

An underwater photograph showing a person's hands gently holding a small sea turtle. The person's arms extend from the top left towards the center, with their hands supporting the turtle from below. The turtle is positioned horizontally, facing towards the right. Its shell is dark with distinct orange and brown patterns. The background is a clear, deep blue water with some light reflections on the surface. The overall mood is serene and protective.

# STRATEGIC PLAN

2016 – 2020





OUR VISION

# SECURING A SHARED FUTURE *for* WILDLIFE AND PEOPLE

*Taronga has made a centenary commitment to the long-term support of the Platypus.*



# INTRODUCTION FROM THE EXECUTIVE DIRECTOR

Luk Chai, the first Asian Elephant calf born in Australia as part of a regional conservation breeding program for the species. PHOTO: RICK STEVENS



## I am proud to introduce Taronga's 2016-2020 Strategic Plan.

2016 will be an exciting year for Taronga as we celebrate our Centenary and 100 year commitment to wildlife conservation. Our centenary is an important milestone and opportunity to reflect on the role of our organisation, the evolution of our activities and our legacy for wildlife for the next 100 years. It also provides a platform from which to launch Taronga's 2016-2020 Strategic Plan and future direction.

Taronga has a clear vision to 'secure a shared future for wildlife and people'. Motivated by our vision, we have significantly expanded our conservation, research and education activities and collaborate with partners in Australia and around the world. We have also redefined the guest experience at our Zoos to shine a clear light on behaviour change and simple actions that each and every one of us can take to help create a future for wildlife.

With over 960 animals and plants threatened with extinction in NSW and 37 % of mammals threatened with extinction globally, our role as a zoo-based conservation organisation has never been more important. We are uniquely placed to inspire people and communities to help us protect wildlife and have a responsibility to engage the 1.7 million guests to our Zoos each year.

This 2016-2020 Strategic Plan establishes a framework for the next stage of Taronga's development. It strengthens our commitment to support programs that have a positive impact on wildlife and will maximise the conservation benefit of our activities by focusing our resources and expertise in key areas.

To support our vision and the goals of our Strategic Plan, Taronga will also be investing in our Zoos. Co-funded by the NSW Government and our supporters, new and revitalised habitats for wildlife in our care will create experiences that encourage and empower our guests to make better choices, champion causes and change their behaviour to achieve positive outcomes for wildlife. We will also establish a regional hub for conservation science and education called the 'Taronga Institute of Science and Learning'. The Institute will expand education, awareness and capacity to resolve conservation challenges, protect critical habitat and conserve wildlife.

Taronga's 2016-2020 Strategic Plan has been developed in consultation with the Taronga Board, Executive Team, Management Team and our people at Taronga and Taronga Western Plains Zoos. I would like to take this opportunity to thank them for their contributions and in advance for their expertise, enthusiasm and passion that will enable our organisation to continually learn, evolve and grow.

I would also like to acknowledge our volunteers, members, supporters and networks whose support makes Taronga so much stronger as wildlife conservation organisation. I look forward to working with you as we strive to achieve the ambitious goals in our Strategic Plan and secure a shared future for wildlife and people.

**Cameron Kerr**  
Executive Director and Chief Executive  
Taronga Conservation Society Australia



# OUR ORGANISATION

Taronga is a broad and diverse organisation. We have a clear vision to help secure a shared future for wildlife and people with activities that span the fields of conservation, research, education and tourism.

At Taronga Zoo in Sydney and Taronga Western Plains Zoo in Dubbo, we participate in regional and global conservation breeding programs to establish insurance populations for species threatened in the wild. We also operate two wildlife hospitals that treat and rehabilitate injured native wildlife as well as providing best practice care for the animals at our Zoos.

For our 1.7 million guests, we create transformational experiences that empower people to change their attitudes and behaviours and achieve positive outcomes for wildlife.

Taronga has a deep commitment to conservation science. In Australia and internationally, we work with university, government and conservation partners to respond to challenges impacting wildlife and people. We also have a proud tradition of delivering conservation education programs that increase knowledge and awareness and inspire students to become champions for wildlife.

Taronga receives support from the NSW Government and the Taronga Foundation. Established in 2000, the Taronga Foundation raises funds for wildlife in our care and for conservation and education programs.

**TARONGA**  
CONSERVATION SOCIETY AUSTRALIA.



*Sumatran Tiger cub Kembali, one of three born at Taronga Zoo in 2011.*  
PHOTO: BOBBY-JO CLOW

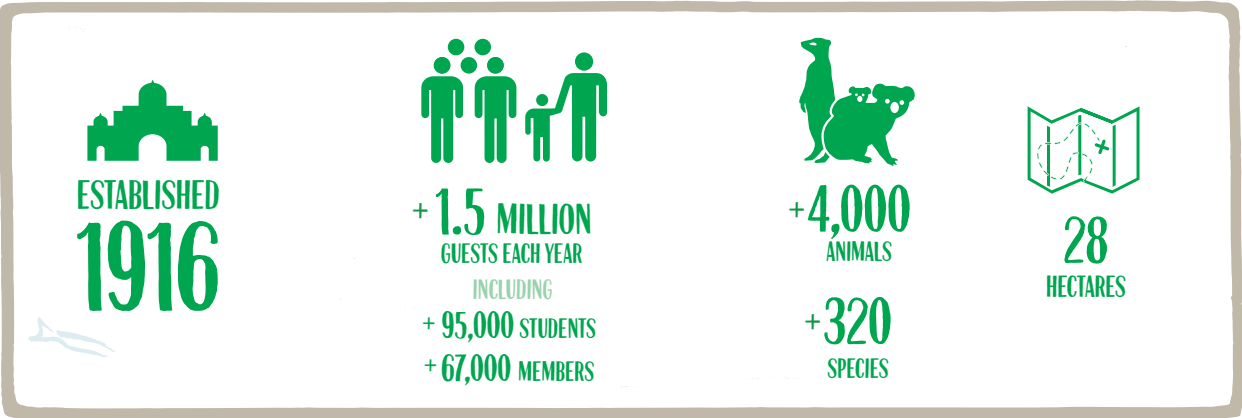


# OUR ZOOS



## TARONGA ZOO, SYDNEY

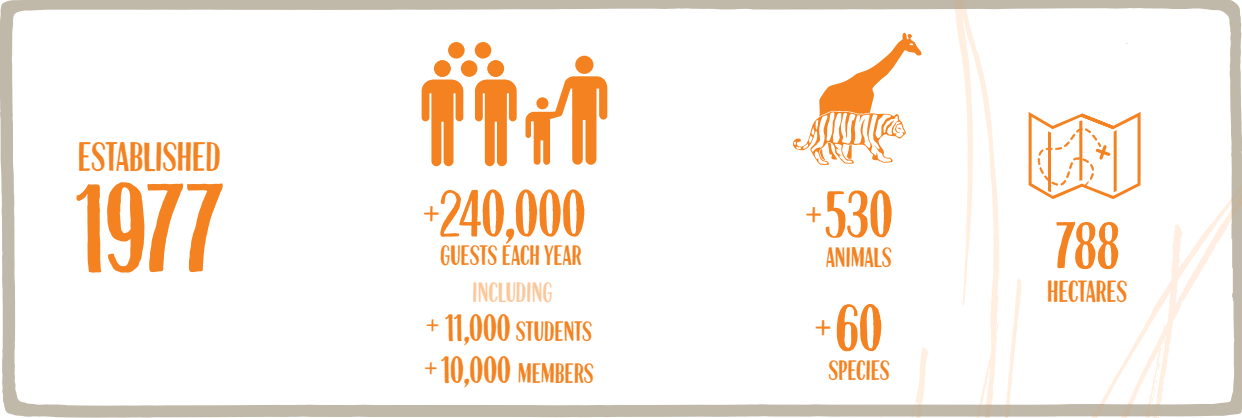
Located on the Sydney Harbour foreshore, Taronga Zoo is the most popular attraction in NSW. The Zoo supports breeding programs for critically endangered species including the Corroboree Frog and Regent Honeyeater. With over 20 keeper presentations each day, local and international guests develop a deeper understanding of wildlife. Unique experiences like Roar and Snore, Wild Ropes and Twilight at Taronga provide options for people wishing to engage with the Zoo in different ways.



Guests enjoy Taronga Zoo's Free Flight Bird Show and spectacular view of Sydney Harbour. PHOTO: ANDERS ALEXANDER

## TARONGA WESTERN PLAINS ZOO, DUBBO

At Taronga Western Plains Zoo, guests have the opportunity to observe wildlife in an open range environment. The Zoo has a global reputation for breeding rhinoceros and cares for other endangered and vulnerable species including the Sumatran Tiger, Siamang and African Lion. An increasing number of guests choose to experience the Zoo overnight by staying at Zoofari, the Savannah Cabins or Billabong Camp.



Taronga Western Plains Zoo's African Savannah.



# CONSERVATION *and* EDUCATION

Taronga has a strong commitment to research and conservation science across a range of disciplines including Wildlife Health, Population Viability, Ecology, Nutrition and Behaviour. Through our collaborations with university and government partners, we increase the collective understanding of species biology, ecology and threatening processes, and generate rigorous scientific data that can be used to inform wildlife and habitat management decisions.

150,000 students participate in Taronga education programs at our zoos and in the community each year. We work in partnership with the NSW Department of Education, Catholic Education Office and Department of Family and Community Services to create authentic learning experiences and a unique and supportive

environment. Since 2008, Taronga has also run certified Vocational Education and Training programs through the Taronga Training Institute (TTI), a Registered Training Organisation, and co-supervises a number of post-graduate students from universities across Australia.

In 2016 Taronga will begin construction of the Taronga Institute of Science and Learning. Unique in the Southern Hemisphere, the Taronga Institute will put conservation science on display to inspire future generations and increase knowledge and capacity to help secure a shared future for wildlife and people. It represents a significant investment for our organisation and the fundamental importance of conservation, research and education to the achievement of our vision.

## CONSERVATION ACTIVITIES

### Research

**\$5.2 million** in scientific grants leveraged through the Taronga Conservation Science Initiative

**5** Australian Research Council linkage grants awarded across 2014 and 2015

### Field Conservation

Participate in **13** recovery programs for Australian native species

Support over **30** conservation programs in the field in Australia and around the world

## EDUCATION PROGRAMS

### School Education

**+93,000** student visits

**+9,000** student overnight experiences

**+17,000** Zoomobile outreach program participants

### Community Education

**+4,000** community program participants

**+25,000** Zoomobile outreach program participants

### Vocational Education

**+200** students enrolled in Taronga Training Institute courses

### Higher Education

**+30** research students supervised by Taronga staff (Honours; Masters; PhD)

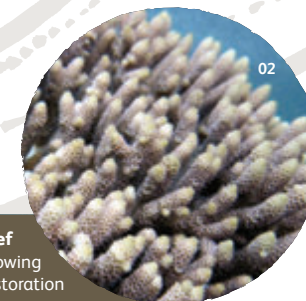


Taronga education programs increase awareness and understanding of Australian wildlife. PHOTO: RICK STEVENS





**Christmas Island**  
Christmas Island Flying  
Fox health, ecology and  
conservation



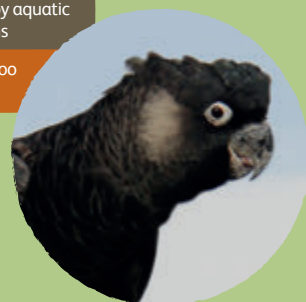
**Great Barrier Reef**  
Preserving and growing  
coral for future restoration  
Investigating outbreaks of systemic  
coccidiosis of Green Turtles

**Townsville**  
Resistance to Chytridiomycosis  
in endangered frogs

**Central Coast**  
Do oil spills leave lasting health  
consequences for Pelicans?  
Effectiveness of wildlife corridors  
in the Gosford region

Green and Gold Bell Frog	Alpine Frog	Orange-bellied Parrot
Little Penguin	Booroolong Frog	Blue-tailed Skink
Yellow Spotted-Bell Frog	Corroboree Frog	Lister's Gecko
Helmeted Honeyeater	Long-Nosed Bandicoot	Bellinger River Turtle
Tasmanian Devil	Plains Wanderer	Brush-tail Rock Wallaby

**Western Australia**  
Understanding shark attacks:  
Sensory cues emitted by aquatic  
mammals and humans  
**Carnaby's Black Cockatoo**  
conservation



**Dubbo**  
Tasmanian Devil  
nutritional requirements  
Asian Elephant semen  
cryopreservation  
Virtual elephant herds

**Highlands**  
Trialling fenced,  
disease-free enclosures to  
establish wild populations of  
Southern Corroboree Frogs  
Experimental reintroduction of  
Northern Corroboree Frogs



**Hunter Region**  
Disease investigation:  
Eastern Grey Kangaroo  
mass mortality



**Lord Howe Island**  
Satellite telemetry of Australian  
juvenile Loggerhead Turtles in  
the South Pacific Ocean

**Bellingen**  
Disease investigation:  
George's Turtle  
mortality event

**Sydney**  
Numerical modelling of  
swimming techniques in seals  
Song learning in the  
Regent Honeyeater  
The value of human  
wildlife interactions  
Koala housing, husbandry and  
educational experiences for  
conservation outcomes  
Validating welfare indices in  
zoo housed species: accentuating  
the positive  
Do Koala retrovirus variants  
alter immune function in  
captive Koalas?  
Developing Assisted  
Reproductive Technologies  
(ART) for critically endangered  
Australian amphibians  
**Regent Honeyeater**  
breeding program

**Oceans South of Sydney**  
Marine parks, predators  
& hotspots  
Sensing the seascape:  
Marine predator foraging  
Disease investigation:  
Risso's Dolphin mortality  
investigation



**South Coast**  
Wild shark social networks  
Long-nosed Potoroo health  
assessment and translocation



**Tasmania**  
Mate choice for  
Tasmanian Devil  
management

**Riverina**  
Platypus conservation and  
management planning

**Western NSW**  
Greater Bilby Conservation  
with Australian Wildlife  
Conservancy

# OUR WORK IN AUSTRALIA

Australia is home to some of the world's most beautiful and unique wildlife. As a conservation organisation, Taronga focuses on threatened and priority Australian species for recovery, breeding and release to the wild. We also apply our diverse expertise and partner with government, the research community and industry to investigate, communicate and implement best practise responses to environmental challenges that have the potential to affect human, wildlife and ecosystem health.

## KEY

### Research

### Conservation Programs

### Recovery Programs

Note: Our programs are reviewed regularly for consistency with our vision and our Conservation Commitment.



# OUR GLOBAL REACH

Taronga works with conservation experts around the world to achieve tangible outcomes for wildlife, habitats and communities. We provide financial support to more than 30 organisations to help ensure the long-term security of wildlife in healthy ecosystems and habitats, and grant a number of Conservation Fellowships each year that match the expertise of our people with the conservation needs of our partners to achieve specific project outcomes. We have a strong focus on Sumatra, Indonesia as a biodiversity hotspot and near neighbour, but also work with partners across Africa, Asia and the Pacific.

01 PHOTO: MONO TOCÓN 02 PHOTO: TARONGA 03 PHOTO: TARONGA 04 PHOTO: DAVID KIRSHNER  
05 PHOTO: CHRIS KARA 06 PHOTO: TARONGA 07 PHOTO: ERIN MORONEY

## Research

### China

Giant Panda sperm cryopreservation and metabolism

### Fiji

Ecology and population dynamics of the critically endangered Fijian Crested Iguana

Assessment of Fijian Iguanas in the eastern Fijian Islands

### Thailand and Singapore

Asian Elephant semen cryopreservation

Aerosol transmission of pathogenic bacteria in Asian Elephants

## Community Conservation Campaigns

### Beads for Wildlife

Supporting people and wildlife in Northern Kenya through alternative incomes and anti-poaching patrols

### Fish for Good

Encouraging shoppers and retailers to make choices that ensure an ocean-friendly future for marine life and humans

### They're Calling on You

Recycling mobile phones to reduce landfill and support primate conservation

### Responsible Palm Oil

Encouraging a shift in the Australian supply and demand towards 100% segregated certified sustainable palm oil (CSPO)

### Wildlife Witness

Combating illegal wildlife trade for greater protection of wildlife around the world including Sun Bears, rhinoceros and elephants



**Congo**  
Release program for Chimpanzees at Tchimpounga Sanctuary with Jane Goodall Institute



**Mongolia**  
Strengthening Przewalski's Horse populations with Smithsonian Conservation Biology Institute



**Vietnam**  
Pangolin Conservation Action Plan with Save Vietnam's Wildlife



**Sumatra**  
Rhino protection with International Rhino Foundation



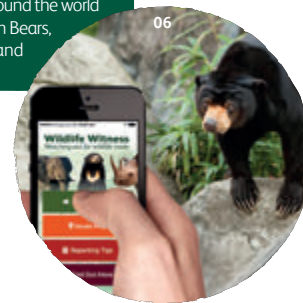
**South-East Asia**  
Stopping wildlife trade with TRAFFIC



**Peru**  
Conservation of the San Martin Titi Monkey



**Beads for Wildlife**  
Supporting people and wildlife in Northern Kenya through alternative incomes and anti-poaching patrols



**Wildlife Witness**  
Combating illegal wildlife trade for greater protection of wildlife around the world including Sun Bears, rhinoceros and elephants

## Conservation Programs

### Costa Rica

Conservation of sawfish and critical habitats with Mision Tiburon

### Democratic Republic of the Congo

Growing sustainable communities in Maiko-Tayna Kahuzi Biega

### Guatemala

Community forest management for the Alligator Lizard

### Indonesia, Java

Gibbon protection units with the Silvery Gibbon Project

### Indonesia, Komodo Island

Komodo Dragon population monitoring with Komodo Survival Program

### Indonesia, Sumatra

Keeping Supayang wild with Wildlife Asia

Rhino protection with International Rhino Foundation (Founding Member)

Wildlife protection in Bukit Tigapuluh with The Orangutan Project

Support for the Sumatran Elephant Sanctuary at Way Kambas National Park

### Kenya

Wildlife monitoring in Biliqo Bulesa Conservancy with Northern Rangelands Trust

### Mongolia

Strengthening Przewalski's Horse populations with Smithsonian Conservation Biology Institute

### Madagascar

Eradication of an invasive toad with Madagascar Fauna and Flora Group

### Nepal

Conservation of the Fishing Cat with National Trust for Nature Conservation

### Papua New Guinea

Monitoring the Matschie's Tree Kangaroo with Tree Kangaroo Conservation Program

### Republic of the Congo

Development of release program for Chimpanzees at Tchimpounga Sanctuary with Jane Goodall Institute

### South Africa

Testing the Shark Safe barrier

### South-East Asia

Wildlife crime data analysis with TRAFFIC

### Southern Africa

Mitigating Farmer-Predator Conflict with Cheetah Outreach

### Sri Lanka

Behaviour and social dynamics of Asian Elephants

### Thailand

Protecting elephants and people in Kui Buri National Park with Thai Government

### Uganda

Innovation for Uganda's forests with New Nature Foundation

### Peru

Conservation of the San Martin Titi Monkey

### Vietnam

Pangolin Conservation Action Plan with Save Vietnam's Wildlife

Conservation of the Northern White-cheeked Gibbon with Fauna and Flora International

### Zambia

Stopping poaching in South Luangwa with the South Luangwa Conservation Society

### Zimbabwe

Poaching units for Painted Dog conservation with Painted Dog Conservation

Note: Our programs are reviewed regularly for consistency with our vision and our Conservation Commitment.

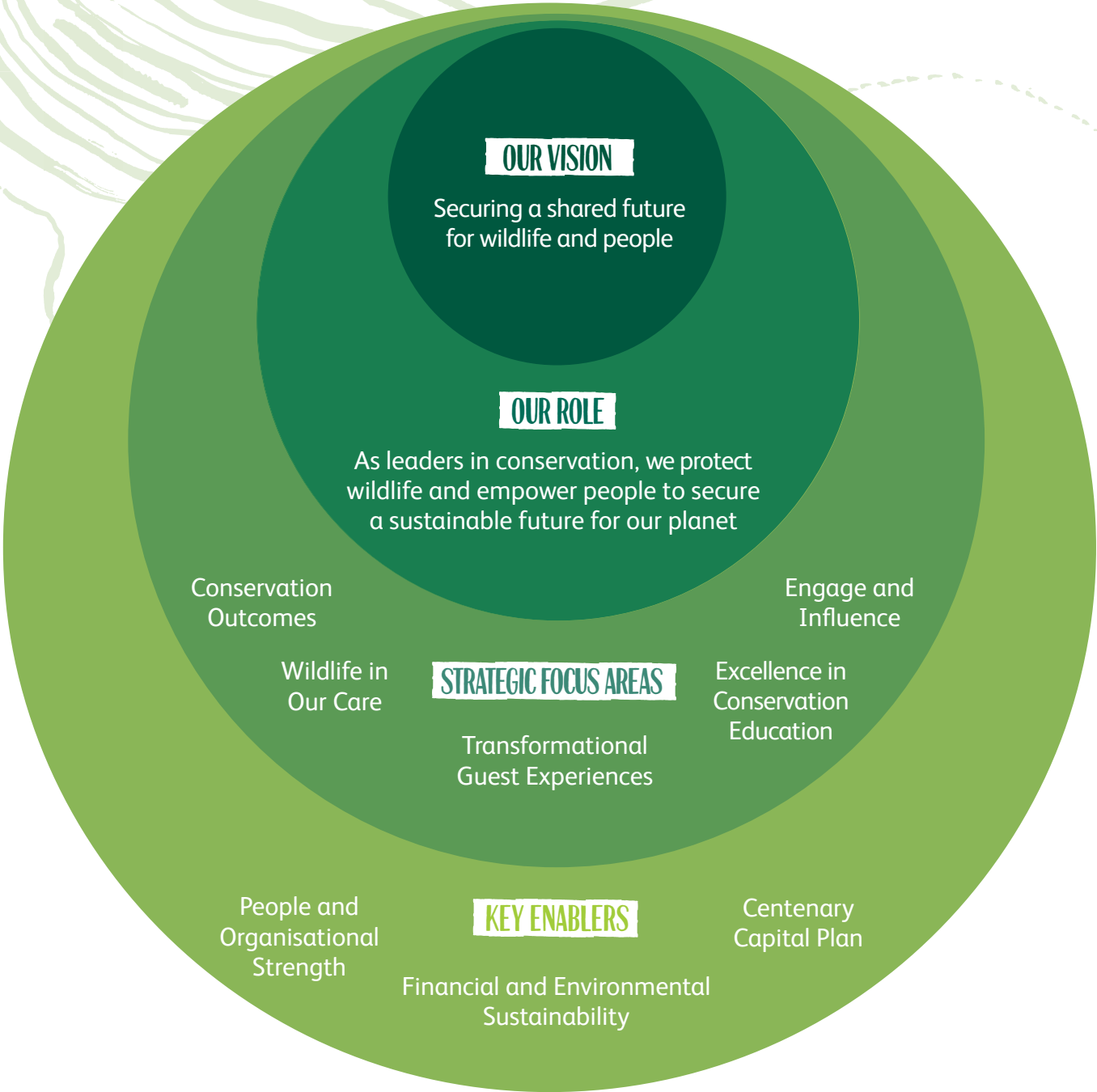


# 2016–2020 STRATEGIC PLAN

Taronga is at a significant point in its development as we prepare to celebrate milestone years at our two Zoos and invest in a future for wildlife through the Centenary Capital Plan. The scope of our activities has also expanded in recent years as we strive to fulfil our broad mandate and achieve our vision to secure a shared future for wildlife and people.

At this exciting time, our 2016-2020 Strategic Plan has been developed to document and communicate our key priorities. It builds on the foundation of Taronga’s 2010-2015 Strategic Plan and identifies five strategic focus areas and three key enablers that are fundamental to the achievement of our vision. In each of these areas we have goals that will help achieve positive outcomes for wildlife and people and maximise the impact of our activities. We have also developed specific objectives and measures to monitor progress across the period of this Strategic Plan.

Our Strategic Plan framework also includes our values and is supported by organisational commitments to conservation, animal welfare, guest experience, sustainability and work health and safety.





# OUR ROLE

**As leaders in conservation, we protect wildlife and empower people to secure a sustainable future for our planet.**

As a zoo-based conservation organisation we have the unique opportunity to work with wildlife and with people to maximise the conservation benefit of our activities. Just as we have a responsibility for the wildlife in our care, we have a responsibility to engage Taronga's 1.7 million guests and broad church of stakeholders to help us protect wildlife and ecosystems.

Taronga provides opportunities for people to connect with and understand wildlife as a guest at our Zoos, a participant in our education programs or a member of our digital community. We also work with local partners to establish connections and understanding in communities around the world that live in close proximity to wildlife. With this strong foundation of connection and understanding, we empower people to take simple actions to help reduce threats to wildlife and ecosystems by providing them with the information and tools necessary to change their attitudes and behaviours.



Western Lowland Gorilla Mjukuu with mother Mbeli.  
PHOTO: GEMMA ORTLIPP



# OUR STRATEGIC FOCUS AREAS

Taronga has a broad mandate. Our strategic focus areas reflect the overarching priorities for our organisation and include ambitious goals that will help us achieve our vision to secure a shared future for wildlife and people. With finite resources, they will also focus the expertise, energy and enthusiasm of our people to maximise outcomes for wildlife.

1

## CONSERVATION OUTCOMES

Actively participate in wildlife conservation initiatives that ensure the long-term security of wildlife in sustainable ecosystems and habitats

2

## WILDLIFE IN OUR CARE

Be a leader in the care and presentation of wildlife, providing positive welfare, dignity and respect for all

3

## TRANSFORMATIONAL GUEST EXPERIENCES

Attract an increasing number of guests to our Zoos and inspire action through experiences that increase knowledge and change people's attitudes and behaviours

4

## EXCELLENCE IN CONSERVATION EDUCATION

Increase participation and inspire action for the wild through innovative and authentic education programs

5

## ENGAGE AND INFLUENCE

Engage, grow and mobilise our members, supporters and networks to achieve positive outcomes for wildlife

1

## CONSERVATION OUTCOMES

Actively participate in wildlife conservation initiatives that ensure the long-term security of wildlife in sustainable ecosystems and habitats

### GOALS\*

1. Support conservation initiatives that demonstrate positive impact for wildlife, habitats and communities
2. Investigate, communicate and implement collaborative scientific programs that inform key environmental issues, improve conservation planning and optimise wildlife management
3. Develop and carry out community conservation campaigns that achieve positive outcomes for wildlife
4. All species in our care have a clear role that contributes to conservation or education outcomes
5. Expand habitat for native wildlife at our Zoos

\*For each goal, specific objectives and measures have been developed to monitor progress across the period of this Strategic Plan.

## CONSERVATION BREEDING FOR RHINOS

Taronga is a founding member of the International Rhinoceros Foundation. At Taronga Western Plains Zoo, Black Rhinoceros, Southern White Rhinoceros and Greater One-horned Rhinoceros are managed as part of programs that aim to maintain genetically fit populations over a period of 100 years. Taronga also supports efforts to conserve rhinos in the wild including the Sumatran Rhinoceros of which there are less than 100 individuals.



20 RHINO  
CALVES  
BORN AT TARONGA\*



## 2 WILDLIFE *in* OUR CARE

Be a leader in the care and presentation of wildlife, providing positive welfare, dignity and respect for all

### GOALS\*

1. Wildlife at our Zoos are independently assessed as being in a positive welfare state
2. Provide dignity and respect for wildlife in our care and lead continuous understanding and improvement in this area
3. Improve the framework within which animal populations are managed at our Zoos and in the region to ensure long term health and sustainability
4. Ensure best practice health care and nutrition for wildlife in our care
5. Deliver an effective wildlife rehabilitation program measured by species survivability and recruitment contributing to tangible conservation outcomes in the wild

\*For each goal, specific objectives and measures have been developed to monitor progress across the period of this Strategic Plan.

### MARINE TURTLE REHABILITATION *and* RELEASE

At Taronga's Wildlife Hospitals we treat, rehabilitate and release injured native wildlife. At Taronga Zoo, a large number of marine turtles have been admitted to the hospital after being injured by marine debris including plastics and fishing line. To better understand the survivability and movements of turtles, the Wildlife Hospital has commenced a project to satellite track animals post-release and is currently monitoring 7 turtles.

  
**74** MARINE TURTLES  
RELEASED TO THE WILD

PHOTO: TOBY ZERNA, THE DAILY TELEGRAPH

## 3 TRANSFORMATIONAL GUEST EXPERIENCES

Attract an increasing number of guests to our Zoos and inspire action through experiences that increase knowledge and change people's attitudes and behaviours

### GOALS\*

1. Increase total attendances at our Zoos to 1.9 million per annum by 2020
2. 90% of guests would refer a Taronga experience to family and friends
3. Guest experiences at our Zoos increase knowledge and transform behaviours to achieve positive outcomes for wildlife
4. Build strong awareness and participation in Taronga community conservation campaigns as part of a visit to our Zoos
5. Increase the number of people taking conservation action to support Taronga programs and campaigns

\*For each goal, specific objectives and measures have been developed to monitor progress across the period of this Strategic Plan.



Children are excited to meet Australia's unique wildlife. PHOTO: RICK STEVENS



Roar and Snore gives guests the opportunity to stay overnight at Taronga Zoo. PHOTO: TARONGA



Sun Bear Mr Hobbs is an ambassador for Taronga's efforts to combat the illegal wildlife trade. PHOTO: GARY RAMAGE

### EMPOWERING TRAVELLERS *to* HELP FIGHT WILDLIFE TRADE

Taronga created the Wildlife Witness app in 2014. Information reported by travellers through the app is transmitted to TRAFFIC, the global wildlife trade monitoring network, and reviewed by a Senior Crime Analyst. Since its development, the app has been translated into Thai and Bahasa making it more accessible for communities in Thailand and Indonesia.



**59** INCIDENTS of WILDLIFE TRADE  
REPORTED TO TRAFFIC  
for INVESTIGATION



# 4 EXCELLENCE *in* CONSERVATION EDUCATION

Increase participation and inspire action for the wild through innovative and authentic education programs

GOALS\*

- 1. Increase participation in education programs at our Zoos to 150,000 students per annum by 2020
- 2. Expand the reach of Taronga education programs in the community and online to 100,000 students per annum by 2020
- 3. Deliver on defined national curriculum outcomes for at least 80% of school education programs
- 4. Create new opportunities for tertiary students to participate in formal education programs at our Zoos

\*For each goal, specific objectives and measures have been developed to monitor progress across the period of this Strategic Plan.



Animal experiences inspire students to take action to conserve our natural environment. PHOTO: LORINDA TAYLOR



Aboriginal programs highlight connections between people, wildlife and the environment. PHOTO: ROD CHEAL



Taronga's Zoomobile outreach program visits schools and community groups. PHOTO: LORINDA TAYLOR

## TRAINING THE NEXT GENERATION of ZOO PROFESSIONALS

In 2008, Taronga established the Taronga Training Institute (TTI) as a learning pathway for the next generation of zoo professionals. TTI is the only zoo-based Registered Training Organisation in Australia and delivers accredited vocational training for students in Animal Care and Management and Tourism. All students complete practical training and assessment at Taronga Zoo or Taronga Western Plains Zoo as part of which they have the opportunity to work with and learn from Taronga's experienced team.

  
**1200**  
GRADUATES\*

\*Includes students who have graduated from accredited programs or received Statements of Attainment from TTI

# 5 ENGAGE *and* INFLUENCE

Engage, grow and mobilise our members, supporters and networks to achieve positive outcomes for wildlife

GOALS\*

- 1. Double the number of people participating in Taronga membership programs by 2020
- 2. Build an online advocacy community to drive actions for the wild with a reach of 1 million people by 2020
- 3. Actively work with Taronga's corporate partners and major suppliers to achieve sustainability and conservation outcomes
- 4. Engage a group of Ambassadors to advocate Taronga's vision
- 5. Participate by invitation in policy development and reform to maximise outcomes for wildlife

\*For each goal, specific objectives and measures have been developed to monitor progress across the period of this Strategic Plan.

## PARTNERING *to* PROMOTE SUSTAINABLE SEAFOOD

Together with Compass Group, Taronga Zoo's onsite catering partner, Taronga opened the first Marine Stewardship Council (MSC) certified restaurant in Australia. All seafood is sourced from fisheries that promote and support the MSC guidelines for sustainable fishing practices. Sustainable seafood messaging is also included in the Seal Presentation delivered twice daily.



**1.5** MILLION VISITORS  
LEARN ABOUT THE IMPORTANCE of BUYING SUSTAINABLE SEAFOOD

PHOTO: LORINDA TAYLOR



# OUR KEY ENABLERS

To achieve our vision and the goals in our five strategic focus areas we must have a strong foundation from which to build. In the development of our 2016-2020 Strategic Plan we identified three key enablers that will reinforce the solid foundation Taronga has built over the past 100 years and support our organisation to grow over the next 5 years.

1

## PEOPLE AND ORGANISATIONAL STRENGTH

Support and enable our people to achieve Taronga's vision and strategic objectives

2

## FINANCIAL AND ENVIRONMENTAL SUSTAINABILITY

Continuous improvement and integration of financial and environmental sustainability

3

## CENTENARY CAPITAL PLAN

Deliver the Centenary Capital Plan on time and on budget to secure Taronga's position as a leading conservation and nature tourism organisation

1

## PEOPLE *and* ORGANISATIONAL STRENGTH

Support and enable our people to achieve Taronga's vision and strategic objectives

### GOALS\*

1. Build and support a capable, motivated, engaged and high performing team
2. Maintain a positive safety culture and demonstrate continuous improvement in work health and safety to ensure a safe environment for our people and guests
3. Use technology to improve operational efficiency, create a frictionless guest experience and increase engagement with Taronga
4. Generate consistent and compelling communications to build knowledge and understanding of Taronga's vision, mission, role and contributions to wildlife conservation
5. Embed a culture of best practice procurement and effective risk management

\*For each goal, specific objectives and measures have been developed to monitor progress across the period of this Strategic Plan.

### ESTABLISHING HABITAT FOR *the* REGENT HONEYEATER

Taronga has over 350 Youth at the Zoo (YATZ) members who generously volunteer their time to support activities at our zoos and in the community. YATZ members travel to the Capertee Valley twice each year to plant trees and establish habitat for the critically endangered Regent Honeyeater. Taronga is also an active participant in the Regent Honeyeater Recovery Program as part of which birds are bred for release to the wild and an insurance population maintained at Taronga Zoo.

6,000  
TREES  
PLANTED EACH YEAR

186  
BIRDS  
RELEASED



## 2 FINANCIAL *and* ENVIRONMENTAL SUSTAINABILITY

Continuous improvement and integration of financial and environmental sustainability

### GOALS\*

1. Improve financial performance year on year through effective cost management and revenue growth to support Taronga's operations
2. Raise at least \$50 million through the Taronga Foundation for wildlife in our care and for conservation and education programs by 2020
3. Consider environmental sustainability targets in all business planning processes
4. Integrate environmental and financial reporting
5. Reduce Taronga's Carbon Footprint by greater than 10% per square metre by 2020

\*For each goal, specific objectives and measures have been developed to monitor progress across the period of this Strategic Plan.



Sumatran Tiger cub Jumilah PHOTO: JAMES MORGAN



Francois' Langur baby Nangua. PHOTO: PAUL FAHY



A koala joey newly out of the pouch at Taronga Zoo. PHOTO: PAUL FAHY

### BUSH REGENERATION *on* SYDNEY HARBOUR FORESHORE

Bush regeneration establishes and enhances habitat available for native wildlife including small native mammals, birds and reptiles. Taronga coordinates efforts to conserve natural bushland adjacent to Taronga Zoo. Taronga staff and volunteers work with the local community to protect remnant plant communities and propagate plants for use in restoration projects.

  
**2,500**  
HOURS OF  
BUSH REGENERATION

## 3 CENTENARY CAPITAL PLAN

Deliver the Centenary Capital Plan on time and on budget to secure Taronga's position as a leading conservation and nature tourism organisation

### GOALS\*

1. Achieve the vision of the Centenary Capital Plan
2. All new animal exhibits and guest experiences exceed guest expectations
3. Establish the Taronga Institute of Science and Learning as a sustainable part of Taronga's operations
4. Expand overnight experiences at Taronga Zoo to increase knowledge and transform guest behaviours to achieve positive outcomes for wildlife

\*For each goal, specific objectives and measures have been developed to monitor progress across the period of this Strategic Plan.



### TRANSFORMATIONAL OVERNIGHT EXPERIENCES

Almost 45,000 people enjoy an overnight experience at our Zoos each year. Experiences at Zoofari, Billabong Camp, the Savannah Cabins or Roar and Snore positively change attitudes and behaviours towards wildlife. School children also have the opportunity to participate in the Zoosnooz overnight program that increases awareness and understanding of wildlife.

**23%**  
**INCREASE**  
IN GUESTS WHO BECOME  
*CHAMPIONS for WILDLIFE*

\*Measured as the number of guests who 'intend to make a conscious effort to do things to help conserve the environment' after their stay at Roar and Snore



# OUR COMMITMENTS

Our strategic plan is supported by organisation wide commitments to conservation, animal welfare, guest experience, sustainability and work health and safety. These commitments identify specific actions we will take and establish a framework for continuous improvement in each area.

## CONSERVATION

**Because a future without wildlife is not an option**

We commit to maximising our contribution to conservation by taking a 360 degree approach that focuses on wildlife, habitats and communities. We define conservation as the long term security of wildlife in healthy ecosystems and habitats, and inspire, lead and act to support projects that deliver tangible conservation outcomes in Australia and around the world.

## ANIMAL WELFARE

**Because we have a responsibility for the care of wildlife**

We commit to providing excellent husbandry, veterinary management and housing that promotes good welfare to all animals in our care. We believe that optimal welfare is achieved when each animal has a life experience that approximates the quality of a life experienced by an equivalent member of that species living in the wild.

## GUEST EXPERIENCE

**Because we believe our guests can become custodians for the wild**

We commit to inspiring and empowering people of all ages. We create transformational experiences that encourage adults and children alike to make better choices, champion causes and change their behaviour to achieve tangible conservation outcomes for wildlife.

## SUSTAINABILITY

**Because we should tread lightly on this planet**

We commit to reducing the environmental footprint of our Zoos. We will embed sustainable work practises into all areas of our operation, set clear sustainability targets and actively engage our guests to adopt more sustainable behaviours to achieve positive outcomes for wildlife.

## WORK HEALTH & SAFETY

**Because our people make the difference**

We commit to providing a safe and healthy environment for our people and guests. Workplace health and safety is an essential part of Taronga's operations, uniting our duty of care with the continuous improvement of our systematic and comprehensive safety management system, TarongaSAFE. We recognise it is everyone's responsibility to contribute towards a positive safety culture and through consultation we develop systems for a safe workplace.



An injured wombat joey is hand-raised by keepers. . . PHOTO: JEFF DARMANIN, THE DAILY TELEGRAPH



# OUR VALUES

Our values are fundamental to the success of our organisation. They reflect the way our people and volunteers will work together to achieve our vision and the goals identified in this 2016-2020 Strategic Plan. Developed through consultation with our people in 2010, our values have maintained their relevance as our organisation has evolved with only one minor amendment made during the development of this Strategic Plan to emphasise the importance of clear and unified communications.

- Be supportive and enthusiastic
- Accept and take responsibility
- Show dignity and respect
- Innovate and take initiative
- Communicate clearly and with one voice







### OUR MANTRA

For the wild. For its future.

And it's one you may not have contemplated before.  
One where the world's wild animals don't simply slip  
off the face of the earth, never to be seen again...

They make a comeback.

We believe that humans and animals can live  
together on this planet. That we can share it.

That they can survive and even thrive  
in the wild without any help from us.

But until that day comes we will be  
right there working towards it.

As a home.

A school.

A nursery.

A dating service.

The first line of defence.

And the last resort.

We are defenders, champions and educators of the wild.

And we're on a mission that is of such critical  
importance it can't be allowed to fail.

Put simply: **We won't let it.**

*For the Wild*

Echidna puggle Beau required 24 hour care when  
he arrived at the Taronga Wildlife Hospital and was  
nursed to full health. PHOTO: LORINDA TAYLOR





Please support our work by visiting us, becoming a member or making a donation to the Taronga Foundation.

For more information about Taronga and our work to secure a shared future for wildlife and people, please go to [taronga.org.au](http://taronga.org.au)



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Designer: Lorinda Taylor

Front Cover: Loggerhead Turtle released to the wild after rehabilitation at the Taronga Wildlife Hospital. Photo: James Woodford

Back Cover: Taronga plays a leadership role in the breeding and release of the critically endangered Corroboree Frog. Photo: Gary Ramage

