Conservation is People & Nature...
More people visit zoos and aquaria in major cities than all other cultural institutions combined...or all major sporting events combined!
Changing Demography

• 85% live in urban areas
• Growth rates are highest in “urbanizing” provinces/states
• Internet/TV rapidly replacing direct wildlife experiences…
• Polarization of issues…
Zoos are Portals to Nature

• A place for knowledge
• A place for inspiration
• A place for spiritual introspection
• A place to have fun
• A place promoting action
• A place for behavioral research…
WE HAVE TO CHANGE
CZS Inclusion Framework

CZS Inclusion Initiatives

Supplier/Vendor($)

Tier 1
Measurements
# of vendors used
$ spent

Tier 2
Measurements
$ spent/contracted amount
$ spent overall

Zoo Crew (People)

Governance
Measurements
# of diverse trustees
# of diverse Governing Members

Staffing process
Measurements
Applicants # overall for each position
Interviews # for each position

Staff
Measurements
Staff # ft/pt & seasonal
Promotions #
Ft moving on #

Volunteers
Measurements
Applicants #
Volunteer #

Guests/Participants

Zoo guests
Measurements
# of guests
# of member households

Outreach & Education
Measurements
# of programs
# of participants (teacher, schools, etc.)
# of participants access programs

Supplier/Vendor($)

Zoo Crew (People)

Governance
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Zoo guests
Measurements
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Outreach & Education
Measurements
# of programs
# of participants (teacher, schools, etc.)
# of participants access programs
Involve communities in planning up-front!

Listen to how you can be relevant to them.
Involvement in the Planning

- Strategic Plan
- Master Plan
- Exhibit Plans
- Marketing campaigns
Strategy to Diversify and Deepen our Audience

Identify the need - Who could or should be coming

- Qualitative and quantitative research to better understand the audience especially decision making
- Integrate 1 & 2 into operations to drive visits (members and non members)
- Refine
- Become advocates for audience to drive programs and services
Challenging Our Assumptions

• More thoughtful about our assumptions of
  – family
  – values

• Assumptions have programmatic impacts
Decoding the Experience

- Language of preference
  - Voice mail box for membership questions
  - Product descriptions related to values
- Speaking to joint values in their language and through trusted sources of information
- Web site
- Images
Visit Planner

This tool is designed to help your family plan a day at the zoo. Please take a few minutes to fill out the form below so we can give you the best recommendation for your next visit!

Zip Code

**How big is your family?**

- Number of children (3-11): 0
- Number of adults (18-64): 0
- Number of teens (12-17): 0
- Number of seniors (65 & up): 0

**What is your family's favorite animal(s)?**

- Giraffe
- Bears (polar, grizzly)
- Cats (lions, tigers)
- Dolphins
- Gorillas and Monkeys
- Rhinoceros
- Penguins
- Wolves
- Sea Lions

Would you be interested in attending the dolphin show on your next visit? (Yes/No)

**What season(s) would you most likely plan a visit to the zoo?**

- Spring
- Summer
- Fall
- Winter

Submit
Impacting our Operations

• Dedicated Audience Development Team
  – Align efforts overall and specifically addresses acculturation

• Getting them here forces
  – Institutional change/growth
  – Operational improvements
  – Audience/customer experience
If you were to donate $100 to the Chicago Zoological Society-Brookfield Zoo, how would you want us to spend your gift?

<table>
<thead>
<tr>
<th>Area</th>
<th>African-American</th>
<th>Caucasian</th>
<th>Hispanic/Latino</th>
<th>All Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal Care</td>
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<td>34</td>
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<td>37</td>
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<tr>
<td>New Exhibits</td>
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<td>21</td>
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<td>Exhibit Renovation</td>
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<td>14</td>
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<tr>
<td>Ed. Programs in zoo</td>
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<td>10</td>
<td>16</td>
<td>14</td>
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<tr>
<td>Ed. Programs in Chicagoland</td>
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<td>13</td>
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<tr>
<td>Local Conservation</td>
<td>7</td>
<td>8</td>
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<td>6</td>
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### Audience Diversity – Chicagoland Non-Members

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<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
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<td>62%</td>
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<td>57%</td>
<td>54%</td>
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<tr>
<td>Hispanic/Latino</td>
<td>11%</td>
<td>17%</td>
<td>15%</td>
<td>16%</td>
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<td>19%</td>
<td>23%</td>
<td>16%</td>
</tr>
<tr>
<td>African-American</td>
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<tr>
<td>All others</td>
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<td>11%</td>
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## Audience Diversity – Chicagoland Members

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<tr>
<td>Hispanic/Latino</td>
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<td>African-American</td>
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<tr>
<td>All others</td>
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<td>10%</td>
<td>8%</td>
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</tbody>
</table>
Questions to Think About

• Why is this an issue now?
• What are your assumptions?
• What is the image of your organization with the audiences that you are trying to reach?
• What do you really know about those you are trying to reach?
• Are you “unintentionally exclusive”?
• Will it be a part of the strategy, culture and function of the organization?
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