two years with plans to invest another \$200 million in the future. There are about 2,000 flights per week servicing Puerto Rico.

Plans to link the Puerto Rico Convention Center district to Old San Juan are under way. The Paseo Puerta de Tierra project is a \$29 million investment in a boardwalk linking historic Old San Juan with other popular tourism areas nearby that would give pedestrians and cyclists safer and easier access to the Convention Center District.

Meet Puerto Rico is committed to ensuring that the meeting experience escapes the conventional. Their professional and proactive team guides planners in creating top-notch meetings, arranging every detail from beginning to end and delivering an event that makes a lasting impression that attendees will remember.

C&IT



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President and CEO

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Citywide Facts and Features

Guest Rooms: More than 15,000

Hotels/Resorts: 109

Meeting Space: 1.3 million sf of state-of-the-art convention facilities

Convention Center FYI: The 600,000-sf Puerto Rico Convention Center is the largest and most technically advanced meeting facility in the entire Caribbean.

Reasons for meeting in Puerto Rico:
Championship golf ✓ Fine dining ✓
World-class accommodations ✓
Museums ✓ Amenities ✓ Beach ✓
Frequent flights on major carriers ✓
State-of-the-art technology ✓
Adventure ✓ Nightlife ✓ ✓ ✓ ✓ ✓ ✓ ✓
on a tropical island. In the Caribbean.



When you need your next meeting to be more than a meeting, head away from the mainstream. Head off the mainland. Contact the professional Meet Puerto Rico team at 1.800.875.4765.
MeetPuertoRico.com | Escape the conventional.

meet
Puerto
Rico



AWARDS OF EXCELLENCE

NEW ORLEANS CONVENTION & VISITORS BUREAU

Fifteen-Time Winner

Imagine meeting in a city where cultures collide in a brilliant explosion of flavors, emotions and sounds. New Orleans is the birthplace of jazz, home to Creole cuisine and a place rich with history and culture.

New Developments & Improvements

As New Orleans approaches its tricentennial in 2018, the city is bustling with new developments and improvements.

From the expanding BioMedical District to the historic French Quarter, New Orleans is one of America's most walkable cities boasting more than 22,000 hotel rooms within a two-mile radius of the New Orleans Ernest N. Morial Convention Center (MCCNO).

Take advantage of the 1.1 million+ sf of contiguous exhibit space at MCCNO or host your event in one of New Orleans' one-of-a-kind venues such as Blain Kern's Mardi Gras World or The National World War II Museum, which is nearing completion of a \$320 million expansion.

The New Orleans Ernest N. Morial Convention Center has embarked on a major redevelopment of 47 acres of property upriver from the center. The Convention Center District Development Project will feature a linear park, headquarters hotel, music venue and much more.

Louis Armstrong International Airport continues to add new direct flights as it expands to add a new world-class terminal on the north side of the existing airport. The \$826 mil-

lion project is slated for completion by the city's tricentennial celebrations in 2018.

A Feast for the Senses

After an engaging day of sessions, networking and education, take to the streets and immerse yourself in all of the sites, sounds and flavors that make New Orleans a one-of-a-kind city. Find out for yourself why New Orleans has been ranked as the top U.S. destination for business travelers and among the friendliest cities in the country.

Take a haunted history tour, enjoy one of more than 140 festivals throughout the year or head out to the swamp for an alligator encounter. Step outside the French Quarter and Follow Your NOLA through the up-and-coming Bywater, Faubourg Marigny and Uptown neighborhoods. And don't miss out on the 1,400 restaurants throughout the city.

Be sure to come early or stay late and make it a family affair. From the rich flavors of culinary excellence to the intoxicating sounds of jazz, funk and blues music flowing through the streets, the Crescent City is truly a feast for the senses.

In New Orleans, you will always find a little lagniappe — something extra — to go alongside your meeting. Whether it's a brass band welcoming your guests in the airport or a second line out of your closing session, meet in New Orleans and "laissez les bon temps rouler" — let the good times roll! Your attendees will thank you.

C&IT



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Citywide Facts and Features

Guest Rooms: 24,185

Hotels/Resorts: 124

Meeting Space: 4 million+ sf (including MCCNO)

Special Services & Amenities: The Convention Center District Development Project will revitalize 47 acres and feature a new linear park, headquarters hotel, venue space and much more.

GET DOWN TO BUSINESS. THEN JUST GET DOWN.



Bringing your meeting or convention to New Orleans means you have access to one of America's largest exhibition spaces—over 1.1 million contiguous square feet. It means coming to a city that knows how to do big events. It means staying in some of the nation's finest hotels with meeting spaces designed just for you. It means you're coming to the home of the hospitality pros. And it also means when business is done, you can loosen your tie or kick off your heels in a city like no other. It means a walkable city with world-class cuisine and a chance to toast your success in the place that does business better than anywhere else.

Contact us today to get started.



www.neworleanscvb.com



AWARDS OF EXCELLENCE

TEAM SAN JOSE

Twelve-Time Winner

With access to world-class technology, award-winning wineries and pristine natural beauty, attendees will fall in love with San Jose's trendsetting ways. San Jose cultivates an inspiring atmosphere that breeds innovative ideas — the ideal environment for meetings.

Meeting planners can choose from one of seven Team San Jose-managed venues and cultural facilities including the San Jose McEnery Convention Center and four historic theaters that offer a combined 550,000 sf of meeting space. Hotel rooms are always close with 2,200 committable rooms on peak within downtown and a total of 8,000 guest rooms available citywide.

After the convention, attendees can maximize free time with a visit to any of downtown's 250+ dining and lively nightlife options in Japantown San Jose, Little Italy and San Pedro Square. Stroll along an eclectic strip of museums and galleries in SoFA District, get hands-on with the valley's latest technology at the Tech Museum of Innovation, and experience vibrant entertainment throughout the city — all within walking distance from the convention center.

Three Reasons to Meet In San Jose

1. Wicked Smart and Wickedly Fast — Upon arrival to San Jose, attendees are imbued by the contagious energy of innovators, thinkers and dreamers acting as the driving force behind America's smartest city. The capital of Silicon

Valley is home to 6,600 technology companies and has helped San Jose forge an unrivaled culture as the epicenter of innovation. Maximize your connectivity capabilities with Wickedly Fast Free Wi-Fi at the San Jose McEnery Convention Center, Mineta San Jose International Airport (SJC) and within downtown San Jose.

2. Bright Ideas Beyond the Breakouts — Great ideas come in unexpected places, and San Jose's revitalized downtown offers a wealth of stimulating attractions and social settings to charge the conversation beyond the breakout session. With a vast selection of alfresco restaurants and cultural spaces, downtown's atmosphere cultivates innovative thinking.

3. Sustainably Savvy San Jose — San Jose's visitor industry is putting its best carbon footprint forward with sustainable contributions from the convention center, airport (SJC) and downtown hotel properties. San Jose is an environmentally progressive city, and Team San Jose-managed facilities recycle, reuse and repurpose 89 percent of all material waste.

San Jose Does It All

Don't forget — rather than handing planners off to other organizations once the meeting is booked — San Jose does it all, from housing, convention center and facility event services to customized food and beverage menus, permits, marketing support and special events.

C&IT



MARK MCMINN

Director of Sales and Destination Services

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Citywide Facts and Features

Guest Rooms: 8,000

Hotels/Resorts: 53

Meeting Space: 550,000 sf

Special Services & Amenities: Benefit from Team San Jose's pioneering one-stop service, a testament to 98 percent of meeting planners wanting to return.



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.

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.

Meet **HERE**. San Jose, California

sanjose.org

800.SAN.JOSE



SanJose
Innovation starts here



AWARDS OF EXCELLENCE

VISIT DENVER THE CONVENTION & VISITORS BUREAU

Twenty-Time Winner

Welcome to Denver, where 300 days of sunshine, a thriving cultural scene, diverse neighborhoods and urban adventure combine for the world's best meeting destination. A vibrant outdoor city at the base of the Colorado Rocky Mountains, 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 & Affordability Update

Denver International Airport (DEN) has recently added major new international nonstops, including Reykjavik (Icelandair), Tokyo (United) and Mexico City (Volaris). On May 22, 2016 Lufthansa will launch new nonstop service between Denver and Munich, Germany. DEN offers 1,500 daily flights to more than 180 worldwide destinations.

The new Airport Rail Line is scheduled to open on April 22, 2016, giving your attendees a speedy and affordable way to get from DEN to downtown Denver's completely renovated Union Station. Fares to DEN have decreased by nearly 40 percent since 2000, the fifth steepest drop in the nation.

Corporate Travel Index ranked Denver 20th among major cities' total travel costs (lower is better!).

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. The Blue Bear Farm at the Colorado Convention Center grows 5,000 pounds of fresh fruits and vegetables every year. Denver was named the No. 1 city for green meetings in the U.S. by GreenBiz.

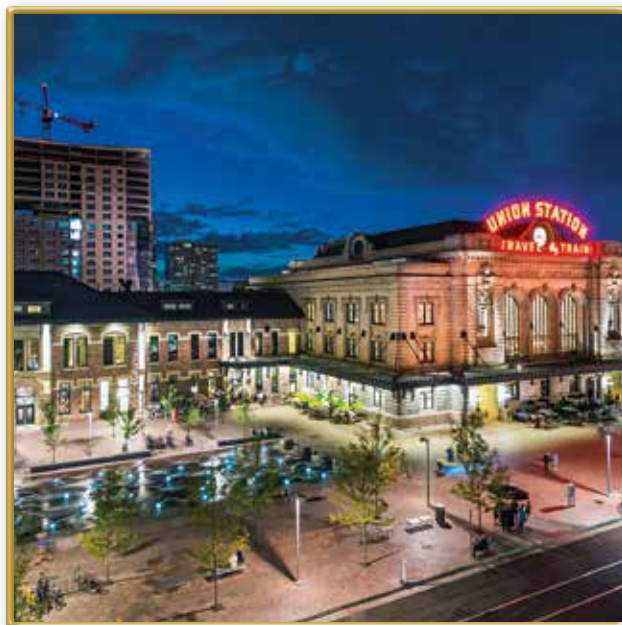
Hotel & Dining Update

New downtown hotels include the 165-room ART Hotel, a 346-room HYATT House/Hyatt Place, the 230-room Marriott Renaissance, a 140-room Aloft, a 170-room Z Block hotel (2016) and the 180-room Kimpton Hotel Indigo (2016), which will bring the downtown total to more than 10,000 rooms by 2017. In late 2015, a 519-room Westin is scheduled to open at Denver International Airport.

Dozens of new chef-owned restaurants have opened featuring local and farm-to-fork 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



Credit: Scott Dressel-Martin



RACHEL BENEDICK

Vice President, Sales and Services

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Citywide Facts and Features

Guest Rooms: 10,000+ downtown (2017), 44,000+ metrowide

Hotels/Resorts: 34 downtown/135 metrowide

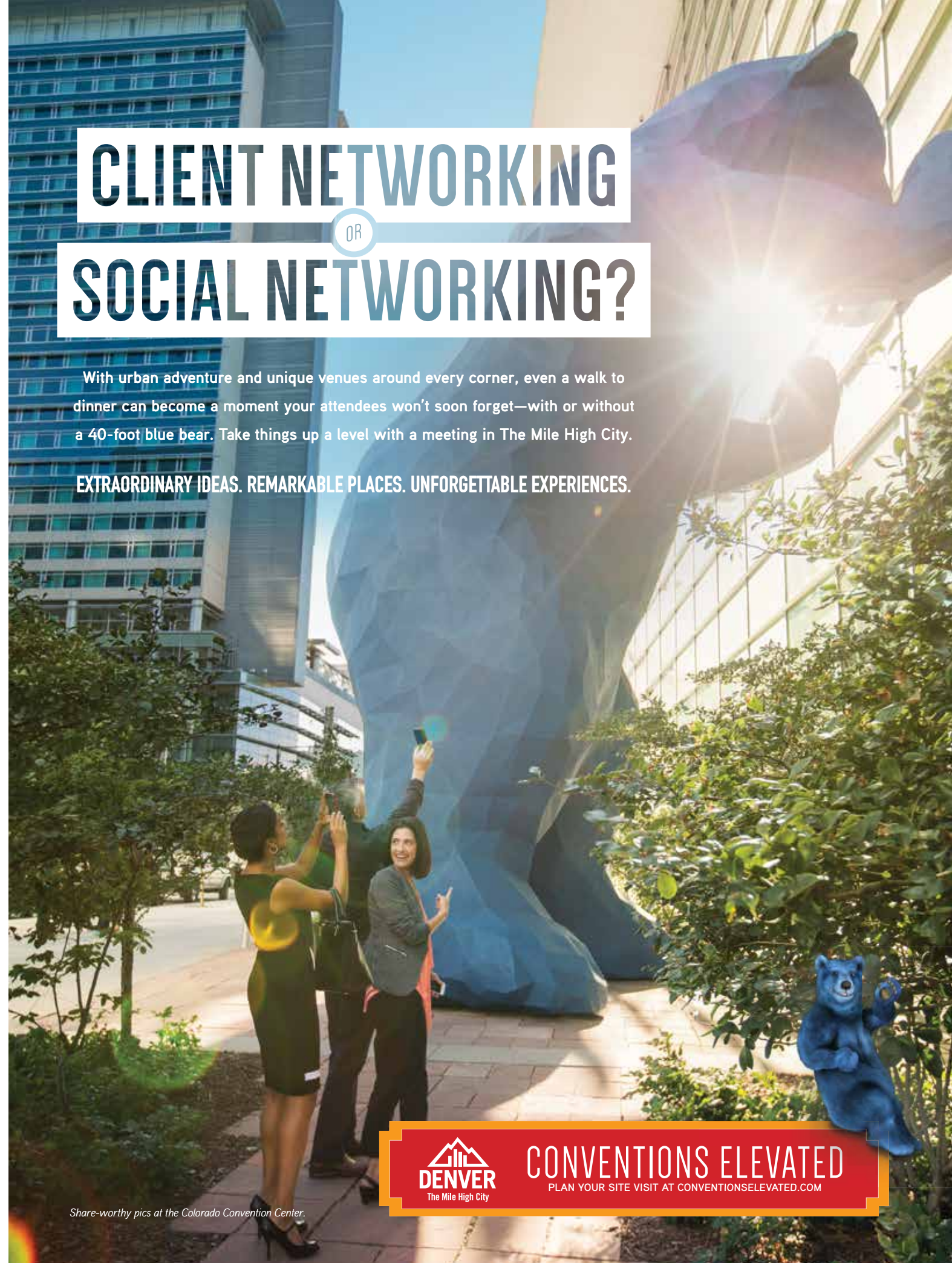
Meeting Space: 584,000 sf at Colorado Convention Center

Convention Center FYI: The Colorado Convention Center has 584,000 sf of meeting space, two hotel-quality ballrooms and a 5,000-fixed-seat theater.

CLIENT NETWORKING OR SOCIAL NETWORKING?

With urban adventure and unique venues around every corner, even a walk to dinner can become a moment your attendees won't soon forget—with or without a 40-foot blue bear. Take things up a level with a meeting in The Mile High City.

EXTRAORDINARY IDEAS. REMARKABLE PLACES. UNFORGETTABLE EXPERIENCES.



Share-worthy pics at the Colorado Convention Center.



CONVENTIONS ELEVATED
PLAN YOUR SITE VISIT AT CONVENTIONELEVATED.COM



AWARDS OF EXCELLENCE

VISIT ORLANDO

Twenty-Time Winner

Whether networking with colleagues at 400 feet up in the air atop the new Orlando Eye or hosting a private company event in the Wizarding World of Harry Potter – Diagon Alley complete with a fire-breathing dragon, no other destination delivers excitement quite like Orlando. It's no wonder it is the No. 1 meetings destination in the country.

Orlando's strong appeal not only comes from its "wow" factor, but also from its sheer size with the second largest convention center in the country and 141 diverse meeting hotels to fit groups of all sizes.

Exciting New Developments

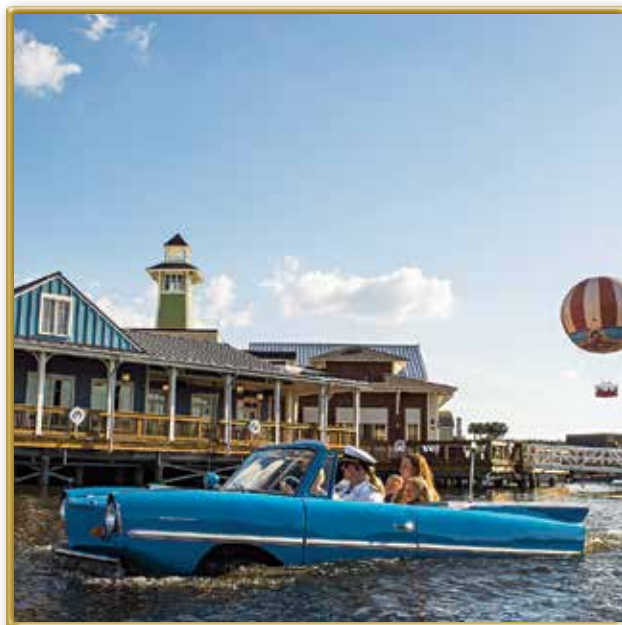
Meeting professionals love Orlando because it's always changing and evolving. And now in its largest expansion in history, Orlando has exciting new developments across the area with luxurious new hotels, a growing foodie scene, and unique new venues and event experiences to "wow" your group — like the new dining and entertainment complex I-Drive 360 anchored by the Orlando Eye observation wheel towering 400 feet above the convention district. The spectacular new complex also offers 12 new restaurants plus the new Madame Tussauds Orlando and Sea Life Aquarium all available for private events. Down the road, also on International Drive is Mangos Tropical Café, opening this year. Mangos will bring the heat of South Beach to Orlando's International Drive with its incredible professional dancers and singers offering live per-

formances nightly. It also will have 55,000 sf of entertainment space for extraordinary private events.

Downtown Disney also has transformed into Disney Springs offering all new waterfront restaurants, live music, unique shopping and world-class entertainment. Upon its completion in 2016, Disney Springs will double the amount of shopping, restaurants and new entertainment experiences sure to impress your group.

As we look towards 2016, there are significant renovations and expansions going on at many of our meeting hotels to ensure an exceptional experience for meeting attendees, such as the \$125M complete makeover to all 2,265 guest rooms of the world-renowned Walt Disney World Swan & Dolphin Resort. New meeting space expansions are underway for 2016 at the Hilton Orlando, Loews Royal Pacific Resort, Wyndham Grand Bonnet Creek and DoubleTree by Hilton Orlando at SeaWorld. Plus, Universal and Loews Hotels & Resorts will open the beautiful new 1,000-room Loews Sapphire Falls Resort with 131,000 sf of meeting space in summer 2016.

From incredible meeting spaces and award-winning tastes to unforgettable meeting experiences and unmatched hospitality, Orlando is the perfect fit for groups of all sizes. To learn more, visit the new www.OrlandoMeeting.com and sign up for our monthly What's New Webinar. And if you submit your meeting RFP by December 31, you'll be entered to win a new iPad mini. See why there's more to meetings in Orlando. **C&IT**



FRED SHEA

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Citywide Facts and Features

Guest Rooms: 118,000
Convention Center Exhibit Space: 2,100,000 sf
Destination Meeting Hotels: 141
Destination Hotel Meeting Space: 4,500,000 sf



Elizabeth M

December 12 at 9:34pm • iOS

Greetings from Orlando! Luvvvv this conference...where do I begin? Got photo bombed by a dolphin. Kicked up some sand during a private beach party at SeaWorld's Discovery Cove. Even got a little sun while networking on the lawn outside the Orange County Convention Center. Best of all...#NoSnow #ThisMeetingRocks #OrlandoMeeting



Like • Comment • Share

140 Likes

Here, you won't just attract attendees, you'll inspire devotees. For inspiration and planning assistance visit OrlandoMeeting.com **Visit Orlando**



AWARDS OF EXCELLENCE

THE BROADMOOR

Thirty-One-Time Winner

The Broadmoor is the longest consecutive winner of the Forbes Five Star and AAA Five Diamond awards for excellence. The first convention held at The Broadmoor was in 1918 for the American Institute of Mining Engineers, just three months after the hotel's grand opening. Since then, the "Grande Dame of the Rockies" continues to stand at the forefront of world-class facilities, amenities, and service, combining state-of-the-art comfort and convenience with an elegant and luxurious charm guests could only find in a classic international resort.

Situated at the gateway to the Colorado Rocky Mountains in Colorado Springs, the resort encompasses 5,000 acres, with rooms, suites and cottages; three championship golf courses; a Forbes Five Star spa, salon and fitness center; a nationally recognized tennis facility, staff and program; 26 retail boutiques; and 20 restaurants, cafés and lounges including Colorado's only Forbes Five Star, AAA Five Diamond restaurant, Penrose Room.

Meeting Facilities

The Broadmoor offers 185,000 sf of meeting space, including the 60,000-sf Broadmoor Hall, the Colorado Hall with 15,000 sf of space, the International Center with 18,000 sf of space, and the potential of another 35,000 sf in a portable structure adjacent to Broadmoor Hall.

In total, meeting space on the property can accommodate upwards of 9,000 attendees. For groups needing a large venue

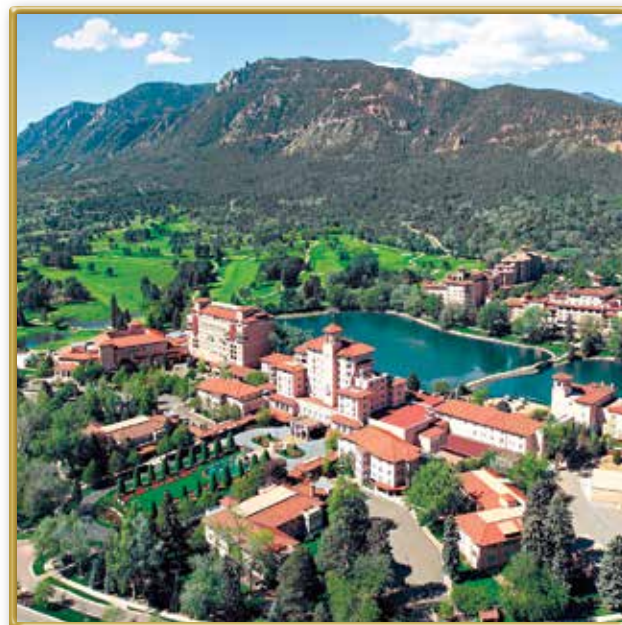
with a variety of guest room offerings and pricing, The Broadmoor offers The "Broadmoor Connection," a coalition of hotel partners all within five minutes of Broadmoor Hall that extend the number of sleeping rooms to more than 1,700.

Wilderness Experience

In addition, The Broadmoor's growing "Wilderness Experience" properties offer exceptional options for planners of small meetings who are looking for places where big ideas can be developed in a setting only found in Colorado. Ideal for small corporate groups, The Ranch at Emerald Valley offers accommodations for 32. Cloud Camp offers accommodations for 56 guests with meeting space for up to 70. Perfect for executive retreats, The Broadmoor Fishing Camp offers world-class fishing on the Tarryall River and hosts accommodations for 26. Seven Falls includes Restaurant 1858 and "The Broadmoor Soaring Adventure" and is available for private events. Having these locations within minutes of The Broadmoor offers an advantage unlike any other resort in the country.

The Broadmoor's high level of service, attention to detail and unflagging commitment is to provide the best meeting experience in the industry. What becomes a legendary resort most is the ability to anticipate, meet and exceed needs. The flexibility and creativity afforded to planners through a wide variety of options and venues means more can be done to deliver quality experiences for attendees.

C&IT



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Facts and Features

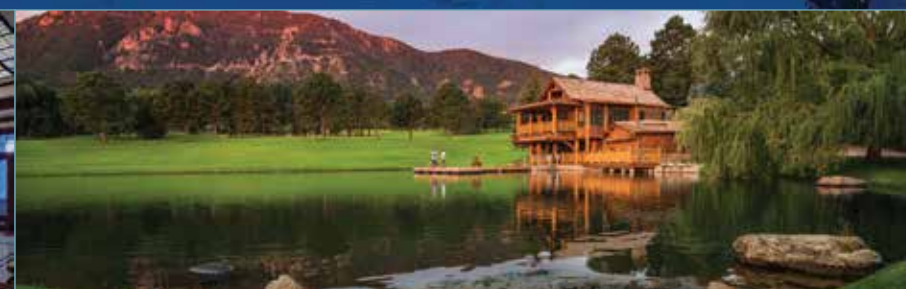
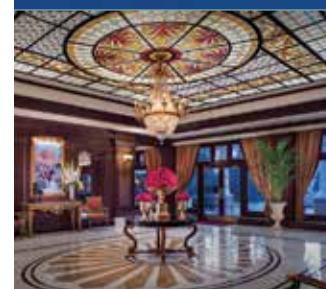
Guest Rooms: 779

Meeting Space: 185,000 sf

Special Services & Amenities: Three championship golf courses; Forbes Five Star spa; nationally recognized tennis facility; 26 retail boutiques; and 20 restaurants, including Colorado's only Forbes Five Star, AAA Five Diamond restaurant, Penrose Room.

B

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AWARDS OF EXCELLENCE

THE HOUSTONIAN HOTEL, CLUB & SPA

Fourteen-Time Winner

The Houstonian Hotel, Club & Spa is a four-star 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 natu-

ral 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



STEVE FRONTERHOUSE
General Manager

111 North Post Oak Lane
Houston, Texas 77024
Contact: Mark Lupton, Director of Sales & Marketing
713-680-2626 • Fax: 713-688-6305
mlupton@houstonian.com • 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.



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THE HOUSTONIAN
HOTEL, CLUB & SPA

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





AWARDS OF EXCELLENCE

LOEWS PORTOFINO BAY HOTEL

Sixteen-Time Winner

Universal Orlando Resort is transforming the way meetings and events are held in Orlando. They are completing an unprecedented resort-wide expansion and remodeling of their onsite hotel properties. By 2016, they'll have five spectacular onsite hotels featuring a combined 295,000 sf of meeting space. Plus, all five hotels are within walking distance of Universal Orlando's theme parks and the Universal CityWalk dining and entertainment complex. Meetings at Universal Orlando Resort were always unique. And now they'll never be the same.

Mediterranean-inspired Design

All 750 rooms and suites at Loews Portofino Bay Hotel at Universal Orlando have been completely renovated with a fresh, new Mediterranean-inspired design that enhances the guest experience. Designers took their inspiration for the new rooms from the upscale, sun-drenched resort of Portofino, Italy and its historic harbor along the Italian Riviera.

Featuring cobblestone piazzas, outdoor cafés and a nightly balcony show, Loews Portofino Bay Hotel is located onsite at Universal Orlando Resort and is connected to Universal Studios Florida, Universal's Islands of Adventure

and Universal CityWalk by a scenic waterway. Guests enjoy three themed swimming pools, seven restaurants and lounges, a world-class spa and complimentary Wi-Fi in guest rooms and public areas. Also, complimentary access to the state-of-the-art fitness center, Mandara Spa and Golf Universal Orlando.

An exclusive package of theme park benefits includes Early Park Admission* to one (1) Universal Orlando theme park as determined by Universal Orlando and complimentary Universal Express Unlimited ride access, allowing guests to skip the regular theme park lines all day.

Loews Portofino Bay Hotel at Universal Orlando boasts 42,000 sf of meeting and function space, a 15,000-sf ballroom, eight meeting rooms and an impressive 47,000 sf of outdoor meeting space.

Exhilarating Entertainment

Universal Orlando Resort is the only Orlando destination where your attendees are not just entertained — they become part of the most exhilarating entertainment ever created. Your attendees will be immersed in technologically advanced, one-of-a-kind attractions inspired by some of the most iconic films and television shows. **C&IT**



DIANE PETIT
Managing Director

5601 Universal Boulevard
Orlando, Florida 32819
407-224-6229
meetings@universalorlando.com
www.UOMeetingsAndEvents.com

Facts and Features

Guest Rooms/Suites: 750

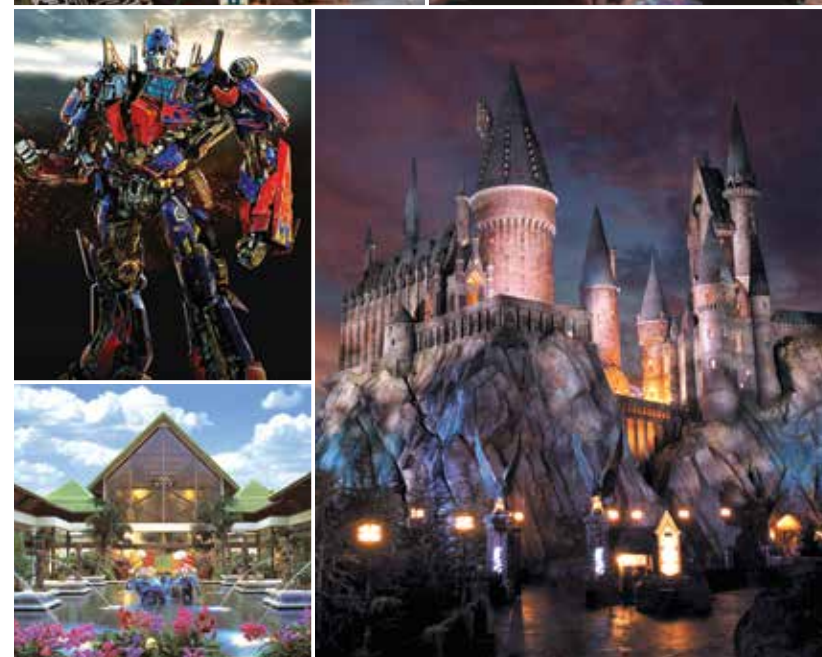
Meeting Space: 42,000 sf

Special Services & Amenities: Featuring world-class restaurants and lounges, newly renovated guest rooms, Mandara Spa, complimentary Wi-Fi in guest rooms and public areas.

*Early Park Admission begins one (1) hour prior to regular scheduled park opening to one (1) Universal Orlando theme park as determined by Universal Orlando. Valid at select attractions at each park. Additional restrictions may apply. Loews Portofino Bay Hotel logo © 2015 UCF Hotel Venture. All rights reserved. Universal elements and all related indicia TM & © 2015 Universal Studios. All rights reserved.



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Universal Orlando® Resort is already Orlando's most dynamic destination for meetings and events. And it's about to become one of the biggest.

An expansion of the meeting space at Loews Royal Pacific Resort and the Summer 2016 addition of Loews Sapphire Falls Resort make Universal Orlando® the ideal destination for groups of any size. When complete, Universal Orlando will offer 295,000 square feet of flexible meeting space along with a total of 5,200 guest rooms resort-wide.

Your attendees can also experience an epic private event in two jaw-dropping theme parks or in Universal CityWalk® where you'll find exciting nightlife and eight brand new dining venues. Plus, one-of-a-kind thrills await like The Wizarding World of Harry Potter™ – Hogsmeade™ and Diagon Alley™, TRANSFORMERS™: The Ride-3D, and The Amazing Adventures of Spider-Man®.

Flexible meeting space. Exhilarating entertainment. Exceptional dining. Impeccable accommodations. If you can dream it, we can make it happen.

LOEWS HOTELS
RESORTS

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AWARDS OF EXCELLENCE

SEAPORT HOTEL & WORLD TRADE CENTER

Ten-Time Winner

Located on bustling Boston Harbor, 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, award-winning service. Featuring more than 180,000 sf of flexible meeting space, including eight ballrooms, a 118,000-sf exhibit hall, and a high-tech, 400-fixed-seat amphitheater, meeting planners have a variety of flexible spaces to choose from. Elegant private dining rooms, a demonstration kitchen and outdoor gardens are also available.

Seaport's seasoned staff of dedicated event and meeting planners is 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 beautifully appointed guest rooms and luxurious suites, offering spectacular city and harbor views. Designed 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 ac-

cess, 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 sunlit indoor pool, a variety of fitness classes, steam rooms, massage and skin care services, and new Cybex cardio and strength equipment. Golf also is available nearby with preferred tee times for guests, and the hotel offers complimentary bicycles.

Dining

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 award-winning cuisine for meetings and banquets, Seaport also features the creative farm-to-table cuisine from Chef Robert Tobin in TAMO Bistro & Bar, and TAMO Terrace, a spectacular, seasonal outdoor space with harbor views.

C&IT



MARIANNA ACCOMANDO

Vice President of Sales and
Assistant General Manager

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

Facts and Features

Guest Rooms/Suites: 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.



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AWARDS OF EXCELLENCE

TROPICANA LAS VEGAS A DOUBLETREE BY HILTON

First-Time Winner

Tropicana Las Vegas – a DoubleTree by Hilton is surprising meeting attendees after a \$200 million complete transformation. With a unique South Beach vibe and a convenient location just minutes from the airport, major convention centers and top entertainment stadiums, the resort provides a luxurious, yet affordable experience on the Las Vegas Strip for meeting planners and attendees.

Accommodations

The resort's 1,470 guest rooms and suites are residential-style accommodations that perfectly balance its relaxed vibe with high-tech amenities. From custom furnishings and premium features such as Serta Perfect Sleeper mattresses and luxury linens to enhanced in-room technology, everything needed for a productive, relaxing stay is provided. Rooms are also equipped with one of the fastest Wi-Fi services on the Strip, which makes catching up on work a pleasure.

Meetings and Events

After a recent expansion, the conference center offers more than 100,000 sf of flexible meeting space that is divisible into as many as 38 breakout rooms. The Trinidad Pavilion and Meeting Rooms provide 55,000 sf of exhibition space with ground-level access that is perfect for large general sessions, exhibits and other types of events. The Havana Room offers a distinctive setting for formal receptions with its magnificent

crystal chandelier and custom banquette-seating areas. The Tropicana Theater is ideal for presentations and seminars, while networking events take on new life in the Beach Club surrounded by waterfalls, palm trees and cabanas.

Dining

When it comes to distinctive dining, Tropicana Las Vegas' acclaimed restaurants will accommodate any palate. For authentic Italian cuisine, Bacio has been named Best Italian Restaurant and one of the Top 10 New Restaurants in Las Vegas. Biscayne is a top-rated steak house on the Strip, offering sizzling cuts, fresh seafood and an extensive wine list. Beach Café allows guests to enjoy creative cuisine inside or outside among the waterfalls and lush greenery of the pool.

Leisure

Tropicana Las Vegas' outstanding leisure options set the stage for lively meeting breaks and teambuilding opportunities. Mingle with colleagues over cocktails in the lounge, stay energized between meetings with a cardio workout in the state-of-the-art fitness center or refresh with a soothing treatment at the spa. You also can gather your group on the casino floor for an exciting night out or enjoy group tickets to a performance of Raiding the Rock Vault, The New ILLUSIONS or Laugh Factory. Explore the possibilities with us at Tropicana Las Vegas – a DoubleTree by Hilton.

C&IT



GAVIN MEALIFFE
Vice President of Sales

3801 Las Vegas Boulevard South
Las Vegas, Nevada 89109
888-810-8767
Sales@TropLV.com
www.TropLV.com

Facts and Features

Guest Rooms/Suites: 1,470

Meeting Space: 100,000 sf

Special Services & Amenities: Customizable catering, dedicated AV department, conference services registration desk, business center, convenient parking and Hilton HHonors members can earn/redeem HHonors Points.

COMFORT

Luxurious, yet affordable guestrooms and suites.

CONVENIENCE

100,000 square feet of meeting space adjacent to the Club Tower.

CONNECTED

Powerful connections for planners and attendees with Hilton HHonors.

Tropicana
LAS VEGAS
A DOUBLETREE BY HILTON

After more than \$200 million in South Beach-inspired transformations, Tropicana Las Vegas - a DoubleTree by Hilton provides an entirely unique experience for conference attendees. From luxurious rooms and top-ranked restaurants to over 100,000 square feet of flexible meeting and exhibition space, including unconventional meeting settings such as the Havana Room™ and Tropicana Theater, outdoor events surrounded by our lush pool gardens, one of the fastest Wi-Fi services in Las Vegas and a convenient location on the Strip just minutes from the airport, major convention centers and top entertainment stadiums, come see why so many meeting planners are rediscovering and choosing Tropicana Las Vegas - a DoubleTree by Hilton!

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AWARDS OF EXCELLENCE

TURNBERRY ISLE MIAMI

Five-Time Winner

Tucked away on 300 tropical acres in Aventura, Florida, Turnberry Isle Miami is a prestigious Mediterranean-style retreat with a culture of authenticity, spirited service and enriching experiences. Part of Marriott's exclusive Autograph Collection Hotel portfolio, the resort is renowned for its two championship golf courses redesigned by Raymond Floyd, signature chef-driven restaurants, a four-star Spa & Fitness Center spanning three floors and 25,000 sf, the elite Cañas Tennis, two relaxing pools, 40,000 sf of meeting space, beach access on the Atlantic and engaging kids camps all within reach of 408 spacious guest rooms and suites.

The resort's spacious, non-smoking guest rooms and suites provide the ultimate in luxury and comfort. For first-rate pampering, each spacious room has wood-floor entries, carpeted bedrooms, exquisite linens and the finest furnishings and art. In-room amenities include a flat-screen television, I-home, telephone, mini-bar, safe, coffee maker, iron and ironing board, wireless Internet access, Molton Brown bath and body products, hair dryer, two plush waffle cloth robes, slippers and more. All rooms feature French doors that open onto private terraces or balconies with spectacular views of the resort's golf courses, gardens or pools.

Meeting Facilities

A storied tradition of impeccable hospitality, Turnberry

Isle Miami is one of the premier meeting and convention destinations in the country. The resort's centerpiece is a 40,000-sf Convention Center with several large ballrooms and 20 individual meeting spaces along with vast outdoor options. A full-service business center, state-of-the-art audio-visual company and award-winning cuisine prepared by a team of skilled chefs complete the onsite offerings.

Created by celebrity chef, author and personality Scott Conant is Turnberry Isle's newest gastronomical experience, CORSAIR by Scott Conant, an Italian restaurant fusing Conant's expert techniques with an emphasis on local and fresh set against the backdrop of the Miller golf course.

A contemporary steak house located just off the main resort lobby, award-winning chef Michael Mina's stunning 250-seat restaurant, Bourbon Steak Miami, features modern American fare with a focus on the finest meats and freshest seafood available worldwide.

In addition to Turnberry Isle Miami's award-winning golf courses, it is home to a state-of-the-art Cañas Tennis center featuring four clay Hydro-Courts and Tennis Shop, a 7,500-sf Laguna Pool with an 180-foot long waterslide and casual eatery Cascata Grill, a 1,600-linear-foot lazy river, a scenic 2.9-mile jogging trail encircling the resort, an Optimal Wellness Center, a lobby lounge, a private club, exclusive car rentals available and complimentary shuttle transportation to neighboring Aventura Mall or recreation, and more. **C&IT**



JOE DEMILLE

Director of Sales and Marketing

19999 West Country Club Drive
Aventura, Florida 33180
305-933-6516
jdemille@Turnberry.com
www.TurnberryIsleMiami.com

Facts and Features

Guest Rooms/Suites: 408

Meeting Space: 40,000 sf

Special Services & Amenities: 36 holes of championship golf, two signature restaurants, wellness spa and 24-hour fitness center, two pools, internationally renowned Cañas Tennis.



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MEETINGS MUST BE BOOKED IN 2015, ACTUALIZED BY 12.31.2015 AND ARE FOR THURSDAY TO SUNDAY STAYS. OTHER RESTRICTIONS APPLY.



AWARDS OF EXCELLENCE

WALT DISNEY WORLD SWAN AND DOLPHIN

Twenty-Five-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.

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.

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 largest makeover in the history of the Walt Disney World

Swan and Dolphin Hotel is one step closer to completion. The hotel has completed the redesign of every guest room in the 758-room Swan Hotel, and the first phase of the 1,509-room Dolphin redesign starts later this year.

The newly designed guest room features all-new upgraded furniture and all of the latest technology including large HDTVs. Additional power outlets provide more options for use of multiple personal electronics. A glass-topped desk on wheels provides guests with a flexible tabletop space for whatever the need. Blending an artistic combination of whites, blues and grays, the design creates a tasteful ambience. The centerpiece of the room is the famous Westin Heavenly Bed with its all-white custom-designed pillow-top mattress set, cozy down blanket, a trio of crisp sheets and goose-down comforter.

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 Board-Walk. Complimentary transportation is provided throughout the resort. Guests enjoy advance tee times to nearby Disney championship golf courses, Extra Magic Hours, and the 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



GINO MARASCO

Director of Sales and Marketing

1500 Epcot Resorts Boulevard
Lake Buena Vista, Florida 32830
800-524-4939 • Fax: 407-934-4880
meetings@swandolphin.com
www.SwanDolphinMeetings.com

Facts and Features

Guest Rooms: 2,267

Meeting Space: 329,000 sf

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



DISTINCTIVE
by design



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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AWARDS OF EXCELLENCE

WYNN LAS VEGAS AND ENCORE

Ten-Time Winner

Dozens of questions come into focus in the days and months leading up to your conference.

- How comfortable are the rooms?
- Will the Wi-Fi work in every corner of the trade show floor?
- What's the best restaurant to host a private dinner for key executives?
- Where should we plan an opening-night party attendees will still be talking about next year?

At Wynn Las Vegas and Encore, their award-winning team is driven with ensuring every question isn't merely answered; more importantly, each question is anticipated, all with the goal of creating an event experience unlike any other you will encounter in Las Vegas. That's why you will enjoy the services of a dedicated Convention Services Manager, Catering Manager and Meetings Concierge, each of whom will work with you personally to ensure the needs of your group — no matter how large or small — are handled with the expertise and finesse one has come to expect from these award-winning resorts.

Spectacular Environment

Perhaps what's most special about Wynn and Encore is the idea that, even in the midst of your meetings, you're never far

from the feeling of being in the midst of a truly spectacular environment. Among the 260,000 sf of meeting and event space, you'll find sophisticated spaces highlighted by floor-to-ceiling windows — some featuring open-air terraces — with pristine views of the rolling hills of the Tom Fazio-designed Wynn Golf Club or the sparkling waters of one of Wynn's seven pools.

Dining and Entertainment

Award-winning dining experiences, dazzling entertainment and some of the most iconic designer labels in the world are steps away once the business of the day is complete. For those indulgences, Wynn also offers a dedicated Restaurant Services team to assist with reservations and private parties, while the stylists at Wynn Collection are ready to put together a head-to-toe, banquet-ready look that is sure to turn heads. And when your attendees retire for the night, they'll do so on the most comfortable, custom-designed beds on The Strip in rooms and suites teeming with amenities rooted in convenience.

With more *Forbes Travel Guide* Five Star Awards than any casino resort in the world, Wynn and Encore are not only ready to answer every need; we've already made sure the answers are ready and waiting.

C&IT

*"The best of the best
in personal service
and superlative style."*



STEVE BLANNER
Vice President of Sales

3131 Las Vegas Boulevard South
Las Vegas, Nevada 89109
702-770-7800
stephen.blanner@wynnlasvegas.com
www.WynnMeetings.com

Facts and Features

Guest Rooms/Suites: 2,716 rooms and suites at Wynn and 2,034 at Encore

Meeting Space: 260,000 sf

Special Services & Amenities: We offer high-tech support, a full-service business center, high-speed Internet access, spacious sunlit meeting spaces, state-of-the-art audio-visual capabilities and two technically supported stages are available.



YOUR SUCCESS IS OUR BUSINESS.

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Wynn | *Encore*
LAS VEGAS



On The Move



MOEHLE

The Walt Disney World Swan and Dolphin Hotel in Orlando, Florida, has promoted **Kristina Moehle** to group sales manager for the Southeast markets. She most recently served as a catering coordinator. **Kelly Hartig** was named group sales manager for the Midwest and West Coast markets. She previously served as catering sales manager for The Country Club of Orlando.



HARTIG



HEFFNER

Allison Lesser has been named director of sales and marketing at Hotel Irvine in Orange County, California. She was vice president of business development at BTS Hospitality.

Catherine Rentschler was named director of sales for the Hyatt Place Washington DC/Georgetown/West End. She was senior sales manager for the Park Hyatt Washington, DC.



O'BYRNE

The St. Regis Atlanta, Atlanta, Georgia, has named **Andréa Heffner** as director of sales and marketing. She was director of sales and marketing at Hotel Jerome, an Auberge Resort in Aspen.

Omni Hotels & Resorts has promoted **Ryan O'Byrne** to corporate director, global sales in the Dallas corporate office. He was global director, sales in the New York global sales office.

Davenport Hotels, Spokane, Washington, has promoted **Briana Anderson** to national sales manager for the association and corporate group markets in the West, Midwest and Northeast markets. She was a sales manager for Davenport Hotels. **C&IT**

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