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Westpac

*...Creating
New
Memories!*

Zoos SA
Master Plan
Summary Document
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

Our Master Plan

Zoos SA 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. Both sections are outlined in full in the complete Master Plan document available from the Zoos SA website at www.zoossa.com.au.

Master Plan Objectives



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 Zoos SA's sites must implement modern zoo best practice. 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 Kurna (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 on site 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-fresh and upgrade existing facilities across the sites.

Digitally enhance the zoo experience.

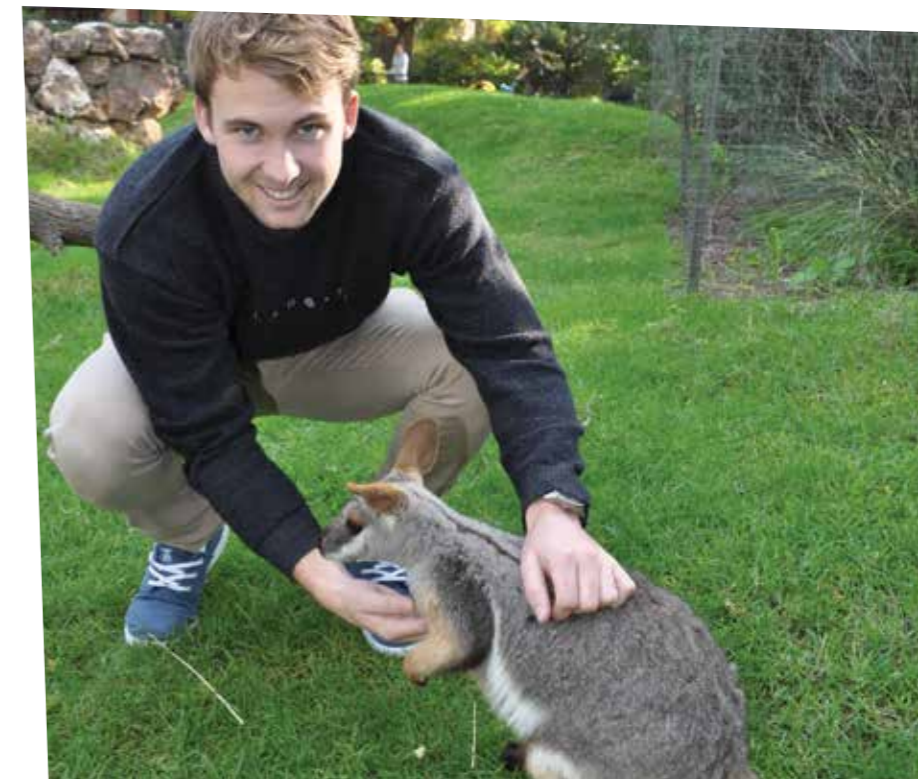
Information and Communication Technology (ICT) allows us to provide visitors with information that better matches their ages, interests and languages on site. We will use ICT to immerse, reveal, recreate and tailor a visitor's experience whether they are at the zoo or in their lounge room on the other 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 on site 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 over stated. 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.

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.

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 on site 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 on site 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.

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 on site: 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.



Adelaide Zoo

Into Africa
10,290m²

Jewels of Asia
12,510m²

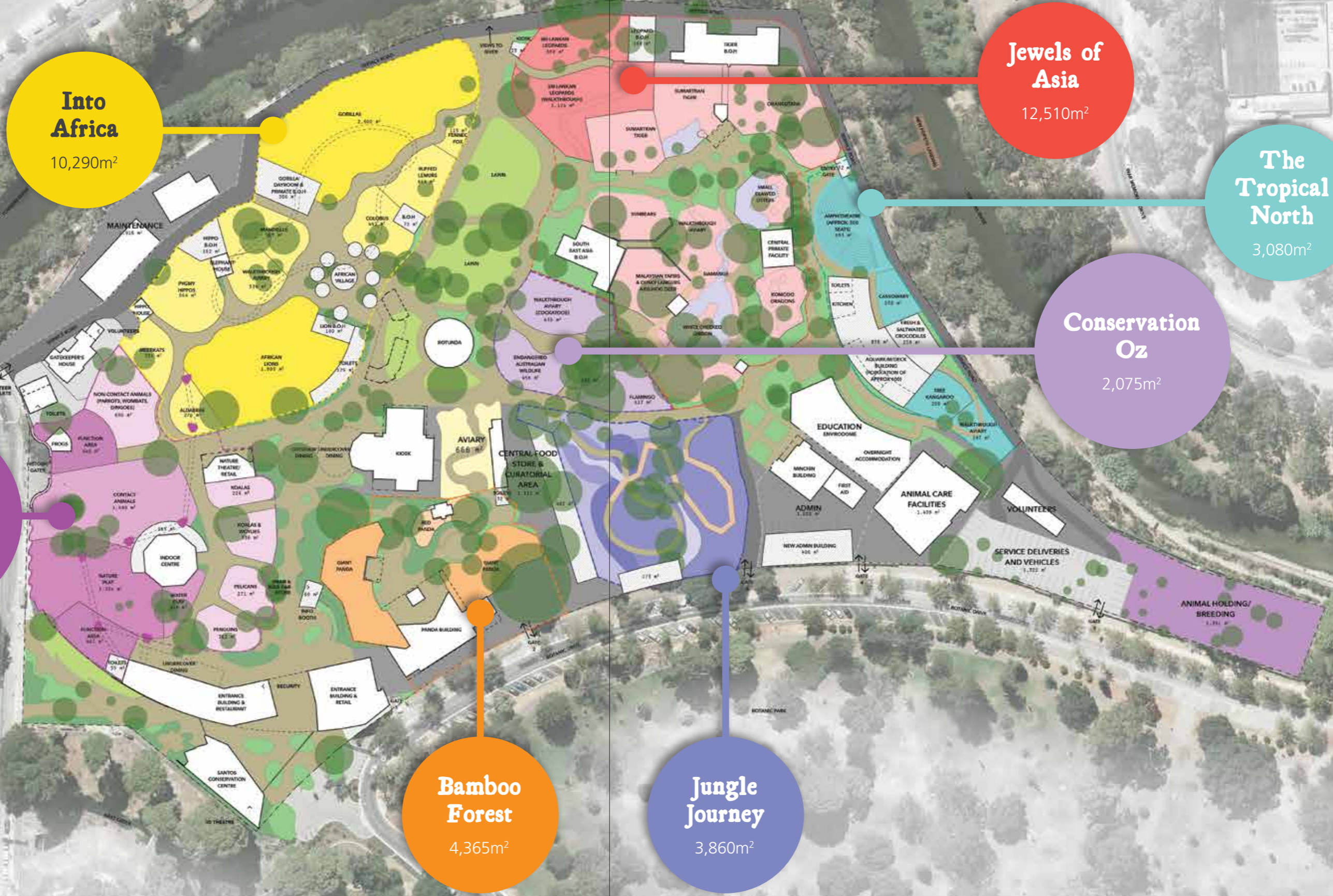
The Tropical North
3,080m²

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 on site; 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 on site 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.



New Features of Adelaide Zoo Precincts

Nature's Playground and Aussie Icons

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).

Into Africa

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.

Jewels of Asia

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.

The Tropical North

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.

Jungle Journey

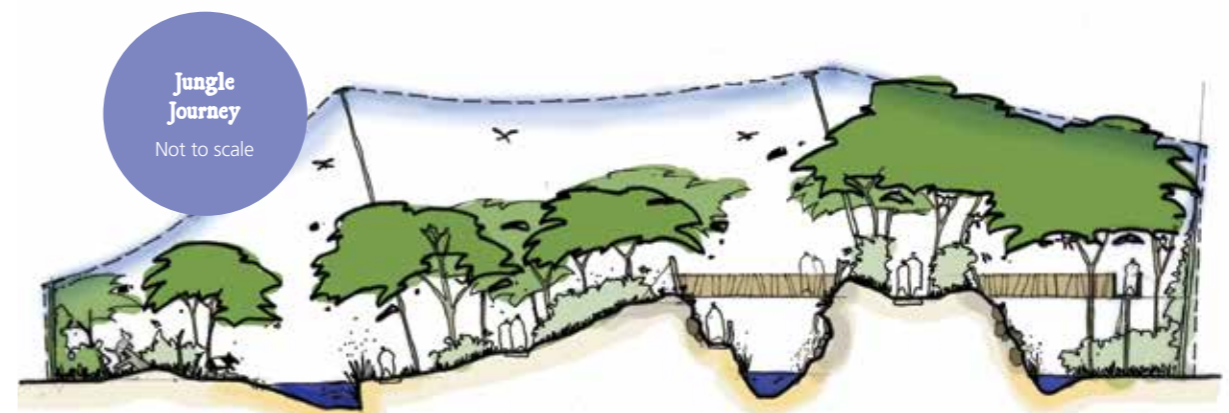
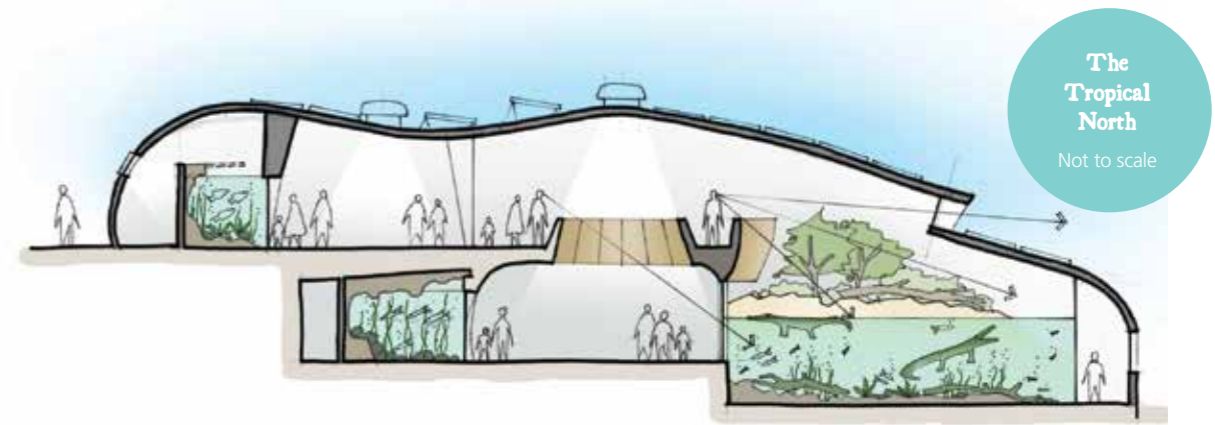
A multi-storey aviary and walkway developed to showcase South American animals.

Bamboo Forest

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

Conservation Oz

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



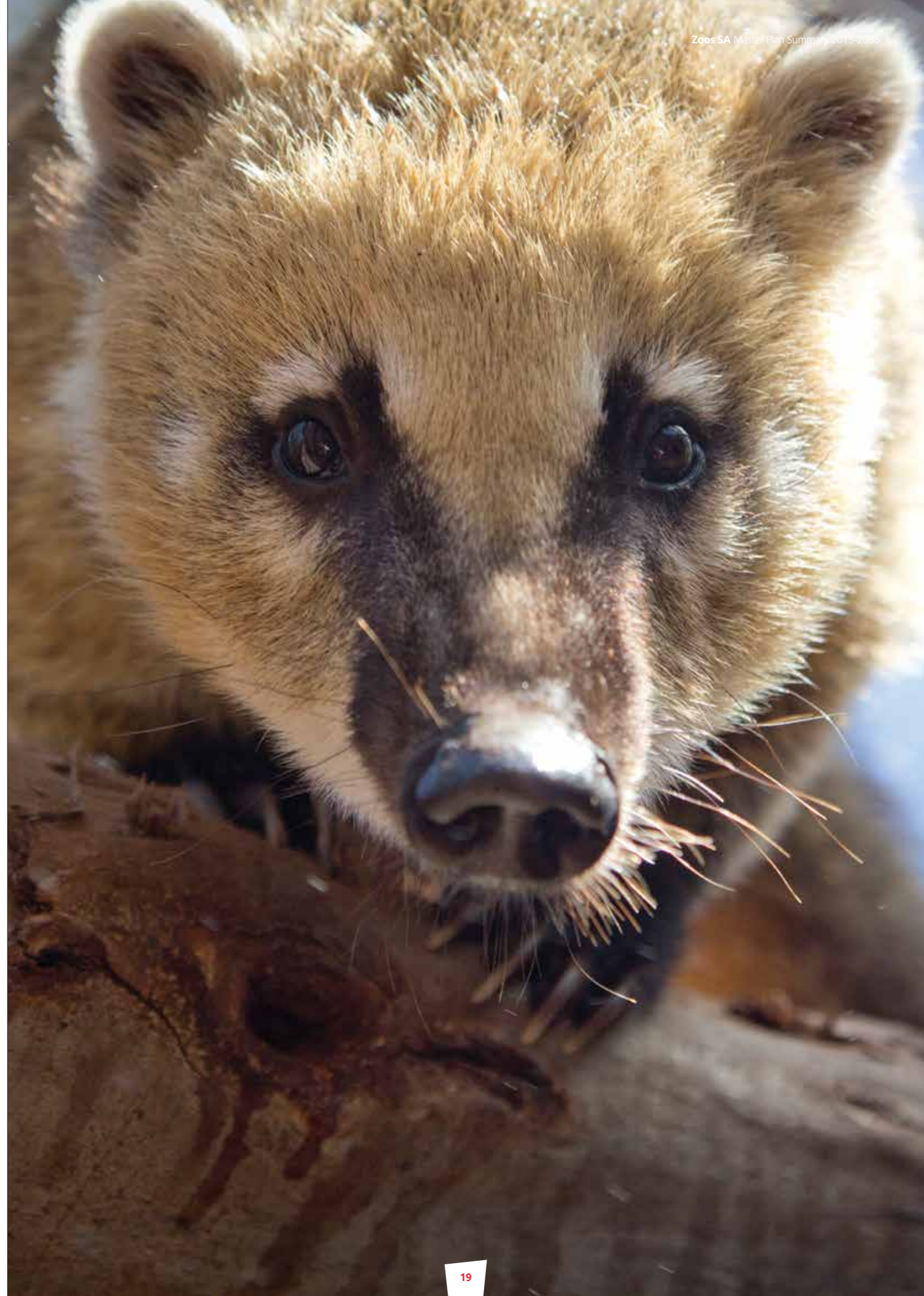
Adelaide Zoo Timeline

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



Our Unique Sites



Monarto Zoo A feeling of Space

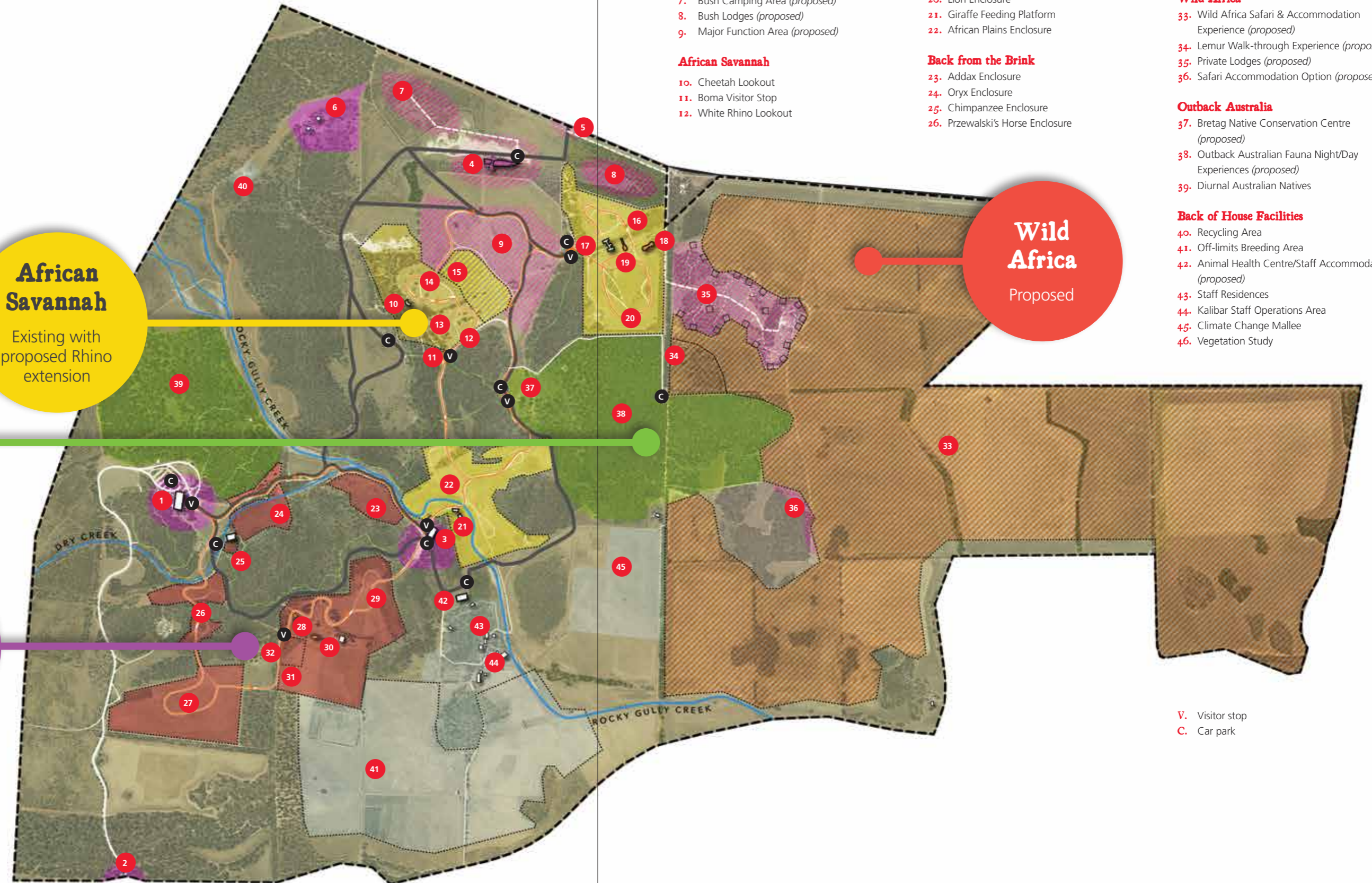
Monarto Zoo is a zoo with wild horizons. Dedicated to conserving species of the plains and outback, it immerses visitors in an open range and evocative experience.

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 on site: 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.

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 on site 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 on site 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 on site 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 on site, tailor communication and provide exceptional experiences.



New Features of Monarto Zoo Precincts

African Savannah

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 on site accommodation options, African interpretative track with village, bush camp and research station recreated with capacity to hold presentations, functions and pop-up revenue opportunities.

Outback Australia

New exhibits for Australian species, settler heritage sites restored and interpreted, children's zoo with domestic farm stock, conservation exhibit, mallee habitat track with interpretation and complementary exhibits, and Aboriginal Knowledge Trail and bush camp venue.

Back from the Brink

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 (Vet) Centre, educational gardens, access to the solar farm, improved visitor amenities and catering, indoor exhibits and presentations area.

Wild Africa

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.



Predator Experience

Monarto Zoo Timeline

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
- On-site 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



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.



Photographic Credits

Geoff Brooks

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



zoos.com.au

Principal Partner

