

Tourism Master Plan for Seguin, TX

To: City of Seguin and Visit Seguin
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The City of Seguin, including the City's CVB, Visit Seguin (City or Client), is engaging Hunden Partners to create a Tourism Master Plan (Study or Plan) for Seguin's tourism and hospitality industry. The goals of the plan are as follows:

- Identify practical tools and opportunities to improve local tourism,
- Target and market to specific and diverse audiences,
- Generate ideas for enhancing existing attractions and the visitor experience, and
- Help visitors successfully navigate experiences.

The research efforts identified in the following scope of work will result in the creation of a Plan that will guide Seguin through future decision-making and investments to evolve as a unique, sustainable tourism destination. Hunden Partners (Hunden) will complete a scope of work that will provide the City with robust community and stakeholder feedback, a destination assessment of the community assets, operations, and events, and the development of goals, growth opportunities, staffing needs, implementation steps, and high-level insights into budgeting needs for recommended priority projects.

Scope of Services

Hunden Partners will complete the following scope of services to arrive at a final Tourism Master Plan for the City of Seguin:

- Task 1 – Kickoff and Discovery
- Task 2 – Public Participation and Resident Surveys
- Task 3 – Seguin Destination Assessment
- Task 4 – Hunden Pillars of Place: Destination Product and Gap Analysis
- Task 5 – Comparable and Competitive Destination Case Studies and Best Practices
- Task 6 – Recommendations, Goals and Action Steps
- Task 7 – Creation of Final Tourism Master Plan

Task 1: Kickoff and Discovery

Hunden will perform the following orientation and due-diligence oriented tasks:

- Conduct a an initial alignment call with the Client’s leadership team to kick off the project, review requested material and set key dates for the planning process.
- Connect with and obtain information/data from the City of Seguin, City and County officials, key stakeholders, and any others as identified by the Client.
- Tour the greater Seguin area’s existing tourism offerings and note existing conditions, access to natural assets, identify annual events, accommodations, transportation options, and other visitor amenities including retail, restaurants, and entertainment venues.
- Review previously completed studies and/or current project plans, as relevant and available, including:
 - City of Seguin Comprehensive Plan (2023)
 - City of Seguin Downtown Master Plan (2023)
 - City of Seguin Parks Master Plan (2020)
 - Conference Center Feasibility Study (2023)
 - City of Seguin Comprehensive Economic Development Strategy (2024)

Task 2: Public Participation and Resident Surveys

Hunden will conduct a series of creative outreach and engagement initiatives, which may include interviews, online reviews, and social media engagement to engage with key stakeholders, community members, area leadership, and visitors. This engagement is a critical step in any tourism, placemaking, and destination development planning process and provides an opportunity for voices

to be heard. Hunden will interview and obtain information from the City of Seguin and other public officials, economic development officials, visitor groups, and local business leaders and organizations that the Client deems appropriate.

Focus Groups & Listening Sessions. Hunden will conduct eight total focus groups in-person during the initial kick off trip and site visit, including six groups assembled based on Hunden's Pillars of Place (outlined in Task 4) and two additional groups based on community need not covered within the Pillars, at least one of which will include targeted business sectors for economic development. Our team will facilitate these conversations to understand the needs of community members, business owners, and other key players to help determine objectives of the Plan and possible future placemaking product development opportunities.

Resident Surveys. Hunden will facilitate and complete an electronic resident survey process, utilizing SurveyMonkey or similar, to gather feedback from those living in the area. The survey gives residents an opportunity to share anonymous responses to questions related to the local tourism economy, job creation, new business growth, perception of assets, and general opinion through a resident lens. Hunden will require Client assistance to either push the survey to their local social media feed, put on their website or provide a list of email addresses (or all of the above) for us to be able to complete the survey process.

Task 3: Seguin Destination Assessment

The destination overview frames the market as a driver of visitation. Hunden will investigate what actually drives tourism, how its assets are positioned, and how visitors are actually experiencing the destination, in addition to performing research on key attributes of the local population.

Hunden will begin with an evaluation of Seguin's local population including demographic trends and forecasts, hospitality and tourism employment growth and breakdown. Hunden utilizes the latest market data, visitor origin data, demographic data, and other resources to determine a comprehensive view of Seguin as a community and destination. This will layer in more statistical evidence regarding key industries driving growth in leisure and group visitation, including notable gaps and strengths. Hunden will profile and consider transportation links, nodes and concerns, top employers and those expanding or contracting, local household income trends, key educational institutions and metrics, and other data relevant to understand Seguin and its regional context.

Hunden will conduct initial research on Seguin's lodging market, key sources and drivers of demand, and analyze its inventory and performance. This will include a breakdown of the existing inventory by class, short-term rental inventory, and the hotel construction pipeline. This will also include performance trends, which will surface potential questions and scenarios to further investigate and

better understand for the long-range planning process. This initial analysis will indicate early market strengths and potential needs.

Additionally, Hunden will conduct a visitor access analysis on the potential drive and fly-in markets coming into the destination. This will include a breakdown of visitor access population within an agreed upon drive radius with the Client and the percent of visitors coming from outside the market area leveraging geolocation and Point of Interest (POI) data.

This destination overview is part of foundational research to understand market accessibility, ease of access and volume, performance, trends and initial destination strengths and opportunities. Hunden will continue to add to this foundational knowledge through stakeholder interviews and additional market research based on the Hunden Pillars of Place in the following task.

Combining the data gathered and analyzed in the prior tasks, Hunden will provide a review of Seguin and its current future trends, where possible, as a community and destination as it relates to planning for the future growth of the industry.

Task 4: Hunden Pillars of Place: Destination Product and Gap Analysis

From a data and analytics perspective, the Pillars of Place assessment is Hunden's proprietary assessment and includes a deep dive into visitor data regarding local attractions, events and shopping/dining nodes, as well as the other Pillars of Place. Hunden's Pillars of Place are integral to establishing a compelling destination where people want to live, work, play, and visit. Hunden will assess Seguin's competitive set of tourism assets, as determined by Hunden and the Client, to determine opportunities for product growth. Hunden will assess how Seguin stacks up in each of the asset categories, including:

- Entertainment
- Conventions and Conferences
- Recreation and Natural Environment
- Shopping/Dining, Eatertainment, and Adult Beverage Experiences
- Hotels and Hospitality
- Events and Festivals
- Arts and Culture
- Sports
- Attractions and Gaming
- Authentic Architecture and Public Space

As part of this exercise, Hunden will conduct a competitive assessment to address quantity, location, quality, capacities, gaps and opportunities.

Using our cell phone-based data and detailed reports from Placer.ai, Hunden will analyze the demographics and visitation data for key tourism assets in Seguin. Hunden can compare multiple places and their audiences and then view them by “visitor personalities” as defined by Mosaic: who they are, how they spend their income and what else they do. This is what allows us to summarize current performance of existing tourism assets and segments, as well as untapped markets.

Public Participation. Hunden will conduct interviews with tourism officials, hoteliers, attraction management/ownership, event facility management, public officials, economic development representatives, event planners, sports tournament directors, and show promoters as appropriate and relevant to the study process. Hunden will get its most informed responses from remote interviews as needed to supplement focus groups and site visit inputs with these key stakeholders. These interviews will help determine what product(s) could thread the needle to improve the market’s offerings.

The findings in this task will be the key to uncovering potential product development recommendations.

Task 5: Comparable and Competitive Destination Case Studies

Hunden and the Client will mutually determine the most comparable, competitive and/or aspirational destinations to profile and assess as peer markets. A total of three case studies will be conducted, including destinations within the competitive set and aspirational destinations based on how the Client envisions Seguin to be positioned by the end of the plan.

Hunden will conduct interviews with competitive destination leadership to ascertain best practices and discuss historical performance data, trends, renovations, events, and other key datapoints as available. We will also assess their major tourism assets and asset types, consider their Pillars of Place, including demand and visitor source data using Placer.ai to compare and contrast with Seguin, as well as draw conclusions.

From this task, Hunden will determine the overall best practices and trends of year-round destinations in the region and throughout the U.S. Hunden will also compare Seguin’s current situation with competitors to show SWOT-related findings.

Task 6: Recommendations, Goals and Action Steps

Hunden will provide recommendations for the optimal use types and new products, events and experience developments based on opportunities identified through our market research. The recommendations will be based on the existing market supply, gaps, opportunities and optimizing

current and projected openings, with a through-line of creating compelling experiences “unique to Seguin.” Hunden will provide a recommendation on priority by type of use for each, as appropriate.

Hunden will also identify common themes and areas of concern from stakeholder and resident feedback. This will include feedback from local hoteliers which will inform Hunden’s recommendations for concepts that will enhance room night generation during the off-peak season.

While specific sites will not be chosen at this stage of the study, Hunden will advise on optimal site parameters, quality, budget considerations, and general development needs, as appropriate for product development recommendations. The recommendations will prioritize areas of improvement by greatest impact on the tourism experience in Seguin, as well as by highest return on investment opportunities for the City to consider.

These potential product recommendations will be considerations for the City’s long-term development. Recommendations will be phased over the multi-year period based on the optimal order of development and implementation.

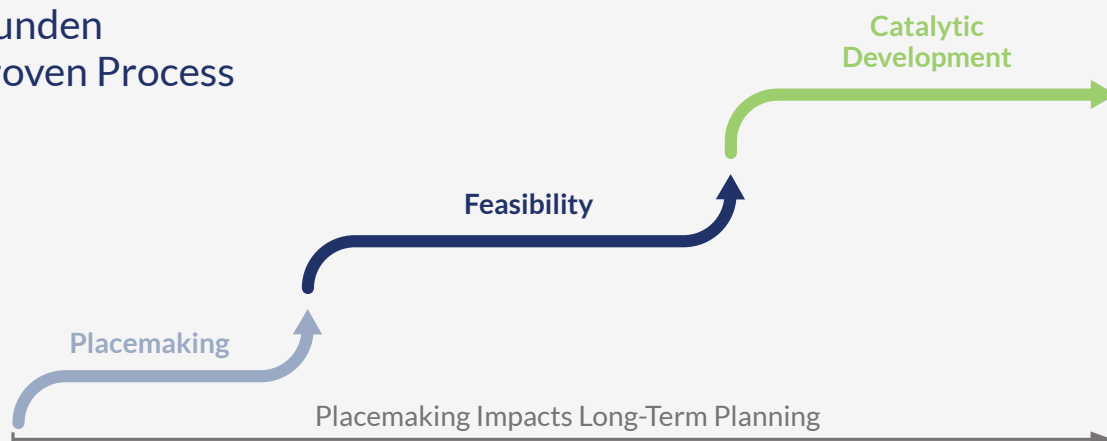
Based on the above analysis, Hunden will align recommendations with economic development targets to ensure implementation of this plan will not only grow tourism impact, but also be a valuable addition for business attraction and growth of targeted economic development sectors. Together, the implications from our research and resulting recommendations will form an actionable roadmap for Seguin’s development as a destination.

Task 7: Creation of Final Tourism Master Plan

Hunden will create a final Tourism Master Plan that prioritizes short- and long-term priorities, the necessary future actions to implement this plan, resources that may be used to reach goals, and a timeline or list of most- to least-essential. Hunden will deliver a prioritized set of recommendations that will enable Seguin to experience sustainable responsible growth.

Hunden’s recommendations will also include the role of the City of Seguin as appropriate. Hunden understands that the Seguin CVB Department will play a key role in the future development and success of Seguin as a destination, however the organization may not control these next steps directly and therefore may play a convener/facilitator and advocate role in addition to its core mission of marketing the destination. Hunden will work with the City of Seguin Leadership to create a plan that works best for the destination.

Hunden Proven Process

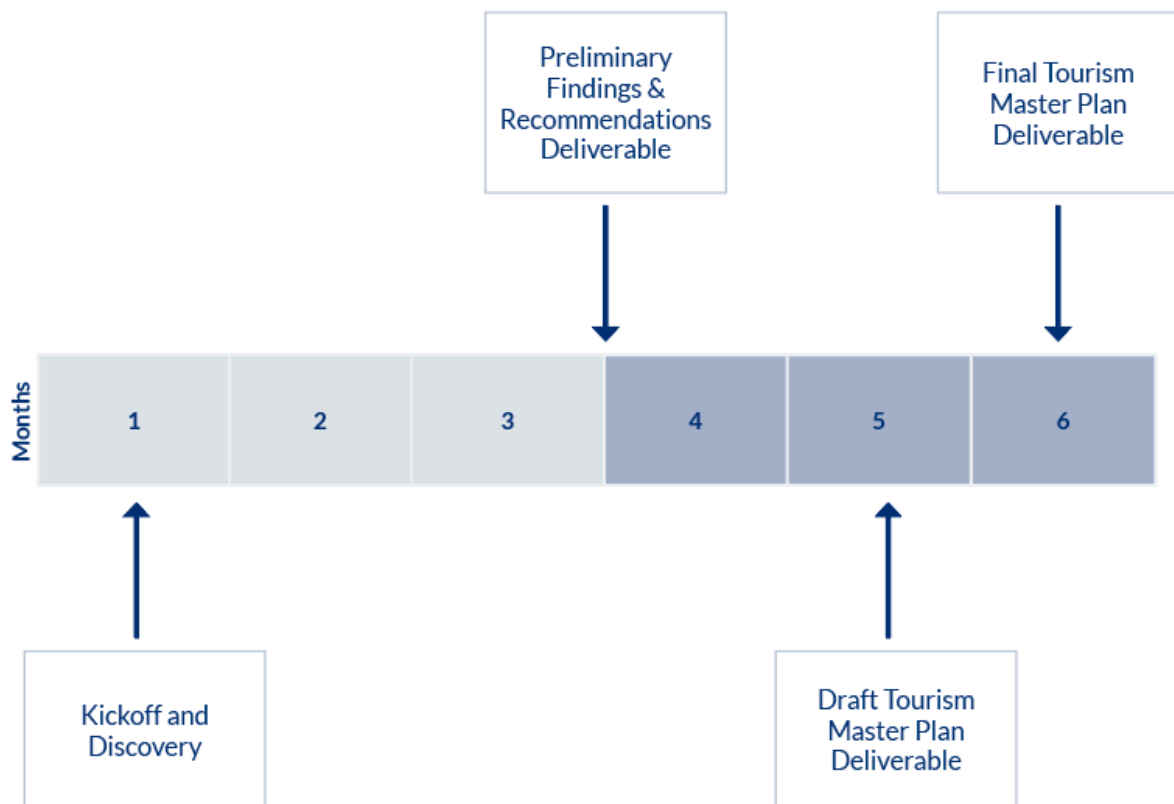


Milestones and Touchpoints

- **Kickoff Organizing Call** – Once the administrative engagement paperwork process is complete, Hunden will schedule an initial kickoff organizing call/Zoom with the Client team for introductions and to schedule the in-person site visit, tours, and meetings. Hunden will send a kickoff memo outlining requests for data, scheduling arrangements, and key contact information.
- **Site Visit/Local Discovery** – Key members of the Hunden key personnel team will travel to Seguin to conduct an in-person kickoff trip with the Client, including stakeholder meetings and interviews, a site tour, and tours of surrounding demand generators.
- **Circle Back Call** – After the kickoff trip, Hunden will schedule a 'circle-back call' with the Client to wrap up data requests and any outstanding discovery phase items.
- **Check-In Calls** – Throughout the market research tasks, Hunden can schedule check-in calls with the Client to ensure timely forward direction through the study process.
- **Preliminary Findings and Recommendations Deliverable Presentation** – Hunden will complete all elements of the market opportunity research, through Task 6, and compile implications into an executive summary which will be presented to the Client electronically.
- **Draft Tourism Master Plan Deliverable** – Hunden will compile all elements of the scope of work into a draft Plan, which will be delivered to the Client electronically for review and comment
- **Final Tourism Master Plan Deliverable** – Hunden will compile all elements of the scope of work into a final PowerPoint-style Plan, which will be delivered to the Client in ten (10) physical copies and digitally.

Timeline

Hunden proposes a six (6) month timeline to complete the scope of work. The deliverable milestones are estimated in the following visual:



Fees

Hunden Partners will complete a Tourism Master Plan for the City of Seguin for a lump-sum fee of \$95,000. This fee is inclusive of time and expenses for one (1) trip to Seguin for the kickoff and discovery trip. Any additional travel will be negotiated and billed separately as agreed upon with the Client.

Hunden Partners will bill monthly on a percent complete basis. Hunden will require an initial kickoff payment of \$15,000 to initiate our work. Following the kickoff, Hunden will bill the remaining balance (\$80,000) monthly, based on percentage of work complete.

Contractual Conditions

These terms govern the engagement between Hunden Partners, Inc. ("Hunden") and the Client.

CLIENT ACKNOWLEDGEMENTS.

The Client acknowledges and agrees that the final deliverable will be a PowerPoint-style report format unless otherwise agreed in writing.

The Client acknowledges and agrees that is responsible for providing timely access to necessary background information, documents, and data critical to the project. Delays in providing requested information will delay project completion without penalty to Hunden.

The Client acknowledges and agrees that destination development projects may not be commercially viable without public-sector investment or ongoing financial support.

SCOPE LIMITATIONS. Hunden's services expressly exclude the following: bond marketing strategy; preparation, review, or distribution of official statements; municipal finance advice or services regulated under Section 15B(c)(1) of the Securities Exchange Act (15 U.S.C. § 78o-4(c)(1))

Hunden is not a municipal advisor. Clients must rely on licensed bond counsel and financial advisors for municipal debt matters.

Findings and recommendations are based on primary and secondary data sources considered reliable but are not guaranteed for accuracy or completeness. Forecasts and analyses are inherently subject to variability.

The Client receives only the final work product, not any models, source data, or working papers created in preparation of the report.

REVISIONS. Hunden will provide one initial draft and one final draft of the report. The Client feedback must be consolidated and provided within 15 business days after delivery of each draft. Additional revisions, meetings, or presentations beyond the two drafts will be billed at Hunden's then-current hourly rates. A \$2,500 advance deposit will be required for any additional services beyond the agreed scope.

UPDATES. Hunden has no obligation to update any work product for events or circumstances arising after its final delivery date. If Client feedback is not received within thirty (30) days of draft delivery, the deliverable will be considered final, and the corresponding invoice will become immediately due.

TIMING OF DELIVERABLES. The project timeline starts upon the later of: 1) receipt of initial payment, 2) execution of the agreement, 3) receipt of requested project information and materials from the Client

VIRTUAL PRESENTATIONS. This agreement includes up to two (2) virtual presentations of findings. Additional presentations (virtual or in-person) will be separately scoped and billed.

BILLING. Milestone deliverables will not be released unless all prior invoices are paid. Invoices unpaid after thirty (30) days will accrue interest at 3% per month. Invoices unpaid after ninety (90) days may result

in legal action for collection. Failure to enforce late fees immediately does not waive Hunden's right to impose them later. Client is responsible for all legal costs, collection costs, and attorney's fees incurred by Hunden in recovering unpaid amounts.

TRAVEL. Client shall reimburse Hunden for any travel rebooking fees, price increases, or non-refundable travel costs incurred due to Client-requested changes after bookings are made.

USE OF DELIVERABLE. The work product is copyrighted and may not be edited, excerpted, reformatted, or modified without Hunden's express written permission.

CONSULTANT INTELLECTUAL PROPERTY. All methodologies, models, spreadsheets, economic impact formulas, software, techniques, documentation, and data developed or licensed by Hunden ("Consultant Intellectual Property") remain the sole property of Hunden and are not transferred to Client. No rights, title, or licenses are granted to the Client except as specifically set forth in the final deliverable.

TERMINATION. Either party may terminate this agreement with fifteen (15) days' written notice if the other party materially breaches its obligations. Upon termination, Client must pay Hunden: All fees for services rendered through the termination date, and fees through the next unbilled milestone (even if incomplete). Hunden reserves all rights to pursue legal remedies for breach, including damages and specific performance.

If work does not commence within 180 days of execution, Hunden reserves the right to renegotiate the scope, timing, and fees.

Liability of Hunden to the Client is strictly limited to the total fees paid to Hunden under this Agreement. Use of Hunden's deliverables by third parties is at the sole risk of the Client and such third parties.

DISPUTES. Any dispute, except nonpayment, shall be resolved by binding arbitration administered by the American Arbitration Association under its Commercial Arbitration Rules. Judgment upon the award may be entered in any court with jurisdiction. Nonpayment disputes may be pursued directly through court.

Authorization

Accepted By:

Signature _____

Printed Name _____

Title _____

Company _____

Date: _____