



Zoos SA

Business Plan

Executive Summary

For the ongoing vitality and viability of a cherished and contemporary conservation organisation

2016
2021

ZOOS
SOUTH AUSTRALIA



Principal Partner
Westpac

Looking Ahead...

In mid 2012, a Five Year Business Plan was publicly released.

The Business Plan is reviewed annually and provides the detail that supports our Strategic Plan, helping to ensure that activities across all parts of the business are closely aligned with its directions. Quarterly monitoring of the status of actions against the detailed tasks is undertaken and results reported to the Board and State Government.

The 2015-16 year again saw positive results with visitors and members and some wonderful success in breeding threatened animals. The Business Plan has again been updated to reflect the significant achievements already made and the areas that require our focus over the next 12 months to ensure future success.

Two key documents for Zoos SA support this Business Plan. The first is our Conservation Directions which guides our conservation work. Conservation of species is at the heart of our Mission and a core objective of the Strategic Plan. The Conservation Directions document provides us with a framework for local, regional and international conservation programs that we can use to help us prioritise this critical work.

The second key document is our Master Plan, which outlines the forward infrastructure plans for Adelaide and Monarto Zoos and will guide their evolution over the next twenty years.

Our core business continues to be based around public zoo visits, which have transformed dramatically over the past decade to become more adaptive, diverse, and interactive.

On top of this, Zoos SA's broader conservation purpose has grown in prominence and professionalism. We apply world class zoo standards and contribute to global conservation efforts through our integrated conservation programs.

There is much still to be done in this challenging financial climate. With the persistent and growing need for active conservation efforts zoos will become increasingly important to support species on the edge of extinction and as interactive learning centres for the next generation.

From a business perspective, we require more diversified revenue streams and the continuation of a sustainable financial base that supports the organisation at the right scale and shape for what we do uniquely and well. We share with zoos worldwide a distinct business challenge; zoos are expensive to run, easy to undervalue based purely on "bottom line" terms and have limited cost recovery options.

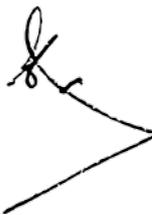
The Board and Leadership Team continue to be driven by the Vision, Mission and Goals of the Strategic Plan 2012-2017. In reviewing the Business Plan for 2016-17, we have identified a strong focus for the following six key areas:

- Continue strong visitation and membership numbers.
- Actively seek funding to continue the Master Plan's implementation to deliver successful and dynamic sites.
- Deliver our conservation and education goals.
- Strengthen partnerships and our broad support base beyond our gates.
- Build on our gains to staff engagement, development and wellbeing.
- Advance our financial goals by diversifying income streams and investing in the future.

We will also be undertaking a review and update of our Five-year Strategic Plan.

Our strengthened focus on financial rigour, measurement and reporting against performance, and ongoing efforts to diversify and improve visitor experience at our sites continues to deliver positive results.

The Board is excited by the opportunities ahead. 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, RZSSA



Elaine Bensted
Chief Executive, Zoos SA

Introduction

Zoos SA is a long-established organisation

that is an integral part of the South Australian community and economy. Since Adelaide Zoo opened to the public in 1883, six generations of South Australians have passed through our gates.

It is a charitable membership-based conservation society dedicated to species conservation and education with over 41,000 members.

Our Mission

Zoos SA is a charitable conservation society

that exists to save species from extinction and to connect people with nature.

Our 20-year Vision

Our vision is to lead

and achieve long-term conservation change through our internationally renowned sites, programs and people.

Our Unique Assets

Our Zoos

Adelaide Zoo

Adelaide Zoo was opened to the public on 23 May 1883, making it the second oldest zoo in the nation, and since then six generations of South Australians have passed through its gates. It has retained many original and significant architectural, heritage¹ and botanical features, giving it a style and character all of its own.

Adelaide Zoo occupies eight hectares and is home to more than 260 species of exotic and native mammals, birds, reptiles and fish, many contributing to national or international breeding efforts.

Situated on the fringe of Adelaide the zoo benefits from proximity to the city centre, important public institutions such as the Botanic Gardens and University of Adelaide and natural features including the River Torrens and associated Linear Park.

Adelaide Zoo has grown into a major visitor attraction for locals and tourists attracting over 400,000 visitors a year. With so much to see and do, all exhibited in beautiful botanic surrounds, Adelaide Zoo truly is a vibrant city oasis.

Monarto Zoo

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

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

Monarto Zoo has grown into a major tourist attraction for both the Murray Mallee region and the State, with more than 120,000 visitors a year. It offers an unparalleled display of African animals in an open-range safari setting and offers visitors wonderful views and a unique feeling of space.

The Test of Time...

The Royal Zoological Society of South Australia Inc. (RZSSA) was established in 1878 and has responsibility for Adelaide and Monarto Zoos, collectively known as Zoos South Australia or Zoos SA.

Adelaide Zoo is the only major metropolitan zoo in Australia to be owned and operated by a not-for-profit organisation.

The RZSSA is governed by the Royal Zoological Society of South Australia Inc Constitution (as last amended 26 November 2015) which states that:

The aim of the Society is to assist the conservation of the natural diversity of life on Earth.

The objectives of the Society, as set out in its Rules of Association, cover:

- Conservation education
- Animal management
- Research
- Recreation
- Resource management
- Encouraging membership

¹ Five structures within Adelaide Zoo are now listed on the Register of State Heritage Items and the City of Adelaide's Register of Heritage Items.

Executive Summary

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Zoos SA owns and operates Adelaide and Monarto Zoos. Adelaide Zoo is the largest pay-to-enter tourist attraction in South Australia.

Complementing Zoos SA's Strategic Plan 2012-2017, this Business Plan positions the organisation to consolidate a stable financial base to work towards our goals. It sets out a responsible and effective approach for the next five years, with a particular focus on detailed actions for 2016-17.

The core elements of our strategy going forward as budgeted in the plan are to:

- Actively seek funding for priority projects under the new Master Plan, including the Predator Experience at Monarto Zoo.
- Continue to engage members and visitors through a well-honed calendar of marketing themes, events, and on-site presentations to drive growth in admission volume at Adelaide Zoo by 3.4% and 2.5% at Monarto, building on the gains made in recent years.
- Increase on-site cross selling, membership sales and retail opportunities. We have retained a modest target to grow the average rate of spend per visitor.
- Continue to promote Zoos SA as a conservation charity to our supporters and the public.
- Consolidate growth in memberships, work hard to retain and strengthen our relationship with members by providing value across the life-cycle model with a particular focus on individual giving including bequests.
- Review admission ticket prices annually in line with the tourism year to accommodate CPI and other rising costs.
- Develop digital platforms to enhance public engagement including iBeacon and eLocker projects to deliver new learning trails for schools.
- Strengthen our online presence and diversify opportunities to drive online purchases, bookings and offers.

- Maintain a focus on efficiencies through improved procurement practices, sustainability measures, and reviewing key expenditure including fleet management.
- Leverage our effective conservation, sustainability and education activities to attract grant, donor and philanthropic support.
- Maintain a strong commitment to fundraising, our bequest program, corporate sponsorship activities and our relationship with government with a particular focus on sourcing funds to commence new capital investment identified in the Master Plan.
- Invest in capital improvements with a focus on:
 - Accreditation and legislative requirements.
 - Maintenance of existing assets and infrastructure.
 - Exhibit and experience upgrades identified through exhibit audits and master planning.
 - Investments to upgrade ICT systems and infrastructure.
 - Priority sustainability initiatives aimed at cost recovery.

The following are all elements of our approach which are not clearly identified in budget terms but are targets to gain business improvements over the next 12 months:

- Develop project specifications, drawings and proposals for priority projects identified in the Master Plan.
- Showcase professional achievements through scientific publications, conference presentations, and media exposure.
- Support priority conservation projects and partnerships and promote conservation messages and visitor calls to act.
- Foster relationships with other zoos and agencies to explore opportunities to collaborate on conservation, breeding, tourism and education ventures.
- Undertake land and pest management at Monarto to improve outcomes for native species, the collection on site, soil and pasture condition.
- Undertake annual species selection and exhibit audits to identify ways we can improve their value and suitability.
- Respond to opportunities that arise through ambassador breeding events such as Giant Panda and Rhinoceros.
- Develop an organisation-wide focus on customer service through a charter, training, expanding our collaborations with caterers and feedback systems.
- Build on our gains from staff engagement, development and wellbeing through a focus on performance development planning, effective internal communication and implementing our organisational values.
- Review volunteer programs to ensure a safe and satisfying work environment for volunteers and meet the needs of the organisation.
- Ensure all operational legislative and risk reviews are kept up to date.

Our Business

Our Strategic Plan

As set out in Zoos SA's Strategic Plan 2012-2017, the organisation has four primary goals and a series of broad strategies to achieve them. This Business Plan builds on this framework; the relationship between the Strategic Plan and Business Plan is shown below:

Strategic Plan

Business Plan



Review and Improvement

Zoos SA's Business Plan

will be reviewed annually as a rolling five year plan.

Review will allow changing external factors, such as business climate, emerging conservation imperatives, opportunities and risks, to be taken into account. It will also enable Zoos SA to continually build on progress made over the previous year and, if necessary, adapt its approach.

Our Values

Zoos SA is guided by a set of values to which it aspires within all parts of the organisation and across all its business interactions, operations and dealings. These are:

Passion

We inspire and influence through our worthwhile work and recognise success.

Effectiveness

We focus on clearly defined shared goals and support people to achieve them.

Innovation

We seek creative ways to achieve goals and promote a culture of learning and improving.

Integrity

We are guided by our values and deliver on our promises.

Respect

We respect individual's values and encourage a culture of collaboration, listening and trust.



World-class Exhibits & Master Plan

Zoos SA's Master Plan

sets a vision for the transformation of both Adelaide and Monarto Zoos over the next 20 years.

In the last twenty years, Adelaide and Monarto Zoos have touched the lives of many locals and visitors to South Australia including more than half a million in 2015. We want to ensure that our next twenty years are even more exciting. To achieve this we've developed a Master Plan for our two sites that will offer our visitors a fun and rich experience, help us lead in standards for animal wellbeing, and enhance our species conservation efforts, ensuring even greater impact.

Released in February 2015, our Master Plan outlines the forward infrastructure plans for Adelaide and Monarto Zoos and will guide their evolution. To develop a robust plan, we looked at all parts of our operations and challenged ourselves to prepare for the years ahead.

The agreed directions driven by the Master Plan are to:

- Adopt and foster a distinct theme for each site.
- Demonstrate our commitment to saving species at our sites.
- Adopt a greater focus on exhibiting native species and their habitat, and species that live in hot dry climates.
- Connect with the landscapes where our zoos are located.
- Celebrate the cultural, built and natural heritage of our sites.
- Create zoos where animals are encouraged to move around and visit our sites.
- Design dynamic sites.
- Digitally enhance the zoo experience.
- Operate a zoo for all seasons.
- Walk and talk sustainability.
- Ensure the zoo is underpinned by effective hard infrastructure.
- Ensure our sites are accessible.
- Play our role in the global biosecurity response.
- Provide windows to our work and passion behind the scenes.

Our plans for Adelaide Zoo reflect a vibrant city oasis that showcases life's diversity and offers visitors an intimate and rich experience. Under the Master Plan, we will establish seven precincts on site: Nature's Playground and Aussie Icons, Into Africa, Jewels of Asia, Tropical North, Jungle Journey, Bamboo Forest and Conservation Oz.

Our plans for Monarto Zoo will reflect its tremendous feeling of space. Dedicated to conserving species of the plains and outback, it will immerse visitors in an open range and

evocative experience. 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 Master Plan identifies timelines that will guide its implementation across both sites. These include priority projects for the next five years such as Nature's Playground which was completed in 2015-16 and Into Africa at Adelaide Zoo, onsite safari style accommodation and the planned Predator Experience with our African Lions at Monarto Zoo and additional breeding and husbandry facilities at both sites.

As we implement the Master Plan, we will maintain flexibility so we can deliver projects as opportunities arise. All major developments will be supported by a strong business case for investment and a clear financial model before we proceed. While some costs will be built into our annual capital expenditure budget, to fund major developments we will work hard to attract grant funding from local, state and federal government, corporate investment and private donations.

Significant investment at our sites has occurred since 2008 to keep pace with changing requirements for animal and staff wellbeing and to engage visitor interest and interaction.



Business Plan Activities

Saving Species

Zoos are uniquely placed to aid the conservation of species.

Zoos are uniquely placed to aid the conservation of species. We have the capacity to hold and breed animals, undertake wildlife and husbandry research, protect species in the wild through conservation programs and campaigns, educate and connect people with the vitality of nature and their own impacts, communicate environmental messages and fundraise to support much needed conservation activities across the globe. Zoos are visited by millions of people worldwide every year including visitors with little or no background in species conservation and are regarded as important and trusted sources of information on these issues.

Nearly one quarter of the world's mammal species, one third of the world's amphibian species and one-eighth of the world's bird species are known to be threatened or extinct. It is a familiar story in Australia and our conservation work has never been more important.

Zoos SA participates in a wide range of conservation projects both within Australia and internationally. Our activities contribute to safeguarding species in the face of key global threats to species including habitat loss, wildlife trade and use, invasive species, and human disturbance such as altered fire regimes and climate change.

Our Conservation Directions document identifies three focus regions for our work:

- **Our Backyard:** Conserving our State's threatened native species and ecosystems.
- **Our Region:** Conserving threatened species beyond South Australia in Australasia.
- **Our Planet:** Contributing to international conservation efforts.

The document outlines the framework we apply to prioritise, support and communicate our conservation activities. It closely aligns our conservation work to our Strategic Plan and identifies a series of operational criteria for selecting high outcome projects to invest in. A list of priority species projects (backyard and regional projects) and conservation partnerships (regional and international projects) was finalised in 2015. This list will guide our efforts and investment until 2017 when our Strategic Plan is reviewed.

In addition to conservation projects and partners identified within the framework Zoos SA contributes to regional and international breeding programs for a number of native and international threatened species. We contribute to Australasian Species and Global Species Management Plans for 12 species and important wildlife health research.

Our conservation projects are funded through core funding, grants, project-based fundraising, sponsorship, and Zoos SA's Conservation Fund. The Fund is made up from donations and a commitment of income from Behind-the-Scene Animal Experiences run on site at Monarto and Adelaide Zoos.

2016-17 conservation projects include:

- Implementing the Land Management Plan for Monarto Zoo including habitat and threatened flora restoration, pest management, riparian management and conservation training.
- Restoring stringybark woodlands in the State's southeast by working with landholders to protect and restore feeding habitat for Red-tailed Black-Cockatoos.
- Working to protect and breed Tasmanian Devils as part of a national response to Facial Tumour Disease.
- Continuing to breed Pygmy Blue-tongue Lizards and attempting to translocate on site at Monarto.
- Contributing to the recovery of several macropod species (which include kangaroos and wallabies) through breeding, reintroduction, and population monitoring.
- Support for threatened species captive breeding efforts for Orange-bellied Parrot, Western Swamp Tortoise and various threatened mallee bird species.
- Running surveys in the State's southeast to search for the elusive Striped Legless Lizard.
- Exploring collaborations to restore large areas of South Australia through landscape projects that involve the supplementation or release of small mammals back into the wild.
- Supporting Giant Panda conservation in Sichuan, Shanxi and Gansu Provinces in China.
- Raising funds to directly support conservation projects in Asia, Papua New Guinea, Africa and the Solomon Islands to help threatened species such as Orangutan, Chimpanzee, Cheetah, Tree Kangaroo species, African Wild Dogs, African Rhinoceros species, and Leatherback, Green and Hawksbill Turtles.
- Supporting efforts to save threatened species in Australia's Murray Darling Basin and rainforest rescue in northern Australia, Indonesia and South America.



Connecting People with Nature

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.

In an increasingly urbanised world, zoos can be an oasis where people can get in contact with nature through multisensory experiences; sight, smell, sound, as well as hands-on involvement. As electronic media and technology is becoming increasingly prevalent in people's everyday life, zoos provide a unique window into the natural world, advocating for wildlife and the environment.

To reflect the importance of connecting children with nature, Zoos SA has delivered and will continue to grow Adelaide's Nature's Playground as one of its first developments under the new Master Plan. This area encourages a love of nature by giving children the chance to really connect by providing areas for children to play with water, sand, grass, trees and animals. This is not a traditional playground, but one where visitors can explore different habitats, play at heights with aerial walkways and ropes to explore the tree tops and look out over the zoo, the river and the city scape.

Zoos are places where people can experience changing seasons, witness growth, change, births and the cycles of life. In zoos, people learn about themselves and about the impact of individual and collective decisions on the lives of those around them. Zoos are places where people can be inspired by animal ambassadors who provide a connection, enabling people to learn about the challenges facing the species and information about what they can do to help.

Zoos SA understands that the best way to rekindle this connection is to focus on what we love about nature. To deliver our Mission Zoos SA has developed a series of conservation messages. These messages were developed to align with our animal collection, conservation activities, key global threats to species, and our "Love not Loss" philosophy, and are linked to simple calls to act that people can take away and apply in their daily lives to help save species and live more sustainably. The calls to act are complemented by simple but striking icons that visually display taking action.

Our visitor calls to act will be implemented across all elements of the zoo including Zoo Learning, zookeeper presentations, youth participation activities, volunteer led tours, Nature Theatre presentations and off-site communication. Zoos SA is actively empowering people to take action for conservation.

Taking part in a Zoo Learning experience, be it self-guided or led by a professional zoo teacher, has been part of growing up for our State's children for nearly half a century and continues to be a vital part of South Australian life. The Zoos SA Education Department

rebranded as Zoo Learning in 2014 to reflect the broadening of their role in community, preschool and school-based learning. The change also reflects the integration of Zoo Learning with all elements of Zoos SA business.

Through targeted conservation messages, our education, conservation and Nature Theatre teams and volunteers will convey ways in which visitors and members can communicate, advocate and actively participate in conservation activities. Our Zoo Learning and Nature Theatre teams will provide exciting animal-based experiences that are strongly connected to the Australian Curriculum. Zoo Learning will add to its action-focused (Make a Difference – MAD) conservation campaigns by continuing to develop an Australian Planet Keeper program, where young people can advocate for our threatened species in their communities and may choose to raise money or awareness to make a real difference for wildlife.

In 2015-16 investment continued to build the Nature Theatre team for Zoos SA; providing more delightful experiences for visitors to get up close and learn more about our animals. Achievements by this group have included:

- Regular presentation of Wild Shows and Creature Encounters in Nature's Playground, the Children's Zoo and ongoing Zoomobile outreach.
- Opportunities to enjoy animals up close at functions and events. Summer holiday activities within the Earth Guardians framework like Chalk the Walk and Protect the Pond which are not only great fun for children but promote living in harmony with nature.
- Assisting in animal training for Westpac Brief Animal Encounters, including Squirrel Monkey and Coati experiences.
- Assisting Monarto keeping team members to train Kwatile our Cheetah for visitor experiences, as well as consulting on Tasmanian Devils, Meerkat and Rhinoceros husbandry and training.



Working Ethically and Sustainably

Zoos SA is a fully accredited member

of the Zoos and Aquarium Association and guided by the Association's code of ethics and strong stance on animal welfare.

To underpin this commitment we support the five domain model of animal welfare, acknowledge our life-long responsibility for animals in our care, manage our programs and knowledge systems appropriately, dedicate adequate resources and monitor and evaluate our efforts.

With our business's reliance on natural resources and as leaders in species conservation and environmental education, zoos are in a unique position to showcase environmental sustainability and inspire our visitors to take action in their own lives. This means managing our inputs and waste to lighten our environmental footprint, linking our actions with conservation messages and icons, and supporting ethical businesses through purchasing and service arrangements.



Building a Sound Business

This goal is essential

to Zoos SA's business and provides the critical foundation to underpin the delivery of our other goals.

The actions under this goal underpin the well-being and productivity of our people, partnerships, governance, assets and business model which are all recognised as critical factors to the success of our Strategic Plan.

The Zoos SA People Plan 2014-2017 outlines a clear approach for Zoos SA to work with our staff to develop our organisation to be the best it can be. We want to attract and retain the right people and provide training and development opportunities to foster high achievement in individuals and within teams. We want to have staff that share our values and will work with us to achieve our vision. We aim for high staff satisfaction, a safe workplace and high staff productivity and have key performance indicators set to ensure we measure our progress in these areas.

Risk management practices have been improved and will continue to receive focus through 2016-17. This includes detailed legislative compliance monitoring in our complex operating environment.

Formal reporting against the Business Plan is provided to the Board, State Government and our staff. This will continue each quarter. Key Performance Indicators have also been prepared against the Strategic Plan and are reported against every six months.

Cooperation with Government

While the Society is a non-government incorporated association it has always valued its relationship with State and Federal Government. The Society also values working with government agencies to effectively deliver its conservation, tourism and education programs.

The Society relies on an annual State Government Grant to assist with funding its operations. Regular reports are provided to the Government regarding our financial performance and our progress against the Business Plan. An agreement is in place between Zoos SA and the State Government setting out the terms for financial management. We will continue to hold discussions and seek grant funding from Governments (local, state and commonwealth) to assist with the implementation of our Master Plan.

Yearly Priorities

Yearly Priorities

Zoos SA has identified yearly priorities action areas over the next five years to focus efforts and resources, as well as clarify the organisation's position both internally to staff and volunteers, and externally to supporters and interest groups.

As Zoos SA consolidates the financial and operational gains it has already made, the focus is on the delivery of its core goals under the Strategic Plan and the roll out of our Master Plan.

2016-17

With the Master Plan

and associated site, project and collection plans in place, we will actively seek funding to continue the Master Plan's implementation while showcasing our future plans and existing sites.

After a year of significant new development in 2015-16 we will balance our investment between maintaining high standards at our sites and implementing projects identified in the first five years of developments. Integrating Environmental Sustainable Design criteria into project planning and implementation will continue to be a key focus.

Financial sustainability will remain critical, with a focus on continuing to build the revenue gains we have made to date, grow admission numbers at both sites and build our diverse supporter base. This will include a greater focus on individual giving including bequests.

We will continue to promote our status as a conservation charity by communicating our conservation achievements, conservation messages and visitor calls to act. Our conservation programs and key messages will continue to be promoted in line with our Conservation Directions and new Conservation Messages frameworks.

We will continue the roll out of our integrated Zoo Learning strategy which will tap in to new digital platforms including iBeacon to deliver new offerings for schools and invest in teacher training to maximise our reach and student experiences on site. On top of the work done to date, we will continue to improve access opportunities, promote the philosophy of nature play using Nature's Playground as the centerpiece, and strengthen links between education, conservation and presentation activities.

Zoo membership will continue to be promoted as the preferred way for South Australians to visit our zoos; building both our income and supporter base.

Recognising that the skills and commitment of our people underpin our success, the ongoing development and wellbeing of our staff and volunteers will remain a priority.

The revision of our Strategic Plan will be completed.

2017-18

We will continue to focus

on growing and providing quality service to Zoos SA's supporter base to facilitate funds for future operations and capital projects.

The rollout of the priorities under our Conservation Directions will continue, with a goal to increase investment in field conservation over the next three years. Opportunities for targeted marketing and fundraising activities, linkages to new exhibits and precincts and strengthened conservation messaging will remain a priority.

Fundraising and improving visitor facilities at both sites under the Master Plan will continue to be a focus. Exploring innovative and efficient uses for technology to improve the way we work and enhance visitor experience as we develop new exhibits and precincts will be a priority.

Ongoing review of our operations will ensure the organisation is cohesive, cost effective and outcomes focused, and its day-to-day operations are strongly aligned to our new Strategic Plan.

2018-19

With a robust financial model, stronger fundraising and communication presence, and clear direction provided by the Strategic Plan, Conservation Directions and Master Plan, Zoos SA will continue to build our capacity to support conservation activities at our properties, in the field and through international partnerships. This will include a focus on working with our international partners to have an even greater impact for species in the field.

We will explore ways to maximise returns from each visitor, through improved retail opportunities and better engagement, taking more visitors on the journey to become long-term supporters. We will engage new audiences in our conservation and fundraising campaigns both within and beyond our gates. Our Environmental Management Plan will be reviewed and we will explore opportunities to become Carbon Neutral.

Our current agreement to hold Giant Pandas at Adelaide Zoo expires in November 2019. We are keen to extend this which will require negotiations with the Australian and Chinese Governments.

2019-20 | 2020-21

With a strong foundation in place we will focus on working with stakeholders and supporters to strengthen the organisation's future years. We will commence project and site planning for precincts beyond the first five years of the Master Plan.



Monarto Zoo Predator Experience
Master Plan Schematic Design
Phillips / Pilkington Architects | Wax Design



Infrastructure Investment

Major and Maintenance Capital

Capital expenditure is considered to be of two types; “maintenance capital” and “new capital”. New capital is for the creation of new infrastructure that changes the way animals are presented to the public or creates a new facility for staff or visitors. All other capital is considered maintenance capital.

There is a significant ongoing need to upgrade or replace infrastructure, which has been detailed in the Master Plan. There is also an ongoing need for new capital to keep pace with changing expectations and continually change and improve the zoo experience.

Capital expenditure is prioritised against benefits such as welfare, sustainability, visitor experience and efficiencies. Compliance matters are ranked most highly and resolved as soon as resources allow. Alignment with the Master Plan is also an important factor.

Funding has been allocated to improve a number of exhibits at both sites, with an emphasis on improving the visitor experience and animal welfare. There is significant investment to maximise benefits from changes to the booking system and Zoo Learning digital platforms. We have identified additional facilities for breeding native threatened species and gaining efficiencies through advanced irrigation and electricity monitoring systems.

The capital budget for 2016-17 totals \$1.21 million which is a \$150,000 increase compared to the 2015-16 budget. A list of proposed projects has been prepared based on current expectations and is available at Appendix D, however this will be continually reviewed during the year to ensure the best outcome with funds available.

It is typical for zoos not to be able to generate sufficient funds from operations alone to provide for all necessary infrastructure investment; this is the case also for Zoos SA. At both properties, grant funding, corporate and private support will be sought, as well as Local, State and Federal Government assistance to develop specific infrastructure or service projects of mutual interest.

Debt Reduction Strategy

Zoos SA has made principal repayments

against our Westpac loan and during 2016-17 we expect to pay a further \$500,000. We are comfortable that our current and future operating position will allow us to service this debt.

In preparing our business plan for future years, we have developed a forward budget that enables annual debt payments against our loan from within our annual operating budget. Our current funding arrangement with Westpac comes to an end over the next financial year and we will continue to discuss our debt repayment schedule with our bank and State Government throughout the period addressed by this Plan.



Zoos SA Annual Budget 2016-17

The 2016-17 Annual Budget proposes total revenue of \$25 million, with an operating surplus before interest and depreciation of \$2.9 million and surplus of \$54,000 once depreciation and interest expenses are included. The 2016-17 budget and comparisons to the 2015-16 forecast can be seen in the following table.

Royal Zoological Society of SA Inc.
2016-17 Annual Budget

INCOME	2016-17 Budget \$000	2015-16 Forecast \$000	% Variance
Admissions	7,543	7,305	3%
Education	1,054	860	23%
Membership	3,072	2,858	7%
Retail	1,598	1,470	9%
Catering/Venue Hire	915	800	14%
Events & Visitor Experiences	971	866	12%
Other	327	329	-1%
Grants - Government	5,604	5,487	2%
Fundraising	2,409	2,258	7%
Conservation	1,552	1,609	-4%
TOTAL INCOME	25,044	23,840	5%
EXPENDITURE			
Salaries, Wages & On-Costs	13,171	12,701	-4%
Other Expenditure	9,014	8,329	-8%
TOTAL EXPENDITURE	22,185	21,030	-5%
TOTAL EBITDA	2,859	2,810	
Depreciation	2,480	2,432	-2%
Interest Expenses	325	345	6%
SURPLUS/DEFICIT	54	33	
EXTRAORDINARY ITEMS			
Bequests	0	753	-100%
Funding for Unbudgeted Capex	0	409	-100%
TOTAL EXTRAORDINARY ITEMS	0	1,162	-100%
TOTAL SURPLUS/DEFICIT	54	1,194	

The 2015-16 financial year is forecast to make a profit of \$1.19 million for the year against a budgeted surplus of \$61,000. This better than budget result is primarily due to a \$750,000 bequest and a number of funding sources secured to pay for unbudgeted capital projects.



Photographic Credits

- 1 Scarlet Macaw, AZ, Zoos SA
- 9 Goodfellow's Tree Kangaroo – Makaia, AZ, David Mattner
- 9 BEEZA Volunteer, AZ, David Mattner
- 9 Tammar Wallaby and keeper, MZ, David Mattner
- 11 Nature's Playground, AZ, Zoos SA
- 13 Western Swamp Tortoise, AZ, David Mattner
- 13 Pygmy Blue-tongue, MZ, Phil Ainsley
- 13 Chimpanzee – Enzi, MZ, David Mattner
- 15 Hands On Wildshows, AZ, David Mattner
- 15 Nature Theatre Presentation, AZ, David Mattner
- 16 AGL Solar Panels, Animal Health Centre, AZ, Zoos SA
- 20 Monarto Zoo African Lions, Zoos SA Master Plan, Phillips/Pilkington Architects and Wax Design
- 20 Monarto Zoo Predator Experience, Zoos SA Master Plan, Phillips/Pilkington Architects and Wax Design
- 22 White-cheeked Gibbon, AZ, David Mattner
- 24 Coati – Boo at the Zoo, AZ, David Mattner
- 24 White Rhino and keeper, MZ, David Mattner
- 24 Emperor Tamarin, AZ, David Mattner
- 24 Giraffe Encounter, MZ, David Mattner
- 24 Red Panda and keeper, AZ, David Mattner

