



**ZOOLOGICAL SOCIETY OF
TRINIDAD AND TOBAGO
ADMINISTRATIVE REPORT 2008**



THE ZOOLOGICAL SOCIETY OF TRINIDAD AND TOBAGO INC.

**ZOO ROAD
ROYAL BOTANICAL GARDENS
ST. CLAIR, PORT OF SPAIN
TRINIDAD**

2009 August (revised)



ZOOLOGICAL SOCIETY OF
TRINIDAD AND TOBAGO

**ZOOLOGICAL SOCIETY OF
TRINIDAD AND TOBAGO**

ADMINISTRATIVE REPORT

2008

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

2009 August (revised)

TABLE OF CONTENTS

INTRODUCTION	2
1. MISSION STATEMENT	2
2. VISION STATEMENT	2
3. STRATEGIC PLAN	3
4. FINANCIAL OPERATIONS	14
5. HUMAN RESOURCES	15
6. ORGANIZATIONAL STRUCTURE	15
7. PROCUREMENT OF RESOURCES	16
8. INDUSTRIAL RELATIONS	16
9. COMMUNITY SERVICE PROGRAMMES	16
10. AUDIT	17
11. SPECIAL PROJECTS/STATISTICS	17

ZOOLOGICAL SOCIETY OF TRINIDAD AND TOBAGO (ZSTT)

2008 ADMINISTRATIVE REPORT

INTRODUCTION

The 2008 fiscal year proved to be another successful year for the Zoological Society of Trinidad and Tobago (ZSTT) and the Emperor Valley Zoo (EVZ), with the Zoo upgrade project given the go-ahead and involvement expanded to many activities, including marine turtle protection at Manzanilla and protection of the Nariva Swamp and its manatee population. Membership grew by 30% with more active involvement by ordinary members in many of the Zoo's activities. These ranged from providing voluntary service in the various events undertaken by the Society to participating in the conservation agenda.

The support of the Ministry of Tourism was instrumental in realizing the Society's goals, and notwithstanding a good relationship with the previous executive team, under this current Minister, the Honourable Joseph Ross and his executive team, the Society enjoyed its best relationship ever with the Ministry. The invaluable support of the Honourable Minister led to the resumption of the Zoo project and the continuing support of the Permanent Secretary, Ms. Melba Dedier, and the Deputy Permanent Secretary, Mr. Amroodeen Ali, who facilitated smooth operations. Kudos are also due to Ms. Marcelle Edwards and Ms. Denise Duncan and their team from the Human Resources Department of the Ministry for their assistance in making progress with the organizational restructure exercises.

1. MISSION STATEMENT

The primary mission of the Zoological Society of Trinidad and Tobago is to oversee the provision and preservation of a representative collection of fauna of Trinidad and Tobago, 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: 2008 - 2012

Background

The ZSTT was founded on April 23, 1947. Mr. J.C. Muir, C.M.G., who was at that time Director of Agriculture, was elected the first President of the Society.

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

1. the responsibility of establishing a Zoological Garden for the advancement of Zoology;
2. the introduction into the island of new and interesting objects of the Animal Kingdom;
3. the development of greater interest in Zoology in the youth of the island; and
4. the raising of funds for the purpose of carrying out these objects.

By Resolution of the Society passed on June 27, 1951, it was resolved that the President, Senior Vice-President and Treasurer of the Society 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. The Zoological Society of Trinidad and Tobago (Incorporation) Ordinance, 1952 was accordingly enacted to give effect to this Resolution. A copy the Ordinance is attached as Appendix I.

On November 8, 1952, the Zoological Garden opened its gates to the public, under the name Emperor Valley Zoo. It was so named after the Emperor butterfly (*Morpho pledies insularis*) which lived in great quantities in the valley at that time. His Excellency Sir Hubert Rance, the Governor, officially opened the Zoo to the public and graciously gave his patronage to the Society.

At the time of its opening, the Garden covered an area of 15 acres and consisted of about 10 cages and 127 animals.

The ZSTT was declared a statutory body by the Statutory Authorities Service Commission (Declaration Order No. 128 of 1968). This declaration meant that the Society was now a body corporate with financial support available from the Government for the day-to-day operations of the Emperor Valley Zoo. This is currently facilitated through the Ministry of Tourism.

Zoological policy is formulated through consultation between the Curator and Council. Traditionally, the Zoo's primary function has been to exhibit fauna, which can be managed successfully, and is available locally, supplemented by exotics from the Neotropical region of South America and those animals from around the world which can survive in this country. Acquisition of animals or changes proposed for the Zoo's animal collections are made by the Curator with the knowledge and approval of Council.

The Council comprises eleven (11) persons representing multi-sectoral and multi-disciplinary perspectives: President, Mr. Gupte Lutchmedial; 1st Vice President, Mr. Benjamin De La Rosa; 2nd Vice President, Mr. Sundar Seecharan; Treasurer, Ms. Maiya Rampersad; Secretary, Mr. David Boodoo; Ex-Officio Member, Mr. Amroodeen Ali and five (5) other Members.

Aims and Objectives

The ZSTT, as steward of the Emperor Valley Zoo (EVZ) and recognizing the salience of human-nature relationships and experiences throughout history, is uniquely poised to play a vital role in the following:

- 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
- reactivation of the nostalgia for the human- natural environment interaction
- inculcation of a lasting preservation ethic in the public through the research, information and cultural/recreational programmes of the Zoo.

Strengths

- Expertise of the Council of members of the ZSTT.
- Location of the EVZ, in the city of Port-of-Spain.
- Public Education Outreach
- Commitment to the revival and release of threatened, at-risk and endangered species through captive breeding.
- 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 and/or expansion of the Zoo's operations.
- Relatively high yearly visitor attendance.

Weaknesses

- Negative image of the EVZ among some stakeholders, especially as it pertains to the state of the exhibits.
- The “culture of complaint and grievance” which characterizes the relationship between Management and Staff: specifically, Management's disappointment with the level of Staff commitment and professionalism, while Staff perceives Management as insensitive to their working conditions.
- Failure by the Statutory Authorities Service Commission to deal expeditiously with disciplinary matters.
- Employee dissatisfaction over the issue of job classification.

- Lack of a co-coordinated Human Resources programme to address Staff concerns and for the resolution of conflicts which necessarily arise on the job from time to time, especially in an environment as dynamic and unique as a Zoological Garden.
- Lack of a concerted, structured Public Relations outreach to promote the EVZ'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.
- Inadequate housing and environmental stimulation for animals.

Opportunities

- Upgrade and/or enhancement of 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 behavioral sciences.
- A more proactive, persistent pursuit of local and 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 EVZ'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 Staff, access to grant funding for equipment and infrastructural improvements, and Staff exchanges, particularly in the area of Zookeeping.
- Development of the EVZ 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 EVZ will position itself as a key player in, and advocate of, habitat and biodiversity conservation in the face of rapid urban and industrial development in the finite geographical setting of an island.
- The principal staging area for the breeding of all indigenous species.
- To develop a partnership with the Forestry Division in the areas of enforcement, quarantine, breeding and reintroduction of species.
- Training
- Sharing of genetic material with other Zoos.
- Enhancement of the enclosures of the Zoo to mirror animal habitat.

Threats

- An over-extended 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: Staff was specifically concerned about the lack

of an early –warning or distress system in the event of an emergency situation in the potentially hazardous Cat and Reptile sectors.

- Flight of staff to more lucrative employment opportunities.

Directions for Change

A key component in the success and survival of any organization is its ability to develop, parlay and maintain an image which its stakeholders in the public domain and its Staff view as relevant and salient, with the activities conducted in its name contributing to the improved quality of life of its consumers or beneficiaries. Competition for the sophisticated, demanding, and often fickle attention of modern society is intense and multi-faceted thus requiring entities like the EVZ, variously perceived as insignificant or a luxury, to mobilize extraordinary but limited resources to harness the goodwill of its various publics.

Worldwide, Zoos have radically modified, or moved away from, the sole display-oriented role of the early menagerie system and assumed a more active participation in environmental issues, especially as they relate to wildlife and habitat conservation. Indeed, it has been and continues to be expedient, financially and for the maintenance of popularity, for Zoo systems to embrace this ethic in light of their customers' increasing awareness of, and concern for the plight of endangered or threatened species. In the United States, for example, even those corporate entities most renowned for their environmentally-destructive practices, both at home and abroad, have attempted to cast their operations in a "greener" light, by extending their financial goodwill to organizations like Zoos.

The EVZ is potentially well-positioned especially as it falls under the aegis of a forward thinking Zoological Society, to become a principal agent of change in response to the attitude of the Trinidad and Tobago society towards wildlife and conservation issues. Trinidad alone plays host to over 100 species of mammals, 70 species of reptiles, and more than 600 species of butterflies. An interesting fact is that while Trinidad is home to 400 species of birds, the entire land area of Canada, by comparison, boasts only 200 species of birds. The bounty this country enjoys in terms of species does not translate into equally adequate knowledge and understanding of these creatures with which we share a finite living space. Except for birds and butterflies, basic information, in the form of confirmed biological facts and taxonomic data, is still lacking on most wildlife including game and non-game mammals. Even less impressive is the still deeply ingrained, triple postures of fear, exploitation and cruel indifference we play in our relationship with wildlife.

It is therefore incumbent on the ZSTT to seize the opportunity provided by the ongoing global trend of heightened environmental sensitivity to encourage our society's diverse constituencies – political, cultural, corporate, lay adults, and most critically, youth of elementary and primary school age – to treat with the non-human constituency, wildlife, from an educated, empathetic standpoint.

Needless to say, the complementary imperative for the Society is to rally its human resources behind the important work of shaping the country's environmental values through renewed strategies to create attractive and exciting entertainment and education programmes. The increased commitment and goodwill of Staff towards the Zoo is dependent on the Society's reciprocal commitment to them in the areas of professional enhancement and well-being on the job.

Strategic Priorities

Organizational Image

Objectives

- To play a more assertive role in managing the perception of the EVZ among its various stakeholders: while the Zoo already enjoys a favorable rating among schools and the visiting public, it is necessary for it to engage in activities which allow the more skeptical or uninterested stakeholders to view it as a professional, environment resource and information centre rather than a luxury, or an entity of minor significance.
- Projection of the EVZ as a memorable entertainment experience even as it promotes and supports the cultural and natural heritage of Trinidad and Tobago.
- Promulgation of the Zoo, over the long term, as a valid, rewarding career opportunity and foremost research facility, specifically in the area of indigenous animal behaviour.
- To co-opt Staff in the endeavour to advance the image and goals of the Zoo in a professional manner.
- To collaborate more closely and effectively with local conservation-oriented NGOs, development agencies and regional and international Zoos.

Implementation Strategy

- Enhancement of the existing Public Relations programme to improve relationships with the EVZ's diverse publics. Responsibilities should include timely release and responses to the media relating to in-house Zoo business (acquisitions; captive collection loans or exchanges; breeding activities; education activities; environmental issues or crises; and financial and conservation partnerships, to name a few); hosting of high-profile events such as exhibitions, joint seminars with political, financial, conservation and research interests on themes relevant to the Zoo's work and values; conceptualization and development of attractive, stimulating promotional materials; active involvement in the promotion of a spirit of entrepreneurship which imprint the entertainment-cum-conservation image of the EVZ in the minds of its visitors, especially youths.
- Engagement in activities – for example, recycling, reusing and reducing EVZ waste matter, whether organic or inorganic – which complement project

conservation/preservation image, simultaneously encouraging Zoo guests as they browse the collection to embrace such activities in their daily lives.

Human Resources

Objectives

- To build a harmonious and professional relationship between Management and Staff of the Zoo; between EVZ and the ZSTT.
- To develop a vision of the EVZ work environment as a potentially viable and vital career option rather than a job opportunity of last resort in the minds of Staff at all levels, nurturing a sense of pride and accomplishment in their contribution to the EVZ's role in society.
- To diligently pursue continuous and meaningful enhancement of the Zoo's considerable base of skills, the long term goal being the promotion and maintenance of a professionally-skilled Staff.
- To secure the reclassification of workers and a remuneration package (now woefully inadequate) commensurate with the high-risk, specialized nature of the duties and tasks conducted in a Zoological Park.
- To foster a spirit of innovation and initiative among Staff members in carrying out their work in recognition of the commitments outlined in the vision and mission statements.

Implementation Strategy

- The appointment of a Human Resources (HR) officer, on a contractual basis, with experience in industrial relations; and ability to liaise effectively with Management and Staff while maintaining an independence of thought and opinion in approaching solutions to current and future problems and issues; and sensitivity to the fluid, unique work environment of a Zoo and its multiple functions as an entertainment, educational conservation centre.
- The Human Resources unit, in consultation with Management, should assume as an urgent priority continued research and procurement of educational opportunities, both locally and abroad, for Staff at all levels and bring these recommendations on a timely basis to the ZSTT. These opportunities should run the gamut from short courses and seminars to longer term diploma or degree programmes lasting a year or more in the natural, life and behavioural sciences. The in-house training programmes designed for the Zookeepers should be sustained on a continuous basis.
- Staff should be encouraged to be on the lookout for, or take the initiative in seeking such opportunities for themselves (for example, through internet use). Certain Zookeepers should be selected to pursue programmes of study in specific areas – for example, in Aquaria, Reptilia, Big Mammals – in which they acquire comprehensive

training or expertise rather than remaining generalists with a superficial knowledge of the animals in their care.

- Pursuing of employee reclassification and identification of specific Staff job descriptions in order to secure appropriate remuneration packages and terms and conditions of employment consistent with the nature of jobs performed.
- Continuation of the practice of scheduling periodic meetings between Staff and Management - moderated by Human Resource personnel - to develop and discuss initiatives to be pursued in keeping with the Society's stated vision and mission.
- Implementation of an Employee Health Plan - inclusive of injury, sickness and death – into which Staff can buy.
- Provision of support to the Staff Association to develop, implement and maintain an annual schedule of recreational and team-building activities for employees which take into consideration their age and interests. The cross and multidisciplinary nature of the EVZ's work as well as the support and cooperation required in the high risk environment of a Zoo necessitate the maintenance of camaraderie and harmonious relationships throughout Staff ranks, an ideal which may be partially realized through efforts to increase after-work casual or informal activities which bring Staff together.

Public Education Outreach

Objectives

- Pursuit of a more proactive, creative and coordinated approach to the EVZ's education function, in readiness for and as part of the curriculum for the discovery centre earmarked under the upgrade project.
- Promotion of the EVZ as a viable outdoor 'living' classroom and laboratory thus providing students, including tertiary level students (veterinary students in particular) with an out-of-class, hands-on learning experience in support of the more theoretical in-class life science curriculum during regular school hours.
- Co-option of the Zoo's in-house entertainment factor into efforts to instill a conservation/preservation ethic into targeted audiences, specifically but not exclusively, elementary and primary school students.
- Conduct of an aggressive, consistent Zoo education campaign through the print and electronic media.
- Expansion of the educational outreach programme, "Zoo to You", which is done as a collaborative venture with the San Juan Rotary Club.
- Development of bi-annual programmes, with the assistance of Zookeeping Staff, to highlight specific conservation issues and/or crises as they relate to the status or fate of local faunal communities and species as well as the ecosystems of which they are part.

Implementation Strategy

- Suitably qualified Zoo Educators (OJTs, University graduates), in conjunction with the Zookeeping and Public Relations sectors, should be instrumental players in the bid to encourage citizenry to view the EVZ as a vital and strategic environmental resource and conservation centre for information and research on regional and indigenous species.
- Establishment of partnerships with teachers of life science classes or courses at all educational levels, the goal being to expose them to environmental education curricula at their respective institutions. By extension, students of these schools may be encouraged to participate in projects or programmes which the Zoo initiates, for example, bi-annual or annual Adopt-A-Species campaigns to focus on the plight of the Pawi, Blue and Gold Macaw, Ocelots, Howler Monkeys and other local species whose life histories, diet, breeding and behavioral patterns, and status in the wild are mostly obscure to the average citizen and student, or are the stuff of hear-say or legend in the absence of accurate scientific studies and data.
- Integral to the success of the foregoing strategy is the ability of the Zookeeping Staff to access and maintain a continuously updated base of knowledge which adequately equips them to contribute meaningfully to the process of Zoo Education. Thus part of the duties of Zookeeping Staff is the attendance of regularly scheduled in-house training programmes.
- Continued liaison with both the print and electronic media to raise awareness of the value and role of the Zoo and its work. Towards this end, discussions or contact with the news or features editors of the daily newspapers should be pursued for the purpose of establishing regular columns to highlight the EVZ's programmes and concerns. In addition, radio and television spots should be sought in support of Zoo initiatives like Adopt-A-Species. Appearances on variety or public interest programmes with the opportunity to display animals "on the air" should also be arranged periodically.
- Staging of quarterly or bi-annual lecture series and commemoration of events through exhibitions and workshops, preferably at the Zoo, in which professionals from environment or conservation-oriented agencies are invited to speak to Zoo personnel and the wider public about their experiences, research and other work in the environment.
- Further collaboration with television production companies for the development of additional documentaries for the promotion of the EVZ, especially as it embarks upon new ventures, whether on an individual or collaborative basis.
- Addressing the feasibility of developing a July/August Zoo camp during which students engage in activities designed to continue their familiarization with local and

regional wildlife. These activities can take the form of art projects, essay competitions, talks with Zookeepers, Petting Zoo opportunities, puppet shows and Story Time in the library or in an appropriate outdoor area within the Zoo.

Information Technology

Objectives

- To review Information Technology needs.
- The EVZ is a small, but complex institution with diverse operations requiring the constant collection, storage, monitoring and appraisal of data which can be easily retrieved. Therefore a comprehensive review of its IT capacity should be undertaken in order to identify those areas which need upgrading.
- To involve Staff continuously at all levels in the effective incorporation of IT into the Zoo's operations.
- To identify the potential impact of such technological introduction and change on the EVZ, for example, the means by which work is done (data keeping and management), the skills required to do that work, the thought processes or culture which need to be nurtured to accommodate an IT setting, and performance criteria for personnel.
- To formulate strategies to address this impact.

Implementation Strategy

- Expansion of the EVZ's information technology (IT) capability including hardware, software, other information technology appliances and its telecommunications infrastructure
- It is incumbent on Management to ensure that the training of Staff in IT and the upgrading of relevant skills in this field are conducted on a continuous basis. Areas in which information should be stored in a computerized database system are: animal records (including veterinary reports and mortality causes at the Zoo by species), library records, visitor attendance records, income and expenditure and Society membership.
- The EVZ's relevance is also contingent on its ability to access new and updated information from pertinent sources worldwide, and to have its data be accessible as well. Thus it should continue to avail itself of opportunities to liaise electronically with resource banks such as the International Species Information System (ISIS) in which it can register its own species acquisitions, dispositions, donations, inventory reports, and breeding loan programmes while being able to research the profiles of other Zoo parks in these areas.
- In the effort to promulgate the Zoo as an outdoor or "living classroom", the ZSTT, in keeping with its Public Education Outreach strategy should look into the feasibility of

installing computerized information kiosks at animal exhibits from which visitors can retrieve information about a particular species— its life history, status in the wild, diet, range and other behavioral data.

Animal Collection

Objectives

- To rationalize the EVZ's policy of animal acquisition and disposition.
- To consolidate the Captive Breeding programme.
- To focus on the display of local and regional fauna.
- To optimize the use of the limited space available for the collection and ensure that this concern is addressed throughout the upgrade project.
- To implement through the Zoo upgrade project more creative approaches to the architecture and design of enclosures in order to enhance the quality of life of captive animals and to provide a stimulating learning experience for visitors.
- To reinstitute and expand ZSTT-hosted in-house workshops for Zookeeping Staff on animal husbandry operations and techniques.
- To review the nutritional requirements of all animals including vitamin supplementation.
- To provide enrichment for the animal exhibits.
- More effective isolation of the existing quarantine facilities.

Implementation Strategy

- Conduct a comprehensive audit of the animals on exhibit in order to obtain their genetic and demographic profiles to determine those which are over represented numerically and genetically. This initiative will assist in the bid to develop proper record keeping of all animals in the collection while ensuring that viable, interesting populations of captive animals are maintained.
- The already significant vegetative cover and growth within the Zoo should be increased and incorporated into the plans to establish more natural habitat-styled enclosures for all animals, the goal being to replicate as closely as possible the ecosystem or ecological niche in which the now captive species would be found in the wild. Consultation or partnerships with the Wildlife Section, Forestry Division and the Botanical Gardens may be instrumental in the successful implementation of this initiative.
- Motivating keepers to adopt a more holistic approach to their job through the enlistment of their efforts to develop healthy interactions with, and an increased knowledge of, animals in their care: activities to achieve this goal may include routine, non-invasive testing of animals for disease (for example faecal analyses), familiarization with the natural history of animals to be used for improving the care

they receive in captivity, food presentation and behavioral stimulation for the offset or relief of boredom.

- The Collection Planning Committee should establish carefully formulated criteria to determine what species can be added to the existing collection without compromising the already limited space, quality of life of the other resident captive animals, safety of Staff and the effective upkeep and well-being of the animals being considered for inclusion in the collection.
- Comprehensive review of stalled release projects (for example, the Ocelot programme) and the efforts to secure breeding partners for the Pawi and the Brazilian Otter in support of the EVZ's Captive Breeding projects.

Science and Research

Objectives

- To collect and store baseline data on captive animals to advance the goal of establishing the EVZ as a leading centre of environmental information on indigenous fauna.
- To encourage Zookeepers to participate in this venture, and over the long term, contribute to the preparation and submission of project research for publication.
- To be more proactive in identifying research areas, both in-situ and ex-situ which are pertinent to the development of the Zoo.
- To continue and expand cooperation between Zoo Staff and outside researchers, for example, the University of the West Indies, other institutions and individuals.
- To identify sources of funding for Zoo research with the active assistance of the ZSTT Council.
- To collaborate and network with other Zoos in order to keep abreast of research trends.

Implementation Strategy

- The EVZ presents an ideal opportunity for scientific study to be conducted on captive animals, the collated data to be subsequently used to enhance animal husbandry operations and conservation efforts. It is therefore incumbent on Zoo Staff, specifically Zookeepers, to undertake basic research projects: for example, toll of parasitism on animals in captivity; dietary needs of animals in captivity as opposed to their needs in the wild and how this might affect reproductive capabilities; observation and analysis of the socialization patterns of animals to determine which species can share living space leading to an enhanced quality of life for captive individuals while providing an exciting entertainment experience for the visiting public; the ways in which animals use space available to them in their respective enclosures.

- Appointment of professionals on a contractual basis (zoologist, biologist) as part of a research team or Committee to identify and plan the Zoo's research trajectories, both in-situ and ex-situ and further explore the feasibility and relevance of pursuing science and research partnerships with local and international organizations.

Physical Development and Infrastructure

Objectives

- To address the critical problem of space shortage on the existing Zoo compound.
- To upgrade the EVZ to international standards through the addition or refurbishment of critical facilities.
- To review and restructure the spatial organization and character of the EVZ in order to reflect the expanded purview and functions of the modern Zoo, and to conduct surveys on the visiting public's awareness and appreciation of such changes.

Implementation Strategy

- Collaborate with the Tourism Development Company Limited (TDC) in the implementation of the Zoo upgrade project. Major focus will be given to the welfare of the EVZ's living collections by ensuring that they are presented in naturalistic settings which encourage the animals' natural behaviours in order to attract, entertain and educate guests. In keeping with the multi-disciplinary nature of a Zoo, this commitment is further linked to education of the country's cultural and natural heritage.
- Ensure that the objectives of the project are met, in keeping with emerging Zoo trends – especially in the areas of animal welfare, education and recreation.

4. FINANCIAL OPERATIONS

In the area of financing, the Society falls under the ambit of the Ministry of Tourism. The Curator presents an annual projected Income and Expenditure Budget which is prepared by the Accounts Staff. The Ministry of Finance assesses the request as part of the total budgetary allocation for other Ministries, and an allocation is approved in the yearly budget of the Government. Funds are released from the Consolidated Fund upon request from the Zoo and according to the availability of funds. The EVZ is the only statutory body allowed to generate income outside of that which the Government provides, without having to deposit it in the Consolidated Fund. Such funds have traditionally been used to offset Government shortfalls in the approved subvention. Zoo income is usually

generated from gate receipts, subscriptions by members of the Society, donations and deeds of covenant, and special events.

The ZSTT's un-audited financial statement for fiscal 2008 is attached as Appendix II.

5. HUMAN RESOURCES

The EVZ comprises three (3) sections – Administration, Maintenance and Zookeeping. Zoo staff are either daily or monthly-paid. 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, whereby 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 Curator.

The Curator and his staff undertake the daily management of the Zoo, implementing the policies established by the Zoological Society.

Monthly paid employees are assessed by Performance Appraisal Reports every six (6) months. Promotions are usually on the basis of seniority derived from tenure. Qualifications may also be taken into consideration. Recruitment and selection are done by advertisements produced by SASC after liaison with the ZSTT.

Terms and conditions of employment of both daily and monthly paid staff of the Zoo are handled by the Chief Personnel Officer.

6. ORGANIZATIONAL STRUCTURE

The Council of the ZSTT, headed by the President, is responsible for policy as well as for the day to day decision making in respect of the EVZ. The Curator is the administrative head of the EVZ, responsible for day-to day operations, supported by the Assistant Curator. The portfolio of the Assistant Curator encompasses the three (3) main divisions of the EVZ, namely, Keepers, Maintenance and Office Staff. Each division carries its own structure. In the Keepers division there are one (1) Zookeeper III, two (2) Zookeepers II and 19 Zookeepers I. Under Maintenance the Works Supervisor manages a complement of 21 persons ranging from Maintenance Repairmen, Welders, Gardeners/Groundsmen and Labourers. Office staff includes one (1) Clerk I, one (1) Typist, one (1) Office Assistant, two (2) Cashiers and an Accounting Unit of three (3) persons.

Contracted workers are employed for short periods, as necessary, for specific projects. On-the-Job trainees (OJTs) are also assigned by the Ministry of Science Technology and Tertiary Education for a contracted period for training in various areas. The OJTs range from high school graduates who assist in the zookeeping duties while those with degrees are assigned to professional duties to support the work of the ZSTT. Additionally, during

fiscal 2008, the ZSTT acquired on contract a Senior Consultant to advise the President on developmental and conservation issues.

Training Sessions for Zookeepers are run throughout the year for a period of three (3) months per session. These courses are designed to improve the quality of Zookeeping at the EVZ using interactive lectures and field trips. *Thematic Exhibits* are also produced to sensitize the public to current environmental issues and historical events pertinent to the EVZ, such as, World Environment Day, World Wetlands Day and 62nd Anniversary of the ZSTT.

7. PROCUREMENT OF RESOURCES

Materials are purchased on a needs basis and stocking therefore does not take place. The procedure is as follows:

- Goods and services are requisitioned by a supervisor of the Department that requires the item(s)
- Items are then authorised by the Curator to be purchased, subject to availability of funds
- A purchase order is then issued and signed by the authorized person
- Items are thereafter purchased at the appropriate supplier.

Contractual works are procured in accordance with standard tendering procedures which are as follows:

- Contracts are advertised
- Contractors are analyzed based on the efficiency of their work specifications
- Contracts are not awarded based on the lowest bids
- Delivery time of the job is a major factor in the award of a tender.

These bids are either open for expendable or current expenditure items and selected bids are invited from registered companies for capital and major developmental works.

8. INDUSTRIAL RELATIONS

The Trade Union representative for Maintenance Staff is the National Union of Government and Federated Workers (NUGFW) while Zookeepers are represented by the EVZ Staff Association. As far as possible, issues are managed through conflict resolution.

9. COMMUNITY SERVICE PROGRAMMES

For fiscal 2008, the ZSTT was engaged in the following Community Service Programmes:

i) *Leatherback Turtle Monitoring and Protection Programme*: This programme commenced in 2008 in conjunction with the International Fund for Animal Welfare (IFAW). It involved nightly patrols at Manzanilla during March to August and education of villagers on turtle protection. Since its inception, the number of turtles slaughtered during nesting season has reduced and the general attitude of villagers toward the endangered species has begun to change. For the 2008 nesting season, no turtles were lost to poachers although 73 had washed ashore after being drowned in fishing nets offshore.

ii) *Cetacean Monitoring Project*: This is being done in conjunction with IFAW, in an attempt to ascertain the extent to which marine mammals are present in waters surrounding Trinidad and Tobago. Those mammals of interest are: porpoises, dolphins, and whales. Methods include interviewing fisher folk from coastal and fishing communities and depth sounding using hydrophones.

iii) *Annual Children's Christmas Treat*: This is available to children across the country as part of the ZSTT's social corporate responsibility. The programme is run for 3-4 weekends in December during which time children benefit from prizes, treat bags, gift giveaways, Santa Claus and face painting.

10. AUDIT

There is no Internal Auditor on staff. However the Treasurer is charged with the audit function as stipulated in the Bye-Laws of the ZSTT. Monthly reports on expenditure are prepared and audited by the Treasurer before submission to the Ministry of Tourism.

In August 2008, an accountant was hired on contract to head an Accounting Unit with oversight provided by the Treasurer of the ZSTT.

11. SPECIAL PROJECTS/STATISTICS - Accomplishments 2008

11.1 Development and Enhancement of the Emperor Valley Zoo

A contract was awarded to Lee Young and Partners in June 2008 for the conduct of a feasibility study for the establishment of a Zoological Park at the proposed site at Chickland.

11.2 Institutional Strengthening

Staffing:

- The SASC approved the following appointments:
 - Mr. Nirmal Biptah was appointed and confirmed as Assistant Curator in May 2008 retroactive to October 2006. Mr. Biptah was also

appointed to act in the vacant position of Curator in May 2008 retroactive to October 2006.

- In August 2008, an Accountant was employed, on contract, for a period of three (3) years.

Organizational Restructuring:

- A proposal to create professional positions on contract (Curator/Manager, Zoologist, Biologist, and full-time Veterinarian) and upgrade the Zookeeper positions was submitted to the Ministry of Tourism for consideration.

Training of Staff:

- Two three-month training sessions were conducted at the Zoo for a total of 25 Zookeeping staff as well as Manatee Conservation Trust personnel and Wildlife farmers, on animal husbandry, diet, use of drugs, etc. by the Zoo Consultant, with guest speakers from foreign zoos (Biodome de Montreal, Baltimore National Aquarium) who were invited to assist in the training.
- A three-day training session for the Zookeeping staff was conducted at the Zoo in February 2008 by John Seyjagat from the National Aquarium in Baltimore and Michel Delorme from Biodome de Montreal in animal diet, venom training and cage design and exhibitry.
- The Assistant Curator was provided a one month internship at the Lowry Park Zoo in Tampa, Florida in August 2008.
- The Curator and officials of the ZSTT attended the Association of Zoos and Aquariums (AZA) Workshop in Milwaukee, USA, in September, 2008 to initiate the accreditation process for the EVZ and thus bring the Zoo to international standards.

11.3 Annual Visitation

A total of 123,734 adults and 71,322 children visited the Zoo for fiscal year 2008 (total - 195,056) as compared to 109,400 adults and 68,385 children in fiscal year 2007 (total - 177,785). This accounts for a 6% increase in the number of visitors to the Zoo for 2008 as compared to 2007.

Entrance fees to the Zoo remained at \$10.00 per adult and \$5.00 per child under 12 years.

11.4 Conservation Activities

- Breeding of the following Endangered Species:

Red Brocket Deer	Scarlet Macaw
Rufous vented Chacalaca	Squirrel Monkey
Mandrill	Red Howler Monkey Blue and
Blue and Gold Macaw	Guyana Tree Boa

- The EVZ partnered with IFAW (International Fund for Animal Welfare) as well as the Manatee Conservation Trust for:
 - Nightly Leatherback Turtle Patrols on the Manzanilla Beach from March to August by a minimum of four (4) persons per night. No slaughters were recorded, and over 1,250 turtles nested for the season.
 - Holding Meetings at Fishing Villages around the country to educate fishermen regarding safer fishing techniques for eliminating incidental catch of leatherback turtles. For the reporting period, coastal communities in the north-east and north coast were targeted and meetings took the form of informal consultations.
 - Monitoring the northwestern coast for marine mammals on a fortnightly basis starting April 2008 as a follow-up to the IFAW's 2006 survey conducted in the Caribbean. Boat surveys were the methodology used and any sightings of whales and dolphins were recorded. During the reporting period, only the presence of dolphins was recorded.
- The EVZ also partnered with the community-based NGO Manatee Conservation Trust for beach cleanups and Manatee surveillance.

11.5 Provision of Technical Services

- **Training in Handling of Animals**
Zookeepers trained 200 UWI students, 20 wildlife officers, 250 army personnel and approximately 50 other field workers in dealing with animals in the field, including venomous snakes.
- **Training of Guyana Zookeepers** – The Zookeeper III spent one week in August 2008, at the Guyana Zoo where he conducted training for zookeepers. This initiative formed part of a collaborative effort with this “sister zoo”.
- **Retrieval of Animals/Rescue** - On a regular basis the staff of the Zoo responded to calls from members of the public to rescue animals from homes and offices and release them back into the wild, for example snakes, birds of prey and caimans.
- **Collection of Exhibits** – The Zoo hosted visiting Curators from the Toronto Zoo, Cincinnati Zoo and Botanical Gardens and the Toledo Zoo and provided field support for their collection expeditions, as approved by the Forestry Division.

- **Biodome de Montreal** – The Zoo collaborated with the Biodome de Montreal for the collection of two hummingbird species, the white-necked Jacobin (3 males, 3 females) and the Rufous breasted hermit (3 males, 3 females) over a six-week period starting in August 2008, providing support services in the field and quarantine facilities. During this time, staff were exposed to surveying of bird species of Trinidad based on mist netting and spotting techniques.
- **University of Dundee** – The ZSTT assisted in the approval process with the Forestry Division and provided field assistance for bird research activities during July – August 2008.

11.5 Participation in Events

- A three-day exhibition was successfully held at the Zoo from June 5 to 7, 2008 in commemoration of World Environment Day.
- The Petting Zoo formed the major attraction at the TDC's 2008 T&T Road Show in July – August.
- The ZSTT in collaboration with the E-zee Riders Motorcycle Club hosted a series of Christmas parties for children around the country at the Zoo and other venues in the month of December 2007, sharing toys and treats for over 2,500 children. This project was made possible with funds donated from benefactors and friends of the two organizations.

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

[5TH April, 1952]

Commencement

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 27th 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:-

Enactment

1. This Ordinance may be cited as the Zoological Society of Trinidad and Tobago (Incorporation) Ordinance, 1952.

Short title

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".)

Incorporation of Trustees

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.

Powers of corporation

(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.

Objects of Society and raising of funds

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.

Saving of rights

No. 12 of 1952

APPENDIX I

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

[5TH April, 1952]

Commencement

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 27th 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:-

Enactment

APPENDIX II

ZOOLOGICAL SOCIETY OF TRINIDAD & TOBAGO

UN-AUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED

30TH SEPTEMBER, 2008

ZOOLOGICAL SOCIETY OF TRINIDAD AND TOBAGO

BALANCE SHEET
AS AT 30TH SEPTEMBER 2008

	Notes	2008	2007
ASSETS			
<u>Non-Current Assets</u>			
Property, plant and equipment	2b,5	<u>5,163,772</u>	<u>5,173,708</u>
<u>Current Assets</u>			
Cash on hand		486,925	587,738
Cash at bank		4,626,677	3,543,088
Accounts receivable and prepayments	4	<u>-</u>	<u>59,094</u>
		5,113,602	4,189,920
Total assets		<u>\$ 10,277,374</u>	<u>\$ 9,363,628</u>
 EQUITY AND LIABILITIES			
Equity and Reserves:			
Accumulated Fund		2,677,181.00	1,986,757
Capital Reserve		2,901,117.00	2,901,117
Capital grant		3,924,709.00	3,943,278
Cincinnati Zoo Fund		14,284.00	14,284
Education Fund		<u>4,172.00</u>	<u>4,172</u>
		9,521,463	8,849,608
 <u>Current Liabilities</u>			
Capital Surplus to be transferred to Capital Reserved		530,392	
Accounts payable and accruals		<u>225,519</u>	<u>514,020</u>
Total Equity and Liabilities		<u>\$ 10,277,374</u>	<u>\$ 9,363,628</u>

President: _____

Treasurer: _____

Secretary: _____

ZOOLOGICAL SOCIETY OF TRINIDAD AND TOBAGO
STATEMENT OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED 30TH SEPTEMBER 2008

	Notes	2008	2007
<u>INCOME</u>			
Gate Receipts		1,519,458	1,244,413
Subscriptions and donations		7,557	7,067
Government Grant- Subvention	4	5,919,327	6,034,713
Other income		103,611	80,919
Capital grant		200,000	242,855
Rent		45,600	52,500
Bank interest		35,146	26,489
		<u>7,830,698</u>	<u>7,688,956</u>
<u>EXPENDITURE</u>			
Advertising and promotions		22,025	23,598
Amortisation - Development Programme	2b,5	218,569	242,855
Audit fees		18,000	13,000
Books/periodicals		1,658	1,456
Contract Employment		138,013	-
Depreciation	2b,5	183,381	277,632
General insurance		90,200	72,082
Group health		5,642	6,305
Loss on disposal of property, plant and equipment		-	10,207
Employee loan written off		-	15,000
Janitorial Services		19,888	-
Material supplies, food and medicine		906,947	713,141
Other Contracted Services		37,656	-
Other Charges		548,376	-
Official Entainment		3,491	-
Overtime		7,930	-
Office supplies		32,899	25,826
Professional fees		-	11,474
Rates and taxes		294,625	589,719
Remuneration to Board Members		161,300	208,400
Repairs and maintenance - motor vehicle		40,202	40,791
Repairs and maintenance - building		398,441	519,912
Salaries, wages and national insurance		3,261,050	3,355,887
Security		467,858	356,522
Telephone and electricity		188,743	120,685
Training		35,196	102,124
Travelling		5,303	486
Uniforms		52,882	40,979
		<u>7,140,275</u>	<u>6,748,081</u>
Net profit for the period		<u>\$ 690,424</u>	<u>\$ 940,875</u>

ZOOLOGICAL SOCIETY OF TRINIDAD AND TOBAGO

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH SEPTEMBER 2008

	2008	2007
Cash flows from operating activities:		
Net profit for the year	690,424	940,875
Adjustments to reconcile profit to net cash from operating activities:		
Depreciation	183,381	277,632
Amortisation - Development programme	218,569	242,855
Loss on disposal of asset		10,207
Operating profit before changes in working capital	<u>1,092,374</u>	<u>1,471,569</u>
Changes in working capital		
Accounts receivable and prepayments		(42,594)
Accounts payable and accruals	225,519	306,841
	<u>1,317,893</u>	<u>1,735,816</u>
Financing Activities		
Capital Grant received	200,000	2,409,047
Capital Grant - amortisation	<u>(218,569)</u>	<u>(242,855)</u>
Net cash inflows from financing activities	<u>(18,569)</u>	<u>2,166,192</u>
Investing Activities		
Proceeds on sale of property, plant and equipment		6,000
Purchase of property, plant and equipment	(316,548)	(1,363,320)
Net cash outflows from investing activities	<u>(316,548)</u>	<u>(1,357,320)</u>
Net increase n cash and cash equivalents	982,776	2,544,688
Net cash and cash equivalents at beginning of the year	<u>4,130,826</u>	<u>1,586,138</u>
Net cash and cash equivalents at end of the year	<u>\$ 5,113,602</u>	<u>\$ 4,130,826</u>
Represented by:		
Cash in hand	486,925	587,738
Cash at bank	4,626,677	3,543,088
	<u>\$ 5,113,602</u>	<u>\$ 4,130,826</u>

ORGANISATIONAL CHART
ZOOLOGICAL SOCIETY OF TRINIDAD & TOBAGO INC.



