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**...Creating
New
Memories!**

Zoos SA
Master Plan
2015-2035

Zoos SA is a charitable conservation society that exists to save species from extinction and connect people with nature.

Foreword

Our two zoos are unique and valuable assets for South Australia.

Adelaide Zoo is a vibrant city oasis situated within walking distance of Adelaide's CBD. When you walk around this site immersed in its feel and sensory delights, it is hard to believe you are only minutes away from the city centre. Since opening to the public in 1883 Adelaide Zoo has created many favourite family moments within its picturesque grounds.

Monarto Zoo is one of the world's largest open range zoos. Only one hour's drive from Adelaide, its feeling of space, roaming herds and native bush setting makes it easy to imagine you are far away looking out over the plains of Africa while at the same time appreciating our own extraordinary Australian landscape.

Our mission is to save species from extinction and connect people with nature and our zoos are at the heart of everything we do.

Our two zoos have played an important part in the history of South Australia. They have been home to many fascinating animals, offered wonderful educational opportunities, underpinned our conservation work and created special memories for locals and tourists alike.

They are our State's most popular pay to enter tourist destinations and for the environmental, economic and social

prosperity of our State the future of our two zoos is critical. Our activities contribute directly to South Australia's Strategic Plan and its strategic priorities including creating a vibrant city, every chance for every child, lose no species and respecting and enjoying our natural environment.

In the last twenty years, Adelaide and Monarto Zoos have touched the lives of more than six million visitors including more than half a million in 2014. We want to ensure that our next twenty years are even more exciting. To achieve this we will offer our visitors a fun and rich experience, lead in our standards for animal wellbeing and enhance our species conservation efforts providing an even greater impact.

Our Master Plan outlines the forward infrastructure plans for Adelaide and Monarto Zoos and will guide their evolution over the next twenty years. To develop a robust plan we have looked at all parts of our operations and challenged ourselves to prepare for the years ahead. The board and staff are committed to this Plan and we invite others to join us to help create an exciting future.

South Australia deserves world class zoos – and our Master Plan sets the pathway for us to achieve that. We want to create new memories for future generations and look forward to working with our supporters and partners to deliver this Plan.

David Sanders
President

Elaine Bensted
Chief Executive

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Introduction

Adelaide and Monarto Zoos hold an important place in the hearts of many South Australians.

The Royal Zoological Society of SA (RZSSA) was formed in 1878 and from the outset the society had a keen interest in rare and endangered species. The RZSSA (known as Zoos SA) is a not-for-profit member-based society dedicated to species conservation with more than 30,000 members. With Adelaide and Monarto Zoos it offers both intimate and open range zoo experiences.

Adelaide Zoo opened to the public on 23 May 1883, making it the second oldest zoo in the nation, and since then six generations of South Australians have passed through its gates. Adelaide Zoo has retained many original and significant architectural, heritage and botanical features giving it a style and character of its own. Adelaide Zoo occupies eight hectares and is home to more than 250 species of exotic and native animals. It benefits from proximity to Adelaide's city centre, important public institutions such as the Botanic Gardens and University of Adelaide and natural features including the River Torrens and associated Linear Park.

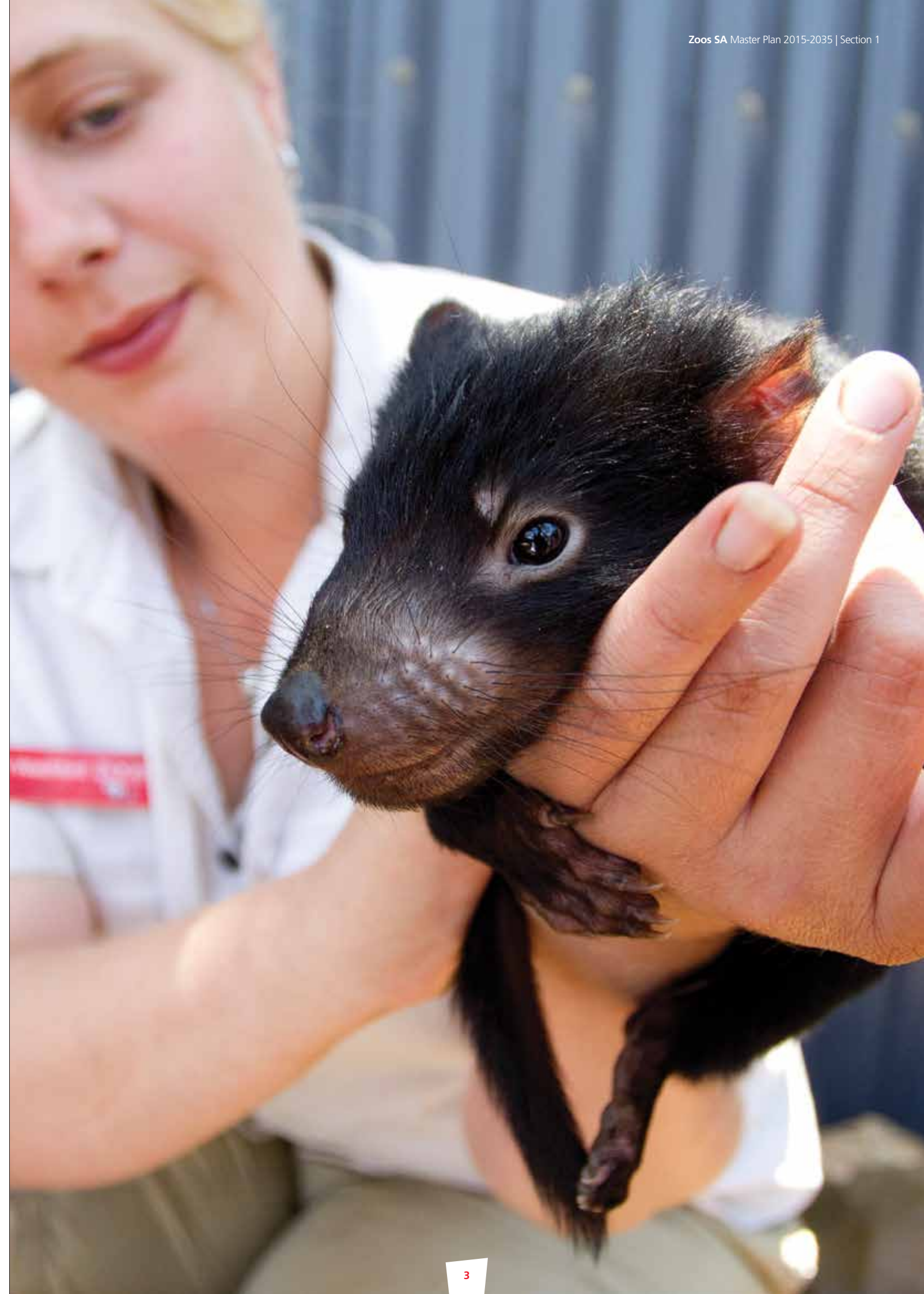
Located 70km east of Adelaide, Monarto Zoo is a natural wildlife sanctuary and one of the world's largest open range zoos. Monarto began in 1983 as a closed special purpose breeding and pasture area and since its opening to the public in 1993, has built on this role and is now a recognised bio-park. Monarto

Zoo covers 1,500 hectares and is home to a collection of more than 40 exotic and native animal species. The site has significant patches of remnant native mallee vegetation containing threatened plant species, recent revegetation and historic plantings associated with the Monarto 'satellite city' project proposed by government in the 1970s. Monarto Zoo is close to both the expanding towns of Murray Bridge and Mount Barker and numerous small but important conservation reserves.

The relative strengths of Zoos SA's two sites provide not only distinct and rewarding experiences with nature but unique opportunities to contribute to local, regional and international species conservation.

Both sites are major tourist attractions. Most visitors are South Australians followed by interstate visitors who comprise 18% of admissions. The annual visitation to Zoos SA's sites is around 500,000 people. Surveys in 2013 showed that 91% of visitors to Adelaide Zoo believed they received value for money and rated their overall experience very highly with an average score of 8.7 out of 10. Additionally, 72% of respondents said they learned through their visit that zoos play an important role in conservation and 69% said they learned more about their own impacts on animals and the environment.

To deliver our mission Zoos SA will need to sustain our special places as conservation, educational, cultural and tourist landmarks in South Australia well in to the future.



Section 1 Zoos SA's Strategic Plan

Our Mission

Zoos SA is a charitable conservation society that exists to save species from extinction and connect people with nature.

Our 20-Year Vision

Our vision is to lead and achieve long-term conservation change through our internationally renowned sites, programs and people.

Our Goals

The organisation has four primary goals and a series of broad strategies to achieve them.

- Goal 1:**
Save species from extinction
- Goal 2:**
Connect people with nature: inform, empower and inspire people to act
- Goal 3:**
Work in an ethical and sustainable manner, influencing others to follow our example
- Goal 4:**
Apply an innovative business approach to grow a sound and advancing organisation

Our Values

- Passion:**
We inspire and influence through our valuable conservation efforts and recognise success.
- Effectiveness:**
We focus on clearly defined shared goals and support people to achieve them.
- Innovation:**
We seek creative ways to achieve goals and promote a culture of learning and improving.
- Integrity:**
We are guided by our values and deliver on our promises.
- Respect:**
We respect individual's values and encourage a culture of collaboration, listening and trust.



Our Master Plan

Zoos SA's Master Plan is not just a site or animal collection plan, but a plan for how we deliver our mission, vision and goals through our two zoos. Our Master Plan will chart the course for future development at both our sites in line with what we want to achieve. We believe our zoos are special and lie at the heart of how we reach community.

Successful Master Plans are ambitious but achievable, build on existing strengths, are adaptable to change and consider the full needs of the organisation. A good Master Plan is built up of layers that complement each other well, such as collection planning, visitor and education services, conservation activities, horticulture and sustainable design. They deliver benefits to visitors and staff,

drive savings, determine capital project requirements and attract investment. Our Master Plan will build Zoos SA's capacity to meet foreseeable challenges and make the most of future opportunities.

Zoos SA's Master Plan has been developed in two parts. Section one provides the context, strategic directions and design principles that drive project choice and development. It establishes a set of agreed directions that guide and unify future change. Section two outlines priority projects identified within the Plan to be implemented across the two sites.

Master Plan Objectives



Exhibiting Zoos SA's Mission



Master Plan Snapshot



Adelaide Zoo
A vibrant City Oasis

New
Ambassador Species
including gorillas
at Adelaide Zoo

10 Most Dangerous
Australian Animals
Education Trail

7 precincts
at Adelaide Zoo

Nature's Playground and Aussie Icons	Into Africa
Jewels of Asia	The Tropical North
Bamboo Forest	Jungle Journey
	Conservation Oz



Explore our zoos at night
with overnight experiences at both sites

Aerial walkways and exhibits
designed so animals can move around the zoo and visitors



Continue our contribution to
conserve Giant Panda

Playgrounds
that encompass Nature Play principles



Monarto Zoo
A feeling of Space

More
native species on display at both sites

Improved
disabled access and facilities at both sites

More
options to enjoy Monarto by bush walking or self-drive

4 precincts
at Monarto Zoo

African Savannah	Australian Outback
Back from the Brink	Wild Africa

More
experiences to encounter or walk amongst our animals

New entrance and visitor centre at Monarto Zoo

More
private venue and catering options at both sites



Future proof our zoos through sustainability and managing natural hazards

Master Plan Strategic Directions

To respond to future challenges and opportunities (Appendix 1) Zoos SA's sites must implement modern zoo best practice (Appendix 2). Our Strategic Directions are unique to Zoos SA and will guide the evolution of our two sites. They build on what Zoos SA already does well and position us to seize the future.

Adopt and foster a distinct theme for each site.

Adelaide and Monarto Zoos are both unique sites and offer very different experiences. We will build on their distinct strengths by fostering an overarching theme at each site; 'a vibrant city oasis' at Adelaide Zoo and 'a feeling of space' at Monarto Zoo.

Demonstrate our commitment to saving species at our sites.

As a zoo-based conservation organisation we will contribute to conservation through our animal collection and conservation programs. By talking about our conservation efforts and linking them to important conservation messages we will take visitors on a journey from exhibits to action.

Adopt a greater focus on exhibiting native species and their habitat and species that live in hot dry climates.

Exhibiting more local and climate compatible species will promote our exceptional native biodiversity, increase our relevance to international visitors, better prepare our zoos for the predicted impacts of climate change, and mean our animals are more likely to be comfortable year round.



Connect with the landscapes where our zoos are located.

Zoos SA's sites are located in biodiverse and beautiful landscapes. With good design we will take advantage of surrounding assets such as the River Torrens and Linear Park at Adelaide Zoo and adjacent mallee remnants and open vistas at Monarto to enhance our visitors' experience.

Celebrate the cultural, built and natural heritage of our sites.

Zoos SA's sites sit on the traditional lands of the Kaurna (Adelaide Zoo) and Ngarrindjeri (Monarto Zoo) people. Our zoos have more than 130, and 30 years respectively, of South Australian built, cultural, social, political and natural heritage. We will engage South Australians in all our stories.

Create zoos where animals are encouraged to move around and visit our sites.

Nothing creates a memory like a close encounter. Zoos SA will facilitate more encounters at our sites by exercising animals in public areas, investing more in our interactive animal presentation program, providing walkways for animals to move around and explore, creating more immersive experiences and providing more resources onsite that can be utilised by local wildlife, eg bird baths and native plantings. Do this well and everyone benefits.

Design dynamic sites.

Major attractions at Zoos SA will always be important. To ensure visitors regularly enjoy new experiences we will also invest in minor developments, seasonal attractions, dynamic interpretation plans for both sites and an annual maintenance program to re-refresh and upgrade existing facilities across the sites.

Digitally enhance the zoo experience.

Information and Communication Technology (ICT) allows us to provide visitors with information that better matches their ages, interests and languages onsite. We will use ICT to immerse, reveal, recreate and tailor a visitor's experience whether they are at the zoo or in their lounge room on the other side of the world. Zoos SA believes that nothing replaces real contact, but ICT is a wonderful opportunity to enhance the zoo experience.

Operate a zoo for all seasons.

By working with and catering for each season we will create appealing attractions that can be well used year round, eg increasing shelter, shade, water misters and indoor facilities.

Walk and talk sustainability.

Good design and the associated behaviour change is the most cost effective way to drive reductions in use and waste. We will embed sustainability into the design of all future projects, continue to implement onsite sustainability initiatives and encourage our visitors to follow our lead.

Ensure the zoo is underpinned by effective hard infrastructure.

The foundation of our zoos is their hard infrastructure which includes roads/paths, gates/fences, buildings and utilities. These services support visitor flow, daily operations, safe work conditions, efficiencies and avenues to respond to emergency situations. Our plan pays particular attention to improving vehicular and visitor flow, staff accommodation, access gates, and infrastructure to better cope with heavy downpours and fires.

Ensure our sites are accessible.

The importance of South Australia's zoos to a growing urban population with less access to nature cannot be overstated. We will increase accessibility at our sites through improved infrastructure and facilities and by working with partners to better cater for diverse languages, cultures and abilities. While our sites will not be fully accessible to all we will work to provide all visitors a rewarding experience.

Play our role in the global biosecurity response.

Zoos SA is well placed to contribute to global species conservation through our knowledge of husbandry, wildlife health and collection animals. Through investment in Animal Health Centres at both sites and the development of an accredited quarantine facility at Monarto we will grow our capacity to respond to both local and global biosecurity risks.

Provide windows to our work and passion behind the scenes.

Zoos SA is a fascinating place to work. Our zoos are complex, diverse and exciting operations and our people are passionate and highly skilled. We will create more windows to daily life behind the scenes to engage our visitors and share knowledge of our important work.

Design Elements

To achieve these directions the following elements of look, feel, story and function will be built into projects designed under the Plan:

Look

Design exhibits to see animal behaviour and architecture up close such as burrows, mounds and nests while ensuring animal wellbeing

Be guided by colour, style, material and texture palettes that promote the look and feel of the two distinct themes with development at each site

Design for different viewers and views including heights; remove or hide barriers where possible

Use diverse plantings and natural materials to create structures, shelter, interest and appeal

Feel

Create spaces where moments can happen; moments of 'wow' and wonder, intimacy, humour, connection, enchantment, surprise, reflection and calm

Create opportunities to foster empathy and understanding of our relationship with nature

Build in a sense of fun, discovery, adventure and nature play

Immerse our visitors and engage their senses including sound-scapes to enhance the experience

Story

Ensure our conservation message takes centre stage and drives action

Use language that reflects a modern perspective on what we do

Show the evolution of zoos, past to present (menageries to conservation zoos)

Use our animals, plantings, settings and people to 'transport' visitors and tell the story

Work with South Australia's Aboriginal and multicultural communities to recognise traditional cultural knowledge and connection to our sites and animals

Function

Embed Ecological Sustainable Development (ESD) principles in the full life cycle of development

Plan for additional retail opportunities, facilities and visitor services

Design with our visitors' wants and needs in mind

Create efficiencies in safety, time and costs so we can do more

Provide spaces for formal and informal presentations and create multi-purpose and dynamic spaces

Ensure we maintain visitor flow and avoid dead-ends

Mitigate the risks of extreme weather conditions and natural events such as heavy downpours at Adelaide Zoo and bushfire at Monarto Zoo



Whole of Zoo Planning

In addition to staff input into the Plan, extensive research was undertaken on successful approaches to developing zoo Master Plans, State economic, demographic and tourism trends, relevant Australasian and Global Species Management Plans, local species conservation priorities and visitor needs and preferences. Zoos SA is planning for an average increase in annual admissions of 3% at Adelaide Zoo and 4% at Monarto Zoo until 2021 when we forecast they could rise again in response to major developments at our two sites.

A series of interactive workshops were held with diverse representation from Zoos SA's senior management to develop section one of the Master Plan. Consultation workshops were then held with staff, volunteers and Zoo Youth across both sites to elicit feedback. This included the development of spaces at each site, known as 'Master Plan Hubs', where all the latest information was available and staff could provide additional comment. A summary of submissions and comment along with the subsequent changes to section one was provided to staff and volunteers at the completion of this step.

To develop section two we convened a number of Specialist Project Groups

to identify what projects would be required to implement the Strategic Directions across nine critical areas of the business: life sciences (animal collection and husbandry), conservation, culture and heritage, visitor experience, visitor facilities, education, sustainability, assets and infrastructure and horticulture. This process involved more than 60 different staff, which accounts for one quarter of our workforce. Where suitable, the re-use and renovation of existing facilities, buildings and exhibits were recommended.

Though Zoos SA is a not-for-profit conservation charity it still has to operate effectively in a commercial environment. The success of our zoos' commercial

activities in events, tours, retail, corporate partnerships, fundraising and contract management to optimise self-generated return was considered by all Specialist Project Groups.

The project groups developed project briefs for 80 recommended projects and advice relating to the animal collection which was taken forward by the Master Plan Steering Committee who sought further input from expert stakeholders, staff, volunteers, members and the public. After further development by the Steering Committee 101 projects representing a spectrum of scale, complexity and cost have been identified across the two sites; those of sufficient scale have been outlined in the Plan. The Zoos SA Board was briefed regularly and provided oversight and direction throughout the Plan's development.

This Master Plan is a useful and realistic tool that recognises Zoos SA's financial and development constraints. It is important to recognise that the Plan is indicative only and that final precinct and exhibit design, infrastructure and species selection will require further detail and consultation with on-ground staff and is subject to animals being available. All major commercial developments will be supported by a strong business case before we proceed. To minimise the impact of disruption caused by development onsite and effectively manage our finances, the roll out of the Master Plan will be carefully staged.

In addition to the analysis of each operational area the following planning issues were identified.

Adelaide Zoo is eight hectares in size which makes it one of the smaller Australian zoos. If an opportunity arose to extend its boundary in to adjacent land we would positively consider this.

There is an opportunity to extend the Torrens River Popeye Ferry service to terminate at Hackney Road going past Adelaide Zoo. Zoos SA would be in favour of such an initiative and a 'Zoo Stop' where visitors could alight.

Opportunities exist to review the location of the new entrance way gates, fence and entry to Santos Centre at Adelaide Zoo to make better use of the space for daily operations, access out of hours and use for community events.



The Specialist Project Groups identified a number of additional planning projects that do not sit directly within the Master Plan but are critical for its success including plans for: site assessment, heritage management, interpretation including trails, browse management (vegetation for animal nutrition and enrichment), Monarto land management, onsite staff housing and a program for engaging the heart through art and culture. These will be addressed through the Zoos SA Five-year Business Plan.

Adelaide Zoo has a shortage of suitable multi-purpose spaces to hold animals off limits to allow for exhibit development, transfers to other zoos, breeding and animal training. While Monarto Zoo continues to play an important role to house and pasture animals, a restriction we have to plan for is ensuring staff with the appropriate expertise are onsite for each respective animal.

High impact zoo exhibits are necessary to maintain competitiveness and visitor impact. It is planned that high profile species, such as Giant Panda, Lowland Gorilla, African Lion, meerkat, koala, Sri Lankan Leopard and African rhinoceros will be displayed in state of the art spaces that provide a great experience for visitors.

Zoos SA operates with a debt which resulted from borrowing to fund a previous period of development in 2009. To operate well in to the future and underpin our core functions we must invest sufficiently in areas of revenue growth and work with significant partners over the life of the Master Plan.

Benefits to South Australia

Our zoos provide significant benefits to the State which the Master Plan will strengthen; these are outlined as follows:

Adelaide Zoo is a major visitor attraction for tourists and the largest pay-to-enter tourist attraction in South Australia. Monarto Zoo is currently the single biggest regional tourist attraction in the State. Our Master Plan will strengthen these benefits and provide additional tourism accommodation and catering facilities in the Murray Bridge region.

Zoos SA employed 250 staff during the 2013-14 financial year (178 FTE) including 70 staff based out of Monarto, making Zoos SA a significant employer in regional South Australia. Additional zoo visitors, more catering and retail outlets across both sites and onsite accommodation at Monarto Zoo proposed under the Plan will drive additional employment opportunities.

Zoos SA is involved in species conservation for local, regional and international species. Adding more ambassador species to our animal collection, additional breeding and housing facilities and increased conservation education are all built in to the Master Plan to expand our capacity to support important conservation initiatives.

Our education teams work with teachers and students, preschool to tertiary, to deliver quality learning experiences that inspire, inform and connect people with nature. Over the 2013-14 financial year more than 50,000 individuals took part in formal education programs offered at one of our two zoos. The Master Plan will lead to enhanced education opportunities onsite for example through improvements to interpretation and ICT.

An effective and efficient wildlife health sector is essential to mitigate and manage the serious biosecurity risks posed to industry, the environment and community wellbeing by infectious disease. Zoos SA veterinary staff work closely with government agencies on a range of wildlife health issues including hendra virus in flying foxes and chytrid fungus in frogs. Improved animal health facilities at both sites are identified within the Master Plan.

Zoos provide a great opportunity for people to learn about and connect with animals and their habitats which they may never otherwise see. In particular, zoos may be the only chance to see some species up close - a very different experience to watching them on television. There is a strong emphasis in our Master Plan on connecting visitors with nature through immersive experiences and nature play.

Importantly, zoos not only allow people to connect to nature but also to each other. Memories made at the zoo strengthen family relationships and foster a sense of community as a result of the shared experiences they offer. Our Master Plan will create opportunities for South Australians and tourists alike to create new memories at our much loved zoos.



The Complexity of Zoo Planning

Our Master Plan has taken more than 18 months to develop and involved many different people. It was important to take this time because zoo planning is notoriously challenging due to the following complexities:

Zoos SA relies heavily on the cooperation of other regional zoos in Australasia to access new animals or suitably relocate our own animals when breeding efforts have been successful.

Despite the best of care and attention we cannot accurately determine how long our animals will be with us.

National import and export restrictions apply to Australia and New Zealand and have changed over the life of the zoo. This means that some of our favourite long-lived animals at Adelaide Zoo won't be replaceable and that animals not currently in regional zoo collections may be hard to secure.

Zoos will have to respond quickly and unexpectedly at times to provide captive facilities for species with rapidly declining wild populations or to bring new species in to the regional zoo collection, therefore building facilities that enable us to respond to demand and be flexible is required.

Meeting the needs of animals new to our collection can require significant and custom-made infrastructure and staff training; to be resilient as a business we cannot do it too quickly or often.

While development is underway zoos have to manage the impact on visitors and animals alike, including animals that must be temporarily re-housed. To manage impacts and cost our developments will be carefully staged.

Every zoo supporter and visitor has their favourite animals or exhibits; it is unlikely we could ever have consensus support for change.

Zoos have diverse business areas and it is challenging to always meet the needs of visitors and staff while ensuring we meet our responsibilities to animal wellbeing. Sometimes this balance cannot be met and difficult decisions such as moving a much loved animal must then be made.

Zoos manage a complex and evolving array of accreditation and compliance responsibilities that must all be factored into planning.

Zoos are not easily relocated and there are few opportunities to expand their boundaries, therefore we have to work largely within the constraints of the sites we have.

All established zoos have a combination of heritage, aging and new facilities, exhibits and signage that must be consistently refreshed and sometimes upgraded across the sites.

Despite being open every day of the year, admission numbers are never guaranteed and they can be affected by poor weather, competition with other local events and market preferences and trends. Our zoos have to be able to accommodate visitor peaks and troughs while maintaining a quality experience for every visitor every day.

Our Unique Sites

Adelaide Zoo A vibrant City Oasis

Adelaide Zoo is a celebration of life. It showcases life's diversity and offers visitors an intimate and rich experience.

Visitors to Adelaide Zoo will experience:

- A place of wonder where the city is at your doorstep but feels like it is a world away.
- A diverse, colourful and interesting suite of animals and things to see, do and buy.
- A beautiful place of different shapes, sounds, colours, light and textures that is vibrant with life.
- Elements of curiosity, fantasy, fun and surprise that make you laugh.
- A comfortable, green and relaxing place to be, with views to the river and surrounding parklands.
- A place with many visitors; where everyone feels welcome.

Under the Master Plan we will establish seven precincts onsite: Nature's Playground and Aussie Icons, Into Africa, Jewels of Asia, The Tropical North, Jungle Journey, Bamboo Forest and Conservation Oz. Significant redevelopment will be required for Nature's Playground and Aussie Icons, Into Africa, The Tropical North, Jungle Journey and Conservation Oz precincts; while the remaining precincts will largely build on existing infrastructure.

Monarto Zoo A feeling of Space

Monarto Zoo is a zoo with wild horizons. Dedicated to conserving species of the plains and outback, it immerses visitors in an open range and evocative experience.

Visitors to Monarto Zoo will experience:

- Herds of animals as far as the eye can see with no barriers or intrusions of modern life to interrupt your gaze.
- To feel immersed in a vast natural setting; you are a visitor in this wild place looking out across a great plain and witnessing animals congregate.
- A place where you can be on your own; to meander at your own pace and in your own company.
- A sense of place and country.

Under the Master Plan we will establish four precincts onsite: African Savannah, Australian Outback, Back from the Brink and safari styled Wild Africa with several visitor attractions within each precinct. The Australian and Wild Africa precincts are new developments. There will also be significant new development within the remaining existing precincts.

Implementing and Funding the Master Plan

Zoos SA recognises our recent financial management challenges and we currently operate with a debt which resulted from borrowing to fund a previous period of development in 2009. Over the past two years there has been a significant focus on strengthening our financial position to underpin the organisation and to that end investing in opportunities for revenue growth is a strong theme throughout this Master Plan.

It is our intent that all major commercial developments outlined in the Plan will be supported by a strong business case for investment and a clear financial model before we proceed. Some costs will be built into our annual investment in capital expenditure however to fund major developments in the Plan we will work hard to attract grant funding from local, state and federal government, corporate investment and private donations including bequests from those who wish to leave a lasting legacy.

There is still much work to be done with detailed drawings and project management plans to be drafted for each precinct, individual exhibit and infrastructure in collaboration with

relevant staff, stakeholders and partners. Foremost the Master Plan provides a clear vision of our aspirations.

Master Plans are most effective when they are living documents and updated regularly. We will review our progress against the Master Plan annually, test its assumptions and priorities every three years and ensure it is strongly aligned with the five-yearly reviews of our Strategic Plan. The Zoos SA Board will continue to have strong oversight of this Plan through regular reporting and review.

We are very excited about what this Plan means to Zoos SA and look forward to delivering these outstanding facilities for South Australia. We invite you to join and walk with us on the journey.





Section 2 Adelaide Zoo

Into Africa
10,290m²

Jewels of Asia
12,510m²

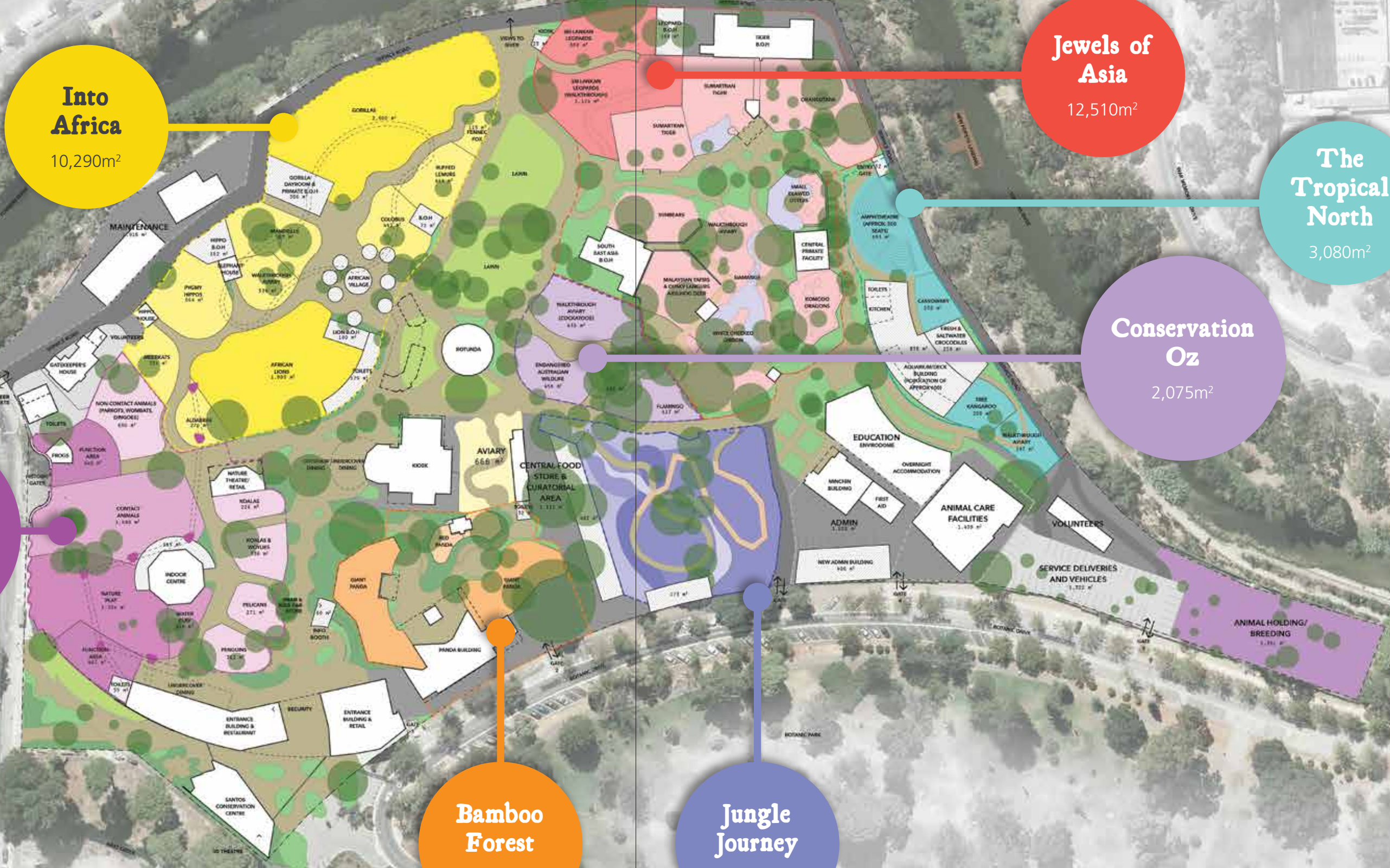
The Tropical North
3,080m²

Conservation Oz
2,075m²

Nature's Playground & Aussie Icons
1,710m²

Bamboo Forest
4,365m²

Jungle Journey
3,860m²



Key Recommendations

Retain Giant Pandas and African Lions onsite; seek to bring Lowland Gorillas into Adelaide Zoo's collection and move giraffes, Hamadryas Baboons, Ring-tailed Lemurs and Barbary Sheep to Monarto Zoo.

Develop a high impact exhibit at the front entrance to engage visitors as soon as they arrive.

Invest in additional off-exhibit multipurpose enclosures to support husbandry management, ex situ conservation and presentations.

Upgrade and increase visitor amenities and presentation facilities throughout the zoo.

Increase the profile and presentation of native species through activities across three precincts and in particular the Conservation Oz Precinct.

Develop a feature playground that follows nature play principles next to catering and family facilities.

Develop a trail leading visitors across the site to visit 10 of our most 'dangerous' Australian species; educating visitors on the value of these species and de-bunking the myths.

Remove existing Nocturnal House and expand/replace existing Reptile House to serve as a multi-purpose indoor centre displaying nocturnal, reptilian and aquatic species.

Identify opportunities to facilitate animal movement between exhibits and across the site including aerial walkways.

Within the Northern Tropics develop an aquarium, a third major catering outlet, outdoor amphitheatre and second entrance to cater for private and out of hours events and to aid visitor flow.

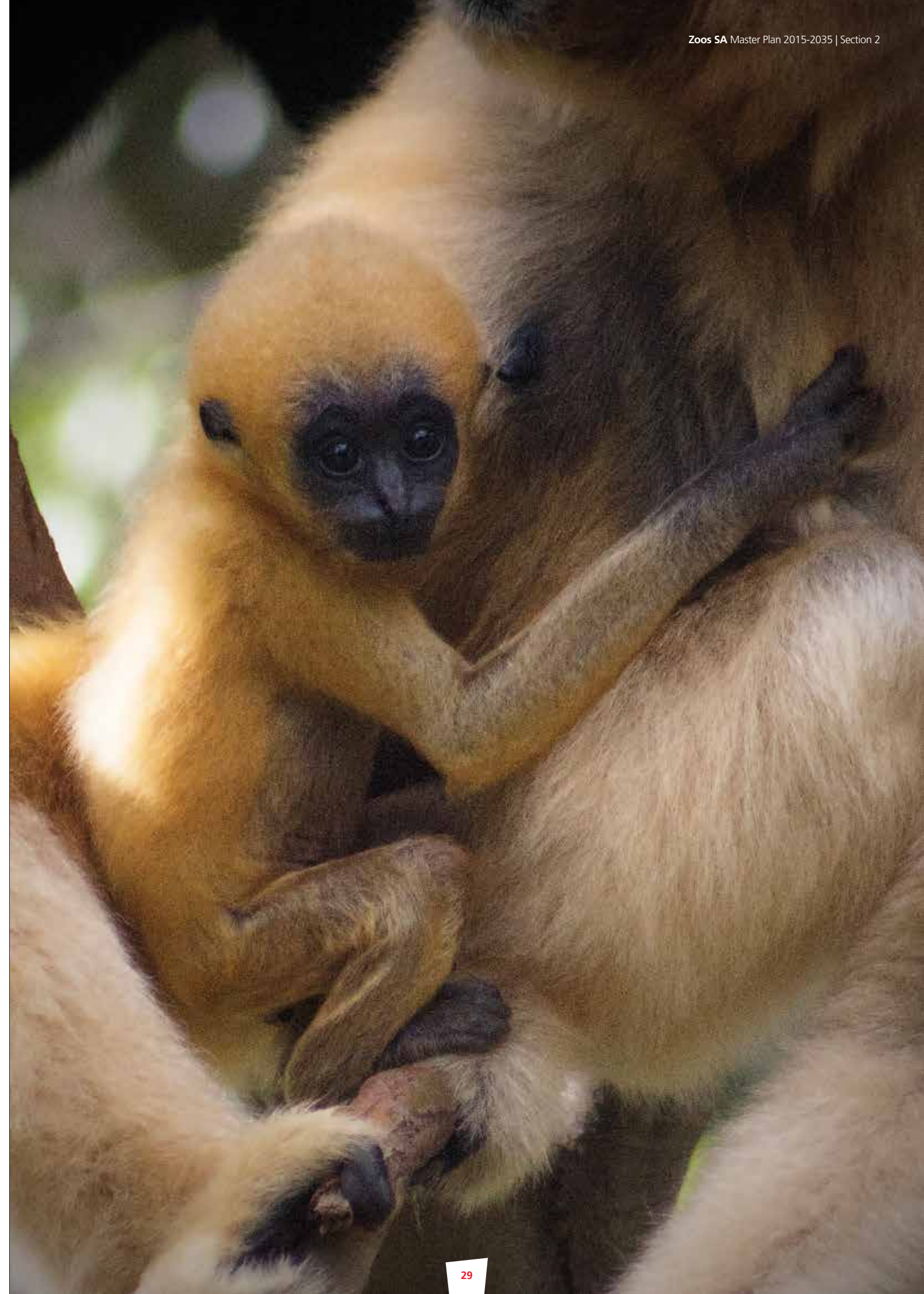
Improve the resilience of our sites and embed sustainable principles in to design, increase water and solar energy capture, recycle resources onsite and invest in long-term water security.

Improve back of house facilities by completing the service ring road around the site, establishing a centralised food store and distribution area and providing appropriate standard office accommodation to all staff.

Provide audio visual and visitor facilities at the Animal Health Centre to offer an interactive visitor experience.

Where applicable restore and interpret built and botanic heritage.

Use ICT options to tailor communication and provide exceptional experiences including the introduction of holographic, robotics and 4D cinema technologies.



Precincts

Nature's Playground and Aussie Icons

This precinct combines areas for nature play with opportunities to get up close to our wonderful native wildlife. The precinct is new and will require major development.

The area currently houses picnic tables, unallocated space used to accommodate temporary exhibits, the Reptile House, part of the Australian Animals Precinct, Panda Shop, cadaver corps facilities, exhibits for Barbary Sheep, hippopotamus and otter, and the security office. Many of these exhibits need to be upgraded and we expect several changes to the collection over the next 10 years. The original entrance gate and new Frogger exhibit will be retained.

Our zoos provide fantastic opportunities for children to connect with wildlife but we can do more to connect them with the natural environment by providing small, exciting and engaging nature play elements throughout the site, as well as larger dedicated spaces. The playground and climbing platform at Adelaide Zoo will be accessible to children of different ages and abilities. Opportunities to play help children learn and associate nature with feeling interested, relaxed and happy.

Many of Australia's native animals are unique to our continent, fascinating and under threat. The Aussie Icons Precinct will enable local and travelling visitors alike to see, and in some cases interact with our precious wildlife. The precinct will include displays of iconic native



Section A Natures Playground & Aussie Icons
Not to scale



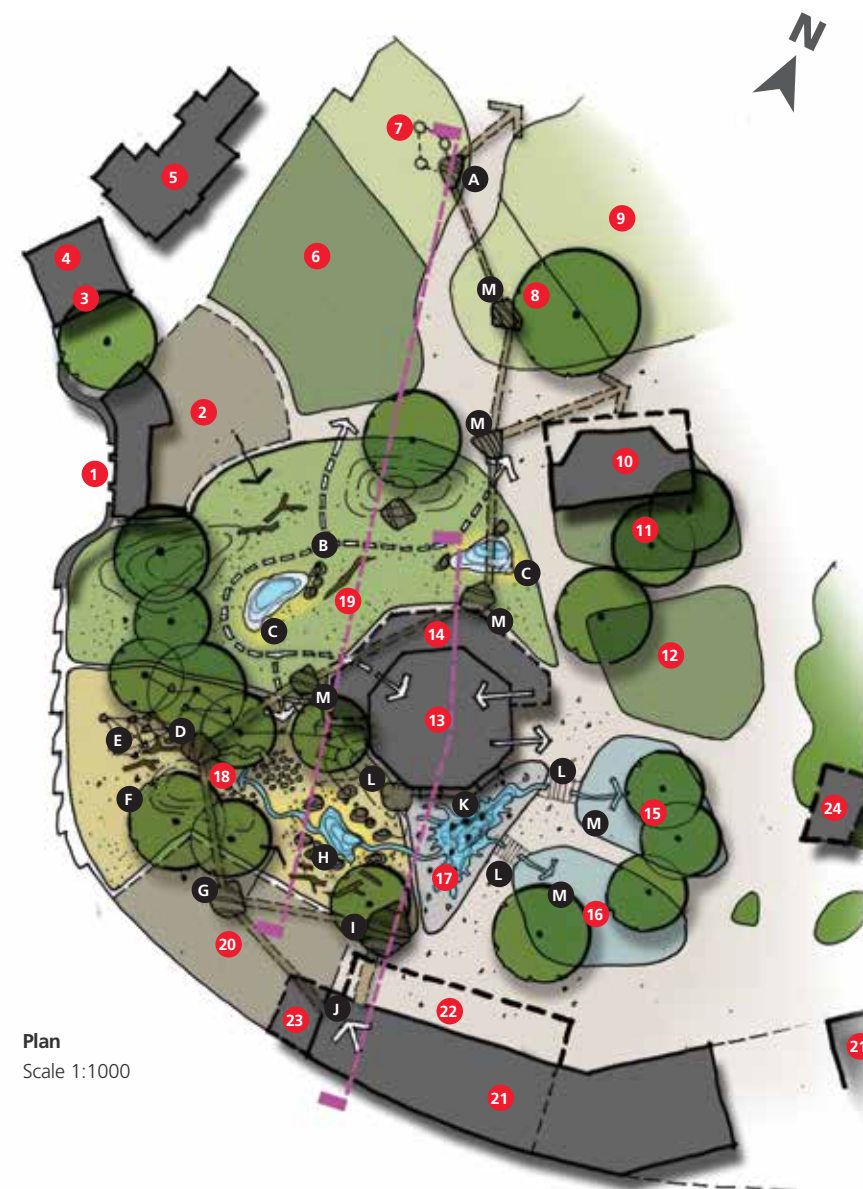
Section B Natures Playground & Aussie Icons
Not to scale

species such as emu, koala, kangaroo, kookaburra, wombat, quokka and assorted parrots and an interactive native Children's Zoo where visitors can get up close and personal. The existing Reptile House will be expanded to serve as a multi-purpose indoor centre displaying nocturnal, reptile and temperate aquatic species. A trail leading visitors across the site to visit 10 of our most 'dangerous' Australian animals will commence in this precinct. A new Visitor Information Hub will be developed near the front entrance in an easy to find location to ensure visitors are welcomed and helped to tailor their day onsite. The Hub will also include accommodation for Kids Kabz and mobility aids. A high visitor impact penguin exhibit and adjacent water play space will also be developed at the front entrance to ensure the public start their visit with a 'splash'.

Aerial walkways within this precinct will provide opportunities for animals and kids alike to explore the tree tops and look to the river.

Key features:

A feature playground and climbing platform with disability access and designed on nature play principles, aerial walkway, river views, interactive Children's Zoo with native animals, new exhibits to showcase Australian animals, multi-purpose indoor centre, high visitor impact penguin exhibit and water play feature, new Visitor Information Hub, picnic tables, function area suitable to be booked for parties, and photo opportunities with koalas (non contact).



Plan
Scale 1:1000

- 1. Historic Gates
 - 2. Function Area 2
 - 3. Volunteer Toilets
 - 4. Toilets
 - 5. Gatekeepers House
 - 6. Australian animals
 - 7. Children's Meerkat experience
 - 8. Aldabras
 - 9. African Lions
 - 10. Nature Theatre/Retail Building
 - 11. Koalas and Woylies
 - 12. Koalas and Aussie Natives
 - 13. Indoor Centre
 - 14. Indoor Centre Extension
 - 15. Pelicans
 - 16. Penguins
 - 17. Water Play and Splash Park (feature paving area in winter)
 - 18. Nature Play Area
 - 19. Contact Animals
 - 20. Function Area 1
 - 21. Main Entrance, Retail and Restaurant
 - 22. Undercover dining area
 - 23. Toilets
 - 24. Visitor Information Hub
- A. Climbing platform with access to underground Meerkat viewing
 - B. Path access through Contact Animals
 - C. Waterhole
 - D. Climbing platform with slide and rope access
 - E. Climbing ropes and poles/tree trunks
 - F. Cubby space
 - G. Climbing platforms (3-5m)
 - H. Sand and water play with rocks and logs
 - I. Possible lift for disabled access to aerial walkway
 - J. Possible roof access to climbing structure (disabled)
 - K. Wall fountain and jets
 - L. Mound with tunnels and viewing into Indoor Centre
 - M. Tree top trail climbing platform



Precincts
Into Africa



Section C Into Africa
Not to scale

This precinct brings a glimpse of Monarto Zoo to the heart of Adelaide. The precinct features a number of new high impact exhibits and will require major development.

The area currently houses the Nocturnal House, parts of the historic and Australian Animals precincts, curatorial unit, exhibits for Brazilian Tapir, giraffes, meerkats, lemurs, tamarins and assorted aviaries. Many of these exhibits need to be upgraded and we will be looking to relocate giraffe from our city site to Monarto Zoo. Any changes to the curatorial unit, which provides office accommodation for many of our zoo keeping staff, will need to be carefully staged.

African animals are synonymous with a zoo experience. From the guttural roar of an African Lion to our meerkats; highly sociable and always busy, there is something for everyone from this wild and diverse continent. The area could include new exhibits for Ruffed

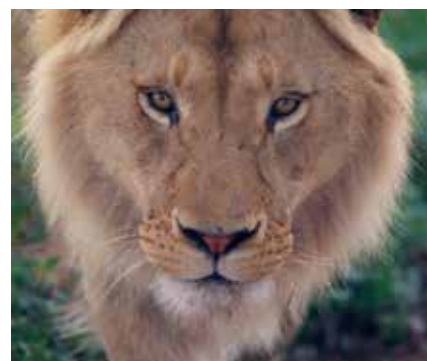
Lemur and Aldabra Tortoise, Pygmy Hippopotamus, Colobus Monkey, Fennec Fox and Mandrill. The Ring-tailed Lemurs currently housed at Adelaide will be moved to Monarto Zoo for a new immersive exhibit. The Nocturnal House is no longer fit for purpose and does not meet our sustainability goals. We will pull it down and re-locate residents to the multi-purpose indoor centre near the front entrance or to Monarto Zoo. We will build a state of the art lion exhibit and interactive exhibit for meerkats that is bound to surprise. Aerial walkways within this precinct will provide opportunities for suitable animals to explore in tunnels winding over visitors as they gaze above their heads. Development will take advantage of the fantastic river and parkland views available at the northwest boundary of the site.

The most significant new development planned for this precinct is the introduction of Lowland Gorillas. These

fascinating creatures share many features with us, including giggling when amused. Gorillas are critically endangered and numbers continue to fall in the wild. Zoos SA is seeking to join the efforts of zoos worldwide to protect these amazing ambassadors and will contribute also to their conservation in the wild through our Conservation Partnerships Program. Zoos SA will work with other zoos to determine if housing a breeding or bachelor group would best serve the conservation of this species in the region. A breeding group at Adelaide Zoo is likely to require us to develop facilities to accommodate a bachelor group at Monarto Zoo.

Key features:

An exhibit for Lowland Gorillas, a larger state of the art Lion exhibit, new exhibits to showcase African animals including a walk-through aviary and interactive exhibit for Meerkats, aerial animal walkways, river views, relocate animals from the Nocturnal House, restore and interpret built heritage assets within the precinct, create the setting of an African Village with capacity to hold presentations, functions and pop-up revenue opportunities.



- 1. Mandrill exhibit
- 2. Gorilla back of house and day room
- 3. Viewing into gorilla day room
- 4. Gorilla exhibit
- 5. Fennec fox exhibit
- 6. Ruffed lemur exhibit
- 7. Colobus exhibit
- 8. Colobus and lemur back of house
- 9. African village catering and function area
- 10. African Lion back of house
- 11. Toilets
- 12. African Lion exhibit
- 13. Aldabras exhibit
- 14. Meerkat exhibit with children's meerkat experience
- 15. Hippo House
- 16. Pygmy Hippo exhibit
- 17. Hippo and Mandrill back of house
- 18. Elephant House
- 19. Walk-through aviary

- A. Entry/exit
- B. Views towards the River Torrens
- C. Aerial walkway for animals
- D. Tree top trail climbing platform
- E. Access road for staff vehicles



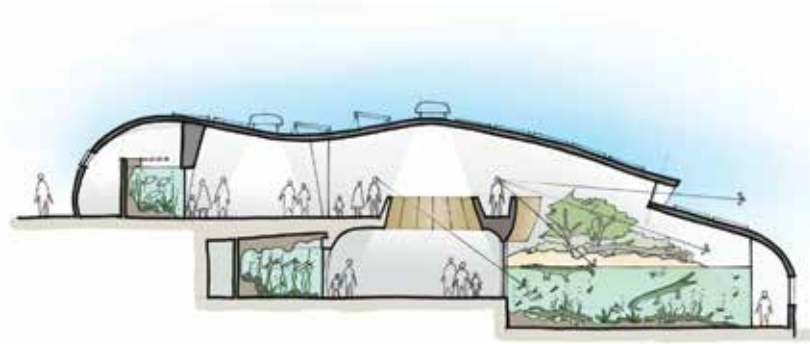
Precincts

The Tropical North

The Australasian Northern Tropics encompasses the northern coast of Queensland and Northern Territory, Indonesia and Papua New Guinea. These areas are exceptionally diverse and home to some of the region's most iconic species such as Saltwater Crocodile and Southern Cassowary. The precinct is new and will require major development.

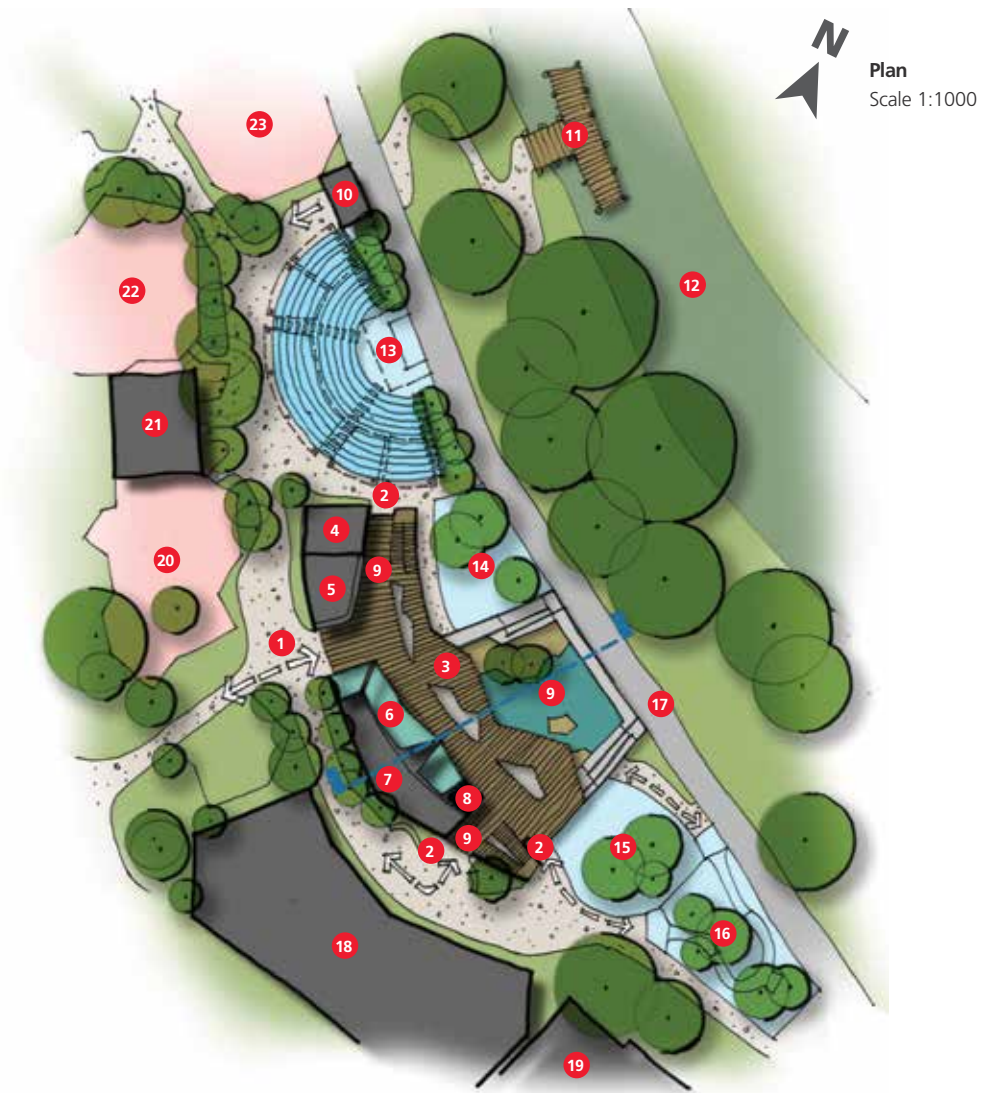
This new development is proposed for the northeast corner of Adelaide Zoo which currently houses meerkats, Binturong, wombats, Australian Sealions and the sealion lawn. These exhibits require updating and for a small zoo the space in this section is not effectively used and is currently under-developed. Good development in this location will take advantage of the outlook over the River Torrens.

This precinct will see both significant new exhibits and visitor facilities developed onsite including an aquarium with mezzanine and catering outlet that looks out over the site and east to the



Section E The Tropical North
Not to scale

River Torrens, leading to an outdoor multi-purpose amphitheatre and second entrance to cater for private and out of hours events and aid visitor flow. The area could include new exhibits for Southern Cassowary, Tree Kangaroos, crocodile species and walk-through aviaries featuring spectacular forest birds such as the Palm Cockatoo, Chattering Lory, Rose-crowned Fruit Dove and Noisy Pitta and northern grassland species including Gouldian and Star Finches. The aquarium and surrounds could house aquatic curiosities such as Barramundi, Lungfish, Saratoga, Archer Fish and Freshwater Whipray.



Plan
Scale 1:1000

Key features:
Aquarium with mezzanine, outdoor multi-purpose amphitheatre for presentations and shows, special and private event facilities, new catering outlet, visitor facilities and retail hub, river views, second visitor entrance and new exhibits showcasing animals of the Australasian northern tropics.

- The Tropical North**
- 1. Main building entrance/exit
 - 2. Secondary building entrance/exit
 - 3. Viewing deck
 - 4. Toilets
 - 5. Kitchen/bar
 - 6. Aquariums
 - 7. Access and servicing for aquariums
 - 8. Lift
 - 9. Crocodile Exhibit (on lower level)
 - 10. New entrance gate for functions
 - 11. New River Landing
 - 12. Torrens River
 - 13. Amphitheatre (approx. 550 seats)
 - 14. Cassowary exhibit
 - 15. Tree kangaroo exhibit
 - 16. Walkthrough aviary
 - 17. Service road
 - 18. Envirodome building
 - 19. Animal care facilities

- Jewels of Asia**
- 20. Komodo Dragon exhibit
 - 21. Central Primate Facility
 - 22. Small Clawed Otter exhibit
 - 23. Orangutan exhibit



Precincts

Jungle Journey



The forests of South America are some of the most biodiverse regions on Earth and contain a breathtaking array of birds, insects and plants. This precinct will bring you face to face with that diversity with a journey from ground to canopy in a multi-storey walk-through aviary. This precinct is new and will require major development.



This development is proposed for the southeast corner of Adelaide Zoo which currently houses a strong representation of our bird collection in the Australian Aviary and Jewels of Asia precinct, and the Jewels of Asia lawn. Many of these exhibits require updating and we will be looking to relocate many of these birds to other precincts at Adelaide Zoo.



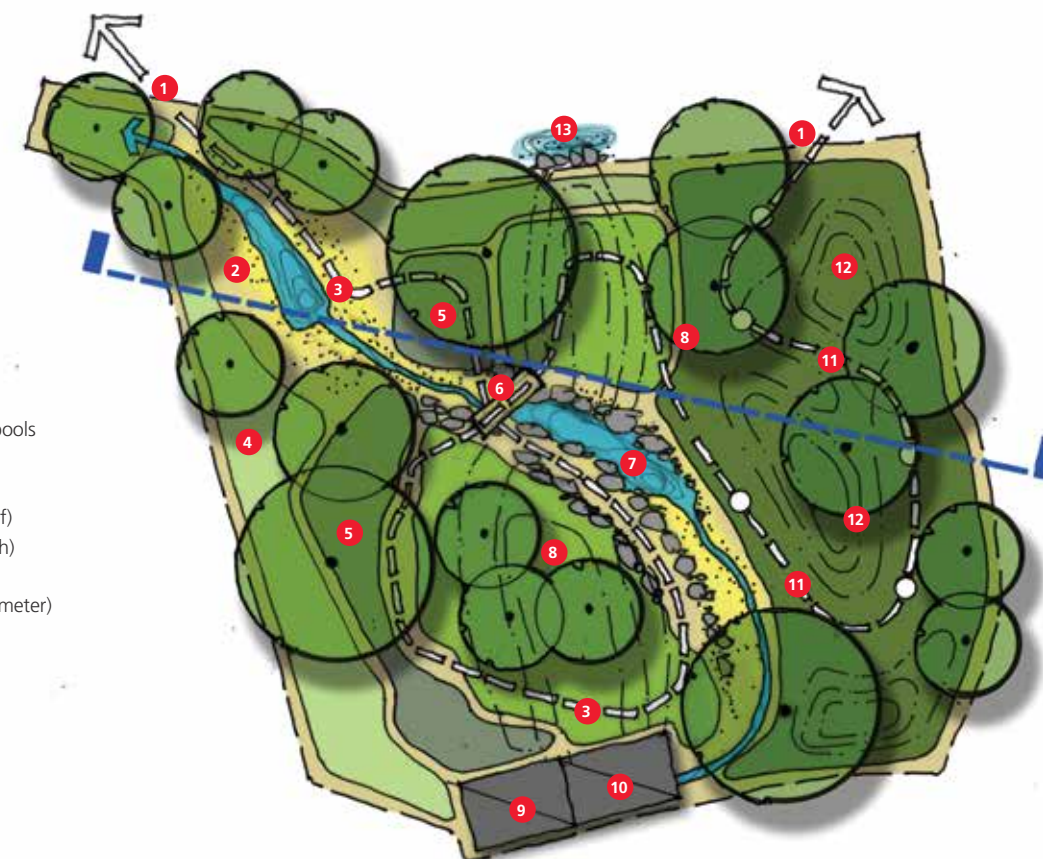
This precinct will see the major development of a multi-storey walk-through aviary with a raised walkway showcasing our South American animals such as tapirs, capybaras, coati and mara at ground level, and tamarins, marmoset, conures and macaws amongst the canopy. With South American collections now declining in other Australian zoos this precinct will be another point of difference for a visit to Adelaide Zoo.

Key features:

A multi-storey aviary and walkway developed to showcase South American animals.



1. Entrance/exit
2. River edge/beach clearing
3. Path (on ground)
4. Screening vegetation
5. Escarpment vegetation
6. Bridge crossing
7. Gorge with waterfalls and pools
8. Table lands vegetation
9. Holding area
10. Pump room (with green roof)
11. Canopy walkway (3-4m high)
12. Jungle vegetation
13. Waterfall (on enclosure perimeter)



Precincts

Bamboo Forest

Adelaide Zoo is home to Australia's only Giant Pandas, Wang Wang and Funi, and we are proud to have been entrusted with their care. Under this Master Plan we will seek to complete and extend our cooperative agreement with China, anticipating that we will make a positive contribution to the global Giant Panda breeding program. Minimal development is required for this precinct.

Key features:
A new aviary, expansion of Red Panda exhibit and aerial walkway and additional visitor amenities.



Opened in 2009, this exhibit is one of the best examples of its kind in the world. It has been designed to provide an exceptional naturalistic viewing experience for zoo visitors as well as catering for the daily enrichment requirements of the Giant Pandas. Contemporary husbandry standards, animal conditioning, careful monitoring and ongoing liaison with Chinese breeding experts are all part of the ongoing management of the exhibit.



Three minor developments are proposed for this precinct: to cover the entrance walkway to create an aviary for Chinese birds from our collection including Mandarin Duck and Golden Pheasant, expand the exhibit areas for Red Panda, and investigate creating an aerial walkway for Red Panda to move in and around the adjacent aviary. The aviary could be designed to be dismantled temporarily to cater for peak visitor periods through the precinct. Additional visitor facilities will be built to better cater for events and functions.

Precincts

Conservation Oz



Many Australian species are threatened and at risk of disappearing. Conservation Oz provides an opportunity to learn more about their story and Zoos SA's important conservation work. The precinct is new and will require major development.

The precinct will be centrally located adjacent the Rotunda and Central Lawn. The area currently houses the Southern

Cassowary, pelicans and Bush Stone-Curlews, Australian Bush Aviaries and a small primate exhibit. Should we be unable to source additional flamingos in future, the heritage Flamingo Grotto could be incorporated in to the precinct in a way that is sensitive to its heritage value. Many of these exhibits require updating and we will be looking to relocate some of these birds to other precincts at Adelaide and Monarto Zoos.



The Conservation Oz precinct will strongly emphasise the importance of local conservation and sharing our stories. There could be new exhibits for Tasmanian Devils, wallaby species, bandicoots, Stone Bush-Curlews, Pygmy Blue-tongue Lizards, Rosenberg's Goanna, Western Swamp Tortoise and threatened local bird species including Orange-bellied Parrot, Regent Honeyeater, Diamond Firetail and Regent Parrot. A sustainability exhibit will be co-located in this precinct. Threatened flora could be showcased in this precinct too.

Key features:
New exhibits for threatened native animals, increased interpretation for conservation messages, threatened flora plantings and a sustainability exhibit.



Precincts

Jewels of Asia

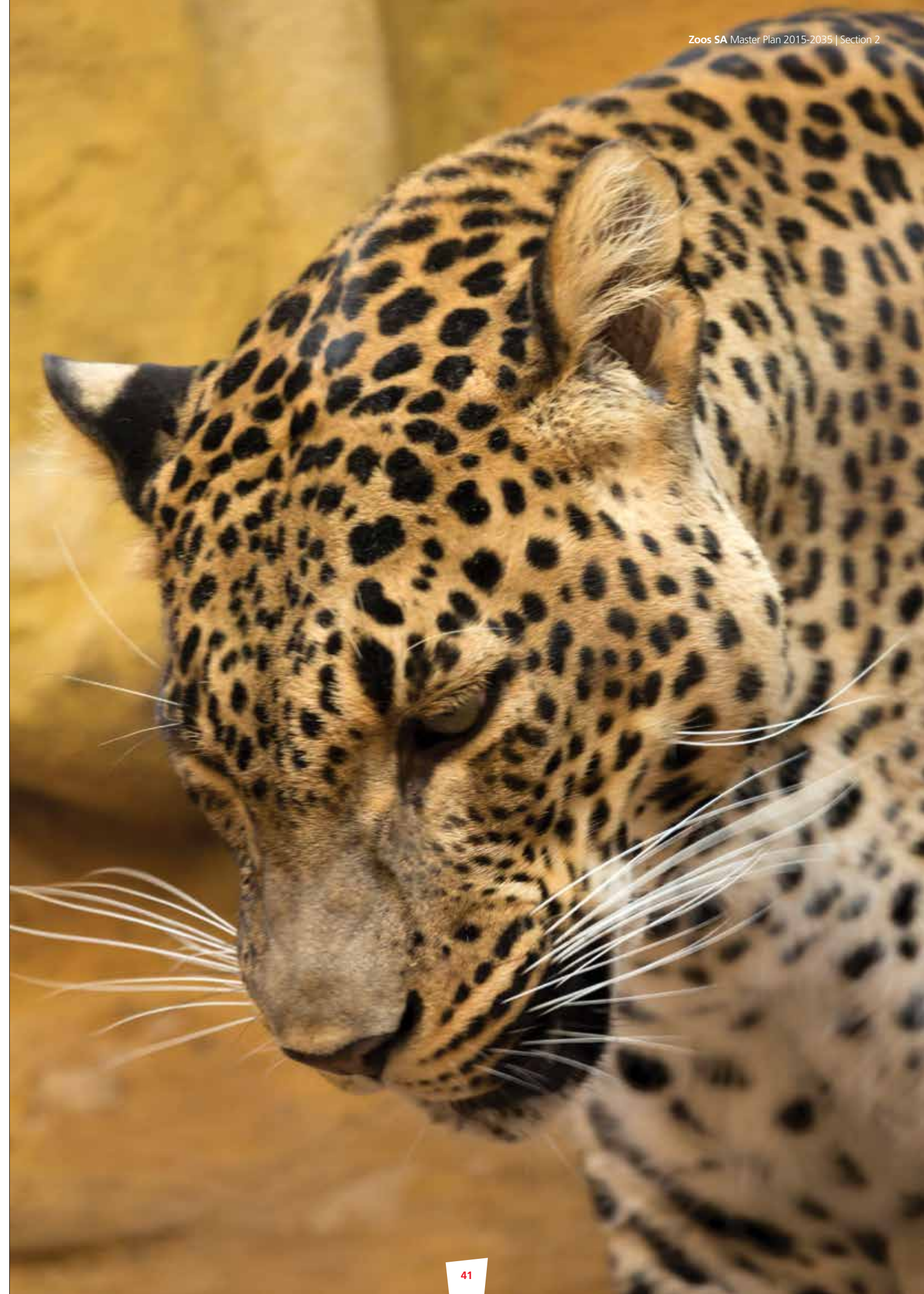
You know you have arrived at Adelaide Zoo when greeted by our siamang's echoing tree top call. The Immersion exhibit provides visitors with the experience of walking through a forest, with Sumatran Tiger and Sumatran Orangutan seemingly within reach. Within the life of this Master Plan we will enhance and complete the Southeast Asia precinct.

Opened in 1995 and further developed in 2006, the Immersion exhibit showcases siamangs, Dusky Langurs, Malayan Tapirs and Malayan Sunbears, as well as endangered Sumatran Orangutan, Sumatran Tiger and White-cheeked Gibbons. Areas for re-development currently house big cats, Tree Kangaroos, African Wild Dogs, Mandrills, Hamadryas Baboons and the Immersion lawn. Many of these exhibits need to be upgraded; we will be looking to relocate several of these animals to other precincts at Adelaide Zoo and move Hamadryas Baboons from our city site to Monarto Zoo. Malayan Tapirs are unlikely to be replaced due to regional health concerns for this species.

We plan to undertake three major developments in the Jewels of Asia precinct to introduce Komodo Dragons in the southwest corner, redevelop the big cat exhibits and lawn area to relocate otters, and introduce an exhibit for the endangered and very striking Sri Lankan Leopard. Aerial animal walkways will also be investigated for this precinct.

Key features:

Introduction of Sri Lankan Leopard and Komodo Dragon, new otter exhibit, opportunity for pop-up catering or revenue activities at northern end, aerial animal walkways and refresh ageing infrastructure.



Delivering our Goals

The Master Plan identifies projects both within and beyond the site's precincts to help achieve the four goals of our Strategic Plan.

Saving Species

(Conservation and Collection Management)

We will contribute more to global species conservation and promote personal action to visitors; to do this we will:

- Invest in additional off-exhibit enclosures to better support ex situ conservation activities (also used for husbandry and presentation purposes).
- Increase the percentage of ambassador and conservation species in our animal collection and add to our global species conservation efforts through Lowland Gorilla and Sri Lankan Leopard exhibits.

- Fully restore and interpret built heritage assets', showcasing how zoos have changed and their increasing importance in global species conservation.
- Provide an interactive visitor experience at the Animal Health (Vet) Centre (vet clinic) to offer insights in to the important work they do.
- Increase the profile and presentation of native species through activities across three precincts and in particular the Conservation Oz precinct.
- Improve onsite interpretation to share our conservation story and promote conservation messages to inspire visitors to take personal action.
- Display educational plantings including threatened species, novelty plants, water-hardy species and education gardens.

Connecting People to Nature (Visitor Experience and Education)

We will provide high quality visitor facilities and experiences that meet the diverse needs of our visitors; to do this we will:

- Upgrade and increase visitor and presentation facilities throughout the zoo, building them into new developments or existing fixtures where required, eg Bamboo Forest precinct to better cater for out of hours events.
- Design the capacity within each precinct to set up additional pop-up catering and/or retail facilities when visitor numbers are high.

- Create a second entrance, additional visitor facilities, catering and retail outlets and outdoor amphitheatre venue on the eastern boundary within the Northern Tropics precinct. Within the first five years of the Master Plan explore options for a second temporary exit on the eastern side.
- Develop new interpretative trails across the site linking exhibits from different precincts through central educational themes.
- Build first class parent room facilities within the Nature's Playground and Aussie Icons precinct and upgrade parent room near the Central Lawn.
- Retain existing overnight tent accommodation onsite.
- Provide tactile opportunities for visitors to engage with our collection via displays at mobile touch tables and a collection of animal curiosities on display in the heritage Elephant House.
- Establish an information service area at the main front entrance with undercover storage capacity for Kids Kabs and wheelchairs.
- Invest in additional directional and interpretive signage across the site.
- Provide more under-cover eating areas at both Wisteria and Fig Tree Cafes, restore the Rotunda venue, provide additional seating and picnic areas across the zoo and retain the popular Central Lawn.
- Use ICT options to tailor communication and provide exceptional experiences.
- Redevelop the existing Panda Shop to provide a small additional indoor presentation area that can also cater for periods of extra retail activity during temporary events or exhibits.

Ethical and Sustainable Approach (Welfare and Sustainability)

We will meet our welfare commitments and reduce our environmental footprint encouraging visitors to follow our lead; to do this we will:

- Increase the size and quality of exhibits for many animals in our collection at Adelaide Zoo.
- House animals more suited to the site and climate by adopting a 'right species - right site' approach.
- Facilitate further environmental enrichment by providing animals more opportunities for choice and movement through the zoo via aerial walkways and keeper walks and presentations.
- Improve the resilience of the site and embed good sustainable practices in to design, eg adopting passive design principles.
- Explore long-term water security options where cost effective, including water capture, filtration and recycling onsite and using Glenelg to Adelaide Parklands (GAP) recycled water if appropriate.
- Improve interpretation across the site to showcase our sustainability initiatives such as green roofs and inspire visitors to take personal action.
- Retain effective waste separation and recycle facilities onsite.

Advancing our Organisation

(Business and Facilities Management)

We will grow the long-term viability of our organisation by investing in efficiencies, revenue growth and people; to do this we will:

- Consolidate food storage and preparation facilities by establishing a central food store and distribution area.
- Complete a full service ring road around the site and ensure vehicular access to most areas through a central route.
- Provide an appropriate standard of office accommodation for all staff by developing a two-storey staff accommodation and administration building at Gate 3 and reviewing existing facilities particularly for assets, horticulture and zoo keeping staff as more detailed designs are in place.
- Investigate the scope to provide undercroft car parking in association with the new office development.
- Redevelop part of the existing Human Resource facilities to serve as a second dedicated First Aid Room.
- Provide adequate office, workshop and lunch room facilities for volunteers.
- Increase opportunities for revenue growth onsite.

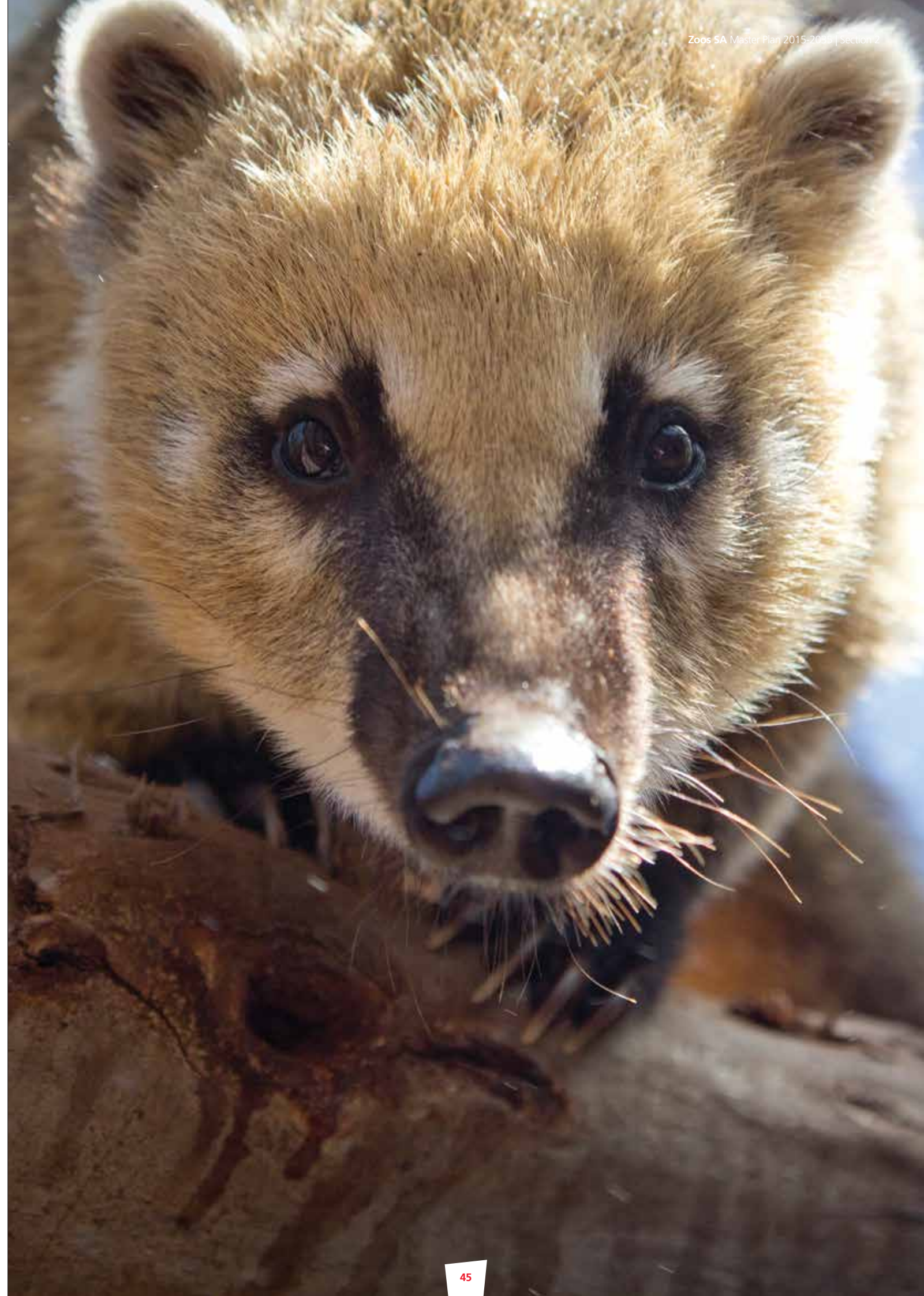
Timelines

The following timeline will guide our implementation of the Master Plan across Adelaide Zoo. We will maintain our flexibility so we can deliver projects as opportunities arise.

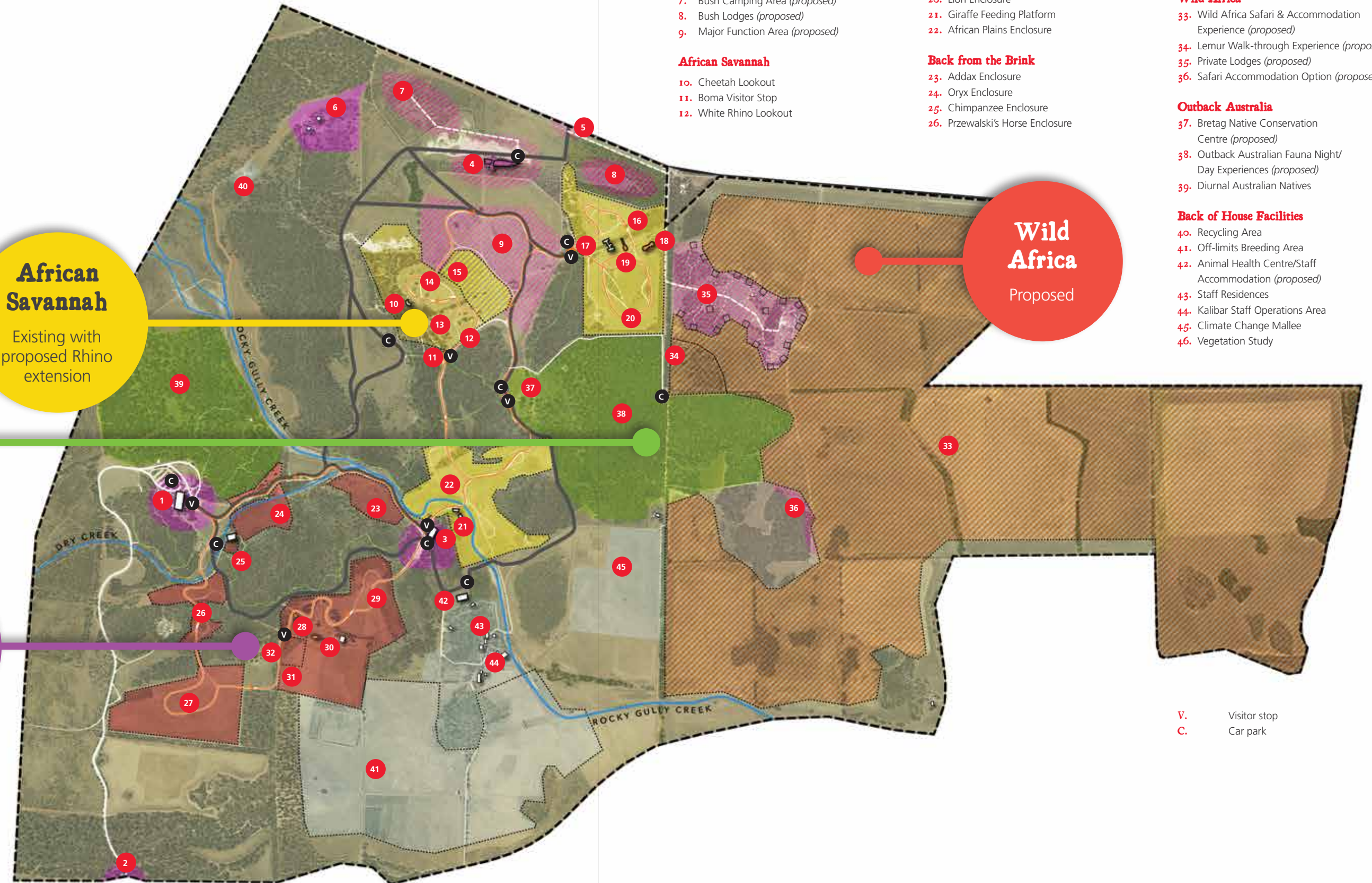


- Nature's Playground
- Into Africa
- Improve Visitor Facilities
- Aussie Icons
- Animal Health Centre
- ICT Learning Experiences
- Conservation and Training
- Husbandry Facilities

- Multi-purpose Indoor Centre
- Jungle Journey
- Staff Accommodation
- Water Security
- Jewels of Asia
- Central Food Facility
- Rotunda Renovation
- The Tropical North
- Conservation Oz
- Restore Heritage Assets
- ICT Learning Experiences
- Sustainability Exhibit
- Aboriginal Knowledge Trail
- Solar Expansion
- Bamboo Forest
- Conservation Trail
- Educational Gardens



Monarto Zoo



African Savannah
Existing with proposed Rhino extension

Outback Australia
Existing and proposed

Back from the Brink
Existing

Wild Africa Proposed

Visitor Facilities

- 1. Visitor Centre
- 2. Entrance
- 3. The Waterhole
- 4. Main Visitor Centre (proposed)
- 5. New Entrance (proposed)
- 6. Indaba Adventure Centre
- 7. Bush Camping Area (proposed)
- 8. Bush Lodges (proposed)
- 9. Major Function Area (proposed)

African Savannah

- 10. Cheetah Lookout
- 11. Boma Visitor Stop
- 12. White Rhino Lookout

- 13. White Rhino Enclosure
- 14. Cheetah Enclosure
- 15. Rhino Extension (proposed)
- 16. Hyena & Wild Dog Enclosure
- 17. Lions & Dogs Lookout
- 18. Carnivore Restaurant (proposed)
- 19. Predator Experience (proposed)
- 20. Lion Enclosure
- 21. Giraffe Feeding Platform
- 22. African Plains Enclosure

Back from the Brink

- 23. Addax Enclosure
- 24. Oryx Enclosure
- 25. Chimpanzee Enclosure
- 26. Przewalski's Horse Enclosure

- 27. American Bison Enclosure
- 28. Black Rhino Bus-stop (proposed)
- 29. Exotic Conservation Breeding Area
- 30. Maned Wolf (proposed)
- 31. Black Rhino Breeding Area
- 32. Solar Farm

Wild Africa

- 33. Wild Africa Safari & Accommodation Experience (proposed)
- 34. Lemur Walk-through Experience (proposed)
- 35. Private Lodges (proposed)
- 36. Safari Accommodation Option (proposed)

Outback Australia

- 37. Bretag Native Conservation Centre (proposed)
- 38. Outback Australian Fauna Night/Day Experiences (proposed)
- 39. Diurnal Australian Natives

Back of House Facilities

- 40. Recycling Area
- 41. Off-limits Breeding Area
- 42. Animal Health Centre/Staff Accommodation (proposed)
- 43. Staff Residences
- 44. Kalibar Staff Operations Area
- 45. Climate Change Mallee
- 46. Vegetation Study

V. Visitor stop
C. Car park

Key Recommendations

Seek to add Maned Wolves, Nyala, and if appropriate Lowland Gorillas and African Elephants to Monarto's collection, introduce Ring-tailed Lemurs and Hamadryas Baboons to the site from Adelaide Zoo and showcase Australian native species and Fennec Foxes currently held off-exhibit. Support insurance population initiatives such as the Australian Rhino Project if the opportunity arises.

Invest in additional off-exhibit multipurpose enclosures to support husbandry management, ex situ conservation and presentations.

Develop a new entrance and Visitor Centre with catering, retail and visitor facilities at the northwest corner of the property to safely cater for high visitor numbers, enhance visitor impact when coming onsite and underpin a range of potential revenue streams.

As a matter of urgency upgrade and increase visitor amenities, catering, retail and presentation facilities across the site, building them in to each visitor stop.

Expand and enhance visitor stops improving on our highly successful Monarto Zoo bus service and introduce effective self-transport options to cater for growing visitor numbers and a broader audience.

Develop a feature playground that follows nature play principles next to the new entrance and a smaller playground at the site of the current Visitor Centre near picnic facilities and family amenities.

Develop a free flight presentation arena and appropriate husbandry facilities within easy walk of the new entrance.

Develop onsite accommodation options offering a price range to underpin the zoo's operations through long-term revenue streams.

Central to the development of a new Australian precinct, develop and partially restore the Bretag homestead as a new visitor stop highlighting our fascinating Australian species, landscapes and the history of land management at the site. A conservation exhibit, mallee track and children's zoo with domestic stock will be located in this precinct.

Extend the existing walking tracks in to a network of diverse tracks for visitors to enjoy with interpretation, exhibits, viewing and rest areas. Link the tracks to other regional recreational walking opportunities.

Offer more immersive experiences at Monarto including walk-through exhibits, and predator and safari experiences.

Improve the resilience of our sites and embed sustainable principles in to design; capturing water, recycling resources onsite and seeking to go off the electricity grid through solar expansion long-term.

Develop state of the art quarantine facilities to meet Zoos SA's future needs.

Install additional fire safety infrastructure across the site to mitigate and respond effectively to the risk of bushfire.

Use ICT options to increase visitor and staff safety onsite, tailor communication and provide exceptional experiences.



Precincts

Monarto Zoo Precincts

African Savannah

Imagine being surrounded by magnificent wildlife, including rhinos, giraffes, zebras, and endangered oryx – at Monarto Zoo you don't have to imagine! The Monarto African Savannah will offer an experience without parallel in South Australia. The precinct will require major development and features a new Visitor Centre and several new high impact exhibits including a free flight show and arena.

The area encompasses the current Waterhole, Boma and Windana Platform Bus Stops and proposes a new entrance and Visitor Centre at the northwest corner of the site. New exhibits and extensions to existing exhibits are planned for many of these sites.

The Waterhole visitor stop could include new exhibits for meerkat, Fennec Fox, Colobus Monkey, ostrich, Nyala and chameleon.

A mixed Cheetah and white rhino exhibit, an aviary for African birds and a Cheetah lure encounter are all proposed for Boma. The Cheetah has evolved to become an elite sprinter moving with a burst of speed unrivalled in the natural world. Cheetah lures are used by zoos worldwide to provide vital enrichment and are already used regularly by zoo keepers at Monarto. This development will create an opportunity for large groups of visitors to witness close up one or more Cheetahs running past at a dizzying speed.

New exhibits are planned at the Windana Platform for meerkats and servals. A new predator encounter experience is at the heart of changes proposed for this area which will allow visitors to walk right into the 'lion's den'. By alternating use of the exhibit by diurnal and nocturnal carnivores this reverse zoo experience where visitors are 'observed by lions' could be enjoyed by both day and night visitors to Monarto.

Moving Monarto's entrance and Visitor Centre to the northwest side of the site will allow visitors to travel safely and quickly to the Visitor Centre and then to the heart of the zoo avoiding current entry, traffic and orientation issues. The location sited on higher ground will also allow visitors to take advantage of the magnificent views across Monarto enticing visitors to explore. The new location will provide easy access to potential accommodation options as well as education facilities and provide new regional catering and retail options with indoor exhibits and a Nature Playground that can be enjoyed by passerby and the local Murray Bridge community without requiring full entry to the zoo.

Within an easy stroll of the new Visitor Centre is a free flight arena. Monarto's open space and long views lend well to a free flight experience where large groups of people can look with awe at these masters of the sky. Whether it's the speed of a Peregrine Falcon, soaring

heights of a Wedge-tailed Eagle or the brazen nature of our flamboyant native cockatoos, this exhibit will inform, entertain and inspire. Because of its location the show could be available to short-term and day visitors alike.

Key features:

New and mixed exhibits of African animals, walk-through aviary, Cheetah lure and state of the art predator experience, new zoo entrance, Visitor Centre and car park, free flight arena and associated husbandry facilities located nearby, large playground designed on nature play principles, potential onsite accommodation options, African interpretative track with village, bush camp and research station recreated with capacity to hold presentations, functions and pop-up revenue opportunities.



Precincts

Outback Australia



Monarto is naturally home to an array of colourful and fascinating Australian animals and important remnants of mallee and grassland habitat. Monarto's feral-proof perimeter creates a refuge for local wildlife and onsite it is typical to enjoy views of kangaroos, emus, and many different kinds of bush bird. Behind the scenes the site is home to some of Australia's most threatened animals including Greater Bilby, Mainland Tammar Wallaby, and Brush-tailed Bettong.



The Outback Australia Precinct will be located to take advantage of valuable remnants located in the centre of the site and showcase some of our settler heritage. The new precinct and visitor stop will highlight our fascinating Australian species and their plight, and share with visitors Monarto Zoo's unique land management and settler history. This is a new precinct and major development is required.



The precinct could include new exhibits for animals such as Dingo, Tasmanian Devil, wallaby species, Giant Desert Skink, Pygmy Blue-tongue Lizard,



Greater Bilby, echidna, and mallee bird species including Malleefowl. The Bretag Homestead will be partially restored and will host a tribute to 'Aussie' settler life and house a Children's Zoo with domestic farm stock such as goats and chickens. The precinct will include a conservation exhibit, Mallee Habitat Trail with interpretation and exhibits, and an Aboriginal Knowledge Trail and bush camp with the capacity to hold presentations and events. Night walks will be developed in parallel to onsite accommodation options.

Key features:

New exhibits for Australian species, settler heritage sites restored and interpreted, Children's Zoo with domestic farm stock, conservation exhibit, Mallee Habitat Trail with interpretation and complementary exhibits and Aboriginal Knowledge Trail and bush camp venue.

Precincts

Back from the Brink

Monarto Zoo has always been home to some of the world's most endangered species and over the life of our Master Plan we intend to build on this critical conservation contribution. This precinct showcases animals from the rest of the world and the vital role that zoos play in their continued existences within and beyond their gates.

The precinct includes two main visitor stops; the new black rhino stop and Primate Central stop based at the current Visitor Centre. The precinct builds on previous investment at Monarto Zoo and includes the current Black Rhino, Przewalski's Horse, bison, oryx, Addax, Barbary Sheep, state of the art chimp exhibits, the ZEN Solar Farm, and current Visitor Centre and surrounds.

The precinct could include new exhibits for Lowland Gorilla, Hamadryas Baboon, small monkey species, Maned Wolf and Plains Zebra as an ambassador for Grevy's Zebra. The existing Visitor Centre will be re-furbished to provide new indoor exhibits and a presentations area. The Animal Health Centre which sits on the edge of the precinct will provide an



interactive experience offering visitors a chance to talk to vets as they undertake their work. Next to the Animal Health Centre visitors could access behind the scene tours of some of our specialist native animal breeding facilities. Many of the attractions in this precinct will be easily reached on foot and visitors will be able to enjoy a revitalised picnic area, second playground, educational and habitat gardens and access to the solar farm. Visitor facilities including catering will be retained at the current Visitor Centre. The number of exhibits in this precinct is expected to grow as Zoos SA supports more global breeding projects over time.

Key features:

New Black Rhino visitor stop, new exhibits for Lowland Gorilla (if appropriate), baboon, Maned Wolf, and zebra, picnic and playground, walking paths, interactive Animal Health Centre, educational gardens, access to the solar farm, improved visitor amenities and catering, indoor exhibits and presentations area.



Precincts

Wild Africa



Wild Africa will allow visitors to add value to their visit to Monarto Zoo by experiencing their own African adventure with personal safari and Madagascar walk-through experiences. Visitors will be completely immersed in the sights, smells and sounds of the savannah as they travel across the open plains through herds of animals seemingly free to roam in nearly 500 hectares. An off road safari in Wild Africa at sunset will be an unforgettable experience.

This precinct is planned for the large freehold allotment on the eastern boundary of Monarto Zoo. To date this land has been left largely undeveloped with some remnant vegetation on its western boundary, revegetation on its northern perimeter, some internal fencing and simple dirt tracks.

There will be two individual paid encounters in the Wild Africa Precinct leaving from the new Visitor Centre; a walk-through Madagascar exhibit and a safari experience. The Madagascar exhibit will showcase some of the country's curious plants and animals focused around a large walk-through Ring-tailed Lemur exhibit that will engage and delight. The safari experience will take small groups of visitors off-road through herds of animals that may include giraffe, eland, bongo, nyala, white rhino, oryx, addax, Barbary Sheep, zebra, ostrich and

perhaps African Elephants. Whether we house African Elephants in future will be subject to consideration of many factors including global conservation efforts, the availability of suitable animals, cost, personnel safety and import restrictions. At this stage we remain open to the possibility and this is reflected in our Master Plan.

Wild Africa will also offer visitors accommodation. Visitors lucky enough to stay overnight will sleep to the night sounds of calling hyena and lion and may participate in selected animal experiences. Economy and high end safari lodges and private accommodation will all be investigated for the Wild Africa precinct.

On site accommodation and new function facilities will not only guarantee visitors a unique South Australian experience but underpin Zoos SA's vital conservation work with new revenue streams.

Key features:

New walk-through Madagascar exhibit, herds in new open range exhibits, off road safari experience, function facilities, and independently managed accommodation options packaged with animal experiences. Wild Africa could contribute to the Australian Rhino Project if it proceeds in Australia (Appendix 3).



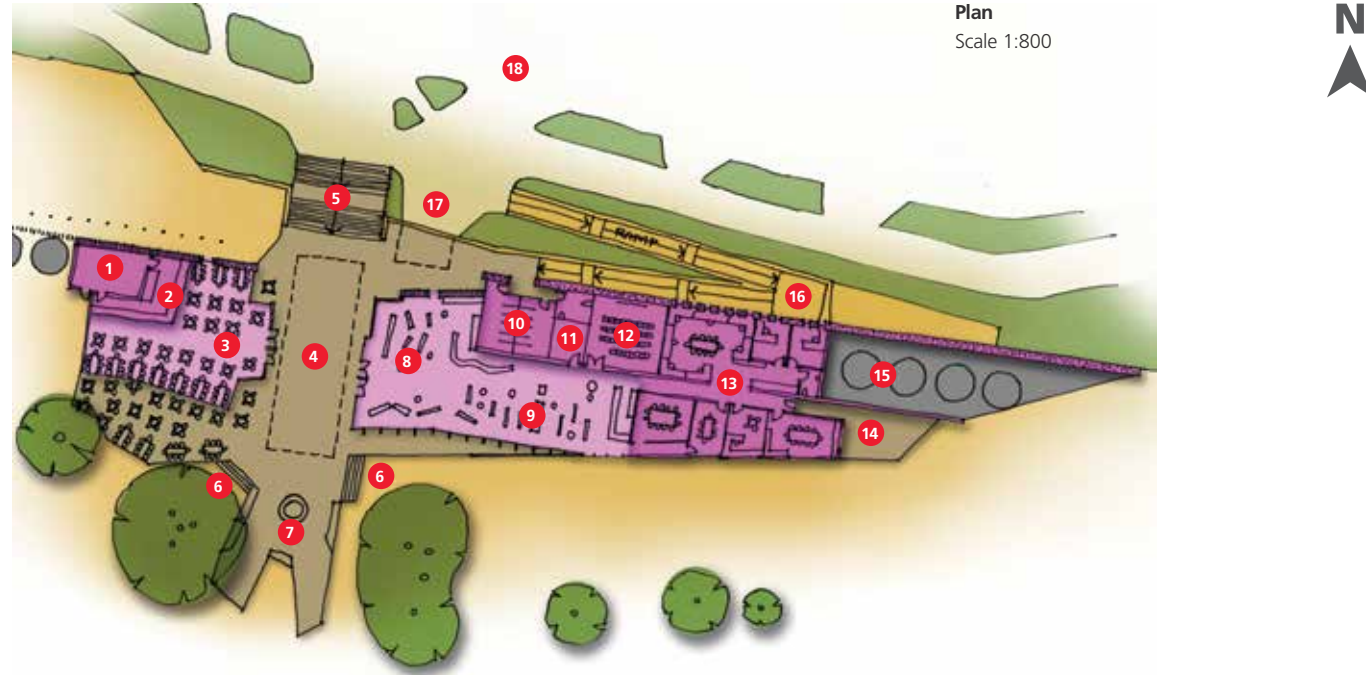
1. Private Lodges
2. Walkthrough Lemur exhibit
3. Waterholes
4. Wild Africa Safari driving track
5. Safari Accommodation Option
6. Animal Handling Area
7. Lookout
8. Lunch Area
9. Outback Australia Fauna Night/Day Experiences
10. Lions & Dogs Lookout
11. Predator Experience
12. Carnivore Restaurant
13. Lion Exhibit
14. Hyena & Wild Dog Exhibit
15. Climate Change Mallee Vegetation Study
16. Stonecutter's Cottage
17. Off-limits Breeding Area

- A. Visitor-stop
- B. Carpark



Precincts

New visitor centre



- 1. Kitchen
- 2. Servery
- 3. Cafe
- 4. Deck
- 5. Entrance stair
- 6. Stairs down to walking tracks
- 7. Firepit
- 8. Shop
- 9. Display Area
- 10. Toilets
- 11. Store
- 12. Viewing/lecture room
- 13. Staff and volunteer offices
- 14. Staff deck
- 15. Tanks (underground)
- 16. Ramp
- 17. Ticket booth 'bunker' on lower level
- 18. Carparking and drop off



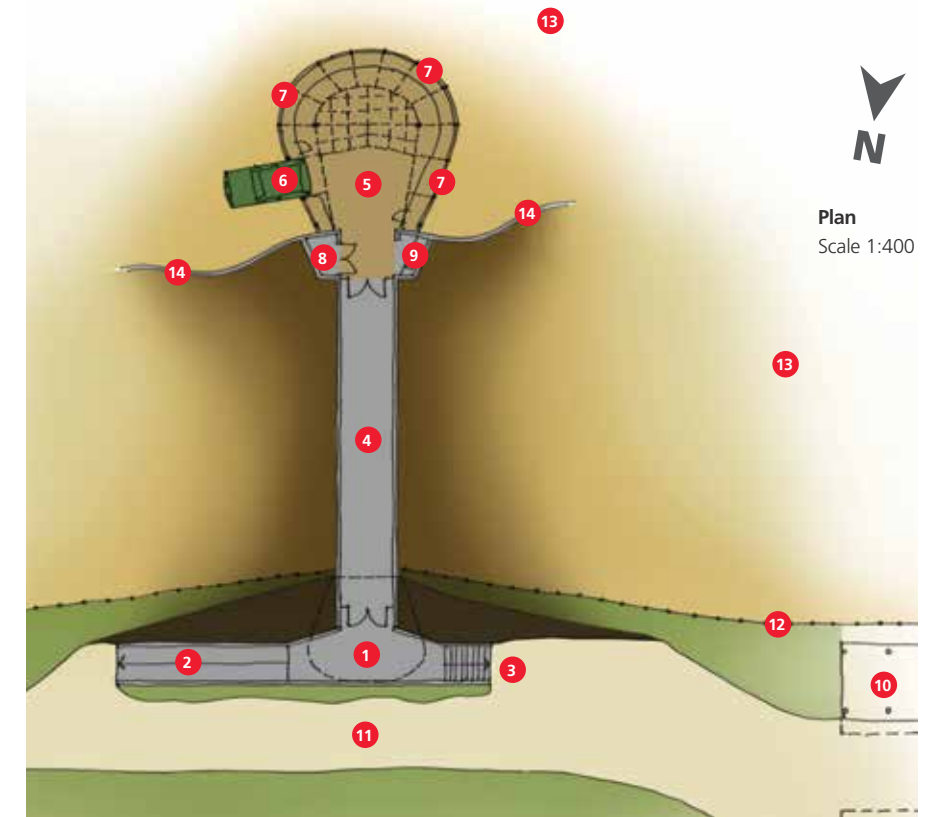
Night-time perspective view from South



Perspective view from North

Precincts

Predator Experience



- 1. Entrance (sunken, with roof over)
- 2. Ramped walkway
- 3. Stair
- 4. Tunnel (underground)
- 5. Caged viewing area (partially undercover)
- 6. Safari car viewing pod
- 7. Fenced off perimeter area (keeper access only)
- 8. Store
- 9. Handwashing area
- 10. Lions and Dogs Lookout (existing)
- 11. Access road (existing)
- 12. Lion Enclosure fence
- 13. Lion Enclosure
- 14. Retaining Wall



Section view (not to scale)



Perspective view from above the lion enclosure

Delivering our Goals

The Master Plan identifies projects both within and beyond the site's precincts to achieve the four goals under our Strategic Plan.

Saving Species

(Conservation and Collection Management)

We will contribute more to global species conservation and promote personal action to visitors; to do this we will:

- Invest in additional off-exhibit enclosures to better support ex situ conservation activities (also used for husbandry and presentation purposes).
- Increase percentage of ambassador and conservation species in our collection and add to our global species conservation efforts through Lowland Gorilla exhibits and participation in the Australian Rhino Project.
- Undertake best practice land management to improve land and habitat condition onsite.

- Provide an interactive visitor experience at the Animal Health Centre to offer insights in to the important work they do.
- Restore and interpret heritage assets, showcasing the site's important land management history.
- Increase the profile, presentation and recovery activities for threatened native species at Monarto Zoo.
- Improve onsite interpretation to share our conservation story and promote conservation messages to inspire visitors to take personal action.
- Construct an independent quarantine facility onsite that meets all Department of Agriculture standards.
- Display educational plantings including threatened species, novelty plants, water-hardy species and education gardens.

Connecting People to Nature (Visitor Experience and Education)

We will provide high quality visitor facilities and experiences that meet the diverse needs of our visitors; to do this we will:

- Upgrade and increase visitor and presentation facilities across the zoo, building them in to new developments and visitor stops. As a first priority we will establish facilities at the Windana Platform and Waterhole.
- Design better capacity at each visitor stop to set up additional pop-up catering and/or retail facilities when visitor numbers are high and provide more under-cover eating areas, seats and picnic areas across the site.
- Develop a new entrance and Visitor Centre with catering facilities. We will retain catering facilities at the current Visitor Centre and Waterhole Pavilion. We will make alterations to the current entrance within the first two years to minimise traffic build up on busy days until the new entrance is complete. Long-term we will retain the existing entrance gate for staff and emergency access.

- Expand and enhance visitor information and facilities at visitor stops improving on our highly successful Monarto Zoo bus service and introduce complementary self-transport options. This will include maintaining higher standards for visitor roads.
- Build on the existing walking tracks to develop a network of diverse tracks linked to other regional recreational walking opportunities where practical.
- Develop onsite accommodation options offering a variety of markets to be run independently onsite. Caretaker facilities will need to be considered.
- Build first class parent room facilities and a retail outlet at the new Visitor Centre.
- Develop a feature playground that follows nature play principles next to the new entrance and a smaller playground at the current Visitor Centre.
- Improve the capacity and design of the visitor car park near current Visitor Centre.
- Invest in more directional and interpretive signage across the site.
- Use ICT options to increase visitor and staff safety onsite and better tailor communication.

Ethical and Sustainable Approach (Welfare and Sustainability)

We will meet our welfare commitments and reduce our environmental footprint encouraging visitors to follow our lead; to do this we will:

- Provide an open range lifestyle for many of our animals and alternate the use of exhibits by diurnal and nocturnal carnivores to stimulate their senses.
- Improve the resilience of the site and embed sustainable principles in to design, eg adopting passive design principles.
- Ensure all suitable new roof areas have the facility to capture water and solar energy; expand solar power aiming long-term to be off the electricity grid.
- Improve interpretation across the site to showcase our sustainability initiatives, eg brown roofs and inspire visitors to take personal action.
- Establish effective waste separation and recycle facilities onsite.

Advancing our Organisation (Business and Facilities Management)

We will grow the long-term viability of our organisation by investing in efficiencies, revenue growth and people; to do this we will:

- Install additional fire safety infrastructure across the site to mitigate and respond more effectively to the risk of bushfire.
- Provide office, workshop and lunch room accommodation for volunteers onsite.
- Provide appropriate and consistent standards of office space by developing additional staff accommodation adjacent to Kalibar and renovating Kalibar homestead to cater for offices, training needs and meetings.
- Increase opportunities for revenue growth onsite.

Timelines

The following timeline will guide our implementation of the Master Plan across Monarto Zoo. We will maintain our flexibility so we can deliver projects as opportunities arise.



- Predator Experience
- Improve Visitor Facilities
- Cheetah Lure
- Conservation and Training Husbandry Facilities
- Onsite Accommodation
- New Black Rhino Stop
- New Entrance and Visitor Centre
- Enhance Walking Tracks
- Enhance Monarto Transport
- Commence Wild Africa
- Fire Safety

- Conservation Centre
- Quarantine Facilities and Animal Health Centre
- Free Flight Show
- Outback Australia
- African Aviary
- Complete Wild Africa
- Ring-tailed Lemur Walkthrough
- Staff Accommodation
- ICT Learning Experiences
- Aboriginal Knowledge Trail and Bush Camp
- Presentations
- Infrastructure Visitor Shops
- Conservation Trail
- Gorilla Exhibit
- African Elephant (TBC)
- Sustainability Exhibit
- Water Play Space
- Solar Expansion



Acknowledgements

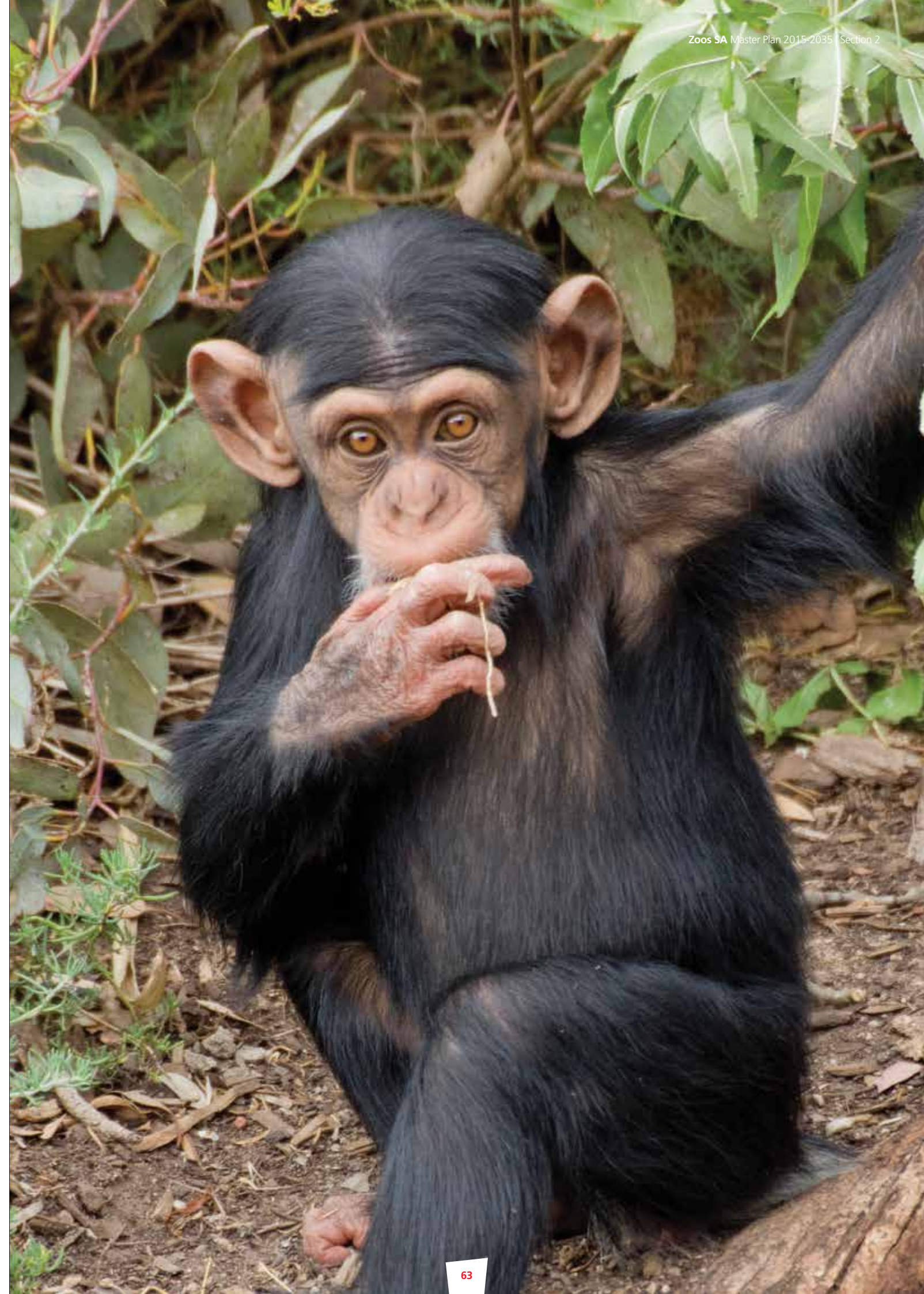
**“A goal without a plan is just a wish”
Antoine de Saint-Exupery**

Zoos SA's Master Plan has taken more than 18 months to develop and it builds on much work that preceded it. Over that time valuable input was provided by staff, volunteers, technical experts, stakeholders and members of the public. We have worked hard to ensure the final document reflects their considered comment and shared aspirations.

Zoos SA would like to recognise members of the Master Plan Steering Committee and convenors and participants of the nine Specialist Project Groups for their significant contribution. Thanks also to Zoos SA's senior managers and team leaders across the two properties for convening staff consultation sessions on the Plan and encouraging widespread feedback. Members of the Conservation, Planning and Sustainability team provided

considerable executive support to the process. 'The Hub' at Adelaide Zoo would not have been the same without the efforts of the Human Resources and Assets and Horticulture teams.

The Zoos SA Board has overseen the Plan's development from the outset and we recognise the efforts of current and previous board members for their leadership.



Appendices

Appendix 1

Future Challenges and Opportunities

Challenges

To achieve its vision over the next twenty years Zoos SA, like many other zoos, will face substantial challenges. At the same time zoos worldwide will be under increasing demand to play a leading conservation role.

These challenges include:

- Increasing competition from other attractions and for discretionary spending in the local, national and international market place.
- Managing the impacts of climate change including extreme weather events such as higher temperatures and resource shortages.
- Managing the risk and potential impacts of natural disasters such as flooding through heavy downpours and bushfire.
- Increasing costs for services and utilities such as electricity, water and trades waste.
- Rising expectations from community, the global zoo network and government in respect to professional zoo standards.
- Lessening government funding and associated services and a limited visitor, corporate and philanthropic base in South Australia.

- Fluctuating state and national tourism patterns.
- Retaining skilled and committed workers with an ageing residential population and ongoing loss of young South Australian professionals interstate or overseas.
- Maintaining relevance with changing social norms and behaviours.
- Likely increased risks of disease affecting our animal collection, biosecurity standards and limits to importation.
- Meeting visitors' expectations for a dynamic experience and encouraging cost-effective repeat visitation.
- Relying on outside investment to support new capital ventures.
- Building a robust and adaptable financial model.
- Addressing a backlog of aging, non-compliant and inefficient infrastructure which is typical of most established zoos.
- Financial constraints and the fear of risk stopping us doing extraordinary things.

Opportunities

Notwithstanding the challenges, Zoos SA has many opportunities it can build on, such as the:

- Global need for conservation, biosecurity and husbandry expertise and access to collections.
- Growing awareness in urban communities of the benefits of connecting with animals, the outdoors and our natural world.
- Significant Zoos SA member and volunteer base and charity status.
- State's targets for residential growth including a focus on City, Murray Bridge and Mount Barker populations.
- Strong State Government and Adelaide City Council focus on Adelaide's Riverside Precinct and developing Adelaide as a vibrant and livable City.
- Strong alignment opportunities with a number of goals and targets within South Australia's Strategic Plan and its strategic priorities including creating a vibrant city, every chance for every child, a clean environment, a great place to live and visit, valuing and supporting volunteers, understanding Aboriginal culture, regional job opportunities, promoting renewable energy, lose no species, and respecting and enjoying our natural environment.
- History and strengths of our existing zoos and national and international zoo networks.

- Global significance of Australia's endemic biodiversity.
- Sanctuary that countries like Australia provide to hold insurance populations when pressures such as poverty and civil war conspire to make it almost impossible to retain wild populations in some parts of the world at this time.
- Likely future improvements in information technology.
- Increasing investment to promote regional tourism and ongoing strong visitor interest in viewing our local wildlife.
- Expected growth in the emerging 'experience' industry by both local and tourist markets including iconic walking trails.
- Expected rewards from promoting a strong and much loved institution and brand.
- Potential partners and revenue streams we have not traditionally considered.
- Growing interest in Aboriginal culture and knowledge and other traditional cultures worldwide.
- Opportunity to create a unique Australian zoo experience.

- Ongoing importance of South Australia's public institutions in their own right, as centres for learning and backdrops for other aspects of South Australia's cultural life.
- The proven success of temporary exhibits such as 'Dinosaurs Alive', a mobile robotic dinosaur exhibit hosted at Adelaide Zoo over summer 2013/14.

Appendix 2

Modern Zoo Best Practice

To respond to future challenges and opportunities (Appendix 1) Zoos SA's sites must implement modern zoo best practice.

Saving Species (Conservation and Collection Management)

- Ensure capacity to contribute to species conservation both within and beyond our gates.
- Increase the percentage of ambassador and conservation species in our collection; these animals have high visitor impact, strong conservation stories and align well with conservation activities.
- Ensure we have the right animals housed and displayed at the right sites.
- Care for an engaging, dynamic and sustainable animal collection.
- Effectively engage supporters and visitors in conservation messages that lead to action; we believe everyone can contribute to species conservation.
- Work with partners to fund research and conservation projects and facilities.
- Ensure our policies and practices reflect our conservation values and principles.

Connecting People with Nature (Visitor Experience and Education)

- Provide dynamic, immersive and high impact exhibits to engage visitors.
- Provide interactive, enjoyable, meaningful and safe experiences.
- Provide opportunities to see natural behaviours in habitat settings.

- Demonstrate the value and conservation outcomes of our zoos and promote conservation education messages through stories.
- Deliver standards of service and visitor facilities that meet our customers' needs and expectations.
- Suitable to engage visitors from many cultural backgrounds.
- Promote the distinct strengths of our unique sites and animal collection.
- Share what goes on behind the scenes and the skills and passion of our people.
- Recognise the significance of cultural and built heritage at our sites.
- Provide contemporary education programs that are strongly linked with our collection and conservation goals.

Ethical and Sustainable Approach (Welfare and Sustainability)

- Keep ahead of evolving standards in animal husbandry, wellbeing, accreditation, biosecurity management and exhibit design.
- Facilitate further environmental enrichment by providing animals more opportunities for choice and movement.
- Embed sustainable practices and infrastructure and reduce our reliance on limited resources such as water and energy.

- Adapt our sites, animal collection and visitor engagement facilities to be more resilient to potential changes in local climate, such as hotter drier summers.
- Maintain and improve resource condition at Monarto Zoo and manage natural risks such as bushfire.

Advancing our Organisation (Business and Facilities Management)

- Create revenue and fundraising streams that can withstand and/or adapt quickly to changes in the marketplace.
- Accommodate the needs of evolving international tourist markets.
- Design and upgrade our facilities to be efficient and multi-purpose.
- Foster continuously improving business management systems.
- Secure additional resources to develop and upgrade facilities and services in line with our Master Plan.
- Work closely with government, the zoo network and other partners on shared goals.
- Value and invest in the skills and engagement of our people (staff, volunteers and contractors).
- Involve relevant staff and stakeholders in development design to ensure it is practical and meets their needs.

Appendix 3

The Australian Rhino Project

Black and White Rhinoceros are on the verge of extinction due to poaching. Despite continued efforts from the South African government and others, the situation continues to deteriorate. Rhinoceros poaching has escalated in recent years, and experts believe the current wave will reach the highest levels for two decades.

In light of these dire circumstances The Australian Rhinoceros Project was born. Founded by Ray Dearlove, the ultimate goal of The Australian Rhino Project is to ensure the survival of these majestic species. It will do this by working with partners such as Taronga Western Plains and Monarto Zoos to run ex situ conservation breeding programs outside of their natural ranges where the issues persist so that in time they can be returned home. To find out more visit: theaustralianrhinoproject.org.



Appendix 4

Glossary

Accreditation	Meet the standards of the Zoo Aquarium Association (ZAA).
Animal welfare/wellbeing	The level of an animal's physical and psychological wellbeing.
Behind the scenes	Work and care that goes on to support the zoos' operations in areas that are not accessible to the public.
Biodiverse	The diversity of species and their habitats.
Biosecurity	Procedures to protect humans or animals against disease or harmful biological agents.
Brown roof	A roof completely or partially covered in locally sourced soil or rubble.
Climate Compatible	Able to function well within existing and future foreseeable climate conditions with minimal intervention.
Collection	The animals we keep in our zoos.
Ecologically Sustainably Development (ESD)	Managing development and associated limited resources sustainably.
Education	The art of imparting knowledge, for the purpose of this Master Plan education is used in its broadest sense.
Enclosures	Areas where animals are housed.
Endangered species	Species that are at risk of becoming extinct unless intervention occurs.
Enrichment	Activities or features for animals that provide stimulation and enjoyment.
Exhibit	Part of an animal's home that is on public display.
Ex situ	Conserving 'off-site' or not in the natural habitat eg in a zoo.
Green roof	A roof completely or partially covered with vegetation.
ICT	Information and Communication Technology.
Immersion	To immerse or surround someone in the experience.
Interpretation	Explaining the meaning of something.
Master Plan	A vision of the future zoo that guides its development.
Open range	An area of land without fences or other barriers.
Precinct	An area where the attractions share a common theme defined by a boundary.
Presentations	Educational interactions with staff and volunteers, at times these will involve animal encounters or engaging visitor activities.
Resource condition	The health of soil, water, air and habitat.
Species conservation	Taking action to reduce risks to threatened species populations.
Strategic Plan	A plan defining an organisation's purpose, strategy, directions and resource allocation.
Zoo Youth	A program for young people interested in volunteering for Zoos SA.



Appendix 5

Photographic Credits

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Peter Clark

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Nicole Miller

**Zoos SA is a charitable
conservation society that exists
to save species from extinction
and connect people with nature.**



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Principal Partner

