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Contemporary Art developed The Flat Curve Gallery to encourage artists, and emerging artistic youth, to produce art related to staying home to "flatten the curve" (referring to Covid cases graph). Online streaming events, like sessions with artists and an online auction and fundraiser further engaged the community. Nothing can replace the in-person hands-on experience at a museum, however, this adaptation has opened up people's eyes to shareable possibilities. More virtual programs allow for increased longevity and accessibility for participants can experience from all over the world and at any time. 7.2.2 Zoos & Aquariums Zoos and aquariums's live collections make them unique types of museums with their own unique concerns. Zoos and aquariums are facilities in which animals are housed in enclosures for research, conservation, and public exhibition. The roles of zoos and aquariums generally fit within the following four pillars: conservation, education, research, and recreation. Zoos and aquariums provide a unique opportunity for urban residents and tourists alike to see and experience the wonders of nature on land and under the sea. In addition, zoos and aquariums can make substantial contributions to environmental education and habitat preservation. As of March 2024, there are currently more than 235 zoos and aquariums in the U.S. accredited by the Association of Zoos and Aquariums (AZA) (n.d.-a). AZA is the independent accrediting organization for the best zoos and aquariums in the world. Accreditation from the AZA assures the public that the zoos and aquariums they are visiting "meet the highest standards for animal care and welfare" (para. 1). About 200 million people visit AZA-accredited zoos and aquariums each year, a figure that surpasses the combined annual attendance rates of the major professional sports leagues, such as the NFL, NBA, NHL, and MLB (AZA, n.d.-a, 2023). Visitors view Giraffes and Giraffes watch visitors at the Birmingham Zoo./ Photo Credit: Ally Hedrick, CC BY 2.0 Much like museums that house inanimate objects, zoos and aquariums are leaders in public education and conservation. For example, the Monterey Bay Aquarium, the second largest aquarium in the U.S. located in Monterey Bay, California, is actively working to coordinate science, policy, and communication efforts focused on four key areas: Pacific Ocean wildlife and ecosystems, global fisheries and aquaculture, plastic pollution and climate change and ocean acidification (Monterey Bay Aquarium, n.d.). In fact, they are a popular resource for the public to turn to for sustainable seafood recommendations. Their Seafood Watch program identifies what seafood is more environmentally responsible based on scientific information. These recommendations are then used by the public to make better choices for their own health and their responsibility to the ocean. AZA-accredited zoos and aquariums have collaborated on breeding and reintroduction programs responsible for saving numerous species. Several notable examples include California condors, black-footed ferrets, Przewalski's horse, Ohio River Basin Freshwater Mussels, golden lion tamarans, and American red wolves. AZA-accredited zoos and aquariums spend an average of \$230 million on field conservation projects that support more than 800 species (AZA, n.d.-a). There are two primary ways that modern zoos support conservation of wild animals: Ex-situ programs, which involve managing freshwater mammals in captive settings (e.g., captive breeding programs) In-situ programs, which entail actions in the species' natural habitat (e.g., animal reintroductions or supporting anti-poaching operations in a national park). Black-footed Ferret Release at Rocky Mountain Arsenal National Wildlife Refuge/ Photo Credit: USFWS Mountain Prairie, CC BY 2.0 San Diego Zoo With visitation regularly surpassing the 4 million mark, the San Diego Zoo is the most visited zoo in the US. Spanning 100 acres of land leased from the City of San Diego, the facility houses 4,000 animals representing more than 650 species (San Diego Zoo Wildlife Alliance, 2024). The zoo's affiliate organization, San Diego Zoo Wildlife Alliance, is a private nonprofit organization with one of the largest zoological membership associations in the world. San Diego Zoo Safari Park/ Photo Credit: cultivar13, CC BY 2.0 The San Diego Zoo also operates the San Diego Zoo Safari Park, an expansive 2,000-acre park that features animals in more spacious, open settings compared to the zoo's more urban 100 acres. Exhibits are mostly centered on the theme of habitats from Asia, Africa, and Australia. Taking advantage of its pleasant year-round climate, the San Diego Zoo pioneered open-air, cageless exhibits that feature more natural animal habitats. As part of a visitation package, the zoo offers a guided bus tour that traverses the grounds. Known as the Skyfari, there is also an overhead gondola lift that provides an aerial view of the zoo. Some have argued that zoos and aquariums are morally objectionable, caging creatures in relatively small, unnatural spaces for the entirety of their lives for entertainment purposes. The argument is not without merit, as there are many zoos and aquariums not paid by AZA standards of conservation, education, and research. Even AZA-accredited facilities have been accused of not successfully fulfilling these mandates. Very few zoos or aquariums are allowed to conserve and breeding programs are a major focus of the park. And, while entertaining over 9 million visitors in 2022, messaging educates the public on issues of environmental habitat loss (Statista Research Department, 2023b). Tree of Life, Disney's Animal Kingdom/ Photo Credit: Jedd94, CC BY-SA 4.0 While each type of amusement and theme park has unique characteristics, they share some commonalities. They provide experiences and activities outside of everyday life. They aim to be fun, entertaining, and sometimes educational. Visitors immerse themselves in themed environments and partake in rides, shows, exhibits, games, tours, and other attractions. The parks appeal to diverse market segments, from families to couples to corporate groups. They generate billions in annual revenue and attract hundreds of millions of visitors globally each year. The following table lists the most popular amusement and theme parks worldwide and their attendance (in millions) from 2019 to 2022. Name of Park 2019 2020 2021 2022 Magic Kingdom (Walt Disney World), USA 20.96 6.94 12.69 17.13 Disneyland Anaheim, USA 18.66 3.67 8.57 16.88 Universal Studios, Japan 14.5 4.9 5.5 12.35 Tokyo Disneyland, Japan 17.91 4.16 6.3 12 Islands of Adventure, USA 11.48 3.68 8.59 10.9 Universal Studios Orlando, USA 10.92 3.91 8.99 10.75 Tokyo DisneySea, Japan 14.65 3.4 5.8 10.1 Epcot (Walt Disney World), USA 12.44 4.04 7.75 10 Disneyland Park, France 9.74 2.62 3.5 9.93 Disney's Animal Kingdom, USA 13.89 4.17 7.19 9.02 Disney's California Adventure, USA 9.86 1.92 4.98 9 Universal Studios Hollywood, USA 9.15 1.7 5.5 8.4 (Statista Research Department, 2023a). A list of the most visited amusement and theme parks with Walt Disney's Magic Kingdom topping the list (20.96 million visitors). Most visited amusement and theme parks worldwide 2019 Magic Kingdom (Walt Disney World), USA 20.96m Disneyland Anaheim, USA 18.66m Tokyo Disneyland, Japan 17.91m Tokyo DisneySea, Japan 14.65m Universal Studios, Japan 14.50m Disney's Animal Kingdom, USA 13.89m Epcot (Walt Disney World), USA 12.44m Universal Ocean Kingdom, China 11.74m Disney's Hollywood Studios, USA 11.48m Shanghai Disneyland, China 11.21m Universal Studios Orlando, USA 10.92m Islands of Adventure, USA 10.38m Disney's California Adventure, USA 9.86m Disneyland Park, France 9.74m Universal Studios Hollywood, USA 9.15m Everland, South Korea 6.61m Lotte World, South Korea 5.95m Nagashima Spa Land, Japan 5.95m Europa-Park, Germany 5.75m Hong Kong Disneyland, Hong Kong S.A.R. 5.70m Ocean Park, Hong Kong S.A.R. 5.70m Efteling Theme Park Resort, the Netherlands 5.26m Walt Disney Studios Park, France 5.25m OCT Happy Valley, Beijing, China 5.16m Chimelong Paradise, China 4.91m (Statista Research Department, 2023a). The Covid pandemic temporarily shut down or reduced attendance at many amusement and theme parks. The U.S. Census Bureau reports that amusement and theme park estimated revenue dropped 63% in 2020 compared to 2019, from \$20.1 billion to \$7.4 billion (Villarreal, 2024). Disney Parks implemented an attendance cap of 20% below pre-pandemic levels, which remained in effect through 2023 in response to increased guest satisfaction (WDWMagic, 2023). Mickey & Friends and the Disneyland Band in front of Sleeping Beauty Castle/ Photo Credit: Loren Javier, CC BY-ND 2.0 The U.S. theme park industry is highly concentrated among a few major players. Currently, the Walt Disney Parks and Resorts parks division earned \$7.9 billion in operating profit in 2022 (Kelleher, 2023) with its 12 worldwide theme parks, 6 of which are located in the U.S. at 2 campuses, one in California and one in Florida: Disneyland Resort (California) Disneyland Disney California Adventure Walt Disney World Resort (Florida) Magic Kingdom EPCOT Disney's Hollywood Studios Disney's Animal Kingdom Tokyo Disney Resort Tokyo Disneyland Tokyo DisneySea Disneyland Paris Disneyland Park Walt Disney Studios Park Hong Kong Disneyland Hong Kong Disneyland Park Shanghai Disney Resort Universal Studios operates 4 theme parks in the U.S., including 3 in Florida (Universal Studios Florida, Islands of Adventure, and Volcano Bay) and 1 in California (Universal Studios Hollywood). SeaWorld Parks and Entertainment operates 12 theme and water parks focused heavily on animal exhibits, shows and education. Their largest park, SeaWorld Orlando, draws around 4 million annually (Slyt, 2018). SeaWorld faced backlash over animal rights issues following the 2013 documentary Blackfish, forcing a repositioning to emphasize education, research and conservation. Beyond these heavyweights, Six Flags operates over 25 amusement parks across North America. Cedar Fair owns 13 amusement park including Cedar Point and Knott's Berry Farm. Other major amusement park chains include Palace Entertainment and Parques Reunidos, which combined operate over 50 parks worldwide. The Ride Virtual Reality Coaster at the Six Flags New England theme park./ Photo Credit: Thomas Wagner, CC BY-SA 2.0 Modern theme parks incorporate state-of-the-art rides, interactive games and shows, digital media, expanded food options from snacks to meals with characters like Mickey Mouse, unique special events like wine festivals and holiday parades, higher-end dining and dessert parties, private VIP tours, and options to skip lines through services like Disney's Genie+ service or Universal Express. Technologies like RFID (radio-frequency identification) wristbands track guest behavior to tailor offerings via apps and email. Guests can reserve ride times, order food pickup, and more. And, this technology enables operators to analyze traffic patterns to better distribute crowds, boosting visitor satisfaction and spending. 7.2.4 Industrial Attractions An industrial attraction is a manufacturing site, agricultural site, or other operation that invites visitors to tour behind-the-scenes and watch the production process. Examples of industrial attractions include factories, mines, wineries, fish hatcheries, and farms or plantations. The factory, farm, or other industrial operation is the primary purpose of the company and the majority of employees are focused on producing the industrial product. However, other dedicated staff focus on marketing to tourists and providing visitors with interesting experiences. These companies have found that they can generate revenue, expand the reach of their brand, and educate visitors by inviting them to tour their facility and watch how their industrial process works. Industrial attractions have been steadily rising in popularity in recent years, especially with farm tours, also known as agritourism. With declining profitability in farm operations, many farm owners have begun to invite visitors to participate in farming practices, such as picking berries or harvesting pumpkins. Wineries offer tours of their vineyards or meals served amongst rows of grapes. Traditional farms offer encounters with animals, petting zoos, hay rides, farm-to-table dining, and more. Farms involved in agritourism sometimes offer farm stays where guests are invited to stay on farm property. Horse or cattle ranches offer opportunities for visitors to interact with horses. These activities provide income from entrance fees as well as direct sales from agricultural products. Agritourism income grew by 67% over the 10 years between 2007 and 2017 (U.S. Department of Agriculture [USDA], 2022), and by 2022, 28,617 farms in the U.S. have offered agritourism and recreational services (USDA, 2024). Black Birch Vineyard Tour/ Photo Credit: Massachusetts Office of Travel and Tourism, CC BY-ND 2.0 Manufacturing tours are also popular, especially with famous brands such as Microsoft or Nike that sell specific products that visitors use. The Boeing airplane factory, for example, is a very popular visitor attraction in Everett, Washington, attracting over 6 million visitors from around the world since it opened in 1968 (Perrella, 2023). Opening factories to the public for tours can earn additional revenue for a company as well as help reinforce brand loyalty. Visitors get to see the behind-the-scenes production process, which can educate and elevate public perception of a product. About Jean Thompson, CEO Seattle Chocolate With an unparalleled love of chocolate, Jean Thompson has led Seattle Chocolate Company as owner and CEO since 2001 in the Seattle area producing high quality, sustainable chocolate bars and truffles in colorful packaging (personal communication, December 20, 2023). Her passion runs deeper than simply the food product. She is an advocate for sustainable harvesting practices of cacao beans and a champion for elevating the chocolate industry as a whole. Seattle Chocolate Employees sorting truffles, as viewed from an overhead walkway built for visitors./ Photo Credit: Explore Seattle Southside, Seattle Chocolate, CC BY 4.0 The chocolate industry faces many challenges in relation to the production of the cacao beans that are made into chocolate. Cacao farmers are impoverished, the rainforest is being destroyed in an attempt to increase yield, and demand for chocolate is outpacing supply. Thompson advocates for chocolate to be viewed as an artisan product like fine wine to increase its value and improve the lives of cacao farmers. "I opened my factory at Seattle Chocolate for tours because I want to bring people in and educate them about chocolate and to understand the journey of a cacao bean from the farm where it is grown to the finished chocolate bar on your local grocery store shelf. I believe this is the first step to appreciate chocolate as both delicious and nutritious, and appreciated for its rich layers of flavor and nuance based on terroir, fermentation, and roasting as well as fun flavors." The Seattle Chocolate factory in Tukwila, Washington invites visitors to learn how chocolate is made. This is paired with chocolate tastings where guides emphasize chocolate's complexity and flavor nuances. Visitors are taken into the manufacturing facility to see the "chocolate-making machines and the start-to-finish creation of [their] truffles and bars from the vantage point of our hot pink walkway, raised nearly 10 foot high" (Seattle Chocolate, n.d., para. 10). The company also hosts community events such as wine and chocolate pairings and a career day for high school girls to learn about jobs in the chocolate industry. Each October, the company hosts a family-friendly Haunted Chocolate Factory where guests brave the darkened factory searching for clues to solve a mystery and are rewarded with chocolate. The Nisqually Earthquake in 2001 left the young and struggling Seattle Chocolate Company in ruins. As an early investor with a strong tech marketing background, Jean Thompson took over the daily operations of the company as owner and CEO (personal communication, December 20, 2023). Her determination, willingness to learn and adapt, and curiosity fueled her throughout the nine years that it took to turn the company around. Seattle Chocolate truffles bars and truffles are now sold in all 50 states and Canada. In 2012, Jean launched joco chocolate, a culinary inspired chocolate line with a built-in give back. With both brands, Jean hopes to elevate the chocolate industry as a whole through innovative flavor combinations and consumer education. Jean is also using the popularity of chocolate to empower customers to make a difference; joco donates 10% net profits to cacao farmers and Seattle Chocolate donates 10% net profits to support girls and women. In December 2019, Jean delivered a TEDx talk entitled "Imagine a World Without Chocolate" that drew a massive audience. 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