

STRATEGIC PLAN 2026-2028



VISION

Positive outcomes for wildlife & people

MISSION

Foster connections between people and nature, amplify our impact through strategic partnerships, harness expertise for collective success, and innovate to thrive in a changing world.

PEOPLE & PARTNERSHIPS

Cultivate local and global collaborations to drive positive outcomes in conservation, welfare and community engagement.

- ✓ ZAA members' impact is amplified via Association services, benefits and collaborations
- ✓ Support members to deepen relationships with Indigenous communities through respectful, reciprocal connections
- ✓ Harness an expanded strategic partner base to support the delivery of this strategy
- ✓ Increased influence in relevant government advocacy, policy and law reform

INSPIRING CONNECTION

With excellence in animal welfare, conservation, community engagement and authentic cultural representation, ZAA members inspire connection between communities and nature.

- ✓ ZAA members develop relationships and nature connectedness with their communities
- ✓ Enhance community/ visitor understanding of the value and relevance of zoos and aquariums
- ✓ Animal-Visitor Interactions (AVIs) are supported with demonstrated standards in animal welfare and safety
- ✓ Strengthen visitor connections with native species, building consideration of species' Indigenous significance

EXPERIENCE & EXPERTISE

Develop and leverage diverse experience to foster collaborations, create opportunities, solve challenges and drive positive impact for animal welfare, conservation, sustainability and education.

- ✓ Professional development to attract, retain & cultivate a resilient, engaged & thriving membership
- ✓ The ZAA Accreditation Program & science-based approach to animal welfare has positive recognition by members, Government, community & local/global partners
- ✓ ZAA's species management is efficient & effective & supports viable populations
- ✓ ZAA & ZAA members' sustainability practices and conservation activities demonstrate meaningful outcomes

ADAPTIVE INNOVATIONS

Embrace agility, science, collaboration, and a pioneering approach for the benefit of the Association, members and the animals in our care.

- ✓ ZAA monitors emerging trends to proactively strengthen social license
- ✓ As champions for innovation, recognise and celebrate innovation across the ZAA community
- ✓ Identify and consider progressive initiatives to set ZAA apart
- ✓ Knowledge management and technology integration to effectively leverage Association operations