

# **Zoological Society of Trinidad and Tobago**



## **Administrative Report**

**2014**

**THE ZOOLOGICAL SOCIETY OF TRINIDAD AND TOBAGO INC  
ZOO ROAD  
ROYAL BOTANICAL GARDENS  
ST. CLAIR  
PORT OF SPAIN  
TRINIDAD**

**2014 December 12**

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TRINIDAD AND TOBAGO (2013 – 2015)**

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Zoological Society of Trinidad and Tobago Inc. (ZSTT)  
2014 Administrative Report

**INTRODUCTION**

Fiscal year 2014 took off from the platform established in the previous year in terms of unprecedented growth and development for the Zoological Society of Trinidad and Tobago (ZSTT). This was reflected in the provision of improved infrastructure for the animals in accordance with the international standards of the Association of Zoos and Aquariums (AZA) and a record annual visitation of over 300,000 guests. The ZSTT placed additional focus on enhancing the visitors' experience but never lost sight of its primary objective of providing for the welfare and well-being of the animal collection under its care. During the year under review, Phase two of the Master Plan continued to be implemented, which included works on the African and Asian exhibits. The African exhibit was under preparation to comfortably house the larger primates (chimpanzees and mandrills) as well as giraffes, ostriches, warthogs, among others in a more naturalistic setting. As for the Asian exhibit, all efforts were on completion of the tiger exhibit, which has already generated much interest due to its unique architecture and large display areas.

To complement the physical developments that took place, animal acquisitions were also pursued during the year under review. Two male giraffes came in on 4<sup>th</sup> December, 2013 accompanied by a pair of warthogs from a captive facility in Texas. Thereafter, three Bengal Tigers (1 male, 2 females) of which one of the female as well as the male are white and two African Lionesses (1 White) were acquired on March 18th, 2014. These animals were acquired from Bester Birds and Animals Zoo Park, Pretoria, South Africa, having been bred in captivity for the international Zoo community. Four chimpanzees, a zebra and a Black Rhinoceros were also sourced during the fiscal year to be brought in in 2015.

Recognising the need for continuous training of its human resources to equip them with the requisite knowledge and skills to complement the advances being made at the Zoo and in the research agenda of the ZSTT in general, over nine persons, both at the Zoo staff level and from the membership of the ZSTT benefited from opportunities throughout the year at foreign-based institutions. This was achieved by working with in-house professional staff and international directors and partners, particularly the Baltimore National Aquarium. Training covered the areas of zoo keeping and animal husbandry especially for the new animals, enrichment, education and awareness, fund-raising and advocacy. Attendance at the annual AZA workshop held in Orlando, Florida from September 12 -18, 2014 by technical staff in addition to the Zoo's directorship also proved beneficial through exposure to emerging trends in the zoo community and building of networks. Staff members benefitting from these programmes were able to make a direct impact on the ZSTT's mandate as well as the Zoo's animal exhibits and delivery of services to the public.

The ongoing animal rescue program was well accessed by the public with calls being made on a regular basis to the Zoo's "24-7" rescue hotline (800-4ZOO). The four regional rescue

teams established in 2013 helped to facilitate rapid response island-wide for the retrieval of animals in need of rehabilitation or relocation. Available to the teams were three vehicles and volunteers in various parts of the country to ensure effective response. For the period under review, over 250 animals were rescued, with the majority being snakes, followed by monkeys and birds. Noteworthy were a couple of otters, which previously have been rare in the wild.

The increased attendance at the Zoo continued its trend with significant crowds especially on public holidays and weekends. The year recorded an all-time high of 300,000 visitors, the majority being local visitors but an increasing number of Caribbean visitors especially from Grenada, St. Lucia and Barbados was recorded. This trend contributed to the ZSTT's bid towards self-sufficiency, an effort which took off since 2011 in keeping with the short-term and mid-term expectations set out in its 5-year Strategic Plan. A direct impact of this was on the generation of funds, which saw the estimated income being surpassed, which enabled the ZSTT to reduce its dependence on the government's subvention. Contributing to this thrust towards self-sufficiency was the continued support from benefactors and volunteers, encouraged by the developments witnessed during the year under review. In this regard, the President and Council led by example leveraging on their personal resources and skills to ensure the successful delivery of the ZSTT's work programme.

To meet the visitors' expectations of a rich and rewarding experience, the ZSTT placed even further emphasis on interactive activities. In this regard, a collection of animals bred at the Zoo and habituated for human interaction (macaws, parrots, wild hogs, snakes, etc.) were made available on a daily basis for the enjoyment and educational benefit of visitors. This programme was principally rolled out by a cadre of volunteers from the Zoo Volunteer Programme streamlined in the previous year, and proved extremely engaging during weekends and vacation periods. These animals were also used as Zoo ambassadors in the joint "Zoo to You" project with the Rotary Club of San Juan, which has now become over-subscribed by primary schools island-wide due to its increasing popularity. Additionally, the ZSTT continued with its other educational and awareness activities throughout the year, which mainly took the form of exhibitions pegged against the environmentally-based events, such as World Environment and Earth Days as well as national events such as Independence and Republic Days.

The ZSTT also continued to expand its mandate to contribute to conservation of endangered and threatened species in Trinidad and Tobago, becoming a force to be reckoned with in terms of first-response rescue, rehabilitation, protection and advocacy. Species such as the leatherback turtle, West Indian Manatee and all cetaceans are among the priority species targeted for monitoring and protection. In this regard, the support of the renowned International Fund for Animal Welfare (IFAW) in both financial and technical areas must be acknowledged as well as the MCT and the Caribbean Animal Welfare Association (CAWA) which were equal partners in these ventures. The opportunity for providing input into wildlife policy and legislative matters as well as advise on wildlife conservation matters continued throughout the year facilitated by the membership of the ZSTT's President, Mr. Gupte Lutchmedial on the Cabinet-appointed Wildlife Conservation Committee.

The ZSTT also continued making progress in meeting legal and regulatory requirements such as under the Occupational Safety and Health Act. The established committee continued its work to implement priority aspects of a health and safety management system.

It is therefore not surprising that for the period under review, the ZSTT experienced an elevated level of positive coverage in the various media which were supported by the increased number of positive comments from the visiting public. The majority of press exposure came from the print media, with well over 50 articles covering issues as it related to the activities of the ZSTT and the developments taking place at the Zoo. Stories pertaining to the Zoo were also sought after by the electronic media and were welcomed by the viewing public. From the ZSTT's end, there was a concerted effort to increase its presence on the social media through Facebook, Twitter and Instagram which proved to be a hit with many followers, likes and shares.

The ZSTT acknowledges the support of the Ministry of Tourism through its Minister, Senator the Hon. Gerard Hadeed and his senior management team and the Ministry of Finance through its Budgets Division.

## **1. MISSION STATEMENT**

The primary mission of the Zoological Society of Trinidad and Tobago Inc. is to oversee the provision and preservation of a representative collection of fauna of Trinidad and Tobago and other animals not indigenous to the twin island state, the introduction of new and curious objects of the animal kingdom; to ensure the efficient operations of a Zoological Park for the recreation and education of its people; and for the protection and conservation of the environment and our native fauna.

## **2. VISION STATEMENT**

We are the region's premier organization for the conservation and protection of animal species through education, captive breeding and species' reintroduction, scientific research and sustainable development programmes, while providing an engaging, aesthetically pleasing environment for animals and visitors.

## **3. STRATEGIC PLAN: 2010 - 2014**

In this penultimate stage of its five-year Strategic Plan, with four years having been accomplished, the ZSTT is well on target with aligning activities to meet the stated objectives. Emphasis continued to be placed on moving closer towards self-sufficiency as well as working on conservation projects with animals in the wild. In moving forward to the next fiscal year, in light of the impending completion of the exhibit-related components of the Zoo Upgrade Project, the Strategic Plan has maintained its relevancy and will

continue to serve as the framework for program implementation in the core areas of conservation and business development.

## **Background**

The Zoological Society of Trinidad and Tobago was founded on April 23, 1947 and incorporated as a private non-governmental organization by Ordinance No. 12 of 1952 (Appendix 1). Mr. J.C. Muir, C.M.G., who was at that time Director of Agriculture, was elected the first President of the ZSTT.

The first Governing Body, a Council of twelve, was charged with the responsibility of:

- Establishing a Zoological Garden for the advancement of Zoology
- Introduction into the Island of new and interesting objects of the animal kingdom
- Development of greater interest in Zoology in the youth of the island; and
- Raising of funds for the purpose of carrying out these objectives.

The Emperor Valley Zoo on 8th November 1952 opened its gates to the public, exhibiting a modest collection of local animals drawn from private collections and interested members of the newly founded Society - about 10 cages and 127 animals on 7.2 acres of land adjacent to the Botanical Gardens, Port of Spain, Trinidad. The Zoo was so named after the Emperor butterfly (*Morpho peleides insularis*) which lived in great quantities in the valley at that time. His Excellency, Sir Hubert Rance, the then Governor, officially opened the Zoo to the public and graciously gave his patronage to the Society. Today, the Zoo is home to a large collection of specimens, with a mixed collection of local fauna and exotic species, chosen to meet the expectations of its patrons. The Zoo is also currently being transformed to a facility that meets international standards and one that goes beyond an exhibition centre into becoming a conservation and education centre.

The ZSTT was deemed a Statutory Body by the Statutory Authorities Services Commission (Declaration Order No. 128 of 1968), for the purpose of appointing, transferring, promoting, removing and exercising disciplinary control over persons so appointed as monthly paid staff. For operation of the Zoo as a national good, the ZSTT was then supported by the Ministry of Agriculture, followed by the Ministry of Public Utilities and the Environment and in 2006 this responsibility was assigned to the Ministry of Tourism.

Policies pertaining to the affairs of the Zoo are formulated by the Council for implementation by the Curator. The Council comprises eleven members representing multi-sectoral and multi-disciplinary perspectives. International Directors come from the Biodome de Montreal and the National Aquarium, Baltimore.

## **Aims and Objectives**

The ZSTT, recognizing the salience of human-nature relationships and experiences throughout history, has strategically positioned itself to play a pivotal role as follows:

- Mitigating the losses to the local genetic pool
- Simultaneously maintaining a refuge for threatened, endangered and rare animal and plant communities, as well as, individual species
- Rescuing and rehabilitating wildlife species targeting injured, confiscated and orphaned animals
- Reactivation of the nostalgia for the human- natural environment interaction;
- Inculcation of a lasting preservation ethic in the public through research, information sharing and cultural/recreational programmes of the Zoo; and
- Implementing conservation projects targeting endangered species in their natural habitat.

### **Strengths**

- Expertise of the Council of members of the ZSTT/professional staff members
- Location of the Emperor Valley Zoo
- Public education outreach
- Zoo Animal Rescue Hotline with island-wide reach and rapid response capability
- Well-maintained website and use of other social media
- Organised volunteer program
- Diverse collection featuring local and exotic animals
- Commitment to the revival and release of threatened, at-risk and endangered species through captive breeding
- Sister offsite facility for animal housing and agricultural production
- Enthusiasm of staff about the naturalistic ambience in which they work
- In-house experience and ideas garnered by staff over the years which can be readily accessed and harnessed to effect improvements of the Zoo's operations
- Major visitor attraction within the country.
- Strong linkages/network with both local and international partners.

### **Weaknesses**

- Image of the Zoo among some stakeholders, as it pertains to the state of the exhibits' accommodation
- Employee dissatisfaction over the issue of job classification by the CPO
- Weak complement of recruits by the SASC requiring extensive re-training and causing fast turnover. `



## **Opportunities**

- Upgrading and/or enhancing the already significant hands-on experience of staff through the provision of scholarships and grants for training, locally and abroad, in the Life Sciences – Biology, Zoology and Animal Husbandry – as well as, the Behavioural Sciences.
- New professional staff can facilitate a concerted, structured public relations outreach, to promote the Zoo's work, goals and value to society, and to develop and maintain a cogent, prominent image among its various stakeholders in keeping with its stated Vision and Mission.
- A more proactive, persistent pursuit of local-international partnerships by the ZSTT with relevant NGOs, corporate citizens, other Zoological gardens or parks, Life Science Departments in accredited colleges and/or universities toward the enhancement of the Zoo's skills base, animal collection, access and exposure to pertinent technology and facilities (e.g. DNA testing procedures and equipment), procurement of scholarships for the professional and educational enrichment of Zoo personnel, access to grant funding for equipment and infrastructural improvements and staff exchanges, particularly in the area of Zookeeping.
- Development of the Zoo as a principal source of baseline data on the region's endemic, endangered, threatened, at-risk and rare faunal species through the conduct of its Captive Breeding and in-situ and ex-situ science and research programmes, as well as, a key repository of environmental information relevant to Trinidad and Tobago and the region.
- A proactive involvement in the promotion of a conservation ethic throughout society through enhanced internal and external education programmes. Towards this end, the Zoo can position itself as a key player in, and advocate of, habitat and biodiversity conservation in the face of rapid urban and industrial development.
- The principal staging area for the breeding of indigenous species, where possible.
- Enhancing the partnership with the Forestry Division in the areas of enforcement, quarantine, breeding and reintroduction of species.
- Training, including in-service training.
- Share genetic material with other Zoos.
- Continued enhancement of the enclosures of the Zoo to mirror animal natural habitat.
- Development of business opportunities using the new and enhanced Zoo and ancillary infrastructure (as they come on board) as a platform for marketing and leverage.
- Development of the Zoo as an education centre for disseminating environmental and national information.

## **Threats**

- Complacent staff resulting in decreased motivation to perform duties.
- Disaster preparedness in the event of naturally-occurring or human-induced events in a potentially high-risk environment
- Flight of staff to more lucrative employment opportunities.

## **Towards Self-Sufficiency**

In the context of the ZSTT being empowered to take charge of its financial operations and against the background of a stagnated economy in the country, the ZSTT feels obliged to intensify its drive of achieving self-sufficiency in the medium and long-term. Self-sufficiency is a goal that can be sought by any organization to remove the burden from the Central Government supplying a yearly subvention, as is the case with the Zoo. To be totally self-sufficient, the Zoo would have to depend on the placing of the Zoo and its direction on a purely business and economic footing, solely dependent on the ZSTT's Council to run the Zoo as a business.

In reviewing the measures taken by the ZSTT in the fiscal year, to a large extent there is a co-dependency on the Zoo upgrade project. While Phase 1 was completed in 2011, Phase 2 which commenced in the reporting year was not delivered within the expected timeframe. With Phase 3 yet to be started, this long timeframe to complete the Master Plan limited the full potential from being realised. Notwithstanding, the ability of the Zoo to maintain its appeal to repeat visitors, new planned and unplanned additions to the collection and increased media publicity in general, impacted positively on the revenue at the gates. With the ZSTT cost-cutting measure for its monthly food bill at the Zoo by utilising its offsite sister facility to grow a variety of crops, the situation was improved from the previous fiscal year.

The thrust of the ZSTT to also forge alliances with both international and national organizations, especially those with a sterling conservation reputation is a strategic move serving to enhance its reputation. The opportunities now exist for fund-raising to take off at a different level, leveraging on this enhanced reputation. Thus the ZSTT can employ a variety of strategies and target a range of stakeholders to achieve this goal of self-sufficiency.

The ZSTT was able to continue the trend which began since July 2010 of meeting the majority of its monthly expenditure with income collected through gate receipts, rent and donations. This achievement is tangible proof that self-sufficiency is possible.

This move towards self-sufficiency places the ZSTT in the circle of Zoos associated with the AZA. These Zoos strive to meet their operating costs from income earned, but depend on subventions and donations from philanthropists and well-wishers for their developmental projects. In actualizing this goal, the Zoo is leading the way for others to follow.

## **Key Strategies**

### **Contextual Analysis:**

A zoo is a place where people keep and display animals, also using the opportunity of promoting zoo education to a captive audience. Visiting zoos is a popular recreational and educational activity throughout the world, and here in T&T, the Zoo receives a visitor-ship

of over 300,000 persons annually, which has seen an increase in the reporting year. Many zoos have beautiful gardens and tree-lined paths leading from one animal display to another, a fact of which this Zoo can boast.

Zoos vary in the type of animals they keep. Many large zoos keep mammals, birds, reptiles, and fish from all over the world. Some even have collections of interesting insects. Smaller zoos may have animals from just one part of the world, or just one type of animal. Zoos that have only fish and aquatic mammals are called aquariums and some zoos display only animals from the region where the zoo is located. The Emperor Valley Zoo has a mix of small to medium size exhibits with a mixed collection.

Zoos range in size from hundreds of hectares to only a few; however size alone does not determine the quality or importance of a zoo. The best zoos are those that have healthy, well-tended animals and exhibits that help visitors learn about each animal's natural behaviour and its role in the environment. Thus, the Zoo's enrichment program catering for the health and well-being of the animals in its care complemented by a well-structured education and outreach program are steps in the right direction. The increasing demand for the "Zoo to You" program was also a positive development, allowing the ZSTT to promote conservation and zoo education.

Modern zoos have become a refuge for some species of animals that are in danger of extinction in the wild. Many human activities threaten the survival of wild species, especially the destruction of habitats. Most animals are specially suited to live in a certain environment and cannot survive when their habitat is destroyed. Zoos are becoming increasingly active in the struggle to save the world's vanishing wildlife. In this regard, the ZSTT is leading the way locally in breeding endangered and threatened species for re-introduction into the wild.

Zoos are therefore important centres for recreation and education, wildlife conservation, and scientific studies and any attempt to align the Zoo to this emerging trend must take these factors into consideration. The following strategic priorities therefore build on these premises with the ZSTT leading the way forward.

### **Strategic Priorities:**

#### **Strategic Priority: Promoting Conservation and Stewardship of our Natural Heritage**

In keeping with the *raison d'être* of the ZSTT to promote conservation and protection of animals, and the benefits of human-nature relationships and experiences, it is uniquely poised to play a vital role in implementation of this country's conservation agenda. This is especially relevant today as conservation is becoming a more urgent public concern.

Utilizing its wealth of knowledge and skills as reposed in the membership of the Council and the staff of the Zoo<sup>1</sup>, and in partnership with other national and international

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<sup>1</sup> At the behest of the Council are a government county veterinarian, a practicing lawyer, an agriculturist, a career forest officer with 25 years wildlife expertise, an herpetologist, an accountant, an HSSE consultant, a

organizations, such as the Forestry Division, Ministry of Environment and Water Resources (FD), Manatee Conservation Trust (MCT), Caribbean Animal Welfare association (CAWA), International Fund for Animal Welfare (IFAW), Lowry Park Zoo, Tampa and the Baltimore National Aquarium, the ZSTT intends to embark on key conservation activities which would serve to achieve the following objectives:

- Connect conservation activities and messages directly with the lives of our patrons and the wider public
- Protect critically endangered wildlife populations in their native habitats through *ex situ* conservation projects
- Mitigate the losses to the local genetic pool through captive breeding and reintroduction programmes
- Simultaneously maintain a refuge and gene pool for threatened, endangered and rare animal and plant communities, as well as, individual species, whether native or exotic
- Inculcate a lasting preservation ethic in the public through the research, information and cultural/recreational programmes of the Zoo.

### **Strategic Priority: Building Capacity and Investing in our Human Resource**

Hand in hand with the physical transformation of the Zoo is the need to integrate and align the staff in order to enhance institutional capacity building for sustainable development. The traditional values and culture which directly influence operational processes will be continuously assessed in order to identify opportunities for improvement. The ZSTT again, by tapping into its reserve of expertise will continue on its mission at closing gaps in skills and knowledge among its employees and will implement the necessary initiatives to produce an efficient and effective work-force.

The Zoo staff comprises three (3) sections – Administration, Maintenance and Zoo-keeping. These employees are either daily or monthly-paid. While the monthly paid employees are appointed by the Statutory Authorities' Service Commission (SASC), daily paid workers are hired directly by the Council of the ZSTT. The Curator and his staff manage the daily operations of the Zoo, implementing policies established by the Council of the ZSTT which is mandated by Act 12 of 1952. Attrition of the maintenance section will continue to be reviewed as these positions can now be out-sourced. The Council will continue to focus on organizational restructuring, to incorporate the new trend towards contracted professional positions and promote ongoing training utilising a number of industry best practices.

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top manager in the forestry sector, and an educator, under the chairmanship of a business entrepreneur for over 30 years and founder of the Manatee Conservation Trust and recipient of the Humming Bird National Medal. Advising the Council is a wildlife professional who headed the Forestry Division's wildlife unit for over 15 years with primary responsibility for implementing conservation programmes at the Zoological Society. EVZ staff is headed by a zookeeper/manager with over 30 years experience in the sector and management training from AZA, supported by zookeepers with widespread training and experience. Other professionals are on contract to handle animal enrichment, nutrition and research and development, including a full-time veterinarian.

## **Strategic Priority: Promoting Education of the Zoo Fauna and Addressing Key Conservation and Environmental Issues**

Zoological institutions throughout the world are being transformed into centres for conservation and learning. Animals are possible ambassadors that can help connect people to places they would not otherwise see and inspire them to take action against some of the environmental issues which we experience in our daily lives. In these difficult times the role of a modern zoological institution has evolved in response to the urgency of this mission. The ZSTT will strive to connect people with nature through living collections of wildlife in a manner that encourages stewardship of natural resources, habitats and the ecological fabric that supports all residents of Planet Earth. The ZSTT can achieve this present day drive by optimizing its already existing resources and partnering, where necessary, with both national and international organizations to promote the required goals and objectives.

The importance of zoos as “living labs” where education, research and field programmes will work to ensure the preservation of wild habitat and species survival will only grow. In this regard, the Emperor Valley Zoo will also continue to play a role in public education about the global environment. Expanding our communication efforts through public awareness, heightened general media efforts and online activities will help extend our influence. Maximising the potential of volunteers to contribute in the areas of education and awareness will be placed on the front-burner and vigorously pursued, a trend which is observed in zoos worldwide.

## **Strategic Priority: Providing Recreational Opportunities for the Public**

As the concern about violence and crime in this country grows, people will seek safe havens to spend leisure time. The Zoo provides the attractive balance between the illusion of mild adventure, with wild animals, in a controlled environment that guarantees personal safety.

To date, over 300,000 persons visit the zoo annually. This can be increased by modifying existing infrastructure and surroundings and implementing new ideas. Also, more attention can be given to flattening peak attendance patterns through focusing on off-peak attendance periods. The move to commemorate special events, including environmentally-themed “days”, with their educational and recreational opportunities will continue to grow and expand into larger events.

## **4. FINANCIAL OPERATIONS**

In the area of supplementing financing for the operations of the Zoo only, the ZSTT falls under the ambit of the Ministry of Tourism. The ZSTT submits to the Ministry of Tourism an annual projected Income and Expenditure Budget for the Zoo which is approved by the Council. The Ministry of Finance assesses the request as part of the total budgetary allocation process for other Ministries, and a revised version is normally approved in the yearly budget of the Government. Funds are released from the Consolidated Fund on a

monthly basis upon request made by the Zoo for the shortfall in operational revenue. This is accompanied by proper justification and explanations, along with a statement on expenditure for the preceding month. Funds are subsequently released according to the availability of funds.

Zoo income is usually generated from gate receipts, subscriptions by members of the Society, donations and deeds of covenant, and special events. For fiscal year 2014, the entry fee remained at \$30.00 for persons 13 years and over and \$15.00 for persons 12 years and under.

See **Appendix 2** for the audited financial statement for the ZSTT for fiscal year 2013.

## **5. HUMAN RESOURCES**

The Zoo staff comprises three (3) institutionalised sections – Administration, Maintenance and Zookeeping. These employees are either daily or monthly-paid. While the monthly paid employees are appointed by the Statutory Authorities' Service Commission (SASC), in accordance with Clause 5 (1) of the Statutory Authorities' Service Commission (SASC) Act, Chap. 24:01 wherein the SASC has the power “to appoint persons to be or act as officers and to transfer, promote, remove and exercise disciplinary control over persons so appointed,” daily paid workers are hired directly by the Council of the ZSTT.

The Curator and his staff manage the daily operations of the Zoo, implementing policies established by the Council of the ZSTT which is mandated by Act 12 of 1952.

In the Zoo keeping Department, a Keeper 1 can work his way up to the Curator position, following the acquisition of the necessary qualifications. Maintenance employees can graduate from Repair Man 1 to Works Supervisor.

Monthly paid workers are assessed by Performance Appraisal Reports every six (6) months while a general performance report is done for the daily-paid workers. Promotions are usually on the basis of seniority derived from tenure of service. Qualifications and performance may also be taken into consideration. Recruitment and selection are done by advertisements produced by SASC after liaison with the ZSTT.

Terms of reference related to Job Description, conditions of employment such as Sick Leave eligibility, Vacation Leave or Salaries reside with the Chief Personnel Officer. Trade Union representation is provided by the NUGFW for the daily paid staff.

A fourth level of staffing was approved in fiscal year 2010 comprising professional positions (Curator/Manager, Zoological Officer, Biologist and Veterinarian), business (Business Operations Assistant II) and human resource management (Human Resource Assistant), all on contract, which served to enhance the cadre of staff.

## **6. ORGANIZATIONAL STRUCTURE**

The Zoo is the region's premier organization for the conservation and protection of animal species through education, captive breeding and species' reintroduction, scientific research and sustainable development programmes, while providing an engaging, aesthetically pleasing environment for animals and visitors.

There are 3 main levels of authority (See **Appendix 3** for more details). At the apex of the hierarchy, four governing bodies co-exist, namely: the Council, Statutory Authorities Service Commission (SASC), Ministry of Tourism and the Chief Personnel Officer (CPO). The Council is headed by a President and comprises a multi-sectoral and multi-disciplinary membership which handles decision making and policy. In respect of technical aspects and development of the Society's agenda, the President is supported by a Zoo Consultant, hired on contract for periods of three (3) years. The SASC controls Employment, Discipline, Termination and Promotions. Funding is provided by the Ministry of Tourism while Terms & Conditions of Employment are handled by the CPO.

Directly under this four-part headship falls the Curator who is responsible for the day-to-day running of the Zoo. At the third level of the administration is the Assistant Curator, of which there are two (2) positions. The portfolio of the Assistant Curators encompasses the three (3) main divisions of the Zoo, namely, Keepers, Maintenance and Administration. Each division carries its own structure. The most senior Keepers are ranked as Keeper III while the most junior are ranked as Keeper I. The current staff structure makes provisions for 2 ZooKeepers III, 4 ZooKeepers II and 20 ZooKeepers I. To ensure that most positions are filled, acting appointments were made in the case of the ZooKeepers II and Temporary Zookeepers were assigned in the case of the Zookeepers I. Under Maintenance, the Works Supervisor manages a complement of skilled and unskilled workers. Office staff includes 1 Clerk I, 2 Zoo Receptionists, 1 Office Assistant and an Accounting Unit of 3 persons.

All contract positions were filled by the ZSTT in professional positions: Veterinarian, Biologist and Zoological Officer. These positions facilitated the implementation of the education/outreach and animal health programmes at the Zoo. Additionally the supporting positions of Business Operations Assistant II and Human Resource Assistant were occupied during the year under review as well as the Accounting Unit to provide the services required.

On-going training for keepers and professional staff were undertaken throughout the year on areas needing focus to reinforce previous formal training. They were done as formal classroom sessions or as hands-on training at overseas facilities. Guest lectures were also a feature capitalising on the expertise of visiting overseas zoo personnel and partner organisations.

## **7. PROCUREMENT OF RESOURCES**

All items/works for procurement are accessed in accordance with the Accounting Procedures Manual for the ZSTT, a document prepared in 2002 and approved by the Ministry of Finance before its implementation

## **8. INDUSTRIAL RELATIONS**

The Trade Union representative for Maintenance Staff is the National Union of Government and Federated Workers (N.U.G.F.W.).

## **9. COMMUNITY SERVICE PROGRAMMES**

For fiscal year 2014, the ZSTT engaged in its regular Community Service Programmes in association with its partners and with the active involvement from ordinary members volunteering their services. It must be reiterated that in doing so, the ZSTT was well ahead of the global trend among zoos and aquariums to engage in conservation of animals in the wild. The principal projects include marine turtle protection at Manzanilla; cetacean research; response to stranded whales and protection of the Nariva Swamp and its manatee population.

i) *Leatherback Turtle Monitoring & Protection Programme:* For the 2014 marine turtle nesting season, the ZSTT worked with its community-based partner, Manatee Conservation Trust (MCT) and with part-funding from the Zoo Café, protected nesting leatherback turtles on a 7- mile stretch of beach along the Manzanilla coastline. This endangered species project which began since 2008 is supported by the Forestry Division and the Zoo Shoppe at the Emperor Valley Zoo and ran from March to August 2014. On a nightly basis, 4 persons from the surrounding communities patrolled the area protecting nesting turtles, hatchlings and eggs from poachers. In a bid to prevent the harvesting of eggs, persons were also engaged to monitor the activities of visitors during the day. One beach clean-up exercise was carried out at the start of the season in March to clear the nesting habitat from debris. Participating agencies included the Forestry Division, Manatee Conservation Trust and community members.

Overall, the number of turtles nesting for the season was comparable to 2013. Over 1200 leatherback turtles were sighted during the season, with the largest numbers in June. Once again, there were no poaching incidents. Two incidents with negative consequences took place during the season – firstly from June to August, there were large deposits of Sargassum, a brown algae (seaweed) which comes from the Sargasso Sea on the beach area impacting on the nesting females and the emerging hatchlings. Secondly, significant beach erosion was observed starting at 6km along the stretch southwards, which reduced the nesting habitat.

The number of visitors for the season was unusually high, almost reaching to 25,000 persons and this was attributed to the crowds combining their trip to view the bioluminescence of the Ortoire River in Mayaro with a turtle-viewing stop. This



bioluminescence is a glow of “cold” light emitted as a result of a chemical reaction of single cell organisms called dinoflagellates.

ii) *Non-invasive Cetacean Research, Monitoring & Outreach Project*: The ZSTT’s cetacean project, a collaborative venture with MCT and CAWA, continued in the avenues of research, networking and capacity-building.

In the research component, several surveys were done in the Northwest peninsula with observations of bottlenose dolphins and spinner dolphins. This project component is unique in that marine mammals have tended to be largely ignored by the regulatory agencies, except for when a stranding incident occurs. Therefore the information gathered by the project will contribute to knowledge on what species are found here, their status, distribution and ecology as well as better management strategies.

iii) *West Indian Manatee Monitoring and Protection Programme*: The manatee project, one which has its inception as a joint initiative between the MCT and the Forestry Division going back to over 20 years, continued to receive support from the ZSTT with the monthly exercises to monitor and protect the endangered West Indian manatee in the Nariva Swamp

iv) *Annual Children’s Christmas Treat*: During the Christmas week, children visiting the Zoo were the recipients of toys, a project undertaken by the ZSTT in the spirit of goodwill during the season.

v) *Ice Bucket Challenge*: On Independence Day, the Emperor Valley Zoo had its own version of the Ice Bucket Challenge to raise funds for the Trinidad and Tobago Cancer Society. The Ice Bucket Challenge, which had gone viral throughout social media, involves the pouring of a bucket of iced water on someone’s head and challenging others to do the same. Over \$8,000 was raised and presented to the donee.

## **10. AUDIT**

The ZSTT acts in accordance with general accounting procedures which include internal audit procedures, as per an approved document by the Ministry of Finance (already provided). Internal Auditing is done by the Treasurer as stipulated in the Bye-Laws of the Zoological Society of Trinidad and Tobago which was incorporated by Ordinance No. 12 of 1952. Monthly reports on expenditure are prepared and audited by the Treasurer before submission to the Ministry of Tourism.

An Accounting Unit headed by an Accountant and staffed with two Accounting Clerks is responsible for financial administration. Oversight for this Unit is provided by the Treasurer of the ZSTT.

## **11. SPECIAL PROJECTS/STATISTICS - Accomplishments 2014**

## **11.1 Development and Enhancement of the Emperor Valley Zoo**

An Allocation of 16-Mn was received in Fiscal Year 2014 to continue works in the Phase 2 of the Zoo Upgrade project (which included the African Exhibit and construction of the tiger enclosure within the Asian Exhibit) and to commence works on the Phase 3 components. However, the project did not proceed beyond the planning stage and the funds are with the Ministry of Tourism.

Nonetheless, the ZSTT utilising its own funds and with the support of council members, the general membership of the ZSTT and our partners, who gave freely of their time and expertise, continued works on the Upgrade project. By the end of Fiscal Year 2014, the tiger enclosure was nearing completion for the transfer of the Bengal tigers from their temporary enclosure and the various animal-based components in the African Exhibit were under active preparation to comfortably house the larger primates (chimpanzees and mandrills) as well as giraffes, zebra, ostriches, warthogs and African waterbirds in a more naturalistic setting. The final component of the African Exhibit - Ndebele Village - which comprises the themed exhibition/display huts and conferencing facilities will be done in another phase.

Two male giraffes came in on 4<sup>th</sup> December, 2013 accompanied by a pair of warthogs from a captive facility in Texas. Thereafter, three Bengal Tigers (1 male, 2 females) of which one of the female as well as the male are white and two African Lionesses (1 White) were acquired on March 18th, 2014. These animals were acquired from Bester Birds and Animals Zoo Park, Pretoria, South Africa, having been bred in captivity for the international Zoo community.

Arising from the increased visitation to the Zoo, works were completed on the car park which resulted in a tremendous ease in the traffic situation around the savannah in the last 4-5 months of the year to the benefit of all users.

## **11.2 Promoting Zoo Education through Outreach/Educational Activities**

The Emperor Valley Zoo's Outreach/Education Programme continued to meet expectations during the year having a core of experienced staff assisted by a cadre of volunteers. For the period under review, this programme comprising the Zoo's animal ambassadors and educators, took part in various events including the Amerindian Heritage Week, Carib Community Centre and Santa Rosa Park, Arima; Mt. Hope School of Veterinary Science Open Day at Mt Hope; and the National Library Open Day. .

The 'Zoo To You' project, led by Rotarian and ZSTT member Michelle Ramnath continued its outreach to various communities island wide, the majority of which is the primary school population visited on a bi-weekly basis. This service is provided free of charge to the primary schools as it serves to promote conservation education. For the past year, the project has reached out to over 45 schools and community groups, giving the opportunity to over 10,000 students to interact and learn about zoo animals. To enhance

the experience for the children, the proceeds from the “Zoo To You” shop at the Zoo were used to purchase educational and promotional materials to give out at appearances.

The Zoo’s annual appearance on Synergy TV’s ‘Zoo Week’ which took place in May 2014 was once again a success and contributed to the objective of promoting awareness on local fauna and animal conservation issues to the general public.

The Emperor Valley Zoo’s in situ Education Programme continued to grow during the year under review with daily educational ‘Animal Talks’ at the Zoo’s compound geared towards educating patrons about zoo animals and include ‘All about Lions!’, ‘Tiger and Giraffe Talks’, ‘Toucan Time’ and ‘It’s Cool to be a Capybara!’ Other developments which received excellent reviews by zoo visitors were ‘Animal Encounter’ and ‘Slither Time’. These animal interactive sessions which take place at regular intervals throughout the day using conditioned animals gave the public an opportunity to meet and learn about zoo animals. Of note was the capitalising of the programme on the new babies born at the Zoo which were hand-reared and trained by the education staff. These included wildhogs, monkeys, manicous, owls, macaws and parrots. Orphans which were rescued including otters and monkeys also joined the menagerie for encounters with the guests.

The demands for zoo tours were comparable to the previous fiscal year and were streamlined to facilitate bookings and services. Zoo tours are an excellent method of imparting zoo education to the public.

Additionally, the Zoo’s compound continued to be used as a platform to increase awareness on environmental and national issues to the public through commemoration of special occasions with educational exhibits, petting zoos and enrichment exercises. These included, World Animal Day (October 4, 2013), World Whale Day, World Wetlands Day (February 02, 2013), Earth Day (April 22, 2014), Caribbean Endemic Bird Festival in collaboration with the Society for the Conservation and Study of Caribbean Birds (May 22, 2014), World Turtle Day (May 23, 2013), World Environment Day (June 5, 2014), World Rhino Day (September, 22, 2014) and all national holidays including religious holidays. In keeping with the new approach implemented in previous years, the commemoration of these events was not just on the day itself but covered a period starting before the actual day and continuing afterwards as well. The popular Halloween celebrations ran from 25th October – 27th October 2013 under the theme of "Creatures of the Night" included with a display at the Zoo and enrichment activities in collaboration with the Manatee Conservation Trust.

Collaboration between the Emperor Valley Zoo and the Rotary Club of San Juan continued with several fundraisers at the Zoo taking advantage of the public holidays to diversify the visitors’ experience and raise the profile of the Zoo. Focus was on the Easter period with a Fiesta on the weekend period for the patrons and enrichment exercises for the animals.

### **11.3 Institutional Strengthening/Arrangements**

### **Institutional Strengthening:**

Challenges with the filling of the vacant Zookeeper I positions were met by the ZSTT's hiring of a number of Zookeeper trainees on a short-term basis. The reclassification of the Zoo keeping staff to offer more attractive remuneration packages, which would help to alleviate the situation remains outstanding and is still receiving the attention of the Office of the Chief Personnel Officer.

The 'Zoo Crew Volunteer Programme' established in 2012 continued to develop with over a dozen volunteers available during weekends and public holidays to assist with the Education, Enrichment and Zookeeping Programmes. This is an active programme, especially subscribed by students as their first choice for completing their community service requirement. Because of this new strategic thrust, the Zoo was able to offer educational and awareness activities on site at the Zoo on a daily basis during the vacation period.

### **Training of Staff:**

- During the last year, continuous training was provided to zoo staff members by an in-house training team of the Zoo Consultant and Curator. These were complemented by guest lectures from visiting zoo officials.
- In keeping with the ZSTT's philosophy of continuous training to keep up with international trends, nine ZSTT members received training at foreign institutions.
- The Society's President, 1<sup>st</sup> Vice President, the Emperor Valley Zoo's Curator, the Biologist, Zoological and Education Officer participated in the Association of Zoos and Aquariums (A.Z.A) convention and workshop held in Orlando, Florida from September 12 -18, 2014. As a consequence of the networking at the workshop, there are several leads in favour of the Zoo with respect to acquisition of new exhibits and further training opportunities for staff.

### **11.4 Annual Visitation**

Attendance at the Zoo continued to grow with significant crowds especially on public holidays and weekends. The year recorded an all-time high of 300,000 visitors inclusive of visitors from various institutions based on requests, students at all levels and members of the Zoological Society (ZSTT). The majority is local visitors, however based on calls to the Zoo and several on-line surveys, there is an increasing number of Caribbean visitors especially from Grenada, St. Lucia and Barbados.

### **11.5 Conservation Activities**

#### **• Breeding**

The following species, including endangered species were bred at the Zoo:

Red Howler Monkey

Rainbow Boa

White-fronted Capuchin

Red-Fan Parrot

Tufted Capuchin

Dusky Parrot

Collared Peccary

Black-Headed Caique

Agouti

White-faced Whistling Duck

Macajuel

Yellow-footed Tortoise

- **Offsite Facility – BH-ARK**

The offsite facility at Brigand Hill, Manzanilla continued to function during the fiscal year as a quarantine/breeding/temporary housing facility. During the year, the red brocket deer population continued to breed successfully. Agricultural production was further intensified in order to provide food for the animals on site with excess supply for the Zoo. The floral composition includes a mix of ornamentals or flower-bearing plants to attract butterflies and birds; forest feed trees with preferred seeds and fruits for animals; food crops including thousands of root vegetable plants, which was used to supplement food for the zoo animals; and even timber trees which can be harvested later for their wood. The foresight of planting Acacia to supply browse for the incoming giraffes must be commended as this supplied browse for the giraffes at the Zoo.

- **Emergency Rescues**

This ongoing program was well accessed by the public with calls being made on a regular basis to the Zoo's "24-7" rescue hotline (800-4ZOO). The four regional rescue teams established in 2013 helped to facilitate rapid response island-wide for the retrieval of animals in need of rehabilitation or relocation. Available to the teams were three vehicles and volunteers in various parts of the country to ensure effective response. For the period under review, over 250 animals were rescued, with the majority being snakes, followed by monkeys and birds.

Two important points to note are:

- i. The increased sensitisation of the public towards snakes as animals to be rescued and not to be killed upon sight. Although there is still some fear surrounding snakes, persons are opting to await their removal by the Zoo rescue team.
- ii. The conservation benefit of this program cannot be downplayed as the majority of the animals are returned to their natural habitat following a period of rehabilitation. The Zoo has a capable team including a veterinarian, biologist, zoologist and animal welfare officer to support the Curator in this regard.

- **Enrichment Project**

The Zoo's ongoing Animal Enrichment Programme, undertaken by a dedicated cadre of persons working alongside the Zookeepers continued to be a successful one.

In commemoration of special events including Valentine's Day and Halloween, unique animal enrichment activities were carried out with the zoo animals such as the primates, large and small mammals and birds. These activities not only kept the animals occupied mentally and physically but thrilled hundreds of zoo patrons. Two special events were the celebration of the 4th birthday of the three new lions on May 29<sup>th</sup>, 2014 complete with a "meat-filled birthday cake" and the Giraffes' birthday in April & May 2014 which delighted the viewing patrons.

### **11.6 Zoo Marketing**

As a new initiative, the management initiated discussions with hotels around the Zoo to establish joint ventures of mutual interest. Related to this, the Zoo maximised its use of social media using Facebook, Twitter and Instagram to enhance its brand, provide notices of events and spread conservation messages.

### **11.7 Provision of Technical Services**

- **Training in Handling of Reptiles**

The ZSTT conducted training sessions for staff at the Asa Wright Nature Centre, Trinidad and Tobago Army and WASA during the year. Topics covered were wildlife laws, conservation, general information on animals and animal handling. In particular, the latter topic included snake handling, which served to sensitise persons on the conservation value of these animals.

- **International Fund for Animal Welfare (IFAW)**

The ZSTT continued to implement the Memorandum of Understanding with IFAW especially in the areas of leatherback turtle conservation and cetacean research. A visit was made by Kelvin Alie, Programme Director for Wildlife Trade, IFAW to evaluate progress of joint projects undertaken.

- **Working Partnerships for Wildlife Conservation**

The Zoo continued its collaboration with the Forestry Division, Ministry of the Environment and Water Resources with regard to wildlife enforcement. The Management Team and zookeepers assisted in the identification of exhibits and quarantine and care of court exhibits and confiscated species, as well as, supported marine turtle protection efforts at Manzanilla Beach.

The ZSTT is also assisting the Environmental Management Authority with consultancy services through its Conservation Adviser and Curator in the National Wildlife Survey and the Wildlife Forensics Project.

## **12. SUMMARY/CONCLUSION**

The ZSTT with its constant evolving to keep up with technology and visitors' expectations, has cemented itself as a strong conservation voice nationally, the opinions of which are given due credit by others in the sector. In large measure, the programmes undertaken for the period have focused on providing better conditions for the animals, animal conservation/zoo education, illegal wildlife trade issues, marine mammal stranding incidents and animal rehabilitation, among others. At the international level, partnerships with key institutions have continued to flourish bringing resources and expertise to bear on the work of the ZSTT. In the coming year, the ZSTT looks forward to the continuation of works to bring the Zoo upgrade project to completion, so that the public can be presented with a world-class facility while ensuring the welfare of the captive animals.

## **Appendix 1 - ZSTT Ordinance 12 of 1952**

### **No. 12 of 1952 ZOOLOGICAL SOCIETY OF TRINIDAD AND TOBAGO (INCORPORATION)**

#### **AN ORDINANCE FOR THE INCORPORATION OF CERTAIN PERSONS AS TRUSTEES OF THE ZOOLOGICAL SOCIETY OF TRINIDAD AND TOBAGO**

[5<sup>TH</sup> April, 1952]

WHEREAS there has been established in the Colony a Society known as the Zoological Society of Trinidad and Tobago (herein called "the Society"):

And whereas Edward William Leach, Harry Vincent Mercer Metivier and Ralph Lloyd Gwatkin, all of the city of Port of Spain, have been appointed President, Senior Vice-President and Treasurer respectively of the Society:

And whereas by a resolution of the Society passed on the 27<sup>th</sup> June 1951, it was resolved that the said Edward William Leach, Harry Vincent Mercer Metivier and Ralph Lloyd Gwatkin and their successors in office be incorporated as Trustees of the Society under the name of the Incorporated Trustees of the Zoological Society of Trinidad and Tobago with power to hold lands and other property in trust for the Society:

Be it enacted by the Governor of Trinidad and Tobago with the advice of the Legislative Council thereof as follows:-

1. This Ordinance may be cited as the Zoological Society of Trinidad and Tobago (Incorporation) Ordinance, 1952.
2. The said Edward William Leach, President, Harry Vincent Mercer Metivier, Senior Vice-President and Ralph Lloyd Gwatkin, Treasurer, and their successors in office shall be and are hereby created a body corporate by the name of the Incorporated trustees of the Zoological Society of Trinidad and Tobago (hereinafter called "the Incorporated Trustees"), and by that name shall have perpetual succession and shall and may sue and be sued in all courts of justice in the Colony and shall have and use a common seal with power from time to time to change such seal provided that no such change shall be made, except by a resolution of the members at any Annual or Extraordinary meeting of the Society so incorporated (hereinafter referred to as "the Society".)
3. (1) The Incorporated Trustees shall, subject to the rules, regulations and control of the Society, have full power to acquire by purchase, transfer, donation, exchange, devise, bequest, grant, gift, conveyance or otherwise, any real or personal property in the Colony or any estate interest therein.  
  
(2) The Incorporated Trustees shall, subject to the rules, regulations and control aforesaid and to any restraint, reservations or condition contained in the document under which they shall have acquired title thereto, be entitled to sell, mortgage, lease or otherwise dispose of and deal with all property which may for the time being be vested in or have been acquired by them.
4. The objects of the Society shall be-
  - a) the founding and operation of a Zoological Park in the Colony with a representative collection of its fauna, and the introduction into the Colony of new and curious objects of the animal kingdom,
  - b) the advancement of Zoology and Animal Physiology, and it shall be lawful for the Incorporated Trustees to do all acts and things including the raising of funds for the purpose of carrying out the said objects or any of them.
5. Nothing in this ordinance shall affect or be deemed to affect rights of Her Majesty, Her Heirs or Successors or of any bodies politic or corporate or any other persons except such as are mentioned or referred to in this Ordinance and those claiming by, through, from or under them.

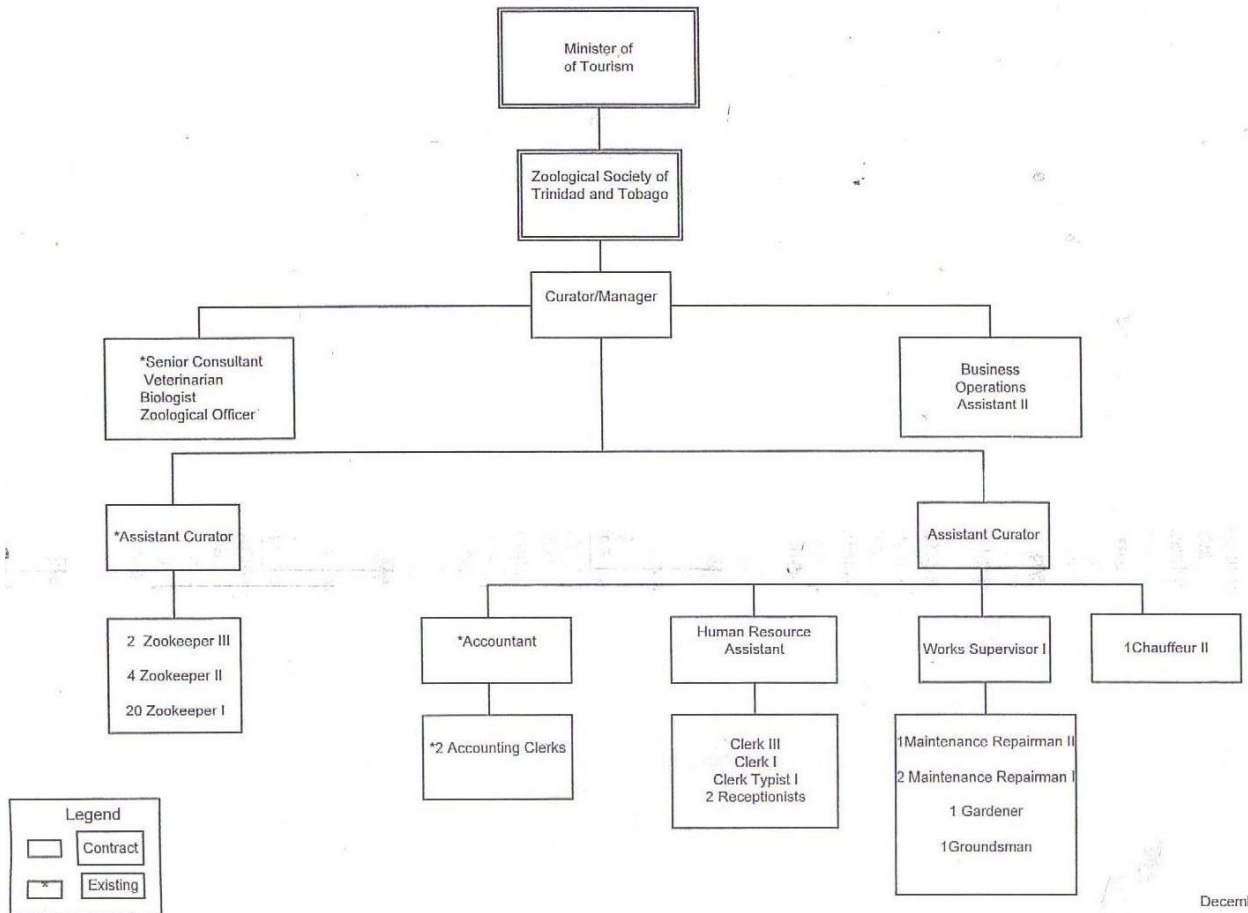


**Appendix 2 – Unaudited Financial Statement for 2014**

(To be provided)

## Appendix 3 – ZSTT Organizational Structure

PROPOSED ORGANIZATIONAL CHART  
ZOOLOGICAL SOCIETY OF TRINIDAD AND TOBAGO



December 2009


**Appendix 2 – Audited Financial Statement for 2013**

ZOOLOGICAL SOCIETY OF TRINIDAD AND TOBAGO  
 STATEMENT OF FINANCIAL POSITION  
 AS AT 30TH SEPTEMBER 2013

	Notes	2013	2012
<b>ASSETS</b>			
<u>Non-Current Assets</u>			
Property, plant and equipment	3	<u>44,154,784</u>	<u>23,470,791</u>
<u>Current Assets</u>			
Cash on hand		1,500	1,500
Cash at bank	4	449,518	72,468
Accounts receivable and prepayments		59,781	63,040
		<u>510,799</u>	<u>137,008</u>
Total assets		<u><u>\$ 44,665,583</u></u>	<u><u>\$ 23,607,799</u></u>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity and Reserves:</b>			
Accumulated Fund		4,384,181	3,101,876
Capital Reserve		2,901,117	2,901,117
Capital grant		36,656,624	17,185,747
Cincinnati Zoo Fund		14,284	14,284
Education Fund		4,172	4,172
		<u>43,960,378</u>	<u>23,207,196</u>
<u>Current Liabilities</u>			
Accounts payable and accruals	5	705,205	319,776
Bank overdraft	6	-	80,827
		<u>705,205</u>	<u>400,603</u>
Total Equity and Liabilities		<u><u>\$ 44,665,583</u></u>	<u><u>\$ 23,607,799</u></u>

The accounting policies and notes on pages 7 to 11 form an integral part of these financial statements.

On 18th August 2015, the Board of Directors of the Zoological Society of Trinidad and Tobago authorized these financial statements for issue.

President: 

Treasurer: 

Secretary: 

**ZOOLOGICAL SOCIETY OF TRINIDAD AND TOBAGO**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30TH SEPTEMBER 2013**

	Notes	2013	2012
<b><u>INCOME</u></b>			
Gate Receipts		2,450,422	1,937,788
Subscriptions and donations		1,200	4,077
Government Grant- Subvention		6,484,950	5,560,450
Other income		22,800	635,928
Capital grant		129,063	143,404
Donation		455,000	285,000
Rent		27,000	22,609
Bank interest		152	109
		<u>9,570,587</u>	<u>8,589,365</u>
<b><u>EXPENDITURE</u></b>			
Advertising and promotions		29,788	35,499
Amortisation - Development Programme	3	129,063	143,404
Audit fees		28,000	25,000
Bank charges		7,172	7,005
Books/periodicals		761	16,492
Depreciation	3	534,355	596,689
Donations		139,063	4,372
General insurance		100,502	61,017
Group health			6,002
Material supplies, food and medicine		592,119	441,973
Other contracted services & janitorial services		355,563	152,048
Official entertainment		-	40,912
Office supplies		49,815	54,295
Professional fees		-	23,286
Rates and taxes		267,635	166,976
Rent		98,270	11,624
Retirement benefits		-	107,465
Remuneration to Board Members		373,000	252,000
Repairs and maintenance - motor vehicle		56,188	165,965
Repairs and maintenance - building		668,521	263,453
Salaries, wages and national insurance		3,845,328	3,292,283
Security		422,411	347,464
Shipping fees		-	15,986
Manzanilla site		-	50,047
Telephone and electricity		328,753	290,229
Training and overseas travelling		124,695	121,981
Travelling & subsistence		77,470	79,207
Uniforms		59,810	26,313
		<u>8,288,282</u>	<u>6,798,987</u>
Net surplus for the year		<u>\$ 1,282,305</u>	<u>\$ 1,790,378</u>

The accounting policies and notes on pages 7 to 11 form an integral part of these financial statements.

ZOOLOGICAL SOCIETY OF TRINIDAD AND TOBAGO  
 STATEMENT OF CHANGES IN EQUITY AND RESERVES  
 FOR THE YEAR ENDED 30TH SEPTEMBER 2013

	Accumulated Fund	Capital Reserve	Capital Grant	Cincinnati Zoo Fund	Education Fund	Total
<b><u>Year ended 30th September 2013:</u></b>						
Balance at beginning of the year	3,101,876	2,901,117	17,185,747	14,284	4,172	23,207,196
Capital grant received			19,599,940			19,599,940
Surplus attributable to members	1,282,305					1,282,305
Transfer to income and expenses			(129,063)			(129,063)
Balance at end of the year	<u>\$ 4,384,181</u>	<u>\$ 2,901,117</u>	<u>\$ 36,656,624</u>	<u>\$ 14,284</u>	<u>\$ 4,172</u>	<u>\$ 43,960,378</u>
<b><u>Year ended 30th September 2012:</u></b>						
Balance at beginning of the year	1,311,498	2,901,117	3,691,619	14,284	4,172	7,922,690
Capital grant received			13,637,532			13,637,532
Surplus attributable to members	1,790,378					1,790,378
Transfer to income and expenses			(143,404)			(143,404)
Balance at end of the year	<u>\$ 3,101,876</u>	<u>\$ 2,901,117</u>	<u>\$ 17,185,747</u>	<u>\$ 14,284</u>	<u>\$ 4,172</u>	<u>\$ 23,207,196</u>

The accounting policies and notes on pages 7 to 11 form an integral part of these financial statements.

ZOOLOGICAL SOCIETY OF TRINIDAD AND TOBAGO  
 STATEMENT OF CASH FLOWS  
 FOR THE YEAR ENDED 30TH SEPTEMBER 2013

	2013	2012
<b>Cash flows from operating activities:</b>		
<b>Net surplus for the year</b>	1,282,305	1,790,378
Adjustments to reconcile profit to net cash from operating activities:		
Depreciation	534,355	596,689
Amortisation - Development programme	129,063	143,404
<b>Operating surplus/(deficit) before changes in working capital</b>	<u>1,945,723</u>	<u>2,530,471</u>
<b>Changes in working capital</b>		
Accounts receivable and prepayments	3,259	(63,040)
Accounts payable and accruals	578,979	131,375
	<u>2,527,961</u>	<u>2,598,806</u>
<b>Financing Activities</b>		
Capital Grant - amortisation	(129,063)	(143,404)
Capital Grant received	19,599,940	13,637,532
<b>Net cash inflows from financing activities</b>	<u>19,470,877</u>	<u>13,494,128</u>
<b>Investing Activities</b>		
Sale proceeds of property, plant and equipment	-	-
Purchase of property, plant and equipment	(21,540,961)	(16,056,613)
<b>Net cash outflows from investing activities</b>	<u>(21,540,961)</u>	<u>(16,056,613)</u>
Net increase in cash and cash equivalents	457,877	36,321
Net cash and cash equivalents at beginning of the year	(6,859)	(43,180)
<b>Net cash and cash equivalents at end of the year</b>	<u>\$ 451,018</u>	<u>\$ (6,859)</u>
Represented by:		
Cash in hand	1,500	1,500
Cash at bank	449,518	72,468
Bank overdraft	-	(80,827)
	<u>\$ 451,018</u>	<u>\$ (6,859)</u>

The accounting policies and notes on pages 7 to 11 form an integral part of these financial statements.

ZOOLOGICAL SOCIETY OF TRINIDAD AND TOBAGO  
NOTES TO THE FINANCIAL STATEMENTS  
AS AT 30<sup>TH</sup> SEPTEMBER 2013

**1. Incorporation and principal business activity**

The Society was incorporated by Ordinance 12 of 1952. Its principal activity is the operation of the Emperor Valley Zoo.

**2. Significant accounting policies**

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied.

**a) Basis of preparation**

The financial statements have prepared in accordance with International Financial Reporting Standards (IFRS) under the historical cost convention. The preparation of financial statements in conformity with IFRS requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Although these estimates are based on management's best knowledge of current events and actions, actual results ultimately may differ from these estimates.

**b) Property, plant and equipment**

Property, plant and equipment are stated at historical cost less accumulated depreciation and any impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. Repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred

The basis of computation and annual depreciation rates used are as follows:

Building, fences and cages	-	2%
Plant and equipment	-	15%
Furniture and fixtures	-	15% Equipment
Office equipment	-	10 – 25%
Motor Vehicles	-	25%
Minor Equipment	-	25%
Development programme	-	10%
Plum Road Project	-	10%

The assets residual values and useful lives are reviewed at the statement of financial position date and adjusted if appropriate.

Assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. The recoverable amount is the higher of the asset's fair value less costs to sell and value in use.

Gains and losses on disposal of items of property, plant and equipment are determined by reference to their carrying amounts and are taken into account in determining profit for the year.



ZOOLOGICAL SOCIETY OF TRINIDAD AND TOBAGO  
NOTES TO THE FINANCIAL STATEMENTS  
AS AT 30<sup>TH</sup> SEPTEMBER 2013

2. Significant accounting policies (continued)

c) **Foreign currency translation**

Items included in the financial statements for the company are reported using the currency that best reflects the economic substance of the underlying events and the circumstances relevant to the company ('the functional currency'). These financial statements are presented in Trinidad and Tobago dollars.

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlements of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognized in the in statement of comprehensive income.

d) **Financial instruments**

A financial instrument is any contract that gives rise to both a financial asset in one entity and a financial liability or equity of another entity. Financial instruments carried at the date of the statement of financial position include cash and bank balances, receivables, payables and borrowings. The particular recognition methods used are disclosed in the individual policy statements associated with each item.

e) **Trade receivables**

Trade receivables are carried at original invoice amount less provision made for impairment of these receivables. A provision for impairment of trade receivables is established when there is objective evidence that the company will not be able to collect all amounts due according to the original terms of the receivables. The amount of the provision is the difference between the carrying amount and the recoverable amount.

f) **Government Grants**

Government Grants are accounted for using the "Income" approach. That is the Grants are recognized as income and matched with the associated costs which the Grant is intended to compensate. This may be over one or more periods depending on the type of Grant received.

Grants related to Income are credited to the Income statement in the period to which it related. Grants related to assets are shown by deducting the Grant in arriving at the carrying amount of the asset and therefore recognized as income over the life of the asset.

g) **Cash and cash equivalents**

Cash and cash equivalents are carried in the statement of financial position at cost. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand and at bank overdraft.

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2. Significant accounting policies (continued)

h) Provisions

Provisions are recognized when the company has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small

i) Financial risk factors

The company's activities expose it to a variety of financial risks, including the effects of changes in debt market prices, foreign currency exchange rates and interest rates. Management seeks to minimize potential adverse effects on the financial performance of the company by applying procedures to identify, evaluate and manage these risks, based on guidelines set by the Board of Directors.

i. Market Risk

*Currency risk*

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates. The main currency giving rise to this risk is the United States dollar. Management sets limits on the level of exposure by currency, and in the total based on guidelines from the Board of Directors.

ii. Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The company has concentrations of credit risk attaching to trade receivables held with several key customers. The company has policies in place to ensure that sales are made to customers with an appropriate credit history. Trade receivables balances are shown net of provision for impairment for doubtful debts. Cash is held with reputable financial institutions.

iii. Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The company has no major sources of interest rate risks since all material borrowings are fixed or zero rates.

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 (continued)

3 Property, plant and equipment

Cost	Building, Fencing & Cages	Plant & Equipment	Furniture & Fixtures	Office Equipment	Motor Vehicle	Minor Equipment	Plum Road Project	Development Programme	Capital Work in progress	Total
As at 1st October 2012	3,591,535	435,774	315,447	312,712	1,296,157	1,341,380	3,100,899	3,224,984	16,838,713	30,457,601
Additions	1,500,010		15,629	31,597	-	127,289	-	-	19,672,886	21,347,411
Disposals				(27,000)						
At 30th September 2013	5,091,545	435,774	331,076	317,309	1,296,157	1,468,669	3,100,899	3,224,984	36,511,599	51,778,012
<b>Accumulated Depreciation</b>										
As at 1st October 2012	1,446,210	392,441	244,703	195,955	944,351	836,717	992,080	1,934,353	-	6,986,810
Charge for the year	42,907	6,500	10,612	17,514	87,952	157,988	210,882	129,063	-	663,418
Disposals				(27,000)						
At 30th September 2013	1,489,117	398,941	255,315	186,469	1,032,303	994,705	1,202,962	2,063,416	-	(27,000)
<b>Net Book Value</b>										
At 30th September 2013	\$ 3,602,428	\$ 36,833	\$ 75,761	\$ 130,840	\$ 263,854	\$ 473,964	\$ 1,897,937	\$ 1,161,568	\$ 36,511,599	\$ 44,154,784
At 30th September 2012	\$ 2,145,325	\$ 43,333	\$ 70,744	\$ 116,757	\$ 351,806	\$ 504,663	\$ 2,108,819	\$ 1,290,631	\$ 16,838,713	\$ 23,470,791

The Plum Road Project represents an offsite facility for temporary housing of animals, whilst development works are being undertaken at the Emperor Valley Zoo.

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(continued)

<b>4</b>	<b>Cash at Bank</b>	<b>2013</b>	<b>2012</b>
	Scotia Bank Trinidad and Tobago Limited 171060	173,411	72,468
	Scotia Bank Trinidad and Tobago Limited 171436	276,107	-
		<u>\$ 449,518</u>	<u>\$ 72,468</u>
<b>5</b>	<b>Accounts payable and accruals</b>	<b>2013</b>	<b>2012</b>
	Accruals	152,808	108,125
	Trade payables	422,729	99,718
	Value added tax payable	129,668	111,933
		<u>\$ 705,205</u>	<u>\$ 319,776</u>
<b>6</b>	<b>Bank overdraft</b>	<b>2013</b>	<b>2012</b>
	Scotia Bank Trinidad and Tobago Limited 171436	-	80,827
		<u>\$ -</u>	<u>\$ 80,827</u>

**7 Capital Commitments**

The Zoological Society has undertaken an expansion of its facilities at an estimated cost of TT\$100 million. As at the balance sheet date a total of TT\$36,511,599 has been expended on this expansion.