

OUR BUSINESS ENTERPRISE



PRINCIPAL AREAS OF ACTIVITY

- Zoo Admissions
- Community Citizenship
- Commercial Services
- Corporate Relations
- Retail Services
- Catering Services
- The Taronga Foundation
- Marketing
- Corporate Partnerships
- Information Technology
- Animal Sponsorship
- Tourism
- Media Relations
- Graphic Design
- Benchmarking
- Records Management and Archives Office
- Risk Management

GOALS

ORGANISATIONAL CAPACITY

To develop and implement superior systems that enable the Zoos to adapt to new market conditions and identify new opportunities created by change.

COMMERCE

To meet financial requirements by generating support and goodwill among our customers, supporters and stakeholders.

COMMUNITY

To ensure our Zoos play an active role in fostering community involvement by developing and participating in activities that create a sense of belonging and working towards common goals.

A male Brazilian Tapir calf was born at Western Plains Zoo on April Fools Day, 1 April this year. 'Arturo', meaning 'handsome', was born to mother 'Tupi' and father 'Tiago'.

PHOTO COURTESY LEONIE SAVILLE

OBJECTIVES

ORGANISATIONAL CAPACITY

- To improve business effectiveness via simplification, speed and reduced costs.
- To improve communication processes.
- To develop systems to improve response capacity and effectively measure performance.

COMMERCE

- To increase business volumes, market share and revenue through innovative and competitive commercial activities.

COMMUNITY

- To further develop our status as an important community asset and resource.
- To achieve a greater awareness of our programs and activities in ethnic communities.
- To achieve an increased sense of community pride and ownership of the Zoos.
- To take a leadership role in the community in conservation and environmental endeavours.

PERFORMANCE INDICATORS

	05	06
Direct government support per visitor (including contribution for capital development)		
Taronga Zoo	\$16.60	\$24.94
Western Plains Zoo	\$13.80	\$12.86
Operating expenses per visitor		
Taronga Zoo	\$31.37	\$35.12
Western Plains Zoo	\$43.05	\$53.91
Capital expenditure per visitor		
Taronga Zoo	\$19.43	\$15.31
Western Plains Zoo	\$5.33	\$0.86

OUR BUSINESS ENTERPRISE

THE TARONGA FOUNDATION

THE TARONGA FOUNDATION

The Taronga Foundation was established in 2000 to support the conservation efforts of the Zoological Parks Board of NSW through fundraising and by raising awareness of the philanthropic aspects of Taronga and Western Plains Zoos. In this way, the Foundation hopes to inspire the community to actively support wildlife throughout the world, and help to protect it for future generations.

The Taronga Foundation's vision is to be recognised as a world leader in the development of philanthropic support for the conservation and presentation of Australian and exotic wildlife.

Taronga Foundation Governors and Patrons

Maurice L Newman AC (Chair)	Antonia Kidman
John Armati AM	Skye Leckie
Frank Brennan	Justin Miller
Collette Dinnigan	Richard Morecroft
Peter Fitzsimons	Don Olney
Megan Gale	Gretel Packer
Justin Hemmes	Anna Russell
Rebecca Hewitt	Deborah Thomas
Bradley Trevor Greive	Max Walters AM MBE
Lisa Ho	Sandra Yates AO
	Peter Young



Mr Maurice L Newman AC

CHAIRMAN'S REPORT

Many generous people have selflessly supported us in our first five years through public appeals, major gifts, bequests, by attending events, purchasing auction items, becoming Zoo Parent sponsors, and establishing corporate partnerships with the Zoos.

To date we have secured a cumulative total of over \$25 million, including sponsorship contracts and pledges. This represents 43% of our cumulative target of \$56 million that we have committed to raise as our contribution to the 12 year Master Plan at both Taronga and Western Plains Zoos.

The Foundation raised a very pleasing total of \$4.66 million this year, with operating expenses of 17%, resulting in a net income of \$3.8 million.

This has helped support the Zoos to undertake many important projects in wildlife conservation, education, research and breeding in Australia and overseas. The Taronga Foundation in the last three years has provided over \$250,000 for in situ conservation programs. This year, the Foundation raised \$25,000 for the CITES Monitoring of Illegal Killing of Elephants (MIKE) program in Burma, Cambodia and Thailand.

The new \$40 million 'Wild Asia', to which The Foundation contributed significantly, opened in August with a special preview for The Taronga Foundation Governors,

Patrons, Donors and Sponsors. 'Wild Asia' has a key role in the Australasian Asian Elephant Conservation Breeding Program, with Melbourne Zoo. We are delighted to announce that long-term corporate partner ANZ Bank has strengthened its relationship with Taronga and Western Plains Zoos to take up the naming rights of 'Wild Asia'.

ANZ Bank joins Coca-Cola Amatil and QBE as Principal Partners of the Zoos, along with more than 70 other corporations which continue their commitment to corporate social responsibility and wildlife conservation through their support of Taronga and Western Plains Zoos.

The Foundation's Zoo Parent program was restructured and relaunched in January, in compliance with an Australian Taxation Office ruling on tax deductible gifts. ZooParent packages are now 100% tax deductible.

This restructure also revitalised the relationship with Zoo Friends, centralising discounted access for Zoo supporters through Zoo Friends' membership.

I would like to express my thanks to Zoo Friends for their on-going support, and to say how pleased I am with the strengthening relationship between the Association and The Foundation.

Also in January, Taronga Foundation Governor, Bradley Trevor Greive, with

the support of Paul Chesher from 4D International brought the internationally renowned actor and comedian, John Cleese, to the ANZ Conservation Theatre at Taronga for a special performance to raise funds for The Foundation. Thanks must once again go to Bradley for his tireless dedication.

The fundraising for the construction of the new \$56 million 'Great Southern Oceans' was launched at the Establishment Dinner in June. Our goal is to raise \$15 million towards the overall cost over the next three years and our target for 2006/07 is almost \$5 million net.

The Taronga Foundation could not achieve our ambitious goals without the support of our donors, our Patrons and Governors, the ZPB of NSW, ZPB Director and Chief Executive, Guy Cooper, and his staff. I thank you all sincerely for your dedication and commitment.

I look forward to another successful and exciting year as we continue The Taronga Foundation's great efforts for this State's two great Zoos through the development of a broad and committed philanthropic support base for our wildlife conservation and education endeavours.



MAURICE L NEWMAN AC
Chairman
The Taronga Foundation

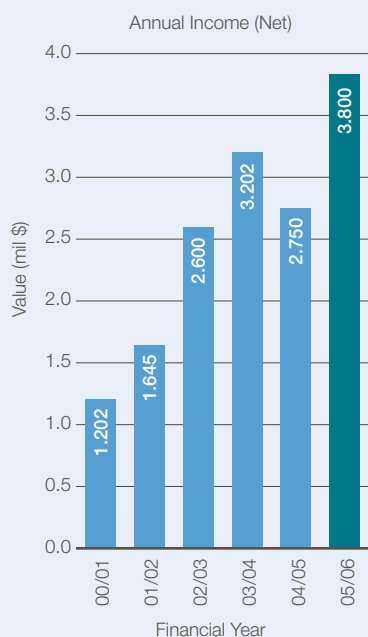


FUNDRAISING AND DEVELOPMENT REPORT

The goal of Fundraising and Development is to achieve revenue targets supporting the delivery of the Zoos' Master Plan as well as important on-going conservation, research and education projects.

This year \$3.8 million was secured for The Taronga Foundation representing an increase of 32% on the previous year's net income. Fundraising and development activities to achieve this target encompass Corporate Partnerships; Public Appeals including the ZooParent Program, Zoo Friends contributions and direct marketing; fundraising events; and major gifts through individual donations, foundations and bequests.

Five Years of The Taronga Foundation



Above: Actor and Comedian John Cleese appeared at a special fundraising evening for The Taronga Foundation in January. During a press conference he met some of Taronga's native residents including 'Spike' the echidna.

PHOTO COURTESY TORSTEN BLACKWOOD – AFP

OUR BUSINESS ENTERPRISE

THE TARONGA FOUNDATION



THE TARONGA FOUNDATION EVENTS

Highlights of a very successful year include:

Zoofari Gala Dinner

The Zoofari Gala Dinner, held in 'Wild Asia' and the new Thai-styled Taronga Food Market, was the most successful Taronga Foundation event to date, raising \$270,000 for The Foundation, as well as \$19,000 for CITES MIKE, one of the many in situ programs supported by The Taronga Foundation.

New Year's Eve

New Year's Eve at the Zoo continued to be a highly popular, sell-out event. More than 2000 people enjoyed stunning views of the fireworks and great entertainment. Their support contributed \$100,000 to The Taronga Foundation. Ticketek again provided valuable marketing and ticketing support.

ZooFamily

The second ZooFamily event was held in December, hosted by Mikey Robins, with a special appearance by Santa Claus. Families enjoyed unique behind-the-scenes tours with keepers and entertainment and dancing on the Centenary Lawns overlooking Sydney Harbour.

An Intimate Evening with John Cleese

This event, presented by BTG Studios and 4D International for The Taronga Foundation, was an outstanding highlight. Three hundred guests joined famous actor and comedian, John Cleese, in the ANZ Conservation Theatre at Taronga, raising \$26,000 and attracting outstanding national and international media coverage for The Taronga Foundation.

21st Century Tiger

Continuing its support of the Sumatran Tiger in situ program in Kerinchi National Park, Sumatra, through the 21st Century Tiger project, The Foundation hosted a special evening with Debbie Martyr from Flora and Fauna International who presented an update on efforts to save some of the last remaining wild populations of this magnificent cat. The evening raised \$4,000 for this project, adding to the \$27,000 The Foundation has already provided.

The Establishment Dinner

The annual dinner, hosted by Foundation Governor Justin Hemmes, was again successful with MC, Rove McManus and Sotheby's auctioneer, Geoffrey Cassidy, helping raise over \$140,000. Special thanks go to corporate partners Moon

Design, Burwood Press and Fosters Australia and event supporters Turning Point Solutions, Africa Specialists, Merivale and Canturi Jewels.

PUBLIC AND DIRECT APPEALS

This year four public appeals raised over \$300,000 for The Foundation, an increase of 66% from the previous year. A new database system was commissioned providing easier access and tracking of donor information and communication. Appeals focused on the Silvery Gibbons for a second time, as well as the Oriental Small-Clawed Otters, Snow Leopards and Asian Elephants. The final appeal to assist with the Asian Elephant Breeding program and transport of the elephants to Sydney was the most successful so far with over \$100,000 raised in just two weeks.

ZOO PARENT

The Foundation's ZooParent program was extensively restructured in January, due to new tax legislation, making ZooParent packages a 100% tax deductible sponsorship without the previously offered Zoo entry passes. Thanks to all the wonderful ZooParents, this program raised over \$450,000 for The Foundation, with 2000 people either renewing their

Far Left: MC of The Establishment Dinner, Rove McManus, meets some of the special guests on the evening.

Left: 'Tathra' the New Zealand Fur Seal made a guest appearance with her trainer Ryan Tate at the 2005 Zoofari Gala Dinner.

Right: More than 2,000 guests enjoyed the spectacular New Years Eve fireworks display over Sydney Harbour from Taronga Zoo.

PHOTO COURTESY JAMES MORGAN



sponsorship or joining the program. This restructure also provided a strengthened relationship with Zoo Friends, with a collaborative approach to market and promote both animal sponsorship and membership of the Zoos.

MAJOR GIFTS AND BEQUESTS

This area of our philanthropic endeavours continues to develop with growing support from individuals and foundations in the community for the vision of The Taronga Foundation.

This year, major gifts and bequests totalled \$884,911 – an increase of 49% from the previous year. Bequests were a significant contribution with \$380,000 going directly to The Taronga Foundation.

The Taronga Foundation would like to thank the following philanthropic groups and individuals who made significant donations during this financial year:

Robert Albert
 Andrews McMeel Universal Foundation
 ASX Reuters Foundation
 Len Bleasel AM
 Camilla Boyd
 Anna and Steve Crane
 Jacqueline Crookston
 Phillip Davenport

Bradley Trevor Greive
 Jean Falconer Griffin
 Lleyton and Rebecca Hewitt
 Fred and Claire Hilmer
 Jessica Hore
 Graham and Sandra Humphrey
 Prue and Andy Kennard
 Robert and Susan Maple-Brown
 Maurice L Newman AC
 Julie and Damian O’Carrigan
 Deborah Peykoff
 Helena Reuben as Trustee of the
 Dalwood Charitable Foundation
 Jane Rich
 Janis Salisbury
 Skipper-Jacobs Charitable Trust
 Harry and Rhonda Triguboff
 Anne Turnbull
 Kim Williams

CORPORATE PARTNERSHIPS

Cash sponsorships of \$1,605,688 were secured in 2005/06, an increase of 22% on the previous year.

In addition to cash sponsorship, a total of \$1.8 million of contra and in-kind support from companies contributed to the operations of both the ZPB and The Taronga Foundation.

Key highlights include:

- Boral upgrading to the Crown Sponsorship level and taking up the naming rights of the YATZ program,
- Clearview Retirement Solutions taking up the sponsorship of the Zoo Friends Volunteers Program at the Presidential Sponsorship level,
- Sunrice Presidential level sponsorship of the Wombat Breeding Program and Burrows at 'Backyard to Bush',
- Fosters Australia Primary sponsorship commitment to The Taronga Foundation and both Zoos,
- Fuji Film's on-going commitment and support to develop in-ground digital photography,
- Masterfoods sponsorship of the Spider Monkeys at both Zoos,
- Qantas' renewal of their sponsorship commitment for another three years revitalising their long partnership with the Zoos,
- Continuing media partnerships with Fairfax and Australian Radio Network that provide great support for Zoo marketing and promotions; and
- Substantial contra sponsorships from Moon Design, Burwood Press, Boomerang.

OUR BUSINESS ENTERPRISE



MARKETING

Attractions in Sydney on the whole had a difficult year with a 3% decline in the international tourism market and a softer domestic market with an increase in outbound travel of 9% year on year. This resulted in aggressive competition, promotional offers and launches throughout the year including, including the opening of the new Sydney Skywalk. Sydney Wildlife World is scheduled to open in 2006 and trade marketing has already commenced. This will be in direct competition to Taronga's 'Wild Australia'.

Despite the competitive environment, Taronga significantly increased its blanket share taking a firm hold to become the leader and number one position for the financial year.

The regional market has continued to suffer the impacts of the longest drought in years together with heavy competition from seaboard locations. This is compounded by low cost flights across Australia and increasing petrol prices causing a 9% decline in tourism to central NSW.

Within this environment, the Marketing Division delivered a compelling program of activities designed to attract a broader market of visitors to both Zoos including:

'Wild Asia'

With the opening of 'Wild Asia' in August, a strong advertising and promotions campaign commenced to highlight this unique rainforest experience in the heart of Sydney. Advertising spanned outdoor billboards, bus shelters, taxi backs, radio and press. This was followed by a Thai Festival that began with a ceremony when the Thai Pavilion was officially handed over by the Thai Government. The event featured Thai dancers, cuisine and traditional festivities. The Thai Festival was dedicated to school students for two days and 350 students took part in the themed workshops which featured flag painting and Thai dancing.

The Thai Festival at Taronga encompassed the spring school holidays and gave visitors the opportunity to sample satay sticks and traditional fruits and to find out more about Thailand, courtesy of The Thai Tourism Authority and Taronga's catering supplier, Restaurant Associates.

Visitation by the end of October was in excess of 350,000, 2% above the same time in 2004 and 4% ahead of the five year average.

Snow Leopards

Taronga successfully bred two Snow Leopard cubs in October and their media debut in December attracted significant coverage. Promotion of the Snow Leopard cubs extended from January to June with images of the cubs featuring in giant billboards, press, taxi advertising and on radio. A new television commercial was also produced and aired from April. A fortnight of wet weather slowed down visitation in January but this boosted visitation numbers in April with 135,000 visitors taking a trip to Taronga. This also provided Taronga with the number one market share amongst competitors through to the end of the financial year.

Taronga Conservation Calendar

In conjunction with media partner, Fairfax, and supported by Sydney Water, a Taronga Zoo conservation calendar was distributed in the Sun Herald in January. This 13 month calendar featured Zoo animals, their keepers and conservation messages. Approximately 550,000 copies were distributed with supporting promotions by Fairfax valued at over \$600,000.

Twilight Concert Series

The 11th year of the Twilight Concert series was as successful as ever with a very popular concert program. Ticket sales exceeded 31,000 with eight sell out concerts. The Twilight series continues to be an important source of income for the Zoo and The Taronga Foundation.

Western Plains Regional Promotion

As a component of the annual marketing calendar, Western Plains Zoo introduced a successful regional promotional package in January, offering half-price tickets to residents in Dubbo and surrounding townships.

Western Plains Zoo Marketing and Communications Strategy

Due to a continuing decline in tourism to central NSW impacting Western Plains Zoo attendances, a research study was commissioned to identify key barriers to travel. This formed the catalyst to review the overall marketing and communication strategy focusing on families and seniors. A review of advertising is underway with a launch in 2006-07 to feature "The wonder of Africa, in your own backyard" highlighting the wonder, magic and extraordinary experiences available at Western Plains Zoo. This new campaign will focus on print with supporting promotions across radio and web-based marketing.

International Tourism

International tourism at Taronga was affected by the downturn in the entire market with tourism representing approximately 25% of visitation. This was balanced, however, by very strong domestic visitation. Despite the downturn, revenue from tours and groups exceeded budget and market share increased.

Other Tourism activities included:

- through Australian Attractions representatives at trade shows in Japan, South-east Asia, United Kingdom and the USA ,
- appointment of a Chinese speaking sales agent for China and Hong Kong – the largest growth market to Australia,
- strong growth in the exclusive behind the scenes tours 'VIP Aussie Gold' and Taronga's 'Wild Australia',
- on-going partnership building with the Australian Tourism Commission, Tourism NSW and Tourism Sydney,
- increased advertising presence and tracking within key tourism publications,
- extended relationship with Captain Cook Matilda services as an additional transport partner to Sydney Ferries, particularly accessible for the international tourism market; and
- design, development and implementation of new branding and way-finding for the 'Wild Australia' area in Taronga.

Group Sales

Groups Sales at Taronga continues to grow especially amongst the large picnic day market. A Christmas-focused direct marketing drive resulted in several successful union picnics, corporate event days and solid pre-paid ticket sales – the largest being the CFMEU picnic with approximately 5,000 members attending. Many organisations book in their Zoo events for up to three years in advance. The opening of the Taronga Food Market and 'Wild Asia' has expanded the Zoo's ability to cater for and grow this market.

MEDIA RELATIONS

The Media Relations Department manages many of the Zoos' communications activities including organising news stories and events that generate substantial media coverage of the Zoos, promoting awareness of our efforts for conservation, wildlife care and conservation education.

This Department also coordinates VIP visits to the Zoos, which this year included private visits by singer and political advocate Bono from the band U2 and an exclusive one-off visit by comedian John Cleese. Prince Edward visited Western Plains Zoo in March, meeting staff, local dignitaries and recipients of the Duke of Edinburgh Award.

Western Plains Zoo also received wide media coverage regionally and nationally in December after a manhunt for a local murder suspect took place in the Zoo grounds. The Zoo was closed to the public for a full day as a safety precaution to enable the NSW and Federal Police to search the property. The suspect was not located within the grounds and the Zoo was re-opened.

Taronga Zoo continued to receive widespread media coverage throughout the year, locally and nationally in relation to the plans to import Asian Elephants into Australia together with Melbourne Zoo. In July, Federal Environment Minister, Sen Ian Campbell, held a news conference at Taronga to announce his decision approving the importation. The decision was appealed by animal activists and an Appeals Hearing was held at the



Administrative Appeals Tribunal. Two further news conferences were held at Taronga Zoo in December and February when the Director and Chief Executive announced the progress of the hearing and the final decision by the Tribunal.

Highlights of Zoo news covered extensively by the media during the past year included:

- the birth of the first Snow Leopard cubs in Taronga's history, male 'Sabu' and female 'Kamala',
- opening of the new 'Wombat Burrow' at Taronga Zoo,

Opposite: Jill Singleton, Retail Sales Manager, Taronga Zoo

"I really enjoy working at Taronga and this has been the best year ever for the Zoo Shops. Opening the new shop at 'Wild Asia', with a complete change in the merchandise, has been a very exciting experience to be part of. Working in the zoo is most rewarding because I know that my efforts are making money for the conservation of endangered species."

Above: During the spring school holidays, visitors to Taronga Zoo experienced the excitement and colour of the Thai Cultural Festival. The festivities were held around the new 'Wild Asia' exhibit and included traditional Thai dancing, fruit carving and Thai cuisine.

PHOTO COURTESY JAMES ALCOCK

OUR BUSINESS ENTERPRISE



- the launch by the Minister for the Environment, Mr Bob Debus, of the new Corroboree Frog facility and conservation program,
- the flying lessons taking place for the Zoo's young Andean Condor,
- debut of 'Loki' the Squirrel Monkey being hand-raised by one of Taronga's primate keepers,
- the arrival of 'Shani' the Zebra from Western Plains Zoo,
- the debuts at Western Plains Zoo of a baby Siamang as well as a Brazilian Tapir, a Giraffe calf, a White Rhinoceros calf, an Addax calf, Maned Wolf cubs and a Bongo baby,
- the second visit to Western Plains Zoo by reproductive experts from the Institute for Zoo and Wildlife Research, Berlin to attempt a world first artificial insemination in Black Rhinoceros,
- successful releases of rehabilitated animals from Taronga Zoo's Wildlife Clinic including Little Penguins, a Pelican and a Wandering Albatross,
- the third successful breeding success of Platypus at Taronga Zoo, and
- the debut of Taronga's 'Spring baby boom' with young hand-raised animals

including a Quokka, Yellow-footed Rock Wallaby, Common Wombat, Ring-tailed Possum and Red Kangaroo joeys.

Events and activities organised or promoted by Taronga Zoo's Media Relations Department included:

- launch of the new aboriginal education program 'Animals of the Dreaming' by the NSW Minister for Education and Training, Ms Carmel Tebbutt,
- various 90th birthday celebrations for Taronga Zoo,
- the presentation of the new Thai Pavilion in 'Wild Asia' by Royal Thai Consul General, Mr Suraphan Boonyamanop,
- annual Media Thank You Dinner, sponsored by Australia Post,
- the Twilight at Taronga concert series, and
- the annual Zoo Friends Volunteers Thank You party.

At Western Plains Zoo, events and activities included:

- minimum risk offenders from the Yetta Dhinnakkal Centre assisting Western Plains Zoo staff for their community service,

- Celebration for 'ZooFari Lodge' which won both the Unique Accommodation category in the CountryLink Inland NSW Tourism Awards 2005 and in the NSW Tourism awards, as well as being nominated in the same category for the National Tourism award, and
- the re-launch of Western Plains Zoo's overnight sleepover program 'Roar & Snore'.

The Zoos use a dual system to assess the number of print, broadcast and telecast items and the estimated value of such coverage expressed in terms of how much similar coverage would cost if purchased in advertising space.

Careful targeting of high-volume media, particularly in the print media, has seen a substantial increase in the value of coverage.

Taronga Media Relations Department's efforts to help increase coverage of Western Plains Zoo's many animal stories, events and activities, have paid dividends, with a huge increase in all aspects of coverage in radio, television and print, particularly in metropolitan media.

Media Coverage – 2005/2006

Overall Commercial Value Comparisons (Estimate figures includes both positive and negative stories)

TELEVISION MEDIA	JUL 04-JUN 05	JUL 05-JUN 06
Taronga Zoo	\$4,594,900 188 items	\$6,115,750 204 items
Western Plains Zoo	\$1,444,850 65 items	\$2,541,150 100 items
Total	\$6,039,750 253 items	\$8,656,900 304 items
Total Increase 04/05-05/06		+ \$2,617,150 + 51 items
PRINT MEDIA	JUL 04-JUN 05	JUL 05-JUN 06
Taronga Zoo	\$2,015,960 918 articles	\$7,282,790 1,617 articles
Western Plains Zoo	\$234,864 316 items	\$1,315,306 549 items
Total	\$2,250,824 1,234 articles	\$8,598,096 2,166 articles
Total Increase 04/05-05/06		+ \$6,347,272 + 932 articles
RADIO MEDIA	JUL 04-JUN 05	JUL 05-JUN 06
Taronga Zoo	\$633,965 356 items	\$890,628 796 items
Western Plains Zoo	\$336,295 193 items	\$330,115 312 items
Total	\$970,260 549 items	\$1,220,743 1,108 items
Total Increase 04/05-05/06		+ \$250,483 +559 items
04/05 Total Value		\$9,260,834
04/05 Total items/articles		2036 articles/items
05/06 Total Value		\$18,475,739
05/06 Total items/articles		3,578 articles/items
Total Increase 04/05-05/06		+ \$9,214,905 + 1542 articles/items

Opposite: 'Loki' the Squirrel Monkey was hand-raised by one of Taronga Zoo's primate keepers and by his surrogate mum, a stuffed-toy duck. 'Loki's' story generated widespread media interest.

Above: Tania McKenzie, Products and Promotions Manager, Taronga Zoo

"Learning Diamond Pythons smell through their tongues, Snow Leopards hiss and Francois Langur babies are born orange-red in colour has helped me promote these and all our other animals through integrated advertising and promotional campaigns so visitors will learn about conservation programs whilst enjoying a day at the zoo."



OUR BUSINESS ENTERPRISE



DESIGN STUDIO

The Design Studio at Taronga Zoo creates and project-manages exhibition, interpretive and promotional pieces, while also playing a key role in the conceptualisation and realisation of the Zoos' Master Plan interpretive signage.

Design Studio staff implemented pivotal concepts such as:

- ensuring increased understanding of the Zoos' conservation efforts and animal breeding initiatives,
- boosting awareness of both Zoo brands and sub-brands through on-line and print media,
- positioning the Zoos as dynamic and responsive cultural institutions, and
- tailoring numerous aspects within a single exhibit area to appeal to various age and educational requirements.

Major activities this year included:

- the design of sculptures and signage for the new Corroboree Frog facility,

- the design of Taronga Zoo's 90th Birthday marketing collateral including the logo, banners, flags, flyers and poster to promote the upcoming celebrations,
- updating of way-finding signage for the benefit of Zoo visitors,
- concepts for interpretive signage and labels for the 'Great Southern Oceans' exhibit,
- design of heritage signage and interpretation for the Zoo's carronades and the historical Taronga Zoo mural in the Taronga Food Market,
- new branding on animal labels according to their geographical representation,
- design of public appeals material for two direct mail-outs,
- the design of the Future Directions brochure and the Life Science Research Triennial Report; and
- interpretive signage for the Chimpanzee exhibit and for Seal Theatre.

ORGANISATIONAL CAPACITY

Information Technology (IT)

This year the ZPB replenished its core operational systems utilising leading technologies with the support of IT Business Partners. Projects focused on ensuring the reliability and stability of the Zoos' data and server infrastructure. Highlights included:

- IBM Blade and Microsoft technologies (Active Directory, ISA, Exchange) were used to replace and upgrade core infrastructure, email and storage platforms at both Zoos,
- a Help Desk call-tracking system was implemented and installed across both Zoos with positive results,
- a new intranet was piloted to facilitate communication around the Zoo,
- leading partners, Computer Associates, upgraded and replaced backup, antivirus and anti-spam capabilities; and
- the platform for a new Corporate Partners management system was installed.

On-going maintenance and support work included:

- the provision of a new IT office building,
- upgrading/replacement of approximately 90 computers and various peripheral devices,
- hardware for key retail systems at Taronga Zoo was replaced; and
- new network infrastructure was provided across both Zoos, particularly at Taronga, to support the Photo Kiosk development.

Our Partners in Technology include:

3D Networks Australia, CCS Technology Recruiters, Centaman Systems, Computer Associates, Creative Digital Technology, D-Link, Elam Communications, Fuji Xerox, IBM, IQ Information Technology, It'sTime Computing Consultants, Macquarie Bank Ltd, Macquarie Telecom Pty Ltd, MCI Australia, MessageLabs Australia, Microsoft, Nexon Asia Pacific, Presence of IT, QQQ Systems Pty Ltd, SAP, Tardis, The Adweb Agency, UPS Solutions, WatchGuard Technologies Inc.

All partners have contributed to the success of the many information technology projects and implementations at both Zoos.

ADMISSIONS

Taronga Zoo

Taronga Zoo's total visitation, which includes all Zoo Friends and Twilight Concert guests increased to 1,261,220, exceeding that of the previous year by 1.5%. This made Taronga market leader in the second half of the year.

Visitation received several boosts during the year particularly from the opening of 'Wild Asia' in August and the birth of the Snow Leopard cubs. April 2006 saw the greatest number of visitors to Taronga during April since 1997.

Western Plains Zoo

Western Plains Zoo attendances finished the year with total visitors at 254,217, 6.7% behind last year

(including Zoo Friends, Zoofari Guests and Function guests). The decline however was marginally less than the regional decline in inland New South Wales tourism due to extended drought, affordable domestic airfares and increased petrol prices. Peak visitation periods were seen during the school holidays and long weekends, particularly over the Easter and Queen's Birthday long weekend.

RETAIL

Taronga Zoo

Taronga Zoo's retail team achieved record profit levels by increasing spend per visitor by 22%. The team introduced significant initiatives during the year to take their operating results to these new highs.

The launch of ZOO SHOP branding coincided with new product ranges and the opening of a new shop in the centre of the Zoo in July. A focus on unique wildlife product and the introduction of baby and homewares ranges have contributed to retail success. Specials and promotions for Zoo Friends have been well received resulting in a 57% increase in Zoo Friends visitors' spend. Exclusive Snow Leopard merchandise to celebrate the birth of the cubs contributed in excess of \$100,000 in sales.

The retail team's fine efforts were duly recognised by winning the NSW Tourism Awards category for Tourism Retailing. The awards recognises exceptional customer service, innovation, business planning and marketing, staff development, environmental, cultural and social responsibility, the promotion of Australian-made products and the tourism industry as a whole.

Western Plains Zoo

This year's operating revenue in retail and souvenir sales at Western Plains Zoo was \$562,727. This represents an increase of 3% on last year. The sales per capita of \$4.49 reflect the on-going popularity of the retail offering being 5% up on the previous year.



BICYCLE AND CART HIRE

Western Plains Zoo

Bicycle and electric cart hire are an enjoyable and safe way for visitors to explore the flat and open layout of the grounds of Western Plains Zoo. Bicycle and electric cart hire gross earnings of \$424,172 were down 9% on the previous year, while the per capita figure of \$1.95 was slightly up on last year's figure of \$1.92, notwithstanding the hot conditions that reduced demand for bicycles over the summer months.

CATERING

Taronga Zoo

The key performance indicator of spend per visitor for in-grounds catering improved by 18% during 2005/06. Revenues realised through the Taronga Function Centre also experienced impressive growth of 19%. Overall catering profits for the year increased significantly, achieving growth of 37%, which recognises the first full year of operating the \$6 million Taronga Food Market and the introduction of a number of initiatives and changes to operations made by the ZPB and its catering partner.

The Taronga Food Market has capacity for 600 guests and its six outlets offer something for everyone. The Milk Bar overlooking the Elephant Paddock is extremely popular with younger visitors offering a range of ice creams and confectionery. During peak times, the Taronga Food Market and other outlets are complemented by numerous food and beverage carts throughout the grounds.

In October, 'Treetops Restaurant', overlooking the Concert Lawns, introduced *Platypus Pancakes*, a range of freshly baked pancakes with a variety of sweet fillings.

Opposite: Terase Monsour, Group Sales Coordinator, Taronga Zoo

"Taronga Zoo has been a great part of my life for the past 20 years. I have seen it evolve and am honoured to be a part of its history and conservation achievements."

I am passionate in my role of 'driving sales and delivering high quality and personal service'. I see my work as a 'labour of love.'

Above: A young female zebra 'Shani' from Western Plains Zoo, joined the African Waterhole exhibit Taronga Zoo in March. The arrival caused much interest from the giraffe group.

PHOTO COURTESY ROBERT PEARCE – THE SYDNEY MORNING HERALD

OUR BUSINESS ENTERPRISE



The opening of the Taronga Food Market has provided further opportunities for functions business and a unique venue for a cocktail parties or formal dinners. This venue hosted The Taronga Foundation's Zoofari Gala Dinner and the launch of *Restaurant Associates* branding to the functions business. As a specialist provider of fine dining services with a philosophy to showcase the best regional produce and wine, the ZPB is delighted *Restaurant Associates* has been introduced to the Taronga Centre.

Western Plains Zoo

Catering operations at Western Plains Zoo were the subject of a renewed focus in the face of continuing general attendance declines at attractions throughout regional NSW. Both product and services underwent a thorough evaluation to ensure that all food and beverage offerings were in line with guest expectations. Gross earnings for in-grounds catering were \$555,253, 12% down against budget, however the sales per capita figure for in-grounds catering were a strong \$4.68, up 3% on last year. Pleasingly, the Bakhitas

Café continues to trade strongly with a 111% increase on budgeted revenues. The net operating profit for combined in-grounds and functions catering was \$141,892, up 176% on last year.

ANZ CONSERVATION THEATRE

The ANZ Conservation Theatre was the venue for 243 functions during the year for more than 20,000 guests. Commercial bookings for a variety of functions included conferences, workshops, product launches, weddings, fundraising, conservation and educational events. Clients during the year included Sydney Water, Hills Private Hospital, Clearview Retirement, AIU Insurance, Hutchison Telecom, Schneider Electronics, Nestle, Toro and the NSW Public Defenders Office. Community groups such as the Sydney Life Church also regularly use the theatre. The Royal Zoological Society of NSW also holds its annual conference at the theatre.

ZOOFARI LODGE

The Zoofari Lodge, nestled in the heart of Western Plains Zoo was acknowledged for its excellence in

service and product this year by winning the Unique Accommodation category of both the New South Wales State and Country Link In-land Tourism Awards. This achievement builds on the Lodge's successful annual occupancy of 71% and revenues of \$1,701,878.

CLEANING

Taronga's Cleaning Department continued to identify and implement initiatives to enhance the quality of the Zoo's cleaning services. The introduction of a street sweeper in June has been a valuable investment, creating labour efficiencies of some \$80,000 and allowing for an increased scope in cleaning operations.

Visitor surveys carried out this year indicate that satisfaction with the presentation of Zoo grounds has increased to over 95%.

'SKY SAFARI'

Taronga's 'Sky Safari' is regarded by many visitors as an attraction in itself, offering magnificent views of the city and Harbour in addition to the exhibits below, in particular 'Wild Asia'.

The 'Sky Safari' team's proactive maintenance regime ensures that the ride is achieving less than 1% downtime due to mechanical stoppages. During its six years of operation, the 'Sky Safari' has never required visitor evacuation, however regular rescue drills are undertaken with the cooperation of the NSW Fire Brigade and NSW Ambulance Service.

COMMUNITY AND SOCIAL RESPONSIBILITIES

Both Zoos supported a wide range of charities and special needs groups by providing discounted or complimentary entry for community organisations such as Barnados, Salvation Army, Starlight Foundation, Ronald McDonald House, The Make A Wish Foundation, Sydney City Mission, Youth off the Street, Stewart House, Bear Cottage, Rotary, Randwick and Westmead Children's Hospitals and various refugee groups.

Media Relations' events and activities continued to raise awareness of the Zoos across the widest possible cross-section of society including to various ethnic community radio stations and newspapers including The Korean Community Magazine, Radio Dhanak and The Greek Herald.

Other activities included:

- YATZ members participated in bush re-generation around the Harbour Foreshore with the Horticulture department every month,
- YATZ also held their annual fundraising event to support the Ku-ring-gai Bay Conservation Society and Animal Enrichment within the Zoo,
- the Rotary Zoo Safari Fun Run was held at Western Plains Zoo,
- Salvation Army Red Shield Appeal collected outside the gates of both Zoos,
- the Zoomobile and staff from 'Backyard to Bush' presented the Animals of the Dreaming workshop and the 'Grow your own wildlife' program at the Warringah Council Youth Expo in June,
- Taronga and Western Plains Zoos' staff joined local volunteers to help remove rubbish from surrounding areas as part of Clean Up Australia activities,
- Taronga Zoo staff presented a daily combined Animals of the Dreaming and Bird Show to help celebrate NAIDOC Week,
- Western Plains Zoo continued their on-going work experience program for a group of prisoners from Yetta Dhinnakkal Correctional Centre,
- the Juvenile Justice Centre in Dubbo continued to send inmates for work experience as part of the on-going Zoo program,
- Western Plains Zoo continued to support Greater West Area Health's 'Adopt a Doc' program by showcasing the Zoo to visiting medical specialists to demonstrate the lifestyle amenities available in Dubbo,
- an Aboriginal student mentoring program was held at 'Backyard to Bush' with Alexandria Park Community School teaching over 70 participants about Aboriginal cultural awareness,
- 'Backyard to Bush' began an Aboriginal student development program in conjunction with the Department of Community Services (DOCS),
- The Zoomobile visited Redfern Community Cultural Day and the DOCS annual Christmas party presenting the Animals of the Dreaming program to over 300 people,
- Paul Sinclair, Aboriginal Education Officer, was a guest motivational speaker at the North Sydney Reconciliation group, the Aboriginal teachers conference, the Aboriginal Education Assistants Conference and the 1st Year Aboriginal teachers conference,
- The launch of the international Duke of Edinburgh Award Youth Leadership Scheme. Western Plains Zoo is the primary venue for the regional youth participation, and
- Western Plains Zoo, in March, hosted the State launch of the Keep Australia Beautiful Tidy Towns Awards program.



RECORDS MANAGEMENT AND ARCHIVE OFFICE

The ZPB Records Office responded to over 55 written and electronically submitted requests from members of the public for historical information. It also processed a number of internal requests.

The Zoo's photo collection is growing thanks to support from a very generous public. Other collections of books and small pieces of the Zoo's history are being regularly added to, providing much interest for staff and the public.

Opposite: 'Minkar' the White-bellied Sea Eagle is one of the highlights of Taronga's QBE Free Flight Bird Show.

PHOTO COURTESY JAMES ALCOCK

Above: Western Plains Zoo keeper and volunteer fire fighter Kevin Eade takes part in the Community Fire Unit presentation at the Gordon Estate in Dubbo.

PHOTO COURTESY NSW FIRE BRIGADES