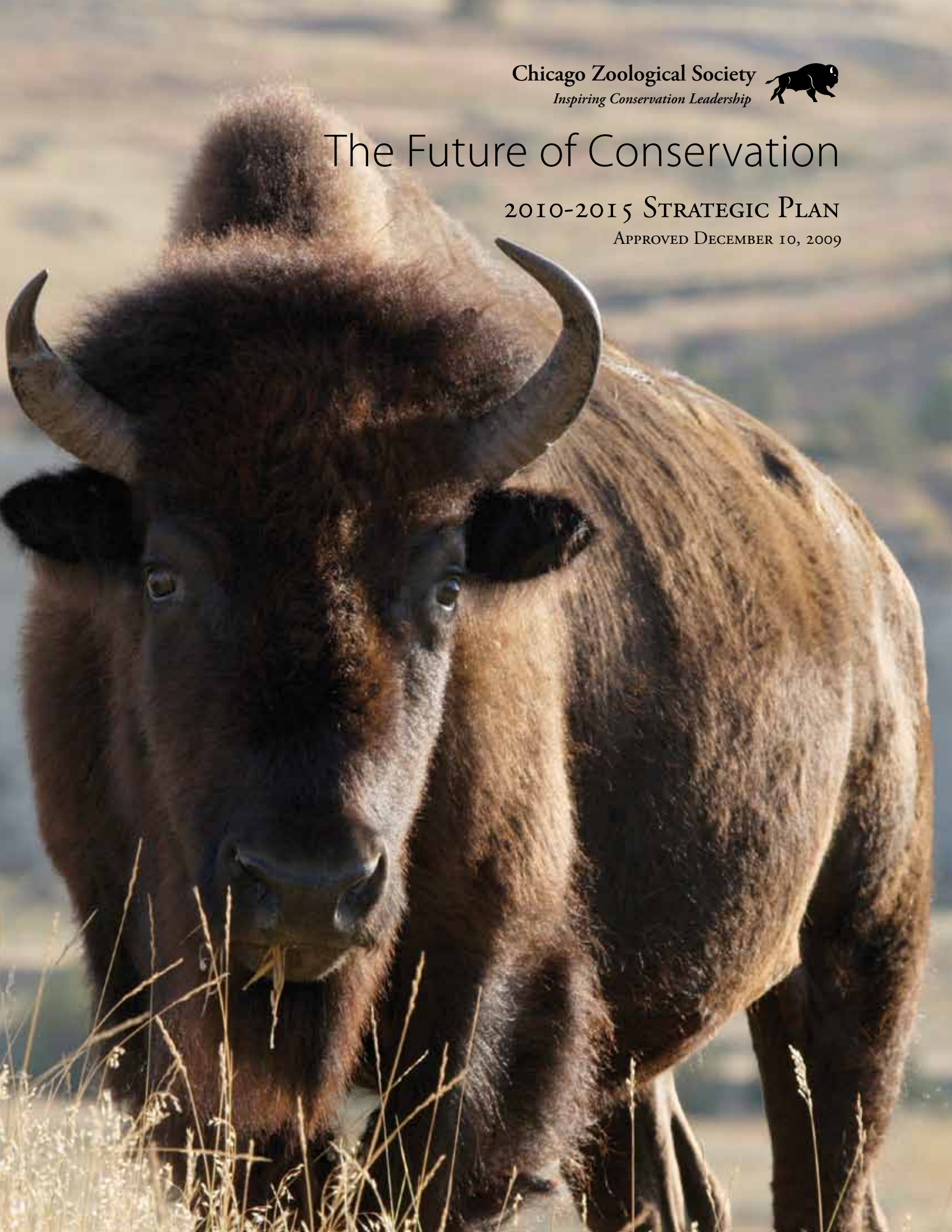


The Future of Conservation

2010-2015 STRATEGIC PLAN

APPROVED DECEMBER 10, 2009



Our Vision

THE CHICAGO ZOOLOGICAL SOCIETY IS A RECOGNIZED LEADER IN INFLUENCING PEOPLE'S ACTIONS TO CONSERVE WILDLIFE AND VALUE NATURE.

Our Mission

TO INSPIRE CONSERVATION LEADERSHIP BY CONNECTING PEOPLE WITH WILDLIFE AND NATURE.

Our Values

PEOPLE	WORKING TO CREATE A BETTER WORLD FOR WILDLIFE AND NATURE
RESULTS	ACTING WITH A SENSE OF URGENCY TO ACHIEVE MEASURABLE OUTCOMES
INNOVATION	SEEKING WAYS TO IMPROVE OUR EFFECTIVENESS CONTINUOUSLY
DIVERSITY	EMBRACING AND VALUING COMMONALITIES AS WELL AS DIFFERENCES
ENTHUSIASM	BRINGING ENERGY AND PASSION TO OUR WORK EVERYDAY

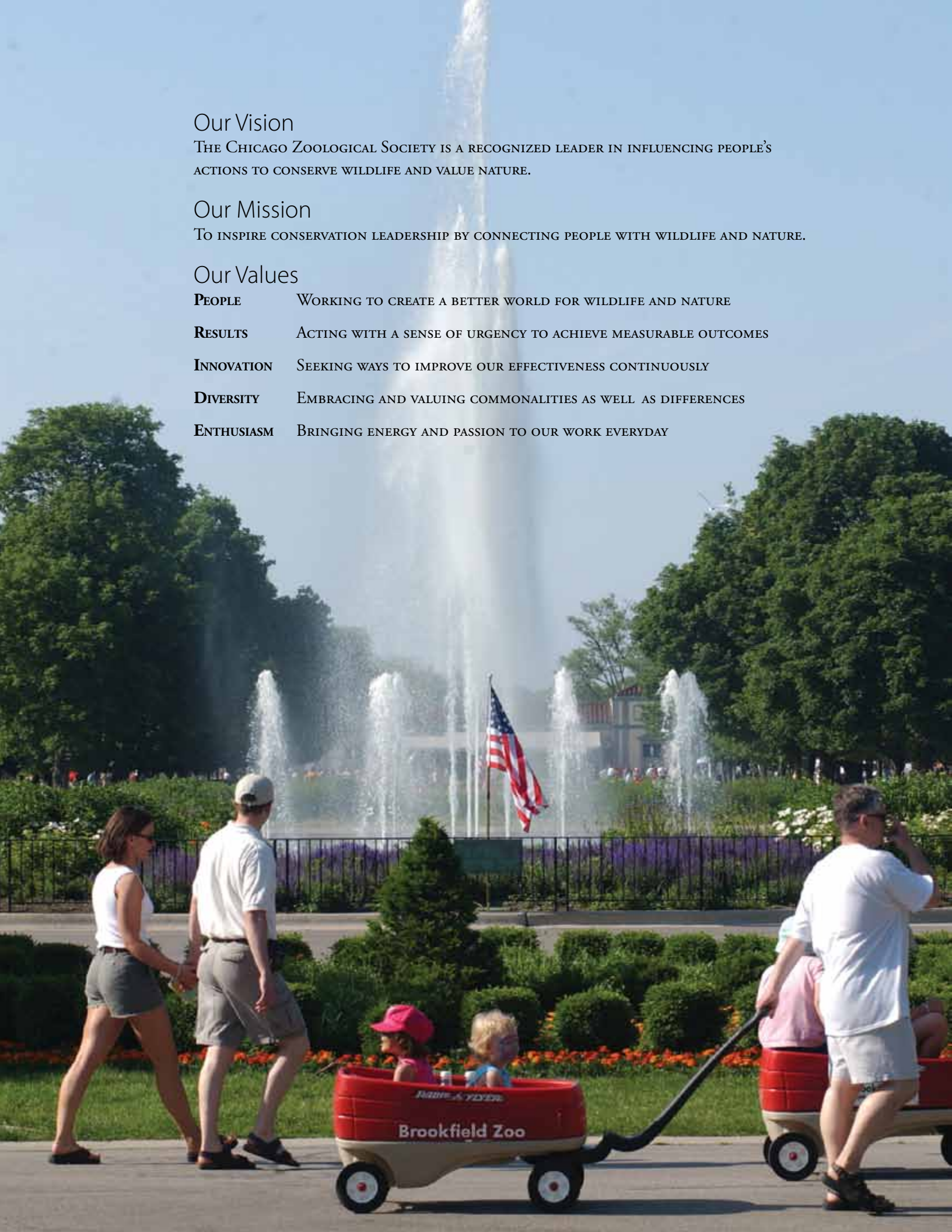


Table of Contents

BUILDING ON SUCCESS.....	05
INTRODUCTION	06
CREATING INNOVATIONS AND EXCELLENCE IN CONSERVATION LEADERSHIP AND ANIMAL WELFARE.....	11
PROVIDING EXTRAORDINARY GUEST EXPERIENCES	17
ESTABLISHING AN INSTITUTION OF CHOICE	21
ENSURING A SUSTAINABLE FUTURE	25
PLANNING THE FUTURE OF BROOKFIELD ZOO	29
PARTICIPANTS AND ACKNOWLEDGEMENTS.....	31



Building on Success

*B*uilding on the successful 2004 Strategic Plan, the Chicago Zoological Society (CZS) began a rigorous strategic planning process in early 2009. Despite a failing economy and uncertain revenue, this process has evaluated our progress, re-affirmed our course of action, and defined new initiatives through which we will accomplish our mission and vision. A steering committee of Trustees and management, engaged Board and Women's Board members, staff, volunteers and community members for input and identified key strategic issues the institution will face in the coming years. Outside experts on these issues were invited to speak at five Strategic Work Sessions and several senior staff workshops. This Strategic Plan is the result of thoughtful deliberations and will chart our course for the next five years, drawing upon our current strengths and defining future organizational development.

This Plan is outlined under four "Pillars" that define the Society's institutional priorities:

- Innovations and Excellence in Conservation Leadership and Animal Welfare
- Extraordinary Guest Experiences
- Institution of Choice
- Sustainable Future

Ten Year Strategic Outcomes were developed in 2005 for each of these Pillars and revised for clarity and relevance to the present. These Outcomes form the basis of our Strategic Plan. A detailed Work Plan is an addendum to this document—outlining specific projects and initiatives which we will accomplish in achieving our Ten Year Strategic Outcomes. Some of these special projects and key initiatives are listed with each Outcome to help provide an overview of our focus for the next few years.

“In the space of a century, the American experience of nature has gone from direct utilitarianism to romantic attachment to electronic detachment.”

— RICHARD LOUV, 2001.

THE LAST CHILD IN THE WOODS

Introduction

The Chicago Zoological Society was founded in 1921 on the premise that the future of people and nature are intertwined, and with the purpose of enhancing the relationship between the two by further connecting people with wildlife at Brookfield Zoo. The decisions we make as individuals and as a society regarding the natural world will have a profound impact on our future and that of our children. Never has it been more important to understand our connection with the natural world and realize that the choices we make may alter the world forever.

THE URGENCY

Since the founding of CZS, the percentage of our population living in highly urbanized areas has doubled to over 80%. In an increasingly urbanized society, most American families have lost touch with nature, and with urbanization has come increased reliance on sources other than nature for our understanding of conservation issues. We live at a pivotal point in our planet's future, with a growing list of global environmental concerns—from global climate change to unprecedented rates of loss of biodiversity and habitat to the depletion of natural resources. We are also facing major local issues, such as the ecological viability of the Great Lakes.

THE PARADOX

Of all Americans surveyed in the past decade 97% enjoyed knowing that wilderness areas will be protected for future generations and understood that the balance of nature is delicate and easily upset. A similar number agreed that humans are severely abusing the environment. More than two-thirds thought that we will soon experience a major ecological catastrophe. Despite this, few surveyed were members of conservation groups.

While we acknowledge that now is clearly the time for conservation action, we find the puzzling paradox that the majority of Americans consider the environment as an important issue, yet only a tiny segment sees opportunities for meaningful action at the individual or family level. The enormity of our most pressing environmental problems, combined with a largely urbanized public that experiences nature through the virtual reality of TV and computer screens, results in a sense of detachment and a generalized sense of helplessness and despair.





OUR SOLUTION

So how does an institution like the Chicago Zoological Society offer guests and staff meaningful solutions in light of this paradox? The answer lies in people's innate fascination with nature and wildlife and in their comprehension of environmental problems. We must captivate families not just with knowledge, but also with inspiration, fun, and opportunities for action. We must also give them hope that solutions are both achievable and dependent upon their active engagement as families, parents and even children. In short, we must become a center that surpasses our previous endeavors to inspire conservation leadership among all our constituents.

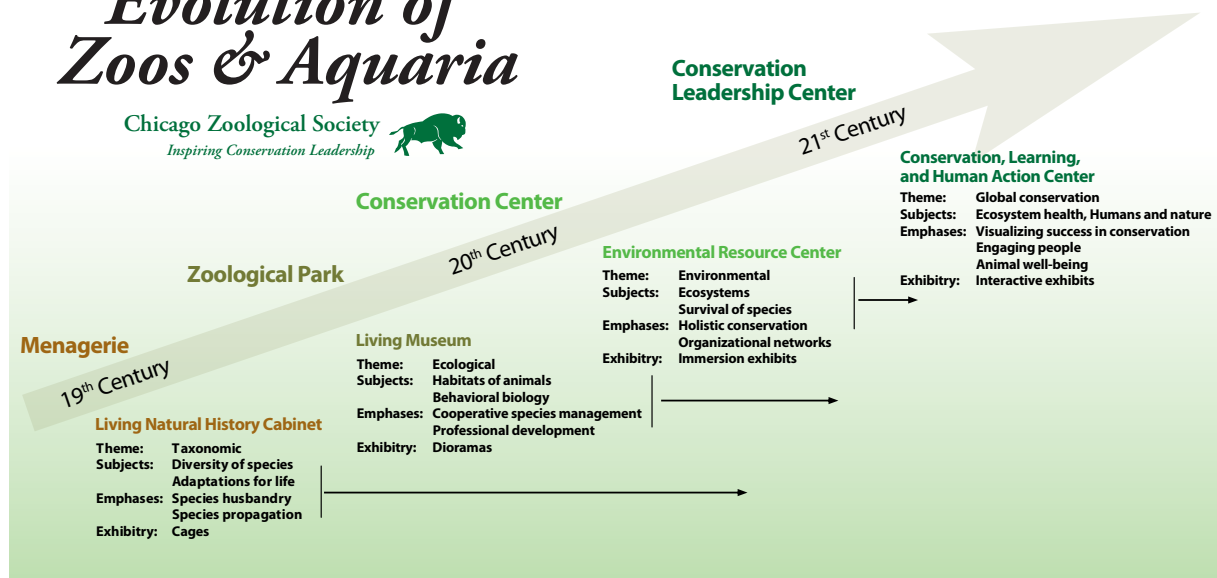
The Chicago Zoological Society has a rich legacy of conservation. Through our work at Brookfield Zoo and around the world, we have institutional strength in supporting and training conservation leaders, from local citizens to scientific, educational, and public sector professionals. As an institution, we realize that if we are to resolve major environmental issues and have a global impact, we need to have all people—from children and families to governmental and business leaders—play a role in achieving conservation solutions.

For that reason, over the course of 75 years, Brookfield Zoo has evolved into a Conservation Leadership Center, focused on moving people to action on behalf of wildlife and nature. ***Our goal is not just to perform conservation as an institution, but also to engage millions of people in enjoyable conservation-related activities.*** And with over two million annual visitors and over 100,000 member families, we have grown into one of the largest wildlife-based attractions in the Midwest, and one of the global leaders in engaging people in conservation.

Now more than ever, our mission of ***inspiring conservation leadership by connecting people with nature*** is more relevant. We embark upon our new 2010-2015 strategic plan with a new clear vision stating ***“The Chicago Zoological Society is a recognized leader in influencing people's actions to conserve wildlife and value nature.”*** We will dedicate our next five years to exploring new and creative ways to engage people in this process by conveying real-life opportunities and activities for everyday people, providing them with the means to develop personal connections with animals and nature, developing the science of animal

Evolution of Zoos & Aquariums

Chicago Zoological Society
Inspiring Conservation Leadership



welfare, training conservation professionals and advancing innovative programs that bring solutions to the world's conservation crisis.

Brookfield Zoo is one of our most powerful tools for achieving this vision. Over the next five years we will make major changes to our animal exhibits and implement a master plan to create a sense of wonder and educational relevance. In the age of urbanization, sedentary childhoods and detachment generated by the virtual world, Brookfield Zoo will continue to grow as a relevant portal to nature that provides inspiration for generations to come. We must provide people not just with knowledge, but also with opportunities for action.

OUR GROWTH

Our five-year strategic plan emphasizes advancing our mission through our two institutional centers of excellence: the Center for the Science of Animal Welfare (CSAW) and the Center for Conservation Leadership (CCL). CSAW will expand our innovative traditions by actively developing the standards and scientific theories for the nascent science of animal welfare. We will infuse the field with veterinary advances, optimal behavioral enrichment theory, endocrinology, behavioral monitoring, and animal husbandry breakthroughs.

The Center for Conservation Leadership will focus on expanding our education and outreach programs in the Chicago region, providing relevant opportunities for teachers and students, and people in under-served communities, while embracing the rich and diverse voices of this cosmopolitan city. We will expand the professional capacity of our staff in conservation to include opportunities for youth, families, interns, field researchers and professionals. We will combine research in the field with advanced innovations in science and empower future leaders in conservation with an emphasis in Chicago, the Great Lakes region, and the most biodiversity rich spots around the world.


The success of the Chicago Zoological Society can only be achieved with dedicated staff, volunteers and Board members, along with engaged community constituents, member families, and many sources of philanthropic support. The success of our mission and vision lies with you. The survival of our planet requires action by all of us.



“Wildlife viewing was the fastest growing outdoor activity during the span of 1980-2000. There are now more people engaged in this than any other outdoor activity.”

— USDA’S NATIONAL SURVEY ON RECREATION
AND THE ENVIRONMENT, 2005.

Creating Innovations and Excellence in Conservation Leadership and Animal Welfare

 The success of the Society's mission depends on our ability to inspire people to become conservation leaders. It is in this context that Brookfield Zoo becomes a major asset underpinning our mission. Brookfield Zoo is a portal to nature: a place for knowledge, inspiration, and spiritual introspection; a place for families to have fun that leads to education, awareness, caring, and action. We believe that providing face to face experiences with our animal ambassadors makes the vivid point that our wildlife heritage is worth preserving.

To meet our critical conservation needs and to be most effective in achieving our mission, we need to increase the scientific understanding of animal welfare, understand people's motivations for conservation, ensure the future viability of wild animal populations, embrace diverse voices of conservation, and provide attractive alternatives to engage people of all backgrounds in conservation.

As part of this strategy, we have focused our efforts on two programmatic Centers of Excellence—the Center for the Science of Animal Welfare (CSAW) and the Center for Conservation Leadership (CCL). CSAW represents the integration of conservation science, veterinary services and animal care for the purpose of practicing and advancing state-of-the-art animal management and providing continuous improvements in animal welfare through sound scientific study and the application of our findings. This multi-disciplinary Center will assume a national and international leadership role in the science of animal welfare, the application of that science, and the education and mentoring of future scientists.

The Society's animal collection represents a diverse taxonomic overview of the world's wildlife. Animal care staff excels in animal welfare and management of okapi, callimico, gorilla, orangutan, dolphin and wombats. Through the direction and goals of CSAW, we will discover and implement innovative approaches to zoo animal management that define how animals are cared for in the future.

CZS is proud of our long standing reputation as a leader in animal welfare and veterinary medicine. Veterinary Science maintains the health of the animal collection, advances the science of veterinary care and trains veterinarians to be



new conservation leaders in the field of zoo and wildlife medicine. As an example, members of the veterinary staff participate in health assessment studies of wild Humboldt penguin populations and conduct research that benefits the zoo's animal collection. By using science, collaboration with wildlife biologists and new ways of thinking, CZS will be an industry leader in animal welfare.

Our conservation leadership programs connect and engage people in conservation through transformative nature experiences. We strive to develop conservation programs by engaging the community through outreach, creating innovative exhibits that connect with our mission, and developing innovative field research in wildlife ecology and conservation. CCL will become a primary force for education and training in conservation leadership at local, national, and international levels. We will inspire a broad spectrum of people and families to become future conservation leaders, while developing solid metrics to evaluate and enhance our work.

The Chicago Zoological Society has multiple purposes. We will always commit to the operation of a world-class zoo, but opportunities for broader impact lie beyond the gates of our facility. There are programs we have in place to be an excellent, world-class zoo, and other components that go far beyond what even the best zoos accomplish. All of these add up to a robust institution with diverse programs and a bright future. These components define the purpose and character of the Chicago Zoological Society.

The total number of threatened animal species is 8,462, up from 5,205 in 1996. One in four mammals, one in eight birds, and one in three amphibians face a high risk of extinction in the near future.

—INTERNATIONAL UNION FOR CONSERVATION OF NATURE, 2007.





2015 OUTCOME

CZS IS KNOWN AS A LEADING ORGANIZATION IN ANIMAL WELFARE THROUGH RESEARCH AND APPLIED APPLICATIONS WITHIN THE ZOO AND ANIMAL FACILITIES. WE ACCOMPLISH THIS THROUGH THE CENTER FOR THE SCIENCE OF ANIMAL WELFARE.

KEY INITIATIVES

- Develop “state of the art” welfare assessment tools and strategies, including investigation of new concepts in measurement of welfare status.
- Develop innovative facility and exhibit designs that provide increased animal welfare based on the metrics from scientific studies and new concepts developed by the animal care staff.
- Increase the focus on animal training and enrichment in conjunction with research projects that measure the effectiveness of these programs.
- Continue to seek new and innovative approaches to animal management that will increase animal welfare and zoo-managed population sustainability. Implement models on sustainability of species exhibited at CZS and utilize research and new technologies to measure success.
- Increase the use of new technologies in our research operations, veterinary care, and daily animal management.

2015 OUTCOME

CZS IS KNOWN AS A LEADING ZOOLOGICAL INSTITUTION IN QUALITY ANIMAL CARE THROUGH THE PRACTICES OF OUR EXPERIENCED ANIMAL CARE STAFF AND VETERINARY SCIENCES DEPARTMENT.

KEY INITIATIVES

- Increase training initiatives for zookeepers, managers and veterinarians that broaden awareness of other practices and innovations in animal care and veterinary medicine.
- Finalize and continue to implement the Risk Assessment Plan for animal care areas. This includes doing external assessments of animal facilities and animal staff expertise on a regular basis.
- Prepare for 2012 AZA accreditation inspection. This includes assessing all animal facilities, procedures, and guidelines.
- Continue to update off exhibit areas to address animal management needs and keeper accommodations.



2015 OUTCOME

CZS IS KNOWN AS A LEADING CONSERVATION ORGANIZATION AFFECTING SIGNIFICANT, MEASURABLE OUTCOMES IN INSPIRING CONSERVATION LEADERSHIP. WE ACCOMPLISH THIS THROUGH THE CENTER FOR CONSERVATION LEADERSHIP.

KEY INITIATIVES

- Establish the CZS Conservation Fund to help support our initiatives, funded by philanthropy, grants, in-park donations, and operating funds.
- Build the professional capital for conservation by engaging universities, graduate students and post doctoral professionals to develop new leaders in conservation research, animal welfare, and community-based field conservation.
- Measure behavior change in zoo guests and track conservation action.
- Become a facilitator for the diverse voices of conservation in the Chicagoland region by providing community-based conservation action together with career opportunities through leading-edge education and outreach initiatives.
- Continue and expand innovative field research in wildlife ecology and conservation in the Chicago region, the Great Lakes, and in biologically-rich habitats around the world.
- Engage CZS participants in opportunities to practice more sustainable consumer options, and reduce our ecological footprint.

2015 OUTCOME

CZS HAS DEVELOPED AND IMPLEMENTED STANDARDS AND MEASURES OF MISSION PERFORMANCE THAT INCLUDE: ENJOYABLE AND ENGAGING EXPERIENCES, DEVELOPING UNDERSTANDING OF THE SUBJECT MATTER, CREATING EMPATHY FOR THE NATURAL WORLD AND MOTIVATING PEOPLE TO TAKE ACTION.

KEY INITIATIVES

- Create and implement a format for designing and evaluating programs that includes measures of emotional reaction, cognitive engagement, and opportunities for conservation action.
- Create measures and instruments to evaluate the ongoing change in constituent behavior associated with CZS actions.



“Since 1900, emissions of carbon dioxide, the most pervasive greenhouse gas, have increased 15-fold with no sign of abatement, and atmospheric concentrations of carbon dioxide have increased sharply to levels far above those recorded in the geologic record.”

— NASA, 1993.

Providing Extraordinary Guest Experiences

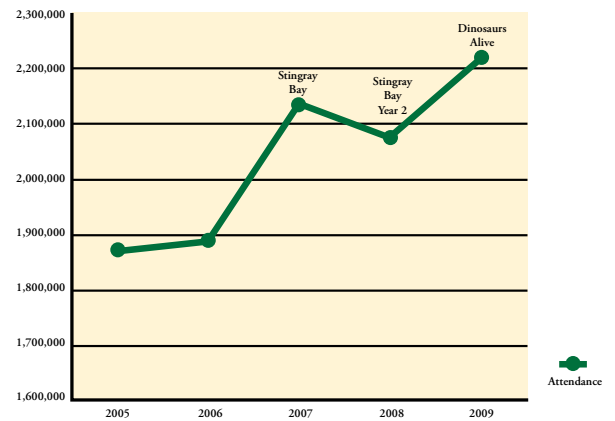
We recognize that having fun is a strong prerequisite to learning. In order for the Society to achieve its mission, we need to provide an experience that really “wows” our varied audiences! With over 2 million guests annually, an entertaining and educational visit to Brookfield Zoo is the key to engaging children, adults and families with our animals, the programs we offer, the great science behind the zoo’s face, our incredible research initiatives, the conservation programs and so much more.

We have made great strides in improving the overall experience for our guests. We’ve improved our facilities and grounds, added more color to the park, made the zoo more family-friendly, improved entry efficiency, dramatically increased staff-guest interactions, and broadened summertime special events. We’ve implemented a zoo-wide customer service program to keep guests’ needs top of mind and add to their positive experience. During the design and construction process of major new exhibits, we’ve kept the interest of our guests by hosting temporary exhibits—stingrays, sharks and dinosaurs. These exhibits have been the zoo’s attendance drivers since 2007, with remarkable results!

As we look ahead towards the next five years, we continue to explore opportunities to provide an extraordinary and fun guest experience and unique ways to promote our mission, all while increasing our attendance and revenue.



Attendance and New Exhibits 2004-2009



2015 OUTCOME

CZS HAS ACHIEVED ANNUAL GUEST SATISFACTION RESULTS THAT CONTINUOUSLY IMPROVE ON PREVIOUS PERFORMANCE LEVELS. WE UNDERSTAND THE EXPECTATIONS OF DIFFERENT AUDIENCES AND INTEGRATE THOSE INTO PLANNING. THESE GOALS FOCUS ON THE FOLLOWING KEY EXPERIENCE MEASURES:

- VISIBILITY OF ANIMALS
- QUALITY OF FOOD SERVICE
- CHANCE TO HAVE FUN
- OPPORTUNITY TO LEARN SOMETHING NEW
- CLEANLINESS OF THE ZOO
- COURTESY OF ZOO STAFF
- QUALITY OF ANIMAL CARE

KEY INITIATIVES

- Identify target audiences and segment them into useful groups for understanding their needs and designing responsive programs and services.
- Implement the Animal Collection Plan to increase animal visibility and quality of care with related exhibit refreshes to address outdated exhibits.
- Extend the temporary exhibit plan to give guests something new and fun each year and to enhance the overall zoo value.
- Update the Master Plan to support continuous improvement in guest experience.
- Develop a plan to enhance guest experience and improve our ability to communicate messages through the use of technology.
- Refresh exhibits that are outdated and in need of deferred maintenance, increased animals, and improved guest experience—examples are Perching Bird, Baboon Island, Bear Grottos, Pachyderm, and Big Cats.
- Increase overall length of stay and value for cost with a plan that integrates routes, exhibits, shows, talks, and other event opportunities.



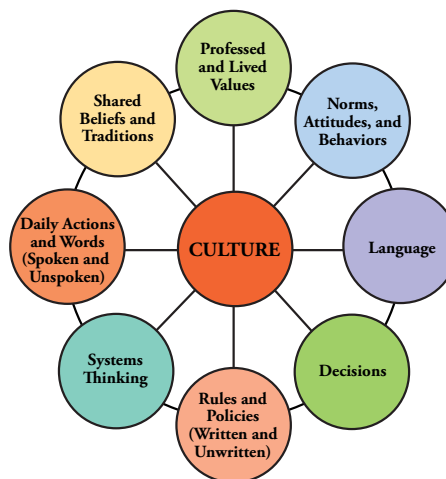


Establishing an Institution of Choice

*A*chieving a culture dedicated to excellence is a top priority of the Chicago Zoological Society. We recognize that in order to remain competitive, attract top talent and reach our strategic outcomes we need to focus on defining and creating a more results oriented, high-performance culture. Creating a “one institution” mind-set will assure trustees, staff, and volunteers are aligned and pulling in the same direction and will allow us to achieve the organizational change and the culture required by our strategic outcomes.

We intend to shape our culture in a very targeted, systematic way so that everything we do is aligned with the desired culture. We will proceed to build our cultural identity through a well-designed, thoughtful process that is championed and reinforced by all Society leadership and through our various people management processes. A “one institution culture” is key to achieving our mission and strategic goals, our aggressive Master Plan and becoming an institution of choice for Board members, staff and volunteers in the Chicagoland area. Engaged, competent and inspired management will allow us to grow and to perform at a high level.

The Link of Culture to All Aspects of an Organization



2015 OUTCOME

CZS HAS A STRONG “ONE INSTITUTION” CULTURE AND A HIGH-PERFORMING, ENGAGED WORKFORCE, ALL BASED ON ATTRACTING, RETAINING, AND DEVELOPING TALENTED LEADERS AND STAFF AND BEING RECOGNIZED AS AN “INSTITUTION OF CHOICE.”

KEY INITIATIVES

- Create and implement a strong employer brand in harmony with the overall CZS brand and reinforce through all aspects of recruitment and employment.
- Develop a stronger diversity recruitment program supported by strong community partnerships.
- Align all employment programs and practices to reinforce our mission, desired culture and values, including recruitment and selection, new hire orientation and training, recognition, performance management, leadership development, and communications.
- Expand management training in accountability, coaching, counseling and constructive discipline, and increase leadership competencies.
- Restructure our benefits plan and implement a more comprehensive communication plan.
- Increase use of technology to support work-life balance and greater efficiency.

2015 OUTCOME

WE HAVE A STRONG, HIGHLY ENGAGED GOVERNANCE FUNCTION, INCLUDING AN EXPERIENCED, DIVERSE BOARD OF TRUSTEES, WOMEN’S BOARD, AND SENIOR MANAGEMENT TEAM THAT ATTRACT AND RETAIN TALENTED AND RESPECTED LEADERS KEENLY INTERESTED IN SERVING THE CZS MISSION AND VISION.

KEY INITIATIVES

- Review Board strengths and weaknesses relative to projected needs as articulated in this strategic plan.
- Form a new committee—Nominating and Governance Committee—to oversee all governance issues.
- Review decision-making protocols and authorities to ensure proper governance.
- Review flow of information to and from management and create a scoreboard with performance metrics that reflect results and trends for functional areas.
- Evaluate Board Committee composition and Governing membership relative to current and desired responsibilities.
- Assess current training, orientation, and mentoring programs for Board members to optimize engagement and involvement.
- Develop an annual Board self-evaluation process whereby the new Nominating and Governance Committee analyzes and reports on how well the Board is viewed by individual Board members, especially with regard to the quality of Board decision making and the effectiveness of Board Committee meetings.





Ensuring a Sustainable Future

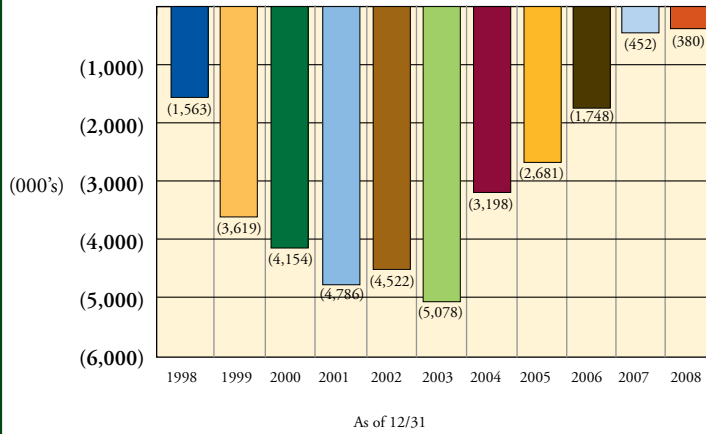
To ensure a sustainable future for the Chicago Zoological Society, we need to focus on the adequacy of infrastructure, attendance, and institutional financial strength and performance. Since 2004, we've made remarkable progress in our financial position. Not only have we increased operating revenues each year, but we have been able to reduce the accumulated operating deficit dramatically. Building financial reserves is critical and allows us to fund much needed capital projects, deferred maintenance and new strategic initiatives.

Built in the late 1920s and early 1930s, Brookfield Zoo has aging infrastructure and ongoing maintenance issues. In order to address our capital needs, we have successfully secured over \$94 million in support since 2004, but more is needed to make Brookfield Zoo's physical facilities state of the art, consistent with the continuing innovation that occurs in our conservation and animal care programs. Restructuring of our operations over the past five years has provided fresh insights on the adequacy of our facilities and long-term animal collection plan. For this reason, we will revisit our Master Plan and capital initiatives to ensure the best possible outcomes for the public and for our facilities.

Our sustainable future depends on more than just capital initiatives. Our attendance and related operating revenue growth for Brookfield Zoo is vital to achieving our mission. Keeping the interest of our members and guests with new exhibits and events together with driving new attendance at the zoo and in our programs is part of the critical path to engaging people in conservation action and having our guests and friends become conservation leaders.

To reach these goals, we will also commit to developing a distinctive CZS Brand that reflects a compelling image consistent with our mission and values. This long-term branding effort will allow us to translate our mission into something that is relevant to our guests and other constituents and differentiates us from other conservation organizations. This brand will be positioned across all levels of the organization to strengthen our ability to attract Board members, senior management, staff, volunteers, and community partners. A strong brand will aide in our ability to secure funding for programmatic initiatives and strengthen our ability to draw donors and corporate sponsors.

CZS General Operating Fund Accumulated Deficit



2015 OUTCOME

THE SOCIETY HAS A STRONG, SUSTAINABLE INCOME BASE WITH:

- OVER \$5 MILLION IN GENERAL OPERATING FUND RESERVES.
- A CAPITAL MAINTENANCE BUDGET OF MORE THAN \$3 MILLION ANNUALLY.
- A COMPREHENSIVE PHILANTHROPIC GIVING PROGRAM WHICH ACCOUNTS FOR 20% OF TOTAL ANNUAL CZS REVENUES.
- AN ANNUAL ATTENDANCE GOAL OF 2.5 MILLION GUESTS VISITING BROOKFIELD ZOO.
- ZOO OPERATING REVENUES INCREASING BY 5% ANNUALLY.

KEY INITIATIVES

- Commit to the fiscal discipline of raising the annual general operating fund budget transfer to the capital fund by \$500K each year, with an annual goal of \$3 million or more.
- Capitalize on sponsorship and online giving.
- Implement strategies for donor engagement and increased philanthropic support.
- Define our Audience Development strategy to focus on key markets.
- Align the exhibit strategy to optimize the attendance draw of new exhibits, temporary exhibits and exhibit refreshes by managing the scheduled openings of these with a multi-year vision.

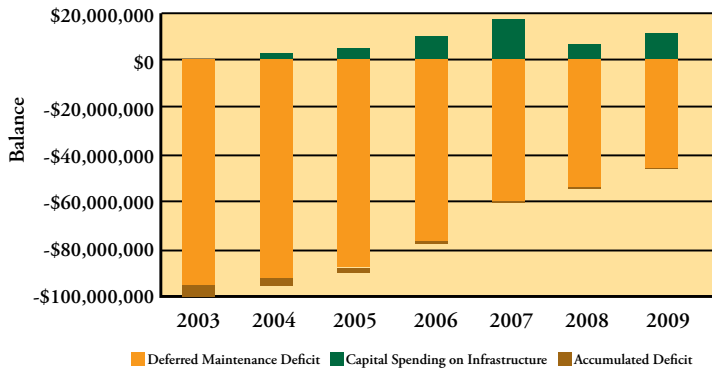
2015 OUTCOME

CZS HAS A DISTINCTIVE, RESONATING BRAND THAT REFLECTS A COMPELLING IMAGE CONSISTENT WITH OUR MISSION AND VALUES. WE HAVE POSITIONED THIS BRAND ACROSS ALL LEVELS OF THE ORGANIZATION AND COMMUNICATION TOUCH POINTS.

KEY INITIATIVES

- Conduct research to identify branding strategies, target audiences, insights and success factors.
- Develop a brand promise/positioning strategy.
- Translate the mission into a consumer relevant promise that differentiates us from other conservation organizations.
- Implement disciplined delivery of the brand promise/positioning across all areas of the organization and all communication touch points.
- Track the brand's performance against key metrics through routine internal and external research on an annual basis.

Deferred Maintenance Deficit and General Operating Fund
Accumulated Deficit



2015 OUTCOME

WE HAVE ONGOING MAJOR CAPITAL INITIATIVES WHICH ADDRESS OUR MOST AT-RISK FACILITIES AND INFRASTRUCTURE, REFRESH OLDER EXHIBITS, IMPROVE GUEST EXPERIENCE AND ENHANCE CONSERVATION CONNECTIONS.

- WE HAVE COMPLETED THE \$75 MILLION LEADERSHIP CAMPAIGN, RECEIVED \$75 MILLION OF THE \$150 MILLION PHASE II CAMPAIGN AND RECEIVED \$50 MILLION FROM GOVERNMENT FUNDING.
- THESE INITIATIVES ARE FUNDED THROUGH A COMBINATION OF PRIVATE AND GOVERNMENT SUPPORT.

KEY INITIATIVES

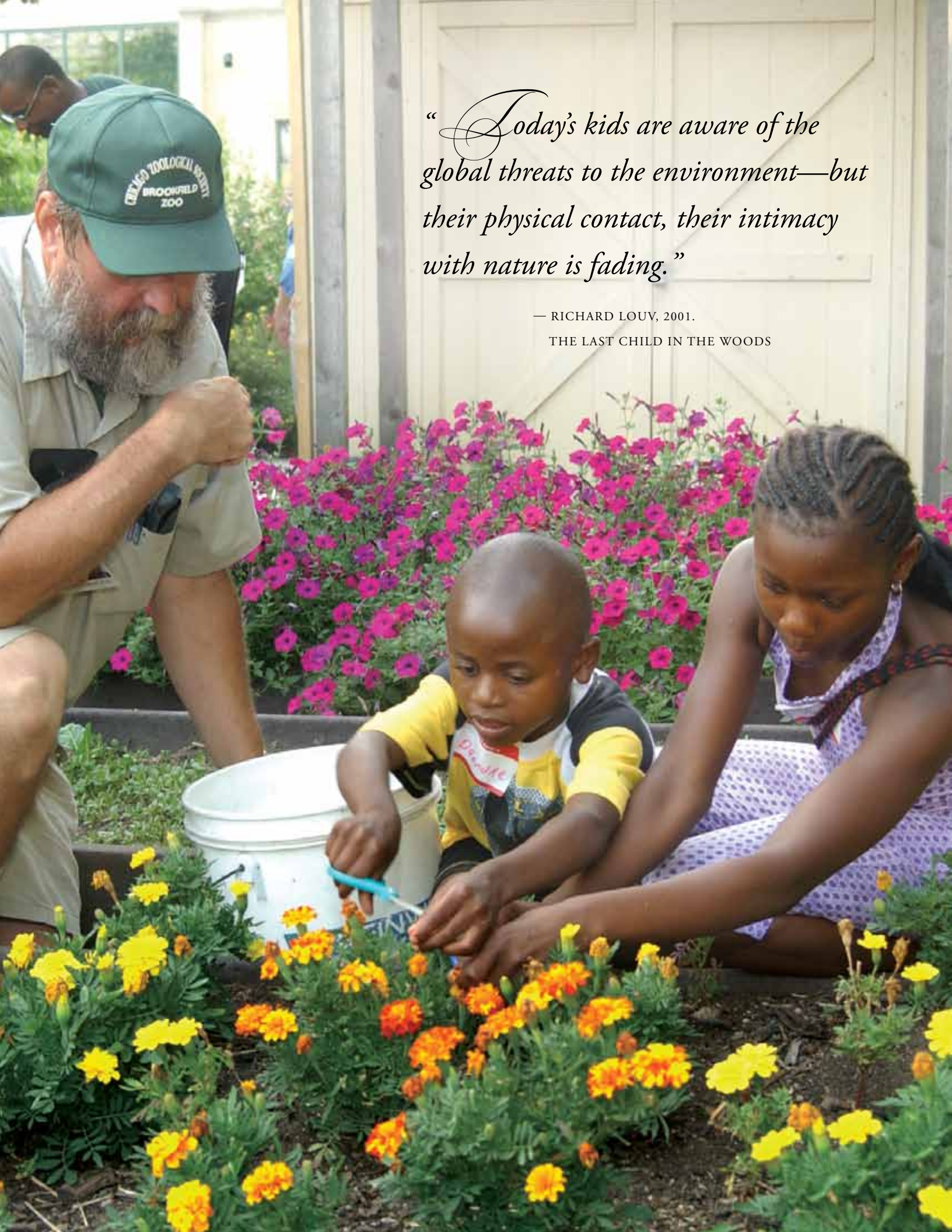
- Design and open Master Plan Phase I projects of the Leadership Campaign—Great Bear Wilderness, the Conservation Leadership Center, and exhibit refreshes.
- Develop a long-range plan to address existing infrastructure issues that impact the Master Plan.
- Build Development Capacity to support Leadership Campaign goals.
- Seek additional support from governmental partners for capital maintenance.
- Develop a comprehensive Facility Plan, including an updated Master Plan, and schedules for park aesthetics (horticulture plan), routine maintenance, major repairs, and an updated ADA plan.

2015 OUTCOME

CZS MAKES SAFETY A TOP PRIORITY—FOR PEOPLE AND ANIMALS. PHYSICAL FACILITIES AND OPERATING PRACTICES REFLECT THIS COMMITMENT.

KEY INITIATIVES

- Recognize and reward top safety records and best practices.
- Develop and implement formal, focused and effective safety training program for all staff, supervisor training and location-based training programs.
- Develop Standard Operating Procedures that emphasize safety and safe procedures.
- Improve communications regarding safety and reporting of safety records to all staff.



*“Today’s kids are aware of the
global threats to the environment—but
their physical contact, their intimacy
with nature is fading.”*

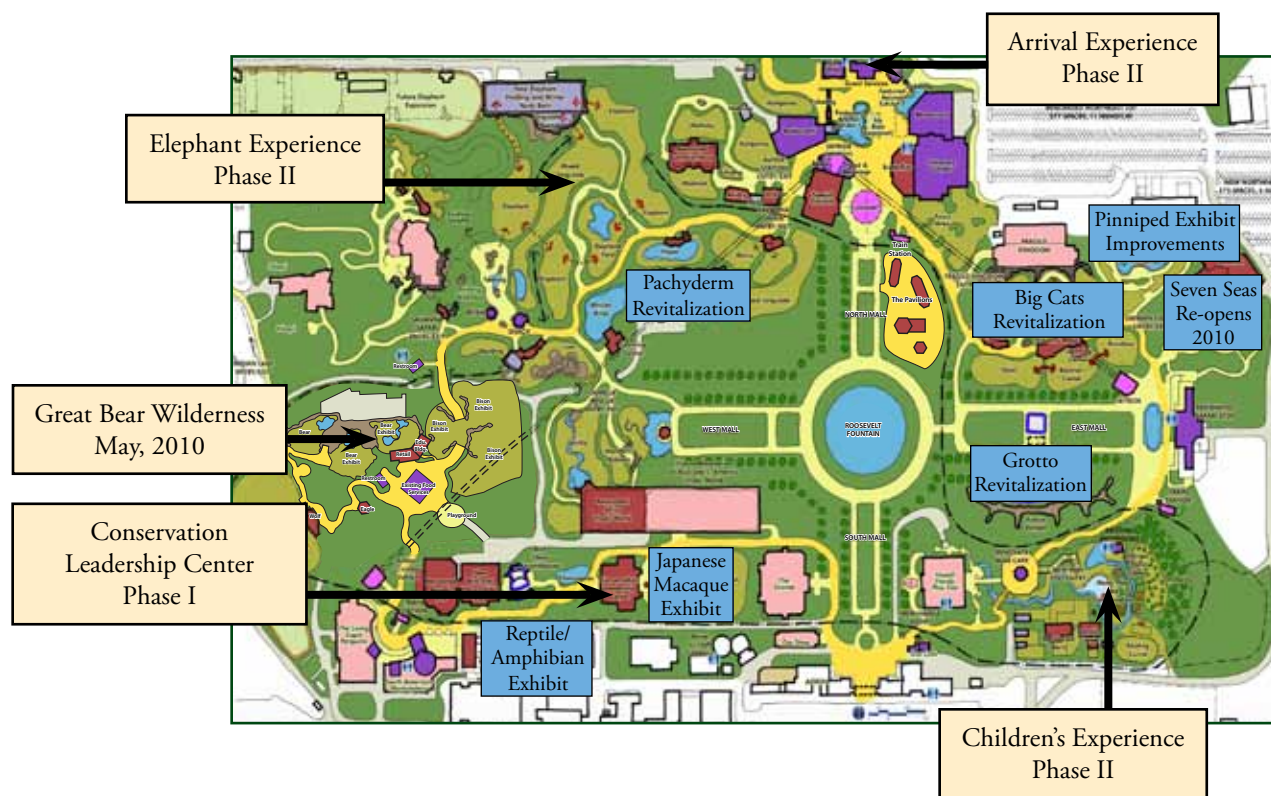
— RICHARD LOUV, 2001.

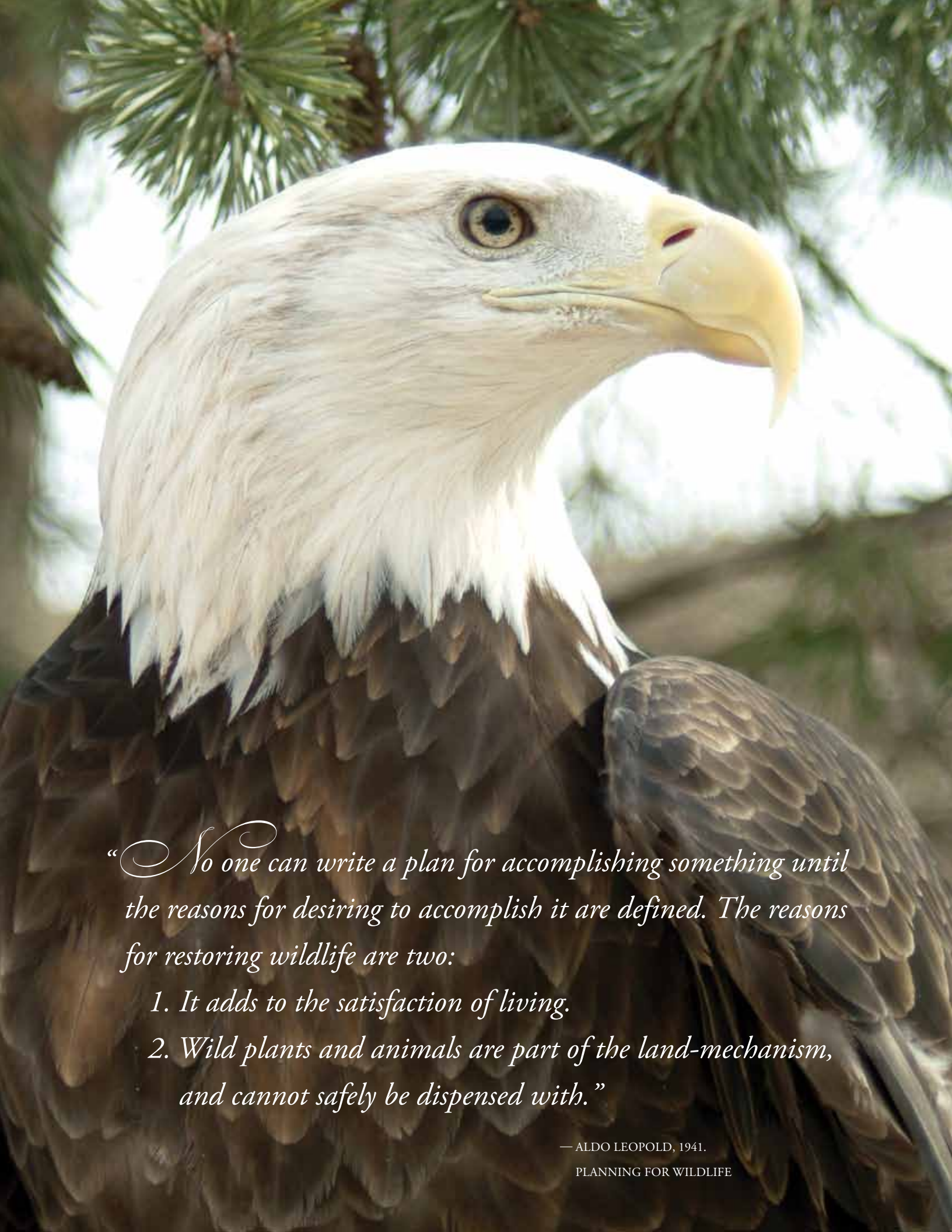
THE LAST CHILD IN THE WOODS

Planning the Future of Brookfield Zoo

In 2005, the Society initiated a comprehensive master planning effort for Brookfield Zoo. Led by a business firm, this Master Plan includes physical improvements to enhance animal welfare, conservation messages, the guest experience and operational efficiencies, and also includes a business model for increased attendance and revenue. The 15-year approved Master Plan launched the Society into a Leadership Campaign with two Phases of projects to implement.

As we continue to raise funds for capital needs during the current Capital Campaign, we will also refine the Master Plan to incorporate our current Animal Collection Plan, plans for exhibit refreshes, and identified deferred maintenance needs into concepts for future exhibits. Concurrently, we will integrate the Animal Collection Plan with other departmental needs and increase our overall collection. We will examine the Society's financial model for relevance in today's world and review our funding strategy, including the timetable and goals for the Leadership Campaign, in the context of today's economic downturn and impending recovery.





“No one can write a plan for accomplishing something until the reasons for desiring to accomplish it are defined. The reasons for restoring wildlife are two:

- 1. It adds to the satisfaction of living.*
- 2. Wild plants and animals are part of the land-mechanism, and cannot safely be dispensed with.”*

— ALDO LEOPOLD, 1941.

PLANNING FOR WILDLIFE

Acknowledgements

*S*pecial thanks to all who participated in this planning effort and to all who attended the work sessions, all staff brown bag meetings, senior manager meetings, and other strategic sessions for their insightful feedback and constructive input into this Strategic Plan.

STEERING COMMITTEE & MANAGEMENT TEAM MEMBERS

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Jeff Kober
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Journeys and World Class
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Our Vision

THE CHICAGO ZOOLOGICAL SOCIETY IS A RECOGNIZED LEADER IN INFLUENCING PEOPLE'S ACTIONS TO CONSERVE WILDLIFE AND VALUE NATURE.

Our Mission

TO INSPIRE CONSERVATION LEADERSHIP BY CONNECTING PEOPLE WITH WILDLIFE AND NATURE.

Our Values

PEOPLE	WORKING TO CREATE A BETTER WORLD FOR WILDLIFE AND NATURE
RESULTS	ACTING WITH A SENSE OF URGENCY TO ACHIEVE MEASURABLE OUTCOMES
INNOVATION	SEEKING WAYS TO IMPROVE OUR EFFECTIVENESS CONTINUOUSLY
DIVERSITY	EMBRACING AND VALUING COMMONALITIES AS WELL AS DIFFERENCES
ENTHUSIASM	BRINGING ENERGY AND PASSION TO OUR WORK EVERYDAY



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