



Guadalupe-Blanco River Trust

Plum Creek Wetlands Preserve Project: Report & Recommendations

Elysia Smith, Sean Syring, Daniel Vanek, Andrew Wylie

Texas State University

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Prepared for Dr. David Cameron, TXST & Tyler Sanderson, GBRT

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Table of Contents

Executive Summary.....	3
Company Overview.....	3
Internal Context.....	4
Physical Resources.....	4
Financial Resources.....	5
Staffing Resources	5
Company Capabilities	6
External Context	7
Social	7
Political.....	8
Economic.....	8
Technological	9
Internal & External Analysis.....	9
Property Location & Market Potential	10
Blank Canvas	11
Availability of Resources	11
Legal Liabilities.....	11
Social & Cultural Environment.....	12
Technology Advances	12
Project Scope.....	13
Development & Partnership Research	13
Market Research & Data.....	15
Research Methods & Market Survey.....	15
Survey Results.....	15
Recommendations–Brand & Marketing Strategy.....	16
Market Segmentation.....	16
Brand Strategy	19
Content Strategy	20
Social Media & Digital Marketing Strategy.....	20
Conclusion & Alternatives	21
References.....	23
Appendix	25
Survey Questions	25
School Districts of Interest.....	26
Possible Grants	27
Local and National Partners.....	28
Grant Management Software.....	31
Brand Voice Characteristics	32
Marketing Report.....	33
Qualtrics Report.....	38

Executive Summary

The Texas State University MBA Capstone team provides analysis and insight into the Guadalupe-Blanco River Trust's (GBRT) mission, vision, and current situation. GBRT's mission aims to accelerate conservancy efforts and education throughout the state through land acquisition, various educational programs, and learning events. The report highlights GBRT's focus project, the Plum Creek Wetlands Preserve (PCWP), and goals to open the PCWP as a private-public preserve. The PCWP will aid in fulfilling the mission of GBRT through its conservation and education focus. GBRT seeks assistance in establishing the PCWP site as a natural preserve to showcase land conservation and create new revenue streams from the preserve's visitors and educational programs. GBRT is collaborating with various entities to prepare an opening plan for the PCWP site. The Plum Creek plan includes development of an education center, wetlands boardwalk, nature trail, and programs for children and families to learn about nature conservancy and preserve the natural beauty of Texas. GBRT sought assistance from the MBA Capstone team to provide analysis and strategy regarding development & partnership research, market research & data, brand & marketing strategy, and other alternatives.

Parks and nature conservancies in Texas are facing threats caused by drought, climate change, and land development. These sites must create strategies to attract public interest and sources of revenue to cover costs associated with maintaining these sites for posterity. As GBRT focuses on the development of the PCWP, their goals and strategy must work towards making the site self-reliant and successful. The MBA Capstone team will provide a detailed report of the company, a contextual analysis highlighting key shortcomings and opportunities, as well as addressing strategy surrounding project goals that build towards successfully opening the PCWP site.

Through an analysis of the company, the MBA Capstone team determined several key factors relevant to the development of the PCWP site. Among these were property location and market potential, the site's new and "blank canvas" status, its resources, legal liabilities, social and cultural factors, and technology advances. Among these, GBRT should turn its focus to property location, market potential, and current resources as it looks towards opening the PCWP site.

In researching potential development and educational partners for the PCWP, the MBA Capstone team determined several key players. For education, neighboring counties provide a large potential market for educational outreach programs and partnerships. Local businesses with histories of working with non-profits and global businesses with philanthropic programs were determined to be the best candidates to pursue partnerships with. Through partnership and revenue generating activities at PCWP, GBRT should utilize the increased budget to hire a marketing manager in order to coordinate marketing activities and further develop revenue streams. Ideally, this marketing professional should establish a branding mix for PCWP and GBRT as separate but connected entities. This approach would help to eliminate potential customer or stakeholder confusion between brands and is more budget friendly than creating a distinct brand for PCWP and GBRT individually.

The MBA Capstone team conducted market research and analysis that identified three primary market segments: nature enthusiasts, families with children, and people without children. This market segmentation informed brand and market strategy, identified a unique brand for the PCWP that could also share resources and capabilities with GBRT, content strategy that matched the target market's interests, and social media and digital marketing strategy that would attract the demographics of the target market. The Capstone team's research indicates that GBRT's best approach for achieving their marketing needs is through digital and social media channels. This is due to the low cost and wide reach of these platforms and because of the ease of measuring marketing metrics that can be used to refine their approach.

Company Overview

Guadalupe-Blanco River Trust (GBRT) is a Texas land trust founded by the Guadalupe-Blanco River Authority (GBRA) in 2001. GBRT is a nonprofit organization recognized as a tax-exempt 501(c)(3). The Trust was

created to “preserve the unique natural heritage of the Guadalupe watershed for future generations, by protecting open landscapes, working farms and ranches, and wildlife habitat through conservation easements, education, and outreach that connects people to the water and land.” The Guadalupe River flows from Kerr County in South Central Texas to the coast where it meets the Gulf of Mexico at San Antonio Bay (Guadalupe River Texas, 2020). The Blanco River’s headwaters are in South Central Texas and its mouth flows into the Guadalupe River in San Marcos, TX. The Guadalupe Blanco River Authority was established in 1933 by the Texas Legislature as a conservation district (GBRA, 2020). GBRA covers 10 counties from the start of the Guadalupe River to the coast of Texas at the Gulf of Mexico. Recently, GBRT split from GBRA due to their ability to function as a standalone entity. The split brought with it an agreement for GBRA to provide resources for the improvement of GBRT over a period of five years.

GBRT has numerous environmental easements within their jurisdiction. These easements help fulfill the goals of GBRT by preventing future developments from disturbing natural lands for scenic, production, or historical values as cities encroach on rural areas. In addition to easements, GBRT also owns two properties that are planned for future development. Their aspirations for future enhancements include nature trails, boardwalks, and education centers to inform visitors about conservation efforts on Texas land. The first property GBRT purchased, the Hog and Schwing preserve, is 817 acres at San Antonio Bay on the Texas coastline. After the completion of the Highway 130 toll road in central Texas just north of Lockhart, the Texas Department of Transportation (TXDOT) donated a 265 acre property comprised mostly of wet weather ponds. This property is part of the wetlands mitigation program required in Texas due to the natural disturbance to wetlands caused by the addition of a major roadway, Highway 130 Toll. The property is divided by Plum Creek and is largely undeveloped. This property offers a unique opportunity for GBRT to create a nature park and education center within close proximity of large urban areas.

GBRT seeks assistance creating a plan to establish a functioning and self-supporting preserve focused on education and nature conservancy using the Plum Creek land provided by TXDOT. GBRT will use the plan to guide development of the land which will become known as the Plum Creek Wetlands Preserve. This plan will highlight a marketing strategy, development of local partnerships, and growth of the trust through the hiring of an outside management team. This report seeks to quantify interest among demographics and use this information to establish a brand and marketing strategy. The strategy will increase patronage and donations as well as develop partnerships towards sustaining monetary and in-kind donations.

Internal Context

Physical Resources

The Guadalupe-Blanco River Trust seeks to preserve the Guadalupe River watershed through wildlife habitat conservation easements and land ownership. The conservation easements assist landowners in protecting their land through purchase or significant tax benefits (Conservation Easements, 2018). GBRT works with landowners to encourage them to establish their land as a conservation easement. These easements preserve native flora and fauna, rivers and streams, and other wildlife. GBRT currently holds 10,000 acres of land in conservation easements throughout Kendall, Calhoun, DeWitt, Guadalupe, Hays, Goliad, Wilson, Blanco, Refugio, and Comal Counties. In Hays County, the Dreamcatcher Ranch—a fully functional working farm—makes up part of that 10,000 acres. This property experienced extreme development pressure and offered significant hydrologic value, establishing itself as an ideal candidate to preserve the Guadalupe watershed and support GBRT’s mission. Much like the Dreamcatcher Ranch, GBRT also holds the Pagel Property in Tivoli, TX which acts to preserve the large whooping crane population in the area (Kasnicka, 2018). These are two of the many sites GBRT has uncovered that help preserve the pristine nature of the Guadalupe-Blanco Watershed. In addition, GBRT owns 817 acres in the Guadalupe River Delta which preserve the Hog and Schwing Bayous wetland habitats. While this property is relatively untouched, in order to preserve the area and support wildlife, GBRT works alongside the U.S. Fish and Wildlife Services, Union Carbide Corporate, and Guadalupe-Blanco River Authority to maintain this land in perpetuity (Authority, 2020).

In 2014 the Guadalupe-Blanco River Trust acquired 265 acres of woodlands and forested wetlands through a TXDOT land transfer (Kasnicka, 2018). While TXDOT recognized the value of the land, it was part of a conservation easement that prevented any commercial or private developments from moving forward on the site. By 2015, GBRT received the title and began to prepare the site as the Plum Creek Wetlands Preserve. GBRT is now focusing on developing this site to improve their public outreach and establish themselves as the local voice for land and wildlife

conservation and education. While the property presents a great opportunity with minimal financial risk, the land is located in the 100-year floodplain of Plum Creek which could threaten buildings and developments planned to support conservation education. In early planning, a boardwalk and nature center will act as the core amenities to spark public interest, educate, and advance the GBRT mission. As it stands now, the property has critical infrastructure in the form of public restrooms, a parking area, and lighting. These facilities are adjacent to the planned build site for a boardwalk and bird blinds. The current amenities eliminate some infrastructure costs as the project progresses towards a public opening. Across the creek and outside of the flood plain is one acre of donated land to be the site of the future nature center, offices, storage, and staff parking.

Financial Resources

With the transfer of the PCWP, GBRT received \$400,000 worth of funding to support operational goals for the site from the Texas Department of Transportation (TXDOT). While this money is useful, it will strictly support the PCWP project and this project alone. In further analyzing GBRT's current financial situation, it appears they lack a fluid source of revenue; they rely heavily on donations, grants, in-kind support, and investment income. This will present dependency challenges in the years ahead if GBRT is unable to establish a consistent revenue stream to improve their financial standing. Ultimately, the PCWP project may open doors to consistent revenue streams.

In 2019, donations made up about 22% of the support GBRT received, or approximately \$69,306. Between the two previous years, that number fluctuated from four percent (\$18,420) to less than one percent (\$14,767). This indicates GBRT is having greater success in landing donations in the current climate, but ultimately creates challenges in predicting financial support in the form of donations moving forward. This further establishes the conclusion that a consistent revenue stream outside their current support opportunities must be established. Aside from the other means to raise funding, grants have been the most productive and consistent source of revenue, amounting to greater than 40% of the financial support GBRT receives annually. Between 2018 and 2019, a total of \$379,648 was received via grant funding. Grant opportunities are a great vehicle for GBRT to increase their funding, but these opportunities often come with great competition and hours of application work. As a result, GBRT will need to heavily focus their effort on development if this is to be a consistent driver of cashflow moving forward.

One of the most critical components to GBRT achieving fruitful financial standing that can support their mission is in-kind support. In-kind support represents all the resources other than monetary donations. These are items like free equipment rentals, help received from volunteers, and other donation items that can be used towards raffles or auctions (Creating New Economies Fund, 2017). GBRT has a unique opportunity to leverage their connections with organizations to improve in-kind support moving forward. This is another challenging financial figure to predict. For example, in 2018 GBRT received over \$250,000 of support through in-kind funding (Jones, 2018), while in 2019 they received \$0 (Blackwell, 2019). This 2019 in-kind support figure is slightly misconstrued as funds were received but not reported to support GBRA initiatives like local dam concerns. Due to the current sunset relationship with GBRA, total in-kind support for 2019 is not fully understood. For GBRT and the PCWP project to be a success, in-kind donations offer critical support that could further advance their mission and improve financial standing. Recently, GBRT established programs like Amazon Smile, Planned Giving, and programs with Kendra Scott to improve donation funding. These are critical steps that should continue to be pursued and evaluated moving forward.

While all the programs and avenues to secure funding mentioned above offer necessary financial support streams for GBRT, annual expenses over the last two years have averaged nearly \$365,000, depleting critical funding needed to advance the GBRT mission. In 2018, GBRT experienced a decrease in net assets and has fortunately rebounded in 2019 to secure an increase of \$23,632 in net assets. Moving forward, GBRT will need to re-focus their efforts to enhance donations, grant funding, and in-kind support to maintain their standing in the years ahead. While these streams are critical, establishing a predictable and consistent revenue stream should be pursued to improve financial standing.

Staffing Resources

GBRT currently operates with minimal staffing resources which includes one full-time employee, Executive Director, Tyler Sanderson. The executive director works with donors, contractors, volunteers, and board members to manage GBRT, its easement properties, the Hog and Schwing Bayou Preserve, and the Plum Creek Wetlands Preserve.

In addition, an intern helps support lower priority tasks to free up the executive director's time to focus on more pressing operational, management, and outreach objectives. It is recommended to continue utilizing interns as business needs shift to optimize time and improve efficiency.

While having a lone full-time employee will present challenges for GBRT, the Board of Trustees presents a great resource to help support and accelerate GBRT's objectives. The Board of Trustees is comprised of various individuals that span the counties where GBRT has a presence, improving GBRT's reach and acting as a critical vehicle to engage more landowners and donors. Members carry industry knowledge and experience in managing and developing conservation easements and other conservation projects. For example, the current Board of Trustees president, Bill Blackwell, once chaired the Guadalupe Blanco River Authority and has years of experience working in the industry. In addition, the vice president, Oscar Fogle, has experience with commercial cattle businesses and wildlife management practices (Trust, 2020). While only two board members have been highlighted, each brings experience and a network of connections that can accelerate GBRT's conservation efforts in the years ahead. Additionally, many of these members have ties to local educational institutions, commercial businesses, and industry experts that will be crucial as GBRT moves forward to entice future stakeholders.

To gauge future efforts and identify deficiencies, GBRT contracted the Association of Nature Center Administrators (ANCA) to develop a strategic plan for the PCWP, giving recommendations on staffing, infrastructure considerations, and elements necessary for their business plan. Since the PCWP site is intended to open for public use, ANCA recommended the need for a land manager. This role would be responsible for the ongoing management of the wetland preserve, preserve access, and other site related management obligations (ANCA REPORT). With critical day-to-day operations requiring visibility and oversight, the lack of a land manager will hinder GBRT as they move forward with the development of this project. This will ultimately present major obstacles if this position is not filled by the time the site is open to the public. The land manager will need a diverse skill set to effectively interact with visitors, maintain the land, and support key stakeholders during the opening of the PCWP to ensure a successful opening and success of future operations.

Company Capabilities

GBRT is currently well-positioned to advance their mission through the current staff, the board of trustees, and the various sponsors who support the Trust. The current executive director, working alongside these various parties, holds expansive industry knowledge and experience managing conservation easements. This will be a significant factor as GBRT tries to secure additional funding and grants, reach more landowners, and open the Plum Creek Wetlands Preserve.

In procuring the 2016 ANCA report for the PCWP site, GBRT established relationships with the Association of Nature Center Administrators and the director of the John Bunker Sands Wetland Center, John DeFillipo. The John Bunker Sands Wetland Center is a model for what the PCWP can become and developing a relationship with Mr. DeFillipo was critical in understanding how a wetlands center can succeed. Additionally, GBRT can leverage previously established relationships with Ducks Unlimited, Texas State University, GBRA, Texas Parks & Wildlife, and the city of Lockhart to enhance funding and further support the mission. Without the support and established relationships among these organizations, GBRT would be at significant risk and lack the necessary channels to improve future standing. As such, GBRT has a substantial opportunity to utilize not only these organizations, but their own expertise, to improve the Trust and reach more donors and landowners.

One of the most challenging components that could hinder GBRT's future prospects lies in the expansive competition seen in securing grant funding. In Texas, there are over 30 land trusts vying for the same, or similar, grants as GBRT. Moving forward, GBRT can enhance financial support by considering all available grants, even those outside their own eligibility. Oftentimes, these foundations will make exceptions for already established lands that have the potential to impact citizens of Texas which may help negate the heavy development competition.

By securing the title to the Plum Creek Wetlands Preserve, GBRT is set to accelerate their progress and deploy this property as a crucial vehicle to reach the public and advance their mission. A positive aspect of GBRT's property ownership is the flexibility and unique opportunity to assess the surrounding environment and perform market analysis

to understand exactly how this property should be deployed to maximize outreach. As it stands now, the project is currently in the planning phase and the anticipated public opening date is sometime in 2025.

External Context

The Plum Creek Wetlands Preserve faces many external factors in fulfilling the mission of the Guadalupe-Blanco River Trust. Despite the close ties of the park to environmental goals and priorities, it is the political and societal factors which will have the largest effect on the park in the years to come. While these factors will play the largest role in the strategies that GBRT takes to establish the park, economic and legal factors must also be considered and mitigated.

Social

Recent protests may have the benefit of convincing urban dwellers to move from highly populated areas into more rural areas to seek solace and quiet. In Austin, this trend is seen in the move to many suburbs that have been built in the past decade. In the years of 2016 and 2017, Austin and its suburbs were among the fastest growing cities of 50,000 citizens or more (Egan, 2018). In the past, the growth in the Austin metropolitan area was focused to the north in Leander and Cedar Park. This growth remains today, but the strain on the northern suburbs and their infrastructure has led more people to seek housing options south of Austin.

New Braunfels, a short drive from PCWP, in a recent report was tied as the second fastest growing suburb in Texas behind a Dallas suburb in 2016 and 2017. Pflugerville, in the north east of Austin is also on the list as a fast-growing suburb. This quickly growing town is 30 minutes from the park and could provide visitors outdoor attractions. The city of Buda posted a 77.9% increase in population from 2010 to 2015 (Marino, 2017) and is attributed to families moving from the Austin area into cheaper housing to the south. This move into the suburbs could be beneficial as well as threatening to the PCWP.

As people move into new suburbs, close proximity will make the parks in the area more accessible, greatly increasing patronage. Adversely, there will be increasing demand for land area to be used for future homesites. PCWP will face challenges with continued conservancy over the coming years due to this shift. There is a possibility of changing demographics affecting patronage or the desire for conservancy and preservation. With new residents come new pets and possible feral animals; even growth numbers for native animals pose a danger to the preserve. According to a report from the US Department of Agriculture, coyotes have thrived as man has spread across the US due to their unique scavenging abilities (*Coyotes*, 2011).

The United States experienced a societal shift toward higher levels of health consciousness. As younger Americans mature, they continue to follow a healthier lifestyle than previous generations (Gustafson, 2017). This is evident in an attempt by younger adults to take a proactive rather than reactive approach to their well-being. This change can not only shift them to seek more outdoor and active lifestyles, but this can also create a societal shift. This shift has pushed more Americans of different ages to follow suit. The shift in health consciousness is good for parks and recreational facilities as long as they are able to add amenities that attract visitors. This can be seen in the usage of park walking trails by patrons. According to the National Recreation and Park Association, trails in the shape of a loop are seen to attract 80% more usage than those that do not follow this setup (Cohen, Leuschner, 2017). Any park should consider this feature to increase patronage due to the underusage of other areas of the park.

As with the shift in health consciousness, more Americans are considering the environment a top issue. This has transitioned into the social climate as well. PCWP was created to help mitigate flooding related to the construction of Toll 130. The mission of the company is to focus on environmental issues and is not limited to flood management. The societal shift for Americans will see more families supporting environmental causes in the years to come. The US Environmental Protection Agency believes that heat waves will affect urban dwellers more than those who live in rural areas. Because of this, parks and nature areas outside of cities will see an increase in visitors. However, rising

temperatures are also seen to cause increases in violent storms and drought. This threat of inclement weather could force some families not to visit parks and must be considered while planning for future income.

With the COVID-19 pandemic, several studies indicate that there may be a permanent shift favoring outdoor recreation, events, and activities for the long-term. Penn State's Recreation, Park, and Tourism Management Division in conjunction with the Leave No Trace for Outdoor Ethics organization estimated a 37.7% permanent shift to outdoor recreation behaviors, with people more likely to utilize local public lands. (Rice, Lawhorn, Taff, et al., 2020).

Political

Parks and nature areas are regularly subjected to the changing of local and national politicians. The changes in political figures can bring procedural or administrative changes that can be costly or threaten funding. Politicians looking for reelection can also use changes in society to refocus the platforms on which they run. Recently, the political arena offered a win for parks and nature areas across the United States. For example, The Great American Outdoors Act (GAOA) was introduced in 2019 to the Senate (Tulipane, 2019). The act was passed by both the US House and the Senate during a time of overwhelming partisan politics. The GAOA provides some funding to individual states based upon the efficacy of that state to fund land conservation. As a result, TPWD could see increased funding for conservation easement programs in the future. Texas state park funding saw increases over the past 20 years. This growth has not been linear but is up 134% from 1999 spending to 2019 according to the Legislative Budget Board of the State of Texas (*State and Local*, 2018). According to the report, local parks received \$46.2 million according to the report in 2018 and 2019 combined. While this number is down from previous years, the grant amount is up due to the push by politicians for these programs. While these programs are valued currently, there is a danger that new politicians will shift focus and funding to other projects in time of economic need. Politics will always play heavily in funding and support for local parks.

Politics played a significant role in 2020 on the sentiment of the country toward politicians and local law enforcement. The social unrest in cities across the nation in 2020 has pushed many to seek refuge outside of city limits. The protests and riots that followed the police shootings in Minneapolis and Atlanta of 2020 spread across the nation and reached as close to the park as Austin, TX (Taylor, 2020). These disturbances can have varying effects on parks. Protests and riots will likely dissuade park goers if areas where unrest occur lie close to park locations. For less urban parks, however, this will drive more visitors. Political unrest threatens to shift focus away from conservancy and environmental issues to policing and administrative issues. This was seen recently in the signing of bills related to COVID-19 stimulus as parties jockeyed for support. According to the Rhode Island department of Health, the different parties sought distinct paths during the creation of bills and stimulus packages for COVID-19 (Faulkner, 2020). As worldwide or local issues change, so will the focus on environmental or park funding.

Economic

With the economic changes that have followed the COVID-19 lockdowns in 2020, the world saw large changes in the way people view economic factors affecting businesses. Most would consider that the loss of employment for many citizens would result in fewer people having disposable income to spend on recreation. However, The Committee for a Responsible Federal Budget (CRFB) reports that through July, income had actually risen during COVID-19 (*Income has Risen*, 2020). The economic contraction had not yet resulted in loss of money due to increased unemployment benefits. This could lead more citizens to use recreational areas. This also could lead citizens to support parks and recreation areas that allow for physical activity with little to no cost. This could be in the best interest of nature areas.

The economic contraction has not resulted in overall loss of income, and citizens who have maintained their income may have more spending power to use on recreational areas (*Income has Risen*, 2020). This best-case scenario could positively impact nature areas by leading citizens to support parks and recreation areas that allow for physical activity with little to no cost. In contrast, the COVID-19 pandemic has disproportionately affected certain groups of Americans leading to a rise in homelessness among Veterans, job loss of women, and job loss of minority groups.

These disproportionately affected groups, which may have been strong supporters of nature areas, may not have current or future spending power.

Economic contraction could be harmful to the possibility of new donations. Less people are willing to donate during uncertain times and fewer can spare income on non-essentials. According to Nathanson and Boyer, COVID-19 hit quickly and caused more instability in the eyes of Americans than recessions of the past (Nathanson, Boyer, 2020). The Great Recession in the US that followed the housing market crash in 2008 and 2009 resulted in a 75% decrease in donations (Scientific American, 2009).

Along with the private sector, public sectors are also hit by falling taxes and tighter budgets during economic downturn. Schools and community programs receive less funding. For businesses that manage parks and nature areas that rely on schools to increase awareness and visit to raise donations and funding, this fact is difficult to skirt.

The economy can hit different sectors at different levels. What will affect the farming sector may not affect the technology sector. In Dallas, TX the local economy may have been hit harder from the COVID-19 pandemic due to the impact of the airline industry and Southwest Airlines headquarters location in Dallas. Regions like Central Texas and the areas surrounding Austin are dependent on technology, while West Texas is highly dependent on the oil industry's success (*Texas Industry*, 2011). For the "Live Music Capital of the World," the cancellation of SXSW cost the city of Austin and surrounding areas at least \$355.9 million in lost revenue (Payne, 2020). With continued closures of local venues and businesses, the economic impact to the entertainment, event, restaurant, and hospitality industry has yet to be measured in its entirety. Therefore, non-profit organizations must prepare for economic and industry changes that affect the surrounding communities and regions.

Technological

The technological advancements since the introduction of the microchip have greatly changed the way people see the world. Social media proliferation in the last two decades has similarly caused a shift in the ways that people see and experience the world. Between 2016 and 2018, charitable giving through websites and apps increased by 17% (Clendaniel, 2019). The introduction of these options for nonprofits has greatly increased their access to donations. This has created the need to have social media marketing campaigns that focus ads to platform users and funnel possible donors to their cause. Since the COVID-19 pandemic, this is more accessible than ever with social media channels adding built in donate and fundraiser buttons to their platforms.

With this proliferation in the use of social media and the increased use and sale of captured data analytics, companies are more easily able to track potential customers and patrons due to technological advancements and widespread usage. A recent study found that many nonprofits were already collecting data, but these nonprofits were not using that data when making decisions (Cyr, 2019). All businesses benefit from the use of data to determine whether the tactics currently in use are yielding positive results. Negatively, technology has pushed some young adults to addiction of video games and TV entertainment. This increased screen time has decreased attention to non-media outlets like nature, parks, and preserves. As more school programs move to online education models, parks also run the risk of receiving no visitors due to the immediate gratification seen with technology.

Internal & External Analysis

After reviewing internal and external factors relevant to the Plum Creek Wetlands Preserve and Guadalupe-Blanco River Trust, strengths, weaknesses, opportunities, and threats were identified in a SWOT matrix. The SWOT matrix highlighted a variety of issues that could be grouped together into six main categories for analysis. GBRT will need to leverage property location, market potential, and their resources immediately to establish the PCWP site, and then leverage other key categories to expand their reach, protect their assets, and sustain competitive advantage.

The table below summarizes the six key categories.

Analysis Categories

Property Location & Market Potential	Blank Canvas	Availability of Resources
<p><i>S: Toll roads, site location itself</i></p> <p><i>W: Toll roads, site location itself</i></p> <p><i>O: Fast growing area close to major cities and in-between areas</i></p> <p><i>T: Environment/flood plains location, residential/neighborhood disputes, competition from local nature areas</i></p>	<p><i>S: Blank Canvas with above average industry knowledge</i></p> <p><i>W: Lack of clear branding strategy</i></p> <p><i>O: Potential to adapt to market demand</i></p>	<p><i>S: Industry knowledge</i></p> <p><i>W: Lack of staffing & financial resources</i></p> <p><i>O: Proximity to partner resources, educational and environmental</i></p>
Legal Liabilities	Social & Cultural Environment	Technology Advances
<p><i>S: Land boasts a variety of endangered flora and fauna that they can legally protect</i></p> <p><i>W: Flora/fauna can be dangerous (wild hogs, snakes, etc.)</i></p> <p><i>T: Residential agreements, imminent domain, red tape expansion</i></p>	<p><i>S: Family owned farms are generational</i></p> <p><i>O: Post-pandemic outdoor habits, cultural Shifts towards Wetland Preservation & Environmental Sustainability</i></p> <p><i>T: Economic Climate and Charitable Giving, COVID-19 recession, administrative shifts</i></p>	<p><i>S: Social media profiles are free and easy to create, Zoom technology</i></p> <p><i>W: Zoom-technology allows for non-in person activities</i></p> <p><i>O: social media is more accessible than ever, new advances in AR and geocaching</i></p>

Property Location & Market Potential

The location of the Plum Creek Wetlands Preserve property carries several advantages and disadvantages. Overall, the site is in an optimal location, and if GBRT uses the land to its best potential, there is great opportunity for large market potential and site usage.

The PCWP is located off Interstate 130, a high speed TxDOT toll road, and benefits from this highway through fast and easy access to the site location. The I130 highway system connects San Antonio to Austin and passes through all major and minor cities in between. Therefore, the toll road provides greater accessibility to visitors from greater distances. The toll road has the capability to increase market potential and alienate a market segment due to costs. The toll road ranges from \$0.51 to \$1.88 with the TxDOT tag and \$0.77-\$2.82 through mail. While this is a relatively affordable fee, potential visitors could pay between \$1 and more than \$5 roundtrip depending on how many toll checkpoints they encounter on their drive (*SH 130*, 2020). Though a portion of the market might be deterred by toll road costs, if preserve entry pricing is made competitive to similar nature sites, the portion of the market lost is likely small.

The site location will also lose market potential from those without a vehicle. While a high percentage of people own a vehicle in Texas, in 2016, an estimated 8.6% of households in San Antonio did not have a vehicle and an estimated 6% of households in Austin did not have access to a vehicle. This indicates that at least 7.3% of the potential

market for the PCWP is unable to access the preserve (Maciag, 2017). GBRT has several options to either exclude this market from their target segment or find opportunities to provide public transportation to their site. Due to the expected future expansion of the area, the outer Lockhart area will likely become more populated and function as its own suburb in the future. Therefore, transportation solutions may resolve themselves due to the fast-growing nature of the area and proximity to major cities.

The organization will need to be wary of several threats to PCWP due to the location of their site and nature of the environment. Since the location is close to many competitors in the region—many of which receive state or local government funding—PCWP will need to match these similar sites in terms of price competition and partner with schools, nature groups, and other target market segments to maintain parity or competitive advantage for their region. Additionally, because the PCWP is located on a flood plain, environmental changes will also need to be monitored as they could inhibit site accessibility. Too much flooding or too much drought could interfere with the mission of the PCWP as a wetland preserve. Since the location of the site resides adjacent to residential private property, and in fact intertwines with it, the organization will need to develop a community relations plan to help mitigate residential disputes and issues that may threaten the PCWP.

Blank Canvas

The Guadalupe-Blanco River Trust can utilize the entirely new status of the Plum Creek Wetland Preserve to their advantage. While this “blank canvas” indicates a current lack of branding strategy, with no clear identification of market analysis or market segmentation, GBRT can use this as an opportunity to create clear strategy and intentional branding components by conducting thorough market analysis, identifying market segments, and analyzing competitors and consumer trends. This data can inform marketing components such as logo design, brand voice, brand image, and marketing strategy that will be tailored and developed specifically for PCWP. In preparing the preserve for public use, the organization can truly focus on developing advantageous and competitive strategy that focuses on their mission of preservation of the natural heritage of the Guadalupe watershed. Additionally, because the site is still being developed, the opportunity exists to continually adapt to market demands. Site infrastructure can be changed and tailored to the evolving target market.

Since the site has potential to take many shapes, there is the risk of outside interference from City of Lockhart local officials and citizens on the eventual use and development of the Plum Creek Watershed. The addition of partnerships and recognition of the site could lead to the unintended side effect of meddling by the nearby communities. While developing and executing a plan, the plans must be created in a way that involves all those necessary but limits intervention.

Availability of Resources

While the PCWP project is new, GBRT benefits from a wealth of industry knowledge. Previously tied to GBRA, the organization is well versed in nonprofit land trust conservation and preservation. Additionally, the peer consultation report from the Association of Nature Center Administrators provided PCWP with a variety of resources and recommendations. The report administrators represent key industry players and potential partners the organization can leverage relationships with. Unfortunately, there is only one staff member. While non-profits often function with a shoestring staff and a variety of contractors, donors, board members, and volunteers, the lack of staffing resources poses a potential issue for the organization in building the preserve for public use.

As the organization builds the PCWP site, it will benefit from its opportunity to connect with a variety of educational partners. The PCWP site is in close proximity to the Lockhart school district as well as the Buda, Kyle, San Marcos, and New Braunfels school districts. Additionally, they are accessible to larger school districts like Austin and San Antonio. This is a great resource and opportunity for PCWP to employ educational programming. Educational programs can enhance outreach and establish long term relationships to ensure success of the PCWP site. Additionally, they open the door for more grant eligibility, and create a unique opportunity for GBRT to obtain revenues from educational programs that will support other objectives, operational requirements, and aspirations for the PCWP site.

Legal Liabilities

From a legal standpoint, the PCWP site holds several strengths and weaknesses, as well as threats that might arise in the future. When considering the strengths of the project, the main positive to consider is the wildlife itself.

There are numerous species that call the PCWP home and are afforded legal protection. Some of these species are important for the ecology of the area. This heightens the importance of the conservationist efforts and strengthens the protections already offered by the site's status as a natural preserve.

Despite the strength of legal protection at the PCWP site, there are weaknesses to consider as well. These weaknesses stem from the undeveloped nature of the land, as well as dangerous wildlife that are present on the site. The presence of wild hogs and rattlesnakes pose a serious risk to visitors and a great liability to the Guadalupe-Blanco River Trust who are obligated to protect those who enter their property. This liability applies predominantly to visitors, invited guests, and workers that may be on the property, but in some cases could apply to trespassers on the property (*Who is Liable*, 2020). In the case of trespassing, Texas law requires that no intentional harm is done but also forbids landowners from acting in gross negligence. Gross negligence can be construed as, "an act or omission that involved an extreme degree of risk, considering the probability and magnitude of potential harm to others and of which the defendant had actual notice of the risk, but proceeded with conscious indifference to the safety of others" (Dowell, 2018). There is also the consideration that protection from liability is not necessarily liability from being sued, which can impart a financial cost in terms of legal defense and time. This weakness can possibly be addressed through proper signage, secure fencing, as well as the removal of dangerous, non-native, invasive species.

Threats involved from a legal standpoint are mostly concerned with placing limitations on the development, or expansion of the land. Local residential agreements or clauses may limit the scope of activities conducted on the property, such as hunting or border fencing. The protected nature of the land also raises the threat that any future developments may come under heavy scrutiny in terms of its impact on the environment and local species. There is also the time cost of going through legal "red tape" when considering any future projects. Lastly, there is always the possibility that the State or Federal government could exert the right of eminent domain and seize the land. While this is a relatively low-risk threat, the possibility exists especially if a governmental project involving floodplains occurs in the future.

Social & Cultural Environment

When considering the context of social and cultural factors that might impact the PWCP, several strengths, opportunities, and threats become apparent. In terms of strengths, GBRT and PWCP stand to benefit from the generational nature of land and farms in the area. The fact that these properties are often passed down within a family afford the chance to build and maintain strong relationships with donors in the present and the future. Nearby landowners are not targeted for in-kind land donations but are sought out for potential conservation easements. Land and conservation demonstrations offered at PCWP are important to creating these partnerships. Opportunities also exist when considering the post-COVID-19 social environment. Because people are more concerned with the transmission of illness and social distancing, a social trend is emerging toward engaging in outdoor activities in open areas. This trend will likely help drive a higher number of visitors to the PWCP. From a socio-cultural standpoint there has also been an increase in focus on the protection of the environment and natural areas as people become more eco-conscious. This shift in cultural mindset provides an opportunity for future donations, investment, and grant opportunities for projects that protect and conserve natural areas and environments.

Technology Advances

The PCWP can utilize marketing software and other software platforms to fulfill its mission. Video conferencing technologies have reduced the need for many in person meetings and activities and GBRT can utilize this technology to its advantage. Though schools may be slower to return to field trips, video tours and educational programs are an affordable way to connect and supplement in-person educational programming. The Texas State Aquarium has launched a "Lunch Break @ The Aquarium" which utilizes Zoom to deliver behind the scenes educational programming at an affordable cost for both the producer and consumer (*Lunch Break*, 2020) and GBRT could implement similar programming to deliver low effort and cost, yet high quality programming to an expanded market.

Augmented Reality and phone apps are another way the organization can take advantage of technology advances for the PCWP. Nonprofits can create educational apps that allow for self-guided activities. Due to the anticipated small staff of GBRT and the PCWP site, utilizing this technology could alleviate staffing needs by allowing most of the tours to function in a self-guided manner through an app. This augmented reality would open the door for

the organization to implement self-guided tours, flora and fauna identification, and other educational opportunities. The PCWP can also work with geocaching groups similar to Texas Parks and Wildlife to create additional activities within the site (*Geocaching*, 2020).

Project Scope

The internal and external analysis provided several strategic opportunities for the company to pursue in building the Plum Creek Wetlands Preserve site. With the support of the ANCA report and additional company and industry research, the group has outlined four key project goals that aid in accelerating the GBRT mission and preparing the PCWP for opening.

- *Education & Development Relationships* – Identify potential relationships to build with educational systems, grant foundations, and other conservation organizations that can enable greater support for funding opportunities, outreach and education, and GBRT-supported conservation initiatives
- *Local Partnerships* - Take advantage of local businesses and leverage partnerships for development, visibility, and future visitor attendance
- *Market Research and Analysis* – Conduct expansive market research for market segmentation and strategy creation. Expanded market research will ultimately lead to better understanding of the industry and help tailor a brand strategy that improves GBRT’s public image and appeal
- *Brand & Marketing Strategy* – Develop a brand and marketing strategy that highlights content recommendations, social media, and digital marketing strategy to enhance outreach and communications of the PCWP

Development & Partnership Research

Creating a strategic plan for fundraising is an essential first step in establishing a sustainable plan for covering annual expenses. According to Dr. Nathan Schaumleffel, it is important to complete strategic planning prior to annual planning or a membership campaign (Schaumleffel, 2017). GBRT’s goal should be to create a revenue stream that first works to cover annual expenses. Revenue should be capable of maintaining current levels and increasing in future years to allow for GBRT growth. By expanding their reach through fundraising, GBRT also creates a line of communication to new partners.

There are options available which GBRT can pursue to focus their attention and create revenue for the upcoming years. Successful fundraising could focus on government grants, individual donations, or business support. By creating relationships with local government agencies, GBRT can stay close to opportunities for grants and government support. Government grants, however, come with tight timelines and great competition. GBRT can use their current board of directors to assist with seeking donations from local landowners who seek to conserve the Texas countryside. The largest source of donations and in-kind support, however, could be a result of community outreach programs beginning with local schools.

GBRT can lead a successful campaign to create public engagement by working to create interest among children in local schools. In Caldwell county there are 16 primary schools serving five distinct communities. By partnering with the schools in the closest proximity, GBRT can create interest in future patrons and begin programs that lead to grants and donations. Caldwell County has the smallest number of students of all the neighboring counties. By limiting to only Caldwell, GBRT would miss out on 97% of the students in the adjacent counties. GBRT can also seek to gain interest and visitors from the six counties that neighbor Caldwell County. These counties offer 305 thousand students at 425 different schools as opportunities to seek out and influence young minds. By establishing lasting relationships with school personnel and district administrators, GBRT can reach a greater population of potential donators through their children. Current administration and contact links are provided in the appendix.

County Name	Students	Percent
Bastrop County	15794	5%
Caldwell County	7964	3%
Comal County	26019	9%
Guadalupe County	28170	9%
Hays County	38446	13%
Travis County	188789	62%
Grand Total	305182	

GBRT's ability to seek viable grant opportunities will be greatly improved by their ability to create interest through education and conservancy programs for local students and their families. Government grants are difficult to come by without a professional grant writer on the payroll. Since GBRT needs to first create a dependable income stream, this is not an immediate opportunity. In the near future, GBRT may benefit more from creating relationships with local organizations. The best opportunities can be found in businesses with local roots but can also be found in partners without local offices.

Kendra Scott is a local Austin business with a history of philanthropy. Kendra Scott works with local non-profits to help raise money through a give back event in which 20% of proceeds go to the charity. GBRT has already established a relationship with Kendra Scott and will need to continue to grow this relationship in the years to come. In nearby San Antonio, HEB has a history of giving to educational and conservancy programs. Their programs website offers an easy application for community investment. HEB's central Texas competitor, Whole Foods Market, funds programs uniquely aligned with the goals of the PCWP. Whole Foods supports two programs which offer great opportunities for GBRT to work with local students and families. The Whole Foods Kids Foundation was established for the goals of education and conservation. Their Bee Grant program rewards nonprofits for establishing beehives for educational purposes. The grant is provided to non-profits who use the beehives as observation and learning programs for students. As a great addition, GBRT could also participate in the Whole Foods Garden Grant Program which seeks to teach children how things grow and taste to increase the child's willingness to try new things. Almost 20 large central Texas corporations provide great relationship opportunities for local nonprofits.

Texas Based Companies			
HEB Grocery Company	Favor	Valero	National Instruments
Aspyr	Waste Management	USAA	Tecovas
Berry Aviation	woom bikes	Whole Foods Market, Inc.	Yeti
Keller Williams Realty	Applied Materials	Clear Channel Media Holdings	Bumble
Biglari Holdings	Kendra Scott	Dell Inc	Titos
	iHeartMedia		

Opportunities for partnership do not only come from local companies. There are companies that also have large footprints in central Texas with their beginnings elsewhere. Google, Apple, and Facebook have large offices in neighboring Austin. Facebook offers a program that allows nonprofits to receive funding through the site on special occasions like birthdays. GBRT already takes advantage of the Amazon Smile program. Amazon's Smile program will donate to the buyer's chosen charity for every purchase. In order for GBRT to benefit, however, they must convince Amazon shoppers and Facebook users to choose them as the chosen charity. There are several large corporations that do not call Texas home but have large footprints in central Texas which GBRT can contact for giving opportunities. Contact information for these organizations can be found in the appendix.

Philanthropic Companies with Large TX Footprint			
Oracle	Techdata	Apple Inc	Bass Pro Shops/Cabellas
3M	Academy	Under Armor	T3 Media
AMD	Minigrip	Cisco	Rackspace
AMD Community Foundation	Caterpillar	WeWork	Rackspace Foundation
Newgistics/Pitney Bowes	Niagara	Indeed	The Chive
Frost Bank	Amazon	Facebook	Flextronics
	Wells Fargo		

Many companies hire outside management companies for philanthropic programs. Waste Management uses the company Versaic to manage their philanthropic giving and donation seekers can submit their request on the Versaic website. CyberGrants, WizeHive, Bloomerang, and Fluxx are just some of the companies offer philanthropic solutions for large corporations. By seeking out the companies that use Versaic and their competitors, GBRT is likely to increase opportunities for charitable donations. Also, GBRT could greatly benefit from the use of grant management software like Versaic. There are numerous options available that could assist GBRT in managing their options until more staff can be hired.

Versaic Competitors	
Bloomerang	cloud-based donor management system focusing on outreach, engagement, and retention, provides advice from fundraising and nonprofit experts.
Salesforce for Nonprofits	complete platform for nonprofits, manage and deliver your programs and services, raise more funds
Submittable	flexible submission management and collaboration system for grants
Open Water	cloud-based awards software platform, grow awards and recognition programs.
Little Green Light	cloud-based donor management software, fundraising campaigns, and constituent record keeping, customizable categories, report building, and complex query running.
Survey Monkey Apply	nonprofit CRM software that works to connect corporations, organizations and individuals in the philanthropic ecosystem
WizeHive	Application management for grants and scholarships
Exceed Further	Donor Relationship Manager to better understand your constituents
Evalato	submission and evaluation platform for awards, grants, applications, scholarships and other programs.
Instrumentl	matches nonprofits and researchers with relevant grants and help them manage their grants process.
LiveImpact	supports social impact organizations, nonprofits, foundations, and CSR groups with technology
Reviewr	web-based application management software used by non-profits and associations to manage award programs from start to finish
ResultsPlus	donor management and fundraising software solution
eCivis	grant management software to centralize state, local, and tribal government grant activities and improve compliance
Fluox Grantmaker	software to shorten grant lead time
CyberGrants	nonprofit CRM software connects corporations, organizations and individuals in the philanthropic ecosystem

Source: <https://www.g2.com/products/versaic-by-benevity/competitors/alternatives>

Market Research & Data

Research Methods & Market Survey

In order to better assess the Texas market for nature preserves, a survey was conducted to gather raw data concerning demographic, psychographic, geographic, and behavioral information on our potential market. We also included questions that would allow us to gain a better understanding of the voice of the customer and what potential customers want when deciding upon a nature preserve to visit. The data gathered from our survey also serves to provide a basis from which to develop a marketing strategy for the PCWP. Additionally, all the data collected was compiled into a concise Marketing Report for GBRT to reference now and into the future.

In terms of demographics, our survey asked for information concerning participants age, sex, race, and whether they had children (parent/guardian.) Our survey measured psychographics on a 5-point interest scale ranging from “Very Interested” to “Not Interested at All” and concerned questions that gauged participant interest in a variety of activities related to nature preserves: bird watching, fishing, seasonal events, educational events, land conservation, volunteering, etc. Geographics were measured through a question that asked participants how far they would travel to visit a nature preserve to help provide a better understanding of the potential customer base within a radius of the preserve. Distances ranged from 10 miles, to more than 100 miles in a categorical non-point value scale. Behavioral questions were structured with a rank scale centered towards willingness to visit at various price points, and potential frequency of visitation.

Open ended questions centered around various potential features of a nature preserve were included to provide a better understanding of customer interests that may not have been included or covered by the other questions in the survey. These open-ended questions allowed for more detailed input that would better capture the voice of customers.

Survey Results

The GBRT survey managed to gather insights and data from a total of 188 respondents within the state of Texas. The demographics are as follows:

Age—The survey received responses from participants with ages ranging from 18 - 84. The greatest number of participants fell into the 25-34 age group with 59 responses (31.38%), followed by the 35-44 (25%) age group with 47 responses.

Sex—Survey participants were predominantly female with 114 responses (60.64%). Male participants were responsible for 73 of the responses (38.83%). One participant did not identify as male or female and selected an option for “other” (0.53%).

Parental Status—The majority of survey participants indicated that they were a parent or guardian of a child/children with 129 responses (68.62%)

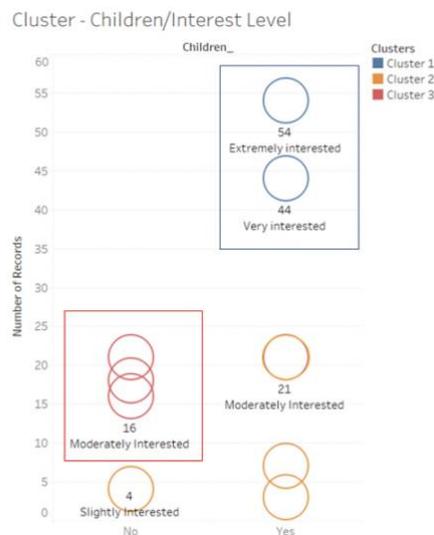
Race/Ethnicity—Most of the responses from survey participants indicated that they identified as white with 142 responses (75.53%). Hispanic/Latin Americans made up the second largest ethnic group among participants with 38 responses (20.21%). Less than 2% of participants identified as Black/African American, Asian, or other. No responses were received from participants that identified as American Indian, Native Alaskan, Native Hawaiian or Pacific Islander.

Recommendations—Brand & Marketing Strategy

In order to develop a brand and marketing plan for the Plum Creek Wetland Preserve, analysis from GBRT as well as market research and analysis for the PCWP was established. This analysis helped define customer, company, context, collaborations, and competition for PCWP and aided in informing brand and market strategy recommendations. Research identified top potential markets for PCWP that defined customers as environmentally engaged, interested in preservation, and likely to have children. Internal and external analysis for GBRT was conducted through a SWOT analysis that outlined key factors such as location and market potential, their new to the market status, resources, and social and cultural factors that guided strategic marketing recommendations. The external analysis also identified surrounding natural areas like state and local parks as key competitors. Furthermore, research conducted for GBRT on potential grants, education, and business partnerships, identified key collaborators PCWP can leverage in their marketing efforts. This research and analysis informed market segmentation and outlined the best way for PCWP to target and position themselves in their brand and marketing efforts. Furthermore, this information was used to inform aspects of the strategy such as key components to the project and place, pricing, and opportunities for marketing placement and promotion.

Market Segmentation

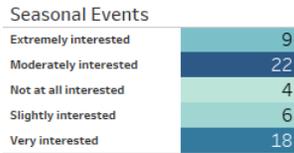
After conducting the market research, processing, and analyzing the data, market segmentation was used to identify key target markets. These target markets represent three separate potential markets that the Plum Creek Wetlands Preserve will appeal to, and GBRT can focus its marketing strategy on these primary target markets. Additionally, several general shared interests were identified across these segments and key factors GBRT should consider in implementing their overall strategy for the PCWP were identified. To better identify market segments, Tableau, an analytical and visual software tool was used to segment both interest in nature preserves and whether respondents had children. This analysis ultimately laid the framework for the three key market segments. The initial cluster analysis can be seen in the following graphic and a larger figure is in the appendix.



Overall, market research showed a general interest in amenities such as restrooms, water stations, picnic tables/rest areas, and shade spots. Survey respondents wanted to experience a quiet, remote feeling, yet have access to amenities. Across a range of demographics that might visit the PCWP, respondents wanted to see a range of difficulty in the hiking trails with one trail being accessible to strollers and wheelchairs. In speaking with the client, a wetlands boardwalk is anticipated to be built and the MBA Capstone team recommends making this key attraction easy and accessible for all ranges of skill and ability. As the wetland's boardwalk is anticipated to be built near the parking lot, the MBA Capstone team recommends that the space surrounding the boardwalk accommodate these desired amenities, by utilizing the existing restrooms at the site and adding key amenities that were important to respondents. Additionally, respondents expressed several key interests including environment and land preservation, seasonal or special events, children's programming, and education related to regional flora and fauna and nature safety "do's and don'ts". To this extent, the team recommends implementing these special interests in the PCWP through events, activities, and communication. Market research further indicated that visitors to the PCWP would likely travel up to 50 miles to access the site, visit once or twice a month, and be willing to pay \$5-15 in paid or donation-based entrance fees. Therefore, the MBA Capstone team recommends a \$5-10 entrance fee, in order to support financial objectives of GBRT while still reaching most people willing to pay under \$15.

Dividing markets into segments defined three major target markets GBRT can leverage to market the PCWP. Their first target market as outlined in the research is defined as people without children who can be described as, "young, environmentally conscious, and carefree." This target market is young, ages 18-34. With no kids, they do not value most educational programming, but carry a general interest in the environment and its use for posterity. They are interested in land conservation, volunteering in a natural area, and learning about plants, animals, and insects. They have a social draw to these spaces and are very interested in seasonal or special events. They are likely to visit these spaces a few times a month, travel up to 50 miles to get there, and spend between \$5-15 per visit. They value an abundance of nature, wildlife, and trails of various levels of difficulty, a sense of remoteness, but with accessibility like restrooms, and a few picnic tables or shade spots. This target market's main pain points and frustrations include a need for modern day accommodations such as restrooms, picnic tables, and shade spots. This market is working full time and therefore will evaluate value and location of the preserve to determine whether it is worth their free time. Lastly, the target market is single and living a child-free lifestyle, so they are frustrated by popular family places where they feel that the saturation of children and children-focused programming ruins the remote sense of the nature experience. Their goals and motivations are outlined in their enjoyment of nature and desire for remoteness. They are interested and motivated towards maintaining the environment for future posterity. Additionally, they seek entertainment and events geared towards other single or non-child households and enjoy travelling solo and potentially inviting friends. To improve transparency and provide GBRT with key information and visuals on each of the market segments identified in this report, a concise graphic weighing each interest area was compiled into a Market Report. The graphic for the non-parent market segment can be seen below.

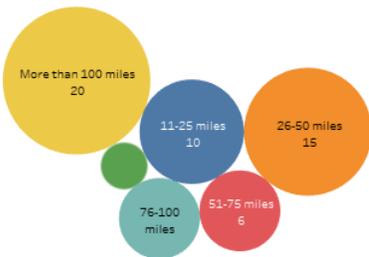
Events Interest



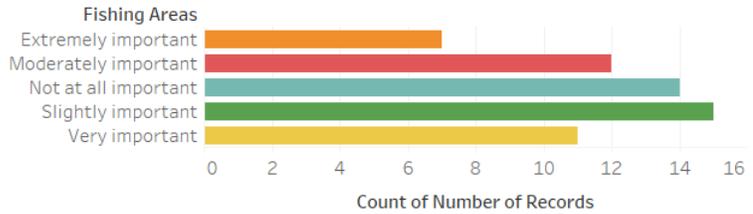
Birdwatching Interest



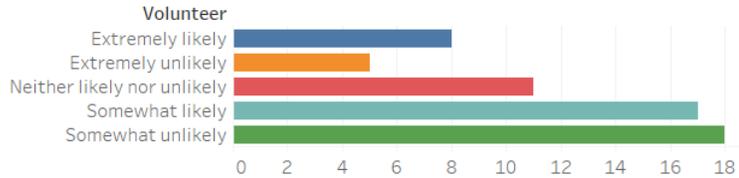
Travel Tendency



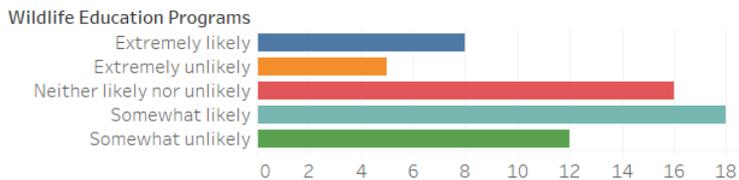
Fishing Area Interest



Volunteering Interest



Educational Interest



The second target market is defined by people with children and can be described as, “Family oriented with education, activities, and conservation values.” This market is looking for a family friendly space to spend time with their children, participate in activities like birding, fishing, or special events. They want programs that educate youth and have classes for children, as well as flora/fauna education, and climate change education. They value natural spaces with hiking trails, safe trails and walkways for kids, and facilities like water stations, restrooms, picnic tables, and shade spots. They are very interested in land conservation, and while they may not have time to volunteer, with an older age demographic they are likely to donate. They are willing to travel up to 50 miles to the preservation site and will visit once or twice a month. Most will pay \$5-15, but some are only willing to pay \$5 or less on an entrance fee. Their pain points and frustrations include monetary limitations with having to support a whole family, so less expensive entrance fees and free activities are best. Additionally, with children they need guaranteed access to restrooms, water stations, snack areas, and shade spots. To this extent, their children make non-accessible or too difficult hiking trails inaccessible to the family. The target market is motivated by family friendly activities and outings, as well as educational programs and activities for children to participate. The target market values a large space to get out of the house and into nature.

The third target market expresses a high interest in nature preserves regardless of demographics. They can best be described as “nature preserve enthusiasts.” This market highly values nature preservation and visits these sites frequently. Additionally, they are willing to travel longer distances to access these sites. They are around middle age and most have children. Activities are important, they value seasonal or special events the most. They are very likely to participate in land conservation and educational programs. They have an interest in safety, preservation, flora and fauna education, and programming for kids. Additionally, they value clearly marked, safe, well maintained trails, a site with wildlife that is quiet and feels remote, and has amenities like seating, shade, restrooms, water, and eating spaces. Their pain points and frustrations include that some nature sites are very crowded and are not as rewarding to visit. They

have niche nature-based interests and it can be frustrating when there is not programming to match. Additionally, if they do have children, while they enjoy all kinds of sites, there is easier accessibility when there are amenities available. They are motivated by their love of nature and enjoy visiting and seeking out a variety of nature parks and preserves. They show interest and desire to participate in land conservation, preservation, nature education, and other programs. They are also willing to travel longer distances for these sites if the site holds value and is worth the drive.

Brand Strategy

The GBRT brand focuses on land conservation of the Guadalupe River Watershed and primarily acts as a nonprofit with development and mission specific goals. However, the PCWP is a project of GBRT and acts as its own site, much like a national or state park; therefore, it is recommended that GBRT creates a unique identity and brand for PCWP.

The Plum Creek Wetlands Preserve brand can be defined as Texas Parks and Wildlife meets Ranger Rick. At the core Plum Creek Wetlands Preserve has an authoritative and educational tone. They express passion for wetlands and nature preservation, share education, and inform people of preserve information and events. Focusing less on their non-profit status and development goals, the brand will center on service-based communications, keeping people informed and updated about the preserve and its operations. This brand voice can be defined by five driving characteristics: informative, educational, family and child oriented, helpful, and future focused.

Voice Characteristic	Description	Do	Don't
Informative	We help keep visitors up to date on preserve hours, usage for amenities, and any changes to the usual information	<ul style="list-style-type: none"> Use clear and concise words to provide updates or information Post updates on preserve information 	<ul style="list-style-type: none"> Skip on updating hours, information, etc. Use ambiguous or non-direct language to explain information
Educational	We are nature educators! We post and share content that is education related, including fun facts and learning opportunities, and shares projects or research we have been working on.	<ul style="list-style-type: none"> Post interesting facts on local flora and fauna Share educational content from other parks Share field notes, research, and other relevant information from GBRT 	<ul style="list-style-type: none"> Promote sites that do not have preservation or environmental stewardship in their mission Post unchecked facts or educational information
Family & Child Oriented	We create content that will engage families by showing holiday specific family activities to do at home or at the PCWP	<ul style="list-style-type: none"> Post information for the parents Post kids activities like nature themed Halloween carving, and Ranger Rick type of activities 	<ul style="list-style-type: none"> Post non-family friendly regarding language or site accessibility Use too complicated or adult words
Helpful	We help our visitors by answering their questions about the PCWP	<ul style="list-style-type: none"> Straightforward Answers the question directly 	<ul style="list-style-type: none"> Sarcastic Redirects or not helpful
Future Focused	We want to preserve the Plum Creek Wetlands area and spend time talking about development and preservation for posterity	<ul style="list-style-type: none"> Discuss volunteer or involvement ideas Share fundraising/development efforts Share resources, infographics, or information on wetland preservation 	<ul style="list-style-type: none"> Act cavalier about environmental protection

The PCWP will have a separate logo, color palette, and identity from GBRT, while still sharing continuity in the look, feel, and driving colors. Since the PCWP's main focus is the wetlands, and the clients major project is to create a boardwalk as a key identifying factor of the PCWP, the logo's focus will center around the wetlands boardwalk. Additionally, in the market research, key interests of respondents included local flora and fauna; therefore, it is recommended that a key local plant and wildlife species be incorporated in the logo. The colors of the logo should incorporate the dark green and tan/khaki color of the GBRT logo, with additional highlighted colors from the selected flora and fauna. For instance, if key flora & fauna contain primary colors of yellow, the secondary highlight color of

the PCWP logo should include yellow. The font should be easy to read and reminiscent of the font used by Texas Parks & Wildlife. This will create a familiar connection to parks in viewers minds and make PCWP seem recognizable and familiar despite it being new. For similar reasons, the logo style should be reminiscent of National and State Parks logos, featuring green and khaki as the primary colors, a wetlands boardwalk, the name Plum Creek Wetlands Preserve, secondarily highlighting local flora and fauna with a highlight color in the background. Below are image references from National Park Service (U.S. National Park Service), Longhorn Cavern State Park (Longhorn Cavern State Park), and the 100th Anniversary Celebration for the Grand Canyon (U.S. National Park Service) to act as a style guide in creating the PCWP preserve logo.



Content Strategy

The market research suggests a high interest in educational and children’s programs among those with children, and a high interest in seasonal and special events across all major target markets. Additionally, research suggested an interest in learning and engaging in land preservation and conservation efforts. Therefore, the content strategy should reflect both interests of the market and core elements that define PCWP. A good content mix should be broken into the following main categories:

- Educational & Children’s Programs
- Special & Seasonal Events
- Preserve information/hours/updates/amenities
- Thought leadership in preservation & land conservation
- Volunteer or non-monetary support
- Brand storytelling linking PCWP to the greater GBRT mission
- Development and Giving

The main content should focus on education programs, special events, and preserve information. These elements will be most interesting to the market and important for brand awareness and engagement. Secondly, the content should focus on thought leadership in preservation and land conservation and volunteer opportunities as market research showed consumer interest in both these areas. While not a significant portion of the content mix, GBRT should focus some of its time on brand storytelling that links the mission of PCWP to the greater GBRT mission as well as GBRT and PCWP related development and giving calls to action. This content mix incorporates elements that will engage all three of the primary target markets of the PCWP. Additionally, each element of the context mix will provide strategic opportunities to reach the target markets at each stage of the buyer's journey of awareness, consideration, and decision, and work to attract, engage, and delight the market.

Social Media & Digital Marketing Strategy

It is recommended that GBRT should deliver the content mix for the PCWP through social media and digital marketing platforms. Given a limited budget and staff resources, GBRT should focus on a quality over quantity approach to social media. While the organization possesses GBRT specific social media accounts that focus on both business to business and business to customer marketing, since the Plum Creek Wetlands Preserve acts as its own site, a select few separate social media accounts should represent the brand and content mix specific to PCWP. It is

recommended that Facebook and Instagram are the primary social media accounts created specifically for the PCWP brand.

It is recommended that Facebook is used, given that is expected for businesses to have a Facebook account. Furthermore, Facebook is most popular in the 18-29 and 30-49 demographic range which reflects the expected target demographics for PCWP. Facebook reached 75% females and 63% males, which is a good split that may make mothers more likely to see PCWP content and be inclined to take their families. There is an equal reach to Urban, Suburban, and Rural areas which will work well as the PCWP site is within 50 miles of urban, suburban, and rural areas. Instagram targets a younger demographic, 72% from 13-17, 67% from 18-29, and 47% from 30-49. This platform will work well for targeting the young and single target market and the younger people with children. Additionally, because of the photographic nature of Instagram it will work well to visually market the PCWP and give visitors an idea of the site (Chen 2020).

Additionally, social media like LinkedIn that focuses mostly on business-to-business marketing, while unnecessary for the sole use of PCWP, can be leveraged by GBRT to post specific content that focuses on research, development, or corporate sponsorships relevant to PCWP. GBRT should not utilize a Twitter account for the PCWP due to its need for continual upkeep and the current limited staff and budget. Forms of social media such as Tik Tok, Snapchat, and others should also not be utilized as their key demographics do not match the demographics of the target markets for PCWP.

Content mix should also be delivered through digital media. Given that the PCWP acts much like a state or national park, GBRT should create a unique site, or, as an alternate, a page on their current site specific for the PCWP. Content should be focused on preserve hours, information, and amenities. The site should include maps, directions, and other service-based information for the public. The site should also include a tab or section for events, highlighting upcoming educational or special events. Digital market strategy should also focus on email marketing. Given that GBRT is a non-profit, email marketing is an effective means to delivering upcoming events, educational programming, volunteer opportunities, and news and updates. GBRT can also focus its digital marketing efforts in gaining placement for the PCWP on government website, educational sites with programs geared towards children, and market focused sites or blogs.

Conclusion & Alternatives

As outlined in the report, GBRT can utilize the recommendations presented to enhance the success of the PCWP site in the coming years. Although it is believed these recommendations forge the optimal path for GBRT, there are various alternatives that were considered. Some of these alternatives include launching PCWP marketing under the GBRT brand rather than a separate PCWP brand, allocating budgets to support a full-time marketing employee, and utilizing all social media platforms for marketing efforts.

The optimal brand strategy for GBRT includes a branding mix between the PCWP site and GBRT as its own entity. With that, alternative branding strategies were considered like branding each entity entirely separate as well as simply marketing under the GBRT brand alone. In each of these alternative cases, there were ample reasons to avoid these recommendations. In the event the alternatives were chosen, GBRT would risk potential unclear messaging and misalignment of communications. Each of these risks would be detrimental to GBRT's coordinated marketing effort, brand strategy, and create confusion among stakeholders and potential visitors. In addition, GBRT does not have the budget to support standalone branding focused on each of the individual entities. For these reasons, it is recommended that GBRT deploy a branding mix and avoid the alternatives both now and in the future. In the event staffing is expanded and additional funding is available, branding each entity entirely separate should be considered.

As GBRT's financials currently stand, the budget to support a full-time marketing employee are simply not available. With the opening of the PCWP site, financial inflows may improve which would free up resources to dedicate a full-time employee to marketing efforts. If these enhanced budgets do indeed come through, a dedicated marketing manager should be hired to manage all marketing and communication efforts. By expanding staffing resources to create a dedicated marketing position, GBRT can operate more efficiently and tasks can be delegated and managed in alignment with job roles and experience. It is recommended GBRT evaluate the hiring of a marketing employee once the internal financials support it.

In the recommendations outlined earlier on in the report, Facebook, Instagram, and LinkedIn represent the key social media platforms GBRT should deploy. These platforms provide the best solution to market towards the key segments outlined in the report and the current budgets do not support additional platforms. In the future, more social media platforms can be considered if the resources, budgets, and data are there to support them. For example, the PCWP site may eventually act as an educational avenue for surrounding schools. If these educational programs come to fruition, social media platforms targeting younger individuals, like TikTok and platforms targeting business partners and educators like Twitter, may bring greater exposure to children and students interested in land conservation and nature preserves. These platforms would act as key vehicles to spark interest in the PCWP site among the younger demographics and those in charge of their education. With that, until these resources are available, GBRT should operate on the three platforms outlined above and consider expanding to additional media once the budget and student programs support it.

In conclusion, the alternatives presented above represent different routes GBRT can take in implementing their coordinated marketing efforts and brand strategy. While a dedicated marketing employee is a highly recommended alternative, the other alternatives highlighted in this section will require greater funding and present more challenges for GBRT. As branding and marketing efforts evolve in the future, GBRT can consider these alternatives as needed to support operational and outreach objectives.

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Appendix

Survey Questions

1. What is your age group?
2. What is your sex?
3. Do you have Children (Parent or Guardian)?
4. How interested would you be in visiting a nature preserve or natural area?
5. What is your ethnicity?
6. How far would you be willing to travel to visit a nature preserve or natural area?
7. How much would you be willing to pay to visit a nature preserve or natural area?
8. How often do you visit nature preserves or natural areas?
9. How important are birdwatching facilities to you in visiting a nature preserve or natural area?
10. How important are fishing areas to you in visiting a nature preserve or natural area?
11. What features are important to you when visiting a nature preserve or natural area? - Selected Choice
12. What features are important to you when visiting a nature preserve or natural area? - Details – Text
13. How interested would you be in seasonal or holiday events held at a natural preserve or natural area?
14. How interested are you in participating in land conservation?
15. How likely would you be to donate land or money to wildlife conservation?
16. How likely would you be to volunteer at a nature preserve or natural area?
17. How likely would you be to take part in wildlife education programs?
18. What type of wildlife education programs would you be interested in? - Selected Choice
19. What type of wildlife education programs would you be interested in? - Details – Text

School Districts of Interest

County Name	Schools	Students
<input type="checkbox"/> Bastrop County	25	15794
<input type="checkbox"/> Caldwell County	16	7964
<input type="checkbox"/> Comal County	41	26019
<input type="checkbox"/> Guadalupe County	42	28170
<input type="checkbox"/> Hays County	55	38446
<input type="checkbox"/> Travis County	296	188789
Grand Total		305182



Schools.xlsx

Possible Grants

Foundation/Group	Grant Title	Eligibility	Applications Open	Grant Supports	Grant Amounts	Contact Name	Contact Email	Contact Phone	Link	Limitations	Comment
Noth Texas Community Foundation	The Anita Berry Martin Memorial Fund	Funding is available for agencies, as well as land trusts, engaged in land conservation and/or education efforts.	9/1/20	Land Conservation	\$5,000 - \$25,000 pending project scope	Garret Marsh	amr@northtexasf.org	817-877-0702	https://northtexasf.org/community/investment/grant-focus-areas/land-conservation/	Grant opportunities limited to the following counties: Tarrant, Parker, Johnson, Tarrant, and Denton, Wise, Hood, Somervell, Bosque, and Hill.	Potential opportunity to support Bayou property.
The Cynthia & George Mitchell Foundation	N/A	The Cynthia and George Mitchell Foundation funds high-impact projects in the state of Texas at the nexus of environmental protection, social equity, and economic vibrancy.	No set dates	Land Conservation & Sustainability Education	Based on application	Contact via website	Contact via website	Contact via website	https://cgmf.org/land-conservation-program.html	The foundation does not support research unless it contains an explicit and practical policy application or outcome.	To date, Cynthia and George, and the Cynthia and George Mitchell Foundation, have distributed or pledged an estimated \$300 million in grants to various programs, and institutions.
The Powell Foundation	N/A	The Powell Foundation places priority on organizations and programs that serve residents in Hunt, Travis and Walker counties, primarily in the fields of public education, the arts, conservation, and human services.	10/9/20	Land Conservation & Education	Based on application	N/A	info@powellfoundation.org	713-523-7557	https://www.powellfoundation.org/	The Powell Foundation places priority on organizations and programs that serve residents in Hunt, Travis and Walker counties, primarily in the fields of public education, the arts, conservation, and human services.	Opportunity may be limited due to county requirements. In 2019, over \$1.7 million in grants were issued.
Texas Parks and Wildlife	Section 6	Non-traditional Section 6 funding is available for use in order to facilitate the development of habitat protected land for endangered or possibly endangered animals, or to purchase new land to protect that may or may not already contain endangered species.	2020 deadline passed	Habitat protection	Dependent on ability to match 25% of total project cost through own funding	Chelsea Acres	chelsea.acres@tpwd.texas.gov		https://land.texas.gov/tpwd/section6/	National program that requires grant recipient to invest 25% of total project cost for the grant to furnish remaining 75%.	2020 funding deadline already passed.
Whole Foods Market	Whole Kids Foundation- Bee Grant	IN PARTNERSHIP WITH THE BEE CAUSE PROJECT. The Bee Grant program allows for schools and non-profit organizations to receive support for educational hardware, so students can observe bees up close and learn about the vital role these pollinators play in our food system.	11/1/2020- 12/1/2020	Bee keeping for educational purposes			info@wholefoodsonline.org or grants@wholekidsfoundation.org		https://www.wholekidsfoundation.org/programs/whole-bee-buzz-grant/		Must already be a part of the Bee Grant program but great opportunity to plan for future years by starting Bee Bees and Educational programs around them.
Whole Foods Market	Whole Kids Foundation- Garden Grant Program	At Whole Kids Foundation, we know that the more kids know and feel connected to their food, the more curious they become about how things grow or taste, and the more willing they are to try new foods. This is why we believe in edible garden learning spaces!	3/15/2021 - 9/30/2021	Garden creation with educational purposes	3000				https://www.wholekidsfoundation.org/programs/whole-garden-grant/		Link to application is in questions section



Local and National Partners

Company	Website	Contact Site/Email	Grant/Donation Request/Information Site	Comments
Valero	https://www.valero.com/en-us	https://www.valero.com/en-us/ContactUs	https://www.valero.com/en-us/Pages/Valero-Energy-Foundation.aspx	
USAA	https://www.usaa.com/inet/wc/about_usaa_main?wa_ref=private_subglobal_footer_about_usaa_page	https://www.usaa.com/help/contact?wa_ref=pub_subglobal_footerUtility_footerDefaultPublic_CO NTACTUS	https://usaaent.secure.force.com/SponsorshipRequest	
Whole Foods Market, Inc.	https://www.wholefoodsmarket.com/company-info	https://www.wholefoodsmarket.com/customer-service/contact-us	https://www.wholefoodsmarket.com/company-info/donate	See grants tab for Bee Grand and Gardens Grants. Donations can be requested in the Grant Site listed
Clear Channel Media Holdings	https://company.clearchanneloutdoor.com/	http://clearchanneloutdoor.com/contact/		
Dell Inc	https://corporate.delltechnologies.com/en-us/index.htm	https://www.delltechnologies.com/en-us/contactus.htm		
HEB Grocery Company	https://careers.heb.com/about-h-e-b/	https://www.heb.com/static-page/contact-us	https://www.heb.com/static-page/Apply-for-Community-Investment	Company site is centered on store sales. Bottom menus direct to other sites on HEB group
Aspyr	https://www.aspyr.com/	https://www.aspyr.com/contact		
Berry Aviation	https://www.berryaviation.com/	https://www.berryaviation.com/contact/		
Keller Williams Realty	https://headquarters.kw.com/about-us/	https://headquarters.kw.com/contact-us/		
Biglari Holdings	http://www.biglariholdings.com/			
iHeartMedia	https://www.iheartmedia.com/stations?market=SANANTONIO-TX		https://www.iheartmedia.com/community	
Apple Inc	https://www.apple.com/	https://www.apple.com/contact/		Apple does not normally offer donations but these can be requested at this email address communityaffairsinfo@apple.com
Under Armor	https://about.underarmour.com/		https://help.underarmour.com/app/answers/detail/a_id/1106	Contact info is on the right side of the grant site
Cisco	https://www.cisco.com/c/en/us/about.html	https://www.cisco.com/c/en/us/about/contact-cisco.html	https://www.cisco.com/c/en/us/about/csr/community/nonprofits.html	Cisco Foundation has its own site - https://www.cisco.com/c/en/us/about/csr/impact/cisco-foundation.html
WeWork	https://www.wework.com/mission	https://www.wework.com/contact-us		
Indeed	https://www.indeed.com/about	https://indeed.force.com/employerSupport2/s/contactsupport?language=en_US		
Facebook	https://about.fb.com/company-info/		https://socialimpact.facebook.com/	Instructions on setting up Facebook donations: https://socialimpact.facebook.com/charitable-giving/#Collect-Donations
National Instruments	https://www.ni.com/en-us/about-ni.html	https://www.ni.com/en-us/contact-us.html	http://www.grantinterface.com/s/I/RqrqBE	
Oracle	https://www.oracle.com/corporate/		https://www.oracle.com/corporate/citizenship/giving/	
3M	https://www.3m.com	https://www.3m.com/3M/en_US/company-us/help-center/	https://www.3m.com/3M/en_US/gives-us/	
AMD	https://www.amd.com/en/corporate/about-amd	https://www.amd.com/en/corporate/contact	https://www.amd.com/en/corporate-responsibility/cr-amd	

AMD Community Foundation	https://www.amd.com/en/corporate-responsibility/community-foundation	amd.foundation@amd.com	
Newjistics/Pitney Bowes	https://www.pitneybowes.com/us/our-company.html		https://www.pitneybowes.com/content/dam/pitneybowes/us/en/our-company/corporate-responsibility/pitney-bowes-foundation-grant-guidelines-and-application.pdf
Frost Bank	https://www.frostbank.com/about-us	https://www.frostbank.com/support-contact	https://www.frostbank.com/community-reinvestment-act
Wells Fargo	https://www.wellsfargo.com/about?linkLoc=footer	corporateresponsibility@wellsfargo.com	https://www.wellsfargo.com/about/corporate-responsibility/community-giving/
Bass Pro Shops/Cabelas	https://www.basspro.com/shop/en/about-us?cm_sp=FtrBPSSMar2019_FT	https://www.basspro.com/shop/en/contact-us	https://community.basspro.com/apply-for-support/
T3 Media	https://www.t-3.com	https://www.t-3.com/get-in-touch/	
Rackspace	https://www.rackspace.com/about	https://www.rackspace.com/form/webform-11336	
Rackspace Foundation	https://www.rackspacefoundation.com	therackspacefoundation@rackspace.com	
The Chive	https://www.chivemediagroup.com	https://www.chivemediagroup.com/contact	https://www.chivemediagroup.com/properties/chive-charities
Tecovas	https://www.tecovas.com/pages/our-story	howdy@tecovas.com	
Yeti	https://stories.yeti.com/story/outline?ga=2.117088390.1447556675.1603677374.2052438382.1603677374	https://www.yeti.com/en_US/contact-us.html	
Bumble	https://bumble.com/about	https://bumble.com/en/contact-us	
Titos		https://www.titosvodka.com/contact/	https://www.titosvodka.com/donation/
Favor	https://favordelivery.com/career	https://favordelivery.com/career	
Waste Management	https://www.wm.com/about/company-profile/leadership/executive-offices.jsp		https://wm.versaic.com/login
Flextronics	https://flex.com/company/our-story	https://flex.com/connect	
Techdata	https://www.techdata.com/about.html	http://www.techdata.com/contact.html	
woom bikes	https://us.woombikes.com/pages/we-are-woom	https://faq.us.woombikes.com/contact	
Applied Materials	https://www.appliedmaterials.com/company/about	https://www.appliedmaterials.com/company/contact	
Academy	https://www.academy.com/shop/en/store/company-info		https://www.academy.com/shop/en/store/endorsements
Minigrip	http://www.minigrip.com/about.html	http://www.minigrip.com/contact.html	
Caterpillar	https://www.caterpillar.com/	https://www.caterpillar.com/en/contact.html	https://www.caterpillar.com/en/company/caterpillar-foundation.html
Niagara	https://www.niagarawater.com/about-us/	https://www.niagarawater.com/contact-us/	https://www.niagarawater.com/niagara-cares/local-community-outreach/

May not be available for the area

The following can also be used to find possible sponsorships:
<https://www.caterpillar.com/en/company/working-together/sponsorships.html>

<https://niagaracares.versaic.com/login> website used to apply for donations or in kind support

Kendra Scott

<https://www.kendrascott.com/about-kendra.html>

service@kendrascott.com

<https://www.kendrascott.com/p/philanthropy.html>

Amazon

Grant Management Software

Versaic Competitors	
Bloomerang	cloud-based donor management system focusing on outreach, engagement, and retention, provides advice from fundraising and nonprofit experts.
Salesforce for Nonprofits	complete platform for nonprofits, manage and deliver your programs and services, raise more funds
Submittable	flexible submission management and collaboration system for grants
Open Water	cloud-based awards software platform, grow awards and recognition programs.
Little Green Light	cloud-based donor management software, fundraising campaigns, and constituent record keeping, customizable categories, report building, and complex query running.
Survey Monkey Apply	nonprofit CRM software that works to connect corporations, organizations and individuals in the philanthropic ecosystem
WizeHive	Application management for grants and scholarships
Exceed Further	Donor Relationship Manager to better understand your constituents
Evalato	submission and evaluation platform for awards, grants, applications, scholarships and other programs.
Instrumentl	matches nonprofits and researchers with relevant grants and help them manage their grants process.
LiveImpact	supports social impact organizations, nonprofits, foundations, and CSR groups with technology
Reviewr	web-based application management software used by non-profits and associations to manage award programs from start to finish
ResultsPlus	donor management and fundraising software solution
eCivis	grant management software to centralize state, local, and tribal government grant activities and improve compliance
Fluxx Grantmaker	software to shorten grant lead time
CyberGrants	nonprofit CRM software connects corporations, organizations and individuals in the philanthropic ecosystem
Source: https://www.g2.com/products/versaic-by-benevity/competitors/alternatives	

Brand Voice Characteristics

Voice Characteristic	Description	Do	Don't
Informative	We help keep visitors up to date on preserve hours, usage for amenities, and any changes to the usual information	<ul style="list-style-type: none"> Use clear and concise words to provide updates or information Post updates on preserve information 	<ul style="list-style-type: none"> Skip on updating hours, information, etc. Use ambiguous or non-direct language to explain information
Educational	We are nature educators! We post and share content that is education related, including fun facts and learning opportunities, and shares projects or research we have been working on.	<ul style="list-style-type: none"> Post interesting facts on local flora and fauna Share educational content from other parks Share field notes, research, and other relevant information from GBRT 	<ul style="list-style-type: none"> Promote sites that do not have preservation or environmental stewardship in their mission Post unchecked facts or educational information
Family & Child Oriented	We create content that will engage families by showing holiday specific family activities to do at home or at the PCWP	<ul style="list-style-type: none"> Post information for the parents Post kids activities like nature themed Halloween carving, and Ranger Rick type of activities 	<ul style="list-style-type: none"> Post non-family friendly regarding language or site accessibility Use too complicated or adult words
Helpful	We help our visitors by answering their questions about the PCWP	<ul style="list-style-type: none"> Straightforward Answers the question directly 	<ul style="list-style-type: none"> Sarcastic Redirects or not helpful
Future Focused	We want to preserve the Plum Creek Wetlands area and spend time talking about development and preservation for posterity	<ul style="list-style-type: none"> Discuss volunteer or involvement ideas Share fundraising/development efforts Share resources, infographics, or information on wetland preservation 	<ul style="list-style-type: none"> Act cavalier about environmental protection

Market/Survey Report

Guadalupe-Blanco River Trust

Plum Creek Wetlands Preserve Project

Elysia Smith, Sean Syring, Daniel Vanek, Andrew Wylie

Texas State University

Brief:

To better understand the market surrounding natural preserves and conservation areas, a survey was deployed among local correspondents and peers. Throughout the survey, a wide range of questions were asked to better understand the potential target market and each surveyor's applicable interests. While these questions highlight demographic information, they also focus on the interest level and importance of various features relating to nature preserve sites that GBRT can use to further develop the Plum Creek Wetlands Preserve (PCWP) and tailor it towards market interests. This report will highlight general data insights, as well as additional details for an improved marketing effort.

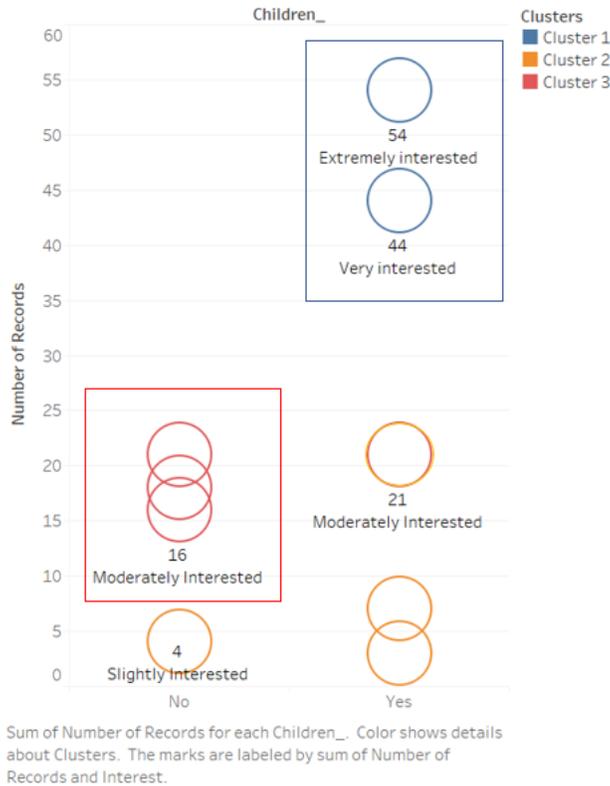
General Data Insights:

- 188 responses received
- Gender Representation:
 - Male – 38.8%
 - Female – 60.6%
- Respondents with Children:
 - Yes – 68.8%
 - No – 31.3%
- Largest Age Groups Represented:
 - 25 to 34 – 31.4%
 - 35 to 44 – 25.0%

Cluster Analysis – Identifying Target Markets:

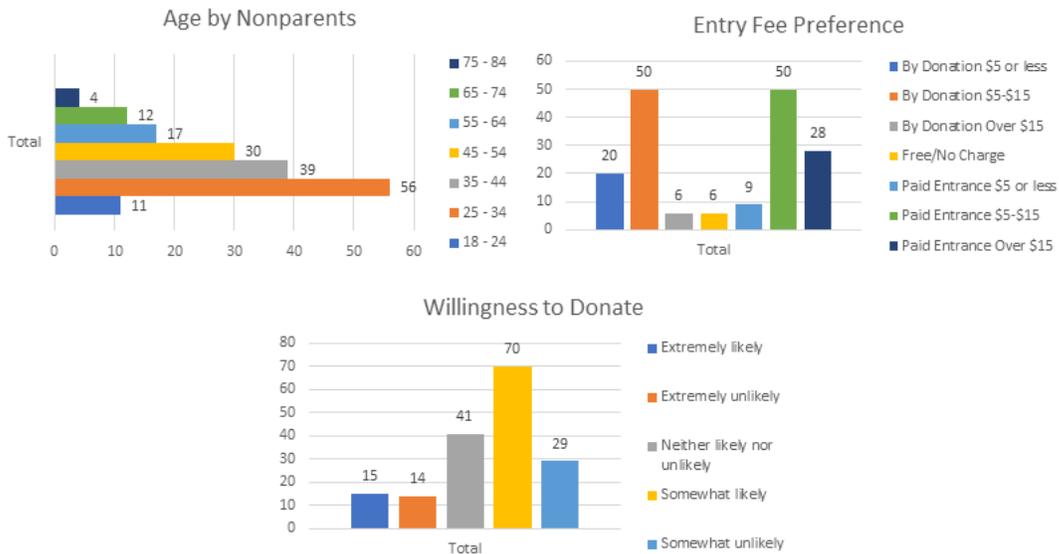
Upon completion of the survey, the data was compiled, cleaned, and put into Tableau for data analysis. Tableau is a useful tool to develop both data insights, segmentation categories, and general visuals. By utilizing the “Cluster” tool in Tableau, two immediate clusters were identified – non-parents and parents. In the following pages, data will be highlighted for each of these two clusters. To add another dimension to the data and clarify targeting efforts further, surveyor's interest level in visiting natural areas and parks was considered. Ultimately, strategies that are chosen should target these segments as they represent individuals who are most likely to visit the PCWP and show strong interest in nature preserves.

Cluster - Children/Interest Level



Market Pool 1 – Nonparents:

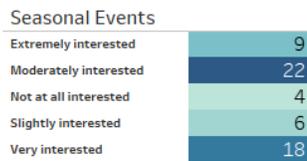
Nonparents make up nearly 32% of the survey respondents. Of these respondents, the primary age range is 25-34 years. In the pages below, various graphics as well as key take-aways will be presented.



Market Pool 1 – Interest Levels and Travel Tendencies:

Tabulated graphics were formed for various potential amenities for the Plum Creek Wetlands preserve site. For each individual graphic, each count is represented by one survey respondent.

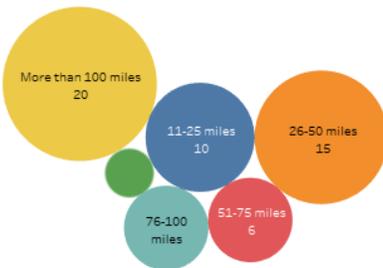
Events Interest



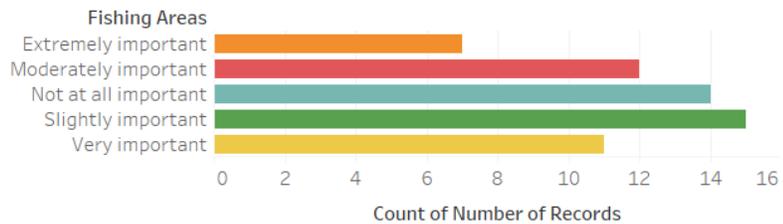
Birdwatching Interest



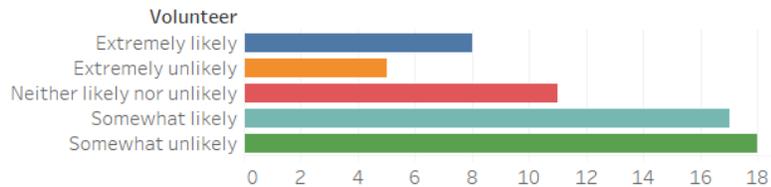
Travel Tendency



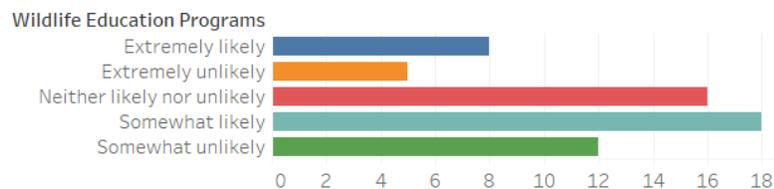
Fishing Area Interest



Volunteering Interest



Educational Interest



Market

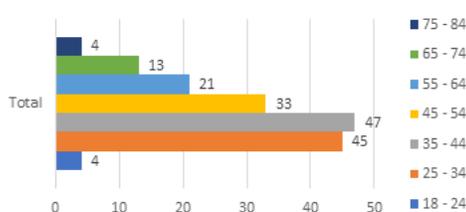
Pool 1 – Key Takeaways:

1. Market pool 1 focuses heavily on the **25 to 44-year age demographic**
2. **87.5%** are extremely, very, or moderately interested in participating in land conservation
3. **50%** are likely to donate money or land to a wildlife conservation
4. Surveyors in this market segment are willing to **pay or donate** between \$5-15 to enter the PCWP site.
5. Donations beyond the park entry fee **may be challenging** to achieve within this segment

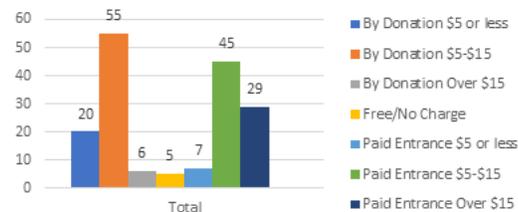
Market Pool 2 – Parents:

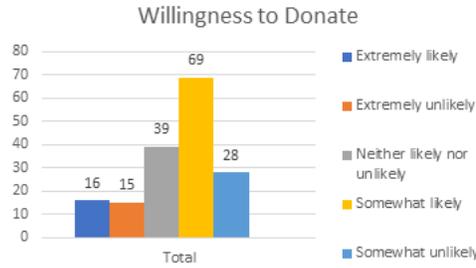
Parents make up nearly 69% of the survey respondents. Of these respondents, the primary age range is 25-54 years. In the pages below, various graphics as well as key take-aways will be presented.

Age by Parents



Entry Fee Preference

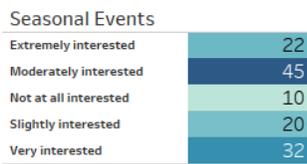




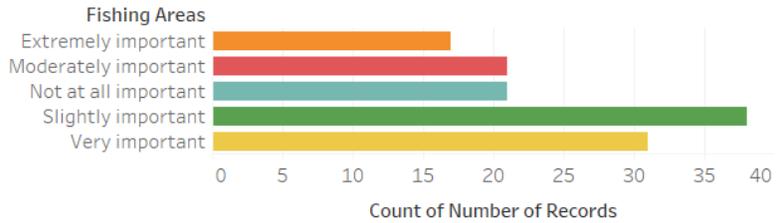
Market Pool 2 – Interest Levels and Travel Tendencies:

Tabulated graphics were formed for various potential amenities for the Plum Creek Wetlands preserve site. For each individual graphic, each count is represented by one survey respondent.

Seasonal Events Interest



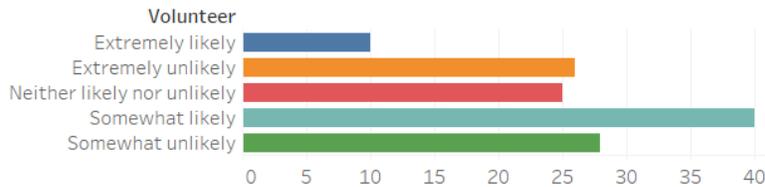
Fishing Area Interest



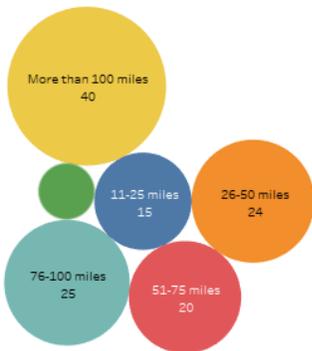
Birdwatching Interest



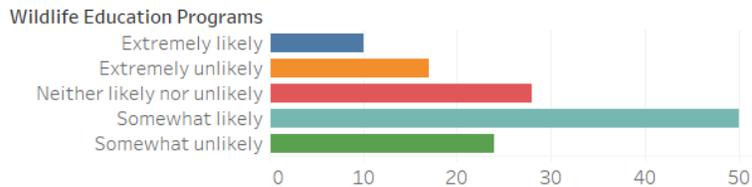
Volunteering Interest



Travel Tendency



Educational Interest



Market Pool 2 – Key Takeaways:

1. Market pool 1 focuses heavily on the **25 to 54-year age demographic**
2. **100%** are extremely, moderately, or very interested in participating in land conservation
3. **53%** are likely to donate money or land to wildlife conservation
4. Like market pool 1, surveyors are willing to **pay or donate** between \$5-15 to enter the PCWP site.
5. Receiving donations beyond the entry fee is more likely within this market segment.

Summary:

The market research outlined in this report can help GBRT understand their market and what potential visitors would like to see from the PCWP site or a natural area. In uncovering this detail, key

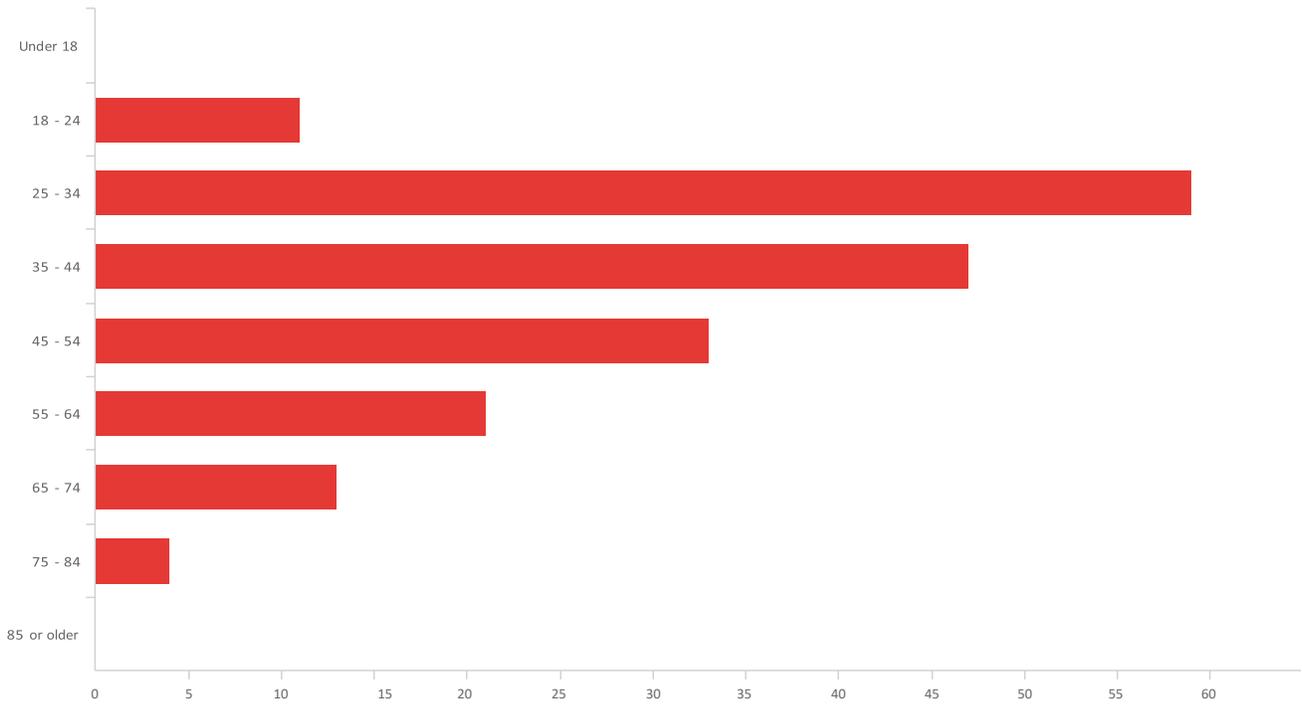
market pools were identified that represent frequent visitors and their key interests. By aligning a marketing strategy to target these individuals and molding the Plum Creek Wetlands Preserve site to offer the amenities seen to have heavy interest, GBRT can increase exposure and foot traffic and better prepare for a successful opening of the PCWP site.

Default Report

GBRT Market Survey

October 16, 2020 4:00 PM MDT

Q1 - What is your age group?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is your age group?	2.00	8.00	4.26	1.44	2.07	188

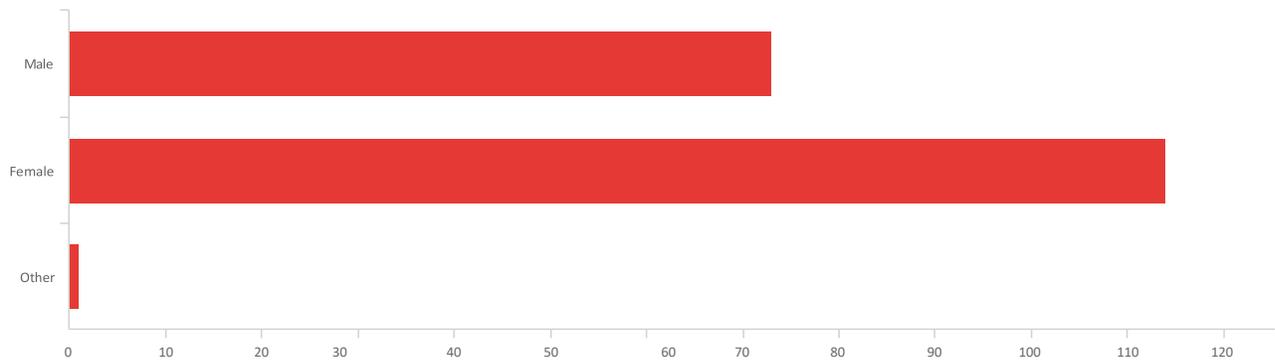
#	Field	Choice Count
1	Under 18	0.00% 0
2	18 - 24	5.85% 11
3	25 - 34	31.38% 59

4	35 - 44	25.00%	47
5	45 - 54	17.55%	33
6	55 - 64	11.17%	21
7	65 - 74	6.91%	13
#	Field	Choice Count	
8	75 - 84	2.13%	4
9	85 or older	0.00%	0

188

Showing rows 1 - 10 of 10

Q2 - What is your sex?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is your sex?	1.00	3.00	1.62	0.50	0.25	188

#	Field	Choice Count
1	Male	38.83% 73
2	Female	60.64% 114
3	Other	0.53% 1
		188

Showing rows 1 - 4 of 4

Q3 - Do you have Children (Parent or Guardian)?



0 20 40 60 80 100 120 140

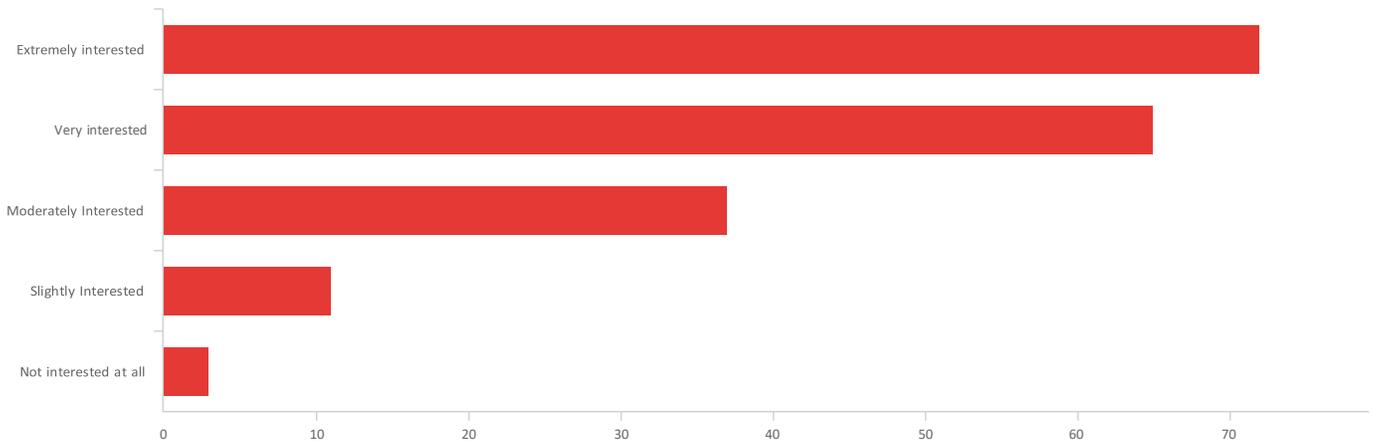
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you have Children (Parent or Guardian)?	1.00	2.00	1.31	0.46	0.22	188

#	Field	Choice Count
1	Yes	68.62% 129
2	No	31.38% 59

188

Showing rows 1 - 3 of 3

Q4 - How interested would you be in visiting a nature preserve or natural area?

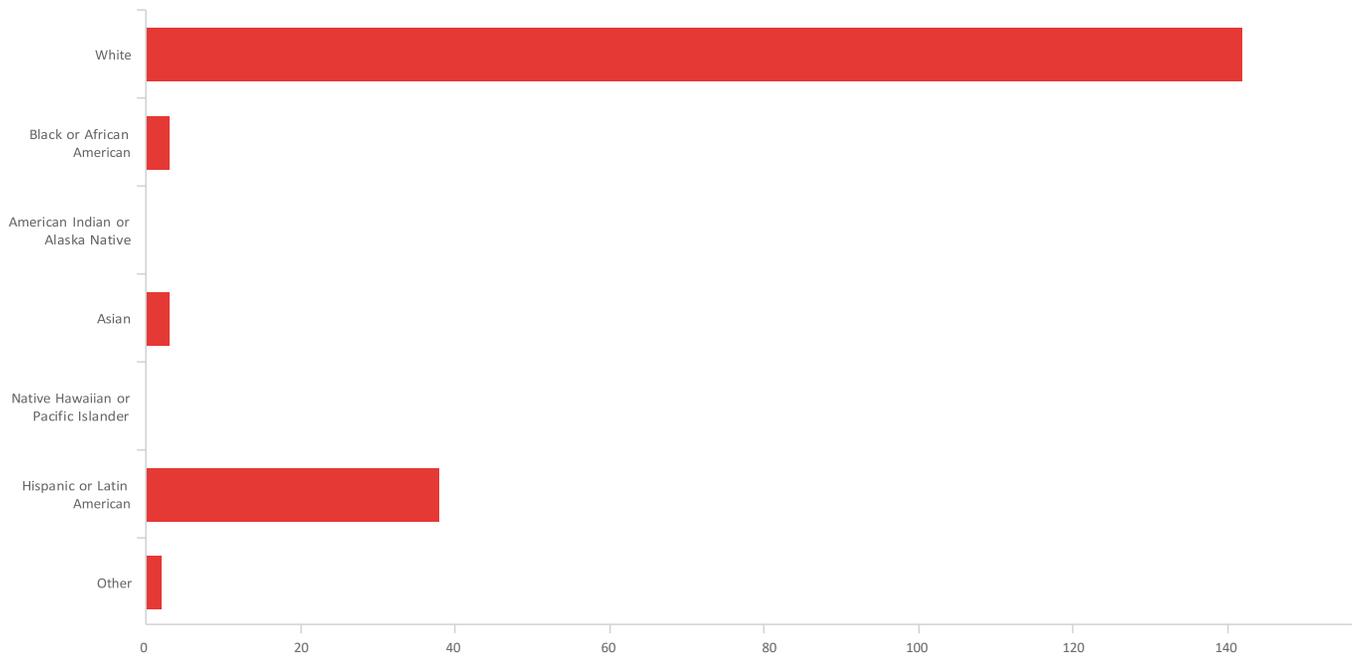


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	visiting a nature preserve or natural area?	1.00	5.00	1.98	0.98	0.96	188

#	Field	Choice Count
1	Extremely interested	38.30% 72
2	Very interested	34.57% 65
3	Moderately Interested	19.68% 37
4	Slightly Interested	5.85% 11
5	Not interested at all	1.60% 3
		188

Showing rows 1 - 6 of 6

Q5 - What is your ethnicity?

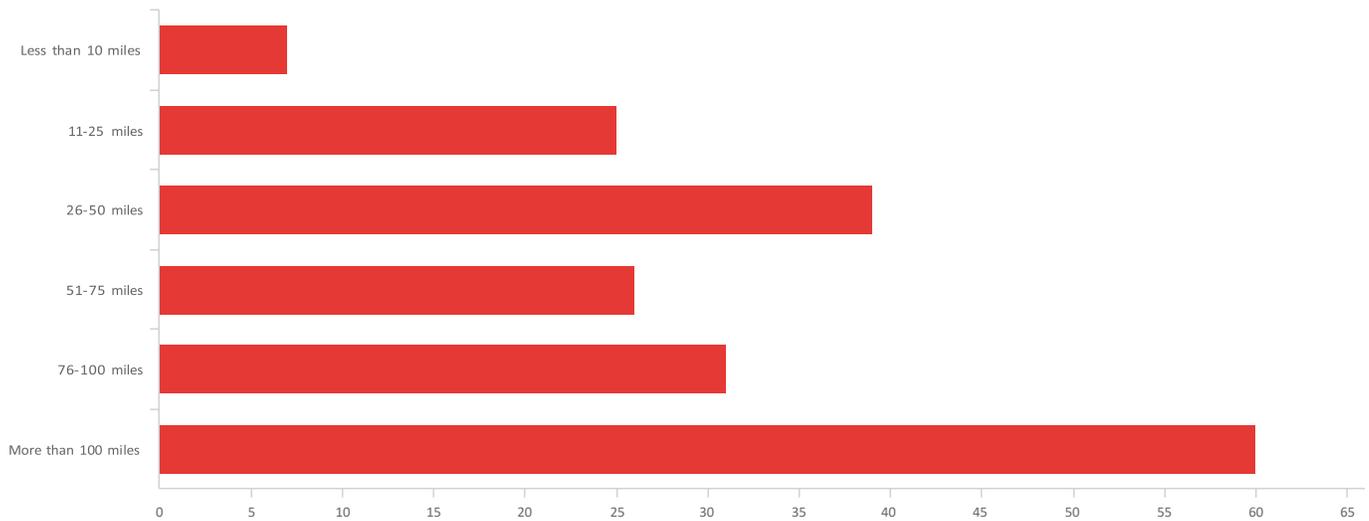


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is your ethnicity?	1.00	7.00	2.14	2.07	4.30	188

#	Field	Choice Count
1	White	75.53% 142
2	Black or African American	1.60% 3
3	American Indian or Alaska Native	0.00% 0
4	Asian	1.60% 3
5	Native Hawaiian or Pacific Islander	0.00% 0
6	Hispanic or Latin American	20.21% 38
7	Other	1.06% 2
		188

Showing rows 1 - 8 of 8

Q6 - How far would you be willing to travel to visit a nature preserve or natural area?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
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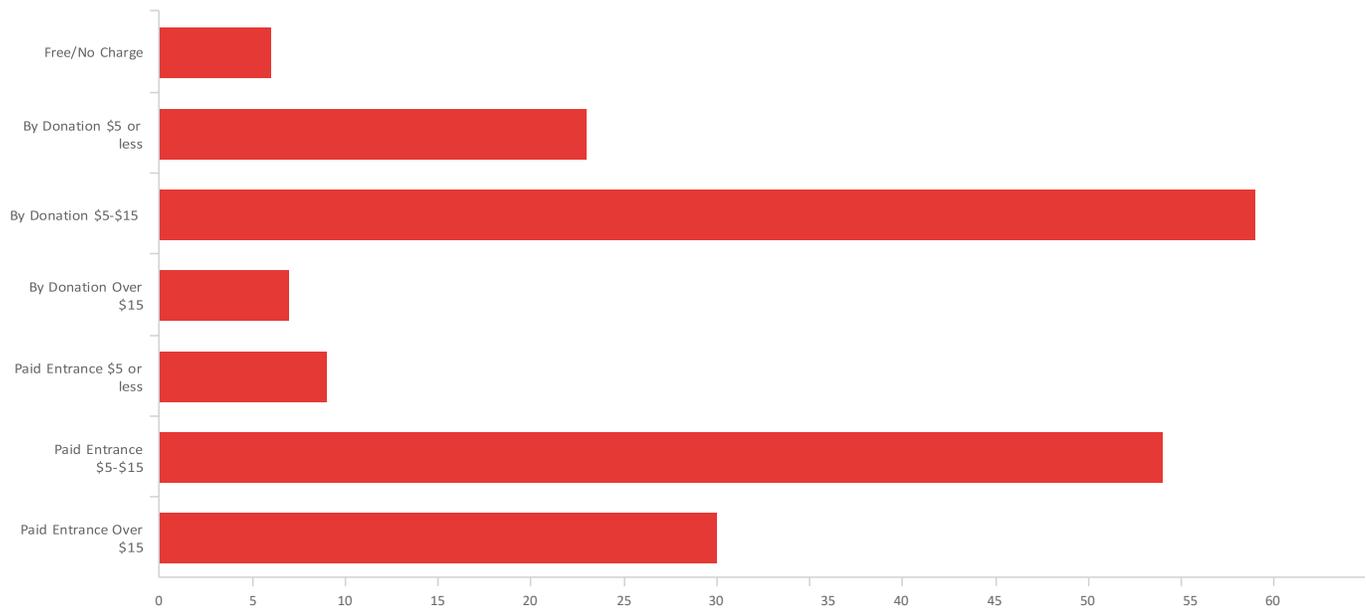
1	ing to travel to visit a nature preserve or natural area?	1.00	6.00	4.22	1.57	2.47	188
---	---	------	------	------	------	------	-----

#	Field	Choice Count
1	Less than 10 miles	3.72% 7
2	11-25 miles	13.30% 25
3	26-50 miles	20.74% 39
4	51-75 miles	13.83% 26
5	76-100 miles	16.49% 31
6	More than 100 miles	31.91% 60

188

Showing rows 1 - 7 of 7

Q7 - How much would you be willing to pay to visit a nature preserve or natural area?



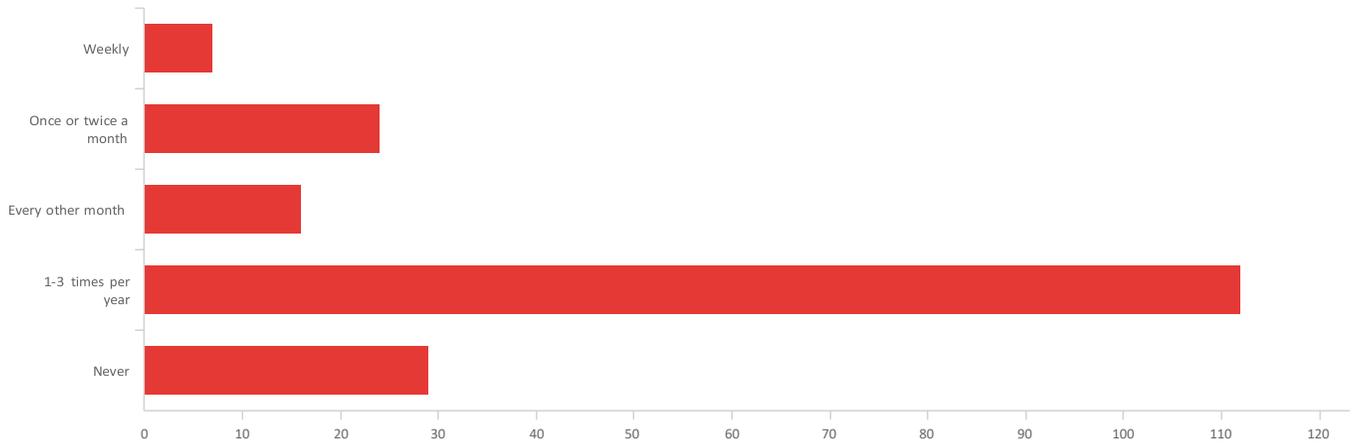
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
---	-------	---------	---------	------	---------------	----------	-------

1	Willing to pay to visit a nature preserve or natural area?	1.00	7.00	4.45	1.88	3.52	188
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#	Field	Choice Count
1	Free/No Charge	3.19% 6
2	By Donation \$5 or less	12.23% 23
3	By Donation \$5-\$15	31.38% 59
4	By Donation Over \$15	3.72% 7
5	Paid Entrance \$5 or less	4.79% 9
6	Paid Entrance \$5-\$15	28.72% 54
7	Paid Entrance Over \$15	15.96% 30
		188

Showing rows 1 - 8 of 8

Q8 - How often do you visit nature preserves or natural areas

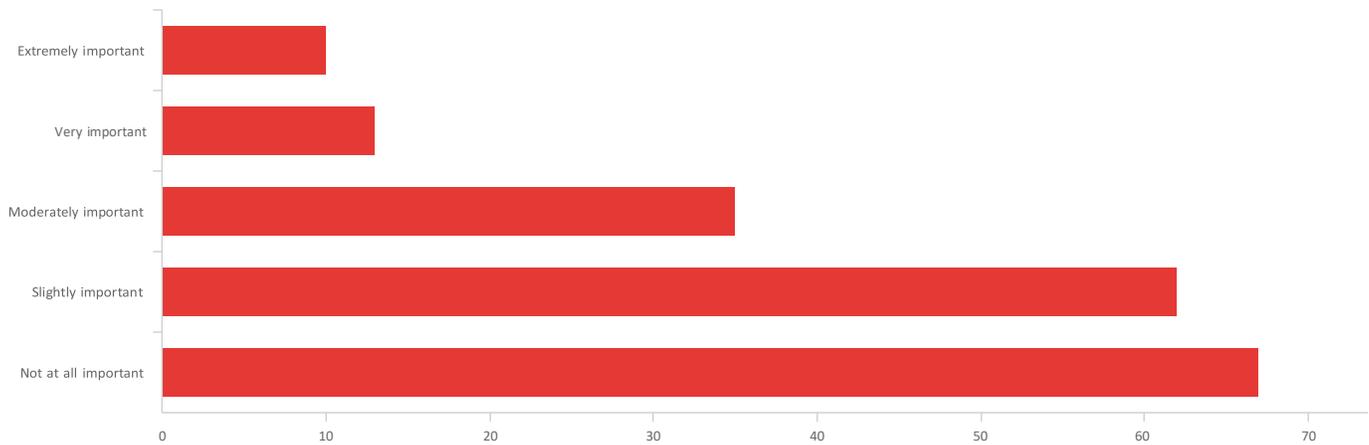


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
---	-------	---------	---------	------	---------------	----------	-------

#	Field	Choice Count
1	Weekly	3.72% 7
2	Once or twice a month	12.77% 24
3	Every other month	8.51% 16
4	1-3 times per year	59.57% 112
5	Never	15.43% 29
		188

Showing rows 1 - 6 of 6

Q9 - How important are birdwatching facilities to you in visiting a nature preserve or natural area?



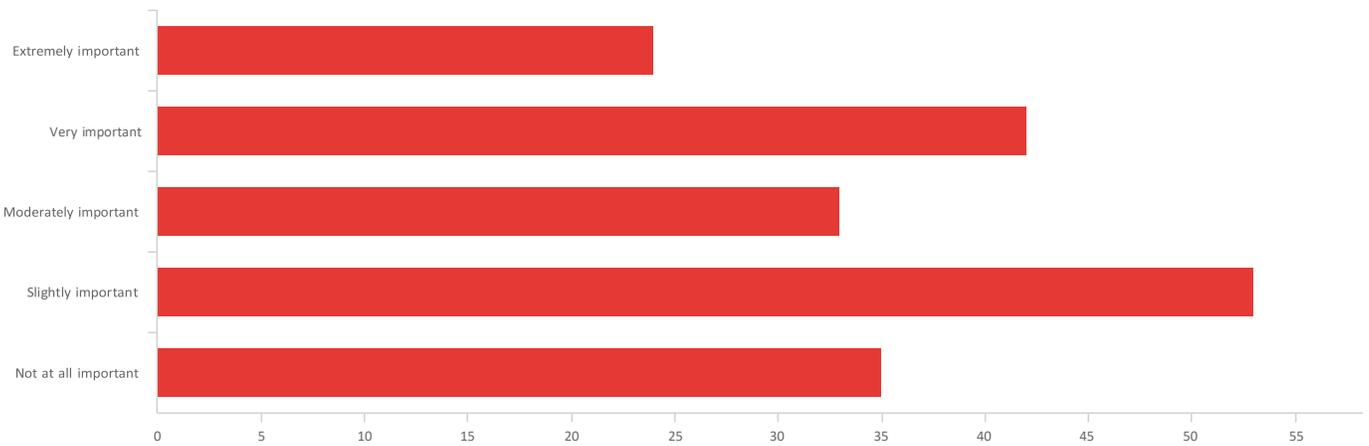
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
---	-------	---------	---------	------	---------------	----------	-------

1	rdwatching facilities to you in visiting a nature preserve or natural area?	1.00	5.00	3.87	1.14	1.29	187
---	---	------	------	------	------	------	-----

#	Field	Choice Count
1	Extremely important	5.35% 10
2	Very important	6.95% 13
3	Moderately important	18.72% 35
4	Slightly important	33.16% 62
5	Not at all important	35.83% 67
		187

Showing rows 1 - 6 of 6

Q10 - How important are fishing areas to you in visiting a nature preserve or natural area?



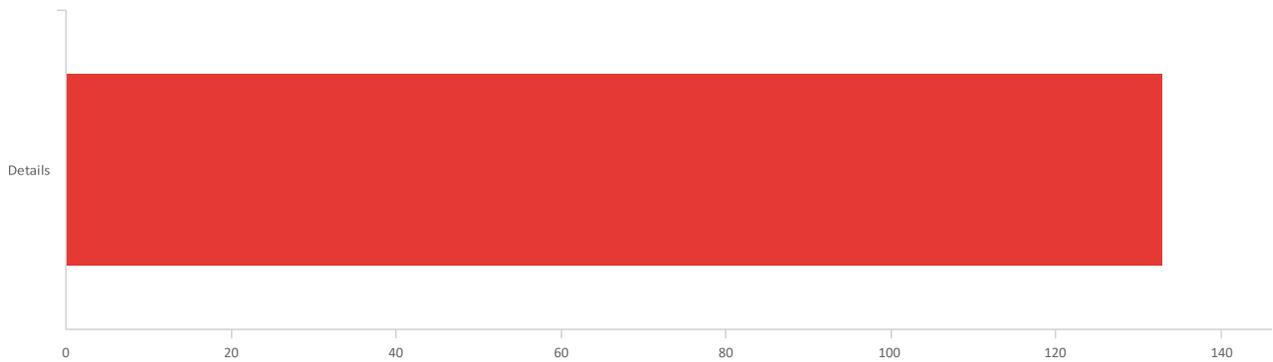
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
---	-------	---------	---------	------	---------------	----------	-------

1	What features are important to you when visiting a nature preserve or natural area?	1.00	5.00	3.18	1.32	1.74	187
---	---	------	------	------	------	------	-----

#	Field	Choice Count
1	Extremely important	12.83% 24
2	Very important	22.46% 42
3	Moderately important	17.65% 33
4	Slightly important	28.34% 53
5	Not at all important	18.72% 35
		187

Showing rows 1 - 6 of 6

Q11 - What features are important to you when visiting a nature preserve or natural area?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What features are important to you when visiting a nature p natural area? - Select	1.00	1.00	1.00	0.00	0.00	133

Field

Choice Count

1 Details

Showing rows 1 - 1 of 1

100.00% 133

Q11_1_TEXT - Details

Details

I enjoy fishing. I like to observe wildlife, plant life, etc.

Well kept and safe hiking paths

Trails to walk or hike

Quiet (no traffic noise from nearby roads), beautiful scenery, well-marked paths/trails, benches/tables to rest and picnic, a good parking area and safety features (park rangers etc).

Just seeing nature.

Peacefulness Natural Beauty Safe Pathways Informational Notices Displayed Benches placed at especially peaceful and beautiful locations

Water Quiet Trails Trees

Clearly marked trails, natural landmarks to see, well kept natural areas.

Walking/hiking trails. Low noise.

Trails, water access, limited attendance, shade

Quiet clear trails

Clean untouched beauty

Rest area(restrooms)

Soaking up the beauty of the Lord,s work, sites and sounds without the interference of city traffic and noises. The serenity of the quiet, the smells of freshness surrounding you.

Trails and woodland areas. We like water-streams, lakes and the coast. Beautiful forrests or views are nice.

lakes, rivers even ponds

The natural beauty- the views and rock formations as well as waterfalls

Cleanliness

Hiking/walking trails Gift shops Activities

RV hook ups

Viewing areas, history of the area and information related to natural habits and wildlife.

Scenery and clean walking trails

Information , education and lots to look at .

Hiking areas.

Cleanliness, areas to sit, shade

Hiking trails

Animals

That they are clean and have some trails to enjoy

Clean marked trails and bathroom facilities and parking.

Flowers , natural hill side beauty , etc

Walking trails, tent camping, special features like waterfalls, caves, etc. Love

seeing lots of animals

none

Trees, vegetation, wildlife, no noise pollution

Lack of people (remote), no trash, well maintained trails

Possible camping areas

Hiking/walking/biking trails. Picnic areas.

Clean and scenic areas to visit and enjoy

Quiet. Fun. Natural. Cool. Interesting.

Fall color leaves changing. Hiking and nature paths.

Hiking and looking at the scenery

Walking trails Observation points

Away from cars

I like scenery with lots of beautiful foliage. A pretty lake or body of water is important too.

Easy parking and well maintained paths. Lots of areas to observe nature and enjoy it.

The preservation of our wildlife and habitat

Plaques- stating what you might see or run into in that particular area.

Feeling like I can watch animals live naturally without causing a disturbance to them.

Well marked hiking trails, and possibly guided tours.

When they have stories to read.

Good hiking trails and historical info

Fishing, biking and hiking trails.

Animals and or nature.

Walking/biking trails

Wildlife and nature abundance

Rv space to stay a night

The sites/views. Caves, cliffs, waterfalls, trails.

To see wildlife.

Hiking trails with varying difficulties, water features like ponds or waterfalls, areas to swim are a plus.

An unnatural amount of birds and butterflies

Walking trails with alternate routes and great scenery

Good walking trails.

Hiking trails, bodies of water

Hiking Trails Biking Trails Water holes for swimming

A vast array of different types of wildlife, plants, flowers or natural resources.

Clean/well stocked rest rooms, picnic areas, walking trails, shaded areas/trees, free safe parking,

Noise level. Amount of people at one time.

Walking trails. Easily accessible

Accessible walkways

Hiking trails Picnic areas Observation Decks

Variety of species, clean and maintained, travel distance

Hiking paths, plenty of shaded places with picnic tables to have lunch with the kids, educational information, water fountains and restrooms.

Water to swim in, hiking trails

Great scenery, accessibility for both advanced and non-advanced (aka toddlers), clearly marked paths and maps, restrooms.

Hiking trails and water is always nice

Nice hiking trails, good scenery. Nice bathrooms!

Decent bathrooms

Scenery, hiking, fishing, family-friendly camp sites and activities would be nice, dog-friendly facilities would be great as well.

Ability to observe and explore

The amount of open space so that getting out of the city feels like getting out of the city and people Aren't on top of each other Trails,

seating areas with shade. Ponds or water pools to attract wildlife.

Clear hiking paths, trash receptacles, parking, benches or tables

Hike and bike trails, trash and recycle receptacles, dog poop bag stations, and unique traits to the area.

Flowers, smells, animals, trees, rivers or streams

No road noise, everything is as natural as possible, the possibility of camping or renting a cabin, an info center with good field guides.

Bathrooms, trail maps, picnic areas

Everything must be natural

Trails

I don't have a preference

facilities like bathrooms

Areas where my small children can safely walk the trails

Well maintained trails

Walking trails

Bathrooms and water (river, lake, ocean)

Trails, eating area

Important: Family friendly atmosphere for my child. Animals and the chance to feed them. Restroom facilities.

Hiking and scenic trails

Photography opportunities and relaxation.

Easy trails for young kids, clear signage, well-maintained (do not want to pay to be in nature to see litter all over the place), if pets are allowed then rules that are enforced (ie are dogs required to be leashed, pet owners required to pick up after dogs)

Trails sign Clean path

Hiking, backpacking, rock climbing

Local plants, local trees, history of the area.

Trails for hiking

Beautiful scenery!

Natural beauty, e.g., trees, flowers, grasses, water features. A pavilion with the history or background is also beneficial.

The preservation of the natural habitat is most important to me. Keeping the animals safe

Not crowded, pretty views

Hiking trails, picnicking, access to fishing etc.

Exotic animals. Aquifers. caves. natural springs etc... many things honestly.

I fish. Fishing facilities area must!

The accessibility

Good views, walking paths/ hiking paths of various difficulties, and bathrooms (even just porta-potty or basic toilet set-up).

trails?

Hiking

Probably just some sort of interesting trails

Hiking/views/peaceful area

Points of interest , scenery

shade

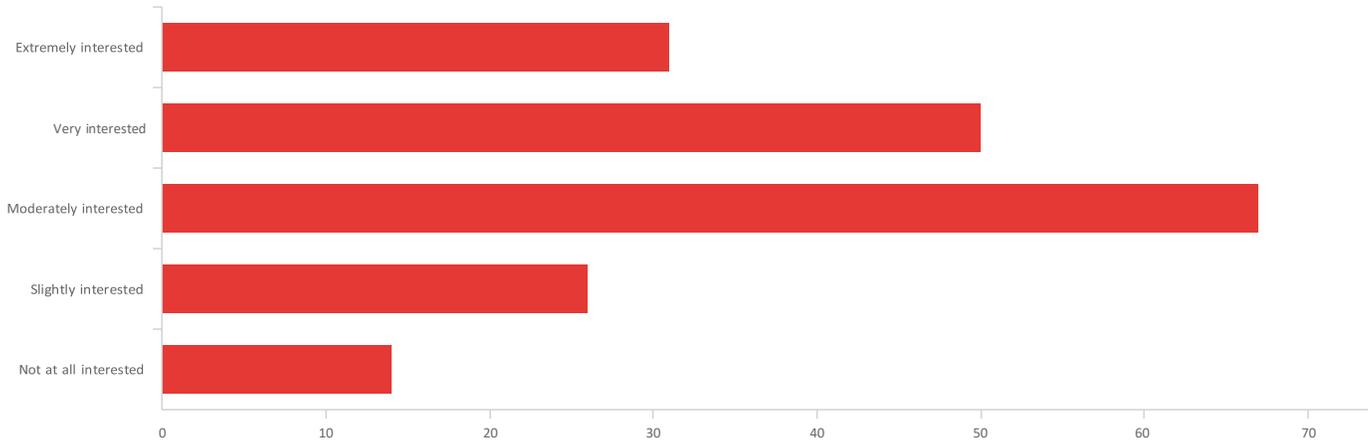
Ability to get around easily. Seeing different plants and animals.

Flowers, educational buildings or tours. A place to feed ducks or other animals. Maybe a rescue or rehabilitation center, picnic areas, water features

Camping Lookouts

Good trails to hike on, nice set ups for picnic tables and grills, a pond to be able to watch ducks.

Q13 - How interested would you be in seasonal or holiday events held at a natural preserve or natural area?



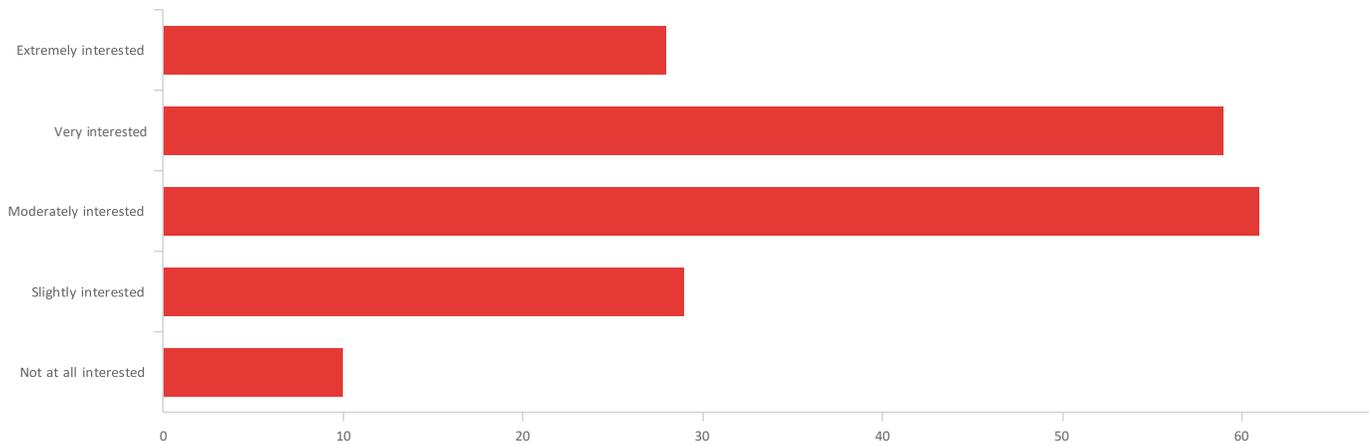
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How interested would you be in seasonal or holiday events held at a natural preserve or natural area?	1.00	5.00	2.69	1.13	1.27	188

#	Field	Choice Count
1	Extremely interested	16.49% 31
2	Very interested	26.60% 50
3	Moderately interested	35.64% 67

4	Slightly interested	13.83%	26
5	Not at all interested	7.45%	14
			188

Showing rows 1 - 6 of 6

Q14 - How interested are you in participating in land conservation?



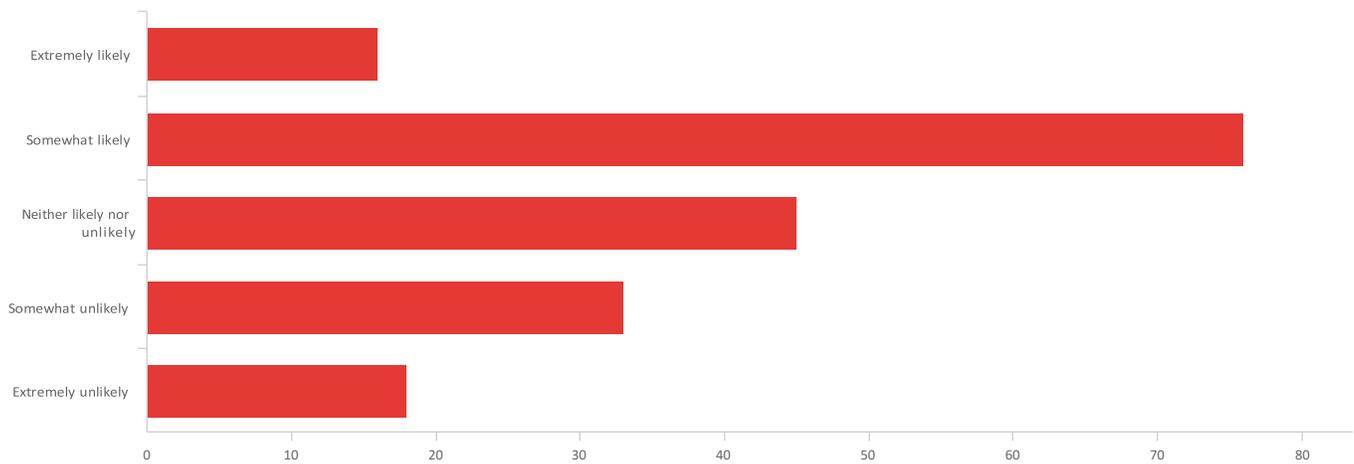
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How interested are you in participating in land conservation?	1.00	5.00	2.65	1.08	1.16	187

#	Field	Choice Count
1	Extremely interested	14.97% 28

2	Very interested	31.55%	59
3	Moderately interested	32.62%	61
4	Slightly interested	15.51%	29
5	Not at all interested	5.35%	10
			187

Showing rows 1 - 6 of 6

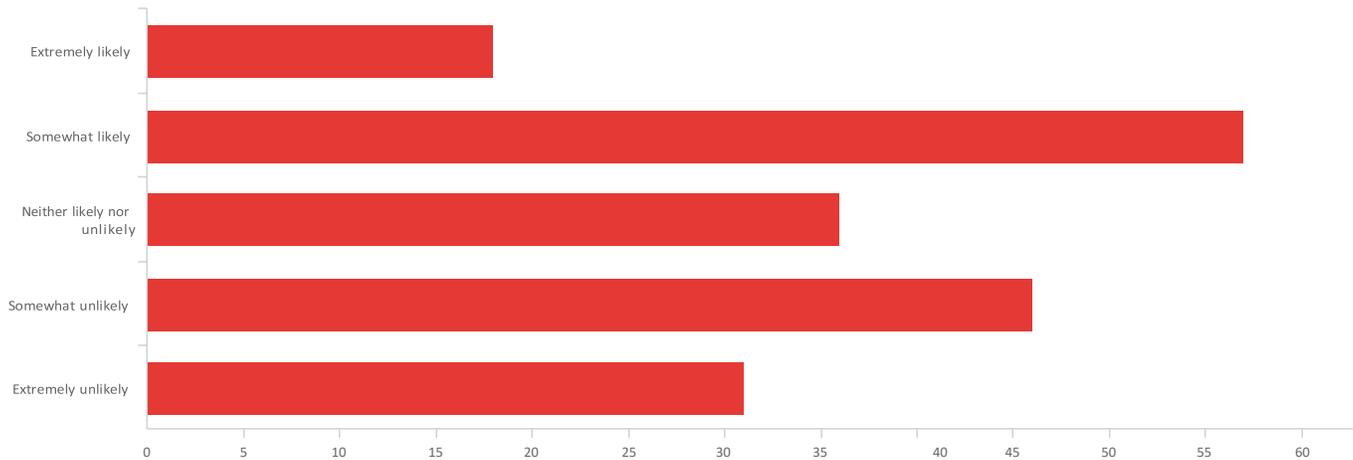
Q15 - How likely would you be to donate land or money to wildlife conservation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	to donate land or money to wildlife conservation?	1.00	5.00	2.79	1.12	1.26	188

#	Field	Choice Count
1	Extremely likely	8.51% 16
2	Somewhat likely	40.43% 76
3	Neither likely nor unlikely	23.94% 45
4	Somewhat unlikely	17.55% 33
5	Extremely unlikely	9.57% 18
		188

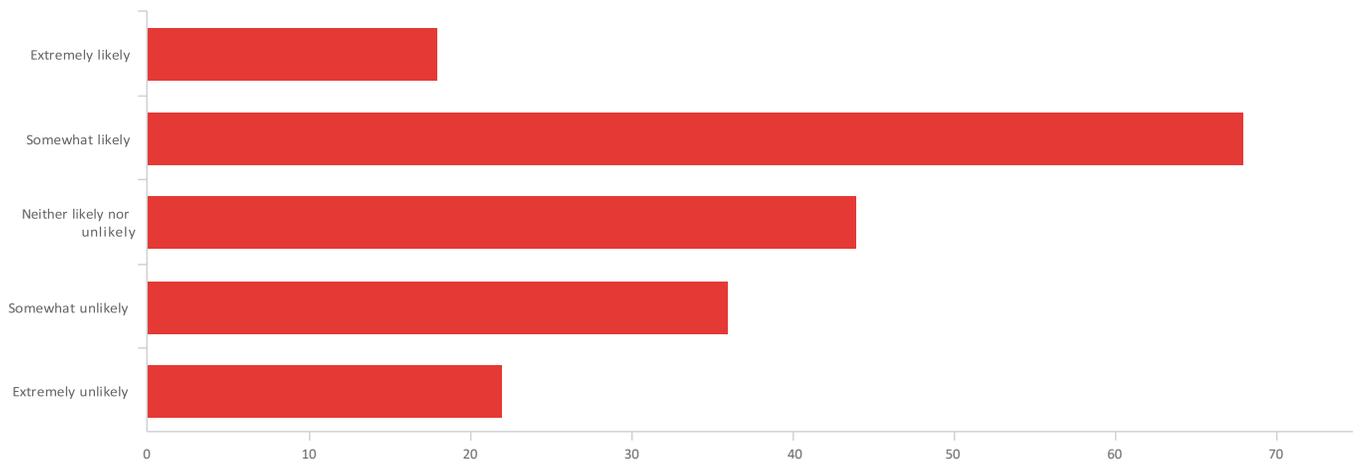
Q16 - How likely would you be to volunteer at a nature preserve or natural area?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	teer at a nature preserve or natural area?	1.00	5.00	3.08	1.26	1.58	188

#	Field	Choice Count
1	Extremely likely	9.57% 18
2	Somewhat likely	30.32% 57
3	Neither likely nor unlikely	19.15% 36
4	Somewhat unlikely	24.47% 46
5	Extremely unlikely	16.49% 31
		188

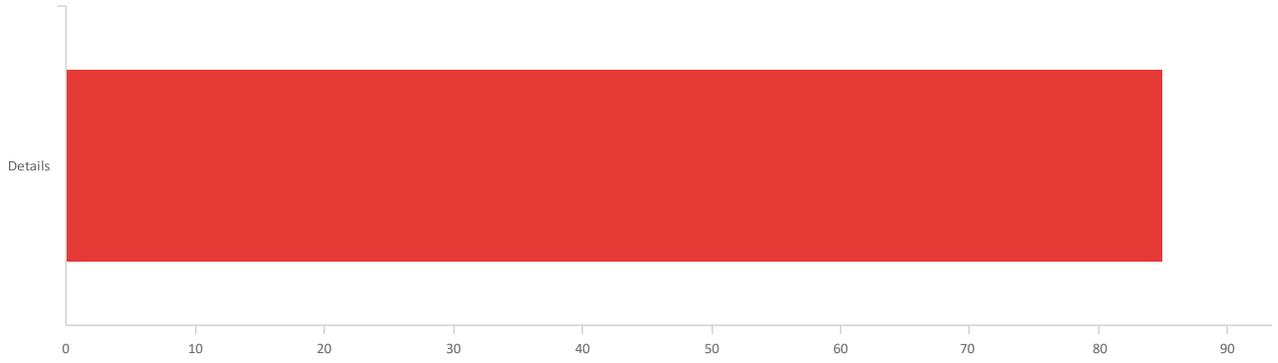
Q17 - How likely would you be to take part in wildlife education programs?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How likely would you be to take part in wildlife education programs?	1.00	5.00	2.87	1.18	1.39	188

#	Field	Choice Count
1	Extremely likely	9.57% 18
2	Somewhat likely	36.17% 68
3	Neither likely nor unlikely	23.40% 44
4	Somewhat unlikely	19.15% 36
5	Extremely unlikely	11.70% 22
		188

Q18 - What type of wildlife education programs would you be interested in?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	ation programs would you be interested in?	1.00	1.00	1.00	0.00	0.00	85
	- Selected Choice	1.00					

#	Field	Choice Count
1	Details	Showing rows 1 - 1 of 1 100.00% 85

Q18_1_TEXT - Details

Details

Most actually.

It sure

Trees and flowers

Programs about: Local wildlife Conservation Pollution Bird Banding Differences between past and present natural growths

Animal "meet and greets", plant education, tours to see if we can see wild animals.

Hunting safety.

Bird watching, hunting education, grass walk, water creatures, children's activities (most important)

Details

Education regarding local flora and fauna and animals

I don't know

Dont have a preference. Would just have to study the topic before sharing it w other's

Getting my children involved in hunting and fishing programs that involve conservation

Anything

Environmental and reproduction

Something that would kids involved

Local animals, birds, vegetation.

Safety, info about local dangerous creatures and plants, survival training like building fires

Learning about the animals in the area

none

Beekeeping/preservation of hives, bison preservation

Shooting Bird identification Tree identification Flower journal Insect collection Rock identification

Wildlife or birds

Preserving habitat Disease prevention or treatment or tracking

Showing about animals or kinds of plants ex. edible plants, historical plants

I would not be interested.

Entomology Animal identification Local wild plant botony

Conservation

Types of wildlife land and sea animals

Unsure.

Details

Idk

Hunting and fishing

winter wildlife what animals live in the snowy and colder areas.

Endangered species

For children

Types of animals in the region or area.

Wildlife education for youth.

Endangered species protection programs.

Bird, butterfly, fish experiments

Education on animals in the area,

Any

Not sure.

Fishing

Anything about animals.

Programs aimed at education of young children since I have a preschooler.

We watch them all

Types of wildlife that is conducive to the area.

Ones geared towards educating youth

Preservation History

Activities for children

Kid education courses would Be awesome.

Details

Wildlife preservation

How to shoot hogs.

Maintaining our coastlines and river banks and lakes to restore fishing to certain areas, snake education and safety courses, identifying bird species.

Would depend on season area

Eradicating mussels from our lakes

Conservation, rescue programs, habitat programs, species endangerment programs.

Programs about local wildlife and how to help the wildlife thrive in today's world.

Not sure.

Botanical programs, wildlife programs, any and all of them. Foraging classes

Anything dealing with local animals. To educate the kids/adults becoming more familiar with what lives around them. And always love trails

Global warming

Natural habitats

general knowledge and educating children

Classes geared towards children

Ones that teach about what can be done to help locally found animals

Fishing, hunting,

Programs that would be interesting to my child.

I am not interested in attending wildlife education programs (not that I hate them I just don't want to lie).

Digital tours; videos on species; impact of cities and suburban encroachment on wildlife; potential for extinction of wildlife in the area; integrity/audits of management - oversight of non profit administration/use of funds toward programs (% administration fees vs. actual money spent ensuring continuation of animals, plants, waterways).

Ones where you can play with cute animals

Details

For my grandchildren showing them an appreciation of the benefits of wildlife management.

some type of preservation class to focus on limiting litter and destroying our environment.

Things related to fish. I like fish, you may not be able to tell.

Personally, I find native wildlife species to be very interesting. Whether they be in abundance or rare species, I think the topic would make a great education program.

Learning about local wildlife and ways to help them (bees, birds, bobcats) or avoid them (danger noodles).

understanding animals biology and what we can do to help preserve them

Ecosystems, youth education

N/A

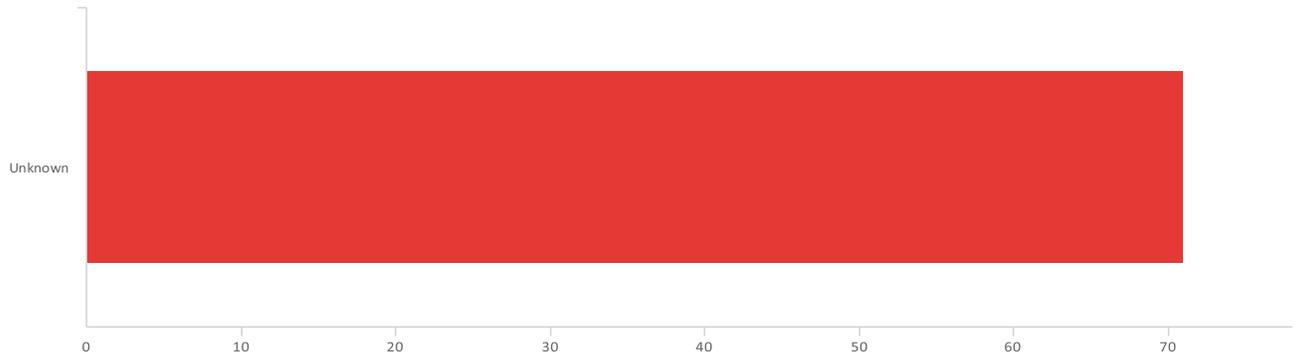
Perhaps volunteering with kids 4-6 telling them about the preserve or doing fun activities with them.

Facts and history about local wildlife

Vegetation Insects Fish Wildlife (like deer and other critters)

Not sure

Q18_1_TEXT - Topics



#	Field	Choice Count
Unknown	Unknown 100.00%	71

Showing rows 1 - 1 of 1

Q18_1_TEXT - Parent Topics

No results to show

Field

No results to show

Choice

Count

Showing rows 1 - 0 of