



[ZOSSA.COM.AU](http://zoossa.com.au)

Zoos SA Business Plan

2019-2024
Executive Summary

Our blueprint for
the next five years

Looking Ahead

Running a modern zoo is a complex and unique business. That is why our Business Plan is reviewed annually to ensure everything we do is strategically aligned with our Aspiration and Purpose. Delivering on our overarching strategy articulated in Zoos SA's Strategic Plan, our Business Plan sets out how we will achieve our vision over the next five years.

Quarterly monitoring of the status of actions against our detailed plans is undertaken and results reported to the Board and State Government to ensure we are living up to our promises.

At Zoos SA, we take business planning seriously. Two key documents underpin this Business Plan. The first is our Conservation Directions which guides our conservation agenda and provides a framework for all conservation decision-making. As a conservation charity, species conservation is at the very heart of why we exist and a core objective of the Strategic Plan. This was reviewed in 2019 to ensure alignment and focus on our conservation objectives.

The second key document is our Master Plan, which is our blueprint for the transformation of Adelaide and Monarto Zoo over the next twenty years. The launch of our most recent Master Plan project – Lions 360 at Monarto Zoo was a roaring success. The launch in November 2017 attracted national publicity and over the remainder of the financial year 8,685 people took the walk of the brave through the tunnel and resulted in a 44% increase in tours income for 2017-2018. Next, we turn our focus to the development of a new Children's Zoo and Aussie Icons area at Adelaide Zoo, as well as development of a new visitor centre and a unique safari-style experience at Monarto Zoo known as Wild Africa.

As we plan for the next five years, it is important we reflect on where we are currently. 2016-17 saw the largest turnout in our 134-year history, with almost 570,000 people visiting Adelaide and Monarto Zoo. 2017-18 delivered similar results with 41,800 members (as at March 2019) joining our ranks and supporting our conservation work. Membership revenue remains strong, with 2017-18 recording a 10% increase on the previous year. Importantly, we also delivered a positive financial result, with an operating surplus. 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. On top of this, Zoos SA's broader conservation purpose has grown in prominence and professionalism. We continue to apply world-class zoo standards and contribute to global conservation efforts through our integrated conservation programs. As species extinction accelerates, there is still so much more to be done. 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.

In 2018, both sites successfully undertook their three-yearly Zoo and Aquarium Association accreditation reviews. These reviews focus on an assessment of the animal welfare in place across the five domains (nutrition, environment, health, behaviour and mental state) and are an important validation of the standards in place.

Looking ahead, we're excited about the future. Our core business will continue to be focused on attracting public zoo visits, which have transformed dramatically over the past decade to become more adaptive, diverse and interactive, while also delivering conservation messages.

From a business perspective, we are working hard to diversify our revenue streams in a challenging financial climate and to establish a sustainable financial base that continues to support the organisation at the right scale and shape for what we do uniquely and well.

Perhaps most excitingly, we are realising our ambition of becoming one of the largest safari experiences outside of Africa. We have in-principle agreement for a major private investment in Wild Africa for Monarto Zoo. This will see the development of a range of accommodation types including a safari resort and glamping facilities. This will be complemented by on-ground safari experiences throughout the 560 hectares. The announcement of this partnership will result in the rebranding of Monarto Zoo to the Monarto Safari Park in the near future.

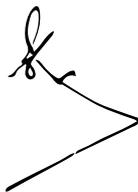
Looking ahead, the Board and Leadership Team are driven by our Aspiration and Purpose as outlined in our Strategic Plan 2017-2022 and have identified key areas to progress the 2019-20 Business Plan:

- Continue implementing our Master Plan including construction of Children's Zoo (Adelaide)

- Progressing plans for a new entrance and visitor centre for Monarto Zoo and developing the Wild Africa precinct partnership. This will be supported with the recent announcement of funding for the construction of the visitor centre, to be provided by the South Australian and Commonwealth Governments
- Building international and national interest in our tourism products
- Securing a new Giant Panda agreement. This will be discussed in China and has funding support of the South Australian Government
- Further developing engagement with our partners
- Continue building strong staff engagement, managing safety risks and ensuring the health and development of our workforce
- Continue developing and maintaining our assets and ICT environment
- Investing in security infrastructure for animal and asset protection.

Our 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.

Our aspiration is to

Lead and
inspire
conservation
action to
support global
biodiversity.

Our purpose is to

Connect
people
with
nature and
save species
from
extinction.



Executive Summary

For almost 135 years, visitors from all over Australia and the world have been experiencing the wonder of wildlife thanks to Zoos SA. Home to more than 3,000 exotic and native animals across Adelaide and Monarto Zoos, it's little wonder a combined 569,257 people visited our sites in 2017-18.

What we do at Zoos SA matters. As a conservation charity, we play an integral role in the community educating our visitors about conservation and the plight of animals in the wild. When a person has the opportunity to see an animal up close, they develop a greater relationship with and understanding of that animal and in turn are more likely to take action to help with the conservation of their wild cousins. This engagement with the local community is a powerful catalyst for conversation change and promotes positive pro-conservation attitudes to hundreds of thousands of visitors each year.

While zoos are among the world's oldest and most well-loved tourist attractions, we recognise the need to be ever-evolving to stay relevant, attract new demographic segments and exceed our visitors' expectations.

The strategies outlined in this Business Plan will ensure the ever-growing popularity of Adelaide and Monarto Zoo over the next five years and will underpin all operations and innovations. Complementing Zoos SA's Strategic Plan 2017-2022, 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 2019-20.



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

- Actively seek funding for future priority projects under the Master Plan
- 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 across Adelaide and Monarto Zoos
- Continue to promote Zoos SA as a conservation charity to our supporters and the public
- Consolidate the significant growth in memberships and 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
- Invest further in staff skills, knowledge development, wellbeing and culture
- Review admission ticket prices annually in line with the tourism year to accommodate CPI and other rising costs
- Continue to expand our successful digital platforms to enhance public engagement including iBeacon and eLocker projects
- 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, research 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, safety and legislative requirements, including fire safety
 - Maintenance and upgrade of existing assets and infrastructure
 - Exhibit and experience upgrades identified through exhibit audits and master planning
 - Security of assets, sites and animal protection
 - Upgrade of ICT systems and infrastructure
 - Priority sustainability initiatives aimed at cost recovery
 - Master Planning projects at both sites.

The following are all elements of our approach which are not clearly identified in budget terms but are undertaken to ensure business improvements:

- 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 Unique Assets

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 for nearly 260 species of exotic and native mammals, birds, reptiles and fish, many contributing to national or international breeding efforts. It is home to the only Giant Pandas in Australasia.

Adelaide Zoo's enviable city location allows us to consistently attract over 400,000 visitors and play a leadership role in the tourism industry to grow visitation to South Australia. Located just a short stroll from the Adelaide CBD, Adelaide's major hotels, attractions including Adelaide Oval, the National Wine Centre, Adelaide Convention Centre and the famous eastern side cultural district, our built environment is a relaxing green city oasis and vibrant sanctuary that gives you the feeling of stepping into another world and provides respite from the hustle and bustle of the CBD. It is filled with lush gardens and botanical displays as well as animal exhibits.

The Test of Time...

The Royal Zoological Society of South Australia Inc. (RZSSA) was established in 1878 and has statutory 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 charitable membership-based conservation society.

The RZSSA is governed by the Royal Zoological Society of South Australia Inc Constitution (as last amended 21 November 2017) 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.

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 over 1,500 hectares, and is home to a collection of 50 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 160,000 visitors last 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.

We have recently secured in-principle agreement for major private investment into the Wild Africa precinct of Monarto Zoo. This will see the development of different forms of accommodation – resort, family style and glamping facilities. The announcement of this partnership will result in a rebranding of Monarto Zoo to the Monarto Safari Park.

We have also recently confirmed that funding will be provided by the South Australian and Commonwealth Governments, to assist with the construction of a new visitor centre at Monarto Zoo.

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.

World-class Exhibits and Master Plan

You can't be a leading tourism organisation without constantly evolving your facilities and our 20-Year Master Plan does just that. 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. Our Master Plan will offer our visitors a fun and rich experience, help us lead the way when it comes to animal welfare standards, and enhance our species conservation efforts, ensuring even greater impact.

The Master Plan centres around developing sites that are dynamic, accessible and enrich the zoo experience of our visitors, members, staff and the animals in our care.

The Master Plan directions are to:

- Renew and create distinct spaces with infrastructure and landscaping that:
 - reflects sustainable design principles
 - provides for all seasons
 - enables animals to express their full range of natural behaviours through innovative exhibit design elements, such as aerial walkways, and effective enrichment programs
 - encourages encounters and immersive experiences
 - captures the cultural, built and natural heritage values of our sites.
- Provide a greater focus on exhibiting native species and their habitat, and species that live in hot dry climates
- Develop our digital technology for our visitors to connect and learn about each site, species and conservation plight
- Cater for the diversity of cultures, languages, abilities and ages of our visitors.
- Develop our facilities to enable the zoo to play a greater role in global species conservation and biosecurity and provide more opportunities for visitors to see daily life 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 (including the new Variety Children's Zoo), 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.

Priority Projects

The Master Plan identifies timelines and priority projects across both sites.

Priority projects for 2019-20 include:

- Variety Children's Zoo (Adelaide) - The project has secured external funding at a value of 41% of the project value. Development of the site will be completed by September 2019
- New Entrance and Visitor Centre (Monarto) – We have developed detailed designs and costings for this project, and have recently been advised that the South Australian and Commonwealth Governments will both contribute funding towards the construction of this facility.
- Plains Wanderer Breeding Facility (Monarto) - 100% of external funding received and development of the site will be completed by June 2019
- Wild Africa development including the Valley of the Lemurs (Monarto), which is currently underway.

Priority projects already delivered under the Master Plan include:

- Nature's Playground at Adelaide Zoo and Monarto Zoo
- Lions 360 at Monarto Zoo
- Improved disabled access and facilities at Indaba (our education bush camp at Monarto Zoo)
- Venue and catering options at Lions 360
- A new Environmental Management Plan to continue our sustainability work and future proof our Zoos
- Installation of infrastructure at Wild Africa and concept development of accommodation
- Continued fire safety improvements.

World-class Exhibits and Master Plan (continued)

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.

Many of these exhibits will form the foundations for the precincts identified within the Master Plan. These include:

Lions 360

(Monarto Zoo)

Lions 360 opened to the public in November 2017. The experience provides a reverse zoo experience, where the visitors are in the cage and the animals on the outside. The concept was modelled on the shark cage diving experience at Port Lincoln. Visitors walk through a tunnel before emerging into a dome surrounded by lions. A 360-degree view of the lions is enjoyed by the visitors as the lions explore their surrounds above, in front and on the side of the dome. The experience offers visitors an opportunity to connect with the lions at close quarters as the keepers provide commentary on the species and how visitors can help protect them.

Nature's Playground

(Adelaide Zoo)

The first step in the Master Plan to-do list was our award-winning Nature's Playground. We are always looking for new experiences and innovative ways to engage people with nature, and this nature-based playground does just that. Jam-packed with loads of natural play elements for kids of all ages to explore, including, creek beds and an aerial walkway to give children a tree-top view of the zoo, the playground is the perfect way to introduce young people to the natural world, give parents a break and is accessible for children of all abilities. The playground has proved a popular addition to Adelaide Zoo's exciting line-up and has significantly impacted return visitation of families to the zoo with our increasingly engaged members reinforcing its appeal.

The next phase of development earmarked for Adelaide is the development of the Variety Children's Zoo to be located immediately adjacent Nature's Playground. The final designs will see a natural transition from Nature's Playground to the Children's Zoo. The designs have undergone a peer review process by world renowned zoo exhibit designer Jon Coe.

The Bamboo Forest exhibit for the Giant Pandas

(Adelaide Zoo)

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





“Immersion”, the Southeast Asian Rainforest Exhibit

(Adelaide Zoo – to be redeveloped into the Jewels of Asia Precinct under the Master Plan)

Opened in 1995 and further developed in 2006, this exhibit showcases Siamangs and White-cheeked Gibbons, Dusky Langurs, Malayan Tapirs and Malayan Sun Bears, as well as two critically endangered species, the Sumatran Orangutan and Sumatran Tiger. A renovation of the walk-through Southeast Asian aviary was finished in 2016. Future renovations and redevelopments are planned under the new Master Plan for this area including two new feature species, the Sri-Lankan Leopard and the Komodo Dragon.

The Jane Goodall Chimpanzee Conservation Centre

(Monarto Zoo –part of the Back from the Brink Precinct in the Master Plan)

Opened in 2009, this world-class exhibit spans over 3000 square metres of open habitat and houses a troop of eleven Chimpanzees. It is one of the largest exhibits of its type in the southern hemisphere and incorporates many sustainable features, such as a one metre thick ‘bio-floor’ in the animals’ indoor area which both dramatically reduces pathogens and the use of water for cleaning. Two baby chimpanzees have been born there in the last six years.

Capital funding has been allocated to enable some refreshment of this 10-year old facility.

The Windana Viewing Platform

(Monarto Zoo – part of the African Savannah Precinct in the Master Plan)

Opened in 2008, this platform allows visitors to come close to three of Africa’s main predators – Lions, Spotted Hyaena and endangered African Wild Dogs. The platform has since been enhanced with the construction of the new immersive Lions 360.

Our Business

As set out in Zoos SA's Strategic Plan 2017-2022, the organisation has four primary goals and a series of broad strategies to achieve them. The Business Plan builds on this framework; the relationship between the Strategic Plan and Business Plan is shown below:

Strategic Plan

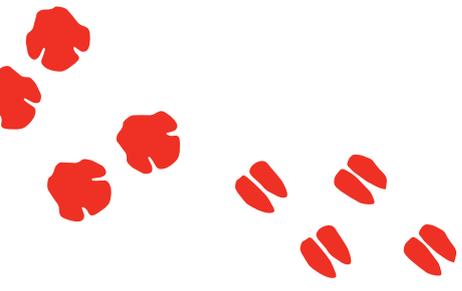
Business Plan



The Business Plan shows how Zoos SA will work towards achieving these goals over the next five years with a particular focus on 2019-20. Leadership for each task is also identified. The Business Plan is one of a hierarchy of plans integrating effort across Zoos SA.

Zoos SA Plan Hierarchy





Zoos SA's Business Plan will be reviewed annually as a rolling five-year plan.

The review will allow changing external factors, such as business climate, emerging conservation imperatives, opportunities and risks, to be taken into account.



Our Values

Crucial to our success is how we approach our work as individuals, teams and as an organisation.

Passion

We inspire and influence by bringing pride, care and commitment to our work.

Innovation

We seek creative ways to achieve goals and turn ideas into reality by promoting a culture of learning and improving.

Respect

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

Effectiveness

We are accountable, focus on clearly defined goals and work as a team to turn words into action.

Engagement

We create experiences and connections that make a positive difference.



Yearly Priorities

Zoos SA has identified yearly priority 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.

2019-20

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.

We will continue with the development of our new Visitors' Centre at Monarto Zoo. We hope to open this in mid 2021.

We will continue to work on plans for our Wild Africa development to enable the introduction of onsite accommodation, and also the importation of a large number of rhinos. At Adelaide Zoo we will commence construction of our new Variety Children's Zoo to be located immediately adjacent Nature's Playground. The plans see a natural transition from Nature's Playground to the Children's Zoo.

Assets and animal protection will see an increased focus, with further investment in on-the-ground security personnel and increased security infrastructure.

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 Chinese Government. It has been very positive that this extension has received financial support from the South Australian Government.

Financial sustainability will remain critical, with a focus on continuing to build the revenue gains we have made to date, growing admission numbers at both sites and building our diverse supporter base. This will continue to include a 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.

We will continue to promote international and national interest in our tourism products.

We will increase activities that support asset management and maintenance, in line with our increasing investment in capital and infrastructure. This will include an increased focus on safety and security as well as continuing our sustainability efforts through the implementation of our Environmental Management Plan 2018-2020.

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.

We are committed to meeting our debt repayment strategy, as published in our 2018-19 5-Year Business Plan.



2020-21

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 Strategic Plan 2017-2022 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 the 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.

2021-22

With a robust financial model, a 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.

2022-23 and 2023-24

With a strong foundation in place we will focus on working with stakeholders and supporters to strengthen Zoos SA's future. We will review progress in the delivery of priority projects earmarked in the Master Plan.



Business Plan Activities

Connect People with Nature

Zoos provide a powerful 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 are 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 conservation and the environment.

When it comes to connecting people with nature through digital innovation, Adelaide Zoo is not slowing down. In fact, we were the first zoos in Australia to use iBeacon technology which provides location-specific interactive content to our visitors. Not only has the app allowed us to put a keeper in the palm of every visitor's hand and make information much more accessible, it has allowed us to meet the needs and preferences of the growing cohort of Chinese visitor travelling to South Australia with a Chinese version of the app available. While we are embracing technology at Adelaide Zoo, we know there's still no substitute for in-person and live experiences. With the success of the Nature's Playground at Adelaide Zoo and through the support of a generous grant, we have developed a playground at Monarto Zoo which builds on the elements of play and sensory experience.

Zoos are places where people can experience changing seasons, witness growth, change, births and the cycle 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 on our purpose, 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 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.

Taking part in a Zoo Learning experience, be it self-guided or led by a professional zoo educator, 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, school-based learning and the integration of Zoo Learning with all elements of Zoos SA business. With the introduction of the iBeacon technology the learning opportunities have extended to online and onground learning trails which teachers and students can participate in at their own pace.

Through targeted conservation messages, our learning, 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 conservation campaigns by continuing to develop the Make a Difference – MAD approach, 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.



Save Species from Extinction

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 by 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 impact projects to invest in. In 2017, we used this process to confirm our conservation projects and partnerships to 2020 and beyond. In 2018-19, we reviewed our Conservation Directions so that we are better positioned to determine our conservation priorities.

In addition to conservation projects and partners identified within the framework, Zoos SA participates in 65 regional and international breeding programs for a number of native and international threatened species.



2019-20 conservation projects include:

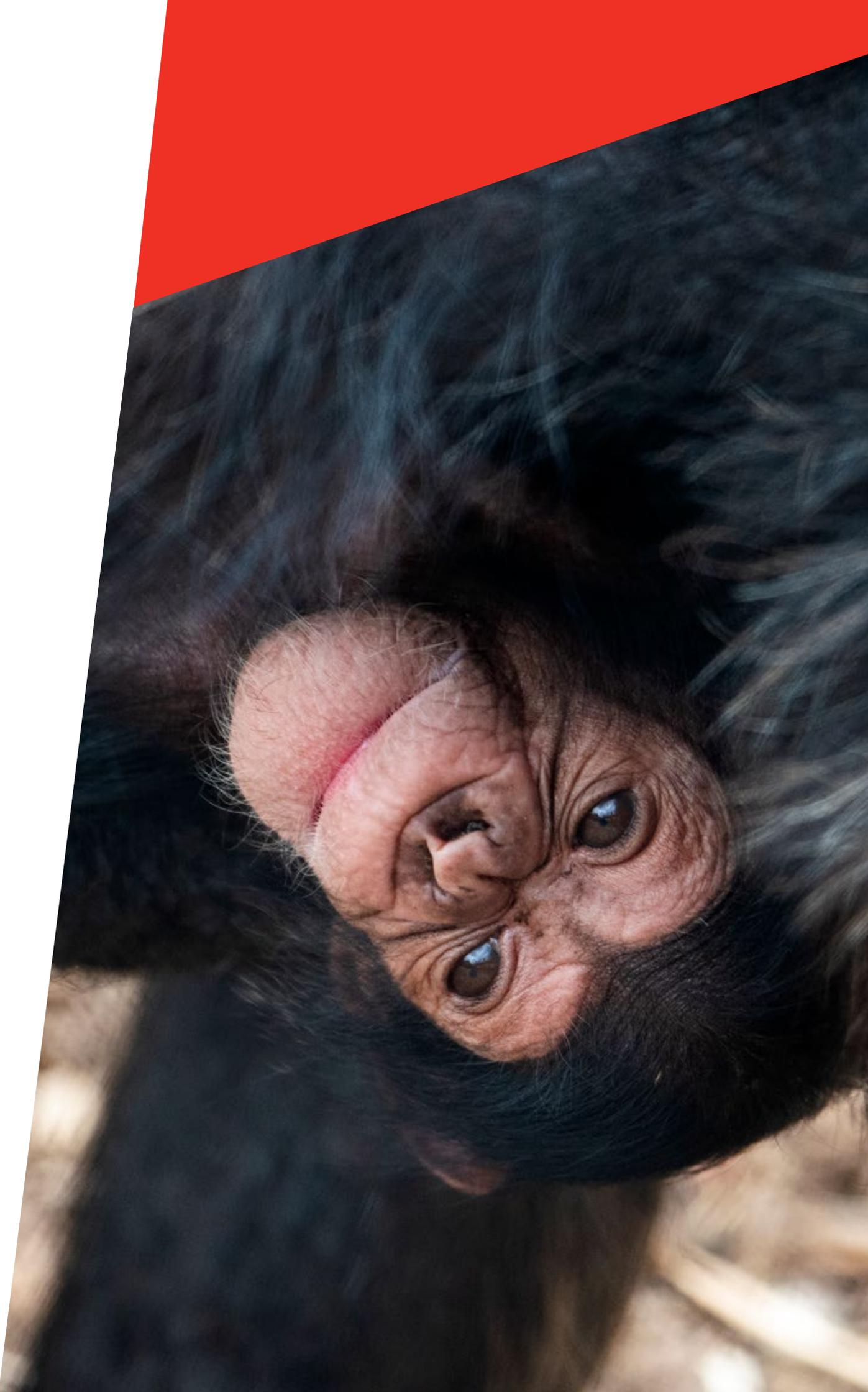
- Continuing to implement the Land Management Plan for Monarto Zoo including habitat and threatened flora restoration, pest management, riparian management and conservation training
- Restoring Stringybark woodlands in the southeast of South Australia by working with landholders to protect and restore 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 undertake research on Pygmy blue-tongue lizards at both our Adelaide and Monarto sites
- Contributing to the recovery of several macropod species including Yellow-footed Rock Wallabies and Warru (Black-footed Rock Wallaby) through breeding, reintroduction, and population monitoring
- Supporting threatened species captive breeding efforts for Orange-bellied Parrot, Western Swamp Tortoise and various threatened Mallee bird species
- Contributing to understanding the captive husbandry needs of the Mallee Emu-wren at Monarto Zoo
- Undertaking field 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, Africa and the Solomon Islands to help threatened species such as Orangutan, Chimpanzee, Cheetah, African Wild Dogs, African Rhinoceros species, and Leatherback, Green and Hawksbill Turtle
- Establishing a breeding facility for Plains Wanderers at Monarto Zoo.

Work in an Ethical and Sustainable Manner

Zoos SA is a fully accredited member of the Zoo and Aquarium Association, and is 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 reduce our environmental footprint, linking our actions with conservation messages and icons, and supporting ethical businesses through purchasing and service arrangements.





Grow a Sound and Advancing Organisation

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 2017-2020 outlines a clear approach for Zoos SA to work with our staff to develop our organisation to be the best it can be. It highlights how we want to continue to attract and retain the right people, and provide innovative and relevant training and development opportunities to foster high achievement in individuals and within teams. We want to have staff that live and share our values, working with us to achieve our goals. We aim for high staff satisfaction, a safe workplace, high staff engagement and productivity, with 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 2019-20. This includes detailed legislative compliance monitoring in our complex operating environment.

Formal reporting against the Business Plan is provided to the Board, South Australian 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 relationships with local, state and federal Government. The Society also values working with government agencies to effectively deliver its conservation, tourism and education programs.

The Society receives an annual State Government Grant to assist with funding its operations. Regular updates regarding our financial performance and our progress against the Business Plan are provided to the Government. 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 Federal) to assist with the implementation of our Master Plan.





Infrastructure Investment

Capital expenditure is classified as either 'new capital' or 'replenishment capital'. New capital is for the implementation 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.

As noted in our Master Plan, there is an ongoing need to upgrade or replace infrastructure. There is also an ongoing need for new capital to keep pace with changing expectations and to continually improve the zoo experience.

When we prioritise capital expenditure, we take into account welfare, sustainability, visitor experience and efficiencies. Compliance matters are ranked highly and resolved as resources allow, and we ensure as best as possible our capital expenditure priorities align with the Master Plan.

Funding has been allocated to improve a number of exhibits at both sites, with an emphasis on improving the visitor experience and animal welfare. We continue to invest in the booking system and Zoo Learning digital platforms. We have planned for additional facilities for breeding native threatened species, and will continue to invest to gain further efficiencies through advanced systems.

The net capital budget for 2019-20 totals \$1,341k. 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.

The capital budget for 2019-20 shows a gross investment of \$1,901k, of which \$100k is for the continuation of master plan investment and \$671k is for our new Variety Children's Zoo at Adelaide Zoo. The cash effect of our investment is reduced by external funding of \$560k, which brings our net cash investment to \$1,341k.

This net capital budget of \$1,341k is funded from cash generated from 2019-20 operations, and is in line with the 5YBP target of \$1,340k. There is a strong likelihood additional funding will be sourced to support planned CAPEX.

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 true for Zoos SA. We continue to seek grant funding, corporate and private support, 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 continued to make principal repayments against our bank loan and during 2019-20 we will pay \$850k reducing our debt to \$3.4m. 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 forecast that supports annual debt payments from within our annual operating budget.

Our bank debt repayment strategy remains unchanged from our 2018-19 business plan, with repayments scheduled in 2019-20 of \$850k, and \$1m each in 2020-21, 2021-22 and 2022-23, and \$400k in 2023-24 to repay the debt completely.



Zoos SA Annual Budget 2019-20

The 2019-20 Annual Budget proposes total revenue of \$28.3m, earnings before interest and depreciation of \$3.1m, an operating surplus of \$22k, and a total surplus of \$490k after including funding for capital investment. The 2019-20 budget and comparisons to the 2018-19 forecast can be seen in the following table.

	BUDGET	FORECAST	
	2019-20	2018-19	%
INCOME			
Admissions	9,088,271	8,442,517	8%
Education	1,260,852	1,212,870	4%
Membership	3,633,655	3,507,025	4%
Retail	1,700,452	1,611,676	6%
Catering/Venue Hire	997,476	890,154	12%
Events	205,658	198,250	4%
Visitor Experiences	1,996,575	1,937,847	3%
Sundry	469,245	129,380	263%
Interest & Dividends	58,103	59,228	-2%
Grants - Government	5,924,934	5,815,450	2%
Fundraising	1,881,092	1,651,977	14%
Conservation	1,098,444	1,872,638	-41%
TOTAL INCOME	28,314,757	27,329,011	4%
EXPENDITURE			
Salaries, Wages & On-Costs	15,555,003	15,159,289	-3%
Other Expenditure	9,693,501	9,463,659	-2%
TOTAL EXPENDITURE	25,248,504	24,622,948	-3%
TOTAL EBITDA	3,066,253	2,706,063	
Profit On Sale Of Assets	0	18,526	100%
Depreciation	2,850,756	2,675,381	-7%
Interest Expenses	193,466	242,241	20%
SURPLUS / (DEFICIT)	22,031	-193,034	
EXTRAORDINARY ITEMS			
Bequests	0	522,049	-100%
CAPEX Funding	467,469	779,884	-40%
TOTAL EXTRAORDINARY ITEMS	467,469	1,301,933	
TOTAL SURPLUS	489,500	1,108,899	

The 2018-19 financial year is forecast to finish with a surplus of \$1,109k, against a budget surplus of \$341k. This strong performance is primarily due to additional and unbudgeted bequests, donations and capital grant funding amounting to \$937k.

We expect our total admission volume numbers to finish slightly ahead of budget, with Monarto continuing to see attendances ahead of budget.

Staff costs are expected to finish ahead of budget due to significant additional costs to provide out-of-hours animal care.

Operating expenditure is being tightly managed and is expected to finish in line with budget.

Photographic Credits

- Cover** Sumatran Tiger, Photographer: Adrian Mann
- 6** Giant Panda Exhibit, Photographer: Dan Schultz
- 10** Lions 360, Photographer: Adrian Mann
- 11** Nature's Playground, Photographer: Dan Schultz
- 14** Squirrel Glider, Photographer: Adrian Mann
- 15** Gang Gang Cockatoo, Photographer: Adrian Mann
- 17** Giraffe at sunset, Photographer: Geoff Brooks
- 18** Squirrel Monkey, Photographer: Adrian Mann
- 21** Striped Legless Lizard, Photographer: Phil Ainsley
- 22** Regent Bowerbird, Photographer: Adrian Mann
- 23** Chimpanzee, Photographer: Adrian Mann
- 25** Zoo Learning Group, Photographer: Ryan Thomas
- 26** White-cheeked Gibbon, Photographer: Adrian Mann



zoossa.com.au