



Board of Directors Meeting

Thursday, April 24, 2025

2:00 p.m.

Visit Carlsbad Office: 3088 State Street #103, Carlsbad 92008

Agenda

Welcome & Call to Order

Stripe

Self-Introductions

Stripe

Public Comment

Stripe

Members of the public are welcome to make comments on items on the agenda and not on the agenda.

Informational Items

CEO Report January – March 2025

Sidoriak

Financial Update

Sidoriak

Fiscal Year 2026 Strategies and Tactics

Sidoriak

Action Items

1. Approval of January 23, 2025 Meeting Minutes

Stripe

Board members will review and consider for approval the minutes of a prior meeting.

2. Approval of February 27, 2025 Meeting Minutes

Stripe

Board members will review and consider for approval the minutes of a prior meeting.

3. Approval of April 14, 2025 Meeting Minutes

Stripe

Board members will review and consider for approval the minutes of the prior meeting.

4. Approval of 3-Year Strategic Plan

Sidoriak

Board members will discuss and consider for approval the Strategic Plan for fiscal years 2025/2026 - 2027/2028

5. Approval of Fiscal Year 2026 Budget

Sidoriak

Board members will discuss and consider for approval the budget for fiscal year 2026.



- | | |
|--|-----------------|
| 6. Approval of 2025-2026 Annual Report
<i>Board members will discuss and consider for approval the Carlsbad Tourism Business District 2025/2026 Annual Report to be submitted to the City of Carlsbad.</i> | Sidoriak |
| 7. Approval of Ad Agency Contract
<i>Board members will discuss and consider for approval an ad agency contract for fiscal year 2026.</i> | Sidoriak |
| 8. Approval of Group Incentive Program Offer
<i>Board members will discuss and consider approval of the Group Incentive Program offer for fiscal year 2026.</i> | Sidoriak |
| 9. Adjournment | Stripe |

Future meeting dates: July 24, 2025, October 16, 2025

BROWN ACT: Government Code 54950 (The Brown Act) requires that a brief description of each item to be transacted or discussed be posted at least 72 hours prior to a regular meeting and 24 hours prior to a special meeting. Action may not be taken on items not posted on the agenda. Meeting facilities are accessible to persons with disabilities. If you require special assistance to participate in the meeting, notify Tina Burke at (760) 248-8478 at least 48 hours prior to the meeting.

NOTICE TO PUBLIC: You are welcomed and encouraged to participate in this meeting. Public comment is taken (3 minutes maximum per person) on items listed on the agenda when they are called. Public Comment on items not listed on the agenda will be heard at the meeting as noted on the agenda. Comments on controversial items may be limited and large groups are encouraged to select one or two speakers to represent the opinion of the group. The order of Agenda items is listed for reference and may be taken in any order deemed appropriate by the Board of Directors. The Agenda provides as a general description and staff recommendations; however, the Board of Directors may take action other than what is recommended.



Board of Directors Meeting Minutes

Meeting Details

Date: January 23, 2025

Time: 2:00 p.m. PT

Location: Visit Carlsbad Office - 3088 State Street #103, Carlsbad, CA 92008

Attendees

Quorum confirmed with the following five members in attendance in person:

Board Members

Tim Stripe, Chair

Michelle Zwirek, Secretary/Treasurer

Nicole Buczek, Member

Bryan Hart, Member

Yolanda Hartley, Member

Other Attendees

Kim Sidoriak, President & CEO, Visit Carlsbad

Tina Burke, Director of Finance & Administration, Visit Carlsbad

Absence

Rob Stirling, Vice Chair

Kurt Stocks, Member

Call to Order

Meeting called to order by Chair Stripe at 2:05 p.m.

Self-Introductions

Self-introductions were omitted as all in attendance knew each other.

Public Comment

Chair Stripe called for public comments; there was none.

Informational Items

Sidoriak presented the quarterly (October – December 2024) CEO report which included destination performance (STR report) and an update on the 2022-2024 strategic plan.

Sidoriak then presented financial information for six months ended December 31, 2024, including the balance sheet, budget to actual revenues and expenses, Group Incentive Program summary, and golf-related assessment summary.



Sidoriak presented an update on the Strategic Plan for 2025-2027. Chair Stripe requested each board member to identify and communicate to Visit Carlsbad the most impactful priorities in the Strategic Plan.

Sidoriak presented the next steps to become a Certified Autism Destination including financial support from Visit Carlsbad to the first few businesses who wish to get certified per category (hotels, attractions, recreation, entertainment/restaurants).

Action Items

1. Approval of October 29, 2024 Meeting Minutes

Chair Stripe presented the October 29, 2024 board meeting minutes for approval.

Motion to approve the October 29, 2024 board meeting minutes was made by Zwirek; seconded by Hartley.

Vote:

In favor: Stripe, Zwirek, Hartley

Abstain: Buczek, Hart

Motion passed.

2. Grant Application – NCAA

Sidoriak presented a "Room Night Driving" grant application from the NCAA for the 2025 NCAA Division I Women's & Men's Golf Championships event for \$100,000.

Chair Stripe requested Visit Carlsbad staff to notify all future grant recipients that copies of invoices indicating how grant funds were spent must be submitted along with the recipient's recap report. Visit Carlsbad will verify that funds were spent as represented.

Motion to approve a grant to the NCAA for the 2025 NCAA Division I Women's & Men's Golf Championships event for \$100,000 with the condition of providing documentation of room nights generated and support for how funds were spent was made by Hart; seconded by Hartley.

Vote:

In favor: Stripe, Buczek, Hart, Hartley

Abstain: Zwirek

Motion passed.

3. Grant Application – Carlsbad Village Association



Sidoriak presented a “Placemaking” grant application from the Carlsbad Village Association for the Hearts of Carlsbad Village event for \$5,000.

Motion to approve a grant to the Carlsbad Village Association for the Hearts of Carlsbad Village event for \$5,000 with the condition of providing support for how funds were spent was made by Zwirek; seconded by Hartley.

Vote: All in favor.

Motion passed.

4. Grant Application – Groundwork Endurance

Sidoriak presented a “Brand Positioning” grant application from Groundwork Endurance for the Carlsbad 5000 event for \$30,000.

Motion to approve a grant to Groundwork Endurance for the Carlsbad 5000 event for \$30,000 with the condition of providing support for how funds were spent was made by Zwirek; seconded by Buczek.

Vote: All in favor.

Motion passed.

5. Adjournment

Chair Stripe called to adjourn the meeting at 3:57 p.m.

Tim Stripe, Chair



Special Board of Directors Meeting Minutes

Meeting Details

Date: February 27, 2025

Time: 1:00 p.m. PT

Teleconference Locations:

One Legoland Drive, Carlsbad 92008

1 Ponto Road, Carlsbad 92011

Attendees

Quorum confirmed with the following two members in attendance within the jurisdiction and one member in attendance outside of the jurisdiction:

Board Members via Teleconference Location in Carlsbad

Rob Stirling, Vice Chair

Kurt Stocks, Member

Board Members via Teleconference Location outside of Carlsbad

Tim Stripe, Chair

Other Attendees

Kim Sidoriak, President & CEO, Visit Carlsbad

Tina Burke, Director of Finance & Administration, Visit Carlsbad

Call to Order

Meeting called to order by Chair Stripe at 1:05 p.m.

Self-Introductions

Self-introductions were omitted as all in attendance knew each other.

Public Comment

Chair Stripe called for public comments; there was none.

Informational Items

Sidoriak expressed the need to have a board training session after the appointment of new members. This half-day session would include Brown Act training, feedback on the strategic plan, and board culture and responsibilities. Potential dates were discussed.

Action Items

1. Board of Director Appointments

Chair Stripe presented candidates for board appointment. There were six applications for four openings. Chair Stripe recommend the slate of Craig Martin,



Chad Eding, Randal Chapin, and Geoffrey Parkford. The board felt those candidates are a good representation of properties in the city.

Chair Stripe asked if any other candidates should be considered; hearing none, he proceeded with the vote.

Motion to appoint Craig Martin, Chad Eding, Randal Chapin, and Geoffrey Parkford as board members was made by Stocks; seconded by Stirling.

Roll Call vote:

Vice Chair Stirling - Yes

Board Member Stocks - Yes

Chair Stripe - Yes

Motion passed.

2. **Adjournment**

Chair Stripe called to adjourn the meeting at 1:17 p.m.

Tim Stripe, Chair



Special Board of Directors Meeting Minutes

Meeting Details

Date: April 14, 2025

Time: 8:00 a.m.

Location: Omni La Costa Resort & Spa, Meeting Room: Gardenia. 2100 Costa Del Mar Rd., Carlsbad, CA 92009

Attendees

Quorum confirmed with the following six members in attendance.

Board Members in Person

Tim Stripe, Chair

Rob Stirling, Vice Chair

Randal Chapin, Member

Craig Martin, Member

Geoffrey Parkford, Member

Kurt Stocks, Member

Absence

Chad Eding, Member

Other Attendees

Kim Sidoriak, President & CEO, Visit Carlsbad

Tina Burke, Director of Finance & Administration, Visit Carlsbad

Nan Marchand, Young Strategies, Inc.

Call to Order

Meeting called to order by Chair Stripe at 8:12 p.m.

Self-Introductions

All in attendance introduced themselves.

Public Comment

Chair Stripe called for public comments; there was none.

Informational Items

Kim Sidoriak introduced Nan Marchand of Young Strategies, Inc. Marchand and Sidoriak facilitated discussions regarding: trends affecting DMOs & destinations, board dynamics/model board practices, board responsibilities regarding Brown Act, Visit Carlsbad organization overview and the draft Strategic Plan for fiscal year 2025/2026-2027/2028.



Action Items

1. Adjournment

Chair Stripe called to adjourn the meeting at 11:55 a.m.

Tim Stripe, Chair

DRAFT



**Draft 3 Year Strategic Plan
July 1, 2025 – June 30, 2028**

April 2025

Desired Outcomes for Strategic Plan

Grow the tourism industry and its revenues in Carlsbad

Enhance the visitor experience

Foster a tourism economy that supports local businesses

Preserves Carlsbad's character

Contribute to a sustainable community



Forces Reshaping the Tourism Industry

Carlsbad's tourism sector is influenced by transformative forces reshaping the industry:

- 1. Visitor Trends:** Travelers increasingly prioritize sustainability, authentic experiences, and convenience. Eco-conscious initiatives and local storytelling are becoming essential for destination appeal.
- 2. Demographic Shifts:** An influx of affluent professionals, families, and retirees is reshaping the local economy and tourism offerings, creating opportunities to cater to a younger, more diverse audience.
- 3. Infrastructure Needs:** Tourism requires investments in parking, event venues, and public transportation to support visitor demand.
- 4. Stewardship and Sustainability:** An increased focus on sustainability and stewardship from both residents and visitors alike.
- 5. Economic Competition:** The rise of high-paying industries like biotechnology and the ability to afford high-cost housing challenge the tourism sector's ability to attract and retain workforce talent.
- 6. Post-Pandemic Recovery:** Visitors favor regional travel, extended stays, and hybrid travel options blending work and leisure.



Outreach

1:1 stakeholder interviews with Mayor, Mayor Pro Tem, City Manager and all
Visit Carlsbad Board members

Hosted virtual discussions with groups of external stakeholders focusing on:

- Economic Development
- Lodging
- Lifestyle
- Things to Do
- Community/Nonprofits

Full Visit Carlsbad staff session

Destination Immersion Trip




What We Heard

Themes we heard from stakeholder outreach



10 Key Themes Heard in Outreach

1. Carlsbad is a destination in transition
 2. Carlsbad's offerings tend to have a family focus, but the destination can benefit from growing offerings to other segments
 3. The primary elements are coast, Legoland California Resort and Carlsbad Village with opportunities to integrate sustainability, wellness, and local culture
 4. Carlsbad needs a more assertive identity standing next to San Diego
 5. The community takes a very conservative approach to change
 6. More focus on community/local culture to better define Carlsbad
 7. There is a perceived need to focus more on group business but a clearer understanding of how to align with lodging properties
 8. Carlsbad community members are passionate about parks, open spaces and outdoor recreation
 9. Feasibility study for an amphitheater
 10. Environmental Stewardship
- 

Vision and Mission

Destination Vision Statement (slightly revised):

Carlsbad invites everyone to embrace the warmth, charm, and energy of one of California's most inspiring coastal destinations, offering a rejuvenating lifestyle, sun-kissed beaches, a vibrant community, abundant outdoor activities, and thrilling family adventures.

Visit Carlsbad Mission Statement:

We promote and elevate the perception of Carlsbad through innovative programs that enhance the visitor economy while preserving our exceptional quality of life.



Proposed Strategic Pillars



Strategic Pillars: Why

- **Marketing:** To distinguish Carlsbad from our competing Southern California beach towns, we need to establish Carlsbad as a Wellness/Outdoor, Culture, and Sustainability-Focused Coastal Destination, ensuring high-value visitation, extended stays, and community alignment.
 - **Group Sales:** Continue momentum around mirror markets, grow sales team capacity and provide hotels with additional support and training, ensuring year-round impact.
 - **Destination Experience and Culture:** Elevate the visitor experience and expand offerings by supporting local cultural initiatives and vibrant attractions, ultimately attracting new visitor segments.
 - **Market Development:** Identify and seize opportunities in emerging and underdeveloped markets, leveraging enhanced air service.
 - **Organization:** Continue to build a high-performing, data-informed organization that prioritizes innovation, collaboration, and financial sustainability
- 

Measurables and Implementation Steps



Marketing

MEASURABLES

- Grow year-over-year ADR, RevPAR, and occupancy relative to competitive set (Huntington, Oceanside, Santa Barbara, Disneyland)
 - Increase year-over-year incremental room nights/revenue from campaigns (H2R report)
 - Visitor profile survey and brand research study to include perception of pillars of culture
 - Increase year-over-year domestic/international spend via VisaVue
 - Earned media adequately communicating pillars of our culture (environment, wellness, golf); "best of" list recognition
 - Increase key website page traffic for events
 - Increase awareness of Carlsbad as a wellness, golf, and sustainability destination
- 

Marketing

Short Term Implementation Steps (6-12 months)

- ❖ Engage (Sales and) Marketing Advisory Council
- ❖ Market research analysis/expansion of new markets domestic
- ❖ Focus on more Out of Home market opportunities
- ❖ Continued video series of Carlsbad
- ❖ Focused media visits from key markets
- ❖ Execute fall/spring integrated campaigns
- ❖ Refresh website with content portals


Long Term Implementation Steps (1-3 years)

- ❖ Deploy more content on wellness, golf, and sustainability on owned, earned, and paid channels.
- ❖ Reposition Carlsbad with significant market differentiation
- ❖ Deploy branded holistic approach to events in Carlsbad
- ❖ Expansion of international co-op programs opportunities (Brand USA/Visit California)
- ❖ Execute activations/integrated campaigns in key markets
- ❖ Local businesses brand partnerships (golf, clothing)
- ❖ High profile brand ambassador program
- ❖ Partnership media FAMs (culinary, hotel)



Group Sales

MEASURABLES

- Grow year-over-year group ADR, RevPAR, and occupancy relative to competitive set (Huntington, Oceanside, Santa Barbara, Disneyland)
 - Grow Group Incentive Program performance (number of groups, need period room revenue, need period room nights)
 - Increase leads originated by Visit Carlsbad from identified target markets
 - Increase room nights and room revenue from leads turned definite
 - Increase number of meeting planners hosted in Carlsbad on FAM trips
 - Increase number of meeting planners hosted in Carlsbad from site inspections from leads originated by Visit Carlsbad
- 

Group Sales

Short Term Implementation (6-12 months)

- ❖ Engage Sales (and Marketing) Advisory Council to identify how best to bolster support of hotel partners
- ❖ Leverage business intelligence and 3rd party partnerships to grow short-term business and mid-term association business
- ❖ Regularly update toolkit and group video and photography assets, focusing beyond features and prioritizing storytelling
- ❖ Host meeting planner FAMS and client events in identified target markets

Long Term Implementation (1-3 Years)

- ❖ Target industry events and trade shows to be hosted in Carlsbad
- ❖ Foster/support the development of new group-focused activities and unique meeting venues
- ❖ Identify and penetrate new group target markets based on air lift
- ❖ Leverage Oceanside Frontwave Arena and any other nearby venues



Destination Experience and Culture

MEASURABLES

- Achieve Certified Autism Destination designation
 - Completion of amphitheater feasibility study and progress on any recommendations from study
 - Increase number of arts and culture sponsorships (beyond events)
 - CEO meet with City Councilmembers, City Manager and relevant city department heads at least twice per year
 - Increase visitor overall satisfaction scores
 - Increase visitor engagement in arts/cultural activities as measured by visitor profile study
- 

Destination Experience and Culture

Short Term Implementation (6-12 months)

- ❖ Encourage and support partners to obtain Certified Destination Center designation
- ❖ Re-formulate event grant program to solve for lack of event venues and resistance to street/parking lot closures. Move toward internal sponsorship model
- ❖ Continue to nurture relationships with elected officials and city department heads and raise awareness of the need and value of beach restrooms, public art, event venues
- ❖ Reinvigorate discussions around the City of Carlsbad Arts and Culture Master Plan

Long Term Implementation (1-3 years)

- ❖ Grow participation in Certified Autistic Destination partners; renew certification (every 2 years)
- ❖ Conduct venue and signature event feasibility study to include amphitheater and review of current venue and event possibilities
- ❖ Provide framework for sponsoring arts and culture programs that tie to enhancing the visitor experience
- ❖ Explore increasing awareness of Native American heritage in Carlsbad
- ❖ Identify areas of the Arts and Culture Master Plan that Visit Carlsbad can support such as partner with local artists, performers, and cultural organizations to develop content and events that showcase Carlsbad's unique culture; partner with cultural organizations to connect the community with visitors (Carlsbad Historical Society, New Village Arts Theater, etc.)



Market Development

MEASURABLES

- Annual increase visitation to Carlsbad from identified new target markets (Datafy GPS)
 - Increase visitor spending (Datafy/VisaVue)
 - Raise awareness of Carlsbad in identified markets
- 

Market Development

Short Term Implementation (6-12 months)

- ❖ Market representation in international markets
- ❖ Utilize research and data to chart visitation from new markets and target paid media

Long Term Implementation (1-3 years)

- ❖ Conduct periodic destination brand competitor analysis
 - ❖ Execute sales missions to Canada/Mexico
 - ❖ Host travel trade FAMs (via Brand USA/Visit CA)
 - ❖ Develop airline partnerships that connect key hubs/destinations back to Carlsbad/SD
 - ❖ Advocate for improved transportation infrastructure
 - ❖ Proactively monitor potential international markets in alignment with Visit CA/Brand USA; remaining flexible and nimble to respond
 - ❖ Create brand awareness study specific to new/expanding markets
- 

Organization

MEASURABLES

- Develop and grow program ROI as measured by Visit Carlsbad budget compared to attributable revenue generated
 - Ensure adequate staffing for program initiatives
 - Adoption of new tools/platforms by staff for efficiency and cyber security
 - Success of recognition program/individual goals accomplished
 - Employee experience and engagement survey including eNPS
 - Alignment of team member behaviors with values
 - Team member perception of inclusivity
 - Strong board effectiveness and engagement as assessed by Board Chair and CEO
 - Leadership effectiveness survey
- 

Organization

Short Term Implementation (6-12 months)

- ❖ Continue employee experience and engagement survey twice per year
- ❖ Continue using "Feedback" tool for employee alignment with values
- ❖ Continue Wellness Team initiatives (challenges, teambuilding activities, Lunch & Learns)
- ❖ Leadership and professional development training
- ❖ Board training

Long Term Implementation (1-3 Years)

- ❖ Secure 10-year renewal of CTBID
- ❖ Embrace technology and innovation (program management, AI)
- ❖ External recognition of individual and/or entire team
- ❖ Succession and "backup" planning

Potential Obstacles



Potential Obstacles to Implementation

- 1. Infrastructure Challenges:** Existing infrastructure, such as limited parking, poor public transportation, and insufficient event spaces, may not support the envisioned growth in tourism.
 - 2. Intense Regional Competition:** Neighboring destinations like San Diego, Oceanside, and Orange County are heavily investing in tourism, creating a highly competitive environment.
 - 3. Crises or External Economic or Political Factors :** Natural disasters, crime, economic downturns, inflation, or political changes could impact visitor spending, funding availability, or stakeholder support.
 - 4. Community Resistance to Change:** Residents may resist certain tourism initiatives if they perceive them as threatening to Carlsbad's quality of life, cultural identity, or natural resources.
 - 5. Stakeholder Alignment:** Misalignment between stakeholders (hotels, local businesses, cultural organizations, and government) can create conflicting priorities or hinder collaboration.
 - 6. Workforce Challenges:** High costs of living and competition from other industries (e.g., biotech) make it difficult to attract and retain tourism and hospitality workers.
 - 7. Resistance to Sustainable Tourism Practices:** Some businesses and stakeholders may view sustainability initiatives as costly or unnecessary.
- 



Thank You

BUDGET

JULY 1, 2025 - JUNE 30, 2026

Labor	\$ 1,530,000
Marketing & Communications	\$ 4,600,000
Business Development	\$ 750,000
Group Incentive Program	\$ 500,000
Event Grant Expenses	\$ 400,000
General Administration	\$ 250,000
TOTAL	\$ 8,030,000

MARKETING AND COMMUNICATIONS BUDGET

Domestic Advertising Campaigns	\$ 3,002,040
International Advertising Campaigns	\$ 250,000
Advertising Agency	\$ 240,000
Public Relations	\$ 498,560
Creative & Production	\$ 321,000
Website Development	\$ 84,000
Research	\$ 140,000
Dues and Subscriptions	\$ 36,000
Travel & Professional Development	\$ 28,400
TOTAL	\$ 4,600,000

BUSINESS DEVELOPMENT BUDGET

Marketing & Advertising	\$ 231,000
Sponsorships & Partnerships	\$ 94,000
Client & Industry Events	\$ 72,500
Site Inspections & FAM Tours	\$ 100,000
Local Partner Engagement	\$ 14,000
Travel Trade Programs	\$ 50,000
Technology	\$ 125,000
Membership & Dues	\$ 6,000
Travel & Professional Development	\$ 57,500
TOTAL	\$ 750,000

**FY
2025/2026**



**CARLSBAD TOURISM BUSINESS
IMPROVEMENT DISTRICT
ANNUAL REPORT FOR FISCAL YEAR 25/26**

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April 15, 2025

Prepared by
Civitas

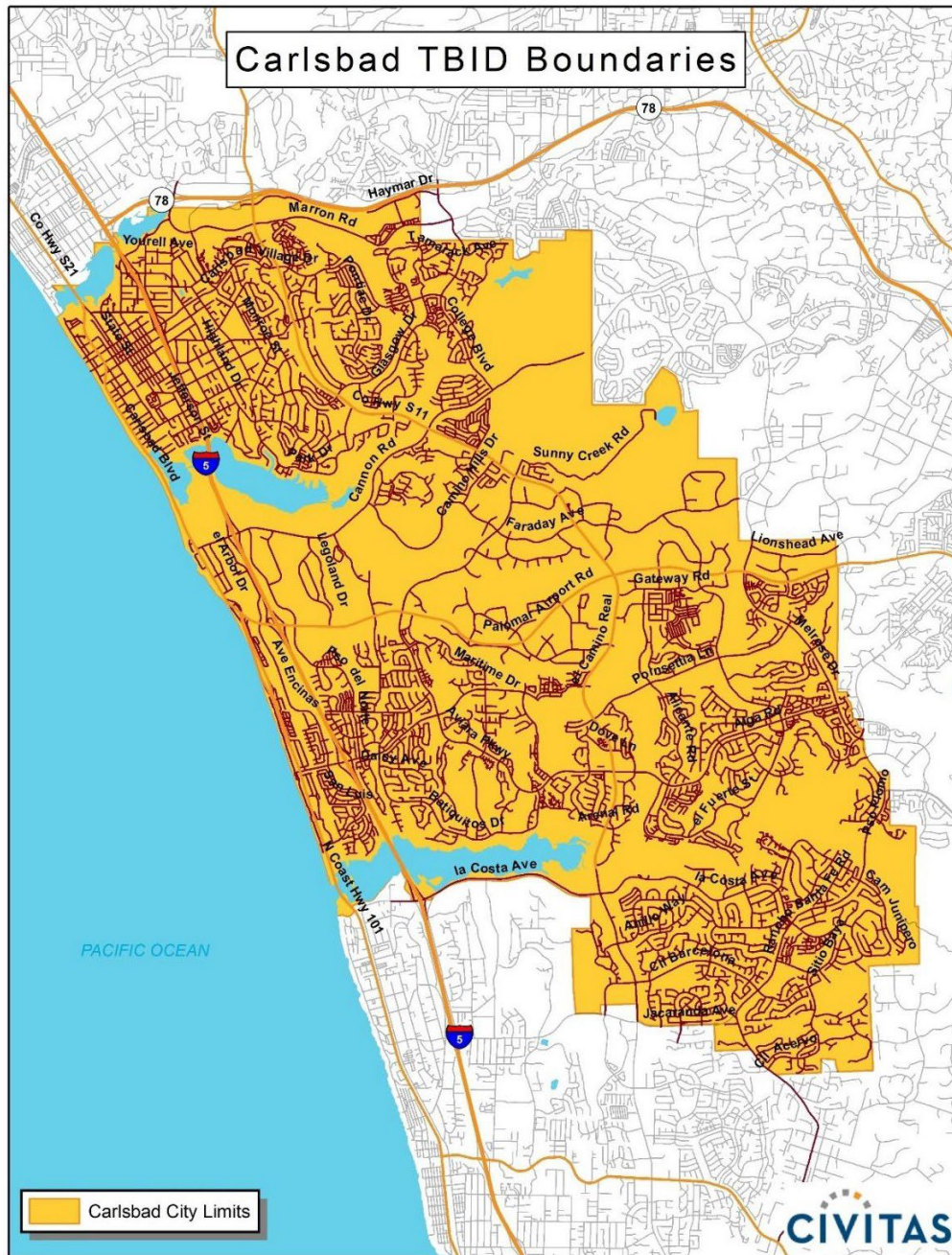


(800) 999-7781
civitasadvisors.com

BOUNDARIES

There are no proposed changes to the boundaries. Multiple lodging businesses have opened and closed. See a full list of assessed businesses in the Appendix.

The Carlsbad Tourism Business Improvement District (CTBID) includes all lodging businesses, existing and those that may be established in the future, available for public occupancy located within the boundaries of the City of Carlsbad (City), as shown on the map below.



BACKGROUND

Carlsbad Convention and Visitors Bureau, dba Visit Carlsbad converted the Carlsbad Tourism Business Improvement District (CTBID) from the Parking and Business Improvement Area Law of 1989 (89 Law) to the Property and Business Improvement District Law of 1994 (94 Law) on July 1, 2023. Visit Carlsbad received \$7.4M from the City for funds held by the City under the 89 Law. During the first quarter of fiscal year ending June 30, 2025, Visit Carlsbad utilized the remaining 89 Law funds to fund all operations other than golf-related programs and services and certain group incentive program costs. The majority of the 89 Law funds were used on Sales & Marketing expenses. All remaining 89 Law funds were spent by September 30, 2024.

FY 2025/2026 will be the first year of Visit Carlsbad's next 3-year Strategic Plan. This new plan offers a roadmap to position the City as a uniquely vibrant, sustainable, and multifaceted destination while fostering alignment between tourism, community values, and economic growth. The plan calls for prioritization of the following five focus areas:

1. Enhance marketing impact
2. Optimize group sales efforts
3. Improve destination experience and culture
4. Develop new leisure and group markets
5. Sustain high performance operations

The improvements and activities to be provided for FY 2025/2026 are consistent with the Management District Plan (Plan) and continue to be executed by the CTBID Owners' Association, Visit Carlsbad.

IMPROVEMENTS AND ACTIVITIES

Sales & Marketing

A sales and marketing program will promote assessed businesses as tourist, meeting, and event destinations. The sales and marketing program will have a central theme of promoting Carlsbad as a desirable place to visit overnight. The program will have the goal of increasing demand for overnight visitation and room night sales at assessed businesses, and may include the following activities:

- Internet marketing efforts to increase awareness and optimize internet presence;
- Print and digital ads in magazines and newspapers targeted at potential visitors;
- Television and radio ads targeted at potential visitors;
- Development and implementation of a public relations and communications strategy, inclusive of social media outlets and press release distribution designed to increase overnight visitation at assessed businesses;
- Attendance at trade shows;
- Sales missions;
- Familiarization tours;
- Preparation and production of print and electronic collateral promotional materials such as brochures, flyers and maps;
- Attendance at professional industry conferences and affiliation events;
- Lead generation activities, including a Group Incentive Program, designed to attract group events to Carlsbad;
- Sales meetings to plan and coordinate group direct promotion efforts;
- Marketing meetings to plan and coordinate leisure promotion efforts; and
- Other sales & marketing programs and activities that increase demand for overnight visitation to assessed businesses.

Golf-Related Programs & Services

For lodging businesses that elect to pay the additional one percent (1%) assessment, golf-related services may include, but are not limited to:

- Golf signage and such equipment related specifically to the promotion of golf to increase demand for overnight visitation to lodging businesses paying the additional assessment;
- Joint marketing related to the promotion of golf and golf courses included within the CTBID to increase demand for overnight visitation to lodging businesses that are paying the additional assessment;
- Marketing promotion such as radio, TV, or print and digital advertising of golf and golf courses included within the CTBID to increase demand for overnight visitation to lodging businesses paying the additional assessment;
- On-line/internet promotions jointly advertising golf and golf courses included within the CTBID to increase demand for overnight visitation to lodging businesses paying the additional assessment;
- Marketing and sales staff on time spent on joint marketing efforts to increase demand for overnight visitation to lodging businesses paying the additional assessment; and
- Other programs and activities that promote golf-related tourism and confer a specific benefit to the lodging businesses that are paying the additional assessment.

Grant Program

The grant program will fund projects and events that increase overnight visitation to assessed businesses, as well as fund programs that alleviate challenges to maximizing occupancy rates. The objectives of the grant program are to: encourage the development of innovative tourism products; promote collaboration within and across sectors of the tourism industry; elevate Carlsbad's brand as a premier destination; and reach important travel segments such as multicultural, family and senior markets.

Policies relating to the grant program shall be determined by the Visit Carlsbad Board annually.

Administration and Operations

The administration and operations portion of the budget shall be utilized for administrative staffing costs, office costs, advocacy and other general administrative costs such as insurance, legal, and accounting fees.

Contingency/Reserve

Contingency/reserve funds are set aside for unexpected costs or opportunities that may arise. Policies relating to contributions to the reserve fund, the target amount of the reserve fund, and expenditure of monies from the reserve fund shall be set by the Visit Carlsbad Board. The reserve fund may be used for the costs of renewing the CTBID.

City Administration Fee

The City of Carlsbad shall be paid a fee equal to two percent (2%) of the amount of assessments collected to cover its costs of collection and administration.

COST

FY 2025/2026 Projections

The cost of providing improvements and activities for FY 2025/2026 is consistent with the categorical allocations in the Plan and did not exceed the authorized twenty percent (20%) adjustment of the total assessment budget from the prior year. The categorical breakdown for the assessment budget is below.

Category	%	FY 2025/2026 Budget	Carry Over (From multiple years)	Total FY 2025/2026 Available Funds
Sales & Marketing	72%	\$7,148,000	\$1,407,000	\$8,555,000
Golf-Related Programs & Services	12%	\$1,200,000	\$307,000	\$1,507,000
Grants Program	4%	\$400,000		\$400,000
Administration and Operations	5%	\$479,000		\$479,000
Contingency/Reserve	5%	\$500,000		\$500,000
City Administration Fee	2%	\$166,000		\$166,000
Total	100%	\$9,893,000	\$1,714,000	\$11,607,000

FY 2024/2025 Projections

Budgeted and projected expenses for FY 2024/2025 are shown below. Carry over funds from Grants Program and Administration and Operations have been reallocated to Sales & Marketing.

Category	Budgeted Expenditures	Estimated Expenditures	Estimated Expenditures %
Sales & Marketing	\$6,813,000	\$5,406,000	60%
Golf-Related Programs & Services	\$1,657,000	\$1,350,000	15%
Grants Program	\$355,000	\$135,000	1%
Administration and Operations	\$426,000	\$292,000	3%
Contingency/Reserve	\$1,704,000	\$1,704,000	19%
City Administration Fee	\$166,000	\$166,000	2%
Total	\$11,121,000	\$9,053,000	100%

ASSESSMENT

There is no change in the method and basis of levying the assessment.

Assessment

The annual assessment rate is two percent (2%) of gross short-term room rental revenue. Based on the lack of benefit received, assessments will not be collected on revenue resulting from occupancies of any officer or employee of a foreign government who is exempt by reason of express provision of federal law or international treaty.

The term “gross room rental revenue” as used herein means: the consideration charged, whether or not received, for the occupancy of space in a lodging business valued in money, whether to be received in money, goods, labor or otherwise, including all receipts, cash, credits and property and services of any kind or nature, without any deduction therefrom whatsoever. Gross room rental revenue shall not include any federal, state or local taxes collected, including but not limited to transient occupancy taxes.

The assessment is levied upon and a direct obligation of the assessed lodging business. However, the assessed lodging business may, at its discretion, pass the assessment on to transients. The amount of assessment, if passed on to each transient, shall be disclosed in advance and separately stated from the amount of rent charged and any other applicable taxes, and each transient shall receive a receipt for payment from the business. If the CTBID assessment is identified separately it shall be disclosed as the “CTBID Assessment.” As an alternative, the disclosure may include the amount of the CTBID assessment and the amount of the assessment imposed pursuant to the California Tourism Marketing Act, Government Code §13995 et seq. and shall be disclosed as the “Tourism Assessment.” The assessment is imposed solely upon, and is the sole obligation of the assessed lodging business even if it is passed on to transients. The assessment shall not be considered revenue for calculation of transient occupancy taxes.

Lodging businesses may elect to pay an additional one percent (1%) assessment. The funds raised through this additional lodging business assessment shall be used to promote golf-related programs and activities, thereby increasing demand for room night sales for those lodging businesses that opted in to pay the additional voluntary assessment. The proceeds of the additional assessment will pay for golf-related programs and services specifically tailored only to those paying the additional assessment. The following businesses have elected to pay the additional one percent (1%) for fiscal year 2025/26: Carlsbad by the Sea, Cassara Carlsbad, Courtyard San Diego Carlsbad, Fairfield Inn and Suites Carlsbad, Hampton Inn Carlsbad by Hilton, Hilton Cape Rey Carlsbad, Hilton Garden Inn Carlsbad Beach, Omni La Costa, Park Hyatt Aviara, Sheraton Carlsbad Resort and Spa, and The Westin Carlsbad Resort and Spa.

Time and Manner for Collecting Assessments

The City will be responsible for collecting the assessment on a monthly basis (including any delinquencies, penalties and interest) from each assessed lodging business. The City shall take all reasonable efforts to collect the assessments from each assessed lodging business. The City shall forward the assessments collected to the Owners’ Association less the City administration fee.

Delinquencies

The CTBID shall reimburse the City for any costs associated with collecting unpaid assessments. If sums in excess of the delinquent CTBID assessment are sought to be recovered in the same collection action by the City, the CTBID shall bear its pro rata share of such collection costs. Assessed businesses which are delinquent in paying the assessment shall be responsible for paying:

1. *Original Delinquency.* Any owner of an assessed lodging business who fails to remit any assessment imposed by the Plan within the time required shall pay a penalty of ten percent (10%) of the amount of the assessment in addition to the amount of the assessment.
2. *Continued Delinquency.* Any owner of an assessed lodging business who fails to remit any delinquent remittance on or before a period of thirty (30) days following the date on which the remittance first became delinquent shall pay a second delinquency penalty of ten percent (10%) of the amount of the assessment in addition to the amount of the assessment and the ten percent (10%) penalty first imposed.
3. *Audit Deficiency.* If, upon audit by the City, an owner of an assessed lodging business is found to be deficient in their return or remittance, or both, the City shall immediately invoice the owner for the amount of the net deficiency plus a penalty of ten percent (10%) of the net deficiency. If the owner of an assessed lodging business fails or refuses to pay the deficient amount and applicable penalties within fourteen (14) days of the date of the invoice, an additional penalty shall be imposed at the rate of one percent (1%) per day of the net deficiency, not to exceed ten percent (10%).
4. *Fraud.* If the City determines that the nonpayment of any remittance due under this chapter is due to fraud, a penalty of twenty-five percent (25%) of the amount of the assessment shall be added thereto in addition to the penalties stated in subsections 1 and 2 of this section.
5. *Interest.* In addition to the penalties imposed, any owner of an assessed lodging business who fails to remit any assessment imposed by the Plan shall pay interest at the rate of one and one-half percent (1.5%) per month or fraction thereof on the amount of the assessment, exclusive of penalties, from the date on which the remittance first became delinquent until paid.
6. *Penalties Merged with Assessment.* Every penalty imposed and such interest as accrues under the provisions of this section shall become a part of the assessment required to be paid by thie Plan.

SURPLUS AND OTHER FUNDING

Surplus

The amount of surplus to be carried over from previous years is \$1,714,000.

Other Funding

There are expected to be contributions from sources other than assessment funds. The estimated amount of any contributions to be made from sources other than CTBID assessments for FY 2025/2026 include:

- Certificates of Deposit Income: \$140,000

APPENDIX - ASSESSED BUSINESSES

BUSINESS NAME	MAILING ADDRESS	CITY/STATE/ZIP
180-190 WALNUT PROPERTIES LLC - 180A	1641 AMANTE CT	Carlsbad, CA 92011-4041
180-190 WALNUT PROPERTIES LLC - 180B	1641 AMANTE CT	Carlsbad, CA 92011-4041
180-190 WALNUT PROPERTIES LLC - 190	1641 AMANTE CT	Carlsbad, CA 92011-4041
217 CHINQUAPIN LLC	1 Lombard ST STE 200	San Francisco, CA 94111
237 NORMANDY LLC	11 Oceanaire DR	Rancho Palos Verdes, CA 90275-5038
2445 OCEAN STREET LLC - UNIT A	PO BOX 675324	Rancho Santa Fe, CA 92067
2445 OCEAN STREET LLC - UNIT B	PO Box 675328	Rancho Santa Fe, CA 92067
2445 OCEAN STREET LLC - UNIT C	PO Box 675328	Rancho Santa Fe, CA 92067
2634 OCEAN LLC -2634	630 GRAND AVE STE F	Carlsbad, CA 92008-2364
2634 OCEAN LLC -2636	630 GRAND AVE STE F	Carlsbad, CA 92008-2364
PELICAN COVE INN	320 WALNUT AVE	Carlsbad, CA 92008-3151
3570 LLC -UNIT C	PO BOX 1726	Carlsbad, Ca 920180000
3570 LLC-UNIT A	PO Box 1726	Carlsbad, CA 92018-1726
3570 LLC-UNIT B	PO BOX 1726	Carlsbad, Ca 920180000
3570 LLC-UNIT D	PO BOX 1726	Carlsbad, Ca 920180000
3570 LLC-UNIT E	PO BOX 1726	Carlsbad, Ca 920180000
365VACATIONS LLC	7040 Avenida Encinas Ste 104-553	Carlsbad, CA 92011-4653
3660 CARLSBAD BOULEVARD TRUST	PO BOX 24785	DENVER, CO 80224
3900 GS HOLDINGS LLC	402 Wilshire RD	Oceanside, CA 92057-2903
3900 GS HOLDINGS LLC - UNIT A	402 Wilshire RD	Oceanside, CA 92057-2903
3915 LINMAR LANE LLC	3915 LINMAR LN	Carlsbad, CA 92008-4125
DAYS INN	3700 PIO PICO DR	Carlsbad, CA 92008-3406
4020 SYME LLC	23962 Plant AVE	Mission Viejo, CA 92691
434 TAMARAK LLC	4193 Flat Rock DR 100	Riverside, CA 92505-7111
5118 SHORE DRIVE LLC	26932 Oso PKWY Ste 295	Mission Viejo, CA 92691
TERRAMAR POINT	1010 Turquoise ST 302	San Diego, CA 92109-1259
CORBIN VACATION RENTALS	3870 CARLSBAD BLVD	Carlsbad, CA 92008-4008
SEA SLOPE UNIT 3	PO BOX 1781	Carlsbad, CA 92018-1781
ALEJANDRO TORREBLANCA	4468 Via Brillante	San Diego, CA 92122-1512
LA COSTA CHATEAUS - 697	2120 Commerce St Apt 306	Tacoma, WA 98402-3019
ALEXANDER KNYAZEVSIIY-260 TAMARACK	260 TAMARACK AVE	Carlsbad, CA 92008-4061
HOLIDAY INN EXPRESS AND SUITES	698 Camino El Dorado	Encinitas, CA 92024-3822
VW VACATION RENTALS - 341	29250 PASEO SEDONA	San Juan Capistrano, CA 92675
VW VACATION RENTALS - 355	29250 Paseo Sedano	San Juan Capistrano, CA 92675
COAST AND COUNTRY REALTY -STVR	4292 Kai Ikena DR	Kalaheo, HI 96741-9578
ANCHORAGE INVESTMENTS LLC-4347	4367 HIGHLAND DR	Carlsbad, CA 92008-4226
MCCARTHY PROPERTIES	17056 Highway 67	Ramona, CA 92065-6943
ANDREW MCLENNAN COSTA BALBOA	3516 Seagate WAY STE 150	Oceanside, CA 92056-2674
ANDREW SELNA - 3481 GARFIELD UNIT B	2977 OCEAN ST	Carlsbad, CA 92008-2948
ANDREW SELNA - 3481 GARFIELD UNIT C	2977 OCEAN ST	Carlsbad, CA 92008-2948

ANDREW SELNA-240 PACIFIC	2977 OCEAN ST	Carlsbad, CA 92008-2948
ANDREW SELNA-3001 OCEAN	2977 OCEAN ST	Carlsbad, CA 92008-2948
ANDREW SELNA-3481 GARFIELD UNIT A	2977 OCEAN ST	Carlsbad, CA 92008-2948
ANTHONY BOUDREAULT-5380	31947 Lodge House CT	Temecula, CA 92592-4003
ANTHONY ROSS	PO Box 680167	Park City, UT 84068-0167
ANTON VISHNYAK	1045 MAGNOLIA AVE	Carlsbad, CA 92008-2539
PALMA DE LA PLAYA - LOWER UNIT	PO BOX 1102	Rancho Santa Fe, CA 92067
PALMA DE LA PLAYA - UPPER UNIT	PO BOX 1102	Rancho Santa Fe, CA 92067
ATOMIC HABITS LLC	40295 Calle Torcida	Temecula, CA 92591-1735
AVI BEN-ARI	3925 LINMAR LN	Carlsbad, CA 92008-4125
2680 OCEAN	2680 OCEAN ST	Carlsbad, CA 92008-2237
BARBARA D POWELL	3965 MONROE ST	Carlsbad, CA 92008-2737
BARBARA DELANEY	2647 Gateway Rd Ste 105-201	Carlsbad, CA 92009-1755
BARRY AND GISELLE MATSUI	81272 Merv Griffin WAY	La Quinta, CA 92253-8081
BEACHSIDE REALTY SD INC	404 Wisconsin AVE	Oceanside, CA 92054-4138
BELL FAMILY PARTNERS	PO Box 4248	Carlsbad, CA 92018-4248
BLACKWOODS LLC	5390 CARLSBAD BLVD	Carlsbad, CA 92008-4308
BLUE OCEAN DREAMS LLC	331 OAK AVE	Carlsbad, CA 92008-2945
BMILLS AND CO LLC	2637 GARFIELD ST	Carlsbad, CA 92008-2217
BOB AND SUE CRUM RENTALS - 158	167 REDWOOD AVE	Carlsbad, CA 92008-4052
BOB AND SUE CRUM RENTALS - 167	167 REDWOOD AVE	Carlsbad, CA 92008-4052
BOCAS ESTATE LLC -STVR	5415 EL ARBOL DR	Carlsbad, CA 92008-4419
RENTAL 2003 COSTA DEL MAR 684	9425 Barranco RD	Atascadero, CA 93422-2158
5185 SHORE DRIVE CARLSBAD	1041 YALE ST	Santa Monica, CA 90403
MACIEL RENTALS	2405 COPPER WAY	Carlsbad, CA 92009-5215
CRAFTSMAN 154	154 SYCAMORE AVE	Carlsbad, CA 92008-3144
BRIDGET BLOOM	2156 Princeton AVE	Los Angeles, CA 90026-1926
BRIGHT LLC-UNIT A	1510 Whittier BLVD 198	La Habra, CA 90631-3617
BRIGHT LLC-UNIT B	1510 Whittier BLVD 198	La Habra, CA 90631-3617
BRIGHT LLC-UNIT C	1510 Whittier BLVD 198	La Habra, CA 90631-3617
BRIGID FREYNE	41460 Royal Dornoch CT	Temecula, CA 92591-2057
BRUCE MADDEN	28880 Corral Canyon TRL	Campo, CA 91906-1200
CALAVO RENTAL LLC	2591 WELLSRING ST	Carlsbad, CA 92010-5604
STUDIO 6 CARLBAD	3001 E Andy Devine AVE	Kingman, AZ 86401-4206
BEACH TERRACE INN	2775 OCEAN ST	Carlsbad, CA 92008-2241
BEST WESTERN BEACH VIEW LODGE	2775 OCEAN ST	Carlsbad, CA 92008-2241
RESIDENCE INN BY MARRIOTT	105 DECKER CT STE 500	IRVING, TX 75062-2790
HOLIDAY INN	2725 Palomar Airport Rd	Carlsbad, CA 92009-1729
STAYBRIDGE SUITES CARLSBAD	2735 Palomar Airport Rd	Carlsbad, CA 92009-1729
CARLSBAD INN BEACH RESORT	5900 Pasteur Ct Ste 200	Carlsbad, CA 92008-7336
COURTYARD SAN DIEGO CARLSBAD	2551 W Woodland DR	Anaheim, CA 92801-2608
MOTEL 6 CARLSBAD BEACH 9639	PO Box 69344	West Hollywood, CA 90069
CAROL MARKS MARKS REVOCABLE TRUST	PO Box 99346	San Diego, CA 92169-1346
CAROLE ANN COLBERT	2647 Gateway Rd Ste 105-201	Carlsbad, CA 92009-1757
CAROLINE SOLOVEI	2647 Gateway Rd Ste 105-201	Carlsbad, CA 92009-1757

CASAS DE PUESTA DEL SOL	PO BOX 4086	CARLSBAD, CA 920184086
CASAS DE PUESTA DEL SOL LLC	PO BOX 4086	CARLSBAD, CA 92018
CBR HOLDINGS LLC	948 Chelsea DR	Fresno, CA 93720-1359
KOI PROPERTIES	1120 2Nd ST APT 607	Minneapolis, MN 55415
CHRIS MADDOX	PO BOX 1338	BOISE, ID 83701
CHRISTINE WALLACE	3935 SYME DR	Carlsbad, CA 92008-3569
4540 LOS ROBLES STVR	2387 Sierra House TRL	South Lake Tahoe, CA 96150
MARGARET	3861 MARGARET WAY	Carlsbad, CA 92008-3409
CK BALE INVESTMENTS LLC	936 ANATRA CT	Carlsbad, CA 92011-4876
CLAIRE KRUGER - 4024 STE A	1108 Novilunio	San Clemente, CA 92673
CLAIRE KRUGER - 4024 STE B	1108 Novilunio	San Clemente, CA 92673
TOES IN THE SAND BEACH RENTALS	300 Carlsbad Village Dr 108A-231	Carlsbad, CA 92008-2990
CNSW4 LLC	PO BOX 5580	Huntington Beach , CA 92646
COURTNEY SULLIVAN	1420 YOURELL AVE	CARLSBAD, CA 92008
COZY HOME LLC CALIFORNIA	4190 Datcho DR	San Diego, CA 92117-4620
CHATEAU DE CHARPERRY	2421 LA COSTA AVE C	Carlsbad, CA 92009-7312
CYNTHIA BAUSCH-6821	6808 SHEARWATERS DR	Carlsbad, CA 92011-3701
CYNTHIA BAUSCH-7259	1598 MARITIME DR	Carlsbad, CA 92011-4032
CYNTHIA T BAUSCH - 3987	6808 SHEARWATERS DR	CARLSBAD, CA 92011
CYNTHIA T BAUSCH - 6808	6808 SHEARWATERS DR	CARLSBAD, CA 92011
TINYVACATION RENTALS	1667 CORTE ORCHIDIA	CARLSBAD, CA 92011
LINMAR ADVENTURES	1645 Oakdale ST	Pasadena, CA 91106-3554
TERRAMAR BEACH HOUSE	18 PEARL ST	Sausalito, CA 94965-1717
JR HOSPITALITY	1735 CEREUS CT	Carlsbad, CA 92011-5119
DANIELLE PENMAN - GRANNY FLAT	2431 BUENA VISTA CIR	Carlsbad, CA 92008-1601
DANIELLE PENMAN - MAIN HOUSE	2431 BUENA VISTA CIR	Carlsbad, CA 92008-1601
5340 CARLSBAD BLVD VACATION RENTAL	5360 LOS ROBLES DR	Carlsbad, CA 92008-4330
SEA SLOPE UNIT 10	PO BOX 1781	Carlsbad, CA 92018-1781
DAVID PEDDLE	367 BEECH AVE	Carlsbad, CA 92008-2204
VIRGA FAMILY TRUST	16 GREENVIEW DR	Carlsbad, CA 92009-6913
BEACHY CHARMER	2477 TUTTLE ST	Carlsbad, CA 92008-1446
BAUERN PROPERTIES	3149 COACHMAN CT	OCEANSIDE, CA 92056
DENNIS DELMAR - UNIT 1	789 Turtle Point WAY	San Marcos, CA 92069-8126
DENNIS DELMAR - UNIT 3	300 REDWOOD AVE	Carlsbad, CA 92008-4055
DENNIS DELMAR - UNIT 4	789 Turtle Point WAY	San Marcos, CA 92069-8126
DEREK ORME-2315	2315 PIO PICO DR	Carlsbad, CA 92008-1037
LA COSTA PARADISO	PO BOX 60233	Boulder City, NV 89006
DLLP INVESTMENTS INC	3460 CARLSBAD BLVD	Carlsbad, CA 92008-3225
DONALD J MOORE	3529 Jubilee TRL	Dallas, TX 75229-2641
DOUGLASS LEE	5395 Renaissance AVE	San Diego, CA 92122-5665
DTS AVIATION LLC	390 TAMARACK AVE	Carlsbad, CA 92008-4063
WOZOW FAMILY TRUST	3920 SKYLINE RD	Carlsbad, CA 92008-2745
EDITH REPUBLIC LLC	2029 Willowood LN	Encinitas, CA 92024-3132
FATHI PROPERTY MANAGEMENT GROUP	4424 HIGHLAND DR	Carlsbad, CA 92008-4227

2005 COSTA DEL MAR UNIT 647	2647 Gateway Rd Ste 105-201	Carlsbad, CA 92009-1755
ELTON CARLOMAGNO	2647 Gateway Rd Ste 105-201	Carlsbad, CA 92009-1757
ELYSE STASSEL	7910 CALLE POSADA	Carlsbad, CA 92009-9304
SIFAKIS ENTERPRISES	7221 MIMOSA DR	Carlsbad, CA 92011-5136
EQUITAS REAL ESTATE HOLDINGS LLC	1515 Sunrise DR	Vista, CA 92084-6418
EXTENDED STAY AMERICA 8831	PO BOX 49550	CHARLOTTE, NC 28277
EUROVIBE RENTALS	4816 REFUGIO AVE	Carlsbad, CA 92008-3728
EVELYN ROSE - UNIT A	2715 CARLSBAD BLVD	Carlsbad, CA 92008-2210
EVELYN ROSE - UNIT B	PO Box 296	Dana Point, CA 92629-0296
EVELYN ROSE - UNIT C	PO BOX 1338	BOISE, ID 837010000
EVELYN ROSE - UNIT D	PO Box 296	Dana Point, CA 92629-0296
EVELYN ROSE - UNIT E	PO Box 296	Dana Point, CA 92629-0296
EVELYN ROSE - UNIT F	PO Box 296	Dana Point, CA 92629-0296
EVERGREEN HEBRON LP - UNIT A	1640 Oceanside BLVD	Oceanside, CA 92054-5427
EVERGREEN HEBRON LP - UNIT B	1640 Oceanside BLVD	Oceanside, CA 92054-5427
CARLSBAD BY THE SEA	10174 Old Grove Rd Ste 200	San Diego, CA 92131-1652
EYOY PARTNERS LP -660	1004 Summer Holly LN	Encinitas, CA 92024-6839
TUTU'S PLACE	5037 Palermo DR	Oceanside, CA 92057-6352
FEARN BOYS -150 TAMARACK AVE LLC	1510 SUNRISE CIR	Carlsbad, CA 92008-3648
FFUN LIVING LLC	3359 Todd WAY	San Jose, CA 95124-2246
FRAKERKOTSCHRENTALS LLC	524 Via De La Valle STE B	Solana Beach, CA 92075
ANATRA VACANZA	932 ANATRA CT	Carlsbad, CA 92011-4876
Freedom Friends And Flips LLC-UPPER UNIT	4024 JAMES DR	Carlsbad, CA 92008-2645
G SQUARED PACIFIC LLC	14440 Meadowrun ST	San Diego, CA 92129-3328
GARFIELD RENTAL PROPERTY LLC - 3559	859 Neptune AVE	Encinitas, CA 92024-2063
GARFIELD RENTALS LLC- UNIT 2	252 ACACIA AVE 119	Carlsbad, CA 92008-3208
GARFIELD RENTALS LLC-UNIT 1	252 ACACIA AVE 119	Carlsbad, CA 92008-3208
GARFIELD RENTALS LLC-UNIT 3	252 ACACIA AVE 119	Carlsbad, CA 92008-3208
GARFIELD RENTALS LLC-UNIT 4	252 ACACIA AVE 119	Carlsbad, CA 92008-3208
GAYLE CLARK- 3255 GARFIELD	8 TAYLOR AVE	PALM DESERT , CA 92260
GAYLE CLARK-3265	8 Taylor AVE	Palm Desert, CA 92260
GEOFFREY CELLA	9485 Treelake RD	Granite Bay, CA 95746-6623
GEOFFREY CELLA-UNIT B	9485 Treelake RD	Granite Bay, CA 95746-6623
GEORGE AND JACKYE WILLIS TRUSTEES OF THE WILLIS FAMILY TRUST	2060 LAURIE CIR	Carlsbad, CA 92008-2023
JERRY WILLIAMS AIRBNB	7217 DAFFODIL PL	Carlsbad, CA 92011-4812
BROWN VACATION RENTALS	165 CHINQUAPIN AVE	Carlsbad, CA 92008-7408
GLENN SUMMER HOMES LLC	1640 Oceanside BLVD	Oceanside, CA 92054-5427
GLOBAL SPORTS MARKETING AND EVENTS INC	7270 PONTO DR	Carlsbad, CA 92011-4601
COASTAL BREEZE VACATION RENTAL 356	1833 Queens WAY	Vista, CA 92084-3613
COASTAL BREEZE VACATION RENTAL -362	1833 Queens WAY	Vista, CA 92084-3613
SHERATON CARLSBAD RESORT AND SPA	5900 Pasteur Ct Ste 200	Carlsbad, CA 92008-7336
THE WESTIN CARLSBAD RESORT AND SPA	5900 Pasteur Ct Ste 200	Carlsbad, CA 92008-7330
CASSARA CARLSBAD	5900 Pasteur Ct Ste 200	Carlsbad, CA 92008-7336
OCEAN ELEVATION	853 VIOLET CT	Carlsbad, CA 92011-3859

HERB AND STEPHANIE COOK	530 S EMERSON ST	CHANDLER, AZ 85225
HIGH TIDE OAK MANAGEMENT LLC	1809 Scenic Sunrise DR	Las Vegas, NV 89117-7208
Highland House Carlsbad LLC	28821 Lilac RD	Valley Center, CA 92082
Highland House Carlsbad LLC-3928 HIGHLAND	28821 Lilac RD	Valley Center, CA 92082
H AND M NORCOAST	155 CHESTNUT AVE	Carlsbad, CA 92008-3107
IRENE M PATTON	14119 HALPER RD	POWAY, CA 92064-2812
IRINA RAPP	5280 EL ARBOL DR	Carlsbad, CA 92008-4316
IRONS PROPERTIES CA LLC	77-6491 Kilohana ST	Kailua Kona, HI 96740-7903
SANCTUARY LIVING	2399 JEFFERSON ST #3	Carlsbad, CA 92008-1406
HIGHLAND HOUSE	1695 Laurel RD	Oceanside, CA 92054-5733
HIGHLAND HOUSE LOWER UNIT	1695 Laurel RD	Oceanside, CA 92054-5733
JACKIE LEWIS	218 Main ST	Kirkland, WA 98033-6199
JACOB KLASSEN	1889 HIGH RIDGE AVE	Carlsbad, CA 92008-3761
JACQUELINE FITCH	548 Windermere LN	Arroyo Grande, CA 93420
OCEAN PALMS BEACH RESORT	2950 OCEAN ST	Carlsbad, CA 92008-2952
JOHNSON FAMILY TRUST -3784	860 Acalanes RD	Lafayette, CA 94549-3302
JOHNSON FAMILY TRUST -3786	860 Acalanes RD	Lafayette, CA 94549-3302
3287 LINCOLN VACATION RENTAL	3283 LINCOLN ST	Carlsbad, CA 92008-3131
JAMES WATSON	3283 LINCOLN ST	Carlsbad, CA 92008-3131
CARLSBAD BEACH RETREAT	18 Leisure LN	The Woodlands, TX 77380
3722 CARLSBAD BLVD PROPERTY	29991 Via Norte	Temecula, CA 92591-1650
OLIVE RENTAL	PO BOX 147	Carlsbad, CA 920180147
JD BEACH LLC	2955 OCEAN ST 19	Carlsbad, CA 92008-2954
JEANNINE SORENSON	2044 Laurel CIR	Mesa, AZ 85213-2266
PRICHARD INNOVATION	333 REDWOOD AVE	Carlsbad, CA 92008
JEFFREY GARDNER	2314 BYRON PL	Carlsbad, CA 92008-3831
EUCALYPTUS HOUSE	4205 HILLSIDE DR	Carlsbad, CA 92008-3614
JH RANCH LLC	7957 N Riverfront DR	Idaho Falls, ID 83401-4981
COASTAL STUDIO	474 CHINQUAPIN AVE	Carlsbad, CA 92008-4103
CARLSBAD DREAM UNIT A	8305 Torrey Park TER	San Diego, CA 92129-4623
CARLSBAD DREAM UNIT B	8305 Torrey Park TER	San Diego, CA 92129-4623
CARLSBAD DREAM UNIT C	8305 Torrey Park TER	San Diego, CA 92129-4623
CARLSBAD DREAM UNIT D	8305 Torrey Park TER	San Diego, CA 92129-4623
CASA SUPREMA	2121 E PARK AVE	GILBERT, AZ 85234-6219
JOANNE EKERLING	10860 Alta View DR	Studio City, CA 91604-3901
JOEL HIRSCHKOFF	2353 JEFFERSON ST	Carlsbad, CA 92008
JOEL HIRSCHKOFF-2353 JEFFERSON	2353 JEFFERSON ST	Carlsbad, CA 92008-1405
JOEL KLETT	PO BOX 4086	CARLSBAD, CA 92018
JOHN FREIM	2647 Gateway Rd Ste 105-201	Carlsbad, CA 92009-1757
JOHN D HEBERT	5460 EL ARBOL DR	Carlsbad, CA 92008-4418
JOHN MCALLISTER - BACK HOUSE	440 N Granados AVE	Solana Beach, CA 92075
JOHN MCALLISTER - FRONT HOUSE	440 N Granados AVE	Solana Beach, CA 92075
J AND M SANTORO TRUST	PO BOX 892696	TEMECULA, CA 92589
JOHN SCHUREMAN	6891 WATERCOURSE DR	Carlsbad, CA 92011-3743
Joe And Dee Dee Short Term Vacation Rental	4392 ADAMS ST	Carlsbad, CA 92008

JOSHUA BEHREND	1127 W Clifton AVE	Redlands, CA 92373-5717
JRBBORIS LLC-UNIT A	250 PACIFIC AVE A	Carlsbad, CA 92008-2274
JRBBORIS LLC-UNIT B	250 PACIFIC AVE B	Carlsbad, CA 92008-2274
JUDITH TATA	539 Carlsbad Village Dr Ste 201	Carlsbad, CA 92008-2362
JULIE A DAILEY	1010 DAISY CT	Carlsbad, CA 92011-4846
COZY BEACH BUNGALOW	3267 LINCOLN ST STE A	Carlsbad, CA 92008-2980
WILLIAM AND JULIE LASHER-3760 JEFFERSON	16443 Shady View LN	Los Gatos, CA 95032-4722
WILLIAM AND JULIE LASHER-3762 JEFFERSON	16443 Shady View LN	Los Gatos, CA 95032-4722
JULIE MIETUS PROPERTIES	1241 Macaulay CIR	Carmichael, CA 95608-6204
JUNIPER BEACH PROPERTIES LLC - UNIT A	1641 AMANTE CT	Carlsbad, CA 92011-4041
JUNIPER BEACH PROPERTIES LLC - UNIT B	1641 AMANTE CT	Carlsbad, CA 92011-4041
JUNIPER BEACH PROPERTIES LLC - UNIT C	1641 AMANTE CT	Carlsbad, CA 92011-4041
JUNIPER BEACH PROPERTIES LLC - UNIT D	1641 AMANTE CT	Carlsbad, CA 92011-4041
KABLOON LLC	8100 Camelback RD 138	Scottsdale, AZ 85251-2754
3718 CARLSBAD BLVD	107 Reino RD STE 342	Newbury Park, CA 91320
KAREN R THOMPSON	PO BOX 130758	Carlsbad, CA 92013-0758
RELAXING LA COSTA CONDO	2588 Euclid AVE	San Diego, CA 92105-4804
KATHLEEN KENNEDY	1733 CALAVO CT	Carlsbad, CA 92008-4252
COZY BEACH COTTAGE	3267 LINCOLN ST B	Carlsbad, CA 92008-2942
THE CARLSBAD VACATION RENTAL	14089 Upland Hills WAY	Garden City, ID 83714-2226
KEVIN VINER	1562 N Willowspring DR	Encinitas, CA 92024-5626
KIMBERLY FLAMMER	7023 Waldheim CT	San Jose, CA 95120-2137
KIMBERLY MCEVOY	1758 CAPE MAY PL	Carlsbad, CA 92008-3608
KIMBERLY RUHA	290 Virgo CT	Thousand Oaks, CA 91360
KIMBERLY TODD	6465 FRANCISCAN RD	Carlsbad, CA 92011-3212
KOEPKE FAMILY TRUST UTD	24 Elizabeth PL	Asheville, NC 28801-2264
KSMS INVESTMENTS LLC	2642 OCEAN ST	Carlsbad, CA 92008-2237
VACATION IN CARLSBAD - DOLPHIN SUITE	3810 Carlsbad BLVD	Carlsbad, CA 92008-8208
VACATION IN CARLSBAD - LANAI SUITE	3810 Carlsbad BLVD	Carlsbad, CA 92008-8208
VACATION IN CARLSBAD - OHANA SUITE	3810 Carlsbad BLVD	Carlsbad, CA 92008-4002
VACATION IN CARLSBAD - PELICAN SUITE	3810 Carlsbad BLVD	Carlsbad, CA 92008-8208
VACATION IN CARLSBAD - SAND SUITE	3810 Carlsbad BLVD	Carlsbad, CA 92008-4002
VACATION IN CARLSBAD - SUN SUITE	3810 Carlsbad BLVD	Carlsbad, CA 92008-4002
VACATION IN CARLSBAD - SURF SUITE	3810 Carlsbad BLVD	Carlsbad, CA 92008-4002
VACATION IN CARLSBAD - WAVE SUITE	3810 Carlsbad BLVD	Carlsbad, CA 92008-4002
VACATION IN CARLSBAD - WIND SUITE	3810 Carlsbad BLVD	Carlsbad, CA 92008-4002
LAKE MEAD INVESTMENTS LLC -3540	3155 FALCON DR	Carlsbad, CA 92008-1129
LAKE MEAD INVESTMENTS LLC -3542	3155 FALCON DR	Carlsbad, CA 92008-1129
LAKE MEAD INVESTMENTS LLC -3544	3155 FALCON DR	Carlsbad, CA 92008-1129
LAKE MEAD INVESTMENTS LLC -3546	3155 FALCON DR	Carlsbad, CA 92008-1129
LANGEN BEACH HOUSE	3831 PARK DR	Carlsbad, CA 92008-2740
LAURIE REISS	446 CHINQUAPIN AVE	Carlsbad, CA 92008-4103
VACATION IN CARLSBAD - SANDERLING	3810 Carlsbad BLVD	Carlsbad, CA 92008-4002
VACATION IN CARLSBAD - SANDPIPER	3810 Carlsbad BLVD	Carlsbad, CA 92008-4002
VACATION IN CARLSBAD - SEAGULL	3810 Carlsbad BLVD	Carlsbad, CA 92008-4002

VACATION IN CARLSBAD - SNOWY PLOVER	3810 Carlsbad BLVD	Carlsbad, CA 92008-4002
LIFE IS RAD IN CARLSBAD LLC	147 MAPLE AVE	Carlsbad, CA 92008-3264
LIL PEEP LLC	7034 ALMADEN LN	Carlsbad, CA 92009-6244
LINDA MULLINS	PO Box 2327	Carlsbad, CA 92018-2327
LISA JACKSON - GARFIELD UNIT A	4191 PARKSIDE PL	Carlsbad, CA 92008-3673
LISA JACKSON - GARFIELD UNIT B	4191 PARKSIDE PL	Carlsbad, CA 92008-3673
LISA JACKSON - GARFIELD UNIT C	4191 PARKSIDE PL	Carlsbad, CA 92008-3673
KINMAN FAMILY TRUST STR	1812 Brighton ST	Burbank, CA 91506-1006
LISA WILLIAMS	6486 FRANCISCAN RD	Carlsbad, CA 92011-3211
LONDON ONE PROPERTIES LLC	1630 Healdsburg AVE	Healdsburg, CA 95448-9068
LORI A PLATER TRUST	624 Rabbit Ridge CT	Reno, NV 89511-5391
LOUISA EVANS	1510 GRADY PL	Carlsbad, CA 92008-3633
LSA CAPITAL II LLC	5289 Meadows Del Mar	San Diego, CA 92130-4857
LUAN DAUTI'S RENTALS -UNIT A	5155 35th ST	San Diego, CA 92116-1913
LUAN DAUTI'S RENTALS -UNIT B	5155 35th ST	San Diego, CA 92116-1913
LUIS GARCIA	627 Seaward Ave Ste 8	Carlsbad, CA 92011-3257
MOTEL 6	PO BOX 6472	SAN DIEGO, CA 92166
MAHINA ENTERPRISES INC	1785 S Iris LN	Escondido, CA 92026-3979
MAHON DEVELOPMENT INC	1230 Keystone WAY	Vista, CA 92081-8316
BEST WESTERN CARLSBAD BY THE SEA	9249 Sierra College BLVD	Roseville, CA 95661-5919
MAR VISTA TRUST	PO BOX 1481	CARLSBAD, CA 920181481
MARCELLA KERN IRRV TR 2009	1728 S HANNALEI DR	VISTA, CA 92083
TARVIN SHORT TERM VACATION RENTAL	133 Woodall DR	Georgetown, TX 78628
MARIAN EDWARDS	1289 Forest AVE	Carlsbad, CA 92008-1008
5290 EL ARBOR	5280 EL ARBOL DR	Carlsbad, CA 92008-4316
JUNIPER STUDIO	6582 Robinea DR	Carlsbad, CA 92011-2506
MARK TANNER	3612 CARLSBAD BLVD	Carlsbad, CA 92008-8208
MARLA HALLER	1611 Yorkshire RD	Birmingham, MI 48009-7418
MARNIE VIAU TRUSTEE	1080 BUENA PL	Carlsbad, CA 92008-1403
SEA SLOPE UNIT 2	PO BOX 1781	Carlsbad, CA 92018-1781
MARTIN CARTER-STVR	1175 MAGNOLIA AVE	Carlsbad, CA 92008-2541
LA QUINTA CARLSBAD	760 MACADAMIA DR	Carlsbad, CA 92011-3205
THE SELTZER HIDEAWAY	7218 DURANGO CIR	Carlsbad, CA 92011-5114
MARYLOUISE MARTIN	2590 Portsmouth Creek Ave	Henderson, NV 89052-7157
SOCAL INVESTEMENTS	6951 QUIET COVE DR	Carlsbad, CA 92011-3730
MATTHEW MCCARTHY	345 Alta AVE	Santa Cruz, CA 95060-6441
MBTM GROUP LLC STE A	2137 Newcastle AVE	Cardiff by the Sea, CA 92007
MBTM GROUP LLC STE B	2134 Newcastle AVE CA	Cardiff by the Sea, CA 92007
MBTM GROUP LLC STE C	2137 Newcastle AVE	Cardiff by the Sea, CA 92007
COASTAL BREEZE VACATION RENTAL - 354	1833 QUEENS WAY	VISTA, CA 92084
COASTAL BREEZE VACATION RENTAL -364	1833 Queens WAY	Vista, CA 92084-3613
SWEET CASITA VACATION RENTAL	1833 Queens WAY	Vista, CA 92084-3613
224 NORMANDY LANE VACATION RENTAL	800 GRAND AVE STE 110	Carlsbad, CA 92008-1814
226 NORMANDY LANE VACATION RENTAL	800 GRAND AVE 110	Carlsbad, CA 92008-1814
MG HOSPITALITY CARLSBAD LLC	2551 W Woodland DR	Anaheim, CA 92801-2608
TAMARACK BEACH HIDEAWAY	1271 TAMARACK AVE	Carlsbad, CA 92008-3420

THE SEAVIEW COTTAGE	4190 SUNNYHILL DR	Carlsbad, CA 92008-3644
YAMAMOTO	1196 LARKSPUR LN	Carlsbad, CA 92008-3405
MICHELLE DRUTMAN GREVEN	1726 Aldersgate RD	Encinitas, CA 92024-1004
DAVID AND MICHELLE TRUJILLO	2647 Gateway Rd STE 105-201	Carlsbad, CA 92009-1757
MICHELLE VARAV	PO Box 130515	Carlsbad, CA 92013-0515
435 TAMARACK AVE	20054 N 98th AVE	Peoria, AZ 85382-4126
DAN AND NANCY WARNER	30175 Via de la Mesa	Temecula, CA 92591-1684
GARFIELD VACATION RENTAL	3487 GARFIELD ST	Carlsbad, CA 92008-3240
NEIGHBORHOOD INVESTMENT NETWORK LLC VACATION RENTAL	3353 Par DR	Oceanside, CA 92056-1705
NEW VILLAGE REAL ESTATE LLC	4195 Chino Hills Pkwy Unit 531	Chino Hills, CA 91709
NHIVINAM LLC	PO Box 1678	La Jolla, CA 92038-1678
BEACHY GETAWAY	2567 GLASGOW DR	Carlsbad, CA 92010-5602
NORIK NARAGHI	1213 Country Club DR	Modesto, CA 95356-8860
SEASHORE ON THE SAND	2805 OCEAN ST	CARLSBAD, CA 92008
NORM VENTURI	3910 HOLLY BRAE LN	Carlsbad, CA 92008-2725
OCEAN MIST LLC - 335	2588 El Camino Real STE F-341	Carlsbad, CA 92008-1212
OCEAN MIST LLC - 337	2588 El Camino Real STE F341	Carlsbad, CA 92008-1212
OCEAN STREET VILLAS LLC - UNIT A	2895 OCEAN ST	Carlsbad, CA 92008-2995
OCEAN STREET VILLAS LLC - UNIT B	2895 OCEAN ST	Carlsbad, CA 92008-2995
OCEAN STREET VILLAS LLC - UNIT C	2895 OCEAN ST	Carlsbad, CA 92008-2995
OCEAN STREET VILLAS LLC - UNIT D	2895 OCEAN ST	Carlsbad, CA 92008-2995
OCEAN STREET VILLAS LLC - UNIT E	2895 OCEAN ST	Carlsbad, CA 92008-2995
OCEAN STREET VILLAS LLC - UNIT F	2895 OCEAN ST	Carlsbad, CA 92008-2995
OCEAN STREET VILLAS LLC - UNIT G	2895 OCEAN ST	Carlsbad, CA 92008-2995
OCEAN STREET VILLAS LLC - UNIT H	2895 OCEAN ST	Carlsbad, CA 92008-2995
OCEAN STREET VILLAS LLC - UNIT I	2895 OCEAN ST	Carlsbad, CA 92008-2995
OCEAN STREET VILLAS LLC - UNIT SAND	2895 OCEAN ST	Carlsbad, CA 92008-2995
CARLSBAD HOMEWOOD SUITES BY HILTON	7969 Engineer RD Ste 108	San Diego, CA 92111-1985
OMNI LA COSTA LLC	2100 Costa Del Mar RD	Carlsbad, CA 92009-6823
WEST INN AND SUITES	4970 AVENIDA ENCINAS	Carlsbad, CA 92008-4343
PAM KERCKHOFF	5249 SHELLEY PL	Carlsbad, CA 92008-3851
2SEEKPEACEHOUSE	3955 HIBISCUS CIR	Carlsbad, CA 92008-4116
SEA SLOPE UNIT 4	4521 W Sterling Ranch RD	Prescott, AZ 86305-2291
PATRICK COFFEY - 165	167 TAMARACK AVE	Carlsbad, CA 92008-4060
PATRICK COFFEY - 167	167 TAMARACK AVE	Carlsbad, CA 92008-4060
PATRICK LEE AND ASSOCIATES INC - UNIT 7	7172 AVIARA DR	Carlsbad, CA 92011-4900
PATRICK LEE AND ASSOCIATES INC - UNIT 1	7172 AVIARA DR	Carlsbad, CA 92011-4900
PATRICK LEE AND ASSOCIATES INC - UNIT 2	7172 AVIARA DR	Carlsbad, CA 92011-4900
PATRICK LEE AND ASSOCIATES INC - UNIT 3	7172 AVIARA DR	Carlsbad, CA 92011-4900
PATRICK LEE AND ASSOCIATES INC - UNIT 4	7172 AVIARA DR	Carlsbad, CA 92011-4900
PATRICK LEE AND ASSOCIATES INC - UNIT 5	7172 AVIARA DR	Carlsbad, CA 92011-4900
PATRICK LEE AND ASSOCIATES INC - UNIT 6	7172 AVIARA DR	Carlsbad, CA 92011-4900
PATRICK LEE AND ASSOCIATES INC - UNIT A	7172 AVIARA DR	Carlsbad, CA 92011-4900

PATRICK LEE AND ASSOCIATES INC - UNIT B	7172 AVIARA DR	Carlsbad, CA 92011-4900
PATRICK LEE AND ASSOCIATES INC - UNIT G	7172 AVIARA DR	Carlsbad, CA 92011-4900
PATRICK LEE AND ASSOCIATES INC - UNIT I	7172 AVIARA DR	Carlsbad, CA 92011-4900
PATRICK LEE AND ASSOCIATES INC - UNIT S	7172 AVIARA DR	Carlsbad, CA 92011-4900
MOHR CARLSBAD VACATIONS	3432 ADAMS ST	Carlsbad, CA 92008-2503
4273 HIGHLAND	PO BOX 976	HANALEI, HI 976140000
PERRY WIGGIN	812 BLUEWATER RD	Carlsbad, CA 92011-3721
HAAS	1860 BIENVENIDA CIR	Carlsbad, CA 92008-3804
POMANI PROPERTIES LLC	4350 HIGHLAND DR	Carlsbad, CA 92008-4225
POPAT DEVELOPMENT LLC	6637 SURF CREST ST	Carlsbad, CA 92011-2643
PORTER REAL ESTATE LLC	12415 85th AVE NE	Kirkland, WA 98034-6034
POULIN BEACH HOUSE LLC	59 Damonte Ranch Pkwy Ste B-187	Reno, NV 89521-2989
PURDOM THOMAS	5525 E Lincoln DR Ste 123	Paradise Valley, AZ 85253
SCANDIA MOTEL - SP	2550 CARLSBAD BLVD	Carlsbad, CA 92008-2205
RANCHO ALMOSTA BY THE SEA LLC	2415 El Corto DR	Vista, CA 92084-7843
155 SYCAMORE RENTAL	2715 CARLSBAD BLVD	Carlsbad, CA 92008-2210
RENE MANZANARES-UNIT A	147 LAKE ST	BRISBANE, CA 94005
RENE MANZANARES-UNIT B	147 LAKE ST	BRISBANE , CA 94005
RENE MANZANARES-UNIT C	147 LAKE ST	BRISBANE, CA 94005
RETREAT HOUSE LLC	300 Carlsbad Village Dr 108A	Carlsbad, CA 92008-2990
3080 LINCOLN UNIT 16	6565 BIRCH DR	Santa Rosa, CA 95404
BOB AND MONICA FLORA VACATION RENTAL	157 WALNUT AVE	Carlsbad, CA 92008-3147
HESS FAMILY TRUST	2015 Holiday RD	Newport Beach, CA 92660
ROBERTS VACATION RENTAL	7206 DURANGO CIR	Carlsbad, CA 92011-5114
ROBERT SFREDDO	2588 El Camino Real STE F-341	Carlsbad, CA 92008-1212
FREE ARROW	2207 Calusa Lakes BLVD	Nokomis, FL 34275-5344
ROBERTA MURPHY THOMPSON -270	2207 Calusa Lakes BLVD	Nokomis, FL 34275-5344
LA COSTA 639	218 Main ST STE 333	Kirkland, WA 98033-6199
LA COSTA 643	218 Main ST STE 333	Kirkland, WA 98033-6199
LA COSTA 648	218 Main ST STE 333	Kirkland, WA 98033-6199
LA COSTA 686	218 Main ST STE 333	Kirkland, WA 98033-6199
ROBINSON RENTALS LLC	1295 BUENA VISTA WAY	Carlsbad, CA 92008-1534
WITHALL STVR	3841 MARGARET WAY	Carlsbad, CA 92008-3409
CACL10	24 Elizabeth PL	Asheville, NC 28801-2264
RP STR JEFFERSON	910 Caminito Madrigal A	Carlsbad, CA 92011-2457
HOME2 SUITES CARLSBAD	1901 WRIGHT PL	Carlsbad, CA 92008-6528
RUBICON ASSETS LLC	5415 EL ARBOL DR	Carlsbad, CA 92008-4419
ROSE VACATION RENTAL	7026 COLUMBINE DR	Carlsbad, CA 92011-5108
HYLAND INN	727 S BREA BLVD	BREA, CA 92821-5310
SANDEEP ABROL	7925 VIA ENSENADA	Carlsbad, CA 92009-9331
CIMA PROPERTIES	2909 CANDIL PL	Carlsbad, CA 92009-7104
SPRINGHILL SUITES CARLSBAD	42 Corporate Park Ste 200	Irvine, CA 92606-5105
3454 CARLSBAD BLVD	2714 ARLAND RD	Carlsbad, CA 92008-1501
STVR	4876 PARK DR	Carlsbad, CA 92008-3811

SDRE	5471 Kearny Villa Rd Ste 350	San Diego, CA 92123-1141
SEA SLOPE 6 LLC	6343 DI VITA DR	Carlsbad, CA 92009-3078
SEASONS VACATION RETREATS LLC	1663 CORTE ORCHIDIA	Carlsbad, CA 92011-4066
MOTEL 6 NORTH	3666 PIO PICO DR	Carlsbad, CA 92008-2554
PATRICK LEE AND ASSOCIATES - UNIT F	7172 AVIARA DR	Carlsbad, CA 92011-4900
ZIBA	2003 Costa Del Mar Rd 681	Carlsbad, CA 92009-6814
SHIRLEY SLEE DESIGN AND REAL ESTATE	1805 CANYON PL	Carlsbad, CA 92008-1175
BRENTHEL FAMILY TRUST	19405 Avenida Castilla	Murrieta, CA 92562-8772
SEA BRIGHT RETREAT	4308 SEA BRIGHT DR	Carlsbad, CA 92008-3626
STEPHEN DEUTSCH	2647 Gateway Rd Ste 105-201	Carlsbad, CA 92009-1757
HINES	3827 Copper Crest RD	Encinitas, CA 92024-7208
SUMMER WILLIAMS	2374 BUENA VISTA CIR	Carlsbad, CA 92008-1603
SURF Y SOL LLC	1629 Via la PLZ	San Marcos, CA 92078
SURU INVESTMENTS LLC	162 Rancho Santa Fe RD Ste K10	Encinitas, CA 92024-6306
FAIRFIELD INN AND SUITES CARLSBAD	10660 Scripps Ranch Blvd Ste 100	SAN DIEGO, CA 92131
SUSAN MAERSK-MOLLER	2647 Gateway Rd Ste 105-201	Carlsbad, CA 92009-1757
SUSAN SAUTER	4113 HARRISON ST	Carlsbad, CA 92008-3556
TAMARACK BEACH RESORT	3200 CARLSBAD BLVD	CARLSBAD, CA 92008
TAMARACK-HILLERY LLC	10128 N 119TH PL	Scottsdale, AZ 85259
TATIANA NOVICK	347 OAK AVE	Carlsbad, CA 92008-2945
STVR 7003 MIMOSA DRIVE	1403 Rainbow Ridge LN	Encinitas, CA 92024-1817
TEAM PHILLIPS	2647 Gateway Rd STE 105-201	Carlsbad, CA 92009-1757
T AND E HOLDINGS LLC	PO BOX 27198	SAN DIEGO , CA 92198
TERESA IGLESIAS SOLOMON	2975 Overridge DR	Ann Arbor, MI 48104
TERRAMAR CLIFFS LLC	6715 LEMON LEAF DR	Carlsbad, CA 92011-3423
TERRAMAR SURF LLC	5395 LOS ROBLES DR	Carlsbad, CA 92008-4331
THANE RIVERS	3478 CORTE CURVA	Carlsbad, CA 92009-9501
The Batista TRUST - TRUSTEE MICHAEL S BATISTA	3432 CORTE ACIANO	Carlsbad, CA 92009-8697
THE EAGLE RAY GROUP LLC	3571 Far West BLVD STE 190	Austin, TX 78731-3064
THE JACINTO FAMILY LIMITED PARTNERSHIP	4210 SKYLINE RD	Carlsbad, CA 92008-3642
THE JACINTO FAMILY PARTNERSHIP	421 TAMARACK AVE	Carlsbad, CA 92008-4128
3065 OCEAN ST - A	PO BOX 220	DEL MAR, CA 92014
3065 OCEAN ST - B	PO BOX 220	DEL MAR, CA 92014
3065 OCEAN ST - C	PO BOX 220	DEL MAR, CA 92014
THOMAS BRAYTON	2647 GATEWAY RD 105-201	Carlsbad, CA 92009-1757
TIJGER INTERNATIONAL LLC	2029 Willowood LN	Encinitas, CA 92024-3132
BELLA SIRENA CONDO	3175 MULBERRY DR S	SALEM, OR 97302-5912
129 MAPLE	2715 CARLSBAD BLVD	Carlsbad, CA 92008-2210
AMBO RENTALS	330 De Neve DR	Los Angeles, CA 90024
FERRARI VACATION PROPERTIES	PO BOX 1151	Solana Beach , CA 92075
TOLO MANAGEMENT INC	3360 GARFIELD ST STE B	Carlsbad, CA 92008-8101
TONI MACKENZIE	1400 DECISION ST	VISTA, CA 92081-8553

TOWER 36 BEACH PROPERTIES LLC-3636	1641 AMANTE CT	Carlsbad, CA 92011-4041
TOWER 36 BEACH PROPERTIES LLC-3638	1641 AMANTE CT	CARLSBAD, CA 92011
TRACY ADES	190 Avocado ST	Encinitas, CA 92024-1006
HELENBART CO - NORTH UNIT	1015 Rose DR	Vista, CA 92083-3323
HELENBART CO - SOUTH	1015 Rose DR	Vista, CA 92083-3323
HELENBART CO - UPPER UNIT	1015 Rose DR	Vista, CA 92083-3323
TWOBIRDSFLY LLC UNIT A	300 Carlsbad Village Dr Ste 108 -146	Carlsbad, CA 92008-2990
TWOBIRDSFLY LLC UNIT B	300 Carlsbad Village Dr Ste 108a-146	Carlsbad, CA 92008-2990
TWOBIRDSFLY LLC UNIT C	300 Carlsbad Village Dr Ste 108a-146	Carlsbad, CA 92008-2990
OCEAN ELEMENTS AT CARLSBAD - UNIT 1	1875 CENTURY PARK E STE 1800	Century City, CA 90067-2519
OCEAN ELEMENTS AT CARLSBAD - UNIT 2	1875 Century Park E Ste 1800	Los Angeles, CA 90067-2337
OCEAN ELEMENTS AT CARLSBAD - UNIT 2A	1875 Century Park E Ste 1800	Los Angeles, CA 90067-2337
OCEAN ELEMENTS AT CARLSBAD - UNIT 3	1875 Century Park E Ste 1800	Los Angeles, CA 90067-2337
OCEAN ELEMENTS AT CARLSBAD - UNIT 4	1875 Century Park E Ste 1800	Los Angeles, CA 90067-2337
OCEAN ELEMENTS AT CARLSBAD - UNIT 4A	1875 Century Park E Ste 1800	Los Angeles, CA 90067-2337
OCEAN ELEMENTS AT CARLSBAD - UNIT 5	1875 Century Park E Ste 1800	Los Angeles, CA 90067-2337
OCEAN ELEMENTS AT CARLSBAD - UNIT 6	1875 Century Park E Ste 1800	Los Angeles, CA 90067-2337
OCEAN ELEMENTS AT CARLSBAD - UNIT 6A	1875 Century Park E Ste 1800	Los Angeles, CA 90067-2337
OCEAN ELEMENTS AT CARLSBAD - UNIT 7	1875 Century Park E Ste 1800	Los Angeles, CA 90067-2337
OCEAN ELEMENTS AT CARLSBAD - UNIT 8	1875 Century Park E Ste 1800	Los Angeles, CA 90067-2337
OCEAN ELEMENTS AT CARLSBAD - UNIT 8A	1875 Century Park E Ste 1800	Los Angeles, CA 90067-2337
VILLAGE BUNGALOWS	PO BOX 2028	CARLSBAD, CA 920180000
VILLAGE BUNGALOWS 2	PO BOX 2028	CARLSBAD, CA 920180000
A CARLSBAD VACATION RENTAL	2433 JEFFERSON ST	Carlsbad, CA 92008-1411
VICTOR MORENO	2464 JEFFERSON ST	Carlsbad, CA 92008-1410
RENTAL PROPERTY 5192 CARLSBAD BLVD	167 Mozart AVE	Cardiff by the Sea, CA 92007
VOELKER HOLDINGS LLC	2261 Flatiron WAY	San Marcos, CA 92078-2143
VOELKER REAL ESTATE HOLDINGS GARFIELD LLC	2261 Flatiron WAY	San Marcos, CA 92078-2143
Voelker Real Estate Holdings Hemlock LLC 130 UNIT A	2261 Flatiron WAY	San Marcos, CA 92078-2143
Voelker Real Estate Holdings Hemlock Llc 130 Unit B	2261 Flatiron WAY	San Marcos, CA 92078-2143
Voelker Real Estate Holdings Hemlock Llc 130 Unit C	2261 Flatiron WAY	San Marcos, CA 92078-2143
Voelker Real Estate Holdings Hemlock Llc 141 Lower Unit	2261 Flatiron WAY	San Marcos, CA 92078-2143
Voelker Real Estate Holdings Hemlock Llc 141 Upper Unit	2261 Flatiron WAY	San Marcos, CA 92078-2143
HILTON CAPE REY - CARLSBAD	1 PONTO RD	Carlsbad, CA 92011-4620
HILTON GARDEN INN CARLSBAD BEACH	6450 CARLSBAD BLVD	Carlsbad, CA 92011-1058
WEST COAST HOMESTAYS LLC-460 CHINQUAPIN	952 Reed AVE Apt 4	San Diego, CA 92109-4021
WEST COAST STAYS LLC	1107 LAS FLORES DR	Carlsbad, CA 92008-1444
WILDFLOWER BY THE SEA LLC	5215 SHELLEY PL	Carlsbad, CA 92008-3851
KEITH JORDAN	3424 CARLSBAD BLVD	Carlsbad, CA 92008-3224

PARK HYATT AVIARA	7100 Aviara Resort Dr	Carlsbad, CA 92011-4908
PARK HYATT AVIARA - EMBER AND RYE	7100 Aviara Resort Dr	Carlsbad, CA 92011-4908
PARK HYATT AVIARA - GOLF MAINTENANCE	7100 Aviara Resort Dr	Carlsbad, CA 92011-4908
HOMES BY JIANG	35 Rome ST	San Francisco, CA 94112
ROMANTIC ESCAPE	PO BOX 675433	Rancho Santa Fe, CA 92060
ZALESKI REVOCABLE TRUST	560 Paloma CT	Encinitas, CA 92024-2392
ZEILER PROPERTIES LLC	PO BOX 27198	SAN DIEGO, CA 92198



Group Incentive Program July 1, 2025 – June 30, 2026

Purpose

Group incentive programs support Carlsbad's business travel goals. Meeting groups increase shoulder and off-peak season occupancy and therefore increase tax revenues for the City of Carlsbad – from both transient occupancy tax and sales tax.

Definitions

- "Property" is a hotel in Carlsbad that is accommodating a meeting.
- "Client" is a meeting planner or representative from an organization that secures space for the purpose of holding a meeting.
- "Group" is an organization holding a meeting.
- "Event Name" is an optional designation given to a Group's meeting.

Program Requirements

- Property must complete application and receive acceptance of application from Visit Carlsbad before offering incentive to Client.
- Minimum 50 room nights actualized at Property from November 1st through March 31st.
- Group must contract between July 1, 2025 and June 30, 2026, and consume by March 31, 2028.
- Offer does not apply to overflow.
- Offer does not apply to retroactive or existing definite groups.
- A fully executed Incentive Agreement between Property, Visit Carlsbad, and Group must accompany the hotel contract.
- This promotion cannot be combined with any other offer or promotion from Visit Carlsbad.
- Offer subject to change without notice.

Incentive

5% of actualized room revenue up to a maximum incentive of \$20,000 for November, December, January, February, and March actualization dates.

If at least 50 room nights are consumed in November through March, the total Group room revenue (including consecutive days preceding November or extending beyond March) will qualify for the incentive. If less than 50 room nights are consumed in November through March, the Group does not qualify.



Process

- ▶ Property completes Application on behalf of Group via the Visit Carlsbad [website](#).
- ▶ Visit Carlsbad reviews Application based on offer criteria and funds availability in current year's budget.
- ▶ Visit Carlsbad notifies Property via email if the Application has been deemed eligible (accepted) or ineligible.
- ▶ Once a Group goes definite, it is the responsibility of the Property to request an Incentive Agreement from Visit Carlsbad.
- ▶ Visit Carlsbad completes Incentive Agreement and routes for signatures from all parties.
- ▶ Upon completion of Group meeting, incentive is calculated by Property based on actualized room revenue.
- ▶ Group receives a credit to their master account for the incentive amount.
- ▶ Property invoices Visit Carlsbad with appropriate supporting documentation for incentive amount within 30 days of Group check-out.
- ▶ Visit Carlsbad pays Property invoice within 30 days of receipt of invoice.
- ▶ Visit Carlsbad will maintain a report of all Groups that have been awarded a group incentive and provide an update at each Visit Carlsbad board meeting.