

Annual Report 2016 – 2017  
Securing a shared future for wildlife and people

# CELEBRATING 100 YEARS



# A SHARED FUTURE *for* WILDLIFE *and* PEOPLE

At Taronga Zoo and Taronga Western Plains Zoo, we believe that wildlife and people can share this planet.

We believe that all of us have a responsibility to protect the world's precious wildlife, not just in our lifetimes, but for generations of the future.

Our Zoos create experiences that delight and inspire lasting connections between people and wildlife. We aim to change lives and create conservation champions eager to engage with their communities to value the wildlife in their care, and around the world.

Our activities range from resolving human-elephant conflict in Mozambique, to successfully breeding critically endangered Bellinger River turtles and transforming Australian school children into conservation champions.

Our conservation breeding programs for threatened and priority wildlife help a myriad of species, from tiny vibrant Corroboree Frogs to Australasia's first Greater One-horned Rhino calf.

We work in partnerships to support 44 research and conservation projects across Australia, and a further 25 programs around the globe.

Our Zoos are not-for-profit organisations. We pay no dividends, and any surplus is put straight back into support, care and conservation of wildlife.

# 100 YEARS of TARONGA

## OPENING DAY 7 OCTOBER 1916



**1927**  
The Aquarium opened 19 July

**1976**  
The last elephant ride was given in 1976, but for many Sydney-siders, an elephant ride is a powerful and fond memory.

**1977**  
Western Plains Zoo opened to the public on 28th February 1977 and was the first zoo in Australia to be constructed on the open range principle.



**1989**  
In 1989 Taronga becomes a founding member of the International Rhino Foundation to assist with in-situ breeding programs and anti-poaching operations to conserve viable populations of rhino in the wild.



**1998**  
Ngamba Island Sanctuary Taronga helped establish a 100 acres sanctuary in Uganda to care for orphaned chimpanzees that were rescued from poachers.



**2003**  
Sir David Attenborough visits Taronga Zoo 13 October 2003.

**1940**  
1940s Official Illustrated Guide to Taronga Park Zoo and Aquarium Sydney, N.S.W.



**2008**  
Launch of Burbangana Indigenous Awareness Program, giving young people in care the opportunity to engage in activities in and around the Zoo.



**2006**  
Five Asian Elephants arrive at Taronga from Thailand signifying the establishment of the first Conservation Breeding Program for their species in Australasia. Endangered in the wild, this herd will play a crucial role in the conservation program and will go on to successfully breed at Taronga's Zoos.

**2011**  
Taronga releases the first Corroboree Frogs into disease-free enclosures in Kosciusko National Park as part of a breed for release program for the critically endangered species. Since then, 491 frogs have been released.



**2009**  
Luk Chai was the first elephant calf ever to be born in Australia.



**2014**  
Their Royal Highnesses, The Duke and Duchess of Cambridge were introduced to some of Australia's unique and endangered wildlife at Taronga Zoo, officially opening the Zoo's new Bilby exhibit named in honour of their son, Prince George.



**2011**  
Taronga announces a five year partnership with Jane Goodall to expand the Tchimpounga Rehabilitation Centre in the Congo, which cares for over 140 rescued or orphaned Chimpanzees that have been saved from the pet and bush meat trades.



**2014**  
Taronga and TRAFFIC launch a world-first app, Wildlife Witness, allowing travellers to report illegal wildlife trade by taking a photo, pinning the precise location and sending the information to a Wildlife Crime Data Analyst.



**2016**  
Taronga announces its Centenary Legacy Species commitment, dedicating the next 10 years to the conservation of 10 critical species – five native to Australia, and five on the brink of extinction in Sumatra.



## CENTENARY CELEBRATIONS 1916 - 2016/17

Following timeline  
Zoo opening Photo: ?? Aquarium Photo: ?? Illustrated Guide Photo: ?? Elephant Ride Photo: ?? Western Plains Zoo Photo: ?? Rhino Photo: ??  
Ngamba Island Sanctuary Photo: ?? David Attenborough Photo: ?? Asian Elephants Photo: Rick Stevens Burbangana Zoo Photo: ??? Luk Chai Photo:  
??? Corroboree Frog Photo: Paul Fahy Jane Goodall Photo: ?? Duke & Duchess of Cambridge Photo: ?? Ivory Seal Photo: E. John Sun Bear Photo: Paul Fahy  
Steve Crane Photo: ??

# TIMELINE

## 2016/17

### July

- Taronga Zoo welcomed more than 7,000 people to its inaugural Eid Festival in 2016 along with community partner Crescent Wealth. EID celebrates the Islamic festival marking the end of the Ramadan, bringing families together to share feasting and fun.
- The first Taronga CEO Challenge to Sumatra, Indonesia, took place. The event raised over \$1.2m for Taronga programs.



### August

- Three Short-beaked Echidna puggles hatched at Taronga Zoo. The first successful Echidna births in nearly 30 years.
- Taronga was the proud recipient of the San Diego Zoo Global 2016 Conservation Medal in recognition for its contributions to conservation.



### October

- Taronga Zoo celebrated its 100th birthday on 7th October 2016 marking a century of bringing people and wildlife together. More than 6,000 people were invited to join the 'party of the century' free-of-charge.
- The Centenary Parade, a major highlight, saw Taronga recreate the journey through Sydney CBD taken by staff and animals from the original site at Moore Park to the current site in Mosman 100 years ago. The Parade featured 10 giant lanterns representing the Legacy Species, supported by 450 staff and volunteers and 700 dancing school students children. The parade culminated at the steps of the Sydney Opera House.
- Taronga's Burbangana and Walanmara programs were celebrated when a group of indigenous children and young people achieved the 490km Shoulder to Shoulder walk, arriving in Sydney in time with the centenary birthday celebrations.



### November

- The birth of the first Asian Elephant Calf born at Taronga Western plains Zoo caused great excitement. The male calf was born to experienced mother Thong Dee on 2nd of November 2016 and was lion cubs, also born in Dubbo on 19 November 2016, the Zoos second ever litter.
- Taronga's annual fundraising ball 'ZooFari 100 – Celebrating a Centenary' was a great success, raising over \$700,000 for the Legacy Species.

### January

- 21 Bellinger River Snapping Turtles hatched in the first ever breeding program for the critically endangered species, the births followed an urgent recovery program, led by Taronga, after an extreme demise in their number in the wild.
- The 22nd annual Twilight at Taronga concert series launched on 27th January 2017 and went on to record the highest number of attendees on record.



### February

- Taronga Western Plains Zoo welcomed a female Przewalski's Horse, born 22 February 2017. The foal was named Nuruu, recognising the 'Khustain Nuruu' national park in Mongolia where the Przewalski's Horse remains wild today.
- Taronga Western Plains Zoo enjoyed a month of festivity - celebrating its 40th anniversary and winning Gold at the Australian Tourism Awards for "Best Unique Accommodation" for the second consecutive year.

### April

- The opening of the Centenary Theater and Taronga's film Wild Squad Adventures marked a major milestone for Taronga and it's ambition to engage a 'wild squad' of young wildlife champions.
- The arrival of a female Southern Black Rhino calf, born 11 April 2017 at Taronga Western Plains Zoo was a significant success. The calf heralds the third generation of Black Rhino to be born in Dubbo.



### May

- Jai-Dee, the fourth Asian Elephant calf to be born at Taronga Zoo made his arrival on 26th May, born to mother Tang Mo, his arrival is another success for the regional breeding program.
- The second annual Vivid Sydney at Taronga Zoo commenced on 26th May and welcomed more than 100,000 guests over 23 nights to celebrate and support Taronga's commitment to its Legacy Species.



### June

- Taronga celebrated a Gold award at NSW Sustainability Advantage Awards, recognising its outstanding environmental achievement and leadership.
- June 30th marked the final day in a record breaking 12 months for Taronga, with over 1.9 million guests attending its two Zoo's the 2016/17 year had been the most attended on record.



### From left

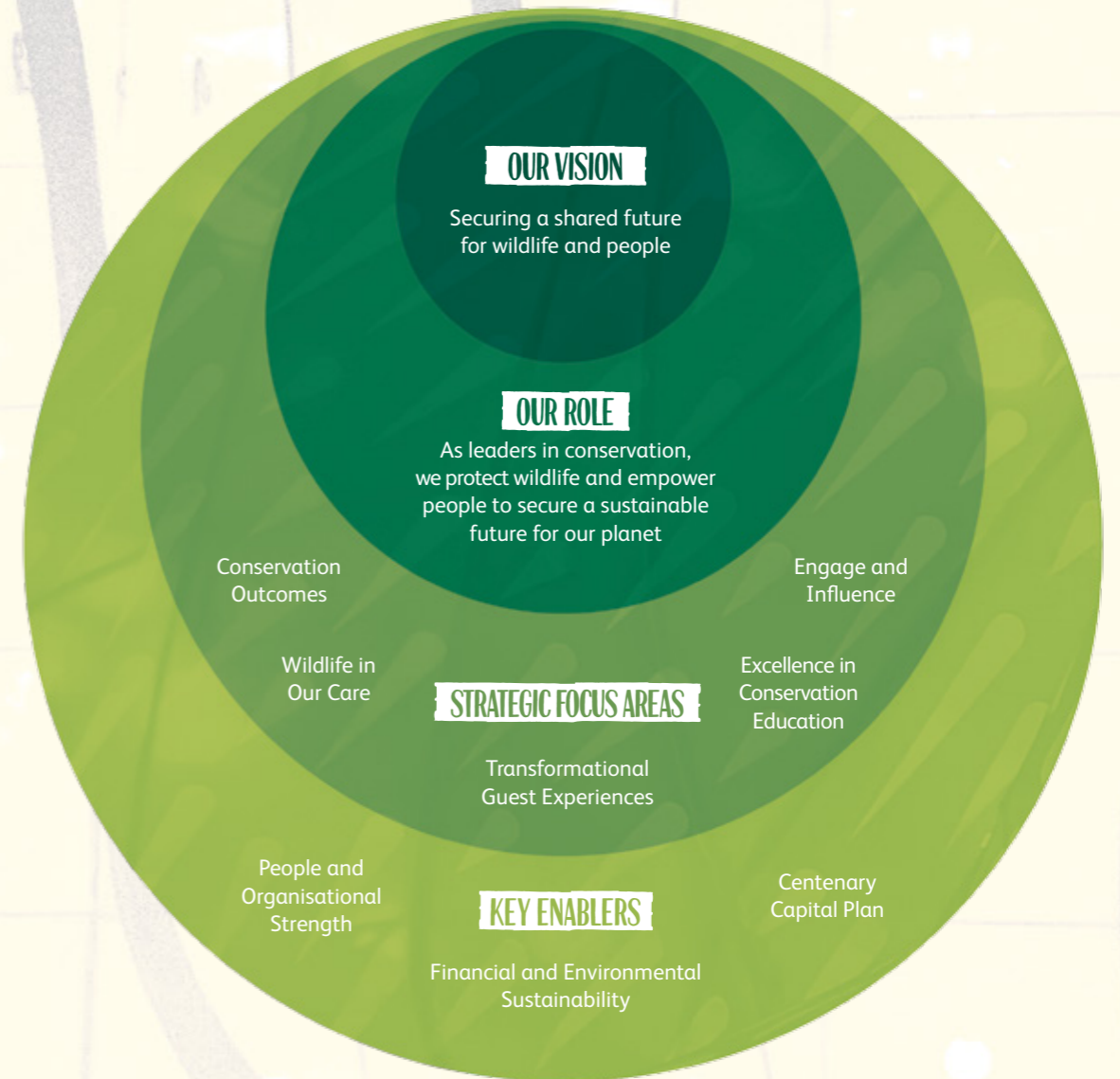
EID at Taronga Photo: Crescent Wealth Short-beaked Echidna Photo: Gary Ramage  
 Giraffes Taronga Zoo 100th Birthday Photo: Rick Stevens  
 Asian Elephant calf Sabai Photo: Rick Stevens Twilight at Taronga Photo: Maclay Heriot  
 TWPZ 40th Birthday Photo: Daily Liberal Southern Black Rhino calf Photo: Rick Stevens  
 VIVID Corroborree Frog Photo: Anders Alexander Sustainability Awards Photo: OEH

# OUR STRATEGIC DIRECTION

Asian Elephant Calf  
Photo: Rick Stevens

## OUR VISION IS TO SECURE A SHARED FUTURE FOR WILDLIFE AND PEOPLE

Our strategic plan defines our unique role, and the way we contribute to wildlife conservation, science and learning.



**Symbol**  
Platypus  
(*Ornithorhynchus anatinus*)  
**Opened**  
October 1916  
**Site**  
28 hectares  
**Animals**  
Number of Animals: 4,363  
Species/sub-species: 359



**Symbol**  
Giraffe  
(*Giraffa camelopardalis*)  
**Opened**  
February 1977  
**Site**  
788 hectares  
**Animals**  
Number of Animals: 883  
Species/sub-species: 114



# EXECUTIVE DIRECTOR *and* CHIEF EXECUTIVE'S REPORT

THE 2016/17 YEAR WAS ONE FOR THE HISTORY BOOKS. TARONGA CELEBRATED ITS CENTENARY MILESTONE IN STYLE WITH ALL ITS SUPPORTERS AND THE PEOPLE OF NEW SOUTH WALES.



It was a spectacular year across all pillars of the organisation, most notably the areas of community engagement and education.

Taronga Zoo marked its 100th birthday on 7th October 2016,

servicing up surprises for its giraffes, elephants and more than 6,000 guests who attended the Zoo free-of-charge at what was dubbed the 'party of the century'. Then one week later the Taronga Centenary Parade re-enacted the historic journey when zoo staff moved Taronga's animals through the streets of Sydney to relocate from its original site at Moore Park to Mosman 100 years ago. The parade brought central Sydney to a standstill as ten giant sculptures representing Taronga's ten legacy species, 450 staff and volunteers, and 700 dancing children retraced the footsteps of one hundred years ago and shone a light on Taronga's future pledge for the wild.

Another historic journey took place in September as fifteen young indigenous Australians walked 490 kilometres from Dubbo to Sydney. The *Shoulder to Shoulder* walk allowed these young people to reconnect with country and find strength in the knowledge of what they can achieve. The walk reinforced and celebrated the close links between Taronga's Burbangana and Walanmarra youth programs and the NSW Department of Family and Community Services.

Other major events during the year included the first Taronga Eid Festival, the Zoofari 100 Fundraising Dinner, Dreamnight, Vivid Sydney at Taronga, Access Taronga, the Taronga CEO Sumatra Challenge and Twilight at Taronga. Reflecting our mission to bringing wildlife and people together, these events have been critical in building and broadening Taronga's community and supporter base for the next 100 years.

We continue to respond to the changing expectations of how good zoos should be caring for and presenting wildlife. As a leader in this space, Taronga has developed an ethical framework for displaying the animals in our care with dignity and respect. Animal Welfare remains our highest priority and numerous activities were undertaken to embed best practice throughout the organisation.

Our purpose as educators was a major focus for Taronga this year with the development of quality education facilities and experiences. The Taronga Centenary Theatre opened in March to provide valuable insights into our field programs and promote behaviour change. Construction commenced on the Taronga Institute of Science and Learning which looks likely to be completed on time in 2018 and finished to the highest standards.

Educational value on site was further increased with the opening of the Savannah Safari at Taronga Western Plains Zoo in December 2016. We will soon be providing Zoo guests with more of these enriching experiences as work on the new Taronga Tiger Trek in Sydney nears completion.

The release of the Taronga Zoo App was a major step forward in guest engagement. This mobile tool not only helps people navigate the zoo, but also inspires and involves children in wildlife conservation through the Wild Squad program. Safari Live provided another valuable online experience, connecting 3000+ students to the field in South Africa where they tracked and learnt about the animals of the savannah.

Our achievements did not go unnoticed this year with Taronga receiving many awards for its products and projects. Both Zoos were awarded gold partnership status under the NSW Office of Environment and Heritage's 'Sustainable Advantage' program. Taronga is only the second government institution to have achieved this leading status. Taronga Western Plains Zoo won gold at the NSW Tourism Awards, taking out the Best Attraction and Unique Accommodation categories.

To me, however, the real champions of our Centenary year were the people of NSW, including Taronga's many members, sponsors and supporters. I would like to thank you all for your unwavering support which made all the year's achievements possible.

I would especially like to thank our dedicated Board, employees, and volunteers for celebrating Taronga's Centenary year with us. I hope you all have lasting memories of a fantastic year.

**Cameron Kerr**  
Executive Director and Chief Executive

# CHAIRMAN'S REPORT

TARONGA ACHIEVED ITS HIGHEST ADMISSIONS ON RECORD AND SUPPORTED WILDLIFE, HABITATS AND COMMUNITIES ACROSS THE GLOBE.



It was a great honour and privilege to be the chairman of Taronga in its centenary year and to see how this historic organisation has evolved and matured since its inception 100 years ago.

Over 1.9 million guests attended our two Zoos

during the year, including an unprecedented number of international guests. These record attendances are testament to Taronga's growing reach, popularity and reputation throughout NSW, Australia and the world.

Taronga's expanding digital assets and online services have been important factors in our success this year. Online ticket sales increased by more than 140% over the twelve months, enabling us to grow our community and providing new opportunities to engage with guests before and after their zoo visits.

Our conservation science and breeding programmes also achieved some significant milestones during the year. Taronga continued its decade-long involvement in the recovery of the endangered Regent Honeyeater. Following one of the program's best breeding seasons ever, we celebrated the release of 101 zoo-bred birds into the iron-bark forests of northern Victoria.

The birth of the first Asian Elephant Calf at Taronga Western Plains Zoo was cause for great excitement. Dubbo also welcomed a female Southern Black Rhino calf, three cheetah cubs, four lion cubs, a Przewalski Horse and a healthy hippopotamus calf.

For the first time in almost 30 years, Taronga Zoo in Sydney celebrated the birth of three short beaked Echidna puggles at its new Echidna breeding centre. Other notable births included a pygmy hippo and an elephant calf, the fourth to be born at the Sydney site. Both of these births play a vital role in the national and global breeding programs to protect their species.

Taronga continued its global field work, supporting conservation projects in 21 countries. Our resourcing of wildlife protection programs in countries such as Indonesia protected animals from poaching and illegal logging activities and enabled vital ecosystem assessments to be conducted in Sumatra's national parks.

The illegal wildlife trade is the second biggest threat to species survival. Taronga's Wildlife Witness smartphone app was featured at leading conservation conferences around the world during the year. The app has had over 11,000 downloads, resulting in direct interventions to protect many species across Southeast Asia.

Meanwhile, Taronga's world-class work in conservation science achieved significant outcomes in Australia. We were privileged to save a small colony of critically endangered Bellinger River Snapping Turtles from almost certain extinction due to an unknown and devastating virus. Whilst our research scientists collected 643 billion coral sperm from the Great Barrier Reef this year as we continue to hold the world's largest bank of frozen coral cells and gametes.

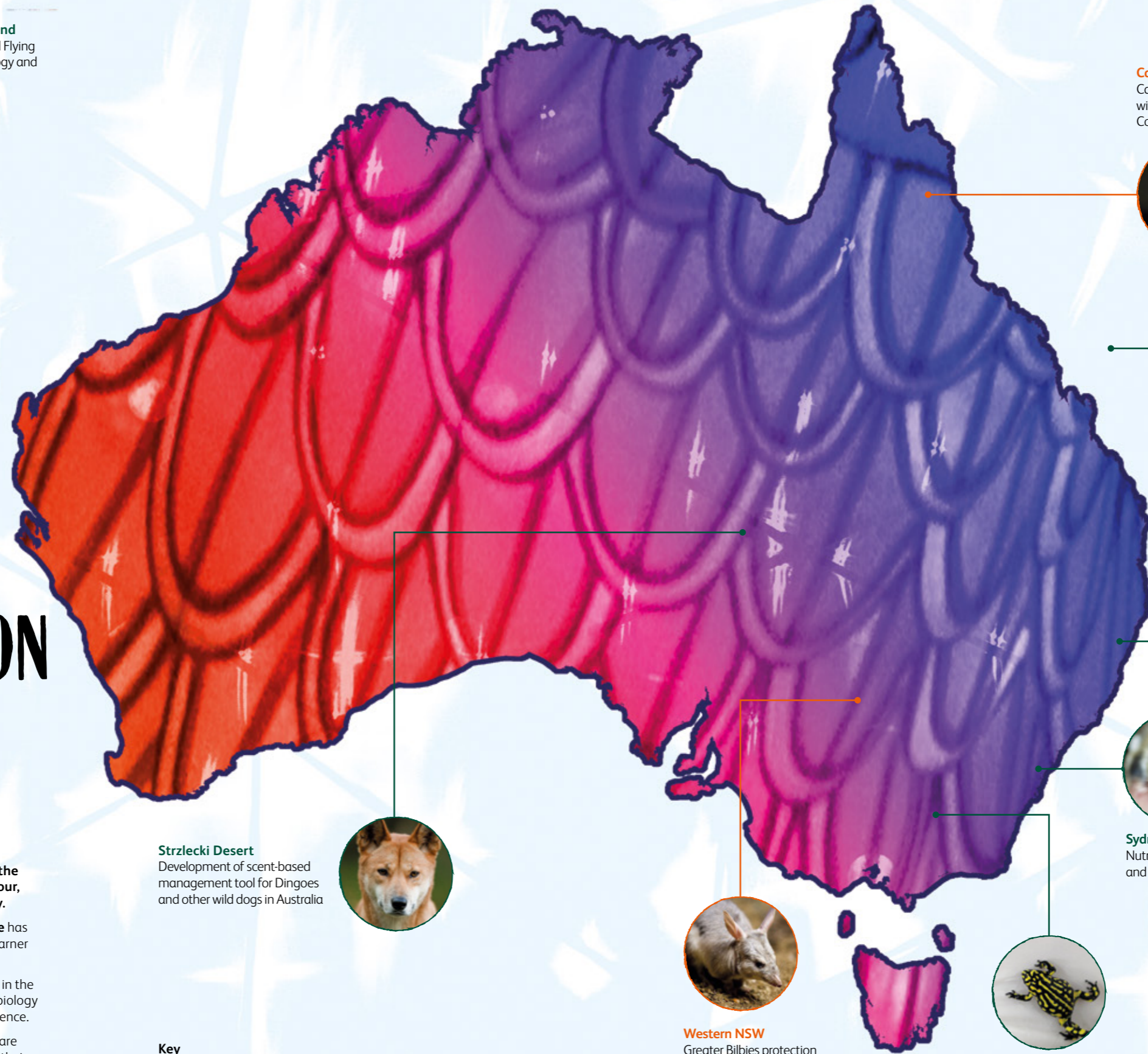
Taronga made major headway this year in terms of our own environmental footprint. A solar power system was installed at the Dubbo site to help reduce energy consumption in the new Savannah Visitor Plaza and upgrades to water systems and pumping equipment are expected to reduce water usage across both sites by up to 30%.

I recognise the contribution and support of the Hon. Gabrielle Upton, Minister for Environment and Heritage and her predecessor, The Hon. Mark Speakman MP. I would like to thank the members of the Taronga Board for their support and assistance over the past 12 months and, of course, all our dedicated employees and volunteers at Taronga who have so many accomplishments to be proud of this year.

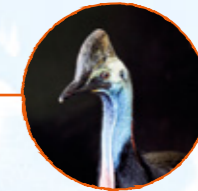
**Steve Crane**  
Chairman



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



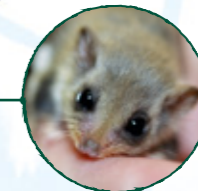
**Cardwell**  
Cassowary conservation with Giringun Aboriginal Corporation



**Great Barrier Reef**  
Preserving and growing coral for future restoration



**Bellinger River**  
Recovery of the Bellinger River Snapping Turtle



**Sydney**  
Nutrition balance and glider behaviour



**Kosciusko National Park**  
Southern Corroboree Frog breeding and re-introduction



**Sydney Oceans**  
Satellite tracking of marine turtles released from Taronga Wildlife Hospital

**Strzlecki Desert**  
Development of scent-based management tool for Dingoes and other wild dogs in Australia



**Western NSW**  
Greater Bilbies protection with support for predator-free sanctuary with Australian Wildlife Conservancy

**Key**  
● Research  
● Conservation Program

# CONSERVATION SCIENCE *in* AUSTRALIA

Taronga's work in conservation science encompasses the key disciplines of wildlife health, nutrition and behaviour, conservation biology, ecology and population viability.

Since 2011, the Taronga Conservation Science Initiative has leveraged over \$1.2 million in philanthropic donations to garner almost \$7 million in scientific grants.

This has enabled our scientists to address knowledge gaps in the science of biodiversity and increase understanding of the biology of wild species and their role in ecosystem health and resilience.

Taronga is also leading investigations into zoo animal welfare science and in situ crises affecting threatened species and their habitats and assessing the impact of its education initiatives on community conservation actions.

**From left**  
Flying Fox Photo: Jane Hall Dingo Photo: Unknown Greater Bilby Photo: Paul Fahy Corroboree Frog Photo: Paul Fahy Feathertail Glider Photo: Rob Dockerill Southern Cassowary Photo: Rick Stevens Great Barrier Reef Coral Photo: unknown Bellinger River Snapping Turtle Photo: Paul Fahy Marine Turtle Photo: unknown



# CONSERVATION and COMMUNITY PROGRAMS WORLDWIDE

Taronga's conservation science programs support wildlife, habitats and communities across the globe.

Each year, we directly contribute over \$500,000 to conservation partnerships and field grants, while our overall commitment to field conservation in terms of staff time, facilities and support exceeds \$4 million annually.

This work is vital to the identification and reduction of key threats to endangered and priority species, the protection of important wildlife habitat, and the support of healthy communities. From Papua New Guinea to Vietnam, and Zambia to Indonesia, Taronga works with global conservation experts in the field to secure a shared future for people and wildlife.

**From left**

- Black-Handed Spider Monkey Photo: Ally McMillan
- San Martin Photo: Ally McMillan
- Giraffe Photo: Rick Stevens
- Prezewalski Horse Photo: Mandy Turner
- Sumatran Rhino Photo: Paul Fahy
- Pangolin Photo: Unknown
- Sun Bear Photo: Bobby Jo Clow
- Fijian Banded Iguana Photo: Gary Ramage

**Conservation**

**Brazil**  
Protecting Tapir with Instituto de Pesquisas Ecologicas

**Costa Rica**  
Conservation of the Costa Rican Sawfish and its critical habitat

**Guatemala**  
Conservation of the critically endangered alligator lizard *Abronia campbelli* through habitat restoration and community forest management

**Indonesia, Java**  
Monitoring Silvery Gibbon populations and educating local communities on their conservation with the Silvery Gibbon Project

**Indonesia, Sumatra**  
Rhino protection with International Rhino Foundation  
Supporting Wildlife Protection Units in Bukit Tigapuluh National Park with Australian Orangutan Project

Conservation Partnership for Asian Elephants in Way Kambas National Park (Sumatran Elephant Sanctuary)

**Kenya**  
Conservation Partnership for Lion, Zebra, Giraffe, African Elephant in Kenya with Northern Rangelands Trust

**Mongolia**  
Monitor and track Przewalski horse harems and model their habitat use

**Nepal**  
Monitoring Fishing Cat population numbers

**New Zealand**  
Protection of Fiordland Penguins with Tawaki Coalition

**Nicaragua**  
Conservation of Black-handed Spider Monkeys through increased habitat connectivity and the education of local communities and wildlife rangers

**Papua New Guinea**  
Monitoring the effectiveness of protecting the Matschie's Tree Kangaroo in YUS Conservation Area

**Peru**  
Conservation of the critically endangered San Martin Titi Monkey through community initiatives

**Republic of Congo**  
Conservation Partnership for Chimpanzees (Tchimpounga Sanctuary) with Jane Goodall Institute

**South Africa**  
Testing the exclusion capabilities and durability of the Shorksafe Barrier

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

**Southern Africa**  
Conserving Southern Africa's free ranging cheetah through Farmer: Predator Conflict Mitigation.

**Tanzania**  
Monitoring African vulture populations

**Vietnam**  
Pangolin protection with Save Vietnam's Wildlife

**Zimbabwe**  
Support anti-poaching units for painted dog conservation in Hwange National Park

**Community Conservation Program**

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

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

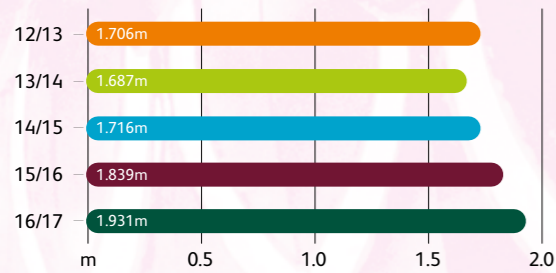
**Research**

**Fiji**  
Population Assessments and Conservation Genetics of Fijian Iguanas

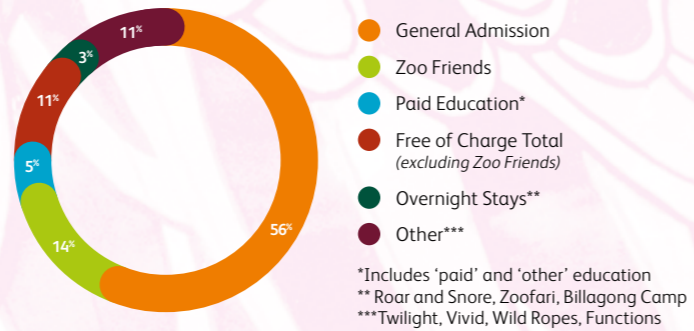


# VISITATION SNAPSHOT

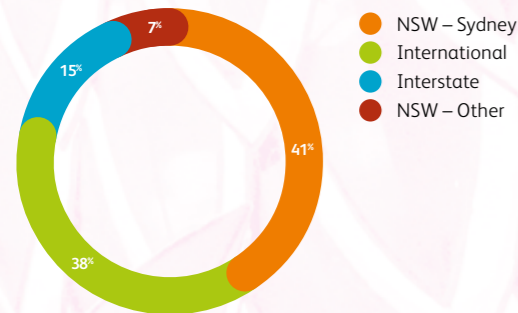
## Total visitation (million people)



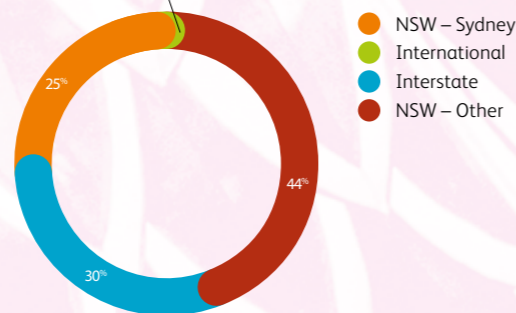
## Guest ticketing mix



## Origin of guests – Taronga Zoo



## Origin of guests – Taronga Western Plains Zoo



## Guest attendance

		2015/16	2016/17	Variance	Variance %
Consolidated result	Paid attendance (1)	1,437,784	1,463,996	26,212	1.8%
	Paid and FOC* attendance (2)(3)	1,838,992	1,931,258	92,266	5.0%
Taronga Zoo	Paid attendance(1)	1,211,406	1,267,546	56,140	4.6%
	Paid and FOC attendance(2)	1,578,890	1,667,891	89,001	5.6%
Taronga Western Plains Zoo	Paid attendance(1)	226,378	228,092	1,714	0.8%
	Paid and FOC attendance(3)	260,102	263,367	3,265	1.3%

\* FOC - Free of charge  
 1. Includes Zoo Friends, paid education and overnight stays.  
 2. Includes function guests and Twilight Concert and Vivid attendees at Taronga Zoo.  
 3. Includes function guests at Taronga Western Plains Zoo.



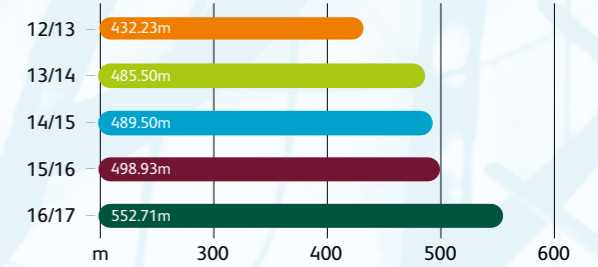
VIVID Tasmanian Devil  
 Photo: Anders Alexander



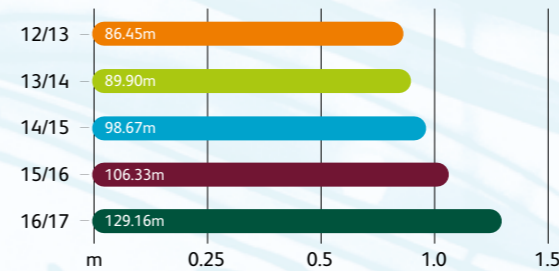
Greater Bilby  
Photo: Rick Stevens

# FINANCIALS SNAPSHOT

Total Assets (\$m)



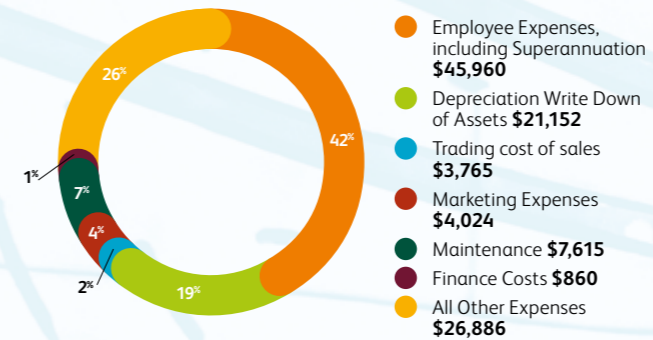
Total income (\$m)



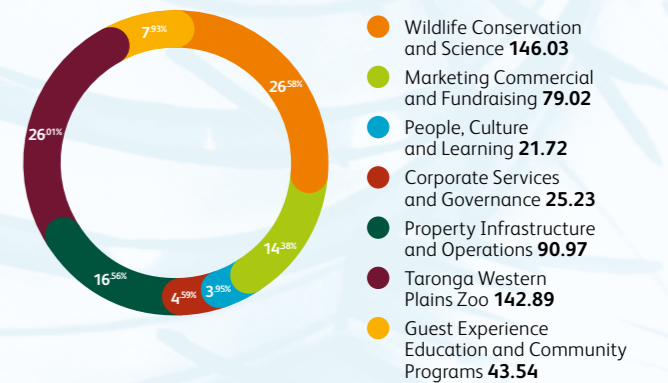
Sources of income for Taronga programs



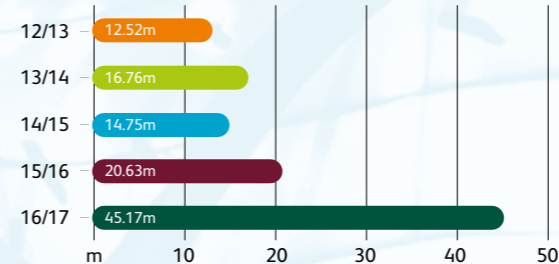
Allocation of recurrent resources to expense types



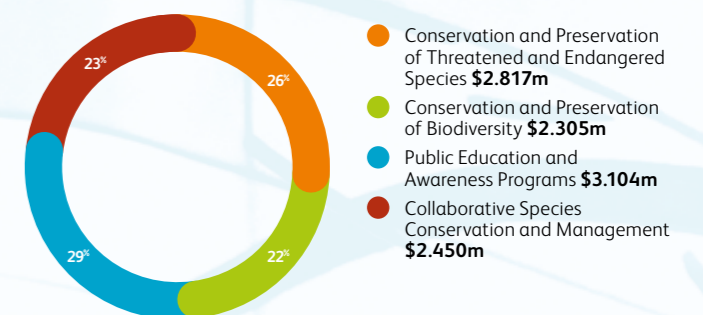
Allocation of employees by Taronga division\*



Expenditure on capital development and maintenance



Total cost of Social Policy Program activities



# CONSERVATION OUTCOMES

ACTIVELY PARTICIPATE IN WILDLIFE CONSERVATION INITIATIVES THAT ENSURE THE LONG-TERM SECURITY OF WILDLIFE IN SUSTAINABLE ECO-SYSTEMS AND HABITATS

## KEY ACHIEVEMENTS

**Recovery of the Regent Honeyeater**  
Taronga continued its decade-long involvement in the recovery of the Regent Honeyeater, a flagship species for woodland biodiversity that is bred at the Zoo and released to the wild every second year. This year was one of our best breeding seasons ever and, in April 2017, we celebrated the release of 101 zoo-bred birds into the box iron-bark forests of Chiltern Mt Pilot National Park in Victoria.

**Bellinger River Snapping Turtles**  
In 2016, the entire insurance colony of critically endangered Bellinger River Snapping Turtles was transferred to a newly-built, quarantined facility at Taronga Zoo to protect it from a virus. Four of the five mature females produced eggs in the first year, resulting in 22 hatchling turtles. The Australian Wildlife Registry of Health, based at Taronga, continues to investigate the cause of the virus and monitor the remaining turtles in the Bellinger River catchment system.

**Taronga's Wildlife Witness program**  
Taronga's Wildlife Witness program was featured at the IUCN Conservation Conference in Hawaii, the US Association of Zoos and Aquariums annual conference in San Diego and the World Association of Zoos and Aquariums (WAZA) annual conference in Mexico. This promotion led to zoos pledging over \$100,000 to support TRAFFIC South East Asia's enforcement program, the backbone of the Wildlife Witness program.

**Corals from the Great Barrier Reef**  
Taronga continues to drive initiatives for the cryopreservation of corals from the Great Barrier Reef. Our research biologists collected 643 billion coral sperm during the most recent spawning season, representing 60 individual coral colonies and nine coral species. Four of these species were new to our bank, making it the world's largest bank of coral cells and gametes.

**Endangered Fijian Crested Iguana**  
Taronga completed a hugely successful 18-year-long project to conserve the critically endangered Fijian crested iguana. This has seen the eradication of goats and Pacific rats from Monuriki Island in Fiji and the relocation of iguanas to a captive breeding program in Kula Eco Park. Taronga's Terrestrial Ecologist was the studbook keeper for the program. In 2017, the last 38 captive-bred iguanas and all the original founders were successfully released on the island.

**Botswana Predator Conservation Trust**  
Taronga and the Botswana Predator Conservation Trust ran a five-month pilot study to test whether painting eye patterns on cattle could deter attacks by lions and other ambush predators. The iCow project aims to develop a cost-effective, non-lethal means of preventing livestock predation and retaliatory attacks on wildlife by farmers. The technique proved 100% successful with no painted cows being killed by predators during the testing period.

**New Sanctuary at Taronga Western Plains Zoo**  
Work began on a new Sanctuary at Taronga Western Plains Zoo to be dedicated to the conservation of endangered native species. With funding from Taronga's Legacy Species commitment and \$1.6m in donor support, the 110-hectare site will house recovery programs for endangered NSW species such as the Plains-wanderer, Regent Honeyeater and Greater Bilby.

**Birth of First Asian Elephant Calf**  
The birth of the first Asian Elephant calf at Taronga Western Plains Zoo caused great excitement. The Zoo also welcomed a female Southern Black Rhino calf, the 13th Black Rhino calf born as part of the Zoo's internationally renowned breeding program for this critically endangered species. Meanwhile, Dr Benn Bryant, Senior Veterinarian of Taronga Western Plains Zoo, is working with a team from Cincinnati Zoo on an assisted reproduction program for Sumatran Rhinos.

### Performance Indicators

	Target	Definition	2016/17
<b>Wildlife Conservation</b> Wildlife in Taronga's care has an identified and communicated role in conservation.	100%	Percentage is assessed via the Animal Population Assessment Tool.	50%



*Clockwise from left*  
**Bellinger River Snapping Turtle**  
Photo: Paul Fahy  
**Plains-wanderer chick**  
Photo: Corrine Symons  
**Short-beaked Echidna**  
Photo: Gary Ramage



# WILDLIFE in OUR CARE

BE A LEADER IN THE CARE AND PRESENTATION OF WILDLIFE, PROVIDING POSITIVE WELFARE, DIGNITY AND RESPECT FOR ALL

From left  
Gorilla mother and infant Photo: Rick Stevens  
Meerkat mother and pup at Taronga Photo: Bobby Jo Clow

## KEY ACHIEVEMENTS

### Echidna Breeding Facility

For the first time in nearly 30 years, three Short-beaked Echidna puggles were successfully hatched at Taronga. Thanks to the generous gift of a donor, we were able to build an echidna breeding facility for the puggles, two of which survived to adulthood. The youngest was born to mother 'Pipta', the last Short-beaked Echidna to be hatched at Taronga in 1987.

### Significant Births

Other significant births at our Zoos this year included the first elephant calf to be born at the Taronga Western Plains Zoo, an Asian Elephant calf in Sydney, three Cheetah cubs, four male lion cubs, a female Przewalski's Horse foal, and a healthy hippopotamus calf to experienced mother Cuddles at Dubbo.

### Successful Marine Life Rehabilitation

Taronga's Wildlife Hospital, Sydney, successfully rehabilitated and released multiple marine animals affected by anthropogenic and natural events this year. Species included: green turtles; hawksbill turtles; loggerhead turtles; little penguins; northern Rockhopper penguins; red-tailed tropic birds; Australian pelicans; black-winged petrels; Australasian gannets; red-footed boobies; white terns; sooty terns; white-bellied sea-eagles; and a long-nosed fur-seal. Nineteen marine turtles were admitted to the hospital: six were successfully rehabilitated and released to the ocean and seven remain in care.

### Dignity and Respect

We continue to see changes in community expectations of how good zoos should be caring for and presenting wildlife. Taking a lead role in this space, Taronga has developed an ethical framework for displaying the animals in our care with dignity and respect. Taronga's CEO was invited to present on this subject this year at the regional zoo association workshop and the World Association of Zoo and Aquarium Welfare Symposium at Detroit Zoo in the USA.

### New Squirrel Monkey Walkthrough Experience

A new Squirrel Monkey walkthrough experience was built by Taronga's trades staff, with design and documentation provided by internal stakeholders. This project was a great opportunity to showcase the skills, capacity and dedication of our in-house teams. The new exhibit has been well received by the public who are now enjoying the closer viewing of our Squirrel Monkeys.

### New Experiences

Construction of our new Tiger Trek Experience is nearing completion and will be operational in August 2017. At Taronga Western Plains Zoo, work commenced on our new Lions Exhibit and the Taronga Institute of Science and Learning. The Lion project is forecast to open in late 2017 and the Institute in mid-2018. Taronga also completed extensive repairs to one of the containment moat structures at the Tiger exhibit while a number of animal exhibits at Taronga Western Plains Zoo received new standoff fencing and landscaping.

### Paid Nutrition Consulting Services

This financial year, Taronga offered paid nutrition consulting services for the first time and entered into a contract with Vetafarm Manufacturing Pty Ltd to formalise the collaboration between our organisations. This agreement entitles Taronga to discounted prices on all products and a licensing fee on collaborative products sold to any third party. Vetafarm has been working with Taronga's Nutritionist for over three years on collaborative products such as rodent breeder cubes, rodent worm-out cubes, echidna mix and floating bird pellets.

## WILDLIFE CARE

### Taronga Zoo

Taronga's Wildlife Conservation and Science Division continued to focus on providing inspiring and transformational experiences for zoo guests and on the breeding of recovery and ambassador species in line with Taronga's conservation goals.



In February 2017, Taronga welcomed a Pygmy Hippopotamus calf. The female, Kamina, is the first hippopotamus calf to be born at Taronga since her mother Kambiri in 2010. Both dam and sire are first-time parents and Kambiri is doing an exceptional job raising her calf. This successful birth is highly significant for this endangered species. Pygmy Hippos are found in only four countries in Western Africa, with only 2,000-3,000 remaining in the wild and a regional insurance population of only five individuals.

In May 2017, Taronga celebrated a new addition to Sydney's Asian Elephant herd with the successful birth of a male calf to mother Pak Boon. This male is the cow's second calf following the birth of female Tukta in 2010. A textbook birth followed a brief labour: the calf was on his feet within half an hour and suckling within two hours. The calf's name, Jai Dee, is Thai for 'good heart' and was chosen by a long-term donor to Taronga's Asian Elephant breeding program. Jai Dee is the fourth calf born at Taronga Zoo and is a very important addition to the region's conservation breeding population of this endangered species.

The Corroboree Frog program had a productive year with a successful breeding season for both the Northern and Southern varieties of the critically endangered amphibian. In the first half of 2017, Taronga Zoo undertook two reintroductions of Southern Corroboree Frogs to Kosciuszko National Park as part of the species recovery program. In March, 300 juvenile Southern Corroboree Frogs were released into 12 disease-free enclosures in the park. Eight of these were part of the 16 enclosures recently constructed by the NSW National Parks and Wildlife Service with funding obtained by Taronga Zoo from the Federal Department of Environment.

### Performance Indicators

	Metric	Definition	2016/17
<b>Positive Animal Welfare</b> Wildlife at our Zoos are independently assessed as being in a positive welfare state.	100%	Assessment is conducted of the wildlife on site. ZAA accreditation will be used until the Taronga Tool is created and implemented.	97%
<b>Positive Animal Welfare</b> Number of avoidable animal welfare incidents.	5	Incident is assessed as avoidable by the Taronga Animal Welfare Committee.	6
<b>Positive Animal Welfare</b> Animal welfare incidents are remediated within 24 hours.	100%	Actions are implemented within 24 hours to begin to address a welfare incident or negative welfare assessment is addressed.	100%
<b>Wildlife Rehabilitation</b> Number of wildlife rehabilitation cases.	1000	Number of cases treated at TZ and TWPZ.	954

# EXCELLENCE *in* CONSERVATION EDUCATION

INCREASE PARTICIPATION AND INSPIRE ACTION FOR THE WILD THROUGH INNOVATIVE AND AUTHENTIC EDUCATION PROGRAMS



Shoulder to Shoulder  
Photo: Rick Stevens

## KEY ACHIEVEMENTS

### Education Taskforce Convened

An Education Taskforce was convened as part of the detailed operational planning for the new Taronga Institute of Science and Learning. Comprising senior members of the school, vocational education and training and university sectors, the Taskforce worked with Taronga team members to identify opportunities to increase student engagement with Taronga, and develop quality education programs for delivery by the new institute.

### First Series of Student Workshops

Taronga staff developed and delivered workshops to complement undergraduate university study in anticipation of the opening of its new institute in 2018. Some 256 students participated in the first series of workshops with a further 37 students completing work placements at Taronga. Another 30 postgraduate students undertook Masters and PhD research projects at our two Zoos with co-supervision by Taronga staff.

### New Accredited Tourism Courses

The Taronga Training Institute (TTI) delivered several new accredited tourism courses at major NSW tourist facilities such as the Royal Botanic Gardens and the Art Gallery of NSW. The courses contributed to the development of more than 300 volunteers across the industry and provided valuable guidance on transitioning to paid employment in the tourism and community service sectors.

### Certificate III in Captive Animals

Following a successful pilot program in 2016, the TTI continued its interstate delivery of the Certificate III in Captive Animals in partnership with Zoos Victoria and Perth Zoo. This program contributes to skills development and in the Animal Care and Management industry.

### Taronga Teachers Association

Taronga Teachers Association (TTA) Membership was reconfigured at the end of 2016 in order to capture and connect

with education professionals, and position Taronga as a trusted source of educational resources and inspiration. TTA members have access to events, resources and opportunities for professional learning in the areas of Science and Technology, STEM, Geography and the cross-curriculum areas of Sustainability and Aboriginal Histories and Cultures.

### National Geographic WildEarth TV

Taronga Education partnered with National Geographic WildEarth TV to connect over 4000 students from NSW schools to the wilds of South Africa. Through a captivating stream hosted by Taronga's Hayden Turner, the students experienced a 'real time' jeep ride searching for wildlife, learned about animal trails and faecal samples and had their questions answered by the WildEarth team. Feedback from this educational experience showed high satisfaction.

### Project Habitat Builds Awareness and Drives Behaviour Change

Project Habitat commenced in 2015 with support from Boeing Australia. The program targets NSW communities to build awareness and drive behaviour change for habitat restoration and wildlife protection. This has been successfully achieved through an increase in community participation led by our Zoomobile through attending over 12,000 tree planting days, running bush regeneration days resulting in the removal of two hectares of exotic weeds and educating approximately 43,000 people in the Greater Sydney region on how to care for our wildlife and their environments.

### Taronga's Project Insitu reached more than 10,000 Students

Taronga's Project Insitu reached more than 10,000 students across metropolitan and remote New South Wales. Participants undertake a common task of raising awareness in their local community for a chosen species and taking direct action

for its protection such as tree planting, nest box building, habitat clean-up and bush regeneration. An integral part of the Taronga Education strategic plan, Project Insitu has had a tangible impact on communities across the state, generating action and support for 13 threatened species.

### Performance Indicators

	2015/16	2016/17
Total visitation*	1,838,992	1,931,000
Students visiting on a school excursion		
Taronga Zoo	98,018	96,627
Taronga Western Plains Zoo	9,650	8,926
People participating in Public / Outreach education programs		
Taronga Zoo & Taronga Western Plains Zoo	44,733	51,621

\*Total Visitation (Paid admissions and FOC) includes the following:  
(1) Zoo Friends, paid education and overnight stays.  
(2) Function guests and Twilight Concert attendees at Taronga Zoo.  
(3) Function guests at Taronga Western Plains Zoo.

# TRANSFORMATIONAL GUEST EXPERIENCES

ATTRACT AN INCREASING NUMBER OF GUESTS TO OUR ZOOS AND INSPIRE ACTION THROUGH EXPERIENCES THAT INCREASE KNOWLEDGE AND CHANGE PEOPLE'S ATTITUDES AND BEHAVIOURS



## KEY ACHIEVEMENTS

### Record Guest Admissions

Both Zoos saw record guest admissions this year (over 1.9 million) thanks to our Centenary promotions, successful accommodation products and our largest Twilight and Vivid attendances ever. International guest numbers at Taronga Zoo were also unprecedented.

### Taronga Zoo's New Guest App

Taronga Zoo introduced a new guest experience app, helping guests navigate the Zoo more easily, notifying them of daily events and incorporating interactive activities for children. Some 10% of visitors installed the app on their phones (compared to industry norms of 5%).

### Wild Squad App Launched

We launched Wild Squad, a new initiative to engage, inspire and involve children in wildlife conservation. Our new Taronga App includes fun, educational and interactive Wild Squad Missions featuring our 10 Legacy Species.

### Taronga Centenary Theatre Opens

In March, the Taronga Centenary Theatre opened with a screening of Wild Squad Adventures, a bespoke film for children and their families highlighting some of our key conservation activities, including breeding and release programs and the treatment of injured wildlife.

### 200 Families Participate in Taronga Access Initiative

Taronga Access is a special day developed for children with autism and their families. The zoo opens early for participants, minimising the impact of noise and enabling a more achievable and meaningful experience for all. Special activities and calm zones are some of the strategies implemented by Taronga and our partner Autism Spectrum Australia. Over 200 families have now participated in the initiative for which the feedback has been overwhelmingly positive.

### Taronga's Youth at the Zoo Program

Taronga's Youth at the Zoo (YATZ) program also focuses on diversity and inclusion, providing volunteering and social opportunities for special needs youth. Our YATZ mentors were crucial to the success of this initiative, providing quality leadership and support for these young people. YATZ members also played an important role in our campaign activation, holiday programs, Vivid events and as ambassadors within their schools and communities. They assisted with the launch of the Wild Squad program and worked closely with our Bird Division on its largest release of Regent Honeyeater.

### Digital Infrastructure Upgrade

We began the complex process of upgrading Taronga's digital infrastructure as part of our transition to cloud-based IT systems. Tenders were sought for our Ticketing Replacement Project which will be a game-changer for Taronga, impacting on how we do business and engage with our customers. Overall, the technology upgrade will increase our bandwidth and online capabilities in line with industry standards. Taronga's online Zoo shop was also moved to a cloud-based web host during the year, improving online security and the customer experience.

### Award-Winning

Taronga Western Plains Zoo won gold in two categories at the NSW Tourism Awards in November 2016, taking out the Best Attraction and Unique Accommodation categories. The Zoo and its famous Zoofari Lodge also won coveted accommodation categories at the 2016 Qantas Australian Tourism Awards and the LUX 2016 Hotel and Spa Awards.



*Clockwise from left*  
**Echidna and Student**  
 Photo: Rick Stevens  
**Centenary Theatre**  
 Photo: Anders Alexander  
**VIVID at Taronga Zoo Sydney 2017**  
 Photo: Rick Stevens

## Performance Indicators

	2015/16	2016/17
<b>Satisfied guests as measured through satisfaction surveys</b>		
Taronga Zoo	92%	<b>91%</b>
Taronga Western Plains Zoo	79%	<b>82%</b>
<b>Complaints per 1,000 guests<sup>(1)</sup></b>		
Taronga Zoo	0.19	<b>0.14</b>
Taronga Western Plains Zoo	0.49	<b>0.62</b>

(1) Calculation excludes event and function guests at both Zoos.

# ENGAGE *and* INFLUENCE

ENGAGE, GROW AND MOBILISE  
OUR MEMBERS, SUPPORTERS AND  
NETWORKS TO ACHIEVE POSITIVE  
OUTCOMES FOR WILDLIFE

## KEY ACHIEVEMENTS

### 100th Birthday Celebrations

Taronga Zoo celebrated its 100th birthday on October 7 2016, serving up surprises for its giraffes, elephants and more than 6,000 guests to mark a century of bringing people and wildlife together. The lucky guests won their free tickets to the 'party of the century' via a ballot which attracted more than 100,000 entries. NSW Environment Minister Mark Speakman and Governor of NSW joined Taronga CEO Cameron Kerr at the Zoo's historic entrance building to cut the ribbon and officially launch the birthday festivities.

### The Centenary Parade Highlight Event

The Centenary Parade was a highlight of the Centenary year. Taronga recreated the historic journey taken by zoo staff and animals from the original site at Moore Park to the new site at Mosman a century ago. The Parade brought central Sydney to a stand-still as 15,000 people gathered to watch 10 giant sculptures representing Taronga's 10 Legacy Species, 450 staff and volunteers and 700 dancing children retrace the footsteps of one hundred years ago, culminating at the steps of the Sydney Opera House. The event received significant coverage, generating more than 1,000 media stories.

### Two-Day Eid Festival

Taronga Zoo joined with community partner Crescent Wealth to host its first Eid Festival in 2016, celebrating the end of the Ramadan fasting period. The two-day festival featured international food offerings, information stalls, entertainment and presentations of Taronga's community conservation programs, attracting more than 7,000 members of Sydney's Islamic communities.

### Online Ticket Sales Continue to Grow

Taronga recorded its highest number of online ticket sales with an increase of more than 140% on the previous year. Online sales continue to grow Taronga's community and provide opportunities to better engage with guests before and after their zoo visit.

### Taronga Foundation's Annual Fundraising Ball

With the theme 'ZooFari 100 – Celebrating a Centenary', the Taronga Foundation's annual fundraising ball was a huge success, raising over \$700,000 for Taronga's Australian Legacy Programs. Over 450 supporters attended the sold-out event. They had the opportunity to meet some of Taronga's friendly Australian animals in the Backyard to Bush precinct before enjoying an evening of dancing and celebration.

### ANZ Support and Continued Commitment

ANZ supported Taronga's celebrations in the second half of 2016 as the Presenting Partner of Taronga Zoo's centenary year. This support included sponsorship of the Wild Bunch collectibles series which featured in The Daily Telegraph and Sunday Telegraph, the 100th Birthday Party and the Centenary Parade. ANZ further extended its financial support to the 2017 Twilight at Taronga concert series, demonstrating this partner's continued commitment to Taronga's conservation endeavours.

### Vivid Sydney and Twilight Evening Events

2017 has seen Taronga increase its community engagement via evening events. This second year of participation in Vivid Sydney saw a host of new sculptures and lighting creations installed at the Zoo and an increase in overall attendances of 20%. Meanwhile, the 2017 Twilight at Taronga concert series achieved the greatest number of ticket sales in its 22-year history with over 31,000 guests coming through the gates.

### Raise Your Palm Program

Taronga developed Raise your Palm, a community conservation program aimed at leveraging community action and support for a sustainable palm oil industry. The new Sumatran Tiger precinct will include a digital supermarket, informing Zoo guests about specific supermarket products, their manufacture and retail, in order to promote Certified Sustainable Palm Oil.

# PEOPLE *and* ORGANISATIONAL STRENGTH

SUPPORT AND ENABLE OUR PEOPLE TO ACHIEVE TARONGA'S VISION AND STRATEGIC OBJECTIVES



Taronga 100th Birthday  
Photo: Rick Stevens

## KEY ACHIEVEMENTS

### Fostering Workforce Diversity

Taronga continued to foster diversity in its workforce, working with the OEH to improve our Aboriginal Employment and Multicultural Strategies, and our Disability Action Plan. We were finalists in the Indigenous Employment category of the Australian Human Resource Institute (AHRI) Awards. We delivered Aboriginal Cultural Awareness Training to 284 employees to increase their understanding of the complex history, culture and challenges within the Indigenous Australian community.

### Volunteer Recruitment

Taronga recruited the highest number of volunteers in the history of its volunteering program, including 241 Keeper volunteers and another 668 for Vivid Sydney at Taronga Zoo and our Centenary Parade.

### Safety Performance

We continued to measure and monitor our safety performance during the year, in line with legislation, best practice and key deliverables outlined in Taronga's 2016-2020 Strategic Plan. Elements included health, mental health and safety training, safety in design, and hazard and risk management. We saw a 43% decrease in the frequency of lost time injuries in the 2016/17 financial year with zero lost time injuries recorded by contractors onsite. No safety improvement or infringement notices were imposed on Taronga during the financial year.

### Transition to New GSE Legislation

Taronga was required to achieve full Government Sector Employment (GSE) Act compliance in February 2017, at the end of the 3-year transition period to the new legislation. This included compliance in recruitment, temporary contract engagement rules, performance management, management of misconduct and the installation of a new approved Executive structure. As part of the process, a new Performance Development Framework was developed for the implementation of employee agreements and performance reviews as well as the provision of skills training and work performance workshops for employees.

### Learning and Development Team

The Learning and Development team provided 201 new Taronga employees with a holistic induction as part of our new eLearning onboarding program. This covers safety, sustainability and animal welfare at Taronga zoos and includes face-to-face orientation sessions with the Executive team. Another 223 Taronga employees completed the Animal Welfare at Taronga eLearning module during the year, and we launched Leading the Wild, a new management development program for our current and aspiring leaders.

### Enterprise Risk Management Policy

Our Enterprise Risk Management Policy was revised in line with key government risk management policies, principles and guidelines to help safeguard Taronga's financial and organisational strength. This involved the review of Taronga's major strategic risks, and the identification of appropriate controls and risk plans.

### Development of an Information and Digital Technology Strategy

Progress was made on the development of an Information and Digital Technology strategy to align with the Taronga Strategic Plan 2016-2020. A new Head of IDT position was created in late 2016 and the IT team was restructured to include Delivery (Projects) and Operational (IT Ops) teams. Urgent infrastructure projects were commenced and support provided for new business system implementations. A broad IDT strategy is now being developed for roll-out, with engagement workshops due for completion by end of September 2017.

### Implementation of a New IT Service Desk Management System

A new IT Service Desk management system was implemented to streamline troubleshooting and enhance prioritisation and end-user support. We also delivered a new online collaborative project management tool for use by teams across all Taronga's non-capital works projects.



Top down  
Engaging Guests  
Indigenous Interps  
Marine Mammals Team

### Performance Indicators

	2015/16	2016/17
<b>Severity Rate</b> Lost time injury frequency / workplace accidents for both zoos	5.99%	3.88%
<b>Staff Turnover</b> Taronga Zoo	10.70%	9.03%
Taronga Western Plains Zoo	10.90%	3.26%



# FINANCIAL *and* ENVIRONMENTAL SUSTAINABILITY

CONTINUOUS IMPROVEMENT AND INTEGRATION OF FINANCIAL AND ENVIRONMENTAL SUSTAINABILITY



VIVID Regent Honeyeater  
Photo: Anders Alexander

## KEY ACHIEVEMENTS

**Record-Breaking Year for Taronga's Retail Operations**  
Taronga's retail operations had a record-breaking year, achieving sales of over \$5.85m. In addition to achieving these strong financial results, the Retail team focussed on staff development, demonstrating Taronga's values through its stock selection and the provision of exceptional guest service and support.

**Zoos Awarded Gold**  
In 2017, Taronga Zoo and Taronga Western Plains Zoo were both awarded gold partnership status under OEH's 'Sustainable Advantage' program, in recognition of our environmental achievements, leadership and strong commitment to operating in a manner that is environmentally attuned. Taronga is the 11th organisation, and the second government institution, to achieve this leading status.

**Waste Diversion Target**  
Taronga continues to strive for its target of 90% waste diversion by 2025. To this end, Taronga Western Plains Zoo has entered into a new waste contract with Cleanaway to come into effect in September 2017. Opportunities for additional waste diversion have been identified along with a need for greater education and improved reporting and accountability. Food waste constitutes up to 20% of the overall waste generated at both sites and its diversion from landfill will be given increased emphasis in the new financial year.

**2020 Sustainability Targets**  
A recent energy audit identified that voltage optimisation (VO) at Taronga Western Plains Zoo would reduce both electricity consumption and financial costs, and mitigate Taronga's carbon dioxide emissions. It is estimated that its implementation will result in a 77% electricity/carbon saving at the Admin/

Workshop and Zoofari Lodge. This will help Taronga achieve its strategic goals and 2020 sustainability targets (a 10% reduction in carbon footprint and a 20% reduction in electricity consumption) and help us achieve our 2025 target of carbon neutrality.

**New Solar Photo Voltaic System**  
A solar photo voltaic system was installed at the Dubbo site in December 2016 to help reduce energy consumption in the Taronga Western Plains Savannah Visitor Plaza. The solar panel system spans 456m<sup>2</sup> and will provide an estimated 150,000kWh a year, with estimated annual savings of around \$20,000.

**Water Usage Reduction**  
Upgrades to water pumping equipment, mains and irrigation systems at Taronga Western Plains Zoo this year are expected to reduce water usage across the site by up to 30%, while achieving a 20% reduction in the electricity used for water pumping purposes. An integrated control system allows staff to control the pumps and water levels remotely, supplying river water for all non-potable uses in the Zoo including moats, wash downs, fire services and irrigation.

**Strategic Procurement Initiatives**  
During the year, Taronga commenced strategic procurement through Category Management Principles. Procurement supported the development and implementation of sourcing strategies for the Catering Services contract (due to be awarded in July 2017), major sponsorship tenders including icecream and banking services, and other contracts across the broad spectrum of Taronga's operations, including production services for the second year of Vivid and major IT projects. Sustainable Procurement initiatives have also been initiated as part of Taronga's commitment to environmental sustainability.

### Performance Indicators

	2015/16	2016/17
<b>Direct Government support per visitor (including contribution for capital development) <sup>(1)</sup></b>		
Taronga Zoo	\$10.31	\$14.62
Taronga Western Plains Zoo	\$18.59	\$33.40
<b>Operating expenses per visitor (Excluding Taronga Foundation)</b>		
Taronga Zoo	\$53.66	\$55.72
Taronga Western Plains Zoo	\$72.71	\$83.93
<b>Capital expenditure per visitor</b>		
Taronga Zoo	\$9.56	\$22.36
Taronga Western Plains Zoo	\$12.50	\$31.48
<b>Taronga Foundation fundraising revenue</b>	\$12.96m	\$21.07m

<sup>(1)</sup> Calculation excludes Twilight concert attendees at Taronga Zoo and function guests at both Zoos.

# CENTENARY CAPITAL PLAN

DELIVER THE CENTENARY CAPITAL PLAN ON TIME AND ON BUDGET TO SECURE TARONGA'S POSITION AS A LEADING CONSERVATION AND NATURE TOURISM ORGANISATION

Savannah Safari TWPZ  
Photo: Rick Stevens

## KEY ACHIEVEMENTS

**Savannah Safari Tour and Pridelands African Lion Adventure**  
Capital works continued at Taronga Western Plains Zoo. Launched in December, 2016, the Savannah Safari Tour features purpose-built safari trucks that carry visitors through the Zoo's African Savannah exhibit. The \$9 million Pridelands African Lion Adventure will also offer guests a heart-pumping safari-like experience when it opens in late 2017.

**Taronga Centenary Theatre**  
Taronga completed the construction of the Taronga Centenary Theatre in early 2017 showcasing our own immersive short film to engage people around wildlife conservation issues.

**Tiger Trek Experience**  
Construction of the new Tiger Trek Experience is nearing completion and will be operational in August 2017.

**Taronga Institute of Science and Learning**  
The Taronga Institute of Science and Learning commenced construction in late 2016. The project is forecast to open in mid 2018.

**Completion of Extensive Repairs**  
Taronga completed extensive repairs of one of the containment moat structures at the Taronga Western Plains Zoo Tiger exhibit. Installation of new standoff fencing and landscaping was completed to a number of animal exhibits at Taronga Western Plains Zoo.

## CAPITAL WORKS AND PROJECT PLANNING

### Taronga Zoo

**Centenary Theatre Development**  
The new Centenary Theatre was completed and opened in March 2017 by NSW Premier, The Hon. Gladys Berejiklian MP and Environment Minister, The Hon. Gabrielle Upton MP. The NSW Premier told the audience at the opening that adding the theatre would provide visitors with a valuable insight into Taronga's behind-the-scenes conservation and field work.

**Tiger Trek**  
Taronga's new Tiger Exhibit opened in August 2017. This major exhibit will deliver a strong choreographed message on Taronga's role in conserving the endangered Sumatran Tiger population.

**Taronga Institute of Science and Learning**  
Construction commenced on the Taronga Institute of Science and Learning after its approval as a State Significant Development in 2016. The institute will be a global centre of excellence in conservation science and learning.

### Taronga Wildlife Retreat and Australia Habitat

The Taronga Wildlife Retreat and Australia Habitat project will revitalise the existing Australia Habitat precinct and give visitors a new immersive experience of Australia's native fauna, flora and the local Indigenous culture. The Taronga Wildlife Retreat will wrap around a native wildlife sanctuary. The State Significant Development Application has been approved by the NSW Department of Planning and Environment, with construction scheduled to commence in late 2017.

**African Savannah and Congo**  
To be jointly funded by the NSW Government and Taronga, this development will include extensive improvements to existing exhibits and public areas. The revitalised exhibit will deliver multi-species habitats, including a new lion breeding facility and an expanded savannah for giraffes and zebras. The main construction works are scheduled to commence in early 2018. A second phase of this project will involve the construction of a lush forest exhibit for our growing gorilla family.

### Taronga Western Plains Zoo

**Savannah Safari**  
The Savannah Safari project was successfully delivered in late 2016. It includes the Savannah Safari experience, a safari vehicle tour of the exhibit, featuring giraffes and various species of antelope and ostrich.

**Pridelands African Lion Adventure**  
Our exciting new lion exhibit is under construction and is scheduled for completion towards the end of 2017. The new precinct will include a Massai Village, a unique range of animal encounters and an exciting ranger-led tour into the Lion Exhibit in a purpose-built safari vehicle.

**Wild Herds**  
Plans for the new Wild Herds exhibit are progressing well, with the project due for delivery in latter half of 2017. The new exhibit will offer ungulate encounters and deer feeding and improve visitor circulation through the precinct.

**The African Waterhole and Overlook Cafe**  
Design development has commenced on a major upgrade of the existing food and beverage facility located at the halfway point on the zoo circuit. The project will include the construction of a new cafe, visitor amenities, picnic facilities, children's waterplay, landscaping and carparking.

## FACILITIES AND INFRASTRUCTURE ASSET MAINTENANCE

### Taronga Zoo

**Asset Management**  
An upgrade of Taronga's computerised asset management system is underway to streamline the reporting and classification of maintenance activities, and assist with forward planning and response to reactive maintenance requests.

**Critical Infrastructure**  
New hydrant system elements were installed to meet future requirements. The design was also completed for additions and improvements to emergency paging and CCTV systems.

New automation systems were installed for the seawater and freshwater life support systems at the Great Southern Ocean and Wild Asia precincts, as well as for the Water Treatment Plant.

**Sky Safari**  
Additional safety and risk reviews were undertaken for the Sky Safari cable car, including a structural review of the towers and cable car safety by Taronga's independent engineer.

**Animal Exhibit Works**  
Routine maintenance and preventative compliance inspections of animal exhibits continued throughout the year, along with upgrades to improve the welfare of Taronga's animals and enhance the visitor experience.

Taronga created an outstanding animal experience this year with the construction of our new walkthrough Squirrel Monkey exhibit, built largely by Taronga's in-house facilities teams.

**Taronga Western Plains Zoo**  
Taronga Western Plains Zoo saw the completion of major infrastructure projects during the year. These included upgrades to the river pumping mains water lines and irrigation controller system to reduce water and electricity consumption. Work continued on projects to enhance our security and safety systems, including our onsite security and fire management practices.

Asset upgrades projects included improvements to exhibits, back-of-house areas and landscaping at Zoofari Lodge.

The proactive upgrades of our animal stand-off visitor fences continued with the Cheetah and Tiger fences now replaced.

**Heritage Asset Management**  
The extensive capital works program at the Sydney site has required the coordinated management of the Zoo's heritage values as a cultural landscape. Our Design teams are working with our Heritage Project Manager to retain heritage items and heritage values in areas affected by the works.

The Zoo's heritage items are managed in line with the Heritage and Conservation Register and a suite of conservation management documents. These documents continue to be reviewed in line with maintenance activities and the capital works program. Several items on the heritage register have recently been demolished or removed as part of the capital works. An archival record of this structure was prepared and is being lodged in public repositories. Taronga archives were also relocated as part of this project.

**Horticulture**  
The end of Taronga's centenary celebrations saw floral displays in full bloom at the Lower Entrance, the Moore Park Aviary and the famous Floral Clock.

Bush Regeneration works continued with help from Corporate Volunteers, Bushcare groups and Horticulture staff in several areas of the Zoo and along the foreshore.

The team continued its busy schedule of grounds maintenance, responding to the changing conditions created by construction works.



Please support our work. You can visit us,  
become a member or make a donation.

For more information go to [taronga.org.au](http://taronga.org.au)

Taronga is a not-for-profit organisation  
dedicated to wildlife conservation and  
community education.

**Cover: Southern Corroboree Frog**  
Photo: Lorinda Taylor

**Back cover: VIVID lanterns designed  
and built by Ample Projects**

[taronga.org.au](http://taronga.org.au)