

A business review of not-for-profit place-based conservation agents in Australia and New Zealand

Published in the international science journal *Nature* - 6 November 2014¹:

“Originally conceived to conserve iconic landscapes and wildlife, protected areas are now expected to achieve an increasingly diverse set of conservation, social and economic objectives”

“There is ample evidence to justify more state support of protected areas. But good arguments do not always translate into large amounts of financial resources, and conservation is often an early casualty of any government funding squeeze. As a consequence, the third component of the step change is to accept the fact that governments will often not supply sufficient financial resources for protected areas and that there is a need to identify innovative models for ensuring protected area success; in other words, to encourage the wider community to take collective responsibility for protected areas.”

“In addition to broadening the funding base of protected areas, the next required change of approach is for a similar explosion in management collaborations. Building resilient social constituencies that advocate on behalf of protected areas and biodiversity conservation requires the formation of coalitions across local, national and international actors”

“partnerships between protected area agencies and scientists can bridge research and monitoring gaps in a mutually beneficial way, and citizen science can not only provide information for managers but also build a supportive and hopeful constituency for conservation”

Reference:

Watson, J.E.M., Dudley, N., Segan, D.B. and Hockings, M. (2014) The performance and potential of protected areas. *Nature* 515: 67-73.

Executive Summary & Recommendations

We have reviewed the enterprise strategy, financial position, marketing approaches, land tenure and location demographics of five conservation organisations ('Trusts'), three in Australia and two in New Zealand (Phillip Island Nature Parks, Zealandia, Arid Recovery, Fiordland Conservation Trust and the Australian Walkabout Wildlife Park). Among these and others reviewed in less detail, it is clear there is no 'one size fits all' operating model.

Each operation does have a common thread – their overarching purpose and approach. Each has strong community engagement and ownership in the management models, they are focused on long-term conservation opportunities and outcomes and they use a variety of revenue generating opportunities relevant to their location, the partnership and the environmental assets they are protecting or enhancing.

Each is also successful – in terms of community engagement, conservation outcomes and continued financial viability. Four of the entities are not-for-profit organisations, which seek to attract tax-deductible donations and government grants to supplement operational and retail revenues. The one private entity, the Walkabout Wildlife Park, is 'seeking' tax deductibility status for donations it receives.

	Revenue (\$/annum)	Tenure	Marketing	Dominant Strategy	Demographics
Phillip Island	20.4M	Crown Land (Vic) – four properties	Penguins	Eco-tourism experience with rare wildlife	120 km south-east of Melbourne, 56% of visits are of international origin
Zealandia	2.7M	Land leased from Wellington City Council - one property	New Zealand's Conservation Story	Eco-tourism experience for NZ fauna in the wild	10 min drive from Wellington with a population of 200,000 in a region of 500,000
Arid Recovery	580K	Privately owned by BHP Billiton – one property	Unique desert wildlife	Education and eco-tourism for locally extinct species	550 km north of Adelaide
Fiordland Conservation Trust	88K	No land owned by the Trust	High-value conservation opportunities for donors	Networking and project delivery	Limited to environmentally sympathetic donors
Australian Walkabout Wildlife Park	Not reported	Private ownership	Native wildlife encounters	Eco-tourism and education	1 hour north of Sydney and at the Central Coast

Taken together, there are some useful insights for the development of a conservation trust for the West Belconnen Project, seeking to protect, manage and enhance the Murrumbidgee River Corridor:

- There are good working models for not-for-profit organisations with embedded partnership models delivering significant conservation and community engagement outcomes simultaneously;
- Each initiative reviewed has a ‘unique selling proposition’ – either for the partners/shareholders, community, tourists and/or other investors;
- Beyond the not-for-profit company approach, there is no common operational model with differences in scale, focus, demographics and land tenure – each tailored to their environmental assets and target markets;
- Partnerships involving government, community and scientists were consistently evident although not promoted as the purpose of the initiative; and
- There are common threads in engaging the community, particularly through eco-tourism, with many offerings of unique wildlife experiences, behind-the-scenes opportunities, and educational activities for school students.

Some specific *recommendations* for the conservation Trust opportunity associated with the West Belconnen development:

- The Trust, if it identifies eco-tourism as one of its key revenue sources, should identify a unique selling proposition – possibly around the River, the Falls, iconic species and/or landscapes or cultural elements;
- The Trust legal model should embed community ownership and partnership arrangements;
- The land tenure would ideally be under the control of the Trust, through a long-term lease – although there are clearly situations where complete ownership is not critical to success;
- Partnership arrangements should secure long-term buy-in from academic and government stakeholders;
- Given the scale of the land area, and demographics of the region, if eco-tourism is a major revenue source (with ancillary retail, café’s etc.), the fully operating trust should realistically aim for a baseline annual turnover *circa* \$10M (i.e. be a more significant enterprise than Zealandia, but unlikely to reach the scale of Phillip Island given its locality). Based on visitation rates of Zealandia and Phillip Island, this would equate to a visitation rate greater than 100,000 visitors/annum (the National Arboretum currently attracts this level of patronage). If operating at that scale profitably, a significant proportion of the profits could underpin excellent biodiversity and recreation management outcomes;

The potential to secure a major long-term corporate partner, akin to BHP in Arid Recovery, makes the proposition, with its other unique elements, a very attractive model for securing excellent biodiversity management outcomes over the long term, and placing it at the forefront of similar initiatives around the country.

Introduction

To enhance the development of a conservation trust for the Murrumbidgee River Corridor, straddling the ACT and NSW borders, we reviewed the operating models of several sanctuaries in Australia and New Zealand. The operations were selected based on similarities to the anticipated operations and scale of the Murrumbidgee River Corridor Conservation Trust.

We used publicly available information, primarily from their websites, affiliate websites and annual reports to analyse each entity. For each entity we examined:

- Purpose and Mission;
- Land ownership and legal status;
- Financial details – turnover, balance sheet, revenue sources (across available recent years);
- Business Activities – what they do and how it is funded (activities, price points);
- Marketing and Communications – How they present and engage; and
- Community, location, visitation demographics.

Phillip Island Nature Parks (PINP)



Enterprise strategy

Purpose

Manages crown land "for the conservation of areas of natural interest or beauty or of scientific, historic or archaeological interest."

Vision

To be a world-recognised place of conservation excellence, providing outstanding and authentic experiences for all.

Mission

To conserve and enhance the Nature Parks' environment for current and future generations, whilst achieving a balanced environmental, economic and social outcome.

Governance

The Nature Parks is a self-funded, not-for-profit organisation created by the State Government of Victoria in 1996: it relies on the success of its tourism attractions to deliver ongoing funding for social, environmental, conservation, research and education outcomes.

The Nature Parks is governed by a Committee of Management (Board) established under the Crown Land (Reserves) Act 1978. The Board is overseen by the Minister for Environment and Climate Change and is comprised of 7 persons.

Corporate Strategy

Business Activities

PINP includes the following visitor centres:

1. Penguin Parade;
2. Koala Conservation Centre;
3. Churchill Island Heritage Farm; and
4. the Nobbies Centre.

Manages over 1,805 hectares of Crown Land. It is part of the UNESCO Western Port Biosphere Reserve and encompass wildlife sanctuaries, wetlands, woodlands and coastlines. Habitat within Phillip Island Nature Parks supports significant populations of little penguins, hooded plovers, short-tailed

shearwaters and other international migratory bird species, and mammals such as koalas, possums, wallabies, Australian fur seals and bats.

Business activities include:

- Research
- Education
- Conservation; and
- Ecotourism

Revenue stream

- Paying tourists at visitor centres (entrance fees);
- Retail outlets
- Food and beverage (all centres except Churchill Island)
- Government grants (mainly State Government)
- Sponsorships (Schweppes, Peters Icecreams, BHPB, Exxon, Penguin Foundation, Chisholm Institute).

Pricing

Entry fees to Nature Park's attractions are regulated under the *Crown Land Reserves Act 1978* and increased by an average of 2.57% during 2012-13.

		Adult	Children	Family	Pensioner
Annual Pass	Unlimited entry to Phillip Island Nature Parks	\$64.00	\$32.00	-	-
General viewing	Viewing from beachfront stands with tiered seating and penguins at your feet along the boardwalks	\$23.80	\$11.90	\$59.50	\$16.60
3 Park Pass	Penguin parade, Koala Conservation Centre and Churchill Island Heritage Farm	\$40.40	\$20.20	\$101.00	\$28.20
Penguin Plus	Premium seating at Penguins Parade	\$46.00	\$23.00	\$115.00	\$62.60
Penguins Plus + 3 day pass		\$62.60	\$31.30	\$156.50	\$57.60
Ultimate Adventure Tour	10 people accompanied by a ranger guide, takes visitors to a secluded beach to watch penguins	\$84.20	-	-	\$84.20
Ultimate Adventure Tour + 3 Park Pass		\$100.80	-	-	\$95.80
Guided Ranger Tour	Reserved front row seats on the sand with your own ranger	\$74.00	-	-	\$74.00

VIP Tour	VIP treatment, elevated views and a close encounter with penguins on this ranger guided tour.	\$74.00	-	-	\$74.00
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Financial details

Profit and Loss Statement

	2014	2013	2012	2011	2010
	\$'000	\$'000	\$'000	\$'000	\$'000
Sales revenue	7,915	7,019 (39%)	6,587 (40%)	6,401 (40%)	5,462 (38%)
Admissions revenue	12,528	10,988 (61%)	9,895 (60%)	9,635 (60%)	8,813(62%)
Total operating revenue	20,443	18,007	16,482	16,036	14,275
Other income (interest, other)	1,679	2,236	2,439	3,514	1,833
Operating expenditure	20,183	18,886	19,544	18,572	15,039
Net result (loss)	1,970	1,370	(547)	986	856
Visitor no.s	1,224,057	1,177,131			
Visitor no. increase	78,019 3.8%	75,163 (7.3%)			
Paying visitors	900,193	865,617			
Paying Visitor no. increase		9.5%			
Paying visitors to Penguin Parade	575,476	526,683			
International / Domestic visitors (%)	56 / 44	54 / 46			

Source: 2012-13 and 2013-14 Annual Reports

Balance Sheet

	2014	2013	2012	2011
Total Current Assets	13,997,003	10,555,193	9,189,604	9,168,806
Total Non-Current Assets	69,386,195	70,102,220	70,295,245	70,903,210
Total assets	83,383,198	80,657,413	79,484,849	80,072,016
Total Current Liabilities	3,729,725	2,940,617	3,201,003	3,252,257
Total Non-current liabilities	281,483	271,674	208,294	170,695
Total Liabilities	4,011,208	3,212,291	3,409,297	3,422,952
Net assets	79,371,990	77,445,122	76,075,552	76,649,064

Source: 2011-12 and 2013-14 Annual Reports

Marketing

Customer value proposition

Phillip Island Nature Parks' customer value proposition is centered on:

- Experiences based on 'adventure', 'discovery' and 'exploring' of 'wilderness' and 'secret' locations (with phases like '*Discover your wild side at...*' and '*close encounters of the furry kind*');
- Wildlife and the opportunity to see and get up close to wildlife
- 'World-famous penguin parade' of 'world's smallest penguins'
- Multiple different activities ('100+') at multiple locations

Channels

Primary communication channel: website (penguins.org.au) in 7 languages and achieves 25% of sales (2013-14 Annual Report). PINP is also featured on other tourist websites such as visitvictoria.com and visitphillipisland.com.

Penguin parade app in 7 languages and includes burrow cam, statistics, games, penguin tracking, penguin arrival times and more.

Provision of free WI-FI area to the Penguin Parade boardwalks allows visitors to access digital information content while viewing penguins.

New mobile information devices are offered on all of our premium guided ranger tours, which enhances a person-to-person experience.

Location, Community and Demographics

PINP is located 120 km south east of central Melbourne (the website states that it is 90 minutes from Melbourne but I know it is at least 2hrs).

International visitors account for 56% of all visitors.

PINP work very closely with their local community. They have established community, environment and education advisory committees provide an important two-way flow of information between the local community, stakeholders and the Nature Parks' Board. Members from the Nature Parks Board chair the committees in order to actively engage with the wider community.

There is a community open day.

Volunteers are encouraged. Over 6,000 volunteer hours (770 days) were spent in the Nature Parks during 2013-14.

School children are a targeted market. Camping, educational materials and talks are offered. A total of 34,365 school students visited the Nature Parks in 2013-14, with 22,586 attending the Penguin Parade. This is a 13% increase on last year.

PINP works with the Boon Wurrung Foundation to ensure correct and respectful representation of Indigenous culture. This includes an indigenous tour at the nightly Penguin Parade, Welcome to

Country ceremonies, indigenous employment, acknowledgement of traditional owners in Board meetings and Ranger Guided tours.

Zealandia



Zealandia is managed by Karori Sanctuary Trust, a not-for-profit community-led organisation. It's primary asset and activity is the restoration of the biodiversity of 225 ha of valley forest, the Trust leases the land off the Wellington City Council.

Enterprise strategy

The enterprise strategy has changed recently to reflect that Zealandia is partly funded by rate-payers and supporters. The enterprise strategy has been aligned to these stakeholders.

Purpose

- Maintain a native eco-sanctuary in the city of Wellington
- Undertake conservations activities to restore valley's ecosystem
- Undertake and support research to restore and sustain the Santuary's ecology and inform restoration initiative elsewhere in NZ
- Foster community support and participation;
- Increase knowledge of NZ's natural heritage and conservation challenge
- Provide facilities for engaging visitor experiences

Vision

Zealandia is recognised by the people of Wellington as an essential part of Wellington's identity and natural heritage.

Mission

To bring the benefits of our natural heritage to the people of Wellington and beyond.

Governance

Five trustees ensure the sound management of the Trust and to assist the Trust in achieving its objectives. Trustees are appointed by four guardians of the sanctuary and three Wellington City Councillors. The Trust has three patrons who were involved in its establishment.

Corporate Strategy

Business Activities

Zealandia is a facility dedicated to telling New Zealand's unique conservation story. The visitor centre presents 80 million years of natural history, with engaging interactive features and a big screen movie. The Sanctuary is a 225ha valley which is being restored to 'pre-human' condition.

The facility offers visitors guided tours (day and night), feeding talks, walks and wildlife viewing in natural habitats.

Zealandia also conducts educational 6,500 students (in 2012-13) and research programs focused on conservation and restoration.

Revenue streams

- Paying tourists at visitor centres (entrance fees), day and night tours;
- Retail outlet;
- Memberships;
- donations (donations, adopt a(e.g. bench, post etc), bequests, external fund raising);
- Café;
- Venue hire (for weddings and meetings);
- Sponsorships;
- Grants

There are categories of supporters including Principal Funders, Principal Partners, Strategic Partners, Founding Supporters, Gold - Silver -Bronze Sponsors, Community Supporters, Supporting businesses, "Business Goes Bush" Members.

Pricing

Member type	Cost per year
Adult (aged 18+)	\$62
Family (2 adults & up to 3 children aged 5-17)	\$99
Concession (senior/student)	\$54
+ Additional adult (not applicable against concession)	\$31
+ Additional concession	\$27
+ Additional child (5-17 yrs)	\$15

\$NZ	General Admission	Exhibition only
	All day exhibition and sanctuary entry.	A good rainy day option.
Adult	\$17.50	\$7.50
Family (2 adults & up to 3 children)	\$44	\$20
Child (5 to under 18 yrs)	\$9	\$5
Under 5s	No charge	No charge
Concession (student/senior)	\$14	\$6
Members	No charge	No charge

ZEALANDIA BY NIGHT*	Night Tour	Package
	Guided, 2.5 hours	Night Tour + General Admission
Adult	\$75	\$85
Child (12 to under 18 yrs)	\$36	\$41
Concession (student/senior)	\$60	\$69
Members	50% off	NA

Financial details

Profit and Loss Statement

Revenue \$NZ	2014	2013	2012	2011	2010
Admissions		857,293	931,279	825,127	622,125
Memberships and subscriptions		281,804	288,504	292,408	267,061
Grants and donations		332,581	465,187	1,078,527	1,664,737
Wellington City Council funding		350,000	40,000		
Sale of goods		886,198	863,492	788,128	260,861
other		15,879	12,058	19,511	16,807
Total operating revenue		2,723,755	2,600,520	3,003,701	2,831,591
Total operating expenses		2,985,782	3,111,635	3,097,557	2,938,949
EBD		-237,205	-457,510	1,040	76,086
Accumulated funds		6,394,914	7,546,997	8,933,041	9,835,076
Total visitor numbers		82,749	95,649	89,643	
Members		9930			
Number of school student visits		8121			
Average Council grant subsidy per visit		\$4.23			
Average non-Council revenue per visit		\$28.69	29.13	25.69	

Balance Sheet

	2014	2013	2012	2011	2010
Total Current Assets		873,776	1,229,067	1,927,047	2,316,398
Total Non-current Assets		17,059,532	17,911,994	18,757,098	19,540,003
Total assets		17,933,308	19,141,061	20,684,145	21,856,401
Total Current Liabilities		591,705	547,375	604,415	774,636
Total Non-current liabilities		10,946,689	11,046,689	11,146,689	11,246,689
Total Liabilities		11,538,394	11,594,064	11,751,104	12,021,325
Equity		6,394,914	7,546,997	8,933,041	9,835,076

Source: 2010-11 and 2012-13 Annual Reports

Marketing

Customer value proposition

Unique conservation experience and story: 80 million years of natural history in an exhibition and sanctuary valley. Delivered through a range of programmes, guided tours, night tours and events.

Opportunity to see native forests, lakes and NZ species living in the wild.

Channels

- Paid and free advertising in print and outdoor
- Website and e-newsletters;
- Linked 3 party websites
- Twitter, Facebook, Youtube
- Pass giveaways to locals via schools, kindergartens and local community events
- Tourism channels such as i-SITES (information sites in Wellington), accommodation providers, Wellington City Pass, inboard tour operators, GPS-enabled promotion system available to rental car and campervan users.
- Media (visits by Stephen Fry, UK comedian Bill Bailey), international film and radio crews

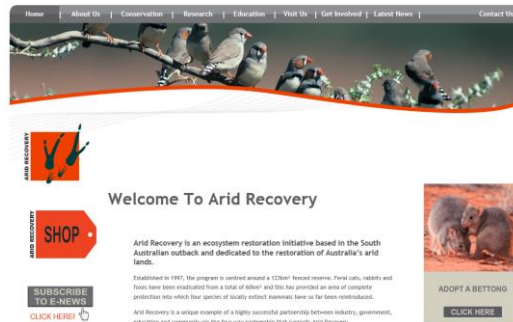
Location, Community and Demographics

Zealandia is located 10 minutes (by car) from downtown Wellington.

Zealandia is very focused on community involvement. One strategic objective is 'community involvement' focused on local indigenous people, volunteers, community groups and business supporters. Zealandia has a community of 450 active volunteers. 116 trained volunteers who guide, host and present to visitors (training funded by a regional fund enabling partnership with Wellington Zoo).

Zealandia targets all visitor types. Locals are targeted through a strategy which is to be "loved locally, acclaimed globally". Low income earners are targeted (through open days and discounted admission for seniors, students and community card holders). Disabled access is provided. Recently activities have been coordinated for cruise ship passengers.

Arid Recovery



Arid Recovery is an independent, not-for-profit conservation initiative based in the South Australian outback and dedicated to the restoration of Australia's arid lands. The reserve land is owned by BHP Billiton.

Enterprise strategy

Purpose

Conservation - To facilitate ecological restoration of arid ecosystems

Research & Monitoring - To research and monitor the processes of ecological restoration and provide transferable information and techniques for broad-scale environmental management of Australia's arid lands

Demonstration- To demonstrate how mining, pastoralism, tourism and conservation organisations can work together to achieve mutually beneficial ecological outcomes

Education and training - Facilitate the understanding and adoption of sustainable land management techniques developed or promoted by Arid Recovery

Vision

Recognition as a world class conservation and research program, with research outcomes and management techniques recognised and adopted on a regional, national and international scales.

Mission

To facilitate restoration of arid zone ecosystems through on ground works, applied research, and industry, community and government partnerships.

Governance

Arid Recovery is governed by an appointed Board comprised of members representing Arid Recovery's Supporting Partners (BHP Billiton, the SA Department for Environment & Natural Resources and The University of Adelaide) and independent members seconded for their knowledge and skills. These, together with scientific, community advisory groups, staff and volunteers work to achieve the goals and aspirations of Arid Recovery.

Corporate Strategy

Business Activities

Business activities include:

- Conservation and restoration of a 123 km² fenced reserve.
- Education; and
- Research.

Sunset tours are offered to the general public.

On site stays are offered to volunteers during trapping season and to educational groups year-round.

Revenue stream

The majority (60%-70%) of revenue is received from sponsorship contribution (BHPB). Other sources include:

- Tours and stays;
- Online shop;
- Education and consultancy;
- Grants and fundraising;
- Memberships (Friends of Arid Recovery)
- Events (Mammal conference tour, supporters night)
- Newsletter subscriptions.

Pricing

	Adult	Children (under 12)	Concession
Sunset tour	\$35	Free	\$20

Financial details

Profit and Loss Statement

REVENUE	2014	2013	2012	2011	2010
Interest received		\$14,184	\$26,432		
Sponsorship contributions		\$400,000	\$400,000		
Grants		\$51,315	\$99,650		
Fundraising income		\$17,986	\$56,888		
Education & consultancy		\$73,271	\$43,397		
Other income		\$27,522	\$46,946		
Total income		\$584,278	\$673,313	\$533,732	\$693,769
OPERATING EXPENSES					
Staffing costs		(\$468,527)	(\$435,631)		

Project expenses		(\$109,620)	(\$69,525)		
Vehicle expenses		(\$31,333)	(\$29,228)		
Depreciation		(\$18,484)	(\$17,155)		
Administration and other		(\$83,323)	(\$79,897)		
Total operating expenses		(\$711,287)	(\$631,436)	(\$591,774)	(\$497,988)
NET PROFIT / (LOSS)		(\$127,009)	\$41,877	(\$58,041.85)	\$195,780

Source: 2012-13 and 2013-14 Annual Reports

Balance Sheet

ASSETS		2013	2012	2011	2010
Total Current Assets		296,522	409,342	470,213	438,944
Total Non-Current Assets		51,542	65,616	43,876	37,233
TOTAL ASSETS		318,064	474,830	514,090	476,178
LIABILITIES					
Total Current Liabilities		42,403	42,287	123,297	27,343
Total Non-Current Liabilities		-	-	-	-
TOTAL LIABILITIES		42,403	42,287	123,297	27,343
EQUITY		305,661	432,671	390,793	448,834

Source: 2009-10, 2010-11 and 2012-13 Annual Reports

Marketing

Customer value proposition

Arid recovery's sunset tours 'guarantee a unique and moving experience', by providing visitors a change to see reintroduced locally extinct species in their natural habitat and to watch the sun set over an 'ancient landscape'. Visitors will enjoy activities including tracking, spotlighting and a visit to the nocturnal hide.

Channels

Website (<http://www.aridrecovery.org.au>) and blog. Also linked to partner sites (BHPB Olympic Dam website) and other tourism websites (e.g. South Australia, Roxby Downs, Explore Australia sites):

- Subscription newsletter;
- Subscription E-news
- Facebook
- A stall at National Science Week in Adelaide
- Visitor information centre in Roxby Downs
- Visits to secondary schools in Roxby Downs.

Location, Community and Demographics

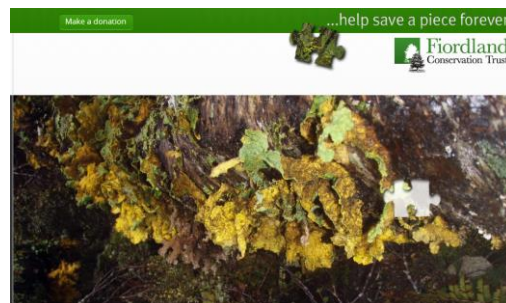
The Arid Recovery Reserve is situated approximately 20km north of Roxby Downs, in northern South Australia and is approximately 550km north of Adelaide.

Arid Recovery engages with the community in the following ways:

- Indigenous Ranger Cadetship Program
- Seeks volunteers to undertake annual trapping, fence maintenance, weekend checking of cat traps, evening supplementary feeding, helping with the monthly market stall, helping with fundraising and events.-going
- Trains volunteers to become tour guides;
- Establishes Friends of Arid Recovery.

It does not appear Arid Recovery targets are particularly demographic. It's on site facilities predominantly cater for educational groups. By the remoteness of its location, it is likely to be visited by a demographic that has time to travel by road to remote outback areas.

Fiordland Conservation Trust



Enterprise strategy

Purpose

Fiordland Conservation Trust is a community-driven initiative supporting conservation projects in Fiordland, Southland and NZ's Sub-Antarctic Islands. It was established to enable donations from individuals or businesses to go towards specific conservation projects. The Trust provides a mechanism to undertake projects throughout Fiordland and Southland that would not be able to be achieved without philanthropic support.

Vision

To be an independent Trust inspiring the community to protect the special values in Fiordland and the wider Southland region of NZ.

Mission

To enhance the protection of natural flora and fauna within Fiordland and the wider Southland region through:

- identification of worthwhile conservation projects that might otherwise lack funding

- provision of a professional and accountable service to clients, matching their desire to support conservation with appropriate project opportunities
- funding of general conservation, research and education projects
- encouragement of our young people to get involved in conservation
- promotion of conservation successes within the region.

Governance

A nine member board with backgrounds in conservation, tourism and farming.

The Trust is a registered charity.

Corporate Strategy

Business Activities

Identify projects, seek funds and manage projects through agreements (such as Memorandums of understanding and operational plans.

Business activities include:

- Conservation projects

Revenue stream

- Donations from individuals and corporations

Pricing

There is no pricing structure as the fund is a pure Trust and provides money to undertake projects in different locations.

Financial details

Profit and Loss Statement

REVENUE	2014	2013	2012	2011	2010
Donations and interest		35,374	30,512	26,431	5,269
Project income		52,242	194,602	180,669	99,874
Total income		87,616	225,114	207,100	105,143
OPERATING EXPENSES					
Non-project		40,074	27,185	26,506	14,661
Project related		76,390	202,319	113,047	54,316
Total operating expenses		116,464	229,504	139,553	68,977
NET PROFIT / (LOSS)		(28,848)	(4,390)	67,547	36,167

Balance Sheet

ASSETS		2013	2012	2011	2010
Total Current Assets		128,010	345,931	202,749	141,418
Total Non-Current Assets		-	-	-	-
TOTAL ASSETS		128,010	345,931	202,749	141,418
LIABILITIES					
Total Current Liabilities		8,904	197,977	50,405	56,621
Total Non-Current Liabilities		-	-	-	-
TOTAL LIABILITIES		8,904	197,977	50,405	56,621
EQUITY		119,106	147,954	152,344	84,797

Marketing

Customer value proposition

The CVP is orientated toward donors and has the basis in providing confidence to donors that the projects they sponsor are really worthwhile projects from a conservation standpoint.

Channels

Channels for reaching their target market are:

- Website; and
- Newsletter.

Location, Community and Demographics

There is no specific site. The trust focuses on projects in the Fiordland and Southland areas.

The community is created through links to other conservation organisations who operate in the area as well as school children who are involved in projects.

The Trust hosts the Royal NZ ballet every 2 years.

The demographic is environmentally conscientious donors.

Australia Walkabout Wildlife Park



Enterprise strategy

Purpose

Australia Walkabout Wildlife Park's purpose is to provide a sanctuary for native Australian animals

Vision

Local people working with Australia Walkabout Wildlife Park, playing an active role in preserving and increasing populations of rare and endangered Australian animals and plants

Mission

To give people a 'pre-European settlement' natural bush experience which shows how people, animals and the bush depend on each other for survival

Governance

AWWP is a privately held sanctuary.

Corporate Strategy

Business Activities

Management of 170 acres of protected bushland including an 80 acre fenced animal sanctuary.

Business activities include:

- Ecotourism
- Education

Revenue stream

- Paying tourists (entrance fees);
- Food and beverage, gift shop
- Sponsorships (suppliers of materials for projects) and donations
- Venue hire
- Accommodation and camping
- OHS training (snakes and spiders)
- Corporate teambuilding activities

Pricing

Ticket	Price
Adult	\$24.00
Disability with card	\$16.50
Student with card	\$16.50
Child (3 to 15 yrs)	\$12.00
Child (<2 yrs)	No charge
Family (2 Adults +2 children	\$62.00
Additional child	\$7.00

Financial details

No financial details provided, as this a private company not bound to disclose their financial performance publicly.

Marketing

Customer value proposition

The customer value proposition is centered on experiencing (touching and seeing) Australian animals and Aboriginal sites.

Channels

Channels for reaching their target market are:

- Website (also linked to visitnsw.com, todokids.com.au)
- Facebook
- Twitter
- Youtube

Location, Community and Demographics

AWWP is located in Calga, which is an hour from the Sydney Harbour Bridge, 1 hour from Newcastle south and 15 minutes from Gosford.

AWWP engages volunteer and education communities who undertake work on the site. They have programs for general volunteers, TAFE, university, cultural exchange, traineeships, and conservation volunteers.

As a primarily ecotourism organization, AWWP targets general tourists and visitors main from Sydney. They target groups such as corporates, retirees and families and international tourists.

Comparison of organisations and commentary

Five organisations have been analysed. The organisations analysed have slightly different operating models as follows:

- Phillip Island Nature Parks – a business built on Fairy Penguins which predominantly funds conservation, restoration and research of penguins and other managed sites.
- Zealandia – a single site operated in partnership with the City of Wellington, funded primarily through government grants and tourism.
- Arid Recovery – Four major partners form this group; the Arid Recovery organisation, BHP Billiton, the South Australian Government and the University of Adelaide, working together to restore habitat. The operation is primarily financed by the BHPB Olympic Dam operation.
- Fiordland Conservation Trust – doesn't own any land. It provides funds for various projects in different locations in the Fiordland, Southland and Sub-antarctic islands. The Trust partners with other private tourism businesses who ultimately benefit from the projects funded by the Trust.
- Walkabout Park – a privately held property preserving habitat for wildlife and indigenous heritage sites for ecotourism opportunities.

The entities that had animals as their main environmental asset seemed to be more likely to be a self-sustaining enterprise (e.g. Phillip Island Nature Parks). Without an animal 'main attraction' the entities were more likely to be (heavily in some cases) reliant on a major donor (government funding or corporate partner such as BHPB). This does not mean 'non-animal' sites cannot be successful in generating revenues from non-donor sources. It means that West Belconnen will need to offer an 'equivalent' customer value proposition if the goal is to be largely self-sustaining (and this ignores the opportunity to have a protected asset base from which financial returns from investments can fund many activities).

The Table below provides some commentary on the analysis of the above five organisations in the context of the River Conservation Corridor and Trust establishment for the West Belconnen Project.

<i>Business model component</i>	<i>Analysis</i>	<i>Implications for West Belconnen Conservation Trust</i>
Enterprise Strategy: Vision, Mission, Purpose, Goals etc	<p>From the analysis it appears that the leading organisations have meaningful visions, missions, purposes etc linking conservation/restoration (of particular sites or areas) with community involvement and research/education. There are also examples of a link to broader national scale conservation purposes.</p> <p>For example, Zealandia realized it is dependent on outside funding primarily from the City of Wellington. As such it has changed its enterprise strategy recently to be very much focused on the residents of Wellington (rate-payers): being an asset to them and something Wellingtonians can be proud of</p>	<p>The enterprise strategy should consider each of these stakeholders and possible social, environmental, conservation, research and education issues.</p> <p>Having clearly defined and communicated purposes, vision and missions is essential to align stakeholders and to build trust with potential donors.</p>
Governance	<p>The analysed Trusts have boards, typically around 7+ persons. When community land is involved such as at Phillip Island Nature Parks, the board is ultimately accountable to a Minister.</p> <p>Most trusts have minimal paid staff.</p>	<p>From the analysis, instances of governance structures comprising Boards and numerous subcommittees was not common.</p>
Business activity	<p>Most organisations undertook multiple activities including:</p> <ul style="list-style-type: none"> ▪ conservation and restoration, ▪ education, ▪ research, and ▪ ecotourism. <p>Animals are typically used as the major attraction for ecotourism.</p>	<p>Outreach and tour-style activities provide more than another revenue base. These activities are important in terms of promotion, education and developing opportunities to further broaden the revenue base.</p>

<i>Business model component</i>	<i>Analysis</i>	<i>Implications for West Belconnen Conservation Trust</i>
Funding sources	<p>Multiple funding sources are important.</p> <p>For organisations that have minimal ecotourism revenue, partners (corporate donors and government departments) are important revenue sources.</p> <p>Fiordlands Conservation Trust attracted corporate ecotourism donors who ultimately benefited from the work the Trust funded. This set up creates win-win outcomes for both organisations. Individual projects could be ‘sponsored’ allowing donors to choose what was relevant to them.</p> <p>Holding or being associated with third party events were other sources of revenue for low ecotourism revenue organisations. For example Fiordlands Conservation Trust hosted the Royal NZ Ballet every two years receiving a portion of sales as a form of revenue.</p> <p>Organisations that had higher revenue from ecotourism would typically have facilities that allowed revenue from food and beverage sales. Others that didn’t have facilities sought revenue from online gift shops.</p> <p>Venue hire provided another revenue source.</p>	<p>Developing donor partners to create win-win outcomes similar to the Fiordlands Conservation Trust is worthy of consideration.</p> <p>Links with ACT Tourism, other tourist destinations (such as the Arboretum or National Botanic Gardens for example) or Canberra based events (e.g Floriade) are example ideas that can create revenue flows.</p> <p>Development of visitor centre facilities enables broad revenue generation opportunities to be developed.</p>
Pricing	<p>Based on the analysis it is hard to comment on pricing. However, for all organisations analysed a fee of between \$20-\$50 was typical.</p>	<p>Pricing is bespoke for each location, and fishing, and other guided tours or engagement activities can be developed based on the detailed inclusions.</p>

<i>Business model component</i>	<i>Analysis</i>	<i>Implications for West Belconnen Conservation Trust</i>
Financials	<p>From the analysis, it was typical for organisations with lower ecotourism revenue to swing from profit to loss in consecutive years, reflecting the uncertainty inherent in receiving funds from corporate donors.</p> <p>The depth of organisations balance sheets varied also. Fiordlands Conservation Trust held between NZ\$85,000 to \$150,000 in equity, while Arid Recovery held between AUS\$300,000 and \$500,000 in equity.</p>	<p>Ecotourism opportunities can provide a ‘baseline’ of revenue of low variability, whilst other revenue sources, like grants and donations can be accessed to ‘top-up’ activities or develop specific projects.</p>
Customer value proposition (CVP)	<p>Most CVP were centered around ‘adventure’, ‘unique experiences’, ‘adventure’, ‘discovery’ and ‘exploring’ of ‘wilderness’.</p> <p>For the Fiordlands Conservation Trust, which does not directly attract visitors to a reserve, the CVP was about giving confidence to donors that the projects requiring funding were genuinely worthwhile projects.</p>	<p>For all areas of the operations and business, the business plan should consider the CVP – for tourists, donors, or agency supporters.</p>
Communication Channels	<p>Typically organisations had multiple communications channels, including websites, facebook, twitter, youtube, newsletters to registered ‘friends’. It was also typical that organisations were promoted through links on regional tourism websites and at tourism desks located in the nearby major town.</p>	<p>Separate websites for the Trust and the management reserves was found for Zealandia. The communications channels should reflect the target market and customer value proposition.</p>
Community	<p>Community was a very important part of most organisations analysed. Community participation through volunteering was typical. The value of the volunteer effort was measured in terms of dollars and time and readily acknowledged in communications.</p> <p>Many organisations reach out to the Indigenous community, providing cadetships and training or through recognition of traditional land owners.</p>	<p>As the West Belconnen Community grows, there could be pro-rata targets for the scale of volunteer engagement in the operations of the river corridor management.</p>

<i>Business model component</i>	<i>Analysis</i>	<i>Implications for West Belconnen Conservation Trust</i>
Demographics	<p>School and university communities were also common reflecting the educational and learning objectives of the organisations.</p>	
	<p>Organisations had different customer targets and approaches to targeting these customers. For example, Phillip Island Nature Parks targeted potential Chinese visitors in China. Zealandia has started to coordinate site activities in coordination with the arrivals or cruise liners into Wellington.</p> <p>In general however, as evidenced in the pricing of entry, the demographic targeted was broad (i.e. families, senior and children, tourists etc.)</p>	
Tenure	<p>There no consistent model for the land ownership in delivering the conservation outcomes and operations.</p>	<p>Successful conservation partnerships are being delivered across a variety of environmental assets using a wide degree of land ownership/tenure arrangements.</p>