



protecting the blue planet for 40 years



**New England
Aquarium**

Annual Report 2009

Greetings!

The past year left us with many reasons to celebrate and much to look forward to at the New England Aquarium. In 2009 we marked 40 years of ocean stewardship – continuing the pioneering work that has always set this institution apart. Despite the financial downturn, we opened a major new exhibit, welcomed over 1.3 million visitors and strengthened our commitment to worldwide research and conservation.



Early in the year, the Aquarium hosted a major symposium on climate change with the Woods Hole Oceanographic Institution. Policy makers and business leaders explored how best to adapt to climate change's impacts on our oceans and coastlines. In addition, we are collaborating with five of the largest aquariums in North America to develop education programs on this important topic that will reach millions of visitors each year.

In July, we celebrated the opening of the New Balance Foundation Marine Mammal Center. The open-air exhibit on Boston Harbor offers visitors stunning views of the waterfront and gives them an unforgettable look at Northern fur seals in action. The new exhibit presents a well-rounded vision of the Aquarium's global conservation mission by explaining the challenges facing marine mammals in the wild and showcasing the Aquarium's work to protect them.

Attendance remained strong throughout the year. Engaging exhibits, knowledgeable staff and motivated volunteers make the Aquarium a favorite destination for visitors of all ages. During this anniversary year, we launched a series of free Community Nights for Boston's Caribbean, Brazilian, Latino and Chinese populations. Thousands of people, including many first-time visitors, experienced the Aquarium's wonders on these evenings.

The Aquarium remains on solid financial ground thanks to prudent management and the continuing generosity of our donors. We've raised over \$25 million since 2007 for the implementation of various Action Plan initiatives, including the New Balance Foundation Marine Mammal Center. Success with the next phase, which we call Mission Blue, will require another \$15 million to enable us to build a new shark and ray touch tank in the Aquarium's West Wing, complete an off-site husbandry facility in Quincy and build an entirely new Giant Ocean Tank in the main building. A number of programs will be strengthened and expanded as well.

The past year demonstrated how the Aquarium is a global leader in marine education, research and conservation. These programs and accomplishments would not have been possible without our enthusiastic board members, staff, volunteers, members and scores of generous donors. Heartfelt thanks are due for your support as we look ahead to the next 40 years!

Bud Ris
President and CEO

Bill Burgess
Chair, Board of Trustees





Johnson Foundation
MARINE MUSEUM CENTER

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Photo: J. Stringer

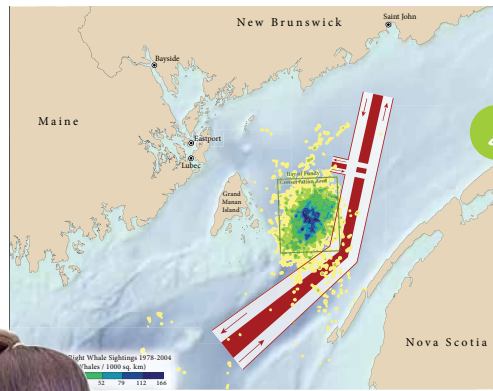
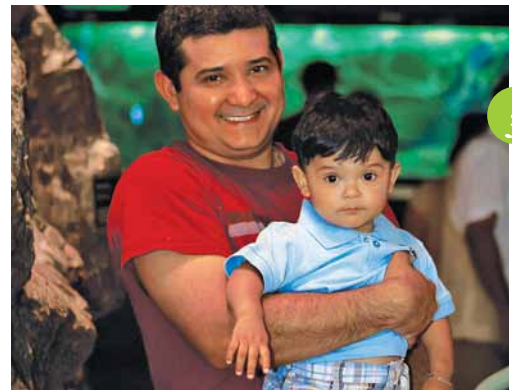


Photo: N. Fried-Lipski



Photo: Cape Cod Times

2009: Celebrating Forty Years of Protecting the Blue Planet

The Aquarium continued showcasing freshwater and marine life from around the world and educating visitors about the importance of conserving ocean ecosystems. Below are a few of the year's key accomplishments.

The New Balance Foundation Marine Mammal Center

Last summer the Aquarium opened the spectacular New Balance Foundation Marine Mammal Center. The exhibit connects visitors to Boston Harbor while showcasing Northern fur seals in an innovative open-air exhibit.

The Phoenix Islands expedition 1

Last fall, Aquarium scientists and affiliates journeyed to the Phoenix Islands in the Central Pacific Ocean. It was the fourth Aquarium-led expedition to study the remote islands' coral reefs and biodiversity, and the first since the area was designated a Marine Protected Area. The team documented the fact that some of the reefs there had recovered from damage caused by warming of the seas, giving hope for the future.

Teaching future ocean protectors 2

The Aquarium continued to help teachers inspire students with marine and environmental topics. Our new school group program enhances the experience of field trip participants, offering free visits by Aquarium educators to classrooms before and after the field trip and specialized programming to meet curriculum needs. During its pilot phase, the program reached nearly 1,000 students in 50 classrooms. The program is now being extended to schools throughout the Boston metropolitan region. The school group program is just one of many ways the Aquarium reaches students. In all, the Aquarium's education and outreach programs taught 110,579 children about the marine environment last year.

Connecting with the community 3

The Aquarium said welcome in several languages by inviting neighbors from Boston's Brazilian, Latino, Chinese and Caribbean communities to a series of enormously successful open houses. More than 5,000 people attended these free events.

Forty years of groundbreaking research 4

Last year, Aquarium researchers were the first to successfully raise queen triggerfish from eggs collected in the Giant Ocean Tank. It was a landmark step in ornamental fish conservation, and it is the latest in a list of Aquarium accomplishments that includes equipping gillnets with pingers to prevent dolphins and porpoises from getting entangled, getting shipping lanes diverted away from right whales and bringing together the Wildlife Bycatch Consortium to reduce the amount of non-target species caught in commercial fishing operations.

Taking on climate change 5

An interdisciplinary group of experts convened in Boston last spring to attend an Aquarium-sponsored climate change symposium—Changing Climate, Changing Coasts. The symposium, co-sponsored by Woods Hole Oceanographic Institution, initiated an important conversation about how climate change will affect the oceans and the New England coastline.

Saving sea turtles 6

The Aquarium's Marine Animal Rescue Team sprang into action this fall to rescue and rehabilitate dozens of sea turtles that were stunned by the cold and stranded on Cape Cod beaches. The team treated 83 patients, mostly critically endangered Kemp's ridley sea turtles.

Looking Forward: The Changing Face of the Aquarium

Building for the future

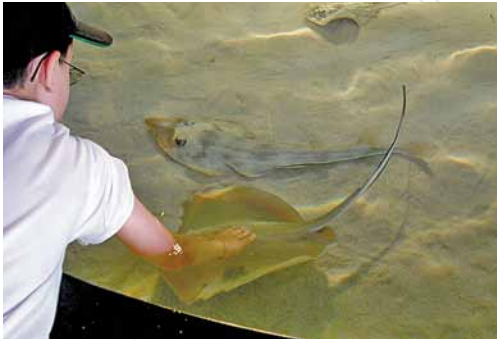


Live Blue Initiative

Throughout the Aquarium, Live Blue kiosks will encourage visitors to take action toward marine conservation efforts worldwide. Visitors pledging to live blue can continue to learn about protection efforts and their own impact on our oceans thanks to the robust online initiative that debuted last year.

Shark and ray touch tank

The 50-foot-long tank designed to replicate a tropical mangrove lagoon will be showcased in the West Wing, giving visitors an exciting opportunity to interact directly with some of the most fascinating creatures in the sea.



Giant Ocean Tank renovation

A \$12 million renovation will transform the Aquarium's signature exhibit to provide a whole new educational and viewing experience. The new exhibit will include an entirely new coral reef, many new species of fish, new viewing platforms, digital displays and a high tech communication system.

East pier pavilion

A newly constructed open-air facility will provide outdoor learning space and will strengthen the Aquarium's connection to the waterfront. The soaring roof design will complement the New Balance Foundation Marine Mammal Center, framing spectacular views of the Harborwalk and Boston Harbor.



Photo: S. Cheng

Blue Planet Action Center

As a leader in a national consortium of aquariums pledging to educate the public about climate change and an international collaboration focused on the overall health of the oceans, we are planning a new exhibit that will heighten awareness about the current state of the planet's oceans and inspire individuals to action.

Sea turtle rescue/rehab facility in Quincy

An off-site husbandry facility in Quincy will enable the Aquarium's Marine Animal Rescue Team to strengthen and expand its capacity to rescue and rehabilitate endangered sea turtles. As a global leader in conservation of Kemp's ridley sea turtles, we will have the ability to make an even greater impact on saving this endangered species.



In the years ahead, we will be launching several ambitious building projects, education programs and research and conservation initiatives to protect the blue planet and inspire the next generation of ocean stewards. These goals will be accomplished through our Mission Blue Campaign.

Reaching new audiences

School group programs

New education programming will improve the entire Aquarium experience for school groups before, during and after a visit to our exhibits, starting with Boston Public Schools and later expanding to additional school systems.

New Bostonian programs

The popular Community Night events at the Aquarium will expand their reach to educate and inspire thousands of people from Boston's diverse and underserved populations.



Researching for a better future

Sustainable Seafood and Fisheries Initiatives

We will continue and expand various programs to encourage major seafood companies to sell products from sustainably managed fisheries, research and build consensus for best practices in the burgeoning aquaculture industry and continue our efforts to reduce bycatch in commercial fishing operations.



Ocean Health Initiatives

The Aquarium aims to provide policy makers, media and the public better information about the current health of our oceans. A new program will empower Aquarium researchers to investigate the impacts of noise and other sources of stress on marine life and develop solutions to mitigate human influence.

New Research Lab

The New England Aquarium is the only aquarium in the U.S. with a major laboratory on site. New tanks, additional storage, and facility and equipment upgrades will ensure that our scientists can continue vital research on fisheries, aquaculture and ocean health right in the heart of Boston.



Photo: Cape Cod Times

We want to thank all who supported the New England Aquarium in 2009.

The Aquarium raised a total of \$11,900,000 in 2009 toward our annual operating needs; restricted conservation, education and research projects; and our Mission Blue Campaign. This result was achieved through the generosity of our Boards, corporate and foundation leaders, public agencies and donors like you. More than 16,500 joined or renewed their memberships in 2009, providing a loyal base of support during very demanding economic times.

We welcomed several new signature corporate partners in 2009, including Bank of America, National Grid and Verizon. Their generosity provided funding for programs that benefit thousands of students and teachers. One of our key government funders, the National Oceanic and Atmospheric Administration (NOAA), funded a unique multi-aquaria collaboration around climate change education. Our Boards provided 57% of our individual goal for operating funds, followed by strong support from our Navigator and President's Circle giving societies.

Our Mission Blue Campaign raised \$6,298,000 in 2009 and has now passed the \$25 million mark toward our \$40 million goal. We are deeply grateful to those donors whose early and sustained support has enabled the Aquarium to meet the objectives of our strategic action plan and provide vision for our future growth. With this momentum, the Aquarium stands ready to address some of the most important challenges facing the oceans today.

Great Benefactors

The following donors have committed \$1 million and above, cumulatively, since the Aquarium's opening in 1969.

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Major Gifts to the Mission Blue Campaign Through December 2009

The following donors have committed leadership gifts and grants to the Mission Blue Campaign, helping to support the Aquarium's five-year strategic Action Plan. This funding for critical capital improvements and program development will help advance the institution for years to come.

\$5,000,000+

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Bill and Barbara Burgess
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The following individuals provided unrestricted operating gifts to the Aquarium in 2009, as members of the President's Circle and Navigator and Conservation Societies.

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The family and friends of Abe Jelinek

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The following foundations and government agencies provided operating support to the Aquarium in 2009, helping the institution sustain its core programs and exhibits.

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 Clara B. Winthrop Charitable Trust

**Restricted Corporate,
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 Individual Support**

The following donors provided restricted support for the Aquarium in 2009. These gifts and grants helped fund education programs serving all ages, conservation work around the globe, research projects studying marine animals and ecosystems, special programs at the Aquarium and in the community, and endowment to support these efforts for the long term.

\$100,000+

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 New England Aquarium Education Fund at The Boston Foundation
 National Marine Fisheries Service
 National Oceanic and Atmospheric Administration
 Woods Hole Oceanographic Institution

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The following corporate sponsors supported the Aquarium in 2009.

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AMAG Pharmaceuticals, Inc.
Arthur J. Gallagher Risk Management Services, Inc.
Battelle
Bloomberg
Brandeis University
CDM
Cengage Learning
The Center for Families at Children's Hospital
Children's Hospital of Boston, Department of Radiology
Comverse, Inc.
Dana-Farber Children's Hospital Cancer Care Program
Deloitte
Dunkin Brands
Faulkner Hospital - Ingersoll Bowditch Library
Fidelity Investments
Framingham Cooperative Bank
Friends of the MGH Cancer Center
Gradient Corporation
GZA GeoEnvironmental Technologies, Inc.
Harvard Pilgrim Health Care, Inc.
Hollingsworth & Vose Company
The Hopedale Foundation
Houghton Chemical Corporation
International Data Group
Invensys

John Wiley & Sons, Inc.
KPMG, LLP
Lowell General Hospital
Maritime Information Systems, Inc.
Massachusetts Port Authority
Old Mutual Asset Management
Parent Talk
Pfizer, Inc.
Putnam Investments
Sanofi-Aventis
Senior Aerospace-Metal Bellows Division
Simmons College
SolidWorks Corp.
The Talbots, Inc.
Tillinger's Concierge & Special Event Production
Trigen-Boston Energy
Twin Rivers Technologies
UGL UNICCO
USPS Social & Recreation Committee

Corporate Associate \$1,500-\$2,499

7 News WHDH-TV Boston
Advanced Financial Services, Inc.
AEW Capital Management, LP
Albert O. Wilson Foundation, Inc.
Allegro MicroSystems, Inc.
Animal Rescue League of Boston
Babson Capital Management, LLC
Bethesda Lodge #30, I.O.O.F.
Bingham McCutchen, LLP
Bose Corporation
Boston Private Bank & Trust Company
Brockway-Smith Company
Brunswick Naval Air Station
Burke Distributing Corporation
Cambridge Savings Bank
Cambridge Trust Company
CGI Information Systems & Management Consultants, Inc.
Chelsea Industries, Inc.
Clinical Science Laboratory
Credit Suisse First Boston Corporation
Delta Dental Plan of Massachusetts
Draper Laboratory, Inc.
Emcor Services Northeast - Commair/Balco
Emerson College
Foley Hoag, LLP
Foodmaster Super Markets (FEMBA)
H.C. Starck, Inc.
Hub International New England, LLC
IBM Corporation
Lantheus Medical Imaging
Lockheed Martin Sippican, Inc.
Longfellow Benefits
Lonza Biologics, Inc.
New Boston Fund, Inc.
North Coast Seafoods Corporation
Pembroke Real Estate
Philips Healthcare
Phillips Exeter Academy Community Spirit

Physical Sciences, Inc.
Reed & Barton Foundation
Seaport Hotel
Seaward Management Corporation
Shriver Job Corps Center
South Shore American Postal Workers Union
Spaulding Rehabilitation Hospital
Standard-Thomson Corporation
Stonegate Group, LLC
Syska Hennessy Group, Inc.
The Timberland Company
Time Warner Book Group
University of Massachusetts, Boston - Biology Department
U.S. Postal Service Processing and Distribution Center
Vanasse Hangen Brustlin, Inc.
Varden Technologies
Weingarten, Schurigin, Gagnebin & Lebovici, LLP
Weather Services International

Corporate Annual

Essex Television Group, Inc.
McManus Architects, Inc.

In-Kind Gifts

The following companies and individuals donated goods or services with a reported value of \$500 or more in 2009.

Abaxis
Ronnie Catanese
Cramer Decker Industries
Engine Room Edit
Dr. Laura Le Van
Maritime Information Systems, Inc.
Dr. Ruth M. Marrison
Mullen
Overland Experts
Hoff and Lizel Stauffer
Wildlife Computers
Winston Flowers

Endowed and Named Funds

David B. Stone Fund (1970)

Winslow Memorial Fund (1977)

John H. Cunningham Jr. Fund (1982)

Harold E. Edgerton Fund (1982)

New England Aquarium Education Fund at
The Boston Foundation (1983).

Comprises four funds: Robert G. Stone Fund (1971),
Paul F. Hellmuth Fund (1984), Helen B. Spaulding
Fund (1985) and William S. Brewster Fund (1986)

David B. Arnold Jr. Fund (1984)

Animal Care Fund (1985)

Weston Howland Fund for Admissions (1988)

The John H. Prescott Fund for Marine
Conservation Research (1998)

Edmund C. Toomey Endowed Education
Fund (2005)

Akiko Shiraki Dynner Fund for Ocean
Exploration and Conservation (2005)

The Buttrick Fund for Volunteer Programs
(2006)

Leadership

Officers of the New England Aquarium
Corporation

Bud Ris, *President and Chief Executive Officer*

Walter J. Flaherty, *Executive Vice President,
Chief Operating Officer and Treasurer*

R. William Burgess Jr., *Chair of the Board
of Trustees*

Dianne Hobbs, *Secretary of the Corporation*

2010 Board of Trustees

Current as of April 2010

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Robert L. Beal

Carolyn J. Campanelli

John M. Cohen, M.D.

Alan R. Dynner, *Ex-officio*

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Harry A. Hanson

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Thomas B. King

P. Eric Krauss

Jeffrey H. Pierce

Mary T. Renner

Neil S. Shifrin, Ph.D.

Richard A. Soden, Esq.

Susan Lewis Solomont, *Ex-officio*

Louis J. Volpe

2010 Board of Overseers

Current as of April 2010

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Gregory Clark

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James E. Collins

Monica D. Cost

David I. Crowley

Tom Curren

Paul W. DiMaura

Katharine B. Fagan

Dean Goodermote

Robert R. Gould

Caroline S. Grace

Diana Hixon

Pamela Petri-Humphrey

Ogden Hunnewell

Gregory O. Hunter

Douglass E. Karp

Steven K. Katona, Ph.D.

Michael P. Last

Robyn L. Laukien

Alan M. Leventhal

Alexander D. Leventhal

Anne R. Lovett

Alistair Lowe

Laurence P. Madin, Ph.D.

Elaine Mangum

James J. McCarthy, Ph.D.

Donald J. Packer

Scott H. Page

A. N. Pappalardo

Stephen C. Peacher

Laird P. Pendleton

Todd Rassiger

Karen Foote Richards

Duncan W. Richardson

Tedd R. Saunders

Frank Savage

Patrick Scalli

Larry W. Schwartz

Brian Skerry

Karen Lee Sobol

Patricia R. Squire

Candace D. Stecker

Gregory S. Stone, Ph.D.

David L. Thomas

Robert W. Uek

Timothy L. Vaill

Elizabeth Weir

2010 Magellan Society

Current as of April 2010

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John M. Bradley

Frances K. Clark

John D. Constable, M.D.

John J. Doyle Jr.

Dean W. Freed

Walter J. Gamble

Frederic E. Greenman

Lily Rice Hsia

George M. Lovejoy Jr.

George Macomber

Willis A. Matson II

Daniel Pierce

Rudolph F. Pierce, Esq.

Sandra B. Prescott

Kathleen Sherbrooke

Life Trustees

Current as of April 2010

David B. Arnold Jr.

Gerald W. Blakeley Jr.

Charles S. Boit

William S. Brewster

Jacob F. Brown II

Anne T. Buttrick

Gale R. Guild

Frank L. Harrington Jr.

Richard Harte Jr.

Karl J. Hirshman

David I. Kosowsky, Sc.D.

Robert A. Lawrence

Elisha F. Lee

William H. MacCrellish Jr.

Edward C. Mendler

William J. O'Neill Jr.

Edward E. Phillips

Sandra B. Prescott

William J. Pruyn

George Putnam

William O. Taylor

Honorary Trustee

Sylvia A. Earle

In Memoriam

Walter L. Cronkite, *Honorary Trustee*

Weston Howland Jr., *Life Trustee*

George E. Kane, *Life Trustee*

David B. Stone, *Principal Founder*

Year-End Financial Summary

The New England Aquarium had another good year in 2009, both operationally and financially, despite the recession and continuing economic challenges. Considering the uncertainties we faced at the start of 2009, we are very pleased with the year-end results. Careful planning and continued vigilance throughout the year were key factors in our success.

Overall attendance topped 1.3 million visitors, generally in line with our average over the past five years. Although attendance in the Simons IMAX Theatre showed some decline, attendance to our main exhibits was the highest it has been since 2002. Our market research concluded that the Aquarium's 2009 audience was composed of more local visitors than in prior years, probably a result of the economic downturn and reduced tourism.

Operating revenue and support in 2009 was \$36.4 million—2% less than 2008, primarily as a result of lower retail sales and individual gifts. This decline was offset, however, by the increase in individual and group admissions—up 5% in 2009. Operating expenses of \$33.7 million decreased by 2% in 2009 as a result of yearlong efforts to control costs.

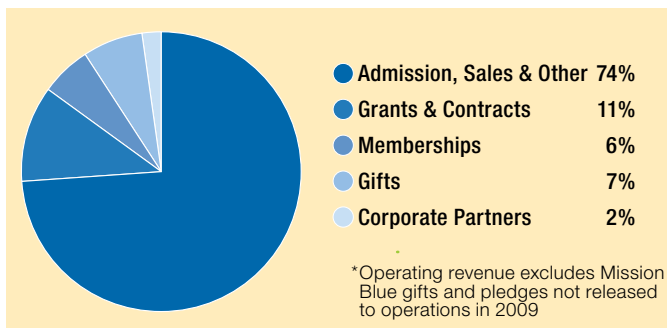
Resulting cash flow in 2009 was sufficient to fund operations, finance several important capital expenditures and reduce long-term debt, an area of focus in recent years. In addition, for the second consecutive year, we were able to set aside \$1.0 million from operating activities into a General Fund established by the Board to cover unexpected contingencies in the future. In 2009, unrestricted net assets increased \$6.5 million to \$31.8 million and total net assets increased \$4.0 million to \$48.1 million—the highest levels in many years.

The opening of the New Balance Foundation Marine Mammal Center and major improvements to our harborside terrace were the major highlights of the capital projects undertaken in 2009. This \$10 million project was funded by a combination of cash gifts and multi-year pledges, together with a modest amount of temporary borrowing that will be paid down as pledge payments come in. The Aquarium also reached a major milestone with its Mission Blue Campaign—achieving \$25 million in gifts and pledges, including the \$10 million spent on the Marine Mammal Center and harborside plaza.

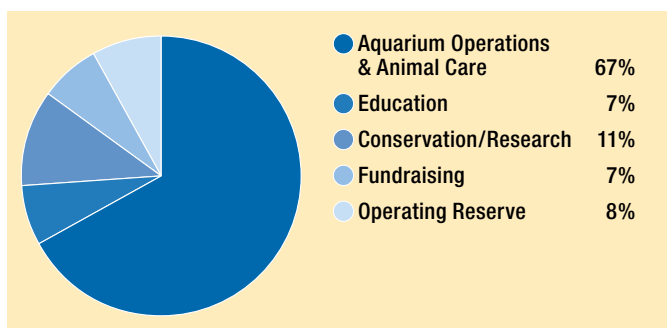
We have prepared a detailed operating budget for 2010 that continues to reflect some caution about the state of the economy. But we are very excited about 2010 and look forward to sharing our continued successes.

Walter J. Flaherty
Executive Vice President
Chief Operating Officer & Treasurer

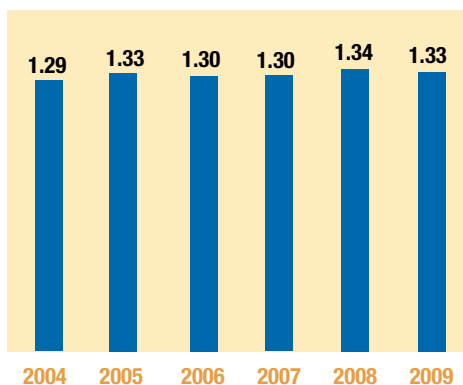
Operating Revenue Sources*



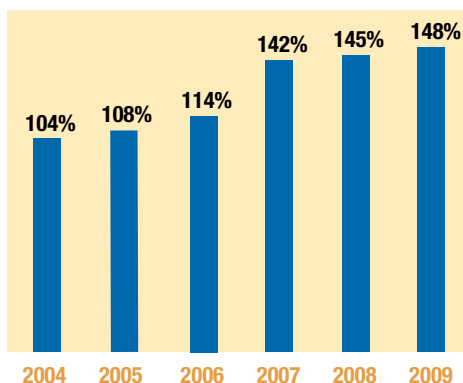
Expenses



Total Aquarium Attendance (millions)



Net Assets/Total Liabilities



New England Aquarium Corporation

Financial Results (in thousands of dollars)

Operating Revenue & Support	FY 2009	FY 2008	Change \$	Change %
Admissions – Individuals & Groups	\$16,982.8	\$16,122.7	\$860.1	5%
Retail Sales – Food, Gift Shop & Events	8,736.9	9,361.6	(624.7)	-7%
Memberships – Individual & Family	2,144.5	2,065.2	79.3	4%
Corporate – Memberships & Sponsorships	761.8	682.7	79.1	12%
Gifts & Pledges	2,268.4	2,494.2	(225.8)	-9%
Grants & Contracts	3,717.2	3,673.1	44.1	1%
Net Assets Released from Restriction	1,007.3	1,382.6	(375.3)	-27%
Other	828.2	1,440.4	(612.2)	-43%
Total Operating Revenue & Support	\$36,447.1	\$37,222.5	\$(775.4)	-2%
Operating Costs & Expenses	FY 2009	FY 2008	Change \$	Change %
Research, Conservation & Education	\$5,744.6	\$5,985.5	\$(240.9)	-4%
Exhibit Operation & Maintenance	4,049.6	4,743.0	(693.4)	-15%
Plant Operations	5,644.1	5,330.7	313.4	6%
Cost of Retail Sales	7,531.7	8,173.9	(642.2)	-8%
General Administration & Supporting Services	8,777.8	8,033.0	744.8	9%
Fundraising	1,476.5	1,297.1	179.4	14%
Interest	461.8	679.1	(217.3)	-32%
Total Operating Costs & Expenses	33,686.1	34,242.3	(556.2)	-2%
Operating Reserve*	\$2,761.0	\$2,980.2	\$(219.2)	-7%

*Operating reserve, as defined by management, excludes depreciation and amortization charges and non-recurring transactions. Audited financial statements are available on request.

Other Changes in Unrestricted Net Assets	FY 2009	FY 2008	Change \$	Change %
Operating Reserve	\$2,761.0	\$2,980.2	\$(219.2)	-7%
Non-Operating Revenues (Bequests, Investment Income & Capital Funding)	7,107.9	3,912.3	3,195.6	82%
Realized & Unrealized Gains (Losses), Net	27.3	(264.5)	291.8	NA
Depreciation & Amortization Expense	(3,887.1)	(3,438.1)	(449.0)	13%
Gain (Loss) on Valuation of Rate Swap Agreement	32.5	(437.9)	470.4	NA
Net Non-Cash Pension Related Changes	414.1	(1,760.4)	2,174.5	NA
Increase in Unrestricted Net Assets	\$6,455.7	\$991.6	\$5,464.1	NA
Increase (Decrease) in Restricted Net Assets	\$(2,409.6)	\$930.9	\$(3,340.5)	NA
Increase in Net Assets	\$4,046.1	\$1,922.5	\$2,123.6	NA
Net Assets – Beginning of Year	\$44,095.1	\$42,172.6	\$1,922.5	5%
Net Assets – End of Year	\$48,141.2	\$44,095.1	\$4,046.1	9%



**New England
Aquarium**

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Boston, MA 02110-3399
www.neaq.org

FSC/Recycled info here