

**DRAFT REPORT OF THE MAYOR'S AD HOC  
BLUE RIBBON STEERING COMMITTEE ON THE  
CONVENTION CENTER HOTEL**

**June 1, 2017**

# Executive Summary and Recommendations

This report and summary of recommendations is the result of an in-depth and inclusive process on behalf of the City of Miami Beach to determine the appropriate next steps for the potential development of a Convention Center Headquarter Hotel to service the Miami Beach Convention Center (Center). The recommendations contained within are based on feedback from residents, third-party consultant data and detailed competitive research used to inform the decision-making process of the City.

## Committee Formation and Background

In March 2016, a referendum of the voters of the City of Miami Beach to approve a lease for a Convention Center Headquarter Hotel failed to reach the 60% threshold for approval. On April 29, 2016, recognizing the potential benefit and significant economic impact to the soon-to-be renovated Miami Beach Convention Center (MBCC) and the City as a whole, Mayor Philip Levine authorized the creation of an Ad Hoc Blue Ribbon Steering Committee on the Convention Center Headquarter Hotel as allowed by Section 2-23 of the City Code. The mission of the committee was stated in the Mayor's memo creating the Committee as:

The Committee shall have the purpose of openly and fairly engaging the community in the development of a plan to build a Convention Center Headquarter Hotel that will meet the needs of the community and the newly expanded Convention Center

Through a memorandum to the City Commission, the Mayor created this seven-member committee by appointing two Commissioners to lead the committee and granting himself and each of the remaining City Commissioners an appointment to the committee. The Committee ultimately was set with the following members:

- Chair – Commissioner Ricky Arriola
- Vice Chair – Commissioner Kristen Rosen Gonzalez
- Jorge Exposito (Appointment of Mayor Levine)
- Saul Gross (Appointment of Commissioner Aleman)
- Debra Leibowitz (Appointment of Commissioner Grieco)
- Paul Freeman (Appointment of Commissioner Malakoff)
- Leslie Tobin (resigned 3/20/17) (Appointment of Commissioner Steinberg)
- Frank Kruszewski (appointed 4/4/17 to replace Leslie Tobin) (Appointment of Commissioner Steinberg)

The Committee was authorized through April 30, 2017, a period which was extended by Mayor Levine to July 31, 2017 to accommodate additional fact-finding and review by the Committee. The Committee was charged with three primary objectives:

1. Obtaining input and feedback from the public (residents, property owners, business owners, and visitors) regarding the need for a Convention Center Headquarter Hotel
2. Disseminating information at its meetings on behalf of the City to the public (residents, property owners, business owners, and visitors) regarding the need for a Convention Center Headquarter Hotel
3. Providing recommendations to the Mayor and City Commission regarding a new Convention Center Headquarter Hotel development plan that might achieve the 60% voter approval threshold.

The Committee met on twelve separate occasions between May 9, 2016 and June 1, 2017 to determine issues of importance to the public, research these issues, and formulate recommendations to the Mayor and Commission. In addition, the Committee, through the City, commissioned a survey of City of Miami Beach voters, conducted by the Metropolitan Center at Florida International University, to identify the issues of concern to the public regarding a Convention Center Headquarter Hotel.

Through public input and based upon the results of the voter survey, the Committee identified the following three issues of concern to the public:

1. The hotel's potential impact on traffic.
2. Design, height, compatibility with the neighborhood and location of the hotel, including possible expansion of footprint to include the Jackie Gleason Theater site
3. An independent assessment of the need for a Convention Center Headquarter Hotel.

## Committee Recommendations

The Committee's meetings focused on fashioning a plan that would receive the support of more than 60% of voters. The public and relevant experts, outside consultants and persons with specific knowledge were asked to present and/or appear before the Committee to offer their input and ideas on how to address these issues of concern to the public.

Based upon all of the data and feedback received, the Committee concludes and recommends the following:

1. It is critical to the City and the Miami Beach Convention Center that the construction of a Convention Center Hotel be pursued. The following are recommendations regarding the size, footprint, community impact, and general planning:
  - a. The headquarter hotel should contain between 800-1,000 rooms to maximize the number of conventions and promote a business mix that would reduce the number of

consumer/trade shows, which cause traffic issues and increase the number of convention shows which bring greater revenue and less traffic to the City;

- b. The hotel should be compatible with its surrounding neighborhood by measuring no more than 185 feet in height (the height of the Clock Tower Building on Lincoln Road);
  - c. The hotel should be located on land between Washington Avenue and Convention Center Drive north of 17<sup>th</sup> Street, which is currently occupied by a parking lot, the 555 17<sup>th</sup> Street building, and the Jackie Gleason Theater. Increasing the size of the land will support the desired height guidelines by allowing a reduction in the height and mass of the hotel;
  - d. Best efforts should be made to engage a world-class architect to promote the creation of an iconic design;
  - e. The design should maximize the number of vehicular access points to the hotel and theater campus in order to distribute vehicular traffic in the area and minimize impacts on the nearby residential communities;
  - f. The hotel should have sufficient parking for visitors and employees as required by City Code.
2. The Convention Center Hotel lease should specifically contain:
    - a. A guaranteed room block agreement allocating at least 80% of the Convention Center Hotel's rooms for Convention Center events and which is designed so that it runs in perpetuity and cannot be eliminated or significantly altered by the City Commission.
    - b. A provision that no gambling of any kind will be allowed at the hotel or on the site.
  3. If the Jackie Gleason site is utilized, it is critical that a new state-of-the-art Jackie Gleason Theater be constructed that is of similar size and function. The new Gleason Theater should be a flexible space available for use during the day by Convention Center shows.
  4. The City should develop a detailed public information plan, to include hosting public informational meetings and the utilization of other methods to disseminate information in order to share with the public:
    - a. Current and future traffic mitigation strategies
    - b. Design aspects of the hotel
    - c. An explanation and commitment to the convention center's new booking policy that prioritizes conventions over consumer/trade shows and the positive impact on traffic and City revenue which will result from this new policy
    - d. The independent consultant's rationale, research, and exhaustive comparison reports substantiating the need for a Convention Center Hotel
  5. In order to determine if the project is on the right path, the Committee recommends the City Commission may consider a straw ballot to gauge public sentiment before seeking a hotel developer. The straw ballot should be held following the creation of the alternative site plan and following the public information campaign.

6. The Committee recommends that the hotel be placed on the ballot for the August 2018 Primary Elections.
  
7. Upon acceptance of the recommendations above, it is further suggested that the Ad Hoc Blue Ribbon Steering Committee on the Convention Center Headquarter Hotel be extended for a six month period to conduct community outreach and education sessions. Understanding that a new headquarter hotel plan would need the support of more than 60% of voters, the Committee believes it is critical to reach out to the public to engage in a thoughtful education process on the many issues discussed above. This effort may be supplemented by assistance from City staff or a consultant to ensure all relevant information is presented to the public in a clear, concise, and easy to understand manner.

## **Traffic Mitigation**

Voters cited traffic as their top concern in the survey. Therefore, traffic mitigation related to the potential hotel was discussed at length.

The City's Transportation Department presented at several meetings and discussed the following issues related to traffic:

1. The difference in traffic impacts between booking conventions as compared to local shows.
2. Modeling showing the relatively small impact of additional visitors on the roadway network and on traffic.
3. A comprehensive plan for traffic mitigation including strategies currently being implemented and those specifically related to a new Convention Center Headquarter Hotel.

### 1. Positive Impact of Conventions

One of the main reasons to pursue building a Convention Center Headquarter Hotel is to give the Greater Miami Convention and Visitor's Bureau (GMCVB) greater ability to book conventions (high volume hotel room bookings; low to no traffic impact) rather than consumer shows (low to no hotel room bookings and high traffic and congestion impact). This change in the type of shows booked would have a positive impact on traffic in and around the Convention Center Headquarter Hotel for the following reasons: attendees at a convention primarily fly in from out of town; they arrive within 24 hours of the start of the convention by public conveyance; they stay for several days in a Miami Beach hotel; and they walk or use other modes of transportation to most of the area amenities. If a Convention Center Headquarter Hotel is built adjacent to the convention center, then by definition, all of the attendees staying at the new hotel will not need to drive to the convention center, thereby reducing traffic on the roadways. Overall, the convention event attendee puts a lesser strain on traffic and also spends a significant amount of money in local hotels, restaurants and shops which is a boon to Miami Beach businesses. By comparison, attendees at local shows are more likely to live within the South Florida area; they drive to the show in their personal vehicles and drive home; they generate a significant amount of traffic and they add little economic benefit to local Miami Beach businesses. The Committee felt it was of the utmost importance to educate the public on the differences in traffic impacts between a convention and a consumer show. The commitment to this is demonstrated in the new booking policy of the Convention Center.

### 2. Modeling showing the impact of additional visitors on traffic

The Transportation Department presented their new modeling to the Committee (see Attachment) which shows the potential traffic impacts of both a 1,000 and an 800-room hotel at the PM peak hour and assumed 75% occupancy of the hotel. The key finding for the Alternative Site Plan was that new vehicular trips generated would only increase by approximately 3%.

The intersection at Alton Road and 17th Street was modeled to show typical impacts of the additional vehicles and traffic delays traveling through that intersection. The models showed minimal increased delays of 1.4 seconds with an 800 room hotel and 2.0 seconds for a hotel of 1,000 rooms.

### 3. Traffic Mitigation Plans

The Transportation Department discussed implementing a comprehensive traffic mitigation plan including the following:

- a) Capacity improvements at Alton Road and 17th Street-
  - 1. Convert northbound shared through/right to exclusive right turn lane
  - 2. Add exclusive southbound right turn lane
  - 3. Add an additional left turn lane to provide south bound dual left turn lanes
- b) Capacity improvements at Alton Road and N. Michigan Avenue
  - 1. Improve westbound right turn radius (free flow lane)
  - 2. Implement dual southbound left turn at Michigan Avenue and Alton Road
- c) Dedicated loading space for ride sharing vehicles.
- d) Shuttle service to and from the Airport.
- e) Intelligent Transportation System and Smart Parking System Project Implementation, including a Traffic Management Center to monitor and modify network conditions and messaging to motorists.
- f) A connected trolley system linking key hotels to the Convention Center to reduce required internal vehicular trips.
- g) A robust pedestrian wayfinding system from the proposed hotel to principal attractions.
- h) Increasing protected/connected bicycle facilities throughout the City as part of existing and future CIP and Public Works Projects.
- i) FDOT/City of Miami Beach Signal Retiming Project.

## **Traffic Mitigation Conclusion**

The Committee concluded that the City must implement a comprehensive traffic mitigation plan that includes all of the strategies presented above. The City should also publicize the traffic mitigation measures it is already undertaking. The Committee further concluded that this mitigation strategy along with educating the public regarding the differences in traffic impacts between a convention and a consumer show would help reduce the public opposition to a new hotel. This will also be further enhanced with the public's understanding of the new booking policy.

## **Design, Height, Compatibility with the Neighborhood and Location**

The results from the survey of voters indicated that design factors related to a hotel were of great concern including design, height compatibility with the neighborhood and location.

Discussion focused on the questions of a hotel no taller than the existing Clock Tower Building on Lincoln Road. The Committee submitted this question for the survey specifically so that the respondents would have a comparison landmark. The Committee wanted to ensure this height, 185 feet, was not exceeded.

As the City of Miami Beach is known for design and aesthetic, the design of a potential hotel is important to the community. The voter survey showed positive results when strong emphasis on design was considered. The Committee recommends that an iconic design be required in any proposer's approach.

Maria Hernandez, the City's Capital Projects Director for the Convention Center renovation, appeared before the Committee to discuss the following four potential sites for a Convention Center Headquarter Hotel:

1. The Parking Lot Adjacent to the Jackie Gleason Theater (site of previous proposal)
2. The Parking Lot Across the Street from the Convention Center
3. The 17<sup>th</sup> Street Parking Garage
4. The Parking Lot Next to the Jackie Gleason Theater and the Land on which the Theater is on

The determination was made that Site 4, the parking lot next to the Jackie Gleason Theater and the land on which the Jackie Gleason Theater sits, was the best parcel to meet the height restrictions and size requirements needed.

## **The Jackie Gleason Theater Site**

The Committee therefore explored the feasibility of developing a potential hotel on Site 4.

The Committee heard from Niesen Kasdin representing Live Nation. Mr. Kasdin indicated that Live Nation was open to discussing the option to rebuild the theater and renegotiate the terms of the current agreement. With this information, the Committee continued its discussion regarding the rebuilding concept.

A previous proposal from several years ago to utilize the Jackie Gleason site and incorporate it into a hotel was met with resistance by the public. Issues were raised about removing the historic nature of the building and fear of losing the venue. The Committee had significant discussion regarding these matters and reached out to several key individuals who were part of previous community debates. The Committee heard from three key community leaders including:

1. Nancy Liebman



2. Dirk DeSousa
3. Daniel Ciraldo

Discussion with these individuals surfaced key elements functionality and efficient and effective use of space. All three of these individuals agreed that rebuilding the Theater should be considered as the Theater is not eligible to be designated as an historic structure, but is an invaluable venue with popular programming and an asset to the community.

The Committee discussed the issues surrounding the rebuilding concept including resident skepticism that the venue would actually be rebuilt if the existing facility were removed. To this end, the Committee discussed phasing of the construction to be amenable to rebuilding the Theater in a way that would mitigate the venue's offline time as best as possible. The Committee has committed to keep this a priority through the process. In order to address past objections to the incorporation of the land currently occupied by the Jackie Gleason Theater into the Convention Center Headquarter Hotel site, the Committee had multiple meetings at which the Jackie Gleason stakeholders and the Preservation community were invited to comment on the plan. It became clear that for this option to be feasible, a new Jackie Gleason theater should be constructed of similar size to the current Theater.

### **An Alternative Site Plan**

The Planning Department was asked to prepare a massing model and site plan showing what could occur at the selected site given the height limitation, the need to rebuild the Theater and traffic concerns. Rogelio Madan, Chief of Comprehensive Planning, presented to the Committee for discussion the results of the Planning Department's Alternative Site Plan Study (See Attachment).

The study concluded that a design could be created which met all of the requirements needed on the site. The study showed a complex with:

- An 800-room hotel limited to 145 feet in height (12 stories)
- 91,000 sq. ft. of ballroom area
- 284 parking spaces
- A theater building large enough to accommodate 2,600 seats

The study also indicated that the building could be designed to have increasing setbacks from 17<sup>th</sup> street at various floors to reduce the mass of the building to pedestrians and vehicles. The campus could also have direct connection to the Convention Center building and could have an internal connection between the hotel, theater, ballrooms and the parking levels of the hotel.

The Planning Department also worked with Transportation on the design presented, thus the Study also included:

- A Regular vehicular drop-off location at the hotel front door on Convention Center Drive;
- A Regular vehicular drop-off location at the parking entrance to the hotel on Convention Center Drive;

- A vehicular drop-off site on 17<sup>th</sup> Street designed for taxis, buses, and Uber-style transportation systems. This would insure public conveyance of these types would have a dedicated, off-street location for drop-off and pick-up so as to not interfere with traffic circulation in the area.
- A vehicular drop off and access driveway that went under the Theater to ensure that high-traffic period before and after shows could be accommodated and would help improve traffic circulation in the area.

The Committee received and endorsed this study as it significantly met the limitations placed on the site and further reduced the impact of vehicles on area traffic congestion.

## **Design, Height, Compatibility with the Neighborhood and Location Conclusion**

The Committee concluded the height of a new hotel should not exceed 185 feet. Additionally, the City should consider world-class design and aesthetics for the hotel. Lastly, the location of the new hotel should be on the land currently occupied by the Jackie Gleason Theater and the adjacent parking lot. It was specifically noted that if the Jackie Gleason site were to be used, a new Gleason Theater should be considered.

The Committee further concluded that a combined Theater and parking lot site could be designed to meet all of the criteria they believe will encourage greater support for a Convention Center Headquarter Hotel. The Alternative Site Plan presented to the Committee by the Planning Department showed reduced massing on 17<sup>th</sup> Street, a hotel with a maximum height of 145 feet, significant parking, and potential for several access points to the hotel campus that would distribute traffic and allow for vehicles to divert from lanes of travel thus reducing impact on traffic flow in the area.

The Committee also supports a commitment to build a new state-of-the-art Jackie Gleason theater with the same seating capacity as the existing facility and to minimize the Theater's down time. The Committee agreed with the suggestion that the new theater be designed to be a landmark.

## **Hotel Needs Assessment**

The Committee recognized that one of the issues often brought up by the public was whether there is a need for a Convention Center Headquarter Hotel. The Committee wished to better understand the need for a Convention Center Headquarter Hotel and if there was a need, how many rooms would be ideal given the size and positioning of the Convention Center in the marketplace.

The Committee engaged in discussions with representatives of the Greater Miami Convention and Visitors Bureau (GMCVB) and it was explained to the Committee that the need for a Convention Center Headquarter Hotel stems from the current challenges that the sales team faces when attempting to book a convention event in Miami Beach. The typical hotel package offering often require 10 or more hotels to satisfy one citywide group. This is an issue for national meeting and convention planners as the ease of doing business in Miami Beach becomes less desirable when compared to other convention destinations. If the room blocks each hotel is able to allocate are too small, then hotel room blocks at too many hotels are required, which makes planning the convention too difficult and as a result, the organizations will look elsewhere to host their event. Additionally, if the hotels are too far away from the meeting venue, this might also cause an organization to look elsewhere.

In order to determine whether a Convention Center Headquarter Hotel is needed and if it is needed, how many rooms the hotel in Miami Beach would need, the GMCVB engaged Conventions, Sports and Leisure, International (CSL), a national consulting firm, to prepare a Hotel Needs Assessment Study on behalf of the Committee. To further ensure an independent study, the GMCVB turned oversight of the study to the Committee and allowed the Committee to directly manage CSL's work.

CSL met with the Committee three times over the course of the engagement and presented their findings at the April 24, 2017 Committee meeting. CSL researched and provided information related to:

- How Miami Beach compares to competitive facilities
- What Event Planners have to say about need for a Convention Center Hotel
- Room Night Generation Potential for a Convention Center Headquarter Hotel
- Hotel Financing
- Room Block Agreement

John Kaatz, Principal at CSL presented to the Committee findings related to these topics. He also presented the results of a survey of organizations that potentially would utilize the Miami Beach Convention Center for their event. A summary of the findings discussed include the following results:

Between 65% and 80% of planners surveyed responded that an 800 to 1,000-room Convention Center Headquarter Hotel would be ideal in Miami Beach.

Nearly 75% of planners surveyed said they are less likely or would definitely not book Miami Beach if a Convention Center Headquarter Hotel was not developed.

This shows that the convention center would lose a significant amount of potential bookings without a hotel. Even more compelling is the current market activity; it was presented that in the last two years, the GMCVB has actively solicited, and track and prospective Conventions for the MBCC as well as the high percentage that will not come to Miami Beach without headquarter .This process has further highlighted the challenges faced in booking high impact conventions.

As of March 2017, the GMCVB has added 955 prospects (conventions that have shown interest in Miami Beach) to the system and has 152 additional tentative events (conventions where MBCC space is being held) interested in booking the MBCC. The biggest issue the GMCVB has when it comes to converting these groups is the lack of a Convention Center Headquarter Hotel as it can take over 10 hotels to accommodate a convention group of 1,500 peak rooms or greater. This challenge is unique to Miami Beach, as most comparable destinations can achieve a 1,500-peak room block between one or two hotels. This affects the destination's attractiveness and ultimately results in a current actual low conversion rate of around 4% overall. Of the 955 prospects in the GMCVB system, 716 are at risk to be lost due to not having a competitive hotel package. This has already proven to be detrimental to the City and the new Convention Center.

To be more specific, the Committee heard that at the conclusion of the first year of the GMCVB's new prospecting initiative, Fiscal Year ending October 2016, the sales team had lost 11 major convention bookings due directly to the lack of a Convention Center Headquarter Hotel and the challenging hotel package. These 11 lost convention events represented approximately 200,000 room nights and \$61.5 million in economic impact to the City. As of March 2017, the GMCVB has lost 16 convention events, 50% of which were lost at least in part because of the hotel package and lack of a Convention Center Headquarter Hotel. The events lost already in this year represent 144,000 room nights on average and \$44.7 million in economic impact (based on the \$311 average spend).

Another analysis discussed was room night generation citywide and average room rates that would be added to the market. At the recommended level of rooms (800-1,000) an estimated 203,000 new incremental room nights would be generated into the Miami Beach hotel market thus increasing direct spending and tax revenue collection.

The study also analyzed room block agreements and found that it is critical to negotiate an appropriate room block agreement with any Convention Center Headquarter Hotel that continues in perpetuity.

CSL indicated the key findings from their work on the Hotel Needs Assessment include:

- An on-site hotel will be significantly and positively beneficial
- Typical issues a city will have to address include public financial support and site challenges
- Hotel pricing should not significantly impact demand, as long as the MBCC/Hotel package is competitive
- Guaranteeing a room block agreement is critical to leveraging a new hotel
- Continued on-going efforts toward "destination" enhancement for residents and visitors is important

## **Hotel Needs Assessment Conclusion**

After a full discussion and review of findings from the CSL study, and gaining an understanding of the current business that is interested in Miami Beach, but will not come without a Convention Center Headquarter Hotel, the Committee concluded that a Convention Center Headquarter Hotel is needed to effectively maximize the convention center and deliver wide ranging economic impacts to Miami Beach. It was further concluded that the ideal hotel size would be between 800 and 1,000 rooms. In this room range, convention center bookings would be maximized and other local hotels would benefit from overflow room bookings and increased room rates. Lastly, the additional visitors will contribute significant new expenditures at area restaurants and retail establishments.

### **New or Enhanced Messaging**

The process that has been undertaken has enhanced the overall approach to the key issues raised by our community. This Committee's scope has provided insight and deeper foundation of these issues and arms the City with more information to position a Convention Center Headquarter Hotel project to the public. Throughout the year, the Committee gained much stronger insight and knowledge on the complex business balance between convention and trade show bookings; traffic and the MBCC new booking policy; and ultimately the critical role of a Miami Beach Convention Center Hotel in enhancing the revenue stream for the Miami Beach Convention Center, and more widely for the City and community of Miami Beach.

The data this Committee reviewed that will support the City's efforts in a second attempt include:

1. Increased data on traffic mitigation with an opportunity to make a commitment to a booking policy, which will reduce unfavorable events from a traffic standpoint.
2. A reinforced argument with national trend data and real market intelligence from current and prospective customers, who have expressed interest in Miami Beach and will not come without a Convention Center Headquarter Hotel.
3. A validated site plan that responds to the concerns around height.
4. A commitment to a plan that will ultimately enhance the Jackie Gleason Theater for our community.

This provides a strong foundation to go to the citizens and gain their support.

## **Committee Conclusion and Summary**

The Committee is confident in the recommendations to continue to move this process forward. Based on all of the research and data provided, feedback from residents and recommendations from third-party consultants, the City of Miami Beach is uniquely positioned for success with the development of a Convention Center Headquarter Hotel. The addition of such an amenity would make the destination more desirable to national planners and bring significant incremental new room nights and tax revenue associated with them to the City of Miami Beach. A shift in the business mix to limit consumer shows

and encourage more conventions will help reduce traffic associated with the more local, day trips associated with consumer shows and increase spending by the multi-day convention attendees. In addition, those visitors would patronize local Miami Beach business and deliver significant economic impact into our community.

## **ACTION ITEMS:**

### **Adoption of Recommendations**

July 29th – City Commission Meeting – the earliest date at which the recommendations could be approved by the City Commission

### **Implementation of Recommendations:**

#### **Public Information Effort:**

After the Alternative Site Plan has been accepted and approved by the City Commission, the public information effort should commence

3-4 weeks to place on City Commission agenda to authorize creation of public information package and public meetings and allocates City resources to the effort.

4-6 months to present to homeowner's/condominium/neighborhood associations and host general public meetings

#### **Straw Ballot/Appropriate Surveying Method**

Following the conclusion of the public information effort and the incorporation of the public feedback into the alternative site plan, a straw ballot or other surveying method deemed appropriate by the City Commission should be created and presented to the public.

# Lost Business:

34 bookings & more than \$128 Million in revenue

## Convention Events Lost Due to Hotel Package

September 2015 to May 2017

Type	Number of Convention Events Lost	Estimated Total Room Nights	Estimated Total Attendance	Direct Spending Lost
Priority 1	24	298,865	136,200	\$110,031,040.00
Priority 2	10	51,201	24,150	\$18,890,193.00
<b>Total Direct Spending Lost</b>				<b>\$128,921,233.00</b>

Source: DMAI Event Impact Calculator and GMCVB reporting

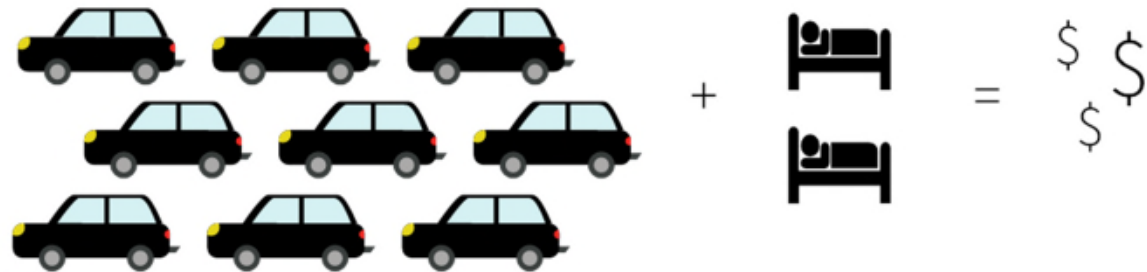
# City of Miami Beach Massing Study



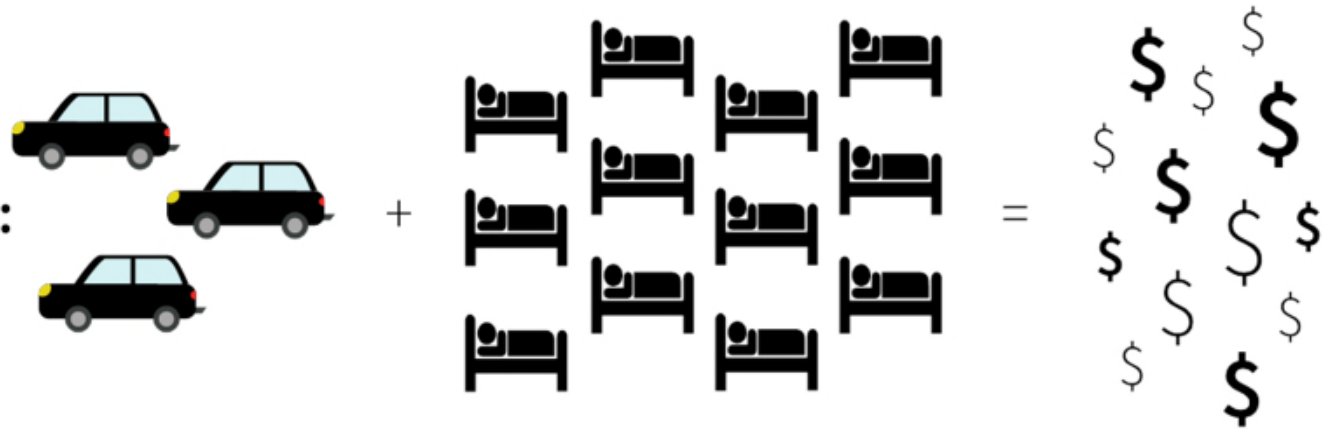


# Consumer Show vs. Convention Event

Consumer Show:



Convention Event:



# High Profile Clients Weigh In

Miami is a destination that comes up often as a potential location for meetings and events.... Having a large hotel connected to the convention center would put it in the running with other large convention-type cities.

A HQ hotel is what has been needed for some time in such a great city as Miami Beach.... It will definitely make you more competitive.

