



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.



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|--|-----------------|
| 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
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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
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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
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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)
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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
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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
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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
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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
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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
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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
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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.
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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



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.