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A COASTAL COMMUNICATIONS CORPORATION PUBLICATION

NOVEMBER 2016 VOL. 34 NO. 11 \$12.00

WWW.TheMeetingMagazines.com

CORPORATE & INCENTIVE TRAVEL

THE MAGAZINE FOR CORPORATE MEETING AND INCENTIVE TRAVEL PLANNERS

Jonathan T. Howe, Esq.
President and Senior Partner
of Howe & Hutton Ltd., a
meeting professional law
firm with offices in Chicago
and Washington, DC.

Like It or Not...

Planners Must
Weigh Risks and
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at All Times
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ISSN 0739-1587

USPS 716-450

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The Phoenixian in Scottsdale, Arizona, sets the stage for a typically exceptional Southwestern event. **PAGE 32**

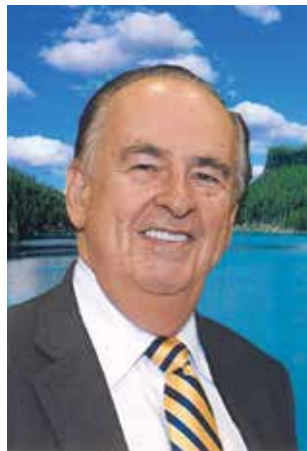


2016 Awards of Excellence

Publisher's Message

Never Be Burned Again

Jonathan T. Howe, the president/senior partner with Howe & Hutton Ltd., serves as general counsel for Meeting Professionals International, the International Live Events Association, Hotel Technology, Next Generation, among others, has sage advice in our cover story this month — “Like It or Not... Planners Must Weigh Risks and Legal Considerations at All Times.” Howe, who also graces our cover, prefers a simple approach and advises corporate meeting planners to follow the basics to achieve a close-to-perfect contract and use trial and error to avoid making the same mistake over and over.



Howe says contracts have gone through an incredible evolution. “What I see in contract terms today are not what is needed but rather how do I avoid another bad experience. In other words, contract clauses today are based upon bad experiences and the desire never to be burned again. Individuals who write their own contract many times will become the lawyer’s best friend.”

Other prominent hospitality attorneys contributed to this must-read legal issues feature on page 20. For example, Laurie E. Sherwood, a partner of Walsworth LLP in Los Angeles, offers suggestions if an attendee is injured during a teambuilding activity. She cautions planners that depending on the jurisdiction, legal issues could include whether the activity was voluntary; whether the injury is covered by workers’ compensation; and whether the participant could sue his employer, an outside meeting planner or the activity vendor. Other issues include whether the contract with the activity vendor contained indemnity and insurance provisions protecting the employer or outside meeting planner — all issues that need to be negotiated before the event.

Perhaps Joshua L. Grimes, Esq. of Grimes Law Offices LLC in Philadelphia, offers the most sobering advice of all, which is certainly not unique to the meetings and hospitality business nowadays: “The days of meetings proceeding just on good faith without each party agreeing to be legally liable for their obligations are over.”

More advice: Consider selecting one of our best-of-the-best 2016 Award of Excellence winners (page 38) for your next meeting, event or incentive program. And never get burned again!

Harvey Grotsky
Publisher

www.TheMeetingMagazines.com CORPORATE & INCENTIVE TRAVEL

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Corporate & Incentive Travel (USPS 716-450) is published monthly by Coastal Communications Corporation, 2700 North Military Trail — Suite 120, Boca Raton, FL 33431-6394; 561-989-0600. Single copies \$12.00 U.S.A. only. Yearly subscription price is \$125.00 in the U.S.A.; Canada and foreign is \$165.00. Back copies \$14.00 U.S.A. only. Distributed without charge to qualified personnel. Periodicals Postage Paid at Boca Raton, FL, and additional mailing offices. POSTMASTER: Please send address changes to Corporate & Incentive Travel, 2700 North Military Trail — Suite 120, Boca Raton, FL 33431-6394. Nothing contained in this publication shall constitute an endorsement by Coastal Communications Corporation (Corporate & Incentive Travel), and the publication disclaims any liability with respect to the use of or reliance on any such information. The information contained in this publication is in no way to be construed as a recommendation by C&IT of any industry standard, or as a recommendation of any kind to be adopted, by or to be binding upon, any corporate/incentive travel planner or agent. Reproduction of any portion of this publication by any means is strictly forbidden. Editorial contributions must be accompanied by return postage and will be handled with reasonable care. However, the publisher assumes no responsibility for return of unsolicited photographs or manuscripts. Subscribers: Send subscription inquiries and address changes to: Circulation Department, Corporate & Incentive Travel, 2700 North Military Trail — Suite 120, Boca Raton, FL 33431-6394. Provide old and new addresses including zip codes. Enclose address label from most recent issue and please allow five weeks for the change to become effective. Printed in U.S.A. © 2016

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News & Notes

Ribbon Ceremony Held at Wyndham Grand Orlando Resort Bonnet Creek



ORLANDO, FL — Charlie Kingston, general manager of the Wyndham Grand Orlando Resort Bonnet Creek and George Aguel, president and CEO of Visit Orlando, cut the ribbon on the new 3,500-sf Bonnet Creek Ballroom, part of the hotel's \$5 million expansion. The ballroom also includes a wraparound balcony and terrace overlooking the 10-acre lake, a state-of-the-art lighting system capable of producing any color on the color wheel and updates to three restaurants. Joining in the ribbon cutting were (l to r) Fred Shea, senior vice president of convention sales and services, Visit Orlando; Kim Chute, marketing coordinator, Wyndham Grand; Kingston; Aguel; Kristie Prantil, senior regional manager, digital field marketing, Wyndham Grand and John Branciforte, area director of sales and marketing, Wyndham Grand. www.wyndham.com

Rossi Ralenkotter Appointed Chair of National Advisory Committee on Travel and Tourism Infrastructure

LAS VEGAS, NV — Rossi Ralenkotter, president/CEO of the Las Vegas Convention and Visitors



RALENKOTTER

Authority (LVCVA) has been named chair of the National Advisory Committee on Travel and Tourism Infrastructure (NACTTI) by Secretary of Transportation Anthony Foxx.

"It is an honor to serve as chair and an inaugural member of this prestigious national committee," Ralenkotter said. "Tourism is reliant on safe and efficient transportation infrastructure, so our industry leaders are excited to have a role in providing our insight to the Department of Transportation and transportation agencies across the country. The travel industry has a tremendous impact on the economy and helps support hundreds of thousands of jobs nationwide. I look forward to working with fellow committee members and promoting the importance of the travel and tourism industry."

In December 2015, President Obama signed the Fixing America's Surface Transportation (FAST) Act, which provides long-term surface transportation funding. The FAST Act facilitated the creation of the NACTTI to provide information, advice and recommendations to develop a national strategy for ensuring U.S. transportation policies align with the needs of travelers. NACTTI is comprised of 25 members appointed by U.S. Department of Transportation Secretary Anthony Foxx to serve a two-year term. www.lvcva.com

New GBTA Study Reveals Technology's Role in Event Planning

ALEXANDRIA, VA — A new GBTA Foundation study indicates the most valued and most desired features when it comes to site sourcing technology, according to a blog by Kate Vasiloff, GBTA research manager.

A majority of planners (57 percent) use events or meeting management technology or software when planning events and nearly all who do (96 percent) find value in using technology to manage their meetings and events. Additionally, almost six in 10 (58 percent) of those who do not currently use it see the potential for technology to improve their processes and programs.

Location (27 percent) and cost (26 percent) are the top factors for choosing a property to host a meeting or event. How does technology play a role in selecting a location? Currently only two in five planners (43 percent) have access to technology that automatically populates city specs including everything from proximity of the venue to other hotels, restaurants and airports along with hotel rates to food and beverage pricing or even a city's crime rates. Half of the planners who use this type of technology find it very valuable to make more informed decisions as would 45 percent of those who don't have access to it. www.gbta.org

SITE Global Conference Focuses on Panama

CHICAGO, IL — During the SITE Global Conference in Panama, the Society for Incentive Travel Excellence (SITE) featured compelling education, dazzling events and vibrant tours that illuminated Panama as an emerging incentive destination. More than 300 attendees from 31 countries came together to discuss important issues in the incentive travel industry, trade best practices and take a deep dive into Panamanian culture.

Notable experiences from the event included an evening reception at the Miraflores Locks at the Panama Canal, an Annual General Meeting of members, which featured updates from both SITE and the SITE Foundation and an Incentive Marketplace where buyers and sellers could mingle.

Serving a second term as SITE President in 2017, Rajeev Kohli, CIS commented on the event's success. "SITE Global Conference has come to an end, and what an event it was, with over 300 of the finest incentive travel professionals from across the world, some of the best education, a once-in-a-lifetime experience walking across the locks of the Panama Canal and amazing evening events. I am speechless for words to express my gratitude to our Panamanian hosts, our members, our staff and especially my international board. You just know when a job is well

done; you know when you are allowed to swell up with pride. So privileged to lead the SITE family into 2017."

At the final night gala, SITE members and chapters were recognized for their excellence and service to the SITE community in 2016.

SITE Chapter of the Year and Chapter Excellence Awards:

- Chapter of the Year: SITE Canada
- Excellence in Education: SITE Italy
- Excellence in Special Event: SITE Southern California
- Excellence in Membership: SITE Scotland

SITE Member Awards:

- Member of the Year: Brian Mordecai, director of group sales, Viceroy Hotel Group and co-chair of SITE Incentive Summit Americas
- Kevin Forde Spirit Award: Wichita Villacres, owner/director, ECO Destination Management Services and past president of the SITE Florida & Caribbean Chapter
- Richard Ross Past President's Award: Martin Lewis, managing director, CAT Publications and a member of the SITE Foundation Board of Trustees
- David Riddell Memorial Scholarship: Stephanie Dhima, sales manager, Event Partners Ireland

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News & Notes

IACC Meeting Room of the Future Publishes Second Research

CHICAGO, IL — As part of an ongoing dynamic initiative from IACC, a second set of research has been conducted and reported following the survey of global venue operators, suppliers and industry experts. IACC Meeting Room of the Future aims to transform the meeting experience through a global collaboration of leaders in conference space design, audio-visual technology, hospitality, academia and conference management. More than 65 venues plus suppliers across four continents were surveyed.

Venues included a large number of IACC-certified properties, where the majority or all of their business is derived from meetings and conferences.

A key finding from this latest research was that venue operators and suppliers are aware of the changing expectations of meeting delegates, and the majority of venue operators see it as their role to provide a great meeting experience, providing new options to the meeting planner. Power has shifted to the participants such that venues and

hosts have to deliver impactful and engaging experiences. Gamification, Design Thinking and Matchmaking at conferences are all good examples of experiences satisfying this important trend.

The report highlights the need for venues to provide more networking and social spaces outside of the meeting room and food and beverage service at lunchtime. Venues need to facilitate delegates being able to meet people, eat and check in with the office and home during this period. www.iaccconline.org

Hilton Hires 10,000 Veterans in Three Years as Part of Its Operation: Opportunity Program

MCLEAN, VA — Hilton announced that its corporate offices, owned and managed hotels, and franchisees have hired 10,000 veterans, spouses and dependents in the United States since 2013. It has reached this milestone two years ahead of schedule as part of its Operation: Opportunity program, which provides wide-ranging support to U.S. military veterans and their families. Hilton also has donated millions of Hilton HHonors Points that veterans can redeem for free hotel stays while seeking jobs, trainings or certifications with Hilton or in any other industry.

Hilton partnered with Hiring Our Heroes, a program of the U.S. Chamber of Commerce Foundation, the White House's Joining Forces initiative and the National Association of State Workforce Agencies (NASWA) to launch Operation: Opportunity in August 2013. At that time, approximately 10 percent of post 9/11 veterans were unemployed, and active duty military were transitioning to civilian life at a rate of more than 250,000 per year.

Hilton's Operation: Opportunity program does not end with this milestone. The company aims for veterans and their family members to be 10 percent of new hires in its corporate offices and owned and managed locations in the U.S. moving forward. Hilton also will continue to donate Hilton HHonors Points to veterans through NASWA. The program is currently operating in 17 states, and Hilton is actively working to expand the program to every state that would like to participate.

For more information on Hilton's commitment to veterans, please visit www.hiltonworldwide.com/militarycareers.

Conrad Chicago Opens Its Doors

CHICAGO, IL — Conrad Chicago, the 20-story luxury hotel located steps from the Magnificent Mile, is now open. The redesign of the former Draft FCB corporate office building into a smart, luxury hotel represents the dynamic vision of hotelier Laurence Geller, international design firm Pierre-Yves Rochon and hospitality design firm Puccini Group.

The property features 287 guest rooms, including 24 suites with two expansive hospitality suites. The hotel's atmosphere exudes a modern and purposeful aesthetic, 10,000 sf of conference and event facilities equipped with state-of-the-art technology, and three unique restaurants.

The central spiral staircase, a dramatic focal point of the hotel, opens to the double height atrium lounge and leads guests directly to a series of graceful prefunction and event spaces. The hotel's 10 multifunctional meeting rooms, designed specifically for high-end meetings and intimate social events, boast breathtaking 360-degree views, illuminating natural light and state-of-the-art technology. In partnership with Social Tables, Conrad Chicago will be delivering custom 3-D imaging of the meeting spaces for guests to view before booking the space.

From keyless guest room entry and smart lighting, to 65-inch flat-screen TVs, every room and suite is designed to make guests' stays easy and personal. Conrad Chicago is offering texting services to increase the speed of communication between guests and hotel staff, as well as the Conrad Concierge App, an integrated app allowing access to all of the luxury services available at the hotel. www.conradchicagohotel.com

MPI Meetings Outlook Reports Moderate Growth

DALLAS, TX — The Meeting Professionals International (MPI) Meetings Outlook, 2016 Fall Edition projects moderate growth in overall business conditions for the foreseeable future. This finding has been consistently positive in prior editions of the report as published throughout 2016.

Key findings include the following:

Moderate growth in overall meeting/event business is predicted with 67 percent of respondents citing favorable business conditions for the year ahead — up 4 percent over last quarter.

Fifteen percent of meeting profes-

sionals have increased threat awareness and response preparedness; 14 percent claim security has influenced destination selection.

Attendance for live and virtual meetings continues to see predictions of growth, by 1.9 percent and 2.4 percent, respectively.

The top categories in which meeting professionals expect to see budget increases for 2017 are security concerns and new technology tools — cited by 34 percent and 22 percent of respondents, respectively.

To view the revised full report, visit www.mpiweb.org/meetingsoutlook.

Sands Bethlehem Announces \$90M Casino Expansion

BETHLEHEM, PA — Sands Bethlehem, a regional casino and entertainment destination located in Bethlehem, Pennsylvania, and owned and operated by global integrated operator Las Vegas Sands Corp. announced plans for a \$90 million casino expansion. With construction expected to begin in the first quarter of 2017, the expansion is estimated to add a new gaming floor and more than 1,000 new gaming seats, along with additional restaurant space, public restrooms and additional back-of-house facilities. The footprint expansion is approximately 59,200 sf and a total gross floor area expansion of almost 100,000 sf.

The casino expansion is proposed within the existing parking lot located to the north of the casino. The existing parking lot will be reduced in size, however parking will be provided within the casino property as well as the recently constructed parking lot near the Hoover Mason Trestle. The expansion plan is subject to approval from the Pennsylvania Gaming Control Board. www.pasands.com

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Snapshots



Diplomat launch party. Bruce Wiles, COO/managing director at Thayer Lodging Group and renowned chef Geoffrey Zakarian; and Thayer Lodging and The Diplomat Beach Resort teams at the official launch of the Hollywood, Florida, resort's \$100M transformation. Invitees gathered in NYC at Brookfield Place alongside celebrity chefs as Wiles kicked off the launch. Now known as The Diplomat Beach Resort, the event allowed guests to capture a glimpse of what is to come when the complete makeover is unveiled in mid-January 2017.



Happenings at IMEX America. **1** DMC Network partner, Sarah Gippin, director of sales, Briggs Inc., NYC, with friends from all over the world reunite at the DMC Network/Ovation party at IMEX America in Las Vegas and produced by AWG Destination Services, a DMC Network Company. **2** Hosts Global Alliance wrapped up another successful year at IMEX. The HGA Exclusive Client Event, held in the hip TAO Nightclub, was a huge success. **3** More than 450 meetings and events professionals attended the Convention Industry Council's Hall of Leaders & Pacesetter Awards Celebration event at IMEX America. (L to r) Karen Kotowski, CAE, CMP, CEO of CIC; John "Jack" Patroski; Mariela McIlwraith, CMP, CMM, MBA; Patrick Delaney, CITE, DMCP, CMM; Carol, CMP, MED; Richard Aaron, MFA, CSEP Emeritus; Colleen Richenbacher, CMP, CTA, CSEP, CPEC, CPC; Bonnie Fedchock, CAE, executive director of NACE and president of the board of CIC. **4** Harvey Grotsky, president of Coastal Communications Corp., and Dr. Sheila Flanagan, head of Academic Policy and Planning at Dublin Institute of Technology, at IMEX America. At the SITE Florida & Caribbean event during IMEX America (l to r) are **5** Bob Christie, Christie's Photographic Solutions, and Francis Purvey, Sunlark Associates; **6** David Middlebrook, Coastal Communications Corp., and Grotsky with Lily Etemadi and Gray Tyndall of Visit Florida; **7** Marshall Rubin, Coastal Communications Corp.; **8** Stuart Gardner, Florida Meeting Services, and Jacqueline Manuel, Club Med; **9** Paula Carlson, Margaritaville Hollywood Beach Resort and president, SITE Florida & Caribbean, Dan Polulak, MiamiAir, Christie and Paul McCluskey, Hunt & Palmer; **10** Joost DeMeyer, First Incentive Travel, Grotsky, Carlson and Purvey.



SITE Global Conference. More than 300 attendees from 31 countries discussed important issues, traded best practices and took a deep dive into the culture during the SITE Global Conference in Panama. Attendees included (l to r) Wichita Villacres, owner/director, Eco Destination Management Services, Aruba/Curacao; Grant Snider, president and CEO, Meeting Escrow Inc.; Fran Rickenbach, EVP, ADMEI; Kurt Paben, president, Channel & Employee Loyalty, Aimia US and Fay Beauchine, president, Brojure; Mary MacGregor, vice president Travel Group, BI Worldwide and Rajeev Kohli, SITE President 2017, joint managing director, Creative Travel Pvt. Ltd.

By Scott Steinberg

How Different Generations Communicate — and How They Can Bridge the Gap

Take a second to stop, pause and look around you the next time you're at a meeting or event, and you may notice something surprising. The faces of tomorrow's leaders are quickly changing. With 74.5 million members and counting, millennials, or Gen Yers (individuals roughly 19–35 years of age) are now the single largest generation in America, both in and out of the workplace. What's more, the way in which they communicate, interact and process information is vastly different than any generation that's come before. In addition, Gen Zers (the generation which follows, members of which were born after 1995) whose habits and norms vary wildly even from millennials, are quickly following right behind. Needless to say, as we discovered while researching my new book *Millennial Marketing: Bridging the Generation Gap*, those of us looking to inspire and motivate these individuals must learn to communicate with them in vastly different ways than with the generations who have come before.

Millennial Messaging

With regard to Generation Y, several important points to note before crafting messages or outreach efforts are as follows. By the year 2020, a third of all adults will be millennials. Nearly nine in 10 won't measure success in terms of money, but rather their ability to accomplish goals and make a difference in their business or community. Roughly 80 percent will want to work for innovative companies, and expect, in fact, to run their own forward-thinking entrepreneurial ventures at some point. Furthermore, like boomers, millennials will hail from a wide swath of age ranges — cultural touchpoints and references that speak to one group of millennials won't necessarily make sense to all, as you're actually looking at multiple generations rolled into one category.

However, it's important to note that virtually every member of this generation will have grown up in an online and connected world, where they're bombarded by media and messaging on a 24/7 daily basis. The net result? Attention spans are shrinking, millennial audiences are increasingly tuning out messages they don't connect with, and — before they're willing to invest their time and attention in efforts — young professionals increasingly need us to show them how, by getting involved in any given venture, their contributions will make a meaningful difference.

As for Gen Zers, who are following in the footsteps of millennials, also keep in mind that they're the first generation who have ever grown up in a mobile world, where virtually everything is available on-demand, personalized to taste, and just a click or tap away. Within four years, these individuals will represent nearly a quarter of America's population — and their attention will be harder to capture and hold than ever. Case in point: Gen Zers use five screens a day on average (smartphone, tablet, TV, desktop and laptop) — as compared to millennials, who use just three. What's more, Gen Zers are far more social than their forerunners, spending up to eight hours a day interacting with friends and family — they love opportunities to interact, such as those meeting planners can regularly provide. But when you're attempting to lead or communicate with them, it's also vital to keep in mind that as result of growing up in a wireless world, their average attention span now lasts just eight seconds — less than that of a goldfish. As you can see, providing clear, concise and engaging messages as part of communications efforts will be key to engaging them. And rest assured, engaging them will indeed be vital to ensuring your organization's future.

What Gen Y and Gen Z Want

Noting these points, as you go about empowering tomorrow's leaders and designing programming and outreach efforts that support your endeavors, you'll want to keep the following items in mind:

Gen Y and Gen Zers will expect clear goals, an engaging variety of assignments to tackle and to work for organizations with a go-getting attitude that encourages people to speak up, collaborate and be more proactive about sharing and acting on ideas.

These generations will demand greater access to professional training and development programs, as well as more hands-on opportunities to expand their experience and skill sets.

Going forward, young professionals will seek more mentorship and ongoing feedback in the workplace, and look to you for additional guidance, as the skills in demand tomorrow will look far different than the ones in demand today.

You'll need to educate these natural-born innovators that teamwork and a winning attitude will be key concepts to embrace as projects become more complex, and a growing number of generations and backgrounds collide in the workplace.

Gen Y and Gen Z will increasingly look to your leadership to provide guidance and ongoing input about what's going on in the organization, as well as ways that they can personally contribute to the cause and make a difference.

It will be necessary to help these generations master multitasking and time management skills, as professionals will growingly be forced to make more (and more important) decisions faster than ever in tomorrow's business world.

Hoping to better connect with these generations going forward? It helps to understand a few points. Looking ahead, Gen Y and Gen Z will (1) Want to work for innovative organizations (2) Expect you to more dutifully teach entrepreneurial, critical thinking, leadership and dynamic decision-making skills and (3) Demand that you provide avenues that give them the opportunity to create positive, lasting change. (Not to mention quickly see how their contributions can go about effecting it.)

A few hints and tips for those hoping to work with these younger generations more effectively going forward are as follows:

Remember that millennials and Gen Zers will hail from a wide range of age groups. A Gen Yer could just as easily be a college student as a young parent. When crafting communications and outreach efforts, take care to leverage common themes or points of reference that all can recognize — and don't assume that a one-size-fits-all approach will always be most effective.

Don't market or promote: Tell stories others can empathize with. As researchers are increasingly demonstrating, millennials aren't responding to routine advertisements or generic messages anymore. Instead, they're looking for causes and efforts that resonate with their values and that they feel they can connect with and support on a personal level.

Keep messaging short and to the point, and grab others' attention right from the get-go. To hold Gen Y and Gen Z's interest, it's best to lead with a strong, one-of-a-kind message — and, where appropriate, use vehicles such as humor or heartwarming tales to quickly differentiate. Highly visual, these generations also respond far better to short animations, videos, infographics, charts and other graphical points of reference than textual elements.

Make a point to stand out at a glance: Gen Y and Gen Zers are used to quickly dismissing the many messages with which they're bombarded. To avoid falling into this trap, help them quickly connect the dots, and explain what makes you and your organization unique, what pain points or problems you can help them solve, and how they can quickly and simply interact with you to create positive outcomes. Give them points of shared interest and incentive to rally behind.

Clearly, millennials and members of Generation Z look at and interact with the world in far different ways than generations who have come before. But with a few simple shifts in perspective and positioning, it becomes far easier to connect and communicate with them on a meaningful level. Employ the strategies above as you go about crafting your communications efforts, or empowering tomorrow's leaders to succeed, and you'll find it far simpler and more cost-effective to drive interest, fuel ongoing engagement and get your message heard.

C&IT

“To hold Gen Y and Gen Z's interest, it's best to **lead** with a strong, **one-of-a-kind message.**”



Scott Steinberg

is an award-winning professional speaker, a bestselling expert on leadership and innovation, and the author of *Millennial Marketing: Bridging the Generation Gap* and *Make Change Work for You: 10 Ways to Future-Proof Yourself, Fearlessly Innovate, and Succeed Despite Uncertainty*. Among today's leading providers of keynote speeches, workshops and seminars for Fortune 500 firms, his website is www.AKeynoteSpeaker.com.

Teambuilding

A corporate group tells its team story in comic book format in this program designed by Play With a Purpose.

Credit: Play With a Purpose

Next-Level Teambuilding

Going Beyond the Fun and Camaraderie to Achieve Higher Work Performance

By Patrick Simms

Back in the late '80s, corporate teambuilding started to gain traction as a best practice, and one could say that it got off on the right foot. The activities were geared toward improving how teams perform in the workplace, and that connection was clear to both participants and the company that invested in the program. By the 2000s, however, the concept of teambuilding had become diluted, and the word today continues to be applied to a variety of group recreational activities that lack defined learning objectives and an explicit connection to the workplace. Longtime teambuilding professionals therefore stress the distinction between true teambuilding and mere group recreation, what Greg Huber calls "team bonding."

Huber, president of Richmond, Virginia-based Signature Teambuilding & Challenge Discovery, has designed and delivered these programs for 25 years. For him, teambuilding involves a "facilitator or leader who's taking the time to draw out the learning and create the conversation leading it back to work performance." Without that element, the most that will likely result from the activity is camaraderie, which might begin to dissipate once participants are back in the office. Arguably then, suppliers who tout any camaraderie-building activity as "teambuilding" are really just capitalizing on a buzzword.

True Teambuilding

Closer to true teambuilding is the activity that builds camaraderie by requiring participants to collaborate on reaching a goal. And when a facilitator connects that mission to workplace performance, true teambuilding is achieved. A teambuilding professional since the mid '80s, Sharon Fisher, CEO of Orlando- and Las Vegas-based Play With a Purpose, distinguishes three levels: "The first one is about relationship-building and team bonding; it's just about having fun together. The next level is the activity where you have to work together as a team to accomplish something, and that can range from a beach olympics to building bikes to

cooking together. And the next level includes a training and learning component that helps the group relate what they just did and the insights from it to their day-to-day work, and (explains) how to continue to build the team."

If a company is setting aside valuable time during a meeting to stage a teambuilding event, a case can be made for investing in the third level, which delivers more ROI. Attendees will certainly have fun at a ballgame together or on a group tour, but (a) they may not bond with any employees beyond their circle of acquaintances, and (b) they're not likely to significantly improve their teamwork at the office as a result. "I tell clients that everything we're going to do is just as fun, just as engaging," says Huber. "And it's carefully designed to include everyone, and you'll get these added benefits and outcomes. They're surprised and say, 'I never thought about that.'"

One of Huber's clients is a property management company that deployed Signature Teambuilding's "Shifting Gears" activity at its annual managers meeting. The approximately 30 attendees engaged in a series of connected problem-solving activities at a local college gymnasium. According to the client company's president, "In the past our teambuilding has been basically fun activities like bowling. This was dif-



Gregory J. Huber

President
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"How are you going to define success at the end? And what do you plan to do after this event (to support the lessons learned)? ...My question is, we're going to get something started, but how are you going to keep it alive?"

ferent for us in that we were hoping that people would have fun, but that also there would be a learning experience. So that was our experiment, so to speak, with Signature."

The experiment worked, as Huber ensured there was a takeaway for the managers. "He did a very good job at the transition between activities, each one building on the one before, as well as relating it both to something that you can learn about yourself for life and the work environment." When Shifting Gears concluded, "he had us come to a room with chairs in a circle and discuss what we had learned. I was quite surprised at the number of people who elected to say something, the vulnerability. Most of it centered around appreciation for their team members and thanking individual team members."

Real teambuilding is also distinguished by what is done prior to the event, not just during and post. The facilitator should get a sense of par-



Signature Teambuilding's Shifting Gears program is a series of different activities customized to reach the client's end goal.

Credit: Greg Huber/Signature Teambuilding



Credits: Play With a Purpose



In Play With a Purpose's Beat the Box activity, teams attempt to crack the code to stop a "bomb" countdown; and in this general session event, participants kick off a conference with playful interaction and excitement.

participant demographics, any challenges they are facing in the workplace, and desired outcomes.

"How are you going to define success at the end? And what do you plan to do

after this event (to support the lessons learned)?" Huber asks his potential clients. "At an adventure park or go kart track they're never going to ask you that, they don't care. My question is, we're going to get something started, but how are you going to keep it alive? If they don't have a plan, I encourage them to create one. Also I ask, how does teamwork work in your organization? What does it look like in your company right now? For teams that are already operating at a high level, we should see that in the activity."

Demographic Challenges

As far as demographics, a group's ages, professions, levels of seniority, etc., all can factor into the choice of activity. For example, Fisher has found that "C suite people don't want to look foolish in front of their peers or associates," and so activities with minimal risk for such scenarios are better choices. She also has found that millennials are "into adventure and physical challenges" whereas older professionals may prefer more sedentary, brainy activities. One such activity Play With a Purpose offers is called "Beat the Box," where participants work in teams to attempt to stop a "bomb" countdown by cracking a code. The code must be entered in an electronic combination lock before the time has elapsed, and participants work to discover the code by solving various puzzles contained in cases, such as letters that have to be ordered correctly to reveal a message.

However, there are certainly physical challenges that are manageable by at-

tendees who are older and/or less athletic, such as Signature's adaptation of the traditional ropes course.

"TeamQuest, our ropes course, is designed to be as inclusive as possible," says Huber. "It's different from most high ropes courses because you climb up a net, and you move more horizontally than you do vertically, so little upper body strength is required. If you can climb two flights of stairs you can do this course."

"Plus, everybody can go up together as a team, unlike other courses where it's one at a time. So no one person feels performance anxiety. They translate that to the workplace: It's not just about me getting there, but all of us together." Ropes courses are in fact making a comeback from their heyday in the '90s, Huber observes. However, he cautions that there are plenty of courses that are not facilitated, and these are better suited for family fun than for corporate groups that want a teambuilding benefit.

Collaboration vs. Competition

Demographics may suggest that an element of competition should be included in the teambuilding activity; sales reps tend to thrive in a competitive environment, for example. But millennial salespeople may not be so keen on that aspect. "The emerging professionals are not into competition, not nearly as much," Fisher observes. "If you do an independent survey, which we do when we're talking to millennial planners, basically they say, 'No, we're into collaboration. We want to do

something where we work together to accomplish a goal.'"

In fact, it is arguable that competition should not be the primary focus of teambuilding, whether or not millennials are involved. "When we get the request for competition, 'we want a winner and a loser,' we're probably not the right fit for them, because we're focusing more on collaboration," says Huber. "That is not to say that competition isn't a healthy attribute of a team. But when competition fails to serve you and you can no longer see opportunities for collaboration, then you have a problem. Plus, competition is so inherent in every organization that they don't need any help with that; they have plenty of it."

Addressing Workplace Issues

Workplace challenges also will inform the choice of activity, and whether to teambuild in the first place. Oftentimes, companies undergoing mergers and acquisitions must integrate new teams. Other times, a company will want to explore the potential — perhaps the leadership potential — of certain employees, and a teambuilding scenario can bring latent skills to light. "The leader at work isn't the leader here, which allows other people to show strengths that sometimes are diminished at work because of their position," Huber explains. "So then you see the way they naturally

behave, which gives the opportunity to evaluate behavior. They may see capabilities they've never seen before."

Facilitating change management is another motivation for teambuilding. Signature's WaterWorx activity is geared toward that goal, setting the scene as follows: "Your team has two options: complain about the circumstances, or refocus their strategy to meet the goals." The learning outcomes are equally well defined: letting go of old ways of doing things, embracing change and using it to one's advantage, and communicating in high-pressure situations.

Change Management

At Newport News-based Ferguson Enterprises, a change management platform was recently added to the training department's Performance Adventure program, which provides experiential learning to Ferguson associates.

"We continually evaluate what is happening inside and outside of the business and design our offerings to best support our associates," says Mark McNitt, director of training. "Currently, our organization is changing the way we service our customers, with some new processes that are a big departure from how we have conducted business over the past 60 years. The more informed our associates and leaders are about how to manage change, the more



Mark McNitt
Director of Training
Ferguson Enterprises
Newport News, VA

"Our accountability mechanism and action plans will help to ensure positive behavior changes, and we expect improved cohesiveness thanks to the new training programs. The response to the new programs has been overwhelmingly positive."

likely they are to excel personally and professionally."

The change management platform emphasizes collaboration in the face of challenges, and includes the use of role-plays and skits, which McNitt describes as "a great way to enhance learning and increase retention," not to mention teamwork. The change management program, along with another new one on stress management, were rolled out in September.

"While it's too early to gauge results, our accountability mechanism and action plans will help to ensure positive behavior changes, and we expect improved cohesiveness thanks to the new training programs," says McNitt. "The response to the new programs has been overwhelmingly positive."

Flip Learning

The combination of teambuilding and learning work-related content can



Getting through Signature Teambuilding's TeamQuest high ropes course is a group effort.

Credit: Greg Huber/Signature Teambuilding



Credits: Ferguson



Ferguson's change management platform emphasizes collaboration in the face of challenges.



Judy Payne, CMP
Director, Meetings and Travel
GameStop
Grapevine, TX

Color-coded seating in the "general sessions ensures that teams are able to sit together and show their team spirit. The teams often vie for the title of 'most energy,' and it really keeps our sessions alive."

be powerful in terms of ROI, and is perhaps less recognized than the combination of teambuilding and diversion, which is quite common. "One of the things that's getting very popular right

now is flip learning, and basically the concept is that you give people all the education and learning that they need prior to the meeting, and then at the meeting you use that time to work together and figure out how to apply the learning," Fisher explains. "So we did a teambuilding event for a company that makes contact lenses and they were introducing a new product, so they sent all the product specs to the sales reps before the conference. At the conference we had created four different interactive games that they played in teams that reinforced everything they were supposed to have learned prior. So it tested to make sure they understood it, and it brought to light who doesn't know their stuff."

She adds, "We're starting to see this blend of learning and teambuilding all the time now; clients want to get more out of their teambuilding."

Fitting It In

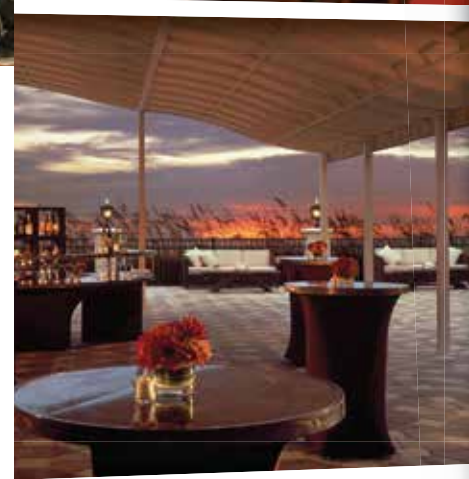
Maximizing the bang for the buck on these activities is especially important for companies that have limited time to spare at meetings. "When I started doing this 24 years ago, everybody had three or four hours (for teambuilding) during the course of the meeting," says Fisher. "And they were willing to spend the time to cut loose and just do something fun and build those relationships. Well now it's very short; if we do a teambuilding event of an hour and a half, that's pretty unusual, and what our clients really now want is to do a team event at a coffee

break. Or they want to immerse it into the learning at the session."

For example, Grapevine, Texas-based GameStop incorporates teambuilding components into the general session for its National Sales Meeting. First, the seating is colored coded for each team using chair back covers; teams with the highest performance ranking are seated at the front as an incentive.

"This extra effort in our general sessions ensures that teams are able to sit together and show their team spirit," says Judy Payne, CMP, director, meetings and travel. "The teams often vie for the title of 'most energy,' and it really keeps our sessions alive." Second, attendees opt-in to the general session by their region/team; GameStop has 30 regions across the country, each with about 200 stores. The teams then participate in contests at the session by texting answers to trivia questions. "We show the results real-time to encourage team participation and fun (hence the activity's name, Text-to-Screen)," says Payne. "And whichever team gets the most correct answers, wins."

While Text-to-Screen does not reach Fisher's "third level" of teambuilding, where the activity is correlated to workplace performance via a facilitator, it has the advantage of time efficiency: The activity is self-explanatory, and attendees participate directly from their seats at the general session. Thus, when meeting schedules do not allow for true teambuilding, there are still ways to evoke some team spirit. **C&IT**



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Like It or Not...

Planners Must Weigh Risks and Legal Considerations at All Times

Like it or not, the possibility of lawsuits or other legal challenges is a part of the meeting planner's world. Even with the most careful planning, every event involves some level of risk. And that in turn brings a variety of legal considerations.

"Planners need to weigh the risks and benefits associated with every meeting location they're considering," says Philadelphia attorney Joshua L. Grimes. "There are legal consequences to canceling an event, failing to meet a con-

tracted room block and to assigning responsibility when something goes wrong. The days of meetings proceeding just on good faith without each party agreeing to be legally liable for their obligations are over."

Of course every problem doesn't have serious repercussions. Frequently the threat of legal action is a hollow one voiced by those who feel aggrieved, or that



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possibility is not even raised. But the legal angle should never be ignored.

"While many times there is no harm from a failure to follow good practices or take potential legal issues into account, if something does go wrong, there may be the potential for liability, financial loss or personal injuries," says Laurie E. Sherwood, a partner at Walsworth LLP, a California law firm.

In fact it's extremely important to take legal considerations into account and treat them seriously, according to Wendy Spivak, principal and co-founder of the Castle Group, a Boston firm focusing on PR, events management, crisis communications and digital media. She notes that agreements are the foundation of the vendor/partner relationship and are a reflection of the climate in which meeting planners will be working. At the same time, they are not the only factors to take into account.

"All event details flow from a contract — from financial arrangements, cancellation and attrition to concessions and confirmed function space," she says. "However, it's important to be cognizant of legal considerations beyond contracts as well."

Beyond Contracts

She notes that ADA regulations, environmental requirements and tax regulations, among others, all have potential legal implications and need to be taken into consideration. Spivak says planners also should be sure to consider noise and open flame restrictions and local licensing requirements, especially if the event is being held in a different country or culture. An example is Europe's strict entertainment licensing fees, which are important to take into account when planning abroad.

It should never be forgotten that while many forms and templates used in planning meetings may seem mere formalities, once signed these forms become contracts that govern the rights and responsibilities of the participating parties. This means they have real legal and financial consequences, notes Patricia S. Mahlstedt, Esq., a member of Eckert Seamans Cherin & Mellott LLC in Pittsburgh, Pennsylvania.

In the process, it pays to remember that your client also is the hotel's client.

"Although the hotel certainly wants to make a profit on the event, it is in the best interest of both you and the hotel that the client is happy with the event," she says. "Therefore, if you make reasonable requests of the hotel in your contract negotiations, the hotel will typically make an effort to accommodate your request."

As an example, she points to a situation where a hotel's proposed form of agreement asks for a deposit but the planner is concerned the group may need to cancel for any number of reasons. An alternative might be to ask that any cancellation fee be reduced if the hotel is able to book an event over the same period with another group,



By Jonathan T. Howe

Reaching for Perfection

Whether a planner is experienced in working with contracts or new to the process, when it comes to putting the negotiations on paper, nothing really is perfect, but we ascribe to getting close.

What Red Flags Go Up?

What red flags go up indicating that a corporate meeting planner should now seek legal advice, or just as important, when should a corporate meeting planner walk away from the negotiation table? There is no easy answer, but there are some things you can do to make it enforceable, which is almost as good as being perfect. Some of the basics to remember are the 5 W's and the H — the Who, the What, the When, the Where, the Why and the How. Every contract clause should be reviewed by asking the same questions.

The basics require certain things:

- **There must be a mutual agreement.** Usually, both sides give up something in order to get something in return.
- **The parties must have the ability and the authority to enter into a contract.** If you have no authority you cannot bind anyone to the agreement except yourself.
- **The contract must be enforceable under state and federal law.**
- **Finally, if it is not in the contract, do not for one second**

think you are going to get it. If it is important to the integrity of your event, it must be included in the contract.

What Are the Minimum Terms?

The key, of course, in any situation is to know what the terms are that you need to have to agree. So let's look at this one more time. Among the minimum requirements for an agreement are:

- Who are the parties?
- What is the job description?
- Dates, rates, block...space?
- What is the term of the agreement or engagement?
- What is compensation to be paid? When?
- What are those areas that require performance or otherwise excuse performance?
- How are disputes to be resolved?
- Laws to be applied?

The best thing you can do is develop an overall checklist, such as compliance with laws, notice provisions, applicable law, venue and anything that you absolutely, positively have to have to make your event successful.

"Individuals who write their own contract many times will become the lawyer's best friend."

Contracts in the hospitality industry have gone and will continue to go through incredible evolution. What I see in contract terms today are not what is needed but rather how do I avoid another bad experience. In other words, contract clauses today are based upon bad experiences and the desire never to be burned again. Individuals who write their own contract many times will become the lawyer's best friend. The old rubric of "pay me now or pay me later" applies and most particularly in recent years for the contract that is not "checked out" against the "5 W's and the H."

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He serves as general counsel for Meeting Professionals International, the International Live Events Association, Hotel Technology, Next Generation, among others. He is general counsel for the Association Committee of 100 sponsored by the U.S. Chamber of Commerce. Howe was named as the first recipient of the Hospitality Industry Attorney of the Year Award and was the first chair of the APEX panel for the Convention Industry Council. He is the special advisor to the American Bar Association Standing Committee on Meetings and Travel, a Fellow of the American Bar Foundation, a Fellow of the American Society of Association Executives and a past chair of the ASAE Legal Section Council. jth@howehutton.com

or request that the client be permitted to cancel the event (without a cancellation fee) within a designated time period prior to the event dates. Mahlstedt says that in making these requests, it's always wise to understand the hotel's perspective. Since the hotel is turning away other business when booking for the specified dates, hotel reps will likely request that a minimum fee or a termination fee be paid, or that the group rebook the event within another designated time period.

Similar logic applies in instances where unusual risks might be involved.

"If your event includes something the hotel will perceive as a higher risk, such as fireworks on property or a fire-eater at your luau, then the hotel will almost certainly request additional insurance and indemnification from your group, Mahlstedt says. "Be prepared to address those with your client."

Not Cookie-Cutter

Much of the challenge in dealing with legal considerations is the broad range of circumstances that might be faced.

Sherwood offers an example where a meeting planner contracts with an outside vendor to plan a physical team-building activity. The vendor decides on a relay obstacle race. During the event, one of the participants trips and breaks his ankle. Sherwood says that depending on the jurisdiction, legal issues could include whether the activity was voluntary; whether the injury is covered by workers' compensation; and whether the participant could sue his employer, an outside meeting planner or the activity vendor. Another factor would be whether the contract with the activity vendor contained indemnity and insurance provisions protecting the employer or outside meeting planner.

Grimes cites a situation where a group fails to meet its room block and a hotel assesses attrition damages. In such an instance, the meeting contract must be carefully reviewed to determine how to properly calculate the amount owed by the group in damages.

"If the contract contains a rebooking clause, the group may be entitled to a partial credit for rooms in the group's block that the hotel is able to rebook," Grimes says. "There are frequently legal disputes over the proper amount owed by the group."

Another example involves a group's right to cancel a meeting without liability when a hurricane causes extensive damages to the meeting hotel. Grimes notes that if the hotel will not be operating due to the weather damage, the group will be relieved of its obligations. But if the hotel might be able to repair its facilities and reopen shortly before the meeting dates, disputes can arise as to whether "act of God" cancellation is appropriate.

"The group will argue that it should be able to cancel because there is no guarantee the hotel will be up and running in time, and the hotel will argue that it will meet a re-

opening deadline," Grimes says. "These kinds of disagreements can be resolved only after a careful examination of the facts unique to each situation."

Kerry Bannigan, co-founder and CEO of Nolcha Events, a New York City events agency, says that the process of obtaining legal permits can itself

"Different clients have different needs, and that will vary by industry and by individual entity."



Patricia S. Mahlstedt, Esq.
Eckert Seamans Cherin & Mellott LLC
Pittsburgh, PA

pose challenges. She recalls the effort involved in arranging a tent for a media meeting space at a high-level international event.

"Due to the outdoor requirements as well as security measures that had to be taken, the sign-offs of legal permits and vendor contracts were crucial," she says. "Time was ticking extremely fast for the approaching event deadline and each day there was another obstacle to receiving legal sign-off."

She says the stress level was high as everything else had moved forward for the event — guests, media, catering, scheduling — but until late in the game, word had still not come through on the permits.

"Thankfully all worked out fantastically in the end," Bannigan says. "But I always recommend being prepared for this type of thing when a client puts together a last-minute event."

And no matter the level of previous experience, there always seems to be the potential for something new.

"I have reviewed thousands of contracts and faced many challenges over the years, but just recently had a situation that surprised even me," Spivak says. "After weeks of negotiation with a large global hotel brand, and over a million-dollar program, we almost had to walk

away because we could not come to terms on the cancellation policy." She says that traditionally, cancellation clauses are rather straightforward but this hotel wanted to include language that would allow the hotel to cancel her group at any time for any reason.

"This was clearly unacceptable," she says. "We were signing this contract on behalf of one of our clients and would never put them at risk in that way. We stood our ground and got our lawyers involved to add a little weight to the situation since we were dealing with a huge global entity."

Ultimately, the hotel agreed to the terms, and the cancellation clause was removed. But a lesson affirmed was that sometimes it's necessary to "get scrappy," Spivak says.

Care With Contracts

When it comes to contracts, paying upfront attention to all details is the only way to go, according to Mahlstedt.

"It's easy to skim over the boilerplate legal language at the end of the agreement and focus on the business terms and fees on page one," she says. "However, the legal language can have a significant financial impact on your client if an issue arises. It's important to understand the benefits and the risks of the provisions in the agreement."

She says if there is a provision you don't understand or have questions about, it's best to ask a lawyer.

"An experienced hospitality lawyer will be able to interpret the provision for you, give you a sense of whether this language is typical in the marketplace, and/or provide you with suggestions for a compromise position that will work to the benefit of your client," she says.

Sherwood agrees on the value of expert help.

"While the meeting planners can generally negotiate the terms of a contract, it's advisable to have an attorney

review the actual contracts before they are signed," she says. "In negotiating terms of contracts, it is important for the meeting planner to not only focus on the key terms that are important to them and their meeting group, but also to focus on minimizing risk."

Knowing your client also is a must.

"Different clients have different needs, and that will vary by industry and by individual entity," Mahlstedt says. An example would be a pharmaceutical company that is sensitive to having a competing group booked at the hotel at the same time as its event. Planners might request a restriction against booking competitive groups, and also provide the hotel with a list of the names of the companies or groups that the client deems to be competitive.

"Attaching the list to the agreement will avoid any confusion by the hotel upfront and significantly lessen the risk of issues arising in the future," Mahlstedt says. "So it is to the benefit of both parties."

Spivak agrees that negotiating carefully at the outset is a key to avoiding surprises in any contract, as is reviewing each provision.

"Make sure to ask for what you need at the beginning of the negotiation process to avoid confusion and streamline the process," she says. "Look at ev-



"Make sure to ask for what you need at the beginning of the negotiation process to avoid confusion and streamline the process."

Wendy Spivak
Principal and Co-founder
The Castle Group
Boston, MA

ery contract with a fresh set of eyes. No two contracts are the same, and all require careful review."

And the need to scrutinize the final version should not be overlooked.

"Always reread the contract before

you sign," Spivak says. "Sometimes there are so many rounds of edits that important details can unintentionally be left in or removed. Be sure all changes are updated in the final version."

That includes making sure all provisions are acceptable whether the omission was intentional or not, according to Grimes.

"If something is missing from the

ance" will mean different things depending on the entity or type of business with whom you are contracting, with a small business typically carrying different levels of insurance than a larger entity or hotel.

"Consider your insurance tolerance for the event at hand versus general policy and look to negotiate this if it works in your favor," she says. "If you're asking an entity to increase their insurance limits to meet your usual corporate guidelines, be prepared to see the additional costs applied to your program, as very often a small business will look to cover you as requested while retaining their existing insurance levels."

Grimes recommends taking the time for some advance preparation leading up to contract discussions.

"Create a list of 'must haves' before starting negotiations that you can present to your contracting partner at the start of discussions," he says. "Have other options in case you can't reach an acceptable agreement with your preferred meeting venue or vendor."

Plans for the Unexpected

No contract covers everything, and no plans are flawless, but some basic efforts will help head off legal problems.

"It's important for meeting planners to do due diligence in selecting various vendors and suppliers such as venues, hotels and activity organizers," Sherwood says. Along with checking liability policies to know what is covered and what is not covered, she advises having a crisis management plan in place in case of an incident.

Environmental hazards may merit special attention. Typical is the uproar created by the latest virus or infectious disease outbreak.

The Zika virus reflects one of many unwanted and in some instances, unexpected factors in the meeting and

events industry, Huggins says. "Whether it is that attendees will choose to cancel or your organization has internal or external perception considerations, environmental threats are a part of meeting life."

Health threats such as Zika and Ebola should be covered in a force majeure clause in the meeting contract, Grimes notes. The clause should be written if the threat is deemed by an independent medical body to be so serious that travel is inadvisable for meeting attendees.

"Some contracts also allow force majeure cancellation if the disease causes a large percentage of group members to cancel their meeting attendance," he says. "This must be covered in the meeting contract, because if it isn't and a disease takes hold, it is almost certain that the group and its vendors will argue over whether cancellation is warranted."

Communicating with prospective travelers about dangers also can be a good idea.

"In the case of environmental threats such as Zika, prudent meeting planners with upcoming meetings in affected locales may want to direct participants to the CDC's website and recommend they consult with a medical professional before traveling," Sherwood says. This enables meeting participants to make

"It's important for meeting planners to do due diligence in selecting various vendors and suppliers such as venues, hotels and activity organizers."

Laurie E. Sherwood
Partner
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informed health decisions and decide whether to proceed with their trip, she notes. Depending on the target population and the timing of the event, planners also may want to consider alternative locations.

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Kerry Bannigan
Co-founder and CEO
Nolcha Events
New York, NY

contract, or a provision doesn't seem right, the planner should insist on making important changes before signing," he says.

In the process, language should be clarified wherever necessary

"The nature of a contract should be easy to read and follow for all parties," says Amberlee Huggins, president and chief marketing officer for CSI, a Washington, DC, destination management company "When dealing with clauses that you are unfamiliar with during your negotiations, ask for examples where the clause may apply. If necessary, add this within the contract."

She says that while contract terms may be written in black and white, unexpected events often occur. Provisions such as "what is reasonable in the circumstances" or "what the intention was between the parties" may need to be applied should a matter go to mediation or arbitration.

On the other hand, in some instances it serves all concerned to be more specific. For example, clauses pertaining to insurance requirements should be very specific, according to Huggins. She says the term "reasonable insur-



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Deliver a Message of Stability and Strength

How Selecting a Historic Hotel Helps Shape the Attendee Experience

By Diana Lambdin Meyer

The Broadmoor Estate House.

One of the many quotable lines from Sir Winston Churchill, popular among architects, is from his October 1944 speech to members of the British House of Commons.

"We shape our buildings; thereafter they shape us."

Churchill was talking about the need to rebuild the House of Commons after the historic structure was destroyed by a German bombing raid in 1941. But Churchill's insight might well apply to meeting planners when considering the potential of a historic hotel for an upcoming conference or event.

What does it say to your attendees

about your company when your event is held in a historic property? Think about the underlying message of stability, tenacity and strength and how you might build on that.

How does the history of the building you select shape their experience during the gathering? Are your attendees more thoughtful and respectful in a building that commands such by its mere presence? Can you influence their behavior in the future, such as greater productivity, sales, etc., by hosting a meeting at such a hotel?

Perhaps some of these hotels and experiences will make you think a little

differently about Winston Churchill's words and how buildings shape us.

The King and Prince Beach Resort, St. Simons, Georgia

The influence of a structure had never occurred to Jody Harris before she coordinated the annual dealer conference for National Computer Corporation, a software company for which she is director of product services.

The South Carolina native now based in Greenville realized that indeed a building can make a difference in how a person feels as soon as she began her site visit at the King and Prince Beach

and Golf Resort, a Historic Hotels of America member listed on the National Register of Historic Places that dates to 1935. The oceanfront property has grown from a simple dance club to a 197-room resort that offers everything from golf, diving and sailing to tennis, cycling and horseback riding.

"You know how there are some homes where you just come in and sit down, places where you know you are already welcomed and comfortable," she says. "The architecture there does that with all the lovely balconies and porches, and I know our attendees felt that, too."

For Harris, the mild weather avail-

able in March was one of the first considerations for the 200-plus people who would be attending the conference from cities across Canada and the northern U.S.

"It's a laidback, traditionally Southern place," she says. "From my perspective, it's a place that honors its heritage and South Carolina's heritage. It's more than a great waterfront property."

All public spaces in the King and Prince underwent a major renovation in 2013, which included removing the lobby swimming pool, thus creating more prefunction space around the Lanier Ballroom. Accommodations

in one of the buildings also has become pet-friendly.

Harris noted little details such as historic images engraved in the stained glass of the Delegal Room and banquet furniture appropriate to the period of the hotel that celebrated the resort's longevity and created a unique experience for attendees. She estimates that about 40 percent of the group stayed a few extra days to enjoy the property.

"There's something about the hospitality of a place with history," Harris says. "It seems the staff absorbs that history and has such pride for what they represent." The March 2016 conference



Credit: West Baden Springs Hotel

The domed atrium at West Baden Springs Hotel, French Lick, Indiana.

also celebrated the company's 30th anniversary. That and the fact that the company's previous conference at Bahia in San Diego had been so overwhelmingly popular with attendees placed additional stress on Harris to find and coordinate just the perfect event.

"We've never used the same property twice for our dealers conferences, but I'm quite sure that's about to change now that we've experienced this gorgeous gem," she says.

French Lick Resort, French Lick, Indiana

For as many years as most employees can remember, the Air Hydro Power Company in Louisville, Kentucky, has foregone any holiday party for its 165 or so employees in favor of a "Year Beginning Celebration" in early January.

"It helps take the pressure off of the holidays, especially for our employees with children and their many holiday activities," says Sharon Stetter, administrative assistant responsible for special events.

The Year Beginning Celebration has always been held in one of Louisville's many event venues, including the historic Brown Hotel.

But after a visit to the historic resorts in French Lick, Indiana, Stetter, who admits she is often the wet blanket for party planning, enthusiastically recommended to her bosses to take the party on the road. After polling a number of employees who, too, liked the idea, the company booked the entire West Baden Springs Hotel for their weekend party. French Lick is about an hour north of Louisville.

"The entire property, from the moment you pull into the driveway, has such a feel or aura to it of a quieter, more peaceful time," Stetter says.

French Lick Springs Hotel and West Baden Springs Hotel date to the 1850s and celebrate a period of great mineral spa resort experiences. In 2006–07, the two hotels reopened as one resort after a \$560 million, multiyear renovation.

In 2015, a 58,000-sf expansion to the Meeting and Event Center debuted, including a 22,000-sf adjustable ballroom. The center now boasts 27 meeting rooms of various sizes for a total of 163,000 sf of meeting and event space throughout the resort.

Certainly the most visually stunning and unique of those spaces is West Baden's domed atrium, frequently called the Eighth Wonder of the World. It spans 200 feet and includes 35,000 sf of floor space. A majority of the hotel's 243 guest rooms open to a balcony overlooking the atrium.

In early January, when the Air Hydro Power party was held, the hotel's 40-foot-tall Christmas tree and other holiday decorations still adorned the lobby, creating a festive, yet calming environment.

"After the craziness of the holidays, it was just an extra gift to be able to relax in such an atmosphere," Stetter says.

Air Hydro Power utilized various corners of the atrium to host receptions for new employees and their spouses, a cocktail party, dinner and dancing. Several employees took advantage of spa services and additional

time at the resort after the corporate event was complete.

"Everyone loved it so much, we immediately booked for 2017," says Stetter.

When the people at Air Hydro Power return, they'll find an expanded 6,100-sf Pavilion on the Pete Dye golf course that includes a covered patio with gas firepit. A new event barn will add 5,200 rugged square feet to the meeting options.

The Jefferson, Washington, DC

Calvin Coolidge was president in 1923 when the building that is now the Jefferson Hotel opened for residents, but most recently it's been President Barack Obama who prefers the Jefferson for many of the high-level meetings he hosts in the nation's capitol.

The 95-room hotel is one of the few in the city with the approved security needs to accommodate the president and many of his high-profile guests.

And just occasionally, when the president is at the hotel, incoming guests, such as the executive committee members of the American Beverage Association, are alerted that a slight delay might occur as they check in.



Credit: The Jefferson

The Jefferson, Washington, DC.

"The Jefferson does a very good job of alerting us to when our schedule may coincide with the president's," says Trudi Moore, meetings and events manager for the ABA. "It's never been a concern for any of our members. Indeed many are flattered to be in the same building as the president of the United States."

The boutique hotel is ideal for the small events that Moore coordinates for the board. The 25–30 attendees are presidents and CEOs of some the



Credit: Boston Park Plaza

The Grand Ballroom at the Boston Park Plaza hotel.

nation's biggest beverage companies. They, too, appreciate the safety and security of the location, as well as doing business in rooms where some of the greatest leaders of history have stayed and done business. Original documents signed by Thomas Jefferson are among the artifacts that speak to the historical significance of the building.

"Other than when the president is in the building, our board members have never had to wait for their rooms," Moore says. "The staff here truly understands the etiquette of working with high-level executives, which is one reason the Jefferson is perfect for our board meetings."

The Peabody, Memphis, Tennessee

Another place that has hosted a number of presidents, celebrities and even England's Prince William is the Peabody in Memphis, thus confidentiality and etiquette are among the many standard amenities at this hotel that dates to 1869.

With her company based in Memphis, Velvet Graham, a senior director at ServiceMaster, has used the Peabody for a wide variety of conferences, events and overnight accommodations. When she needed to coordinate a town hall-type meeting that would eventually announce the company's long discussed decision to keep its corporate headquarters in Memphis, Graham knew that she could count on staff at the Peabody to maintain the confidentiality of the event while assisting with a complex press conference.

"They do a great job of understanding our unique needs and always show a great deal of creativity in keeping things fresh," says Graham, who coordi-

nates meetings for seven brands under the ServiceMaster umbrella.

2015 saw a complete renovation of the hotel's 16,200-sf Grand Ballroom and prefunction areas, along with the Peabody Executive Conference Center.



"The Peabody is the perfect marriage of historical perspective and modern attitude and conveniences. Our out-of-town guests are always very excited to experience this hotel."

Velvet Graham, Senior Director, Events & Community Relations, ServiceMaster, Memphis, TN

As 2016 comes to an end, renovations should be complete on the Continental Ballroom, where Elvis Presley attended his high school prom in 1953, as well as the Skyway Ballroom where the likes of Lawrence Welk, Tommy Dorsey and the Andrews Sisters performed.

"The Peabody is the perfect marriage of historical perspective and modern attitude and conveniences," Graham says.

"Our out-of-town guests are always very excited to experience this hotel."

Noteworthy Updates

Boston Park Plaza, Boston, Massachusetts. Opened in 1927; completed a \$100 million renovation in May 2016 of all guest rooms and 50,000 sf of meeting space, new steakhouse and Starbucks.

The Broadmoor, Colorado Springs, Colorado. The most recent addition to the Broadmoor's meeting venues is the Broadmoor Estate House, a 13,000-sf five-bedroom mansion across the street from The Broadmoor Cottages. The house became available in September 2016.

Brown Hotel, Louisville, Kentucky. Opened in 1923; hotel's 4,000-sf rooftop garden reopened in fall of 2016; accommodates up to 400 guests; hotel's 16 stories is one of tallest in downtown.

Brown Palace Hotel & Spa, Denver, Colorado. Opened in 1892; added an additional 3,500 sf of meeting space in October 2015; complete remodel of guest rooms on four floors.



Credit: Brown Hotel

The two-story lobby of the Brown Hotel, Louisville, Kentucky.

The 8th hole at Full Cry at Keswick Hall and Golf Club, a luxury resort set in Virginia's scenic Hunt Country.

The Elms, Excelsior Springs, Missouri. Opened in 1888; where Harry Truman learned he had indeed defeated Dewey; complete remodel of spa and return of historic lap pool in 2015; Google Fiber wireless internet in early 2017.

Grand Hotel, Mackinac Island, Michigan. Opened in 1887; an additional five two-room suites in spring 2017; complete remake of business center with Apple products and wireless printing.

Hotel Jerome, Aspen, Colorado. Opened in 1889; complete interior renovation/upgrade in 2012; the hotel



Credit: Keswick Hall and Golf Club

ia. Built in 1912; complete guest room renovation in December 14; new Pete Dye-designed 18-hole championship golf course August 2015.

Omni Severin, Indianapolis, Indiana. Built in 1913 and designed by Kurt Vonnegut's grandfather; back lobby and 17,000 sf of meeting space received a \$2 million facelift in late 2016; only hotel in Indianapolis with balconies.

Partridge Inn, Augusta, Georgia. Built in 1910; 144 guest rooms; completely remodeled in 2015 including more than 8,000 sf of event space; high-speed Wi-Fi at 100 mbps; first hotel in Georgia to be included in Historic

Hotels of America.

Pfister Hotel, Milwaukee, Wisconsin. Opened in 1893; new app to tour hotel's public art investment; \$2 million in upgrades in public spaces in 2016.

Renaissance Des Moines Savery

Hotel, Des Moines, Iowa. Present hotel, third under Savery name, opened in 1919; significant history with Women's Army Corps during WWII; closed in August 2016 for complete renovation of heating, cooling, electrical; major renovation of guest rooms, baths and meeting spaces; scheduled to reopen in March 2017.

The Vinoy Renaissance St. Petersburg Resort & Golf Club, St. Petersburg, Florida. Open since 1925, the Vinoy completed renovations of the mezzanine and plaza levels in 2016. In the coming two years, the Vinoy plans upgrades at its Snell Isle facilities including an expanded swimming pool; 361 guest rooms, marina; 99,000 sf of indoor/outdoor event space.

Waterfall Resort, Ketchikan, Alaska. Structure built in 1912 converted to all-inclusive remote sport-fishing resort in 1983; 52 oceanfront acres and full-service meeting facilities; 2016 season debuted eight new boats making it the largest private fleet in Alaska. **C&IT**



Credit: Pfister Hotel

The Pfister Hotel, Milwaukee, Wisconsin.

has recently purchased the adjacent Aspen Times building with plans to turn the entire property into meeting space; details on completion date unknown at this time.

InterContinental Mark Hopkins Hotel, San Francisco, California. This historic property celebrates its 90th birthday in December 2016; hotel is a member of Nob Hill Connection, five historic hotels in the Nob Hill district.

Jefferson Hotel, Richmond, Virginia. Dates to 1895; will complete a three-year, three-phase reconstruction project in early 2017 that included all guest rooms as well as Lemaire Restaurant; rotunda lobby ceiling completely restored.

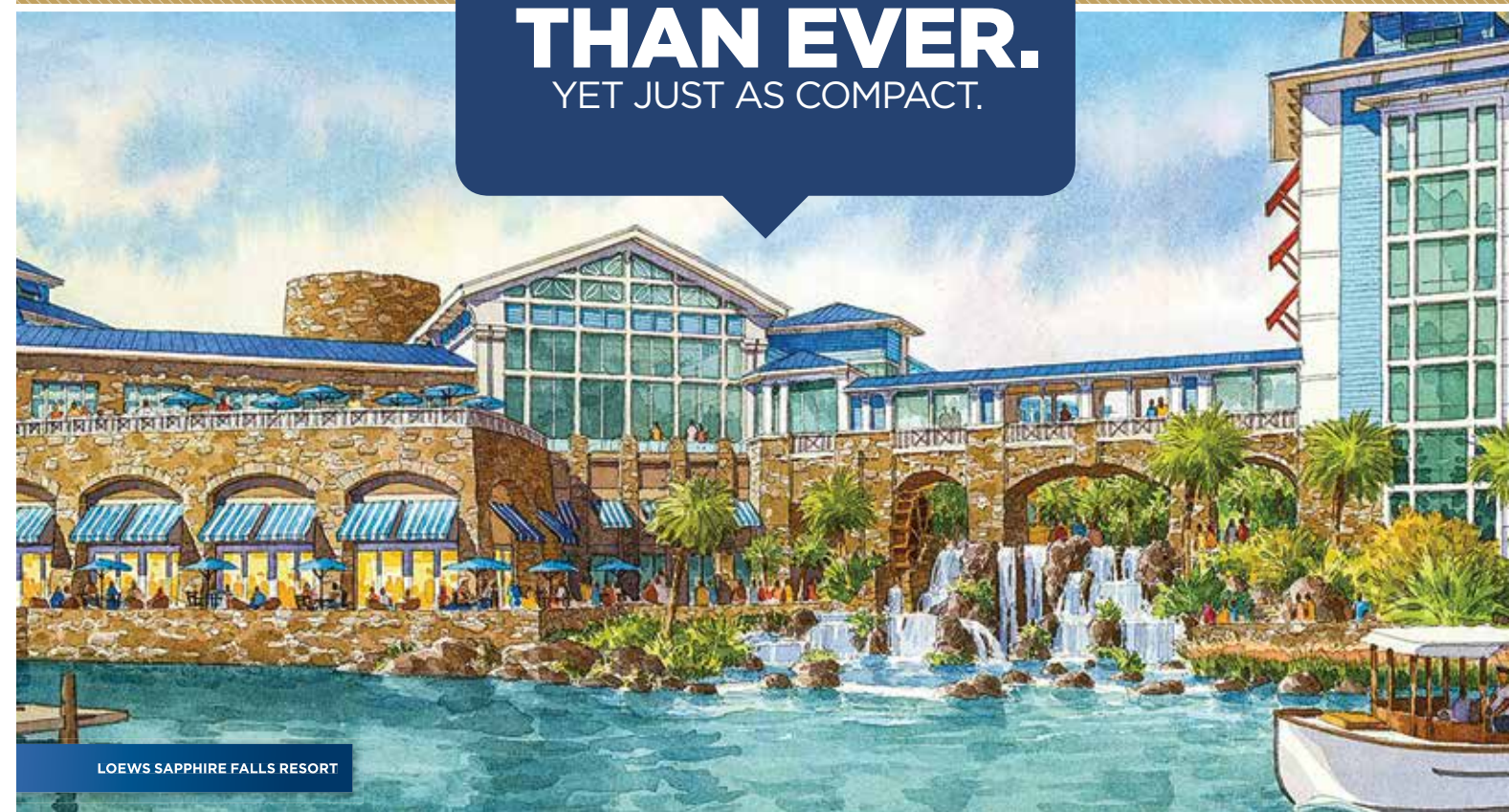
Keswick Hall, Charlottesville, Virgin-

The Vinoy Renaissance St. Petersburg Resort & Golf Club in St. Petersburg, Florida.



Credit: The Vinoy Renaissance St. Petersburg Resort & Golf Club

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The Best of Arizona

**Awe-Inspiring Settings Abound
in the Desert Southwest**

By Christine Loomis

In addition to near perfect weather most of the year and a landscape that inspires awe, Arizona appeals to meeting planners and attendees thanks to its wealth of adventures and experiences, diverse cities, sophisticated dining and an enormous range of lodging options.

Arizona brilliantly melds its rugged Western heritage with a deeply rooted spirituality and focus on wellness that draws from both Native American and contemporary influences. Its business facilities, from intriguing intimate local venues to large convention centers, consistently deliver what groups want and need, and Arizona CVBs and DMOs are known to be excellent partners, able and willing to assist planners with what they need. In short, set a meeting in Arizona and success is bound to be the result.

Phoenix

Downtown Phoenix has enjoyed a renaissance in recent years and growth that includes new hotels and new venues. Phoenix Convention Center & Venues, with more than 900,000 sf of meeting and exhibition space, has been named among the top 10 convention centers in the country.

And though Phoenix draws business from across the world, it also draws from companies headquartered in the metro area that know exactly how much the city offers. That was the case with Scottsdale-based HelmsBriscoe, which held its 2016 annual business conference with 1,800 attendees in downtown Phoenix in June.

"Downtown Phoenix is a wonderful partner of ours, and being able to have our annual conference in the city where our global headquarters is located was very well received by all attendees," says Peter Shelly, executive vice president with the company and the 2016 annual business conference chair. "With Phoenix as a hub for most major airlines, attendees enjoyed the airlift and close proximity of the airport to our two host hotels. Our partners at Visit Phoenix were outstanding in making our group feel welcome, and it was the first time in our 24-year history that we hosted our annual conference in our hometown."

An event at the Arizona Biltmore, a Waldorf Astoria Resort in Phoenix.



HelmsBriscoe's 2016 annual business conference with 1,800 attendees featured an opening night street party at CityScape in downtown Phoenix.

The group made use of multiple venues in downtown. "Along with Visit Phoenix and many of our industry sponsors, we hosted an amazing street party at CityScape in downtown Phoenix on our opening night," Shelly says. "After our opening general session concluded at Phoenix Symphony Hall, our attendees took a few minutes to walk over to our street party, which took place right in the heart of downtown. The focal point of the evening was the outstanding entertainment, from street performers and dancers to old cars and unique experiences provided by Walter Productions. While the majority of the evening's activity did take place outdoors, all conference attendees could also enjoy the hospitality of four local restaurants throughout the evening, including Blue Hound, Copper Blues, Squid Ink and The Corner."

The group was based at the Sheraton Grand Phoenix and Hyatt Regency Phoenix, both in close proximity to the Phoenix Convention Center, where the majority of conference events took place. "From a planning point of view, both properties' conference service managers were easy to work with, always available and prompt in their responsiveness," Shelly says. "The two headquarter hotels rolled out the red carpet to our group and had a wonderful sense of arrival for all delegates. Both hotels scored 9.5 out of 10 in our post-conference evaluations by attendees, so I am confident when I say everyone was impressed with the level of service at both host hotels."

Shelly's advice to planners considering his home city is to engage at the outset with Visit Phoenix. "Involving Visit Phoenix helped to make our meeting a great success. Despite the fact our meeting was in June, a warm time of year here in Arizona, with good planning and assistance from the local experts and city of Phoenix ambassadors, the weather was not an issue. The Visit Phoenix team is creative, resourceful, always ready to take your event to the next level, and they're great partners to work with for citywide events."

Sheraton Grand Phoenix provides 1,000 rooms on 31 floors, and 112,000 sf of indoor-outdoor meeting space; Hyatt Regency Phoenix offers 693 guest rooms and 48,000 sf of flexible function space.

Just north of the city center and offering a different sort of vibe, Pointe Hilton Tapatio Cliffs Resort also is an ideal meeting destination. Steven Beck, owner of Seek & Find Travel LLC, brought one of his clients, a marketing organization, there for its annual sales and training meeting and its regional manager sales meeting, the first in June and the second in September. The meetings had 125 and 100 attendees, respectively.

Like others, Beck points to the many attributes of Phoenix as a draw for planners. "Phoenix has much to offer whether cultural, sporting, environmental or dining, which were all important to the groups," he says. And then there's "how surprisingly beautiful the city is, especially at sunset, and the tremendous number and variety of meeting locations."

Beck's groups found everything they wanted at the resort, including the right amenities, a competitive rate and the fact that it had recently been remodeled. And, Beck adds, there was much that stood out, including "the sales team, onsite support team, engaged leadership (hotel managers), the restaurant, beautiful rooms and the golf course."

Additionally, Beck notes, "Rooms surround the meeting rooms, providing easy access. Meeting rooms are done in a Mediterranean décor with some Southwest. Plus, AV is standard so no issues, and the catering was remarkably well done."

For these groups, this location was definitely the right choice. "I liked the feel of the resort because it felt like we were in our own little part of Phoenix," Beck says. "It would not have had the same feeling downtown." And, he adds, the resort staff "has a 'here to serve' attitude."

For all those reasons, Beck highly recommends the resort to others. "Start at Pointe Hilton Tapatio Cliffs Resort before you go anywhere else, especially if you are looking for a place



The Boys & Girls Clubs of Greater Scottsdale perform a traditional hoop dance at Reval's welcome reception at The Scottsdale Resort at McCormick Ranch.

"The Visit Phoenix team is creative, resourceful, always ready to take your event to the next level, and they're great partners to work with for citywide events."



Peter Shelly, Executive Vice President
HelmsBriscoe, Scottsdale, AZ

that is unique with a wonderful staff and that answers many of the desires from your client."

Pointe Hilton Tapatio Cliffs, set in Phoenix Mountain Reserve, offers eight pools, 65,000 sf of indoor/outdoor venue space, plus access to Lookout Mountain Golf Club. An \$8.5 million renovation of 544 of the resort's 584 two-room standard suites was recently completed.

Scottsdale

Although connected to Phoenix, Scottsdale has its own vibe and an ethos born of its strong Western roots and its status as one of the most sophisticated upscale cities in the state. That's exactly what Melissa Jimenez, global events director at Reval, a leading technology company providing cloud-based software to help clients manage cash and financial risk, found in Scottsdale.

The September event, Reval Connections, drew 200 attendees. "For our specific event, I was looking for a unique space to fit our theme 'Camp Reval,' which was a luxury adaptation of the best of childhood summer camp combined with cutting-edge treasury-technology content," Jimenez says. "Our conference was in Las Vegas the previous year and I was looking for something more intimate and personal. Scottsdale provided many indoor-outdoor options, and I was excited to explore them and break away from the traditional conference model. The city also has a low sales tax, which heavily influenced my decision."

The group was based at The Scottsdale Resort at McCormick Ranch, a Destination Hotel, and Jimenez says several things influenced that choice. "The hotel recently underwent a massive renovation, and it's gorgeous. The meeting space is modern and laid out beautifully. I had a tremendous meal during my site visit — so good that I came back the next day after looking at other properties just to eat there."

Jimenez calls the hotel chic with a smart layout, which includes rooms that are just a short walk from the meeting space. "The décor is a nice combination of antique, modern and comfortable. It's beautiful and feels luxurious without being pretentious. The pool bar is fun and relaxed. The rooms are comfortable, spotless, and if there is an amenity you are looking for, they have it or will get it."

Moreover, the hotel ably helped facilitate the group's intricate theme. "This was not a rinse-and-repeat production model," Jimenez says. "During my site visit I explained how the theme would need to be executed during our program, and they not only listened but contributed ideas, and those ideas were good. Everyone from the front desk to the landscapers to the catering staff was friendly and helpful — and not in a 'we've been trained to be this way and hate what we do but have to behave in this manner' way. It was a genuine 'we are in this together as a team and I enjoy my job' way. And I can sniff out the difference really quickly."

And then there was the convention manager, about whom Jimenez says, "Hands down, I had the best convention manager ever. She was on top of everything and a true joy to work with. Additionally, the PSAV team was top-notch and their influence made my program exceed my expectations. You know they are amazing when clients are emailing you post event to say how wonderful the AV was! Finding the right



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"I looked at several cities before choosing Scottsdale. ...If you are a good planner, your instincts are usually correct, so don't ignore them."

Melissa Jimenez, Global Events Director
Reval, New York, NY



experiences including exceptional golf. Among Marana's lodging options is The Ritz-Carlton, Dove Mountain, which is where Diane Tungate, executive assistant at a global plastics, packaging and engineered materials company, who has planned meetings for the company for 20 years, will set the 2017 Engineered Materials Sales Meeting next September.

It's no accident that the 2016 meeting in Fort Lauderdale is also at a Ritz-Carlton. "I received a cold call from Gina Kirby, director of national accounts with The Ritz-Carlton, Dove Mountain, at the time I was looking for a hotel in Fort Lauderdale for our 2016 meeting," Tungate says. "Gina set me up with the Fort Lauderdale property, then convinced me to tour the Dove Mountain facility for our 2017 meeting."

About the two events, Tungate says, "We partnered with Ritz-Carlton for both 2016 (in Fort Lauderdale) and 2017 (in Marana) and worked out a great meeting package."

In terms of Dove Mountain's location benefits, she points to "the climate, great airport and beautiful scenery. Our meeting attendees overwhelmingly request meetings where the temperature is warm and scenery is beautiful," she adds. "While the airport isn't as close to the resort as other locations we've been, traffic seems to flow very smoothly making the drive very easy."

As for the resort, a Forbes Five Star property, Tungate says she had several things to consider on her site visit. "What was the overall appearance of the property (was it clean and up-

personality fit of the team you will be working with matters, and these guys are the best."

Jimenez encourages others to consider The Scottsdale Resort at McCormick Ranch. "Visit the property and be open to something different," she says. "They will partner with you and will be your best asset when things go off plan. It rained during our event, yet our transition to being indoors was seamless. They are fun to work with. We had everything from two different room drops, a custom welcome at check-in to some unusual event creative throughout the property, and it was all well executed. Planning is an art. It's also a ton of work. Our program took almost a year to put together, and it's so nice to work on a project and have fun with the extended team while doing it."

The one downside for Jimenez is flights in and out of Phoenix, which she calls limited compared to other larger cities. "I wish there were more afternoon flight options, and I think the demand is there," she says. "It's a bit harder for international travelers to have their connecting flights line up. I hope the airlines take notice of that, because I do think it's the only issue I would raise."

Other than that, she believes "Scottsdale has it all." To her fellow planners she says, "Do your homework so you know exactly what you're looking for. Don't site visit just to see what is 'out there.' Create your wish list and then go see the venues that match your wish list. I used a site-search company to help narrow my search and was glad I did. I looked at several cities before choosing Scottsdale and dozens of properties before choosing the six or so I visited. From there, follow your instincts. If you are a good planner, your instincts are usually correct so don't ignore them."

Scottsdale Resort at McCormick Ranch features 326 guest rooms and 50,000 sf of recently renovated meeting and event space, plus access to the McCormick Ranch Golf Club.

Tucson and Marana

Within the Sonoran Desert and surrounded by multiple mountain ranges, Tucson is an outdoor lover's paradise and a modern city offering a lot for meeting planners and groups. Marana, about 25 miles northwest of Tucson, is a smaller town in the high desert that also packs a lot of meeting punch. Both cities have easy access to Saguaro National Park and Tucson Mountain Park, and to a variety of outdoor

The Ritz-Carlton, Dove Mountain in Marana features 44,000 sf of indoor-outdoor function space.



dated)? Was the meeting space adequate size with enough breakout space? And were the sleeping rooms and beds nice? Another item I considered is whether the resort has unique space for dinners. I try to avoid dinners in traditional banquet rooms because I like the attendees to have fun and unique experiences to break up the full days of meetings."

In the end, the hotel met the necessary requirements of the group, which will be about 200. While planning has only just begun for 2017, Tungate says, "Gina Kirby has gone above and beyond to help me up to this point."

With most of the planning yet to come, Tungate has already chosen some venues for dinners on the first two nights of the conference. "On the first night, we're booked to have

dinner outside on the golf course, including a glow-golf experience for our attendees as an icebreaker. On our second night, each market segment will break down into its own group and will have separate market-segment dinners. During those dinners, we will utilize the pool, patios, lawn and any other unique space offered by the hotel," Tungate says. "But venue spaces won't be assigned until I have a better handle on how many will be in each group."

The Ritz-Carlton, Dove Mountain features 253 guest rooms, a spa and 44,000 sf of indoor-outdoor function space, plus access to the Golf Club at Dove Mountain.

Sedona

The ideal setting for small to mid-size groups, Sedona is one of Arizona's most compelling destinations with its famed red-rock formations and mystical energy. It also offers a vibrant art scene, trendsetting dining, rich culture, Native influences and exceptional shopping, spas and adventure.

Among Sedona's meeting-friendly properties is Enchantment Resort, which offers 217 guest rooms and 13,000+ sf of meeting space within its stunning 70 acres, plus a highly regarded spa, golf and countless outdoor experiences.

Whichever towns groups choose, Arizona has what it takes to drive strong attendance and to provide an experience that will translate to positives on post-conference surveys — not a bad place for planners to start...and finish.

New & Noteworthy

Phoenix-Scottsdale Metro Area

This month, **The Phoenician** in Scottsdale is scheduled to unveil a complete renovation of all 585 guest rooms and suites. The redesign includes new furnishings, carpeting, wall coverings, tiled entryways, quartz stone countertops and new patio furnishings, including a day bed. Locally sourced artwork and details that speak to the area's and the resort's history, culture and destination also are incorporated. Special features include USB ports on the night stands and reading lights in the bed headboards. Ground-level casitas also offer new fire tables on the patios. (*Read more about The Phoenician on page 58.*)

The tallest building in Scottsdale is the 15-story, 496-room **Talking Stick Resort**, featuring sweeping views of the city and mountains from guest rooms and the rooftop Orange Sky Restaurant. Operated by the Salt River Pima-Maricopa Indian Community, the AAA Four Diamond Talking Stick offers a cultural center as well as culturally rich experiences. In addition to 113,000 sf of indoor-outdoor meeting space, the resort has a 650-seat showroom, casino, spa, 11 restaurants and the Talking Stick Golf Club, with two championship Troon-managed courses.

The legendary **Arizona Biltmore**, a **Waldorf Astoria Resort** in Phoenix, melding 1929 glamor and an upscale contemporary aesthetic, unveils a renovation this fall, providing



Steven Beck, Owner
Seek & Find Travel LLC, Round Rock, TX

executive golf course, a 5,000-sf fitness center and 37,500 sf of indoor-outdoor meeting space.

Carefree

In April, **The Boulders Resort & Spa** announced completion of its yearlong renovation that included updates to the Main Lodge, changes in Discovery Lounge to better frame views of the 12-million-year-old boulders for which the resort is named, and modernized décor for Palo Verde restaurant. Brand new is the 5,500-sf Latilla Ballroom in the Main Lodge, and the resort's 160 casitas have been upgraded. And in July, the Boulders announced a slew of new customized corporate wellness programs designed to help improve self-awareness and center the mind, body and spirit for meeting guests.

C&IT

Credit: The Phoenician



The Phoenician in Scottsdale features a 27-hole championship golf course beautifully integrated into the Sonoran Desert.

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Greensboro, NC

Hawaii Visitors & Convention Bureau
Honolulu, HI

Irving Convention & Visitors Bureau
Irving, TX

**Las Vegas
Convention and Visitors Authority**
Las Vegas, NV

Long Beach Convention & Visitors Bureau
Long Beach, CA

Los Angeles Tourism & Convention Board
Los Angeles, CA

Meet AC
Atlantic City, NJ

Mexico Tourism Board
New York, NY

**Monaco Government
Tourist and Convention Bureau**
New York, NY

**Monterey County
Convention & Visitors Bureau**
Monterey, CA

Nashville Convention & Visitors Corp.
Nashville, TN

**New Orleans
Convention & Visitors Bureau**
New Orleans, LA

NYC & Company
New York, NY

**Oklahoma City
Convention & Visitors Bureau**
Oklahoma City, OK

Philadelphia Convention & Visitors Bureau
Philadelphia, PA

San Antonio Convention & Visitors Bureau
San Antonio, TX

San Diego Tourism Authority
San Diego, CA

San Francisco Travel Association
San Francisco, CA

Scottsdale Convention & Visitors Bureau
Scottsdale, AZ

Singapore Tourism Board
New York, NY

South African Tourism
New York, NY

Team San Jose
San Jose, CA

Tourisme Montreal
Montreal, PQ

Travel Portland
Portland, OR

**United States Virgin Islands
Department of Tourism**
St. Thomas, USVI

Visit Anaheim
Anaheim, CA

Visit Baltimore
Baltimore, MD

Visit Baton Rouge
Baton Rouge, LA

VISIT DENVER
Denver, CO

Visit Indy
Indianapolis, IN

Visit Jacksonville
Jacksonville, FL

Visit KC
Kansas City, MO

VISIT Milwaukee
Milwaukee, WI

Visit Orlando
Orlando, FL

Visit Phoenix
Phoenix, AZ

VisitPittsburgh
Pittsburgh, PA

Visit Savannah
Savannah, GA

Visit Seattle
Seattle, WA

Visit Tampa Bay
Tampa, FL

Visit Tucson
Tucson, AZ

Visit Winston-Salem
Winston-Salem, NC

Hotels, Resorts & Conference Centers

ARIA Resort & Casino
Las Vegas, NV

Atlantis, Paradise Island
Paradise Island, Bahamas

Beau Rivage Resort & Casino
Biloxi, MS

Bellagio
Las Vegas, NV

Boca Raton Resort & Club
Boca Raton, FL

Borgata Hotel Casino & Spa
Atlantic City, NJ

The Broadmoor
Colorado Springs, CO

Caesars Palace Las Vegas
Las Vegas, NV

Casa de Campo
La Romana, Dominican Republic

Colonial Williamsburg
Williamsburg, VA

The Diplomat Beach Resort
Hollywood, FL

Disney's Grand Floridian Resort & Spa
Lake Buena Vista, FL

Disney's Yacht & Beach Club Resorts
Lake Buena Vista, FL

Eaglewood Resort & Spa
Itasca, IL

Fontainebleau Miami Beach
Miami Beach, FL

Foxwoods Resort Casino
Mashantucket, CT

**Gaylord National
Resort & Convention Center**
National Harbor, MD

**Gaylord Opryland
Resort & Convention Center**
Nashville, TN

**Gaylord Palms
Resort & Convention Center**
Kissimmee, FL

**Gaylord Texan
Resort & Convention Center**
Grapevine, TX

Grand Geneva Resort & Spa
Lake Geneva, WI

Grand Hyatt Denver
Denver, CO

Grand Sierra Resort & Casino
Reno, NV

Hilton Anatole
Dallas, TX

**Hilton Hawaiian Village
Waikiki Beach Resort**
Honolulu, HI

Hilton New Orleans Riverside
New Orleans, LA

Hilton Sandestin Beach Golf Resort & Spa
Destin, FL

Hotel del Coronado
Coronado, CA

Hotel Hershey
Hershey, PA

Hotel Monteleone
New Orleans, LA

The Houstonian Hotel, Club & Spa
Houston, TX

Hyatt Regency Chicago
Chicago, IL

Hyatt Regency New Orleans
New Orleans, LA

Hyatt Regency Orlando
Orlando, FL

**Innisbrook Resort,
a Salamander Golf & Spa Resort**
Palm Harbor, FL

JW Marriott Desert Springs Resort & Spa
Palm Desert, CA

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

**JW Marriott
Scottsdale Camelback Inn Resort & Spa**
Scottsdale, AZ

Keystone Resort & Conference Center
Keystone, CO

La Cantera Hill Country Resort
San Antonio, TX

La Quinta Resort & Club
La Quinta, CA

The Langham, Boston
Boston, MA

Loews Miami Beach Hotel
Miami Beach, FL

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

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
Uncasville, CT

The National Conference Center
Lansdowne, VA

New York Hilton-Midtown
New York, NY

New York-New York Hotel & Casino
Las Vegas, NV

Ocean Reef Club
Key Largo, FL

The Omni Homestead Resort
Hot Springs, VA

Omni Orlando Resort at ChampionsGate
ChampionsGate, FL

Orlando World Center Marriott
Orlando, FL

The Phoenician
Scottsdale, AZ

Ponte Vedra Inn & Club
Ponte Vedra Beach, FL

The Resort at Pelican Hill
Newport Coast, CA

The Ritz-Carlton, Dove Mountain
Marana, AZ

The Ritz-Carlton, Laguna Niguel
Dana Point, CA

The Roosevelt Hotel
New York, NY

Salamander Resort & Spa
Middleburg, VA

The Scottsdale Plaza Resort
Scottsdale, AZ

Scottsdale Resort at McCormick Ranch
Scottsdale, AZ

The Seaport Hotel & World Trade Center
Boston, MA

Seminole Hard Rock Hotel & Casino
Hollywood, FL

Sheraton Grand At Wild Horse Pass
Chandler, AZ

Sheraton New York Times Square Hotel
New York, NY

The Shores Resort & Spa
Daytona Shores, FL

South San Francisco Conference Center
San Francisco, CA

Stoweflake Mountain Resort & Spa
Stowe, VT

Streamsong Resort
Streamsong, FL

Talking Stick Resort
Scottsdale, AZ

Tropicana Las Vegas
Las Vegas, NV

Trump National Doral Miami
Miami, FL

Turnberry Isle Miami
Aventura, FL

The Venetian Resort Hotel Casino
Las Vegas, NV

Villas of Grand Cypress
Orlando, FL

**Walt Disney World
Swan and Dolphin Hotel**
Lake Buena Vista, FL

The Westin Kierland Resort & Spa
Scottsdale, AZ

The Westin La Paloma Resort & Spa
Tucson, AZ

**The Woodlands
Resort & Conference Center**
The Woodlands, TX

**Wyndham Grand
Rio Mar Beach Resort & Spa**
Rio Grande, PR

Wynn Las Vegas
Las Vegas, NV



AWARDS OF EXCELLENCE

LONG BEACH CONVENTION & VISITORS BUREAU

Twelve-Time Winner

Nestled along the Pacific Ocean in the center of Southern California, Long Beach is a watersport paradise. All of the attractions of Los Angeles and Orange County — downtown LA, Hollywood, Universal Studios and Disneyland — are just minutes from Long Beach's scenic downtown waterfront.

Attractions & Dining

Long Beach features its own world-class attractions: The Queen Mary and the Aquarium of the Pacific, Rainbow Harbor, The Outlet Center at the Pike, Shoreline Village, plus four distinctive museums, two historic ranchos and nearly 12 miles of scenic beachfront, inland waterways and bays.

Long Beach is pedestrian- and bicycle-friendly and is ranked as one of the "Most Walkable Neighborhoods in America." Long Beach Transit also offers free Passport shuttle buses throughout the downtown area.

Long Beach boasts a vast world of great food, exotic dining and memorable restaurants. You will find more than 125 quality restaurants within an eight block radius in downtown, serving everything from hot wings to haute cuisine.

Long Beach Convention & Entertainment Center

Located in the center of the city's downtown waterfront, the Long Beach Convention & Entertainment Center features more than 400,000 sf of modern, flexible exhibit and special

event space. Well-lighted walkways and promenades provide stunning oceanfront vistas where visitors can enjoy the vibrant blending of big city amenities alongside the casual and welcoming atmosphere of a seaside resort.

A \$40 million modernization of the Long Beach Convention & Entertainment Center has created a new model for the contemporary convention center of the future. This dynamic repositioning is designed to give guests a warm, stylish and welcoming social experience. With the needs of today's convention attendees in mind, the center's lobbies and hallways have been enhanced to create mini meeting spots and networking pods where attendees can sit, talk and socialize. Free Wi-Fi in these public areas allows attendees to go online to work and connect with their offices.

The Pacific Room in the Long Beach Arena has become one of Southern California's hottest new meeting and special event venues. With 45,000 sf of floor space and a built-in professional LED stage lighting and sound system, the Pacific Room provides an intimate environment for dinners, concerts and special events for up to 5,500 people, and it is fully customizable to match any planner's imagination.

Getting to Long Beach has never been easier with service from three major airports. LAX and Orange County Airports are less than 30 minutes away, and Long Beach Airport, which underwent a \$140 million renovation, is 10 minutes from downtown.

C&IT



IRIS HIMERT
Executive Vice President

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Citywide Facts and Features

Guest Rooms/Suites: 4,688
Meeting Space: Hotels 219,000+ sf; offsite 500,000+sf
Convention Center FYI: 400,000 total sf; exhibit space, 224,000 sf; Pacific Room, 45,000 sf; Grand Ballroom, 20,456 sf; Promenade, 13,200 sf; Seaside, 6,317 sf; Terrace Theater, 3,000 seats; Center Theater, 800 seats; Long Beach Arena, 13,000 seats.



Long Beach
California Fresh, Urban Coast

Imagination realized.



The Pacific Room brings together dazzling light, sound, décor and atmosphere for an infinitely versatile experience. **A turnkey setting** with pre-wired, pre-rigged lighting and sound, and stylish furnishings — all of which is yours to utilize at no charge — **saving over half a million dollars in rental and labor costs.** Experience an atmosphere that invites connection and rocks the wow factor — **there's nothing like it** (on this planet anyway).

800.452.7829 | MeetInLongBeach.com MeetLBC MeetInLongBeach



AWARDS OF EXCELLENCE

TEAM SAN JOSE

Thirteen-Time Winner

As the seat of power for the most innovative tech companies in the world, renowned wineries and a walkable downtown, attendees will quickly fall in love with San Jose, California — better known as the Capital of Silicon Valley. San Jose cultivates an atmosphere that fosters creativity for pioneering concepts, the ideal environment for meetings.

Located 3.9 miles from downtown, Mineta San Jose International Airport (SJC) is your gateway to Silicon Valley. The airport's \$1.3 billion modernization makes it one of the nation's greenest, most efficient and modern airports. SJC recently added non-stop international service to Shanghai, Beijing, Frankfurt and London, along with domestic non-stop flights to Long Beach, Chicago and New York/Newark.

Upon arrival, instantly connect with San Jose's free Wickedly Fast Wi-Fi, the nation's best free Wi-Fi experience. Our Wi-Fi service extends from the airport, throughout downtown and within the convention center.

Meeting Venues

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. These venues offer a combined 550,000 sf of meeting space.

Hotel rooms are readily available with 2,200 committable rooms within walking distance from the convention center and a total of 8,000 rooms citywide. Planners also can benefit from

the luxury of Team San Jose's innovative and pioneering one-stop-service, a testament to 100 percent of surveyed meeting planners and trade show executives wanting to return.

Dining and Activities

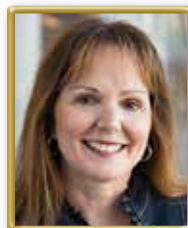
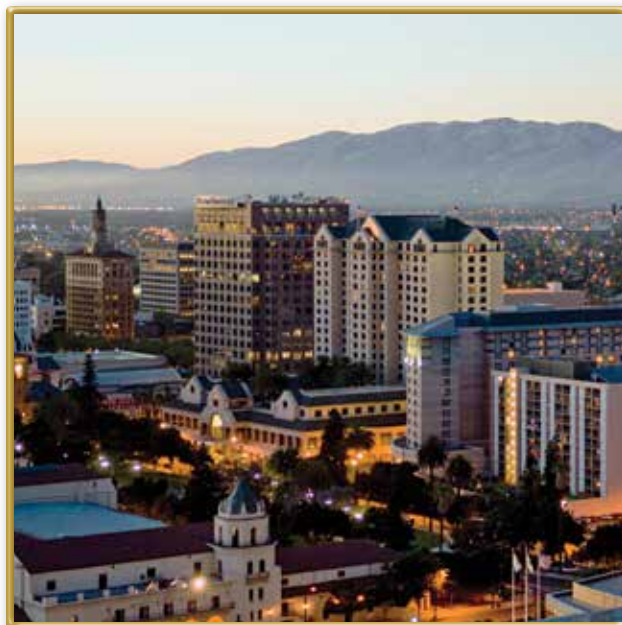
After the convention, explore downtown's 250+ dining and nightlife options in Japantown San Jose, San Pedro Square and Little Saigon. Stroll along an eclectic strip of museums and galleries in SoFa District, interact with the latest tech exhibits at the Tech Museum of Innovation and experience vibrant performing arts and entertainment throughout the city — all within walking distance from the Convention Center.

Natural Beauty

San Jose's surrounding areas offer immense natural beauty, and San Jose's 300 days of annual sunshine are a great excuse to get outside. Feel liberated among shimmering poppies and magnificent redwood groves at Castle Rock State Park, Big Basin Redwoods State Park or Henry W. Coe State Park. Contrast that experience by exploring iconic Silicon Valley landmarks including Apple, Google and Facebook.

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



CHERYL LITTLE, CMP

Director of Sales and Destination Services

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Citywide Facts and Features

Guest Rooms: 8,000+

Hotels/Resorts: 60

Meeting Space: 550,000 sf

Convention Center FYI: The McEnery Convention Center has served over one million meals to the local community through their initiative, Hunger at Home.

It's a **disruption** mindset.

It's the Silicon Valley Mindset. In San Jose, we know innovation happens when perspectives shift.

Let our city inspire your group. Plan your next discovery at sanjose.org/meetings.

visit
**san
Jose**
CALIFORNIA
← & Meet



AWARDS OF EXCELLENCE

VISIT ANAHEIM

Six-Time Winner

Why Anaheim? It's a valid question for convention organizers, trade-show planners and corporate meeting leads. Here's a better one: Why would you host your event anywhere else?

Anaheim is distinctive, vibrant and continually evolving, with world-class facilities and amenities that make events memorable — along with the transportation and lodging infrastructure that makes those events possible.

Five Reasons to Plan Your Event in Anaheim

- 1. Location, location, location.** Centrally located in Southern California and easily accessible from almost anywhere, Anaheim is one of the world's leisure capitals. Visitors have an extraordinary variety of recreation options at their disposal — including outdoor activities, professional sports, acclaimed restaurants, luxury shopping and a vibrant nightlife. They won't need to worry about variety in the forecast, though: With nearly 300 days of sunshine a year and temperatures averaging 67 degrees, the weather in Anaheim is as welcoming as the city itself.
- 2. A wealth of options to get in.** Anaheim has four major airports within 40 miles, with more than 1,000 daily domestic and international flights. Once visitors arrive, they can choose from hundreds of hotels in the Anaheim Resort Area.

- 3. A wealth of options to get out and about.** Anaheim Resort Transportation shuttles connect visitors with top dining, shopping and entertainment venues, including Disneyland Resort, the Anaheim Packing District, South Coast Plaza and more. And the Anaheim Regional Transportation Intermodal Center provides easy access to all other ground-transportation options.
- 4. Wide-open (event) spaces.** Already the largest exhibition facility on the West Coast, the Anaheim Convention Center (ACC) in fall 2017 will add 200,000 sf of flexible space for exhibits, meetings and banquets. The project will make the LEED Gold certified ACC one of the few exhibit halls in the U.S. with more than 1 million sf of multipurpose space. Features include in-house catering, advanced technology, 94 meeting rooms, 200,000 sf of lobby space and a 7,500-seat arena.
- 5. Wide-open arms.** Long known for generous hospitality and customer service, the Anaheim experience begins even before event attendees begin to arrive. Visit Anaheim has a dedicated team to support meetings and conventions, from pre-event marketing and sales to client services such as lodging and communications.

Need More Reasons?

Head to www.visitanaheim.org/meetings and start making your list today.

C&IT



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VisitAnaheim.org/meetings

Citywide Facts and Features

Guest Rooms/Suites: 20,517 in the Anaheim Resort District and Garden Grove, and 58,681 in Orange County

Hotels/Resorts: Anaheim Resort District and Garden Grove (93) and Orange County (507)

Meeting Space: 352,000 sf at the ACC

Convention Center FYI: The ACC will complete its expansion in fall 2017, increasing exhibit space to a total of 1.013 million sf.



Attendees of the Natural Products Expo West welcomed the warm Southern California morning with a sun salutation during a yoga class on March 11, 2016, in the Grand Plaza in front of the Anaheim Convention Center.

visitanaheim.org/cit





AWARDS OF EXCELLENCE

VISIT DENVER THE CONVENTION & VISITORS BUREAU

Twenty-One-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, chef-driven dining and unparalleled views are all within walking distance of the compact downtown.

Denver Has It All

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.

The Colorado Convention Center is set to undergo a major expansion, including the development of 80,000 sf of new flexible meeting space and a 50,000-sf outdoor terrace with unobstructed views of the Rocky Mountains.

Denver International Airport (DEN) offers more than 1,500 daily flights to more than 180 worldwide destinations and has recently added major new international nonstops, including Reykjavik, Tokyo, Mexico City and Munich. Fares to DEN have decreased by nearly 47 percent since 2000, one of the steepest drops in the nation. The new airport rail line gives your attendees a fast and affordable way to

get from DEN to downtown's completely renovated Denver Union Station.

New downtown hotels include the 214-room Hilton Garden Inn Union Station, a 200-room Kimpton Hotel near Denver Union Station, the 180-room Hotel Indigo, the 170-room Maven Hotel, the 170-room Moxy Hotel (2017) and the 495-room AC Hotel/Le Méridien (2017) near the CCC. These hotels will help bring the downtown total to more than 10,000 rooms by 2017. A 519-room Westin recently opened at DEN.

Denver was the first destination to receive ASTM/APEX Level Two certification for sustainable meetings. The CCC also received the same certification for Venues, as well as LEED Gold certification, and the Blue Bear Farm at the CCC grows more than 5,000 pounds of fresh fruits and vegetables every year.

Spectacular views can be found on the rooftop patios of Denver's award-winning restaurants and food halls. Avanti Food & Beverage and Central Market bring a Denver spin to this exciting trend. Avanti is a collective eatery home to seven unique restaurant concepts offering everything from Venezuelan arepas to Japanese fusion. Central Market, in the hip River North (RiNo) neighborhood, offers nearly a dozen vendors from wood-fired pizza to a chocolatier in a communal setting with some of Denver's best street art nearby. And historic Larimer Square also boasts a wide variety of local culinary gems, including Rioja and TAG.

C&IT



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Citywide Facts and Features

Guest Rooms: 10,000+ downtown (2017), 45,000+ metrowide

Hotels/Resorts: 42 downtown/150 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.

REINVENT THE FUN RUN

DENVER ELEVATES EVERY ASPECT OF YOUR MEETING WITH
EXCEPTIONAL EXPERIENCES AND UNIQUE OFF-SITE VENUES



Sunrise yoga
at Red Rocks



Bike-sharing program



Start planning at
CONVENTIONSELEVATED.COM





AWARDS OF EXCELLENCE

VISIT TUCSON

Fifteen-Time Winner

With a food scene that has attracted international attention, you've probably heard something about Tucson lately. In the pages of meetings publications such as this one, and in *USA Today*, *The New York Times*, *Wine Enthusiast*, *Food Network Magazine* or *The Guardian*, or possibly from someone who had their own successful meeting here, Tucson is a city that's having a moment.

The Power of Connection

Why Tucson? Why did *USA Today* include Tucson in a list of cities emerging as a "top pick for biz meetings?" How did Tucson make Cvent's list of top meeting destinations for the last two years?

It's about the power of connection: the essence of what makes Tucson special. Not just the surprising affordability of holding a meeting in Tucson, but the connection between a planner and the Visit Tucson staff, going the extra mile to make your event spectacular. The connection evident in the fact that eight of 10 meeting planners choose Tucson after a site visit. The connection between your attendees and the living, breathing desert.

Real Experiences

Site selection isn't just a matter of who has rooms and where. That's not what makes for great events. It's about culture, the opportunity to have a real experience. Tucson is a city

that offers opportunities outside the meeting room and conference center. Yes, we have world-class resorts, destination spas and hotels, but we also have airplane hangars, working cattle ranches, desert gardens and historic theaters.

Want the sort of event that lives on beyond the closing ceremony? Where social media is full of images of people having more fun than they've had on a business trip? The sunset photos alone will be remarkable, we promise.

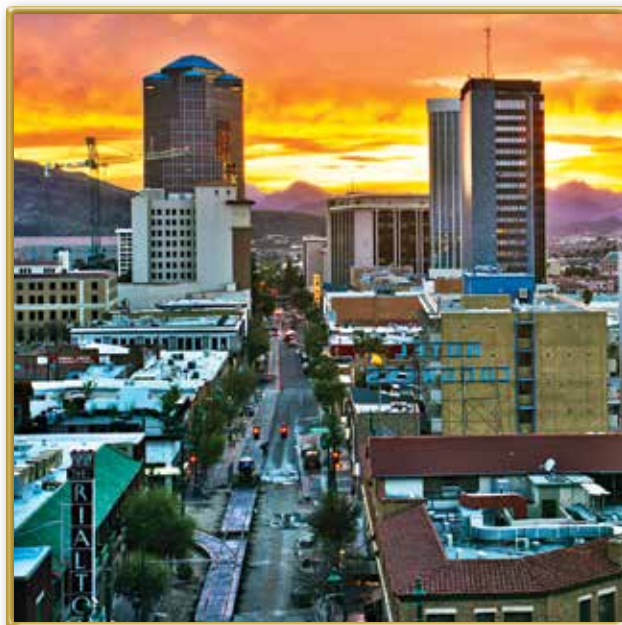
People don't come to Tucson to do the ordinary, the expected. That's not what this city is about.

When it's time to get beyond the ballroom to find a place that provides the opportunity to relax and re-energize, with at-your-fingertips luxury at CFO-pleasing value and a spectacular variety of properties to choose from, Tucson shouldn't be just among *USA Today* or Cvent's top picks, but among those of savvy meeting planners looking to wow their attendees as well.

Easier Than Ever

Tucson International Airport has nearly 60 flights a day arriving from 18 major U.S. airports, and now, with a new daily non-stop flight from New York's JFK International Airport on American Airlines and a new AC Marriott coming to downtown in 2017, it's easier than ever for groups to experience the beauty, culture and incredible meetings properties here for themselves. Yes, Tucson feels off the beaten path, but it's not hard to find.

C&IT



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Director of Sales

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www.VisitTucson.org/meetings

Citywide Facts and Features

Guest Rooms: 15,000

Hotels/Resorts: 148

Convention Center FYI: In the heart of Tucson's downtown, the city's cultural hub, the Tucson Convention Center is ready for your event.



Why do we say that Tucson will provide your attendees "that moment where you just want to stay in it?"

It's because we're in the "moment-making" business.

With nonstop flights to TUS from JFK, it's never been so easy to create that moment.

Tucson's one of a kind culture creates an experience that extends beyond the ballroom. Book now through 2018 and earn up to **\$15,000 OFF** your Master Account.

TucsonOnUs.com | 1.888.2.TUCSON



tucson
VISIT TUCSON.ORG



AWARDS OF EXCELLENCE

ARIA RESORT & CASINO

Seven-Time Winner

Discover ARIA's unexpected indulgences around every corner — whether it's a gemstone facial, advanced in-room technology or our state-of-the-art meetings and convention space. Step inside our AAA Five Diamond award-winning resort and casino, and experience luxury at its finest.

Meeting Facilities

A spectacular glass wall overlooking the pool lets in light and enhances your meeting experience. Three levels of flexible space feature four ballrooms ranging from 20,000 sf to 51,000 sf, three with fully functioning theatrical stages. Each level offers additional breakout meeting rooms from 800 to 3,400 sf to host smaller programs. Two executive boardrooms are designed for intimate meetings with intricate presentation requirements. Innovative technology combined with clean air, natural lighting and 300,000 sf of space make ARIA the ideal meeting place.

A recent remodel of our already high-tech space has four media walls and a large conference room in the business center, along with beautiful new stone and carpet. Always feel connected with tech tables and charging capabilities throughout the space. A major 200,000-sf expansion of our award-winning convention center with open-air spaces is scheduled for completion in early 2018. The facility's top floor is set to become one of Las Vegas' most unique meeting venues as it complements a vast ballroom with a striking

outdoor patio. The top-floor patio will feature stunning views overlooking The Park and T-Mobile Arena.

Dining and Accommodations

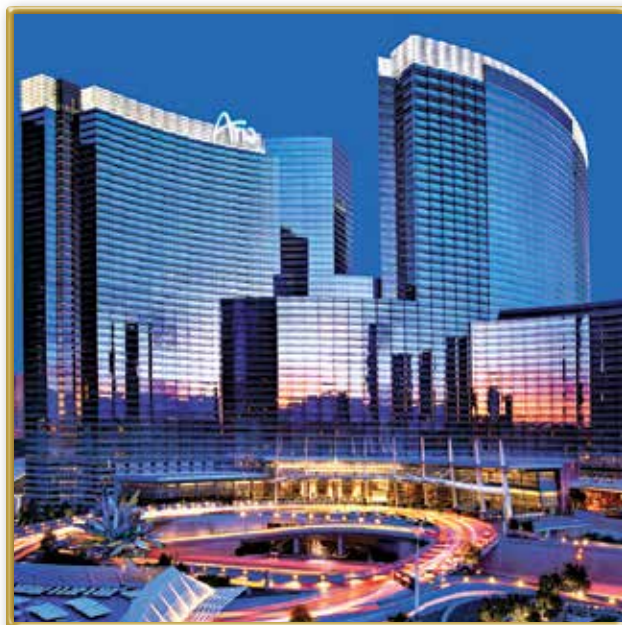
After a successful meeting it may be time for a bite. Your options are as numerous as they are tasteful. Throughout our resort, you'll find 16 unique restaurants serving a fine collection of edible art. We've assembled some of the world's most critically acclaimed chefs, including Michelin Award-winning chefs Jean-Georges Vongerichten, and James Beard Foundation Award-winning chefs Shawn McClain, Julian Serrano and Michael Mina.

After you've relaxed, head up to your room to enjoy your corner view. Every room here has one. With the push of a goodnight button put everything to sleep, from lights to blackout curtains. Then slip into 12 layers of bedding and triple-sheeted bliss.

For an elevated level of luxury, the exclusive *Forbes Travel Guide* Five Star award-winning ARIA Sky Suites are the ultimate destination. This hotel within-a-hotel's lavish accommodations add personalized touches such as complimentary airport limousine transportation, private entrances throughout the property and a pool designated for only Sky Suites guests.

One visit and you'll see what makes ARIA a destination unlike any other. *This is how we Vegas.*

C&IT



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Vice President of Sales

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www.ARIA.com

Facts and Features

Guest Rooms/Suites: 3,304/700

Meeting Space: 300,000 sf

Special Services & Amenities: Discover all the ways, ARIA is the smartest hotel on The Strip. Technologically advanced rooms and suites, five-star service, 16 world-class restaurants, exhilarating nightlife and more.

A top-ranked,
unconventional center.
this is how we vegas™

A spectacular glass wall overlooking the pool lets light in. Sustainable materials keep waste out. A recent remodel to our already high-tech space ensures you stay connected with your meeting expectations. Media walls, news tickers, recharge areas, and industry-leading Wi-Fi is just the beginning. A major 200,000-square-foot expansion of our award-winning convention center with open-air spaces is scheduled for completion in early 2018.

Aria.com • 866.718.2489



Aria
RESORT & CASINO
LAS VEGAS

An MGM Resorts
Luxury Destination



AWARDS OF EXCELLENCE

THE BROADMOOR

Thirty-Two-Time Winner

Nestled into the scenic foothills of Colorado Springs, Colorado, beside the southern Rocky Mountains, The Broadmoor is the longest-running consecutive winner of both the AAA Five Diamond and *Forbes Travel Guide* Five Star awards.

Since first opening in 1918, The Broadmoor has provided an incomparable Colorado experience to groups of all sizes and types, gaining a reputation as “the most unique resort in the world.” This historic property blends European elegance with authentic Colorado experiences. Groups will feel inspired in its versatile meeting venues, impeccable convention amenities, mountain- and lake-view accommodations, magnificent scenery, and exciting Colorado activities and adventures.

Meeting Facilities

The Broadmoor includes 185,000 sf of meeting space, ranging from the 60,000 sf of pillarless, carpeted space of Broadmoor Hall, to exceptional, intimate meeting spaces throughout the resort. New to The Broadmoor is one of the most inspiring gathering places in the West: The Overlook at Cloud Camp. Soaring 3,000 feet above The Broadmoor atop Cheyenne Mountain, this rustic, yet elegant, 1,500-sf function space features amazing scenic views, two-story ceilings, a covered front porch and expansive back deck. Groups up to 70 will find this distinct setting absolutely unforgettable.

After collaborating and brainstorming in the meeting ven-

ues, guests can enjoy all of the amenities and activities one would expect from a world-class property in an unexpected setting of remarkable natural beauty. Guests can unwind at The Broadmoor's *Forbes Travel Guide* Five Star spa and fitness center and delight their taste buds with superlative dining options including Penrose Room — the only Forbes Five Star, AAA Five Diamond restaurant in Colorado. Also available are six tennis courts, indoor/outdoor pools, distinctive retail shops and three championship golf courses.

Unique Experiences

But what makes The Broadmoor such a one-of-a-kind experience is the breadth and diversity of uniquely Colorado experiences available. Located on 5,000 stunning acres, The Broadmoor allows guests to explore on horseback or mountain bike, sample the ancient sport of falconry, hike the scenic Colorado mountains, learn the skill of fly-fishing from an expert or take a thrilling zip line adventure through a breathtaking canyon.

Easily accessible year-round from all over the country and around the world, The Broadmoor is only 15 minutes from the Colorado Springs Airport and only 75 minutes from Denver International Airport.

Nowhere else will you find world-class meeting spaces and amenities set in an incomparable Colorado backdrop of natural beauty and outdoor activities. Let the ideas breathe and your guests feel inspired at The Broadmoor.

C&IT



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Director of Sales

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www.broadmoor.com

Facts and Features

Guest Rooms: 784

Meeting Space: 185,000 sf, 62 meeting rooms

Special Services & Amenities: The Broadmoor Wilderness Experience offers all-inclusive Colorado experiences: The Ranch at Emerald Valley, Cloud Camp and The Broadmoor Fishing Camp.



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BIGGEST IDEAS.



Meetings and events take on a special energy at The Broadmoor. Our magnificent Colorado setting will inspire your people. Our world-class golf, spa, dining and more will refresh them. The unique venues and activities of our new Broadmoor Wilderness Experience properties will challenge them and change their perspectives. Our 185,000 square feet of meeting space is flexible enough to meet your most demanding requirements. And amidst it all, The Broadmoor's legendary tradition of quality and service will ensure your event is a success. Contact us today and start planning your meeting now at broadmoor.com.

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AWARDS OF EXCELLENCE

THE DIPLOMAT BEACH RESORT

Fourteen-Time Winner

The Diplomat Beach Resort — reborn with a new name and look — brings iconic hospitality back with endless discoveries in one brilliant oceanfront destination. Rising above the Atlantic surf, this Florida playground has been reimagined to contemporary perfection. The Diplomat's \$100 million makeover debuts in January 2017 with a breezy coastal style that embraces an indoor-outdoor lobby, fully renovated guest rooms and suites plus a vibrant mix of 10 new restaurants and bars to dine, mingle and imbibe.

Repeatedly recognized as one of the best meeting resorts in America, and voted a 2016 Top Florida Resort by *Condé Nast Traveler* readers, this dynamic beachside meetings destination delivers a seamless, amenity-rich experience.

With more than 209,000 sf of flexible function space to work from and sited just minutes from Fort Lauderdale and Miami, The Diplomat's redefined amenities provide an all-encompassing group experience, without ever leaving the resort.

New Dining Concepts

With 10 all-new dining concepts, The Diplomat is an unmatched beachside meeting destination. Unique dishes and drinks will highlight ingenuity and variety, using locally sourced ingredients and fresh, mixed cocktails created on-site. Each destination is rooted in strong culinary sensibilities and exudes brand individuality, which creates distinct spaces and experiences.

- Portico Beer & Wine Garden. Beer, wine and cocktails on tap and a menu of light Italian fare situated on the Intracoastal Waterway.
- Bristol's Burgers. South Florida's best burgers, salads and shakes in a fun, playful space.
- Diplomat Prime. Luxury boutique steakhouse with steaks aged in-house and a chef-driven seasonal menu with an extensive wine list.
- Monkitail. Famed chef and restaurateur Michael Schulson's modern Izakaya coupling sharable Japanese-inspired fare with craft cocktails, sake and a hidden karaoke bar.
- Point Royal. Celebrity chef Geoffrey Zakarian's Coastal-American restaurant, highlighting modern seafood dishes and traditional raw bar in a vibrant, bustling atmosphere.
- Counter Point. An extension of Point Royal offering gourmet grab-and-go options with coffee drinks, juices, house-made pastries, sandwiches and light bites.
- Candy & Cones. Sweet parlor offering candies and innovative house-made ice creams.
- The Hotel Bar. A modern take on the classic hotel bar, featuring signature upgraded cocktails from hotels around the world.
- The Canteen. Supply and trading company offering convenience food and beverage items for hotel guests.
- Playa. Beachfront Nuevo-Latina restaurant and bar featuring an extensive rum and tequila selection.

C&IT



JIM CURTIS

Director of Sales and Marketing

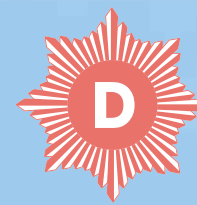
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Facts and Features

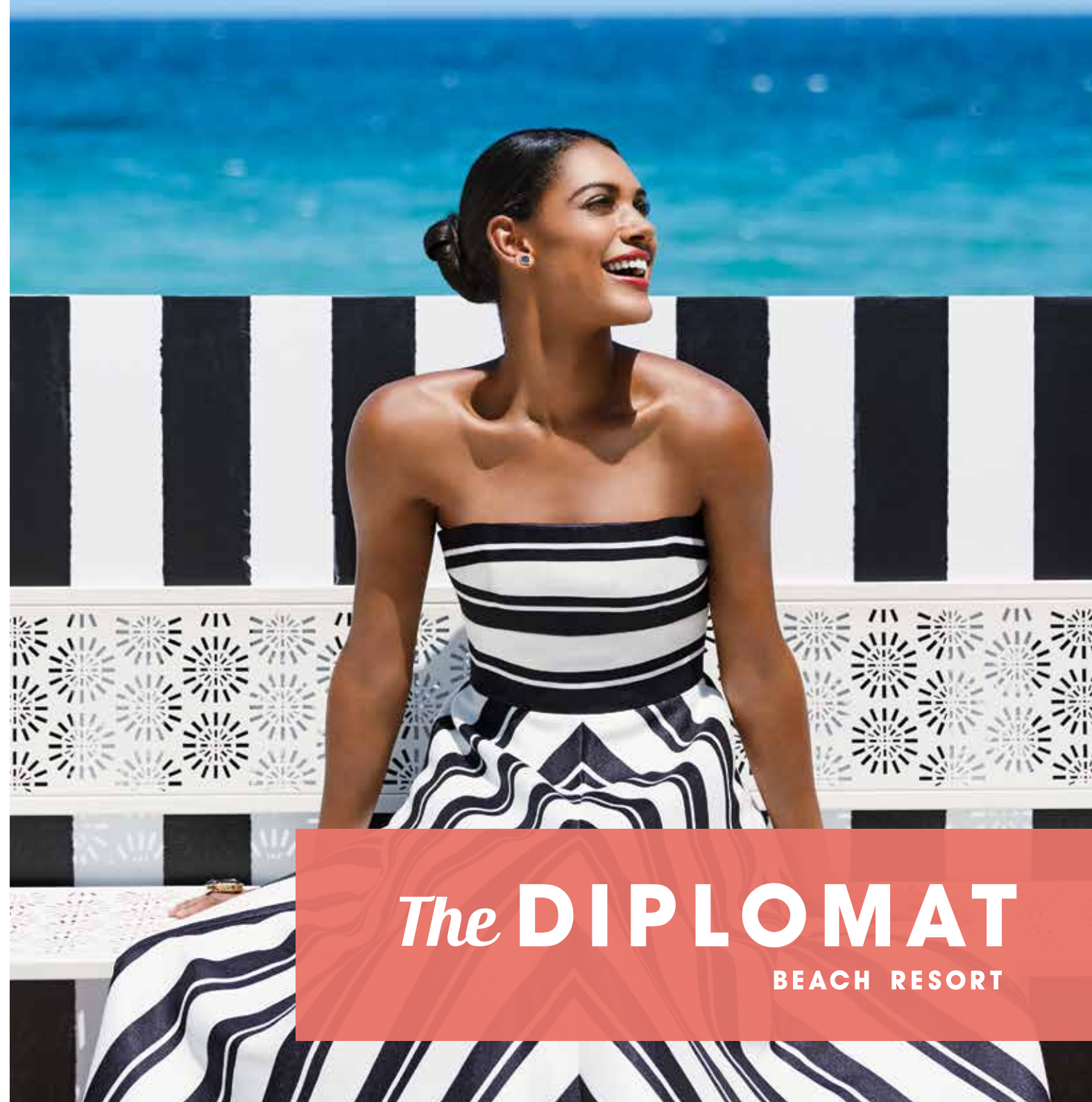
Guest Rooms/Suites: 1,000 including 96 suites

Meeting Space: 209,000 sf

Special Services & Amenities: Full-service Spa, 24-hour Fitness Studio, two beachfront pools, private cabanas, seaside dining. Jet skis, ocean kayaks, paddleboards, Kids' Club. Water taxi and city trolleys make regular stops at the resort for local exploration.



THERE IS SOMETHING NEW UNDER THE SUN



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AWARDS OF EXCELLENCE

OCEAN REEF CLUB

Seventeen-Time Winner

Ocean Reef Club, the private club at the northernmost tip of Key Largo, Florida, recently debuted Carysfort Hall, a beautiful meeting and function space designed to accommodate events of up to 500 guests. The newly designed space features a 5,688-sf ballroom and five additional meeting rooms all with covered patios along the marina bringing in natural light and the outdoor environment. One of its most exciting spaces is the newly expanded Cooking School at Carysfort Kitchen, a state-of-the-art culinary academy for classes and events.

The Cooking School offers endless opportunities for culinary adventures. From intimate chef's table demonstrations for eight to classroom settings for up to 100 students, the Cooking School at Carysfort Kitchen offers an enhanced experience for both chefs and students. Legendary chefs, cookbook authors, rising stars and Ocean Reef Club's own talented team guide students through classes that are informal, engaging and interactive. Complementing the top-notch instruction, carefully placed cameras, studio lighting and oversized monitors make it easier than ever for students to get an up-close-and-personal view of the chefs in action.

Meeting Facilities

Normally reserved exclusively for members, Ocean Reef Club is available for select meetings, corporate retreats and conferences. For meeting planners looking for a dis-

tinctive Keys destination, Ocean Reef Club offers 2,500 pristine, secure acres less than an hour's drive from Miami International Airport.

In addition to the new Carysfort Hall, there are a variety of eclectic meeting spaces indoors and out, taking full advantage of the natural landscape while retaining modern luxuries. In all, Ocean Reef offers 30,000 sf of meeting space that blends contemporary comfort with advanced capabilities.

Renowned for exceptional dining, Ocean Reef Club's culinary experts will enhance your meeting with a special themed event such as a casual Caribbean party on the beach, a reception on the Sailfish patio overlooking the Marina, an elegant white-glove dinner or a festive gala for 500.

Accommodations and More

Meeting planners may select from 300 splendid accommodations, including ocean-view rooms and suites, spacious villas and beautiful homes. There are endless ways to spend the day, with two championship 18-hole golf courses, 12 tennis courts, dual oceanfront pools, a salon and spa, a myriad of restaurants and lounges, and more than 20 eclectic shops located in the Fishing Village. The Reef's 175-slip marina provides access to world-class fishing, snorkeling or scuba diving on North America's only living coral reef.

C&IT



MICHELLE SIMPSON
Executive Director of Sales

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msimpson@oceanreef.com
www.MeetingsAtOceanReef.com, www.OceanReef.com

Facts and Features

Guest Accommodations: 300

Meeting Space: 30,000 sf

Special Services & Amenities: Carysfort Hall, a beautiful meeting and function space designed to accommodate events of up to 500 guests, recently debuted.



PARADISE WITHOUT THE PASSPORT.



Treat your participants to an island paradise at our exclusive members only retreat, without the need for a passport. Ocean Reef Club has the tranquil setting of the Caribbean, but is less than an hour from Miami International Airport. In addition to the natural beauty and stunning vistas, you'll find luxurious comfort, impeccable service and advanced capabilities that will ensure your meeting is an inspired one. Our recently built Carysfort Hall is the centerpiece of our 30,000 square feet of available meeting space that also includes a state-of-the-art cooking school. It is paradise found, not far from home.

Amidst our charming surroundings you'll also find:

- 2 Championship golf courses • Fishing, diving and snorkeling
- Tennis & Games Center • The Spa at Ocean Reef

To see how your participants can experience this private club visit MeetingsAtOceanReef.com to request more information or for a Personal Meetings Manager call 800.843.2730 or email orcsales@oceanreef.com

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AWARDS OF EXCELLENCE

THE PHOENICIAN

Eleven-Time Winner

From its inspiring Sonoran surroundings to its AAA Five Diamond offerings, The Phoenician provides the essential setting and unparalleled, personalized service for both group meetings and special events. Located at the base of Camelback Mountain in Scottsdale, Arizona's premier resort destination plays host to more than 180,000 meeting guests each year.

Meeting Venues

From small, high-level executive gatherings to grand affairs, approximately 160,000 sf of diverse, signature indoor and outdoor space offers accommodations for groups of all sizes. The centerpiece of the resort's exceptional facilities is The Phoenician Grand Ballroom, which hosts up to 2,500 for gala celebrations. Just as impressive is the contemporary 15,000-sf Camelback Ballroom, a multifunctional, architectural showpiece providing dramatic mountain views.

Complementing these beautifully appointed spaces is a variety of both modern and traditional venues, such as the historic Jokake Inn, a rustic, adobe structure set on an acre of natural terrain — the ideal location for enchanting outdoor events. In addition, a distinct collection of private dining options is available to enhance any program, from the stunning penthouse views and savory culinary creations of J&G Steakhouse, to the uncommon allure and ambience of the Praying Monk, a working wine cellar that seats up to 12 guests.

Enriching Experiences

To enrich the meeting experience, The Phoenician also offers a freshly redesigned guest room product, providing attendees with a stay anew in inviting, stylish luxury. Accommodations boast private balconies or patios and beautiful oversized bathrooms with custom wood vanities, Roman oval bathtubs and separate showers.

Numerous indigenous activities are found as well, affording clients the opportunity to incorporate teambuilding and incentive programs into their itineraries. Planners can choose from a unique culinary experience for an appetizing break, to a variety of recreational options designed to engage and entertain.

Relax in style at The Centre for Well-Being, offering a variety of stimulating and healing treatments — a combination of Old World therapies and innovative services. Discover a 27-hole championship golf course, complemented by 27,000 sf of first-class practice facilities; play a match or tournament at the extensive Tennis Garden or relax in the sun at one of seven spacious pools. Embark on an epicurean adventure across seven exceptional restaurants featuring an array of authentic flavors in both sophisticated and casual settings.

Located just minutes from Phoenix Sky Harbor International Airport and from Scottsdale's entertainment and culinary districts, The Phoenician sets the perfect stage for any group event.

C&IT



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Facts and Features

Guest Rooms/Suites: 585/26

Meeting Space: 160,000 sf

Special Services & Amenities: Situated at the base of Camelback Mountain, The Phoenician provides a visually stunning backdrop for indigenous, collectible moments inspired by its distinctive surroundings.



MEETINGS BY FIVE DIAMOND DESIGN

From its inspiring Sonoran surroundings to its freshly remodeled accommodations that allow you to stay anew, The Phoenician provides both the essential setting and AAA Five Diamond service for meetings and special events. Whether small, executive gatherings or grand affairs, the resort's diverse venues, exquisite culinary experiences, contemporary guestrooms and signature amenities create a luxurious backdrop to the iconic hospitality you've come to expect.

AMERICAS DIVISIONAL PROGRAM

1,000 bonus Starpoints for every 10 room nights
2% discount off master billed room

CHOOSE ONE:

- 1 comp room upgrade (per 35 rooms booked)
- 1 comp room (per 35 rooms booked)
- Complimentary one-hour meeting reception

Bonus capped at 100k for NON-GOVT; NAD & LAD customers only; min 10 rooms on peak. Must book by 4/30/17, with arrival by 12/31/17



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AWARDS OF EXCELLENCE

SALAMANDER RESORT & SPA

First-Time Winner

Nestled within the heart of Virginia's picturesque horse and wine country, Salamander Resort & Spa manifests the historic charm of its timeless home — Middleburg, Virginia. Here, only minutes away from the nation's capital and 40 minutes from Dulles International Airport, sprawling vineyards and wineries surround a delightful village of boutique shops, fine restaurants and fascinating antiquities. Inspiring activities bring unique options for guests to explore, from treetop zip lining and championship golf, to equestrian activities at the resort stables.

Meetings and Events

A beautiful setting for gatherings of all kinds — events at the Salamander Resort & Spa are crafted, groomed and polished to an elegant perfection. Inviting rooms from the intimate to the majestic provide space for multiple group sizes. From the 4,500-sf Middleburg Ballroom to the intimate setting of the Marshall Boardroom, Salamander Resort & Spa has spacious indoor event and meetings facilities, much of which opens to outdoor terraces. Unique indoor settings include the resort's world-class Equestrian Center, the Stallion Barn (a 100+-year-old stone building adjacent to the 2.5-acre Grand Lawn, the Culinary Garden and the Cooking Studio, which may be reserved by groups for private events.

An exceptional dining experience is an event in itself. At Salamander Resort & Spa, our talented chefs perfect their del-

icacies in the locally inspired Piedmont regional cuisine tradition. From this, our catering team creates a dining experience to remember. Whether your event is catered at the resort, an area winery, private estate or other special venue, your experience will be the same — delectable, gratifying and sumptuous. The three dining options at the resort include Harrimans, featuring a local bounty of bold, fresh and flavorful dishes sourced with the highest quality ingredients; Gold Cup Bar, serving small plates of Piedmont-inspired cuisine paired with Virginia and international wines; and Market Salamander, our working chef's market located in the village.

Accommodations

In keeping with the country estate design, all 168 rooms and suites are spacious at a minimum size of 545 sf and also include a separate casual relaxation corner, dining table, full-size desk, and outdoor patio or balcony with dining options. The luxurious bathroom includes a marble shower with body jets, pedestal tub, dual sinks and enclosed water closet. Wired and wireless internet allows guests added security or the freedom to connect.

Salamander Spa is a luxurious 23,000-sf spa and wellness center with 14 treatment rooms. The largest destination spa in the DC area boasts private stone treatment terraces, aromatic steam rooms, luxurious changing rooms, infinity-edge spa pool with cabanas and a full-service salon. **C&IT**



JIM PERRIN

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Facts and Features

Guest Rooms: 168

Meeting Space: 19,950 sf

Special Services & Amenities: The equestrian center is set on 25 acres and features a stable with paddocks, outdoor riding arena with ThorTurf footing and a classroom/dining venue, as well as the ability to introduce you to the fascinating world of polo.

Just like nowhere else.



Salamander
RESORT & SPA

MIDDLEBURG, VIRGINIA

Zip lining through the treetops. Yoga on horseback. Survival Skills 101. When it comes to unforgettable meeting and team building experiences, nothing compares to Salamander Resort & Spa. With unique indoor and outdoor venues—from a 100+ year-old refurbished barn to our breathtaking Grand Lawn—there's simply no place quite like it.

In the Heart of Washington, DC's Horse & Wine Country.

For an extraordinary meeting experience, visit SalamanderResort.com or call 866.520.7538.





AWARDS OF EXCELLENCE

STREAMSONG RESORT

First-Time Winner

Situated amid stunning scenery and hushed seclusion in Central Florida, Streamsong is a new luxury meeting and incentive destination intentionally designed in harmony with its natural surroundings and intensely committed to the highest aspirations of today's corporate elite. Streamsong combines golf at its purest and a resort experience at its absolute finest. It's rare that one resort can offer so many authentic experiences, but that's the beauty of Streamsong. It's a destination like no other.

Award-Winning Golf

Opened in January 2013, Streamsong Red, designed by Bill Coore and Ben Crenshaw, and Streamsong Blue, designed by Renaissance Golf Design (Tom Doak), have ranked on some of golf's most prestigious lists including *Golf* magazine's "Top 100 Courses in the U.S." and *Golfweek's* "Best Resort Courses." Designed to be walked, Streamsong Red and Streamsong Blue can host small, intimate groups as well as those of up to 288 players for tournaments, events and outings with the support of its PGA-certified staff. In 2017, Streamsong will add a third golf course, Streamsong Black, designed by Gil Hanse, will feature abundant sand — the common denominator for the world's greatest golf courses.

But Streamsong is about much more than golf. From an intimate executive retreat to a grand international gathering, Streamsong is a place to accomplish things of value and return

renewed. The resort offers an inspirational, distraction-free environment with 25,000 sf of dedicated meeting space. Thirteen large and small meeting rooms can accommodate 10 to 500 in complete comfort and privacy. General session and breakout rooms are conveniently clustered for effective program flow.

Set on 16,000 acres, Streamsong invites groups to explore the outdoors via guided bass fishing expeditions, sporting clays and a nature trail. Guest favorites for relaxation and rejuvenation include a lakeside infinity-edge pool and the unique grotto-style AcquaPietra Spa. Five distinct dining options include P2O5, Restaurant Fifty-Nine, Fragmentary Blue, SottoTerra and Hemy's. The resort's outdoor venues are unlike any other — from the 2,000-sf rooftop terrace to a breezeway leading to the lakeside infinity pool to lawn spaces surrounded by the beauty of natural Florida.

Highlighted by stone, wood and glass, Streamsong's Lodge enables groups to take full advantage of freshwater views, Florida breezes and open vistas.

Modern, sophisticated and meticulous in detail, Streamsong offers 228 spacious guest rooms and suites thoughtfully situated on five levels of the lakeside Lodge and golf course-adjacent Clubhouse and featuring floor-to-ceiling glass with custom louvers and striking sunrise or sunset lake views that extend to the natural Florida horizon. Rich linens, plush robes and boutique amenities throughout ensure no element is overlooked.

C&IT



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www.StreamsongResort.com

Facts and Features

Guest Rooms/Suites: 228

Meeting Space: 25,000 sf indoor; 40,000 sf outdoor, 13 meeting rooms

Special Services & Amenities: Golf, guided bass fishing, sporting clays, archery, fitness center, lakeside pool, tennis, hiking trails, AcquaPietra Spa and more.



INSPIRATION COMES NATURALLY HERE.

Ideas seem to come easier at Streamsong® Resort. Perhaps it's the wild, untamed wilderness surrounding you, or the openness of the land. Or the towering sand dunes and glistening lakes of the two acclaimed golf courses. Or the extraordinary resort that's at the center of it all. Secluded yet accessible, Streamsong is a one-of-a-kind retreat in Central Florida that inspires creativity. A place for your executives to do their best thinking and your clients to be awed. It's not hyperbole to say Streamsong is where inspiration just seems to come naturally.



1000 Streamsong Drive • Streamsong • FL 33834 • 844.735.2020 • streamsongresort.com



AWARDS OF EXCELLENCE

WYNN LAS VEGAS AND ENCORE

Eleven-Time Winner

Why have Wynn Las Vegas and Encore captured more *Forbes Travel Guide* Five Star awards than any other independent hotel company in the world? An exceptional attention to detail is key; from the thoughtful in-room amenities to that moment when chef Mark LoRusso stops by a diner's table to discuss his new tasting menu. Indeed, "new" is a word guests will find in regular use at Wynn and Encore in their unending quest to provide an unparalleled experience in luxury hospitality.

Imaginative Meeting Facilities

That dedication and attention likewise extends to conference planning. Wynn and Encore offer 260,000 sf of imaginative meeting space, sure to delight even the most seasoned attendee. Able to accommodate groups of any size, many spaces include floor-to-ceiling windows and open-air terraces that offer breathtaking views of the resort pools of Wynn and Encore or the serenity of the resort grounds.

And when it's time to get down to business, Wynn's in-house Production Services team is ready to assist with tech needs, from state-of-the-art Wi-Fi and audio-visual capabilities, to customized equipment and effects to maximize any presentation. Meanwhile, Wynn's outstanding Catering Services team is devoted to designing personalized menus that combine restaurant-quality cuisine with guest-friendly attention to gluten-free, vegan or other dietary needs.

The Best of the Best

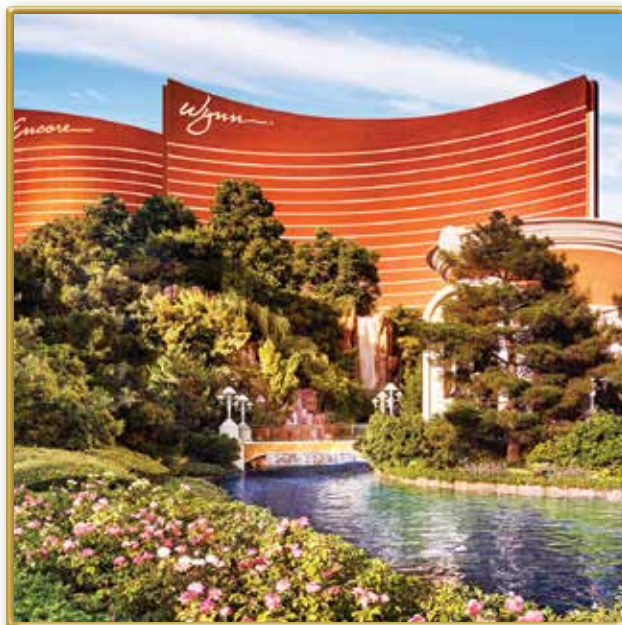
Once the day's affairs are complete, attendees are presented with a wealth of options that define Wynn and Encore's "best of the best" lifestyle. A wide range of dining options can be found in both cuisine and ambience, from luscious cuts of beef at SW Steakhouse to modern Asian fare at Andrea's at Encore. Or Wynn's Restaurant Services team can

Constantly Evolving and Always Excellent

arrange truly unforgettable evenings in unique spaces such as Costa di Mare's private lagoon or at the foot of the waterfall at Mizumi.

The resort's newest offerings are Jardin and Intrigue Nightclub. Perfect for breakfast, lunch, or dinner, Jardin offers modern takes on classic American fare in a garden-like environment that overlooks the sparkling Encore resort pools. Over at Wynn, Intrigue combines the thrill of a pulsating dance floor with an elegant ambience and the drama of a towering waterfall. And like the resort's other world-class nightlife venues — XS, Surrender and Encore Beach Club — Intrigue may be reserved for private events that are sure to leave lasting memories with all attendees.

These are among the latest in Wynn Las Vegas and Encore's never-ending pursuit — not only of perfection, but also of inspiring that smile on each guest's face. **C&IT**



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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.



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LAS VEGAS



On The Move



MARCHESE



WHITLOCK



GUYSE



CORNWALL



CARDIFF

Sonesta International Hotels Corporation has named **Donna Marchese** as global account director for the Northeast region responsible for pharmaceutical and financial markets. She formerly served as regional director of sales for KSL Resorts.

Kiawah Island Golf Resort, Kiawah Island, South Carolina, has appointed **Claire Whitlock** as director of Midwest sales. Most recently, she was with Man-

sion on Forsyth Park and Bohemian Hotel Savannah Riverfront in Savannah, Georgia, where she held several sales management positions.

Gayla Guyse was named director of sales and marketing for the Omni Frisco Hotel in Frisco, Texas, set to open in June 2017. She was director of sales and marketing at Omni Dallas Hotel at Park West.

The Westin Cape Coral Resort at Ma-

rina Village in Cape Coral, Florida, has appointed **Will Cornwall** as group sales manager. He most recently served as an association sales manager for the Sheraton Pentagon City in Washington, DC.

Yolanda Cardiff was named director of sales and marketing for the Hyatt Centric Waikiki Beach, Honolulu. She previously served as the global account executive for American Express Global Business Travel.

C&IT

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25	Walt Disney World Swan and Dolphin Hotel	800-524-4939	www.swandolphinmeetings.com	Gino Marasco	meetings@swandolphin.com
AOE 64	Wynn/Encore	888-320-7117	www.wynnmeetings.com	Steve Blanner	stephen.blanner@wynnlasvegas.com

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