

“We have plans for the coming year to achieve even more as we continue to develop a modern 21st century zoo of world class standing.”

Trust Chair Report – Looking Ahead

Wellington Zoo has made historic strides this past year in achieving our dream to become the ‘best little zoo in the world’.

We have plans for the new financial year to achieve even more as we continue to develop a modern 21st century zoo of world class standing. Our strategic elements set the framework for our view to taking the organisation forward and enable us to be future focused. Each area of strategy is complementary and is supported by our capital projects which bring our strategy to life. As a Council Controlled Organisation, Wellington Zoo supports the Towards 2040 Strategy for our city and we have focused our strategic direction to align with the four pillars of this strategy- eco city, connected city, dynamic city and people centred city. We have embraced sustainability as a point of difference for our organisation, we continue to show industry leadership with conservation breeding successes, we are innovative with new technologies and our work is all about people connecting with nature.

We will open the *Asia Precinct* in September 2012 which will ensure state of the art housing for our iconic Malayan Sun Bears and Sumatran Tigers while telling the story of our care for these animals and our field conservation work in Asia. The contextual design of the precinct will set the scene for a visitor experience which is both meaningful and fun. The Asia precinct will be a colourful addition to our already beautiful Zoo. We thank Wellington City Council, ASB and Pub Charity particularly for their support with this project.

We will also open the *Green Zoo, Green You* exhibit in September 2012. This new exhibit tells the story of sustainable action in the Zoo and offers visitors tools and knowledge to make sustainable changes to their actions in their lives. The Zoo has strategically aligned the organisation as a sustainable business and we have been recognised for this in many forums. This exhibit pays homage to the work done by the Zoo in this area.

Three other smaller exhibit improvements will occur in 2012- 2013 for our dingoes, wallabies and servals as we continue the improvement across the whole Zoo. Also in early 2013 the Reptile Rotunda will be redeveloped from the old kiosk in the central part of the Zoo and tell the stories of the super heroes of the animal world.

Our Trustees have again made a real difference with their dedication to the Zoo. The Trustees work in partnership with the Zoo's strategic management team to ensure valuable and measurable outcomes for Wellington Zoo.

As we move into 2012-13 we are very clear about the role Wellington Zoo plays in conservation, animal care and visitor engagement. We continue to be committed to ensuring our community has a Zoo they can be proud of and we also celebrate our achievement of looking forward for over 100 years at our 'best little Zoo in the world'.

‘We reached historic milestones for our Zoo this year and I continue to be so proud of our staff and their commitment to our Zoo.’

Chief Executive Report – Reflections

Wellington Zoo exists to encourage people to find their personal connection with nature. With an historic record 216,657 visitors on site and more followers on line we reached more people than ever before with stories and experiences that are life changing.

We have continued our commitment to conservation outcomes through activities such as our conservation partnership programmes like Forest and Bird Places for Penguins, our Conservation Fellowship which supports the Kea Conservation Trust and Victoria University biodiversity research in Wellington and our Conservation Fund which allows our staff to undertake field conservation which links to the work they do every day in caring for and supporting the animals in our care at the Zoo.

Through efficient management of our resources and excellent business acumen, the Trust was able to generate revenues equal to 50% of its operational costs, finishing with another good year.

The Nest Te Kōhanga continues to show industry leadership in the veterinary area by treating over 1000 native wildlife patients as well as caring for the Zoo’s collection of over 500 animals and releasing our very famous visitor, Happy Feet, in September 2011. Happy Feet put Wellington Zoo on the map locally and globally in the past year and I believe we may never see the likes of such a phenomenon again.

We opened Kamala’s Function Centre in The Hub precinct in the central part of the Zoo and this has enabled us to provide better amenities for our visitors and guests as they relax with a coffee or play on the blue tongue lizard slide!

Wellington Zoo Trust met or exceeded 19 of the 24 targets we set ourselves for 2011-12. Across the six strategic elements we achieved significant results to move the Zoo forward as a successful organisation. I am particularly proud of our conservation breeding and wildlife care successes, our sustainability results and the introduction of STQRY to our visitor experience, the first zoo in New Zealand to use this technology.

For the second year running a Wellington Zoo staff member was awarded Wellingtonian of the Year- Environment, with Dr Lisa Argilla being the 2011 recipient. This award is an honour and a privilege.

We reached historic milestones for our Zoo this year and I continue to be so proud of our team and their commitment to our Zoo. We have set the bar high and we strive to find continuous improvement year on year. We want to achieve our strategic goals as a world class Zoo with a community of supporters who are setting about finding their own personal connection with nature so that together we are positively acting for our environment.

Strategic Direction

1. Create outstanding, intimate and unique visitor experiences.....	5
2. Building our 21st Century Zoo.....	12
3. Integrate conservation and sustainability across the organisation	13
5. Build lasting community support and participation.....	20
6. Show industry leadership	22
7. Ensure all staff are motivated and valued.....	25

1. Create outstanding, intimate and unique visitor experiences

Animal Collection

The animals at Wellington Zoo create a personal connection with nature for our visitors. Our Zoo Aquarium Association Australasia Accreditation covers the next four years – a testimony to our dedication to excellence in all areas of zoo management.

Newborn Delights

We have been delighted with newborns at the Zoo, as every baby is a valuable addition to the regional breeding programmes.

Sally the Chimpanzee had a beautiful baby in June – a new sibling to the cheeky Beni who has delighted visitors with his antics for the last four years.

A tiny baby girl was the second Pygmy Marmoset baby was born to Picchu. Picchu was the first Pygmy Marmoset to successfully give birth in New Zealand. Picchu and Machu are proving to be a valuable addition to the regional breeding programme.

In other baby news, we also greeted a Forest Gecko, a male Baboon, several Meerkat pups and Agouti babies – giving our visitors delights to see and learn about, while helping our regional breeding programmes to thrive.

Valuable newcomers

Four Iguana moved across the ditch from Melbourne Zoo to Wellington Zoo and are living with the Emperor Tamarins and Pygmy Marmosets at the Mini Monkey Exhibit. These beautiful lizards are the only Iguana in New Zealand.

As a New Zealand first, Simon Eyre (Collection Development Manager) organised for 30 Bolivian Squirrel Monkeys to be imported from Zoo Park Metelen in Germany. All 30 underwent the strict quarantine period at Wellington Zoo, before five made their way to Brooklands Zoo in New Plymouth, with a further eight travelling to Auckland Zoo. The 17 remaining at Wellington Zoo have proved incredibly engaging for our visitors.

More monkeys were Wellington bound, as our Spider Monkeys were joined by two new female Spider Monkeys from Switzerland. Plans to bring another male Spider Monkey from Santa Ana Zoo in California are already underway.

Wellington Zoo also arranged for the import of 107 Tarantulas for distribution amongst six other New Zealand facilities. These Tarantulas will revive the regional breeding programme, allowing for a number of breeding generations to establish a sustainable population of Tarantulas in New Zealand.

The Zoo also welcomed:

- One Galah
- Three Kākā, from Mount Bruce and Auckland Zoo
- One female Kunekune, who joined our three Kunekune
- A female Pygmy Marmoset, who joined our group that arrived in January 2011
- A Cotton Top Tamarin, bringing our collection to four Cotton Top Tamarins.

We're looking forward to importing invertebrate species, after gaining EPA consent to import 12 different species, including Scorpions, Stick Insects, Giant African Millipedes and Giant Mantis. Along with the Tarantulas, these creatures will allow our visitors to gain a true appreciation of the important role they play in our ecosystems.

Plans are also underway to import a male Giraffe and a male Spider Monkey, in order to make further contributions to their respective regional breeding programmes and our Zoo collection.

Fond farewells

On the native animal front, three Kākā were successfully bred at Wellington Zoo, and will be released at Boundary Stream as part of our ongoing breed for restoration programme.

One very popular Emperor Penguin was released, after touching the hearts of so many – locally, nationally, and internationally. Known affectionately as ‘Happy Feet’, this Emperor Penguin became an ambassador for all penguins after receiving treatment at The Nest Te Kōhanga.

We were proud to release six Otago Skinks to Otago contributing to the national breeding programme.

Our male Spider Monkey also moved south and was relocated to Orana Park .

Other departures included:

- Three Derbyan Parakeets, who went to Brooklands Zoo
- One Kea who was relocated to Nga Manu
- Three Parma Wallabies who went to Singapore
- One African Wild Dog which was sent to Hamilton Zoo
- Meerkats to several other zoos.

Sadly, the last of our Blackbuck and one of the oldest female Baboons died. Deaths also occurred for two Tuatara, a Kangaroo, and a male Nyala.

Veterinary Excellence

Our skilled veterinary team at The Nest Te Kōhanga managed several high profile cases, from within the Zoo collection and as part of the Zoo’s role in providing expert health care for native species not only from within the region, but also nationwide.

Manukura, the white Kiwi, was brought to The Nest Te Kōhanga from Pukaha Mount Bruce after showing signs of illness. Our vets discovered she had consumed two large stones that were too big to pass through her intestines. To avoid invasive surgical removal, the vet team worked with a specialist urologist to remove the stones using lithotripsy. Lithotripsy involves firing a laser beam at the stone to shatter it. The granite stone did not shatter, but the size of it was reduced; allowing the vets to remove it with an endoscopic snare. This was

groundbreaking work, as it was the first time this technology was used to remove stones from the gizzard of a bird.

A Haast Tokoeka Kiwi from Franz Josef was treated by our veterinary team after a severe constriction injury to its toe, which had to be amputated. With only an estimated 350 individuals left, this species is an example of where each individual counts; highlighting the importance of what our veterinary team do with all our native species. It is the work on a number of brown Kiwi that hones the skills and confidence of our vet team for treating the critically endangered species of Kiwi. This Haast Tokoeka Kiwi is doing well back in the wild, with a radiotracker fitted before it was released.

The mettle of our veterinary team was tested when 729 Prions were brought to The Nest Te Kōhanga for treatment after a severe storm. With seven species in total, the skills learnt from this exercise were invaluable and fully transferrable to other species in the event of an oil spill or other severe storm wreck. Although the overall success rate for the Prions was low, the event helped prepare the team that responded to the Rena oil spill. The low success rate is mostly due to the species of bird, as Prions are known to be a species that does not recover well after a shock like this event. This did not deter the team, who endeavoured to save as many Prions as possible. Overall, it was worth the effort; with around 30 Prions surviving to be released back into the wild.

Over 1000 native patients from over 50 different species were treated at The Nest Te Kōhanga, brought in from Department of Conservation, the SPCA, ZEALANDIA, and members of the community, showing the widespread recognition of The Nest Te Kōhanga as the centre for native wildlife care in the Wellington region and beyond. These patients all help to further develop the skills of our veterinary team, and help more native animals recover for release back to the wild.

Visitor Engagement

We strive to provide each and every visitor a unique opportunity to make their own personal connection with nature. We have worked to ensure we have maintained the highest quality experience from the moment our visitors arrive.

Our theme for the year is Take Action for Asia, which has underpinned events, signage, school sessions and talks, all gearing up to the opening of the new Asia Precinct. Our visitors are able to encounter messages that help them understand the positive impact they can have on the wild habitats of our Asian animals with easy steps.

Visitor interaction plays a significant role in connecting people with nature, with over 40% of visitors surveyed having the opportunity to meet contact animals from the moment they walk through the doors. Over the past year, we have recorded our highest ever number of animal contact hours – with over 1,500 hours.

We have a new Zoo map handout that is more vibrant and descriptive, and is matched by a board map in the heart of the Zoo. This makes it easier for our visitors to identify the exhibits they want to see and make their way around with ease.

Two new talks were added to our regular talk schedule, giving our visitors more opportunities than ever to learn about animals both within the Zoo and in the wild, and the efforts they can make to protect our beautiful fauna and flora. The new Squirrel Monkey talk allows our visitors to learn all about our cheeky Bolivian Squirrel Monkeys, while Creature Corner gives our visitors a guaranteed opportunity to meet one or more of our contact animals.

The Nest Te Kōhanga remains a key feature of visitor interaction, with daily procedures on display. Our visitors are able to listen to the Vets as they work and ask questions. We also refreshed the Become a Vet in Five Minutes talk to include more interactive props and exercises to inspire the veterinarians of tomorrow.

We added a new layer of engagement throughout the Zoo to capture our increasingly tech-savvy visitors in the form of a mobile phone application, STQRY. We have embraced QR

technology to allow smart phone users to discover more about our Zoo animals and places on the go. As the first zoo to be using this technology in New Zealand, we are keeping at the forefront of visitor experience.

During the Rugby World Cup of 2011, we knew we would be able to welcome more international visitors. Accordingly, we developed and ran a Native Animals Tour, tailored to help our international and local visitors make a personal connection with our native animals – for the true Kiwi experience.

Maintaining the right profile

Keeping each visit a unique experience is an important aspect of our work, and as such, we continually renew our Zoo. Our shop has enjoyed a refit to open up the space and improve signage, making it easy for our visitors to explore and provide a better platform to showcase our retail products.

As we continue to enhance the Zoo experience for our visitors, we have revamped the Wild Theatre to draw in the natural beauty of the Zoo. This refreshing look opens up the Wild Theatre both for our daily talks and for external functions.

The same principle was applied to our Zoo Sleepovers, with a full review carried out to develop a new product and roll this out to our customers. We have evaluated our new offering to gain deeper understanding of how our visitors are enjoying the new product. The feedback is overwhelmingly positive, and gives us great insight into how we can apply the results to other products.

Events

Creating opportunities to enrich our visitors' experience is another key element to ensuring we recognise the needs of our visitors. When Happy Feet was ready to return to a cooler climate, we hosted over 2,000 visitors for the 'Haere Ra Happy Feet' event.

Our Valentine's Night in February 2012 brought more nature lovers together, with a 100% increase on 2011 – with a new online booking system to make the experience even easier.

Kamala's was dressed for the occasion and visitors could book special dinners for two while enjoying live music in our new function space. Our Visitor Rangers delivered special Valentine's Night talks to enhance the romance.

Living Classroom

The Living Room is the heart of formal learning at the Zoo, with over 10,000 students from more than 200 schools visiting this year to participate in Ministry of Education Learning Experiences Outside the Classroom (LEOTC) programmes. Our LEOTC contract has been extended to June 2014, enabling us engage more and more young minds to make a personal connection with nature.

Our Educators developed new learning sessions, including a Treaty of Waitangi Learning Session that was trialled with Wellington High School.

In addition to the Living Room, we appointed a new Bush Builders educator – with five schools and over 500 students gaining the environmental literacy skills to take conservation action in their own community.

Due to popular demand, we increased the number of places available on our school holiday programme. Even so, we were booked at 100% capacity for October and January school holidays, with 99% of places booked for the July and April school holidays.

2. Building our 21st Century Zoo

We are now entering year seven of the Zoo's ten year Zoo Capital Programme (ZCP). We are already seeing how our Zoo is a truly 21st century zoo – capturing the imagination of our visitors and providing first class care for our animals.

Significant steps

- Our new function space – Kamala's, part of 'The Hub' precinct, was officially opened by Her Worship the Mayor Celia Wade-Brown and Maurice Hayes, Chairman Pub Charity.
- The Hub has won two awards so far: the architectural design of The Hub has resulted in Assembly Architects being a finalist in the 2011 Designers Institute of New Zealand "Best" awards for spatial design for their work on the project. Naylor Love also recently won a Silver Award in the 2011 Wellington region Registered Master Builders Commercial Projects awards for its construction work on The Hub.
- The River Trail Aviary was updated with glazing, allowing our visitors to connect more closely with the Bolivian Squirrel Monkeys.

Looking ahead

The Asia Precinct is on track for completion at the end of September 2012. The industry - leading design will improve visitor viewing, tells conservation stories and shows true consideration for animal care.

The planning for an internal project to relocate the Servals, Wallabies and Dingoes will start in the last part of this year with construction to commence in 2013.

Reptile Rotunda is also an internal project; planning for this project is due to commence early in 2013 with construction planned for mid 2013.

The next major phase of the ZCP is our New Zealand precinct – Meet the Locals. With concept alignment, scoping, and budget planning underway for the latter half of 2012, we are anticipating the tender process to be underway by mid 2013.

3. Integrate conservation and sustainability across the organisation

Keeping conservation at the heart of everything we do is the essence of Wellington Zoo. Over the past year, we have continued to participate in local, national, and international conservation efforts both within the Zoo and in the field.

Raising conservation awareness for action has been at the forefront as we know the importance of not just integrating conservation into the work we do, but talking about it as well. To investigate how our visitors perceive our conservation work, a Visitor Conservation Awareness survey was undertaken. This survey found that visitors believe educating visitors about nature and animal conservation was seen as the Zoo's top priority. A range of opportunities are used to communicate the Zoo's conservation messages – from animal talks to visiting The Nest Te Kōhanga, encountering our contact animals or talking to staff. Over 80% of visitors used these opportunities – encountering the conservation messages entwined with our animal stories.

During Seaweek, a nationwide celebration of the coast coordinated by the New Zealand Association of Environmental Educators, we developed initiatives to share this with our Zoo visitors. These included Coastal learning sessions, special Little Blue Penguin Kororā talks daily, a nest box building workshop and coordinating a beach clean up at Moa Point – the heart of the penguins' local habitat. By involving the community in these events, we were able to build 100 nest boxes, and collect over four cubic metres of rubbish from the coast.

Our relationship with Forest and Bird Places for Penguins was formalised with a memorandum of understanding in May 2012. Zoo staff make weekly trips to monitor and place the nest boxes built during Seaweek around the coast to support the Kororā.

We continued our contribution towards the hard work of Free the Bears in South East Asia by sending two staff to help with learning, interpretation and animal husbandry work.

The Kea Conservation Trust has been able to track and monitor wild Kea throughout the South Island, work they have achieved thanks in part to a grant from the Wellington Zoo Conservation Fellowships.

The Conservation Fellowship has also supported Victoria University researchers with a project evaluating the success of community restoration: biodiversity and environmental action. The project has completed the first goal, which was to measure the success of plantings made by participants in the Wellington City Council programme. By measuring tree survival and the statistical relationships between the site and community characters, the project was able to deliver on their conservation outcome: providing guidelines for better future plant and site selection. The next two goals will build on this work, measuring biodiversity gains and the key triggers which inspire community members to participate in the planting programme.

Wellington Zoo also works with Cheetah Outreach, an education and community-based programme created to raise awareness of the plight of Cheetah. We support Cheetah Outreach by funding an Anatolian Shepherd Dog, one of the methods that livestock can be protected from predators to reduce conflict between farmers and Cheetah.

To ensure that staff are able to participate in field conservation projects, the Wellington Zoo Conservation Fund is made available for applications. Three project applications were successful, and we look forward to reporting on the work that is achieved through this in the next year.

Our Zoo people are also key advocates for the work the Zoo does, from conservation to advocacy. Two Visitor Engagement staff gave a presentation at the Kiwi Hui in Nelson on advocacy and how others can effectively advocate for our native icons.

We also open our doors to host workshops, such as the New Zealand Species Management Programme workshop for Kākā conservation breeding. This workshop welcomed attendees from Department of Conservation, all major zoos around the country, New Zealand Zoo and Aquarium Association staff and smaller wildlife parks and sanctuaries. The workshop was held to assess the conservation breeding requirements for restoration of Kākā across the country.

Greening the Zoo

The Zoo has continued to refine the sustainability initiatives that help us to reduce our production of waste and our consumption of water and power.

Power

The Zoo saw a modest rise of 11% in our power consumption, which is no surprise with three new facilities becoming operational. The Hub, The Roost and Mini Monkeys exhibit have grown our footprint, as their energy demands exceed the facilities they replaced.

The largest factor in our energy profile is weather. Wellington experienced some of the coldest days on record – with snow falling in the Zoo for the first time in living memory. Along with the rest of Wellington, the Zoo hit peak consumption on these icy days.

The demands on The Nest Te Kōhanga, which already accounts for 25% of the Zoo's energy consumption, were increased with the arrival of the storm wrecked Prions and the Emperor Penguin, Happy Feet. However, operational changes to the air conditioning in the facility will see savings made over the course of the next year.

We are aware that we may see further growth of our footprint with the opening of the Asia Precinct in 2012.

Water

We saw our second lowest year of water consumption on record, with 20.7million litres consumed. This is a 17% rise on the previous year, but still some way below the five year average of 24 million litres. We are always seeking out new ways to save water and several new initiatives should show savings for the next financial year.

Waste

Great results have been achieved in our waste management this year. Consolidation of two waste streams into one has resulted in a significant saving. Contractors now collect glass, tin, plastics 1-7 from a central collection point.

Recycling is 23% of our total waste, showing that our visitors and staff all make a great effort to sort their waste. We also sent 30m³ or 10,000kg of steel and other metals for recycling.

Our waste to landfill remained on par with last year, at 172m³. However, as a percentage of our total waste, it has dropped to 16%.

Our real success story is disposing of our organic waste. We are now composting 61% of our waste. The amount of compost processing onsite has risen significantly, with an all time high of over 500m³. Compostable waste leaving site has reduced by 37m³, saving the Zoo approximately \$1,400. We have also been able to speed up the processing with the addition of vegetable waste to the mix; which is provided by our vegetable suppliers. This means we no longer need to add water, and significantly reduces the blending time – while also acting as a catalyst in the composting cycle. It is a great achievement for us to process more waste in less time and with less water.

4. Achieve financial sustainability

The Zoo met or exceeded 19 out of 24 of our key performance measures¹. Modernising and maintaining the Zoo for the benefit of our animals, staff and community needs investment, and as a charitable trust, we rely on the generous support of Wellington City Council, as well as sponsors, supporters and revenue from visitation. Since becoming a charitable trust in 2003, we have made huge progress in increasing our share of the costs of running a modern zoo. The Zoo generated direct revenue to cover 50% of its operational costs this year.

This table below shows our key earnings for this financial year.

Visitor Admissions	\$2,231,404
Fundraising for capital projects	\$691,478
Zoo shop retail sales	\$283,003
Operational sponsorship and grants	\$212,874

In addition to these returns, the Zoo welcomed over 200,000 visitors through our doors for the first time - with 216,457 visitors in total for the financial year. This was a massive stretch target achievement for the Zoo.

Friends Lending a Hand

The past financial year has shown the strength of support that Wellington Zoo has from sponsors and supporters. This year we have received more support from around the world, from Kapiti to Kowloon as more people come to understand our conservation goals.

Principal Funder – Wellington City Council	
Major Partner - ASB	The Trusts Community Foundation
Bluebird Foods Ltd	The Southern Trust
Brian Whiteacre Trust	The Lion Foundation
Fonterra Brands (Tip Top) Ltd	The Radio Network
Infinity Foundation Limited	The Dominion Post
Koala Trust	Thomas George Macarthy
Massey University	The Holdsworth Charitable Trust

¹ This is for both our internal and external measures.

The Nest Te Kōhanga and our Veterinary Team received invaluable support from Pacific Radiology, who increasingly support us with our native species admission. Capital and Coast Health Board contributed equipment for use in The Nest Te Kōhanga, while CDC Pharmaceuticals and Southern Cross Hospital donated equipment and consumables.

Our Digital Partner, NV Interactive, provided the Zoo with technical support for our website and database platforms; allowing us to give our online visitors a smoother experience and the ability to book online. Saatchi & Saatchi continued to create innovative ideas and campaigns for Zoo promotions and events on a pro bono basis.

The Zoo also received heavily discounted services from McMeekin, Melbar Engineering, Mitre 10 and Trumac, as we work towards building the best little zoo in the world.

Happy Feet Tales

The arrival of Happy Feet, the Emperor Penguin, catapulted Wellington Zoo into the international media arena, with the impact of coverage in the US alone having a publicity value of over \$5million. This heightened international profile resulted in \$30,000 worth of donations for the Zoo to care for all our animals.

Raising our Profile

Our media profile continued to shine, with 580 domestic news stories, and hundreds more overseas. These included 2011 Year in Review stories featuring Dr Lisa Argilla and Happy Feet the Emperor Penguin, and Manukura the White Kiwi.

Our visitors are increasingly turning to technology, with our website visitation up 230%. Technology allows our visitors to share the connection they have to the Zoo through social media. A YouTube clip of one little girl facing down a Lion made headlines around the world, resulting in over 63,500 media stories. Over 5,450,000 people worldwide have watched this video, more than the population of New Zealand. Sofia, the little girl in the video, was praised by one journalist as a role model for women in science:

“Sofia should be an inspiration for parents of girls everywhere. There’s an element here to what I’d like to see in all girls growing up right now -- that fearlessness mixed

with inquisitiveness. I can see Sofia growing up to be a biologist searching for poisonous snakes in the Amazon, or an investigative journalist, asking dangerous questions! Watch out world, Sofia is fierce.”²

A huge increase in our social media followers has enabled us to connect more people with nature across a wider platform. Our Facebook fan base increased 600%, from 2000 to almost 12,000. Our Twitter followers increased over 200%, from 2000 to over 4000. This loyal group generate further exposure for Zoo stories by sharing with their own friends and followers; but also share their Zoo memories, experiences, photos, and stories with us.

² http://thetir.cafemom.com/toddler/131255/fearless_3yearold_stands_up_to

5. Build lasting community support and participation

The participation and support of our community is imperative for Wellington Zoo. This year has been the most successful year for new members, with 2,629 new Zoo Crew members signing up to visit their Zoo.

With the time dedication equivalent to 5.5 full time employees, our volunteers provided valuable support to the Zoo. Corporate groups also recognised the Zoo as a valuable place to give back to their community and really get stuck in, with 52 groups visiting in total.

To show how much we appreciate the support we get from our members, volunteers, and wider community, we have found several ways to give back and celebrate the help they provide. We opened our doors to 800 of our closest neighbours with our seventh annual Neighbour's Night BBQ in January. With sausage sizzles, face painting, and animal talks, we relished the opportunity to have our neighbours playing in our backyard.

On Children's Day Te Ra O Te Tamariki, we helped our community spend time with their children, with \$1 entry for kids. Over 800 people enjoyed the action packed day of activities and fun, from Junk Monster Puppets to face painting.

We created fun events and activities to help our community to learn about reducing, reusing, and recycling on World Environment Day.

Despite atrocious weather on Wellington Open day, more Wellingtonians visited the Zoo than ever before in one day, with 4,000 people embracing the opportunity to donate money towards a good cause.

We welcomed over 7,500 visitors to the Zoo with our successful 'Winter Wednesdays' promotion, which was run throughout August – giving our community an incentive to explore our winter wonderland and fall in love with our Zoo.

We have been strengthening new pathways for young people in our community. Three new Gateway students took place in structured workplace training at the Zoo, to help them

towards further education and employment. We are developing a Youth at Risk Programme with the Wellington South Police, so that our young people can find positive ways to give back to our community.

Our community found new ways to tell us how much they love Wellington Zoo. We were overwhelmed with photos, as our community shared their stories, memories and love for their Zoo with our social media campaign, 'I Love Wellington's Zoo'. Our staff did the same, linking our community's support with our people's passion at the Zoo.

Our community sung our praises widely, with the Zoo receiving a Certificate of Excellence from TripAdvisor due to a consistent rating of Excellence from our visitors. The Zoo was a Gold Finalist in the Entertainment Book awards, rated as one of the best attractions across the Arts, Sports, and Entertainment category.

Positively Wellington Tourism recognised the impact of Wellington Zoo, rating the experience as one of the top ten Must Do's for Wellington visitors.

6. Show industry leadership

Wellington Zoo has had a successful year of achievements, and we have been leading the way in our industry.

This year, our team managed an outstanding veterinary achievement. An emergency C-section for our female Giraffe, Zahara, was required on Saturday 10 March. Unfortunately, the female calf died as she was caught in the birth canal and Zahara was unable to birth her. However, only two Giraffe C-sections have been recorded in veterinary literature – with only one survival. Giraffes are notoriously difficult with anaesthesia, so this success is a real credit to our Zoo and will be written as a veterinary paper by our Veterinary Science Manager and the Equine specialist from Massey University.

Dr Lisa Argilla, our Veterinary Science Manager, won the Environment category of the 2011 Wellingtonian of the Year awards. This award represents the hard work that has happened at The Nest Te Kōhanga over the year, from Happy Feet the Emperor Penguin to Manukura the White Kiwi.

Our staff hold seven studbook and species coordinator positions. These positions include the responsibility for studbook maintenance for all animals of the species in the region. Simon Eyre holds the studbook for Meerkats, Porcupines, and Auckland Green Geckos. Simon also shares the species coordinator position for Pygmy Marmosets with Jacqui Hooper; Cheetah with Amanda Tiffin; and Nyala with Elise Kovac. For native species, Barbara Blanchard holds the studbook and species coordinator position for Tuatara, and is a member of the Department of Conservation Tuatara Recovery Group.

Our staff also play important roles within the Zoo and Aquarium Association (ZAA) committees. In addition to her role as Wellington Zoo Chief Executive, Karen Fifield is the President of the Zoo and Aquarium Association (ZAA) Australasia. Collections Development Manager Simon Eyre holds a number of positions, including convenor of the Carnivores and Small Exotic Mammal Taxonomic Advisory Group (TAG), membership of the Australasian Species Management Programme Committee and the Accreditation and Animal Welfare committee, the New Zealand branch of ZAA (ZAANZ), and also the ZAANZ liaison for the

Ministry of Primary Industries and Environmental Protection Authority. Dr Lisa Argilla is the New Zealand Fauna TAG Veterinary advisor, and General Manager Operations, Mauritz Bassoon, is the Ungulate TAG husbandry advisor.

Sharing our stories

A true testament to Karen Fifield's leadership at the Zoo was the invitation to be the guest speaker to the New Zealand Universities Women in Leadership dinner event. Being part of this evening allowed her to inspire women in leadership roles to excel.

Our Marketing and Communications Manager, Kate Baker, and Life Science Manager, Paul Horton, presented at the 2012 ZAA New Zealand Conference in Auckland in June.

Learning Manager, Ben Pocock, was asked to be a keynote speaker at the New Zealand Association for Cooperative Education conference in Hamilton. Ben also presented at the New Zealand Association for Environmental Education. This illustrates the esteem in which our Learning Team is held, and the contributions they make to nurturing learning in our wider community.

Our Visitor Experience Manager, Oli du Bern, is on the Interpretation Network New Zealand committee, learning and leading the best practices and professional standards in interpretation.

Oli joined Visitor Ranger, Dion Chait, as they championed our advocacy and conservation work at the Kiwi Hui; demonstrating our commitment and leadership in this growing space.

Ben Pocock and Nathan Spurdle attended the inaugural Generate Hui – a network of young professionals in the environment and recreation sectors across New Zealand and Australia; while Hannah Lander, Executive and Trust Board Assistant, holds a seat on the New Zealand Institute of Management young professionals committee. Taking advantage of these opportunities ensures that our staff are at the forefront of industry developments, and provide platforms to share our stories with the wider industry.

7. Ensure all staff are motivated and valued

Without our people, the Zoo would simply not be able to bring all our dreams to life. We achieved a key milestone this year, with the development of our 2011-2014 People and Culture Strategy. This strategy focuses on three key themes:

- Building the capability and performance of our people
- Growing our people engagement
- Strengthening leadership and management capabilities

These themes run through the strong body of initiatives this year that truly work towards ensuring our people recognise their value, and can find new sources of motivation within their roles.

We had an outstanding response rate of 98.6% for the JRA Best Workplaces Survey, completed in August. We performed exceptionally well and rated above the benchmark for small to medium organisations in the areas of 'Culture and Values', 'Common Purpose', 'My Team, and 'My Job'.

The survey was followed up with all staff providing input into culture workshops. These workshops resulted in the initiation of a number of projects focused on 'Performance and Feedback', 'Reward and Recognition', and 'Communication and Cooperation'.

Our very first in-house leadership development programme was established, and delivered over a three month period. A range of topics were covered through eight modules, and the programme was complemented with action learning projects.

We celebrated leadership month in August with all staff invited to attend a series of sessions. These included a range of emotional intelligence sessions facilitated by the New Zealand Institute of Management; interactive leadership challenges; and four leadership breakfasts with guest speakers.

All our staff participated in TetraMap workshops, which have accelerated culture change by providing everyone with insights into the ways they see themselves and others. TetraMap has provided our team a greater appreciation of another's perspective, which is in turn

enhancing our teamwork and collaboration. The language has swiftly entered our Zoo vernacular, and is a great tool for lifting our internal communications.

Our dedication and commitment to the health and wellbeing of our people was continued, with free flu shots provided, and the delivery of manual handling training.

But looking beyond just health and wellbeing, we were able to secure an ASB WorkExtras banking package to add to the range of benefits our people already enjoy. And while we're talking money, we completed a comprehensive remuneration review – which included looking at job evaluation, grades, salary ranges and market data for all roles. We want to ensure our remuneration practices are transparent and fair, and were able to ensure we are providing relativity with jobs of the same size in the external labour market.

We like our team to have fun, and our own Zoolympic Games were developed by staff – with an evening of games, fun, and laughter that truly made a positive contribution to morale and team building.

With a continual focus on learning and sharing, we ran 27 Learning Sessions for our people – delivered by external and internal facilitators. These covered a range of topics, from conservation and sustainability, financial literacy, animal training with Barbara Heidenreich from the USA, to the Five Freedoms and Five Domains for animal welfare.

Financial Statements

Trustees

Ross Martin (Chair)

Ross is a Chartered Accountant and successful businessman. He joined the Wellington Zoo Trust after a successful career in Public Transport in the Asia Pacific Region. He is a strong supporter of the Zoo's Visitor Engagement, Learning and Conservation strategies and is a passionate Wellingtonian. His vision for the Zoo is to build a financially resilient and beautifully presented community facility that is loved by all Wellingtonians and visitors to Wellington. Amongst other roles Ross is also Chair of the very important, Wellington Free Ambulance.

Francie Russell (Deputy Chair)

Francie is currently Executive Director of Wellington Community Trust, a philanthropic trust with a capital asset of \$45million. She is also currently a Trustee of NZ Art Trust and the Tana Umaga Foundation. For many years she has been involved with surf life saving being a Life Member of Maranui Club and also their treasurer. Francie is a Member of Nursing Council's Professional Conduct Committee, and a Justice of the Peace.

Alan Dixon

Alan was educated in England at the University of Nottingham where he obtained a BSc in Zoology and at the University of Birmingham Medical School, where he was awarded a PhD and a DSc in Biological Sciences. His research has involved comparative studies of reproductive biology and the evolution of sexuality in primates. He has held posts at the Zoological Society of London (1976-1983), Medical Research Council UK (1983-1999), International Medical Research Centre in Gabon (1989-1992) and was Director of Conservation and Science at the Zoological Society of San Diego in the USA (1999-2005). He is currently a Professor in the School of Biological Sciences at Victoria University of Wellington, and has published more than 140 papers and books.

Simon Marsh

"Swampy" Marsh is a Wellington City Councillor and lives with his family in his eastern ward suburb of Seatoun. Swampy remains connected with Wellington's business community through his successful radio advertising business. Since becoming a Trustee he has become a proud disciple of Wellington Zoo.

Linda Meade

Linda provides commercial and other specialist financial advice to a range of businesses and organisations spanning the public and private sectors. Over the last 20 years she has worked in London and Switzerland as well as New Zealand and is currently a Senior Manager in the Deloitte Financial Advisory Services team in Wellington. Linda is also the Director and co-owner of Daisies Early Education & Care Centre, a high quality early childhood education centre based in Johnsonville, Wellington.

Strategic Management Team

Karen Fifield, Chief Executive

James Araci, Group Manager Commercial Development

Mauritz Basson, General Manager Operations

Amy Hughes, Group Manager Visitor Engagement

Susan Macdonald, Chief Financial Officer

Ross Provan, Manager Capital Development (until October 2011)

Jason McCarthy, Manager Capital Development (from January 2012)

Jo Ring, Manager People & Culture