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**TRANSCRIPT OF PROCEEDINGS**

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O/N H-1071175

**INDEPENDENT PLANNING COMMISSION**

**MEETING WITH APPLICANT**

**RE:           SSD 7228**  
**SYDNEY ZOO MOD 3**

**PANEL:                               RUSSELL MILLER**  
**ALAN COUTTS**

**ASSISTING PANEL:                 DENNIS LEE**  
**XANTHE O'DONNELL**  
**MICHAEL WOODLAND**  
**BRENT DEVINE**

**APPLICANT:                         JAKE BURGESS**  
**CHRIS RIVETT**  
**TIM WARD**  
**JUSTIN JAN**

**LOCATION:                            IPC OFFICES**  
**LEVEL 3, 201 ELIZABETH STREET**  
**SYDNEY, NEW SOUTH WALES**

**DATE:                                11.07 AM, WEDNESDAY, 28 AUGUST 2019**

MR R. MILLER: Well, while it's coming it, I'm going to declare the meeting open. Thank you for coming and good afternoon or good morning, in fact. Before we begin, I'd like to acknowledge the traditional owners of the land on which we meet, the Gadigal people. I'd like to pay my respects to their elders, past, present – past  
5 and present, and to the elders from other communities who may be here today. Welcome to the meeting. Sydney Zoo, the applicant, is seeking approval to make amendments to the conditions of consent for Sydney Zoo in Bungarribee to clarify the public opening hours and extend the hours of operation to provide greater flexibility for other activities to be undertaken outside public opening hours.

10 My name is Russell Miller. I'm the chair of this IPC panel. Joining me is my fellow commissioner, Alan Coutts. The other attendees of the meeting are Dennis Lee, from the Commission Secretariat; Michael Woodland and Brent Devine from Keylan Consulting, who are assisting the secretariat; and Xanthe O'Donnell from  
15 the secretariat. In the interests of openness and transparency and to ensure full capture of information, today's meeting is being recorded and a full transcript will be produced and made available on the commission's website. The meeting is one part of the commission's decision-making process. It's taking place at a preliminary stage and will form one of several sources of information on which the commission  
20 will base its decision.

It's important that the – for the commissioners to ask questions of attendees and to clarify issues wherever we may consider it appropriate. If you're asked a question and you're not in a position to answer, please feel free to take the question on notice  
25 and provide any additional information in writing, which we will then put on the website. Um. I request that all members here today introduce themselves, ah, before speaking for the first time. In fact, I will get you to introduce yourselves, um, now and then, ah, to ensure that you don't over-speak each other, so the – we can have an accurate transcript. We'll now begin.

30 UNIDENTIFIED MALE: Okay. Thank you. So, um, thank you for seeing us.

MR J. JAN: We need to say our own names.

35 UNIDENTIFIED MALE: Yes.

MR JAN: So Justin Jan from Sydney Zoo.

40 MR T. WARD: Tim Ward from Ethos Urban.

MR C. RIVETT: And Chris Rivett from Sydney Zoo.

45 MR J. BURGESS: I'm Jake Burgess, managing director of Sydney Zoo. Thank you for seeing us. Um, ah, we've got your agenda, um, ah, which I guess we'll seek to address. Um. What we would like to do once – are we up? Not as yet.

UNIDENTIFIED FEMALE: No.

MR BURGESS: Not as yet.

5 UNIDENTIFIED FEMALE: .....

MR BURGESS: Oh, okay.

UNIDENTIFIED FEMALE: Can I just .....

10

MR BURGESS: Certainly.

UNIDENTIFIED FEMALE: There you go.

15 MR BURGESS: Beautiful ..... thank you.

MR MILLER: That's what happens when you get an expert in.

MR BURGESS: Yeah. Thank you. Deep Blue. The shark is called Deep Blue.

20

MR MILLER: I see.

MR BURGESS: It's the largest known Great White in the universe.

25 MR MILLER: Where is it?

MR BURGESS: Sorry?

MR MILLER: Where is it?

30

MR BURGESS: They see it a lot off Hawaii.

MR MILLER: Oh, right.

35 MR BURGESS: Yeah. Big female. It's amazing. Um. While we're getting that set up, let me – let me just provide a – a – a little bit of context around, um, this mod 3. Um. Ah. And – and, ah, I guess, what the – what the intent of it is. We've obviously gone through the development application phase, um, and gone through a fairly lengthy process around that development application with respect to the

40 promotion of regional tourism and the – the differentiation of ourselves and other facilities, ah, throughout the Western Sydney area. Um. Ah. This mod 3 seeks to specifically address several issues which have come to light from the original development application phase, which will actually, ah, assist us to clarify a lot of the operational nuances of the business.

45

Um. And also serve us to, ah, basically continue on our mission to maintain our, ah, requirements under the differentiation and, um, the regional cooperation, ah, ah, ah,

obligations that we have. But we don't actually see them as obligations, um, in that respect. What we are actively trying to do is promote regional tourism within Western Sydney. Ah. We've taken a lot of actions on that front, which we'll cover off in a second. Um. The reason – the mod itself, ah, addresses, I guess, three or  
5 four operational areas which have become evident to us as we've gotten further down the path of our development. Firstly, um, the condition as it was initially drafted was fairly blunt.

10 So, ah, when – when we submitted our operating hours, it was 9 till 6 and we could go till 10 during January, February and we just basically established that as that was the hours of general public opening. But when – when the – when the wording of the condition handing it – came down and we were going through doing our operational traffic management reports and all of the stuff we've got to submit to Department of  
15 Planning and Environment, we pretty quickly figured out that we couldn't get a Coke delivery before we opened. You know, we pretty quickly figured out that we couldn't clean the enclosures before we were going to open, because our staff start at 7.

MR MILLER: Sorry. I didn't understand that, because it says:  
20

*...maintenance activities conducted by staff, cleaning –*

etcetera, etcetera:

25 *...5.30 am till 11 pm.*

MR BURGESS: Was that under the original - - -

MR MILLER: That's the condition.  
30

MR WARD: That's – no. That's the proposed .....

UNIDENTIFIED FEMALE: .....

35 MR BURGESS: That's the proposed - - -

MR WARD: That's the amended condition. Yeah.

MR BURGESS: Yeah.  
40

MR MILLER: Ah, that's the amended condition.

MR BURGESS: Yes.

45 MR MILLER: Thank you.

MR BURGESS: So the – the actual condition said operating hours 9 till 6.

MR MILLER: And I can't see green. Sorry.

MR BURGESS: Yeah.

5 MR MILLER: .....

MR BURGESS: The actual conditions said operating hours 9 till 6.

10 MR MILLER: 6.

MR BURGESS: That meant we would - - -

MR MILLER: Understand.

15 MR BURGESS: So we needed to clarify a range of things around – around that, and I think a lot of those matters are, in fact, non-controversial.

MR MILLER: Mmhmm.

20 MR BURGESS: Mmm. Yes. Non-controversial.

MR WARD: Yes.

25 MR BURGESS: Um. So, ah, then – then, I – I guess, the – the – the – the point that the – the – the – the commissioner is really going to want to be focused on is the diversification of the product offering of – of – which we're – we're – we're seeking. Now, what – what – we - - -

30 UNIDENTIFIED MALE: Are we good?

MR BURGESS: We good?

UNIDENTIFIED MALE: We're good.

35 MR BURGESS: So what I want to do is – I – I – I'll touch on that in a second, but before I get into that, I – I – I think what – it would be really, um, beneficial is for people to actually see the zoo in its current state, to – to – because what it does is it contextualises exactly what product offering is that we are providing to people. It is a broad, very large scale, um, full service operation of a scale of – of similar scale to  
40 Taronga Zoo. We have a number of species onsite. Um. We have very significant infrastructure for the offering of community events, for the offering of a – of a range of facilities and, um, we'll show this video, so that we can demonstrate that amply. And I'm going to interject as we go.

45 MR MILLER: Well, just to be clear, the video won't go up on our website for technical reasons, as I understand it.

MR BURGESS: Okay.

MR MILLER: But it will be available publicly for anyone who wants to see it.

5 MR BURGESS: Sure. No problem.

MR MILLER: Thank you.

10 **VIDEO SHOWN**

MR BURGESS: So if we pause there – sorry. If we pause there, you can see, um,  
this is – this is the map of the zoo in its entirety. The carpark to the south is left out.  
15 The zoo is, in fact, divided into – into four precincts. We have the grey on the right  
is the Australiana zone, which the – under the – under the, um, the – the development  
concessions is – is restricted to 1.6 hectares of, um, available area of the zoo. The  
purple in the area which is highlighted currently is our primate boulevard. The black  
20 central area is South East Asia, which will contain orangutans, tigers, small clawed  
otters, red pandas and the elephants. And the grey areas to the north are the Africa  
precinct.

Um. And – and – um, as we show images of animals, they are actually the species  
that are onsite currently. Our animal acquisition program is very, ah, significantly  
25 advanced and we have animals arriving effectively on a weekly basis.

**VIDEO SHOWN**

30 So, um, so this is the primate boulevard that we're showing here. Um. So you can  
see – if you pause here, Chris.

UNIDENTIFIED MALE: .....

35 MR BURGESS: You can see here very large, open generous enclosures. Um. A  
huge amount of, um, ah, enrichment for the animals, ah, and very naturalistic  
enclosures. So there's no facility that has this generosity of enclosures in Western  
Sydney currently, so - - -

40

**VIDEO SHOWN**

45 MR BURGESS: So this is our, ah, spider monkeys exhibit. That's the capuchins  
exhibit, and this is the chimpanzees exhibit. These animals are in residence

currently. They have been for some months now. The baboons are in residence. They're coming out of quarantine on Sunday.

5 **VIDEO SHOWN**

MR BURGESS: Just pause there, Chris. Um.

10 MR MILLER: Are these animals on loan or are they actually yours now?

MR BURGESS: They're actually ours. There's – there's a mix, but most of them are actually ours. So the – the chimpanzees came from Germany. The baboons came from Singapore. Um. We have, ah, spider monkeys, which is the top left of –  
15 of – of the grey in the – in the – in the, ah, area. They're – they're arriving on September the 3<sup>rd</sup> from New Zealand, um, and capuchins are coming from a New South Wales zoo in, um, a couple of weeks' time. So the – the primate boulevard, the species compliment in private boulevard will be complete by the middle of  
20 September. So this is the Australiana section.

20

**VIDEO SHOWN**

25 MR BURGESS: Pause here, Chris. So this is effectively an open range facility. Ah, within that building that we're going through the processing of burying, we have, ah, the largest reptiles and nocturnals, ah, house in Australia. It's a very significant, um, architectural first for the building, ah, for in – within a zoo to – to –  
30 to have a display strategy like this. That building actually forms part of the animals' habitat, so the animals can go up at that building and the fence line and sit on the top of it. So we get rock wallabies and so on and so forth going there. This whole Australiana precinct is presented in the context of an Aboriginal cultural experience.

35 So we've been working with local Aboriginal elders in the Darug – of – of the Darug nation to basically develop what – what – what we'll – the working title is the Bungarabee Dreaming, which is currently driven by 50 pieces of signage and into – which are creation and lore stories around the animals that we're presenting. It's got bush foods, it's got bush medicines. Um. It's got a – and – and – and it's all been developed in – in conjunction with the – with the local Aboriginal community in turn  
40 – in – a – as well as an – as an Aboriginal, um, external advisory committee. It's quite Darug focused, because we're on Darug land in – in Blacktown.

45 Um. And – and beyond that, we're actually – we've got an Aboriginal, ah, recruitment program whereby, ah, we are recruiting people from the local Aboriginal community to act as guides to provide this Aboriginal cultural experience, um, to schoolkids, to – to tour groups and – and so on and so forth. That program involves a six-week pretraining program for the Aboriginal people, so that they can reconnect

with culture. Um. And you can see there's a tree just down in the front and there's some white material there. In approximately that location, there is, um, an Aboriginal – a replica Aboriginal camp that we're developing, which is, um, it's a Gunyah; it's a Midden; it's a fireplace. Um.

5

And it's, basically, ah, a – a series of signage and ..... that's built around that, which then starts to talk about, ah, the – the conservation, ah, ethics and ethos that were in the song lines of the local Aboriginal people, that – their land husbandry, how they moved round their territories and so on and so forth. So to contextualise this, if the zoo's doing between 700,000 to a million visitors a year, this should be the largest Aboriginal cultural experience of – by visitation in the country bar none. It's a very, very significant cultural initiative.

10

MR MILLER: I'm just looking at condition B6.

15

MR BURGESS: Yes.

MR MILLER: I'm hoping I've not got the colours mixed up here.

20

MR BURGESS: No.

MR MILLER: So, ah:

25

*The native animals shall comprise less than 1.6 hectares –*  
which you've already indicated.

MR BURGESS: Yes.

30

MR MILLER:

*...shall do – be displayed as part of an Aboriginal cultural experience –*  
which you've referred to.

35

MR BURGESS: Yep.

MR MILLER: Um:

40

*The area is – is to be in accordance with the original site plan or site plan in appendix A –*

which I assume it is.

45

MR BURGESS: Yes.

MR WARD: Yes.



MR MILLER: Is that correct?

MR BURGESS: Yes.

5 MR MILLER: Um:

*...and must include from the commencement of operation an aquarium, reptile house and insectarium and nocturnal house.*

10 MR BURGESS: So the reptile house, insectarium and nocturnal house are within that buried building.

MR MILLER: Right.

15 MR BURGESS: The aquarium is just coming into view – ah - - -

UNIDENTIFIED MALE: Down here.

MR BURGESS: Down here. You can just see the bottom of the tank.

20

MR MILLER: Okay.

MR BURGESS: Ah.

25 MR MILLER: So I think - - -

MR BURGESS: So we're compliant with all of those.

MR MILLER: Right. So then it says:

30

*Any additional Australian native animals can be displayed as part of educational sessions or micro-displays.*

MR BURGESS: Yes. So that's - - -

35

MR MILLER: So now .....

MR BURGESS: We – we – we – we – we have an educational amphitheatre, which is on the other side of the zoo, where we would – we would propose potentially doing things like snake shows or – or some sort of, ah, educational school shows. We haven't developed that – that curriculum and - - -

40

MR MILLER: Mmm.

45 MR BURGESS: - - - the micro-displays are a little sort of stick insect displays and so on and so forth that we can intersperse through the restaurant and so – and – and – and so on. So they're little terrarium-style things.

MR MILLER: So just so I understand it, how is this area to be utilised? You – you’re covering of the building with - - -

MR BURGESS: So we’ll – we’ll – we’ll - - -

5

MR MILLER: You’ll come to that?

MR WARD: Yes.

10 MR BURGESS: We’ll show you what’s inside.

MR MILLER: All right. I’m more interested about what’s outside.

15 **VIDEO SHOWN**

MR BURGESS: Yep. Okay. So – so – so pause here. So this is effectively an open range exhibit with fence lines that are going to be sitting along – along the top.  
20 You can walk through the pathways. That’ll have macropods in there and – and – and emus. And then within there, there’s a series of sub-enclosures. So there’s a small koala exhibit. There’s a – an – a wombat exhibit, an echidna exhibit, Tassie devil exhibit and a cassowary exhibit.

25 MR WARD: And – and the Aboriginal talking huts.

MR BURGESS: And the Aboriginal talking huts. Then within that building, we’ve got our just – we’ve got our reptile house and our nocturnal house, which we’ll show to you now.

30

MR COUTTS: So the koala exhibits are, what, koalas in a – in a tree setting .....

MR BURGESS: Koalas in a perch approximately three metres from – from the people. There’s no – we can – we can show you an image that.

35

MR RIVETT: Yep.

MR BURGESS: Can we flick to that? Oh.

40 MR MILLER: Well, just keep going where you’re going. It would be better if you just keep going.

MR RIVETT: .....

45 MR BURGESS: Hold on. There – there you go. That’s – that’s a – keep going. That’s the koala exhibit, all right?

**VIDEO SHOWN**

5 MR BURGESS: So trying not to be too factitious with the stuffed animal, but - - -

MR MILLER: Yeah.

10 MR BURGESS: - - - just so you can demonstrate how that exhibit is set up, to actually prevent any form of physical interaction between people and the animals themselves.

MR COUTTS: Yep.

15 MR BURGESS: Okay? Back to the video.

**VIDEO SHOWN**

20 MR BURGESS: So this is the reptiles house. So I think this is probably one of the world's best. Um. It was actually modelled on Singapore, which is, um, pretty outstanding.

25 MR COUTTS: You've advanced quite well, haven't you, since you got your DA up.

MR BURGESS: Yep.

30 MR WARD: Mmm.

MR COUTTS: You've moved fairly – fairly well with your construction.

35 MR BURGESS: Yep. So this is getting DPI inspection today. Um. And so we'll start admitting animals probably in the next couple of weeks.

**VIDEO SHOWN**

40 MR RIVETT: So maybe just to cover that question around aquarium. The aquarium sits here. This blue area. It was the – the shot that nearly came into frame - - -

45 MR MILLER: Mmhmm.

MR RIVETT: - - - which is down this part of the zoo. This is the reptile and nocturnal house, which we – we’re just looking at the, ah, exhibited space. And this area represents the open range Australia exhibited space.

5 UNIDENTIFIED MALE: Yep.

#### **VIDEO SHOWN**

10

MR BURGESS: So South East Asia elephants, oranges, um, so that’s the elephant exhibit. We’ve – we’ve got a huge commitment of space and – and resource to elephants. It’s probably 15 per cent of the zoo. The elephant house is eight metres tall and it’s that massive concrete bunker there. We – I – I’m not sure we showed in  
15 this video, but up the far end we’ve got a very significant, ah, elephant swimming hole. Ah, it’s a four-metre deep waterhole, which enables the elephants to get body weight off it and – and it’s a significant enrichment, um, facility for elephants over, um – it relieves – you know, if you weigh three and a half tonnes, like, I’m getting up to now with my lack of exercise, ah, ah, you need – you need to get the weight off  
20 your joints.

MR COUTTS: And just to – um, I suppose, off the point, do you have elephants?

MR BURGESS: Yes.  
25

MR RIVETT: Not on site.

MR BURGESS: Not on site.

30 MR RIVETT: Not on site yet.

MR MILLER: And are they in Australia?

MR BURGESS: One is within Australia, and that two are coming from offshore.  
35 They’re in .....

MR MILLER: And they’re owned by you?

MR BURGESS: Ah, they’re not owned by us until they arrive.  
40

MR MILLER: Thank you.

#### **VIDEO SHOWN**

45

MR BURGESS: So this is orangutan enclosure. Um. We've got – we have three orangutans onsite from Melbourne Zoo. Um. They arrived three weeks ago. A – a male and two females. That's – that's actually footage of them. Um. They're going well. Um. African grasslands is the beige area, which is our – our lions, our  
5 cheetahs, so on and so forth, um, which is obviously a significant component of the zoo. This is where our elevated boardwalk is, which wraps around – if you pause there, Chris. So we've got three enclosures there. Um. You – at the bottom of the screen, we've got lions. At the top left, we've got African, um, painted dogs.

10 On the – ah, on the right, we have, ah, hyenas. All of those species are onsite. And then on the other side of the boardwalk, you – we've got a co-mingled African grasslands, which will contain rhino, um, which are coming from Singapore; ah, giraffe, which are coming from within Australia and arriving in mid-September; zebra, which are onsite; ostrich, which are onsite. So, basically, the idea is that you,  
15 um – there's – there's a borrowed landscape, if you like, borrowed vistas, with the openness of the – of the Western Sydney parklands. It creates a really nice, open plains feel, um, on the zoo as you – as you walk out on that boardwalk. It sort of transports you to, ah, to Africa, as it were.

20

#### **VIDEO SHOWN**

MR BURGESS: So that's the lion exhibit that you're looking at now with the  
25 hyenas and wild dogs in the background. That's, um - - -

MR JAN: Camels.

MR BURGESS: Camels. So these are our actual lions. They came to us from  
30 Taronga Zoo. We got four males. They came out of Western Plains Zoo. They're our hyenas from Singapore Zoo. They're on exhibit now. And they're our cheetahs, which came from Monarto Zoo on exhibit now.

MR MILLER: What, do you get them on long-term loan programs or something, do  
35 you?

MR BURGESS: It's a mix. It depends on – on – on the arrangement. So all of these animals are managed under the Australian Species Management Program, which is administered by ZAA, so, um, basically the – the breeding programs are run  
40 collectively, um, and everyone knows the genetic stock within the Australian – so that – and – and – and then they look to house animals in logical pairings.

MR MILLER: Mmhmm.

45 MR BURGESS: Like, not pairing brothers with sisters and so on and so forth.

MR MILLER: Mmm.

MR BURGESS: And – and – and the reason for that program is to actually run cooperative breeding programs among institutions and maintain as much genetic diversity within the groups as possible.

5 MR MILLER: Yep. I know we're going to get to mod 3 in a minute, but - - -

MR BURGESS: Mmm.

MR MILLER: .....

10

MR JAN: Let's just finish this.

MR BURGESS: Well, I think, what we're – what we're trying to do here is contextualise the differentiation - - -

15

MR MILLER: Mmhmm.

MR BURGESS: - - - and the scale of what we're trying to do. I – the – having – having this in your minds, I think, is important for all - - -

20

MR MILLER: Mmhmm.

MR BURGESS: - - - of the ancillary impacts on this mod 3.

25 MR MILLER: Okay.

### **VIDEO SHOWN**

30

MR BURGESS: Ostrich onsite. Zebra onsite.

MR RIVETT: Okay.

35 MR BURGESS: Ah, we can probably flick through this.

MR JAN: Yeah.

40 MR BURGESS: We've got very significant admissions and retail. We've also got a – a very, very significant, ah, restaurant that's got functions capability of up to 500. We've got outdoor functions capability. We have our amphitheatre. There's a whole range of infrastructure within the zoo that, um, basically enables us to do a range of community initiatives. And – and just things to – to try and augment us and – and – and, I guess, further enshrine us into the hearts and minds of the community more  
45 generally.

MR MILLER: And what community is this directed too? What's your primary community?

5 MR BURGESS: Our primary community is the people of Western Sydney.

MR MILLER: Mmhmm.

10 MR BURGESS: So, um, so it – that – basically, our – our – our entire operating philosophy is – is – is – is essentially getting ourselves into I – I guess the hearts and minds of the people of Western Sydney, so that informs our pricing structure.

MR MILLER: Mmhmm.

15 MR BURGESS: It informs our commercial strategy. It informs our partnership approach. You know, we've got partnerships with Western Sydney University on research and development. We've got partnerships with Ronald McDonald House at Westmead, because we're – we're providing – providing kids who are on furlough from hospital trips. We're the only major accessible, um, facility that's offering them any significant sort of side trips while they're on – in hospital.

20

MR MILLER: Mmhmm.

25 MR RIVETT: Um. It also lends itself really well to the tourism strategy that we've got to market with. So, um, the tourism and visitor economy of Western Sydney is primarily visiting friends and family.

MR MILLER: Mmm.

30 MR RIVETT: And so by, ah, presenting, ah, an iconic, must-do attraction to the people of Western Sydney, our approach to the tourism market is to – is to capture the visiting friends and family market. So those locals will bring their friends and family to a day at the zoo.

35 MR MILLER: Mmm.

MR RIVETT: And that forms our tourism strategy.

40 MR BURGESS: So we've got over 50 per cent of the people in Western Sydney are speaking a language other than English in the home. And to me or and to Chris, that says aunties, uncles, nephews, nieces, all of these people from a global diaspora are coming into Sydney and basically, um, that's our tourism market. That's our primary tourism market, as far as we – as we are concerned, because the vast majority of tourists that arrive in Sydney are staying with friends and relatives.

45 MR MILLER: So these are people that will come, stay with friends and relatives in Western Sydney and the primary focus will be a day out at the zoo.

MR BURGESS: Yep. Now, the key - - -

MR MILLER: Have I got that right?

5 MR BURGESS: The key thing for us from a commercial perspective, to capture  
that market is if the people that they're staying with are not supporting us, they will  
not send their friends and family there. So one hand washes the other, in terms of the  
cross-pollination of those two markets. If I've got - if I've got people in Western  
Sydney saying, you know, "Don't go to Sydney Zoo, it's no good," or, "It's a rip-  
10 off," or whatever, I'm not going to capture that tourism market, which is such an  
important part of - I - I can't separate the two from a commercial perspective. So  
catering to the local market is - is - is - is fundamental to - to our sort of economic  
wellbeing.

15 MR MILLER: So you are the zoo for Western Sydney.

MR BURGESS: Yep.

MR MILLER: Right.

20

MR BURGESS: And that was the premise on which the whole thing was built.  
When we start it - when we started it from an - from an analytical perspective,  
basically, any zoo that you look at, you can benchmark 70 per cent local visitation,  
30 per cent regional or international visitation.

25

MR MILLER: Mmm.

MR BURGESS: Taronga's running at fifty-fifty and there's only one reason for  
that, right? Taronga's an outstanding facility, but it's just a pain to get to for the  
30 majority of people in Sydney. So the local audience participation is suppressed for  
Taronga. It's not getting the local audience, ah, participation that it should be for a  
city with a - with a population of between four and four and a half million. Its  
market penetration is right - the local market penetration is running at sub-15 per  
cent. The averages are up around 26, 27 per cent. The - and that's just simply the  
35 fact that 100 years ago when it was built, it was built in Mosman. And if it was built  
in Parramatta, it wouldn't have that, and it would also be doing two million visitors a  
year, not the 1.4 it is now.

MR MILLER: Thank you.

40

MR BURGESS: So, um - - -

MR MILLER: Sorry. It says Coming Soon. Can you just tell us when - when you  
expect to open.

45

MR BURGESS: Ha. Um. It's difficult, because it's - um, this is going to be on  
public record. It will be by the end of this year. But - - -



MR MILLER: Okay.

MR BURGESS: Yeah. We are getting very, very advanced. Obviously, you can see the animal arrivals coming in.

5

MR MILLER: Mmhmm.

MR BURGESS: Um. With the completion of the Australiana section, um, we – we’re completing reptiles and nocturnals, this week, those animal arrivals will start. The outside areas, um, will be completed in another couple of weeks. We’ve basically got the planting to go. Um. And then we’ve, ah, the – the outside exhibits are essentially elephants and tigers.

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MR MILLER: Mmhmm.

15

MR BURGESS: So we are getting very, very close.

MR MILLER: Mmhmm.

MR BURGESS: Um. So that – I – I think that’s the project overview. Hopefully that contextualises the – the scale of what we’re – we’re trying to achieve. Um. Ah. So, um, I think the next thing you wanted to talk about was community engagement activities and results.

20

MR MILLER: Yes.

25

MR BURGESS: Um. Do you want to talk to that or do you want me to keep going?

30

MR RIVETT: No. I’m happy to talk to those things. So, um, there’s a broad range of community initiatives that we have been involved in over the last 12 to 18 months. Um. I think firstly our employment target and employment strategies have focused on locals. Um. And the vast majority of our employment of our permanent employment is within the catchment of the zoo. This map is just a graphic representation of where our staff reside and, as you can see, there’s a concentration of those within Western Sydney. Ah. We’ve had over – well, close to 11,000 applicants for jobs at Sydney Zoo. Ah. Six, seven-and-a-bit thousand of those have been for casual based roles, hospitality, administration, ticketing, ah, cleaning, maintenance, um, ah.

35

We’ve run four jobs fairs, um, in order to achieve that. Um. Ah, sorry. Six job fairs that we ran in Western Sydney. We had 4000 attendees at those events and we held them in a local Western Sydney business. Um. And that consistent of, ah, our executive team presenting to the people of Western Sydney on what a day working at Sydney Zoo would look like, ah, and gave them an insight into what you would be getting yourself into if you came to work at us. Ah, in addition to that, we’ve run, ah, every quarter a community engagement evening and whereby we invited locals,

40

45

um, primarily within the – the immediate, um, locale of the zoo, but more broader for that, to Western Sydney as we got, ah, closer to our construction completion.

5 Um. Typically, they would consist of 100 people, um, and we would present our construction update, where we sat, um, in relation to opening, but then we saw questions, um, and input from the locals of what, um, Sydney Zoo can do to support the local community. Um. We had surveys run through each of those evenings and we've taken all of that feedback on, um, in order to shape how we offer the business to the locals. We talk about pricing, um, education tours that we can offer, um, a  
10 range of events. Um. A whole – a whole range of things. How we would structure our parking for the people of Western Sydney.

Um. Ah. The last one of those that we held was in the back end of, ah, last year and then since then we've been operating with our jobs fairs and – and as I say, we ran  
15 six of those. Um. We've had further community engagement with our, um, sponsorship and engagement with, um, local sporting communities. We've sponsored football clubs. Um. We've supported local sporting groups through, um, various charity – charitable donations, where we're offering tours, VIP animal experiences and encounters, family passes, typically for them to raise funds for, you  
20 know, their facilities and – and local sporting clubs.

We also ran our Mini Keeper program, um, where we went to markets seeking kids to join Sydney Zoo, um, to come on the tour around the world to learn from the best in the business around animal conservation. Ah, we secured 13 children. Um. Ah,  
25 we publicly announced 12. Um. We did have, ah, a disadvantaged child, um, participate, who we're working with, ah, in the local market, but we announced 12. Nine of those children were from Western Sydney and we've taken them, ah, anywhere from Broome to Singapore, um, and to a range of other local facilities. Um.

30 MR BURGESS: I think we – it's important to note that we got over 2000 video applications for that and something like 120,000 expressions of interest.

MR MILLER: .....

35 MR COUTTS: I can understand why.

MR RIVETT: Say again?

40 MR COUTTS: I said, I can understand why.

MR RIVETT: Yeah. Ah, we've had our 1800, ah, public interaction number, ah, online for some time. We've received over three and a half thousand calls to that number. Ah, typically, calls to the zoo at the moment, um, for the – the bulk of those  
45 are around, "When are you going to open?" and that is the overwhelming question that we are getting. The community is itching for us to arrive. Um. But we get ticketing information, education in schools, "when can I book an excursion?", um,

disability services, wanting to understand how we're going to be able to offer that, um, experience in Western Sydney. Um. Being a zoo with no hills and steps is really important, so it is completely wheelchair friendly.

5 Ah, and we're offering that. Um. We have received two complaints to that line, ah, through the duration. Ah. They were fairly early on in construction. And they related to dust, um, and that was, ah, roughly 12 months ago. Since then, we've not received any further complaints. Um, look, social media, I just - - -

10 MR BURGESS: Sorry. Before you move on, Chris, ah, other levels of engagement, which I don't think you captured in this, because we had a day to prepare it, is we had the local imam from Rooty Hill - - -

MR MILLER: Mmhmm.

15

MR BURGESS: - - - ah, mosque come through, because we've got a prayer room, ah, in the zoo. Um. And, basically, brief them on, ah, what we were doing. Ah, we requested what requirements they had for, um, establishing that as a prayer room. It - it will be a multi-faith prayer room. Um. And - and, ah, ah, while - while it's  
20 hearsay, um, the - they expressed their sincere gratitude, immediately started posting that facility onto their local, um, community Facebook page and have offered to fit the whole thing out for us on - on - on their behalf. Um. We got - in terms of our schools engagement - - -

25 MR RIVETT: Mmhmm.

MR BURGESS: - - - we - we hosted the principals

MR RIVETT: Yep. So we had 50 principals from, ah, local Western Sydney  
30 schools. Um. We hosted their - once a quarter they have a meeting. And so we hosted them at, ah, at the zoo for that quarterly meeting. Um. And as part of that, we showed them the - the facility and welcomed them to, um, be one of the first schools to come and have an excursion. And we've got letters of support from them, um, illustrating to us that a facility of this nature in Western Sydney just opens up so  
35 many new educational offering opportunities for that excursion market, which typically they're unable to offer from Western Sydney travelling to, ah, to Mosman.

MR BURGESS: We recently hosted 25 sergeants from the Blacktown Local Area Command for their local strategic directions conference. Um. And we're in the  
40 local emergency management group - - -

MR RIVETT: Management.

MR MILLER: Mmhmm.

45

MR BURGESS: - - - and we attend those meetings regularly as well.

MR RIVETT: Yep. I think Jake, you referred to the Ronald McDonald House arrangement that we've – we've entered into. We're working with them quite closely. Um. We've also working with Mayor Bali from Blacktown, um, with the Better Foundation for Blacktown Hospital. Um. And we have two other, ah,  
5 charitable groups that we will be working with, which we've – we've not yet announced.

MR MILLER: Thank you. Perhaps we could go on to C9.

10 MR RIVETT: Mmm.

MR BURGESS: Okay. C9. Um. I'll throw over to you again, Chris.

MR RIVETT: Yes. Sure. So, um, I mean, C9, our report has been submitted. I – I  
15 think what I wanted to provide was just a broad overview on the – on how we approach that. Um. Look, my arrival at Sydney Zoo, ah, 18 months ago. Um. My background was, um, prior to this I was in a tourism role with an online hotel business, but prior to that worked for Destination New South Wales, um, ah,  
20 intimately across the visitor economy strategy for Western Sydney. Um. When I arrived, I recognised that there was simply no network of tourism leaders working together. And so that as an opportunity, I went to most of the leaders in the region and as a result of that ignited those leaders working together to really stimulate the visitor economy and how we could work together.

25 So from that, we made an offer to many businesses within Western Sydney of how they would work with Sydney Zoo. That focused around joint ticketing, the creation of events within the region, um, primarily for tourism and some for education in schools, ah, working together on those in the direct locale of Sydney Zoo on  
30 transport infrastructure and how we can lobby to improve that, because it is a bit of an issue. Um. Ah. Events, joint ticketing. Ah. Joint marketing and how we can, um, support one another in their marketing initiatives. Ah. We've issued that now to 15, ah, different groups. We've had 14 accept. Um. Ah. The outcome of that has been fairly significant, um, in the response that we've had from those groups.

35 MR MILLER: Is Featherdale one of those 15 groups?

MR RIVETT: They are.

MR MILLER: Were they the one that hasn't accepted?

40

MR RIVETT: They are.

MR BURGESS: Just to illustrate, ah, without naming names on – on – on how –  
45 how – how these initiatives might – might present themselves, um, there's a – there's a – a semi-regional conference operator, um, which is sort of three or four ks up the road from us. You can figure it out almost immediately who it's going to be. Um. They are looking to develop and build on their conferencing business. Because

we're three or four kilometres across, we basically look to dovetail in with that conferencing business and offer the side activities that are typically associated with a conference.

5 So, look, when they're selling a conference package to an industry association or something like that, they say, "Have your conference at our facilities. We've got the theatres. We've got the – the hotels. We've got all of the – all – all – all of the social infrastructure and we've got this alliance with Sydney Zoo, so you can all come in and have a – a side trip or a three-hour session, um, and you can – you can walk in and out of Sydney Zoo, which is only three ks down the road."

10 And the way that – the way things, initiatives, like that work for both parties is essentially to – for us, it's obviously generating additional traffic, particularly in low periods for us which are outside of our, um, school holiday periods and all – all of our peak visitation periods, because conferences are almost always held outside of those windows. And for them, it just enables them to broaden their offering and broaden their appeal as they pitch into all of these industry associations and so on to actually hold conferences in their – in their area.

20 MR MILLER: Thank you. As the – the C9 says:

*...genuine and reasonable attempts to consult with local recreation facilities and business, including Featherdale - - -*

25 MR BURGESS: Mmhhh.

MR MILLER: - - - it'd be helpful if you could tell us now or – or, um, subsequently give us some information about what attempts you've made to consult with Featherdale.

30 MR BURGESS: So, um, the – the – the – there's an extensive, um, I guess, log of – of – of the level of contact that we've had with Featherdale in our C9 submission, but I'll reiterate it here. Ah. Early in - - -

35 MR RIVETT: June.

MR BURGESS: - - - June 2018 - - -

40 MR RIVETT: 2018.

MR BURGESS: - - - ah, Featherdale was actually the first group that we approached and we provided them with a proposal for five options for - - -

45 MR RIVETT: Cooperation.

MR BURGESS: - - - for cooperation, which were around those initiatives that, um, Chris was talking about, so joint ticketing, joint marketing, etcetera, etcetera,

etcetera. Um. And there was one additional element that we thought there was a point of commonality between us and Featherdale, which was around conservation initiatives and animal welfare. So actually pooling our resourcing to assist in – in – in trying to do those sorts of, um, activities on – on a cooperative basis. Ah. Suffice  
5 to say that those, ah, those proposals were rebuffed and we've had a number of touchpoints where we – we've ..... essentially sought to get Featherdale to engage, um, unsuccessfully.

10 Ah, we haven't had any credible counterproposals from Featherdale, other than to say that won't work. And we have said, "Okay. That's fine. If you consider that that won't work, we won't – we are willing to engage with you on things – on suggestions that will work."

15 MR MILLER: And I suppose one of the – the final words I didn't read were:  
*...to enhance regional tourism –*

so - - -

20 MR BURGESS: Mmm.

MR MILLER: - - - um, I don't read this, and correct me if I'm wrong, to mean just about joint programs with Featherdale. I mean, there's – I think this – it seems to me  
25 this is in the – in the context of a differentiation strategy - - -

MR BURGESS: Yep.

MR MILLER: - - - and being certain that your both complying with a  
30 differentiation strategy.

MR BURGESS: Yep.

MR MILLER: If you don't agree with that, then - - -

35 MR BURGESS: Well, there's no obligation on Featherdale to comply with that strategy, because you can't put the condition on Featherdale.

MR MILLER: Correct.

40 MR BURGESS: Yep.

MR MILLER: Well, so in terms of differentiation strategy - - -

MR BURGESS: So it's an asymmetric condition, but apart from that - - -

45 MR MILLER: Yes. Understand. Um.

MR RIVETT: So – so the reason we went to the local businesses to secure memorandums of understanding around those topics that we’ve talked about – and joint ticketing is the primary offering, I guess - - -

5 MR MILLER: Mmhmm.

MR RIVETT: - - - um, and how that relates to the visitor economy, our offering to the locals by being recognised as an iconic Western Sydney day out, members of our facility will have the opportunity to attend other local facilities at either a discounted,  
10 um, or different valued proposition than a normal visitor would to Western Sydney. So what we prioritised in working with the other groups is by having an allegiance and an alignment with them, that the locals of Western Sydney, um, have the opportunity to bring friends and family to the region. And as a result of that, they can go to other facilities at a discounted price position.

15

MR JAN: Can you also - - -

UNIDENTIFIED MALE: .....

20 MR JAN: Can you also talk about the – the thinktank, because I think that’s a, um  
- - -

MR RIVETT: Sure.

25 MR JAN: - - - a significant - - -

MR RIVETT: And where that originated from, so one of the first, um, I guess, initiatives of bringing this group together was we established the Western Sydney Tourism Leaders Thinktank. Ah. And that’s a – an event we hold twice a year and –  
30 and – and Wet’n’Wild will be the holding the – the next event, um, so it’s not exclusive to Sydney Zoo to host. Um. But that included a broad range of leaders from within – from within the region, including Featherdale, who participated at that event. And at the first session, we established that, um, working together around joint ticketing, um, is a – a major, um, opportunity for the – the groups to work  
35 together to bring the visitor economy and grow that visitor economy. Um.

UNIDENTIFIED MALE: .....

40 MR RIVETT: It’s a – it’s a successful strategy that has worked in other parts of the world.

MR BURGESS: So – so this – this cluster theory in tourism is – it’s – it’s – it’s law. It’s – it’s well-established. Right? And when we see it in Orlando, we see it in any location around the world, and, in fact, we – we’ve got an affiliation with Singapore  
45 Zoo. Um. And they’re running all the – um, and they’re running four facilities. And three of those facilities are jointly located in the one precinct. And the Jurong Bird Park’s 50 kilometres away down in the industrial estate. They’re relocating Jurong

into that precinct of four. And there's a very distinct reason for that, because they aren't – it's not because they're going to lose business or anything with – they understand that coalescing those into a single point actually acts as a demand aggregator.

5

So what – what we haven't seen in Western Sydney is – is – is any form of significant cooperation in the industry between tourism operators. It's – it's – it has been quite siloed. Um. A lot of that relates – and I'm – I'm not trying to cast dispersions here, because I know this is on the public record. A – a – a lot of that relates to the fact that there has been no, um, ah, if – ah, essential collective thinking or policy driven thinking that has one to the industry, like a destination management plan and started flushing out the issues to – on behalf of government to actually identify what are the policy levers we can pull, but all – to – to – to promote cooperation and tourism in the area.

15

But also, um, ah, how do we – how do we use the process of developing this to – to – to start the community thinking about this more broadly? So everyone's just kind of taken care of their own little bit. So there hasn't been that catalyst historically for getting cooperation across tourism facilities in Western Sydney. Chris, um, has certainly taken the initiative on this through the – through the thinktank. And the idea is – is basically getting people to – to – to think more broadly beyond their own businesses. Because collectively we can – we can support each other to act – firstly, improve collective awareness of what – of what is on offer in Sydney and there's a substantial amount.

25

There's – there's – there's actually quite a lot to do out, and when you – when you go through the list, which is in our C9 report, it – people find it surprising what the opportunities are for recreation and community – binding the community together. So by working cooperatively instead of one ..... we raised the collective consciousness of the opportunities. So that acts as a demand driver. Secondly, we start thinking about the share of wallet that is going between all of these differing facilities and how that we can cooperate, instead of I've got a choice between going here and here, there's a bundled ticket there where I can go to both for a smaller incremental cost than I would for buying each on individually.

35

MR MILLER: Can you just clarify us – for us what the position is for the C9 report.

MR BURGESS: The C9 report has been submitted. Um. We, ah, late in 2018 we approached the department and, ah, sought guidance on what the expectations from the department were with respect to the – ah, to – to the delivery of that report. We've had – they – they referred us to Destination New South Wales as the New South Wales governing body for tourism. Um, in the absence of a destination management plan or a destination network, they directed us to Destination New South Wales. So we sought their input and we presented to them very early on in the piece, this is what – here's how we think we want to approach it.

45



Here's where we think the opportunities are. Destination New South Wales feedback of the us was that that's a really good direction and it ties in directly with their Western Sydney visitor economy strategy. So we then set ourselves that, I guess, task to go to market, work with the local groups. Um. And then we went back to  
5 Destination New South Wales to seek input and feedback on what we'd achieved of – of which their feedback was, ah, oh, I'd have to look up the C9 report, but that we will be a major contributor to the Western Sydney economy of, ah, Western Sydney.

MR MILLER: So the next – the next point on the note goes to – directly to the mod.  
10 So before we come to that - - -

MR BURGESS: Mmm.

MR MILLER: - - - can we just understand how, given your focus being, um, the  
15 diaspora visiting - - -

MR BURGESS: Mmhmm.

MR MILLER: - - - friends and family in Western Sydney - - -  
20

MR BURGESS: Yep.

MR MILLER: - - - how the operation between 7.30 in the morning and 9 advances  
25 things for your zoo.

MR BURGESS: It – what it does is it enables us to broaden our product offering beyond just attend the zoo and buy a burger and a soft toy and .....

MR MILLER: And who would that be offered to?  
30

MR BURGESS: That'd be offered to the public generally. So it'd – it'd – it'd be a separately ticketed exercise. And the examples would be feed a rhino, feed a meerkat, um, have an – have an Aboriginal – a breakfast with an Aboriginal cultural experience. You know? Things – things like that and these are – these are – are  
35 aligned with what, ah, basically any large, credible zoo does within the – um, anywhere basically. So Taronga does it, Melbourne Zoo does it, you know? And it – it just – you – because of the – because what -what they are is they're a premium product with a higher, I guess, resource intensity. Like, it's one on one attention from a keeper. Its' – it's supervised interactions with an animal.  
40

MR MILLER: So local people in the Western – in Western Sydney - - -

MR BURGESS: Yep.

MR MILLER: - - - um, and the diaspora visiting - - -  
45

MR BURGESS: Yep.

MR MILLER: - - - are likely to come and visit - - -

MR BURGESS: Yep.

5 MR MILLER: - - - the zoo 7.30 to 9 as part of the feeding the animals program.

MR BURGESS: If – if they have an interest in that product they’ll – yep.

10 MR MILLER: Have an interest in it. And 600 was your first - - -

MR BURGESS: Yep.

MR MILLER: - - - was your application to the department.

15 MR BURGESS: Yep.

MR MILLER: Can you give us a sort of sense of how the 600 was determined.

20 MR BURGESS: Look, we were – we were sort of thinking, um, if you’re running a rhino feed or something like that, you might be batching people into groups of 20 or 30 and then when you look at the – the – there wasn’t much science behind it frankly. But groups of 20 or 30. Then maybe across what we might be offering in the zoo. We might have 10 or 15 mini zookeepers coming in in the school holidays feeding 30 people for rhinos, 50 people for, ah, an Aboriginal cultural breakfast, 10  
25 people for feeding meerkats and we just said - - -

MR MILLER: Mmm.

30 MR BURGESS: - - - okay, the – you know, what’s the – what’s the preliminary scope of product that we might be able to – able to offer across the entire zoo?

MR MILLER: Mmhmm.

35 MR RIVETT: And what would we max out at and add a safety buffer.

MR BURGESS: School – school groups, in addition, would be another market that would come in.

40 MR COUTTS: What’s your response to the department’s recommendation?

MR BURGESS: 300?

MR COUTTS: Yeah.

45 MR BURGESS: It’s better than zero. Um. Ah, as I said, there’s not a lot of – there’s not a lot of science behind it. Um. So – and that – similarly - - -

MR COUTTS: So – so - - -

MR BURGESS: - - - I don't think there's much science behind 300.

5 MR COUTTS: No. So you're – you'll accept their - - -

MR BURGESS: Yep. Yep.

10 MR MILLER: And in terms of your marketing, ah, it – you've had a lot of engagement with the local community and that's - - -

MR BURGESS: Yep.

15 MR MILLER: - - - to be encouraged and – and supported.

MR BURGESS: Mmm.

20 MR MILLER: I – I guess you've been marketing, um, generally to the local community.

MR BURGESS: Not yet.

25 MR MILLER: Right. Okay. So what – can you tell us a bit about marketing programs you've run.

MR BURGESS: So - - -

MR MILLER: Who you've been marketing to.

30 MR BURGESS: So, um - - -

MR RIVETT: Our marketing's been fairly lean.

35 MR BURGESS: Mmm.

40 MR RIVETT: And quite deliberately. Um. So we made public representations have been coming to Western Sydney quite soon through our mini keeper program and that was in October of 2018. Ah, we've, in all honesty, probably went to market with that too early. Um. It enabled us to work with those kids for 12 months, which has been a fantastic opportunity.

MR MILLER: Mmhmm.

45 MR RIVETT: Um. But our marketing strategy locally will not commence until we are in a position to announce any opening date. And there are many things that need to fall into place for us to do that. Once that has been done, we will be more active in the local market with a marketing strategy. The things that we have done of an

organic nature, um, Facebook has been one of the primary channels that we've been used to keep the local community informed. Ah. Our Facebook community has grown to close to 50,000 with very, very little effort, ah, put into that other than here's the status of an exhibit. Um. Here's what the zoo looks like this week.

5

Um. Here's – you know, this week it rained. Um. And the groundswell that we're seeing behind that of the local community coming behind us is quite phenomenal. Um. We're getting messages from Sweden, from, um, Canada, from other parts of Australia saying, "I cannot wait for you to open, so that I can come and visit the region and come to Sydney Zoo." Um. And happy to put those forward to you and – you know, I guess, as part of this submission.

10

MR MILLER: Given the – the group, um, on whom you're focusing, your application talks about buses. And we're going to come to that in relation to noise in a minute.

15

MR BURGESS: Yep.

MR MILLER: Can you just explain what the context for local people coming in buses is?

20

MR BURGESS: So the – the – there's – there's two elements to that. Um. It's – it's not just local people. There is going to be an element of – of people arriving by – by coach and either they're going to be seating coach people or they're going to be schools or they're going to be some sort of, um, elderly home group, you know, people – people arrive in buses, so – and if they're – if they're arriving collectively, they – they may charter a bus. So, um, but I – I won't resile from the fact - - -

25

MR MILLER: So that's the context of the – the bus - - -

30

MR BURGESS: Yep.

MR MILLER: The bus aspect is the context is - - -

35

MR BURGESS: Yep.

MR MILLER: - - - elderly people, school groups from the local area - - -

MR BURGESS: And also - - -

40

MR MILLER: - - - etcetera.

MR BURGESS: - - - international coaches.

45

MR MILLER: International coaches.

MR BURGESS: Yep. Yep.

MR RIVETT: ..... take the – the - - -

MR BURGESS: It's – it's – it's a subset of a broader program. And – and we – we're not – I won't resile from that.

5

MR MILLER: So just explain a little bit more about international coaches in the context of the diaspora - - -

MR BURGESS: So - - -

10

MR MILLER: - - - and – and the local community you're focused on.

MR BURGESS: So – so there is – there is demand – there is demand from, um, from coach groups for Aboriginal cultural experiences as part of a breakfast. There's demand for animal feeding, um, there's – and – and we are – we are getting that level of – of inquiry from people.

15

MR MILLER: Mmhmm.

20

MR BURGESS: Um. And so that's a market we're looking to service.

MR MILLER: So not – so that takes us to the potential noise impact ..... have any questions on that?

25

MR COUTTS: No. No.

MR MILLER: Potential noise impact. Um. I suppose that directly relates to how many buses.

30

MR BURGESS: Yep. Yeah. So at 300, we would be talking – I can't do the bus.

MR RIVETT: Six or seven.

MR BURGESS: Six or seven. Not many buses.

35

MR MILLER: Right. So you've got a diaspora who's mainly going to come in cars.

MR BURGESS: Yep.

40

MR MILLER: And you've got the occasional or – or regular, whatever it is, people coming in buses from aged people's homes, from – from – from the local community .....

45

MR RIVETT: School groups.

MR BURGESS: Can – can you bring up that picture.

MR MILLER: School groups.

MR BURGESS: Sorry. Sorry to talk over the top. Can you bring up that picture that we did on the noise.

5

MR RIVETT: Yep.

MR BURGESS: I think – I think also just – imagery again speaks a lot. Ah. And this was – this was the noise - - -

10

MR COUTTS: You ..... need to push the button.

MR BURGESS: This was the noise - - -

15

MR JAN: ..... chat about the access road and where people are coming onto the site from.

MR RIVETT: Yep.

20

MR MILLER: Yes. Because I don't think there was anything lodged in relation to the noise impact in the early morning of – of your application.

MR BURGESS: So – so the – the statue – without – don't want to quote statutory stuff at you, but the statutory daytime period is 7 till 6.

25

MR MILLER: Mmm.

MR BURGESS: And so we're not proposing that we operate, during – um, outside it – ah, any of those – those hours.

30

MR MILLER: Mmm.

MR BURGESS: What this picture on the bottom left shows is that the – what we call the sensitive receptors to our noise.

35

MR MILLER: Yep.

MR BURGESS: Ah. We've got Bungarribee residential, which is greater than 700 metres away. We've got, ah, um, the primary school's 750 metres away and we've got the Eastern Creek residential over 800 metres away. And there's two houses down probably, um, on – on the southside of the Great Western Highway, which is a – at that point, I think, a six-lane highway, um, ah, to – to the south and west, which is that R1. All of – our surrounds - - -

45

MR JAN: ..... and those are 675 metres from the site.

MR MILLER: Mmm. Mmm.

MR BURGESS: Yeah. Our – our surrounds are basically open space parkland, ah, and then the – the – the broader environs are – are a very significant freeway or – or not freeway, um, highway in the Great Western Highway, which, um, which is the point of access actually to our site. People access us from the south off the Great  
5 Western Highway. And then we've got what I believe is Australia's largest industrial estate across Doonside Road and to the south and the east of us. So, um, ah, on noise, we – we have no, um, proximate sensitive receptors of any note. Um. We're sitting on a six-lane highway which is servicing the largest industrial estate in Australia. Ah, um, I – I don't think we're going to be contributing very significantly  
10 to the overall noise of the area.

MR MILLER: Thank you.

MR COUTTS: Jake, there's a – obviously, a market at the moment for international  
15 tourists who go to the Blue Mountains and clearly pick up Featherdale on the way up. This was all part of the discussions we had – –

MR BURGESS: Correct.

20 MR COUTTS: - - - on – on the original proposal put forward. Your opening hours  
- - -

MR BURGESS: Mmm.

25 MR COUTTS: - - - ah, that you're suggesting in the mod, are you also targeting  
part of that market?

MR BURGESS: Um. Honestly, we will – we will have a small share of that, but  
30 it's not the primary focus, because the institution, you know, is – is – is far broader than that. So we're looking at things, as I said, rhino feeds, meerkat feeds, we've got our Aboriginal cultural component. Um. When we went through this development application process at the start, there was a number of, um, differentiation obligations which were enshrined on us. And the negotiations with the Planning Assessment  
35 Commission essentially boiled down to the importance of the koala interaction program with Featherdale. And we've clearly demonstrated that we're not approaching them in that way, because we've – we've shown the imagery where you can't get within three metres of a koala.

40 So, um, ah, we're – we're respecting, absolutely respecting, of our boundaries of the differentiation obligations that were put on us through the initial consent process. Um. Because we are within the – we are absolutely within the bounds of that. Um.

MR COUTTS: Do you think there – is there – is there an opportunity to grow that  
45 market with – with – with, sort of, the opening of your zoo?

MR BURGESS: Not with the cap of 300 people. But generally - - -

MR COUTTS: Let – let – let’s say - - -

MR BURGESS: Sorry.

5 MR COUTTS: Let’s say long term, if there isn’t – if there was no cap - - -

MR BURGESS: Yeah.

10 MR COUTTS: Is there a - - -

MR BURGESS: As in the - - -

MR COUTTS: Is there an opportunity to grow that market or is it a fixed market?

15 MR RIVETT: There is an opportunity to develop – absolutely.

MR BURGESS: There – there – there is – absolutely.

20 MR RIVETT: There is a new airport coming to Western Sydney. Western Sydney as a whole is going to grow and the forecast is strong growth, particularly out of the Asian markets, so I – I’m not going to sit here and suggest to you that Sydney Zoo is going to be the lead cause of that growth.

25 MR COUTTS: Yeah.

MR RIVETT: But the market itself will absolutely grow quite substantially over the next 10 to 15 years. Um. The arrival of the Western Sydney Airport will be a major contributor to that. Um. And as more infrastructure and facilities arrive in Western Sydney, that market will grow, um, fairly substantially.

30 MR WARD: And that’s the point of C9.

MR RIVETT: Mmm.

35 MR BURGESS: Yep.

MR WARD: The report and the work in C9 is to enhance that growth.

40 MR RIVETT: Mhmm.

MR WARD: Um. You know, coordinate - - -

MR RIVETT: Mmm. Play a role in that growth.

45 MR WARD: - - - that growth and – and capture the opportunities that are - - -



MR BURGESS: Yep. I think – I think, um, Western Sydney’s really on an inflection point at the moment. It’s, ah, the – the Greater Sydney Commission is setting – now setting policies objectives for the area, which is a – really starting to make sense. I had the commissions for the – um. Well, sorry. Peter Poulet didn’t  
5 turn up, but Liz Dibbs turned up, ah, just two weeks ago on the site to look at us within the context of – of – of the Greater Sydney Commission’s plans for Western Sydney, um, ah, Airport and – and just the – the phenomenal growth that the – that’s going to occur, particularly in the tourism sector. From – from – from a policy perspective, tourism’s kind of got the highest persons to dollar – one of the highest  
10 person to dollar ratios that – that – that you can have and it doesn’t – it – it – it’s not a logical, um – it’s not a logical industry for technological intermediation where jobs fade over time.

Because you’re always going to tend that personal, ah, interaction. And so what  
15 we’re seeing for the first time with the development of this airport is we’re – we’re really starting to see some policy intent to invest and develop, ah, the tourism opportunity within Western Sydney. Um. The – the amount of attention that ourselves and other facilities are getting from policymakers now is fundamentally different to where it was two and three years ago, um, which is only great for the  
20 industry. It’s only great for the attractiveness of, um, Western Sydney as a precinct. Um. So I think there’s enormous opportunity in the long term to – to – to grow these markets.

Um. The demand drivers are – are there. You know, ah, I – I have this theory. We  
25 – we have a series of tentpoles that are – are emerging. We’ve got, ah, Wet’n’Wild, now Raging Waters. We’ve got Sydney Zoo. We’ve got institutions like Featherdale. And from that we start – if – if we – if we can work cooperatively, um, we start to actually activate and – and – and – and drive this demand, because people actually don’t know what’s available to them at this point. And so getting that  
30 awareness out there is going to assist. And from there, the industry starts to – to – to really sort of – we – we get the niches. We get the opportunities arriving for all the smaller operators to come in.

And the rising tide just starts to lift everyone in the sector. And it – it – it really feels  
35 like that and the – the major catalyst is the airport. It – without a doubt. It’s being built. They’ve turned their first sod. We’re taking rock from it. That’s another interesting little alliance we’ve got. Um. There’s – there’s just any – any number of things that are going to happen as a result of that. And it – it will be massive for  
40 Western Sydney.

MR COUTTS: What would you say to the – to the suggestion that, ah, it’s too early  
to be looking at, ah, changing your opening times ..... open yet and that you’d be  
better off to see how you’d operate, ah, once you get up and running and then  
45 consider whether we allow more people coming in, um, outside those – those opening hours?

MR BURGESS: Look, I - - -

MR COUTTS: Just to get a sense of, you know, how the traffic is, how everything works, etcetera, etcetera.

5 MR BURGESS: Um. I – I – I – I think the mission here is to try and – and – and growth the opportunity. I mean, you – you – I think these – there's – there's also the flipside of that equation which if – if – if we open and not enough people are turning up, you know, ah, what – we've then got to hustle to actually broaden the – the public appeal of the facility and – and try and resurrect the commercial situation.

10 MR JAN: It's – it's probably worth observing two things. One is our operational planning just hadn't been undertaken when we got the development consent. And so there is a – a real shortcoming in the consent versus where we've got to operationally. So we do need to address those issues. And the second is, I think, that the cap that has been proposed gives us a measured, you know, way of entering –  
15 entering those hours as opposed to it being an unfettered expansion.

MR MILLER: Can you address that in terms of the disadvantage of it not being dealt with now? Because not only have we – are we not able to see how this is, um, advancing, the opportunities in the west - - -

20 MR JAN: Yeah.

MR MILLER: ..... you open, but we also haven't seen the C9 report. And as I understand it, the department, the secretary, hasn't – hasn't approved the C9 report.  
25 So it's a bit premature, seems a bit premature.

MR JAN: Well, I might – Chris, you might just want to talk about, um, ah, the groups that are coming and also comparables at other zoos and just the – the logistics around how you have back of house tours, you know, that can't actually start during  
30 public opening hours.

MR RIVETT: Yeah. I mean, look, there's a range of groups that we need to bring in early for us to operate. So I guess one of the operational considerations for why these hours are important is, ah, keeper talks, animal showcase, animal encounters is  
35 a very high touch experience which requires our keepers to be off exhibit and facilitating that market. And so by doing that at hours preopening, we're in a position to be able ..... service that market. And that includes the broad range that we've spoken about, um, education being one of the biggest ones. Um. So being able to offer school kids that opportunity to be at school – be at the zoo early and  
40 have that animal encounter, animal showcase, animal talk, um, enables our keepers to facilitate that, um, during this change.

Um. The incentive groups, which is the – the conference market, um, they come in, um, you know, large groups. Um, you know, and if the conference is down the road,  
45 you know, we could bring in 100 guests and we can do it – do those 100 guests and service those 100 guests, um, through a group market and group tour, um, with our staff. Once we open, those staff are required onsite. Um. There's safety concerns

that we need to address and make sure that the keepers are – are onsite and monitoring their exhibits, monitoring their animals. Um. And so this change enables us to be able to service that market in a more considered, safe way, um, that we're not a great position to do once we're fully – fully open to the public.

5

MR MILLER: Have you thought about focusing your – your – your – your, um, mod on things you're now talking about? Tours from – from, ah, for conference groups, from hotel – hotels nearby, um, um, ah, ah, ah, tours from – from local school groups, um, focusing on the zoo as opposed to the – to the Australiana part of the – of the operation?

10

MR BURGESS: We hadn't. I mean, I – look, I'm being very transparent with you. I don't see that – the correlation between those two things. Once we are open, we can target internationals throughout the day and many of those groups that we're – that we're talking about will come at times post 9 o'clock. Now, Western Sydney will be the first stop in that day tour, so they may not be there till 9.30, 10 o'clock. And so that kind of makes this conversation about internationals preopening, it's what we're focusing on, but we wouldn't want to preclude it from being in a position to service that – the international groups will come - - -

20

MR COUTTS: Look, I think ..... again, to be transparent, I mean, the only reason we're focusing on it is for the obvious reason - - -

MR BURGESS: Yep.

25

MR COUTTS: - - - is that Featherdale, ah, has a market where they get a busload of Japanese or Chinese, ah, tourists in particular - - -

MR BURGESS: Mmhmm.

30

MR COUTTS: - - - going to the Blue Mountains who go there first thing in the morning.

MR BURGESS: Mmhmm.

35

MR RIVETT: Mmhmm.

MR COUTTS: And they do the same. Come back in the afternoon with another group. And that is a – a significant part of their operation.

40

MR BURGESS: Yep.

MR COUTTS: Now, the concern clearly is - - -

45

MR BURGESS: Yep.

MR COUTTS: - - - that if you target that market now, and then that potentially could take that market away from Featherdale.

MR BURGESS: So – so - - -

5

MR MILLER: And equally - - -

MR BURGESS: So let me – let me - - -

10 MR MILLER: Sorry. Just equally - - -

MR BURGESS: Yep.

15 MR MILLER: - - - the conditions that the – that – that are inherent in the – in the original decision were about broadening the market, not one party taking the market - - -

MR BURGESS: Yep.

20 MR MILLER: - - - of someone else. So you're a zoo.

MR BURGESS: Mmhmm.

25 MR MILLER: And you've got exotic animals with a small component of – of Aboriginal heritage – essentially, Aboriginal heritage - - -

MR BURGESS: Oh, it's - - -

30 MR MILLER: - - - presentation, which – which was the sort of concept. And – and we – it has been put to us that that differentiation, if maintained, um, was consistent with the original – original decision.

MR BURGESS: So - - -

35 MR MILLER: The – the concern we have as – as – as Alan just indicated, is that if you're really focusing on – on the Australiana side and the market that Ferndale cover, then that's not adding to, um, enhancing regional tourism, even though you've done many other good things – and they are good things – to enhance regional tourism.

40

MR BURGESS: So – so – so let me – let – let me just contextualise a few things. So what I was hoping was the video shows the massive investment that we've got in - - -

45 MR COUTTS: It does.

MR BURGESS: - - - stuff other than Australiana, right?

MR COUTTS: .....

MR MILLER: Mmhmm.

5 MR BURGESS: So our commercial focus is on having a broad appeal - - -

MR MILLER: Mmhmm.

10 MR BURGESS: - - - full service zoo for the people of - of - of Western Sydney.  
It's - and that's indisputable. It's just from the level of investment and the space  
allocations and the - you know? We - we are literally managing globally significant  
animals within the populations of orangutans and so on and so forth. So we - we just  
need - we need to keep - keep a little bit of perspective on that. Um. The  
15 Aboriginal component is a - a - I just - without - without wanting to, um - I just  
want to pull you up a little, if I may, because it's - it's not a minor part of what we  
do. We've got a 10 per cent Aboriginal employment target in our organisation.

20 We've spent significant time engaging with the Aboriginal community on that. It is  
fundamentally the way that we present our Australiana exhibitory. It is embedded in  
the fabric of everything we do. Um. And it is an incredibly important part of - of -  
of - of the offering of Sydney Zoo - - -

MR MILLER: Accepted.

25 MR BURGESS: - - - and we - and - and we see it as a - as a clear differentiator as  
well.

MR MILLER: Mmm.

30 MR BURGESS: Because no one else is doing it at the level they're doing it.  
They're just not. Um. So - so then - so then, um, ah, within that context, we also  
need to scale this problem, right? We're talking about 300 people coming in the  
morning on a - on a - on a given day. Featherdale is currently running 465,000  
35 seating coach people per year. So even if 100 per cent of those people were coming  
in for an Australian - an Australiana experience and even if it was a - a - a complete  
zero-sum game where every one of those people, 300 people, was out of Featherdale,  
it doesn't represent a significant commercial threat to that business.

40 Because the numbers just don't add up. Right? So when you start looking at - at  
that and contextualising it in that way, it's - it - it's just not a commercial threat to -  
now, what this - what this mod enables us to do though is it does enable us to  
broaden our - our public appeal. It does enable us to start approaching niche - niche  
groups and premium groups and actually, um, enhancing our offering more broadly  
to the public, so that we can - we - we - we - we - we can - it - it can act as a  
45 demand generator. And all of these little submarkets start to cross-fertilise from one  
another. If we - if we restrict it in any sort of way, you're going to end up with a

perverse – a perverse outcome, where we’re going to come up with some idea community down the way.

5 Like, it might be high ropes at Taronga. Right? High – Taronga runs a high ropes.  
Let’s say we want to do a high ropes, hypothetically, and we want to run it at 7 am,  
because that’s when the animals are out and most active and it’s least disruptive to  
our operations. We’ve then got to come back to you guys and say, “We need a  
modification for that activity.” I could list 5000 things, you know – well, not  
literally 5000, but there’s any number of things. So why – I understand the intent,  
10 but I – I think - - -

MR MILLER: Mmm.

15 MR BURGESS: I – I suspect it’s actually going to lead to slightly perverse  
outcomes down the – down the way.

MR MILLER: It’s not an intent. It’s just a question at the moment.

20 MR BURGESS: Yeah. Oh, sorry.

MR MILLER: We’re – we’re considering - - -

MR BURGESS: I took it as an intent.

25 MR MILLER: No. No.

MR BURGESS: My apologies. Yeah.

30 MR MILLER: No. We – we’re simply considering the - - -

MR BURGESS: Yeah.

35 MR MILLER: - - - options and – and putting to things that have been put to us,  
which will be in the transcript and you’ll have an opportunity to - - -

MR BURGESS: Yep.

MR MILLER: - - - respond to it if you wish.

40 MR BURGESS: Yep. Okay. I – I stand corrected then. But - - -

45 MR RIVETT: I think we’ve – we’ve shown though that the local market and the  
tourism market for us being quite vital, offering that Australiana experience through  
various group tours will appeal to that market. Not necessarily going after the  
international day tour market exclusively. We will go after the local market, who  
have international guests with them, but they will look for this experience in the

Australiana precinct. So for us to restrict it into the exotic parts of the zoo, it would preclude us from – from working with the local market in what is the key experience.

5 MR BURGESS: So the – the situation where we're confronted with at the moment is – is that the commission and the planning authorities have rightly said we – we should have these two facilities operating together. Sydney Zoo has with genuine intent put a proposal into Featherdale, which we think is for the benefit of everyone. We've had – we've had very little meaningful response on that, because Featherdale is not obliged, as we are, to – to – to actually cooperate with that. So the – the commercial tactic that they have taken is effectively to try and stymie that, um, that provision. Ah, ah, us fulfilling that provision in the view that it will delay our opening and provide them with, in their view, greater oxygen and – and – and commercial operating space.

15 So the tactic that we're seeing throughout this whole development consent process from Featherdale is effectively to conflate these – these competitive impacts that we're going to have. What we're – what we're talking about is we're talking about 300 people in a morning coming on a range of various activities that – that actually enable Sydney Zoo to diversify its public appeal and broaden its appeal in the tourism market in Western Sydney. It can only be good for the people of Western Sydney. The impact on any sort of competitive dynamic between ourselves and Featherdale, either real or perceived, is de minimis relative to the 400 odd thousand people that they're getting through as part of that market.

25 MR COUTTS: .....

MR MILLER: Have you got any questions?

30 MR COUTTS: No.

MR MILLER: No. Well, thank you very much. That was very helpful.

MR BURGESS: Thank you.

35 MR JAN: Thank you.

MR RIVETT: Thank you.

40 MR MILLER: Can we just – pardon me.

MR COUTTS: Good luck with the zoo.

MR MILLER: Just pardon me.

45 MR BURGESS: Sorry?

MR COUTTS: Well, good luck with your zoo.

MR BURGESS: Yep.

MR MILLER: There was nothing else that - - -

5 MR COUTTS: Oh, it's going along well.

MR BURGESS: It seemed like a good idea at the time.

10 MR COUTTS: From the video, it's coming along very well.

MR BURGESS: Yeah. It is. It looks great.

MR COUTTS: Having been out there when there was nothing.

15 MR MILLER: I'll close the meeting. Thanks.

MR BURGESS: Thank you very much. Thanks. Thank you very much. Thanks  
for coming in.

20

**RECORDING CONCLUDED**

**[12.17 pm]**