WOODLAND PARK ZOO

THE ZOO, BEYOND *Volume I*

DO MORE GOOD

How Zoos and Aquariums Can Communicate New Ideas to Inspire a Participatory Conservation Movement

What if we could change the public conversation about conservation?

What if beyond talking about how we can each do less harm to the planet, we can start talking about how we can each actively do more good?

We are at a critical point in the conservation of wildlife and our shared habitats at which we need massive participation to drive and sustain change.

That means beyond minimizing our environmental footprint, we all need to start imagining how we will leave our handprint on this moment.

If human hands can be used to destroy, then they can also be used to rebuild. If technological innovations can be used to pollute, they can also be used to purify. If laws can be used to stem environmental loss, they can also be used to promote environmental recovery. We can keep framing solutions around doing less harm, or we can start talking about how to actively do more good.

Conservation needs to scale up and do so quickly if we are to bring positive solutions to enormous issues such as climate change and the extinction crisis. A world where everyone lives sustainably with wildlife and our shared habitats cannot be built only by experts. It has to be built by all. The best way to reach that scale of full participation is to ensure everyone feels inspired and empowered to do more good and to think of their coexistence with nature as a deliberate action, every day.

WE CALL THIS PARTICIPATORY CONSERVATION.

Accredited zoos and aquariums are committed to a vision of a sustainable world and are superbly positioned to inspire and ignite a Participatory Conservation movement at extraordinary scale. More than 195 million visits will take place at a zoo or aquarium accredited by the Association of Zoos and Aquariums (AZA) in the U.S. this year. That is more than the annual number of visits to all professional sports league events in the nation combined. Beyond their physical presence, AZA-accredited zoos and aquariums collectively contribute $220 million annually to conservation projects working with over 1,000 partners in more than 120 countries. Zoos and aquariums have a distinct and powerful advantage to build this movement rooted in the proven strengths of their local reach and global impact.

Yet the prevailing understanding by the public of what to expect from a zoo or aquarium visit presents a roadblock for many people to fully and quickly embrace this vision for change. Overcoming this cultural roadblock can significantly accelerate the active role zoos and aquariums—and their visitors—can play in creating a vast movement for conservation.

Seattle-based Woodland Park Zoo and Topos Partnership examined what people understand and how they talk about zoos, aquariums, and conservation so that we can more effectively communicate in ways that resonate with broad, diverse public audiences. This research project is allowing us to develop better strategies to reframe the public conversation about zoos, aquariums and conservation and build a new shared understanding that can more rapidly and meaningfully engage the public in Participatory Conservation.

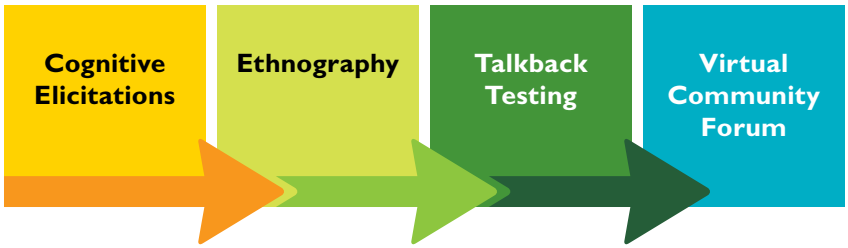
Here we present the methods, results, initial guidelines, working examples, and conclusions with the hope that zoos and aquariums can unite in applying, testing and refining these strategies. Beyond zoos and aquariums, any environmental ally working in the field of communicating to the public about conservation, such as national parks, environmental agencies and conservation organizations, will find these same tools and guidelines highly applicable to their work. With sustained, consistent and intentional effort, zoos, aquariums, and environmental allies can maximize our ability to effectively communicate Participatory Conservation to inspire and ignite social change.

Understanding the Cultural Landscape

In search of a better way to communicate about conservation and motivate pro-environmental behaviors and advocacy, Woodland Park Zoo tapped the Topos Partnership to examine the embedded cultural models and cognitive schema that shape common perceptions about conservation.

Using an ethnographic approach, Topos structured an investigation into four phases of varied methodologies and audience targeting. The research results provide insights about the cognitive models, assumptions, pre-conceptions, frames and language that people are using to think about zoos, aquariums and conservation. They also show what sorts of information, images, metaphors, and stories move people in constructive directions that are more compatible with a new paradigm of Participatory Conservation.

THE METHODOLOGY



Phase 1: Cognitive Elicitations

Through semi-structured interviews that approximate a natural conversation, we engaged with 53 people through in-depth telephone interviews, representing four key groups—members of the public, Woodland Park Zoo staff, thought leaders and regional stakeholders. By encouraging people to reason out loud about a topic and respond to a wide variety of perspectives, we uncovered language and logic that people use naturally, and noted how perspectives shifted as dialogue evolved.

Phase 2: Ethnography

Using ethnographic observations of how guests interact in the zoo space—with each other, the animals, and their surroundings—combined with semi-structured conversations ranging 5–20 minutes, we engaged in interactions with 66 Woodland Park Zoo visitors and 23 people outside the zoo in the Seattle metropolitan area. Our goal was to listen for words, metaphors and framing used naturally by people, uncovering what understandings seem clear and resonant, and noting moments of emotional and intellectual engagement.

WHAT IS A CULTURAL MODEL?

Humans make sense of and interact with the world through cultural models—broadly shared understandings about how the world works. Ethnographic research can help uncover common understandings that shape entrenched societal conceptions. Typically, cultural models are not formally taught or have to be explicitly explained to us. They come to us through the stories we hear, the experiences we have, the language and metaphors we share, and the "common-sense" assumptions that people around us seem to make. These cultural models then become the framework into which new information has to fit in order to make sense of our complex world. When a new idea does not fit within the cultural model, people tend to misunderstand, ignore it or fail to fully engage with it. Yet sustained, carefully designed communication and environments that promote certain kinds of experiences can alter this terrain, building on the elasticity of an evolving culture.

Phase 3: Talkback Testing

In two rounds of Talkback Testing that engaged 450 Washingtonians through an online survey, we asked subjects to review a single short text, answer a series of questions about it – and attempt to paraphrase it. We used 21 texts to test the viability of various conceptual directions and organizing ideas that re-framed zoo and conservation messages informed by the findings of Phases 1 and 2. This allowed us to capture what parts of the concepts and connections are compelling and memorable to people and which ones seem to fade quickly as more familiar default patterns of thinking reassert themselves.

Phase 4: Virtual Community Forum

Using a 5-day-long Virtual Community Forum format, 25 Washington state participants were asked to check into the forum twice daily to respond to prompts and interact with each other on the topics of zoos, animals and conservation. Participants engaged with Woodland Park Zoo materials from exhibits, the website, social media, and the magazine, as well as outside media that represents re-framed messaging. The selections were designed to prompt new and different ways of thinking and talking about zoos and conservation. The format allowed us to gauge how people's thinking changed over time and which stimuli had the biggest impact on that change.

FINDINGS: Cultural Models of Zoos and Conservation, Revealed

CULTURAL MODELS OF ZOOS AND AQUARIUMS

There is a familiar, deeply entrenched model of what a zoo or aquarium is that most people who have lived in America for extended periods share. It's shaped by experience, children's books, popular culture, existing zoo design and so on. Some of these understandings can be a building block for conservation communications, and some are roadblocks to overcome.

A zoo or aquarium is a place

Zoos and aquariums are first and foremost experienced as places, physical destinations where people can have memorable, educational experiences with animals and fun experiences with friends and family. The work that zoos and aquariums do for conservation and education beyond their physical boundaries are less visible, less understood, and less expected or even demanded by people.

A zoo or aquarium is about connecting with animals

When ethnographers asked visitors the question, "What do you hope people here take away from their visit?" few people limited their answer to only "having a fun day," or even "learning something about animals." Most people reflected on the hope that people experience more of a connection to animals and leave with more respect and admiration for them as fellow creatures.

A zoo or aquarium is a good place to learn about conservation

Visitors are not necessarily motivated to make a visit to a zoo or aquarium to learn about or engage in conservation, but the concept of a conservation mission is compatible with what people expect given the demonstrable dedication accredited zoos and aquariums make to animals' well-being. While an impression of conservation and the sense of refuge or sanctuary can be relatively easy for people to connect to zoos and aquariums upon prompting, people struggle to be specific about actions zoos or aquariums are taking.

CULTURAL MODELS OF CONSERVATION

Unlike the zoo and aquarium cultural models, which are relatively coherent and almost universally familiar, people's understandings of conservation are more divergent and diffuse. For that reason, it is worth teasing the formal concept of conservation apart from extraordinarily diverse cultural models around the relationship between humans, animals, nature and civilization.

Our testing revealed a prevalent model—we'll call it Preservationism—that can be limiting, and identified the challenges in conveying the alternative Participatory Conservation model.

The public's default understanding of formal conservation is Preservationism

The Preservationist model is a long-standing and entrenched cultural view, centering on the idea that nature and "the wild" only exist when they are separate from and unaltered by humans. It is part of a deeply rooted romantic tradition in Western culture, reinforced by the land preservation movement of the 19th and early 20th centuries and the environmental movement, including the fight to save endangered species, of the mid-20th century.

Preservationism has a critical role as a globally accepted principle of biodiversity conservation. As a cultural model, however, it can present a roadblock to inspiring wider and more active public

participation in conservation. That's because the Preservationist model calls for people to let nature be—reduce impacts, keep our hands off and do less harm. The commonly expressed idea of "reducing your footprint" is understood to mean doing and using less or having more wildlife preserves to "leave animals alone." People understand ideas such as conserving water or creating less waste, or donating to nature preserves. This model can be an essential building block to pro-environmental behaviors, but it has its inherent limits. For example, this model often casts humans as the villains, whether intentional or unintentional, eliciting cynicism and negativity about how humans behave. By extension, conservation can often feel overwhelming and depressing to individuals, leading to a demotivating sense of powerlessness or inability to effect change.

Conservation is something expert organizations do with donations

Research participants have an understanding of formal conservation organizations and their work in the world, largely understood through the Preservationist model. They see the role of conservation organizations as primarily creating preserves and protecting areas where animals can live insulated from human impacts. Many respondents see their connection to this work as a matter of philanthropy, and to the degree that they could connect zoos and aquariums to these organizations, they identified donations as the primary action zoos and aquariums could take.

A Participatory Conservation model means a paradigm shift in default thinking

On their own, people usually do not make the connection that conservation can mean taking action in all sorts of ways to improve how humans coexist with animals and our shared habitats, such as choosing plants for your garden that sustain local pollinators, engaging in zoning meetings about green-space management in urban centers, volunteering to replant fragmented habitats, or choosing sustainably sourced consumer products that enable economies and ecosystems to thrive together, both locally and globally.

The idea of a Participatory Conservation model in which beyond doing less harm, we can actively do more good, is not well established in the public imagination.

Further, the role that people can play every day in this Participatory Conservation model is challenged by their expectation that conservation is done by formal organizations and fueled primarily by donors.

RECOMMENDATIONS:
Ways to Communicate the Participatory Conservation Paradigm

We must shift the conversation about conservation away from merely doing less harm toward doing more good. The hands-off Preservationist paradigm is foundational to many conservation successes, but as a conceptual model it is inadequate to inspire and empower the wide conservation movement we need today. To democratize conservation and be leaders in a more inclusive and active movement, zoos and aquariums must better communicate a hands-on model of Participatory Conservation that can motivate active engagement from the public. We must establish new protagonists in the stories of conservation success, in which zoos and aquariums are agents for change and people of all means are playing a clear and direct role.

By uncovering the existing cultural models, testing reframed ideas, and evaluating different approaches to conveying these ideas, Woodland Park Zoo and the Topos Partnership have developed recommended practices to communicate more effectively about and engage people in Participatory Conservation.

Already seen as credible sources of information and well-respected teachers by the public, accredited zoos and aquariums are positioned to be among the most influential presenters of this new way of communicating, thinking and acting.

Further, the kinds of rich emotional and social experiences that people have at zoos and aquariums are highly compatible with the conditions needed for learning and accepting new and transformative ideas.

At zoos and aquariums, people are spending time engaged and having real and, for many, quite powerful experiences. These experiences create rare opportunities to listen and be heard in our busy society overwhelmed by messaging noise. The emotional and empathetic connections with animals that zoos and aquariums foster in person and through their extended programming and digital presences can break people out of their usual ways of thinking about the world, simultaneously opening hearts and minds.

NEW COMMUNICATIONS OBJECTIVES

To overcome the default modes of thinking about conservation, we recommend structuring all conservation communications that are targeted to broad, diverse audiences around the following objectives:

Objective 1:

Actively and consistently use the Participatory Conservation framework.

Objective 2:

Explicitly show the active role of zoos, aquariums, their guests and their public in Participatory Conservation to establish new social norms.

These communications objectives should remain consistent across all domains, such as exhibit signage, programming and talks, design, social media, articles, brochures and media interviews, even when being tailored for specific audiences or formats.

RECOMMENDED APPROACHES TO TELLING A NEW STORY

In fulfillment of these new communications objectives, a successful Participatory Conservation story demonstrates:

- Humans can do good—and regularly do so
- What specifically people can do and are doing, and
- A positive, emotional payoff

The following are quick tips about what to include and avoid in communications to most effectively convey the Participatory Conservation story.

DO	DON'T
Tell stories of humans actively helping	Tell stories of humans harming
Highlight solutions, successes	Dwell on overwhelming problems
Show the zoo involved in active conservation	Portray the zoo as little more than a sanctuary or place to connect with animals
Ground in the here and now, stressing local connections and actions	Lose the global perspective
Connect to ecosystems and interdependence when possible	Rely on "caring" alone

DO tell Participatory Conservation stories that show humans doing good; DON'T focus overly much on negative human impacts

Stories focused on human harm reinforce the view that it is best to leave animals and habitats alone since human activity can only destroy them. Eliciting guilt or dismay often overwhelms people and causes them to turn away or conclude that little can be done. What is missing, and desperately needed, are stories that illustrate how humans can do good. We can be mindful in the actions we take and decisions we make. This must be the skeletal structure of the stories we tell.

DO highlight past and current solutions; DON'T leave people wallowing in the problems

Relatedly, demonstrate that solutions exist and success is possible by sharing stories about successful human intervention. For example, a Topos-tested Woodland Park Zoo blog story about the actively managed reintroduction of rhinos in Assam, India—and the hopeful news that one of the rhinos in this newly established population is now a grandmother—upends for people the usual story about species decline and human harm. Illuminating the connections between local people and the animals and habitats they work with shows the positive potentials of animal-human interrelationships.

On the other hand, avoid portraying the seemingly irreversible destruction humans have caused wildlife and their habitats. People are mostly aware of many of these problems; what they need are examples of successful human action on behalf of species and habitats.

DO cast zoos and aquariums as key characters in local and global Participatory Conservation stories; DON'T let people think the impact of zoos and aquariums is bound to their physical locations

The act of arriving at and experiencing a zoo or aquarium as a destination makes it difficult for people to imagine what influence the zoo or aquarium can have beyond its walls. In reality, accredited zoos and aquariums are powerful, knowledgeable conservation actors. Sharing stories of the work they do outside the gates breaks the perception of the zoo or aquarium as merely a physical place, instead revealing it as the model for the kind of Participatory Conservation we seek to inspire in others. For example, our ethnographic testing revealed participants had a dramatic change in understanding and appreciation of Woodland Park Zoo's conservation role when they learned about how zoo staff raise endangered turtle hatchlings and release them to local wetlands once they are big enough to avoid predation.

DO show people connections to their own lives and environments and the actions they can take; DON'T completely lose the global perspective

One way to expand beyond the Preservationist view is by showing how we all exist and act within actively managed ecosystems. Every day we make decisions at home and in our communities that affect the habitats around us. Clarifying these local connections helps people see their scope of action beyond their zoo or aquarium visit and in their daily lives.

A broader and more global perspective does not need to be ignored. Overcoming romanticized and exoticized notions of "the wild" in landscapes beyond your local community takes deliberate effort to tell parallel, relatable stories of human-animal connections and coexistence everywhere.

DO connect to ecosystems and interdependence when possible; DON'T rely on the notion of caring alone

The research revealed most people do not need to be convinced to care for animals. However, under pressure, even animal lovers can start to question the benefits of Participatory Conservation when costs are high or the animal is perceived as threatening or somehow unappealing.

When possible, communicators should include more powerful grounds for action such as the fact that we rely on wildlife and ecosystems—not just for our quality of life, but for our very existence. When pressed, people understand the concept of interdependence and can think in terms of ecosystems.

EXAMPLES OF PARTICIPATORY CONSERVATION STORYTELLING

Among the Woodland Park Zoo stories and experiences tested with audiences during the course of this research, a few examples emerged as effective communications efforts that moved the needle on how participants received and understood the Participatory Conservation model. These examples were existing pieces—a video, a blog post and a guest program—some of which were developed several years ago.

This goes to show that many of the principles of the Participatory Conservation framework are not necessarily brand new to zoos and aquariums. It is in the consistent and intentional application of this framework that zoos and aquariums have the biggest potential to drive social change.

EXAMPLE 1

Zoos Save Local Species: Woodland Park Zoo Rears and Releases Endangered Washington Turtles

People are open to the idea, but do not know that Woodland Park Zoo is active in successful, local conservation efforts. So when respondents learned from just a two-minute-long Woodland Park Zoo YouTube video that Washington state's Northwestern pond turtle population has bounced back from only 150 turtles to over 2,000 thanks to the Northwestern Pond Turtle Recovery Project, they begin to re-conceptualize Woodland Park Zoo as a conservation organization with agency. Now they are equipped with a story to tell themselves, their friends, and their family members about how zoos are conservation actors.

WHAT WORKED?

- Shows Woodland Park Zoo in Participatory Conservation role
- Animal reintroduction is a powerful way to convey that human action can do good
- Local example is visible and relatable to people, even inspiring regional pride
- People are left feeling hopeful

EXAMPLE 2

Wildlife Corridor Support: Highlight Positive Choices and Human-Animal Coexistence

People assume that building and development will further encroach on wildlife and their habitats, but they have few examples of how humans can make choices that are better for wildlife and sustainable human-animal coexistence. Highways built with wildlife corridors give people a clear image of the opportunity to support wildlife even as we continue to build. A Woodland Park Zoo blog post showed how on Global Tiger Day, school children in Malaysia planted saplings helping to reforest the wildlife corridor after highway construction.

What worked?

- Highlights sustainable coexistence
- Wildlife corridors demonstrate how humans can make better choices for wildlife and habitats without sacrificing economic development
- Clearly shows how Woodland Park Zoo visitors and supporters fund successful global conservation efforts

EXAMPLE 3

Operation Critical: Model Participatory Conservation and Spread Good At-Home Practices

Much of the conservation action messaging at Woodland Park Zoo exists in static signage, and the more out-of-date signage often encourages people to reduce their impacts on the natural world by consuming fewer resources or creating less waste. An engaging exception that was observed by ethnographers was a temporary program called "Mission Critical." In one of the activities, zoo presenters explained to guests the need for bear-proof trash cans in Washington communities. They challenged children to put on faux bear paws and try to open the cans as if they were bears. This sort of open, creative engagement with how we can manage our own homes and communities for coexistence with animals directly challenges the assumptions of the Preservationist model.

What worked?

- Models of personal Participatory Conservation at the zoo
- Engagingly spreads information about Participatory Conservation practices
- Challenges the Preservationist model of separating wildlife and people with a coexistence model
- Links individual home action to community group action

THE PARTICIPATORY CONSERVATION STORYTELLING SCORECARD

To begin applying these storytelling guidelines, zoo and aquarium professionals can use this scorecard to focus and refine their stories and narratives. The scorecard can be used to assess existing stories and identify opportunities to strengthen the Participatory Conservation message, or it can be used to outline new stories built around effective messaging and framing.

To see how the scorecard can be used, the Northwestern pond turtle video referenced in the previous section is scored here using the last two columns of the worksheet. A blank scorecard is included in the appendix for your use and reproduction.

COMPONENTS OF THE PARTICIPATORY CONSERVATION STORY	KEY INGREDIENTS	STORY FIT	DOES THE STORY INCLUDE THE COMPONENT
HUMANS CAN DO GOOD Show successful action and ways that people are modeling behavior	• Positive human impact of mindful and intentional conservation activities	Endangered turtles are bouncing back in Washington thanks to thanks to the zoo and its partners	☑
ZOO IS INVOLVED IN PARTICIPATORY CONSERVATION Show how the zoo is doing credible work in this area	• Convey zoo's role in conservation with specifics, including a scope beyond grounds	Protecting Washington's wetlands is just the start; zoo actively head starts turtles to rebuild populations	☑

SHOW PEOPLE WHAT THEY CAN DO Can be embedded in stories or included as calls to action; avoid discussing in abstract terms	• Individual action items, including:
	  • Highlighting decisions we make (as voters, as a society, as planners, as consumers, etc.)
	  • Modeling the range of appropriate human action, including coexisting with animals physically, economically, etc.
		These are LOCAL turtles we should see in our local waterways—what role do we have?
		There isn't a clear call to action, just a reference to irresponsible pet owners. Calls to action could include habitat restoration, gardening connections or political advocacy
			⊘
			⊘

INTERDEPENDENCE / ECOSYSTEM THINKING When possible, include our reliance on wildlife and ecosystems for our existence	• Embed the animal in its ecosystem • Show people coexisting, including policymakers, regulators, hunters, suburbanites, urbanites, ranchers, biology teachers, etc. • When possible, reference human connection/reliance on functioning ecosystem	• "Wetlands need pond turtles, and pond turtles need wetlands." • Not included • Not included	☑ ⊘ ⊘
A POSITIVE EMOTIONAL / PSYCHOLOGICAL PAYOFF More hopefulness about the future	• Demonstrate the positive rewards of success	2,000 turtles given a head start—powerful and inspiring visuals of turtle hatchlings being reintroduced.	☑
CONVEYABILITY The core of the story can be told to others	• The story can be reduced to a simple takeaway	Woodland Park Zoo is helping bring back the Northwestern Pond Turtle.	☑

CONCLUSION: A New Shared Understanding for a New Movement

LONG-TERM CHANGE IN THE SHORT TERM

Re-writing the cultural understanding about conservation can be challenging. It means teaching people something new, and breaking old habits that confirm and entrench the old, problematic understandings. This will require zoos, aquariums, and environmental allies to be committed, consistent, and disciplined in transmitting and modeling ideas and actions that can overturn people's current assumptions.

Changing entrenched cultural understanding seems like work measured in years, decades or even generations. Yet, it is important to bear in mind that the same ideas that can ultimately change the culture can also engage people immediately to create short-term victories. For example, getting people used to thinking about conservation actions in their own backyards doesn't immediately bring them out to a zoning meeting about local wetlands management, but it begins to make those ideas more comprehensible and engaging. So they may begin to understand why a zoo or aquarium might post community meeting times and they may begin to see their local zoo or aquarium as a credible source for discovering and learning about such opportunities. If Participatory Conservation becomes an organizing idea for some aspect of people's lives, it makes it much more likely that this can be expanded and reinforced both over the short term and the long term.

A NEW SHARED UNDERSTANDING

With more effective ways of communicating with and engaging people in Participatory Conservation, a new shared understanding can begin to take hold, or at least compete with ideas so familiar and accepted that they seem like the only reasonable way to see the world.

What if hands-off preserves didn't seem like the only reasonable way to think about wildlife? What if multi-use, public land management was viewed not as a loss of "the wild," but a sustainable arrangement that enabled humans, animals, ecosystems and economies to thrive together?

What if people did not accept the idea that humans and their civilizations are in some zero-sum competition with wildlife, but instead assumed that we are all in it together and nature is home to us all?

What if the enduring image called to mind of a zoo or aquarium was a moment with an animal that inspired a desire to do more good in the world, rather than shame about the harm we've seen? What if it is just as easy for a guest to recall a story from a zoo or aquarium visit about a keeper who nurtured an endangered turtle until it was ready to be released to local wetlands where it will help rebuild a population making a comeback?

What if alongside a greater one-horned rhino a guest learned about the hundreds of children of Manas, Assam, India in the rhino's native range who start each school day by taking an oath to actively manage a sustainable future for their forest—and what if that guest left inspired and empowered to make their own daily promise for conservation action in their community?

The movement for change we need today can become the common sense of how we behave and see the world tomorrow.

What if every decision we collectively make were to be seen through the lens of how we manage the ecosystem that we share with plants and animals? What if this were a commonplace notion, reflected in casual conversation and TV plots, rather than just in organization press releases and environmental lectures?

What's Next?

SHARE AND LEARN

As zoos and aquariums apply and test these ideas in their own communications and programs, we can share our findings and learn from each other's experiments and results. We encourage the use of the Association of Zoos and Aquariums listservs, committees and conferences as a learning network through which implementers can further engage on this topic together.

For additional information and discussion about the Woodland Park Zoo research that informed this report, please contact **zooinfo@zoo.org.**

BEYOND THE JARGON

The term "Participatory Conservation" may work for discussion purposes among practitioners such as zoo and aquarium staff, but in our brief testing, it is not a phrase that inspires a lot of excitement for the public. Among variants we tested, the phrase "Eco-Stewardship" seemed to most clearly convey the kind of active, people-driven conservation that we hope to encourage. More testing is needed to find the phrasing that energizes the public, and this can be a fruitful topic for further discussion and collaboration among practitioners.

THE ZOO, BEYOND SERIES

An exploration of how to carry our conservation missions beyond our zoo and aquarium gates, The Zoo, Beyond is a series of thought leadership papers, videos and articles published by Woodland Park Zoo. Look for series updates at **zoo.org/beyond**

ABOUT WOODLAND PARK ZOO

Founded in 1899, Woodland Park Zoo engages more than a million visitors of all ages, backgrounds, abilities, and walks of life in extraordinary experiences with animals, inspiring them to make conservation a priority in their lives. The zoo is helping to save animals and their habitats in the wild through more than 35 wildlife conservation projects in the Pacific Northwest and around the world. Woodland Park Zoo is accredited by the Association of Zoos & Aquariums and certified by the rigorous American Humane Conservation program. The Humane Certified™ seal of approval is another important validation of the zoo's long-standing tradition of meeting the highest standards in animal welfare. Learn more at **www.zoo.org.**

ABOUT TOPOS

Topos has as its mission to explore and ultimately transform the landscape of public understanding where public interest issues play out. Its approach is based on the premise that while it is possible to achieve short-term victories on issues through a variety of strategies, real change depends on a fundamental shift in public understanding. Topos was created to bring together the range of expertise needed to understand existing issue dynamics, explore possibilities for creating new issue understanding, develop a proven course of action, and arm advocates with new communications tools to win support. For more information, visit **www.topospartnership.com** or email **team@topospartnership.com**

APPENDIX:

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