



**2010 Annual Report**

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**New England  
Aquarium**

*Protecting the blue planet*

**Dear Friends,**

2010 was a very successful year for the Aquarium. We were saddened of course last April by the loss of the Aquarium's principal founder, David B. Stone. David's vision expanded the role of aquariums far beyond the realm of entertainment and made the New England Aquarium a model for many others to follow. Thanks to his foresight, the Aquarium is now a global leader in the protection of the blue planet.

We honor David's vision every day through the strength of our conservation, research and educational programs. Our reach and impact extends well beyond Central Wharf, as evidenced by our work on the Phoenix Islands Protected Area, our work with major seafood distributors across the U.S. and our collaboration on climate change education with other major aquariums.

In 2010, the Aquarium's veterinary and Marine Animal Rescue Team staff put their invaluable skills to work during the Gulf of Mexico oil spill. Our staff members were among the first experts called to help save sea turtles rescued from the Gulf. Their efforts continued here in New England, where record numbers of endangered sea turtles were treated in our new Animal Care Center in Quincy. The state-of-the-art facility—paid for with donations raised through our Mission Blue Campaign—provides critically needed space, equipment and capacity to carry out our mission.

The successes of 2010 carried through to the Aquarium's financial results as well. Fundraising revenue exceeded all goals and Membership had a terrific year, resulting in 18,000 active member households. Our Mission Blue Campaign reached \$28.5 million toward its goal of \$40 million by 2012. In the following pages you will learn about a few of the projects made possible through these efforts.

With the support of our board members, staff, volunteers, members and generous donors, the Aquarium remains deeply committed to our mission to protect the blue planet. Our sincere thanks for your support as we look ahead to the coming year.

**Bud Ris**

President and CEO

**Bill Burgess**

Chair, Board of Trustees



**Bud Ris (left) and  
Bill Burgess**

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# 2010 Celebrations and Events

## The Blue Planet Ball

On a beautiful September evening, 350 guests gathered at the New England Aquarium to celebrate the oceans at this biennial, eco-friendly fundraising event. Guest speaker Philippe Cousteau Jr. reflected upon his work with the Gulf oil spill and his hope for the future of our oceans. The evening included a live auction and culminated with dancing and dessert at The Blue Planet After Dark Party, held under the moonlight on the Harbor View Terrace Pavilion. The Gala committee was led by co-chairs Joe and Carolyn Campanelli, David and Julie Crowley and Tom and Michelle King and raised more than \$330,000 in support of the Aquarium's conservation, research and education programs.



Photo: Amy Kelly Photography

## Honoring Aquarium Founder David B. Stone

The David B. Stone Award was established in 1970 in honor of the New England Aquarium's principal founder. It is presented to individuals or organizations for distinguished service on behalf of the oceans. Past recipients of the award include Jacques Cousteau, Sylvia Earle and Walter Cronkite. In 2010 the award was presented posthumously to David B. Stone for his bold vision and lifelong dedication to the Aquarium. His son Jonathan F. Stone accepted the award on David's behalf.



# 2010 Education Programs

## Transforming Teens

The Aquarium's Teen Intern program is widely recognized as one of the most innovative and inspirational opportunities available for young people in the region. Through a signature grant from Bank of America, many Boston students from public schools were given an opportunity to participate in the program in 2010. Participating teens studied how climate change will affect the marine environment and learned how to discuss this complex issue with others. Additional lead gifts from the State Street Foundation and the Verizon Foundation ensured that 2010 was one of the strongest years ever for the program.



Photo: S. Cheng



Photo: D. DeLucia

### **Connecting the Classroom to the Coast**

The Aquarium launched Classroom Coastal Connections, a new collaboration with Boston Public Schools. This program is designed to enrich science education through engaging activities that connect classroom learning with field trips to the Aquarium and local coastal sites. Targeting some 1,200 students in grades 3 to 5, the program includes professional development opportunities for teachers and helps integrate hands-on experiences and coastal exploration into their curricula. Classroom Coastal Connections is supported by the Liberty Mutual Foundation, the Institute for Museums and Library Services and the Harold Whitworth Pierce Charitable Trust.

### **Reaching Out to the Community**

To further the Aquarium's mission of engagement and education, we opened our doors to local communities with four free events in 2010. Through generous support from signature sponsor EMC and with support from the Lowell Institute, our Community Open Houses included free admission along with exhibit interpretation and IMAX films in various languages. Three evening events served members of local Brazilian, Haitian and Chinese communities, and one invited residents from Boston's numerous and varied neighborhoods.

### **Inspiring Future Marine Stewards**

Inspiring future ocean protectors is a core aspect of the Aquarium's mission. To that end, we launched an exciting new opportunity for teens who are interested in marine biology, conservation and scuba diving. The Sea TURTLE (Teen Underwater, Research, Training and Learning Expedition) program gives 10 teens an opportunity to earn scuba certification while learning about marine environments, conservation and research. During April school vacation, students spent a week in Bimini, Bahamas, both under and above the water, learning about mangroves, coral reefs, invasive species, fishes and invertebrates.

### **Climate Change Education**

The Aquarium stepped up efforts significantly in 2010 as a national leader in climate change education. Approximately 1,000 educators at six aquariums have now been trained in climate change interpretation through this Institute of Museums and Library Services-funded project. Thanks to additional funding from the National Oceanic and Atmospheric Administration, the Aquarium developed and tested three theme-based activities for interpreters, created a new climate change training program for teen interns and acquired a Magic Planet® interactive globe shared daily with visitors along our exhibit path.



# 2010 Sea Turtle Conservation

## A New Animal Care Center

After much planning, more than \$3.5 million in fundraising and almost a year of construction, the Aquarium opened its new Animal Care Center in Quincy. This off-site facility, an important part of the Aquarium's Mission Blue Campaign, enables the Aquarium's Marine Animal Rescue Team to strengthen and expand its capacity to rescue and rehabilitate dozens of cold-stunned endangered sea turtles each season. The Animal Care Center also serves animal husbandry functions, such as quarantine space for new acquisitions and holding facilities where animals can be provided long-term care or kept until new exhibits, like The Trust Family Foundation Shark and Ray Touch Tank, are ready.



Rescued sea turtles are examined at the new Animal Care Center in Quincy.

## Responding to the Gulf Oil Spill Crisis

The BP oil spill released up to 2,520,000 gallons of oil into the Gulf of Mexico every day for 86 days. As the oil contamination put marine animals throughout the Gulf at risk, we're proud to report that senior rescue and veterinary staff from the New England Aquarium were among the first experts sent to field stations in the Gulf, where they helped de-oil and treat rescued sea turtles.



At a field station in Louisiana, the Aquarium's head veterinarian, Dr. Charles Innis, checks the heart rate of a sea turtle rescued from the oily waters of the Gulf of Mexico.



Queen triggerfish (*Balistes vetula*)

Photo © Doug Perrine/Seapics

# 2010 Recognition and Awards

## AZA Recognizes Researchers

Aquarium researchers, along with colleagues from Roger Williams University, successfully reared queen triggerfish from eggs collected in our Giant Ocean Tank exhibit, marking the first time this species has ever been reared in captivity. The Association of Zoos and Aquariums' Edward H. Bean Award recognized this work as a "Significant Achievement" as it is a landmark step toward a sustainable acquisition option for certain species in aquarium collections. Continuation of this work may help reduce the environmental impact of the marine ornamental fish trade and add to scientific understanding of life cycles for some reef fish.

## Global Recognition for PIPA

In 2004, the Aquarium started working with the Pacific island country of Kiribati and Conservation International to develop the Phoenix Islands Protected Area (PIPA). Today, PIPA is one of the world's largest marine protected areas, safeguarding more than 150,000 square miles of pristine coral reefs, undersea mountains and remote seabird nesting islands. In August, the United Nations Educational, Scientific and Cultural Organization (UNESCO) recognized the significance of this special part of the world by officially designating PIPA, which is roughly the size of California, as a World Heritage Site.

Photo: Susan Poag/The Times-Picayune

# 2010 Sustainable Seafood Programs

## Adding Partners

The Aquarium's Sustainable Seafood Programs added a fourth corporate seafood partner, Sea Port Products, to our other three longstanding partners, Ahold USA/Stop and Shop, Gorton's and Darden Restaurants. As an advisor to these partners, the Aquarium is able to have a large impact on seafood buying throughout the U.S. The Aquarium's research and conservation team has visited farms, fishing vessels, seafood processing plants and other suppliers in Indonesia, Malaysia, Canada, Norway, China and the Philippines. The Aquarium has a presence on several seafood advisory boards, including a steering committee role in the Conservation Alliance for Seafood Solutions, a coalition of 15 leading seafood conservation organizations from the U.S. and Canada.



# 2011 Looking Forward

## The Trust Family Foundation Shark and Ray Touch Tank

The Aquarium is opening the largest shark and ray touch tank on the East Coast. As part of the Mission Blue Campaign, this \$1.5 million exhibit allows visitors to interact with a variety of species of rays and sharks.



A 25,000-gallon habitat with tropical mangrove islands and rocky outcrops provides the setting for an immersive hands-on experience—one that sparks a connection with these remarkable ocean animals. Through interpretation and

exhibit narratives, visitors will learn about the importance of these beautiful habitats and the unique animals that call them home. This new exhibit would not be possible without the generous support of the Trust family and their longstanding commitment to the Aquarium.

## John Prescott Research Laboratory

For decades, New England Aquarium scientists have been researching and developing solutions to major problems facing our oceans. During 2011 we will begin a complete upgrade to our laboratory facilities, including the first fully equipped marine animal stress lab in the United States. This \$1.5 million investment through the Mission Blue Campaign will allow researchers to keep pace with ocean threats by studying the effects of noise, pollution, disease, red tides and climate change on marine animals. We are delighted to name the lab after John Prescott, who was the Aquarium's Executive Director for more than 20 years.

**Left: In the Phoenix Islands, a few prominent live coral colonies nestle among standing dead coral that were bleached in 2002.**

Photo: J. Stringer



# 2010 Fundraising Year in Review

## 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 2010

*The following donors have committed leadership gifts and grants to the \$40 million 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+

Barbara and Amos Hostetter

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*The following individuals provided unrestricted operating gifts to the Aquarium in 2010, as members of the President's Circle and Navigator and Conservation societies.*

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its core programs and exhibits.*

**\$25,000+**

Anonymous  
Massachusetts Cultural Council  
Edwin S. Webster Foundation

**Up to \$24,999**

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William E. Schrafft and Bertha E.  
Schrafft Charitable Trust  
The Seth Sprague Educational  
and Charitable Foundation  
Stearns Charitable Trust  
Stetson Whitcher Fund at  
The Boston Foundation  
Clara B. Winthrop Charitable Trust

**Restricted Corporate,  
Foundation,  
Government and  
Individual Support**

*The following donors provided  
restricted support to the Aquarium  
in 2010. 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+**

Institute for Museum and  
Library Services  
The Lowell Institute  
National Oceanic and Atmospheric  
Administration  
National Science Foundation  
New England Aquarium Education  
Fund at The Boston Foundation  
Office of Naval Research

**\$50,000-\$99,999**

International Fund for Animal Welfare  
Irving Oil Corporation  
Island Foundation, Inc.  
Seacoast Science Center  
University of Massachusetts, Amherst  
Verizon Foundation

**\$10,000-\$49,999**

Anonymous  
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Germeshausen Foundation  
The Kettering Family Foundation  
Marine Mammal Commission  
National Marine Sanctuary Foundation  
Ocean Fund  
The Harold Whitworth Pierce  
Charitable Trust  
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Saquish Foundation  
William E. Schrafft and Bertha E.  
Schrafft Charitable Trust  
State Street Foundation, Inc.  
Woods Hole Oceanographic Institution

**\$500-\$9,999**

Anonymous (4)  
Ms. Jennifer Bender, Ph.D.  
Boston After School & Beyond  
EMD Millipore Giving Program  
Mr. Jeffrey Fillman  
Mr. and Mrs. Walter J. Flaherty  
The Fuller Foundation, Inc.  
Hardy After School Program  
Roy A. Hunt Foundation  
Mr. and Mrs. Arthur B. Jacobson  
Massachusetts Cultural Council  
Mr. David L. Mattingly  
The Medtronic Foundation, on  
behalf of Myra Tolentino Fan  
The Quincy Point Congregational  
Church  
Red Acre Foundation  
Ms. Sylvia Scharf and  
Ms. Jane Gillette  
The Seth Sprague Educational and  
Charitable Foundation  
The Abbot and Dorothy H. Stevens  
Foundation  
Mr. Bruce A. Thayer  
Edward A. Taft Trust



## David B. Stone Fund

*The David B. Stone Fund was established in 1970 in honor of the Aquarium's principal founder. The purpose of the fund is to award individuals who have made significant contributions to the conservation and protection of the environment. The following donors made gifts of \$500 and above in memory of David B. Stone in 2010.*

Mr. and Mrs. John W. Braitmayer  
Mr. and Mrs. Jacob F. Brown II  
Mr. and Mrs. Lawrence Coolidge  
Dr. Jonathan Green and  
Dr. Jennifer P. Stone  
Ms. Madeline Gregory  
Charles Hayden Foundation  
Barbara and Amos Hostetter  
Mr. and Mrs. J. Atwood Ives  
Mr. and Mrs. Peter H. McCormick  
North American Management  
Trust Company  
Ms. Ailene M. Robinson and  
Mr. Thomas E. Lewis  
Savannah Oil and Gas  
Helen B. Spaulding  
Mr. and Mrs. John Stimpson  
Estate of David B. Stone  
Mr. and Mrs. Jonathan F. Stone  
Mrs. Margot D. Stone

## Corporate Partners

*The following corporate sponsors supported the Aquarium in 2010.*

### Leadership Sponsors \$50,000+



### Corporate Sponsors and Partners \$10,000-\$49,999

Ahold USA  
Eaton Vance Corporation  
EMC Corporation  
GDF SUEZ Energy  
Resources NA, Inc.  
Liberty Mutual Group  
Polar Beverages  
Princess Cruises  
SharpShooter Imaging, LLC.

### Corporate Sponsors \$2,500-\$9,999

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Biogen Idec Foundation  
Arthur J. Gallagher Risk  
Management Services, Inc.  
Giant  
Martins  
PerkinElmer Foundation  
Stop & Shop  
The TJX Companies, Inc.  
UGL UNICCO  
Waters Corporation

## Corporate Members

*The following corporations were members of the Aquarium's Corporate Partner Membership Program in 2010, which offers benefits to employees, executives, clients and guests of member companies.*

### Corporate Explorers \$30,000+

Bank of America  
EMC Corporation  
New Balance

### Corporate Leaders \$15,000-\$29,999

Harvard Outings & Innings  
Massachusetts General Hospital  
Massachusetts Institute of  
Technology  
Medical Information  
Technology, Inc.  
Partners HealthCare System/  
Brigham & Women's Hospital

### Corporate Partners \$10,000-\$14,999

BNY Mellon  
Boston Police Patrolmen's  
Association  
Boston Salads Company  
Digital Federal Credit Union  
Eaton Vance Corporation  
State Street Corporation  
Verizon

### Corporate Benefactors \$5,000-\$9,999

Analog Devices, Inc.  
Berklee College of Music  
The Boston Globe  
Blue Cross Blue Shield of  
Massachusetts, Inc.  
Cabot Corporation  
Cengage Learning, Inc.  
Charles River Laboratories  
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DePuy Codman & Shurtleff, Inc.  
EMD Millipore Giving Program  
General Dynamics C4 Systems  
John Hancock Financial Services Inc.  
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National Grid  
NED Management L.P.  
Nutter McClennen & Fish LLP  
PricewaterhouseCoopers LLP  
The Stride Rite Foundation  
Tillinger's Concierge & Special  
Event Production  
Tufts Associated Health Plans, Inc.  
University of Massachusetts, Boston  
USPS Social & Recreation Committee  
USW Local 9360  
Waters Corporation

### Corporate Patrons \$2,500-\$4,999

AMAG Pharmaceuticals, Inc.  
Battelle  
Bingham McCutchen LLP  
Bloomberg  
Brandeis University  
CDM  
The Center for Families at  
Children's Hospital  
Children's Hospital of Boston,  
Department of Radiology  
Dana-Farber Children's Hospital  
Cancer Care Program  
Dunkin Brands  
Faulkner Hospital - Ingersoll  
Bowditch Library  
Fidelity Investments  
Framingham Cooperative Bank  
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Gradient Corporation  
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Division  
Simmons College  
SolidWorks Corp.  
South Shore Community  
Action Council  
Twin Rivers Technologies  
UGL UNICCO  
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### Corporate Associates \$1,500-\$2,499

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7 News WHDH-TV Boston  
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Allegro MicroSystems, Inc.  
Babson Capital Management LLC  
Bethesda Lodge #30, I.O.O.F.  
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Cambridge Savings Bank  
Cambridge Trust Company  
CGI  
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Pfizer, Inc.  
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Physical Sciences Inc.  
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Shriver Job Corps Center

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Workers Union  
Spaulding Rehabilitation Hospital  
The Talbots Inc.  
The Timberland Company  
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Distribution Center  
University of Massachusetts,  
Boston-Biology Department  
Vanasse Hangen Brustlin, Inc.  
Varden Technologies  
Villa Machine Associates  
WSI  
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Gagnebin & Lebovici LLP

#### Corporate Annual Fund

CTM Group Inc.  
Gnarus Advisors LLC  
PAN Communications Inc.  
Photogenic, Inc

#### The Blue Planet Ball

*The following donors supported our 2010 Gala with cumulative contributions in sponsorships, tables, tickets, donations and in-kind goods or services with a reported value of \$500 or more.*

#### Signature Sponsor

**nationalgrid**  
THE POWER OF ACTION

#### Blue Coral Sponsors

**\$10,000+**

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The Chiofaro Company  
Flagstar Bank  
NED Management L.P.  
Polar Beverages  
PricewaterhouseCoopers LLP  
Sun Life Financial  
Turner Construction Company

**\$5,000+**

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Reed and Ronnie Chisholm  
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Mr. and Mrs. Paul W. DiMaura  
Daniel and Grace Evans  
Mr. and Mrs. Jamie C. Fagan  
Mr. and Mrs. John F. Fish  
Dean Goodermote and Diane Arnold  
Bob and Sarah Gould  
Donna and Chip Hazard  
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Mr. and Mrs. Gerald Jordan

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Alexander Leventhal  
Michael S. Lorber  
Nixon Peabody LLP  
The Jeffrey H. Pierce Family  
Mr. and Mrs. Todd C. Rassiger  
Mary and Peter Renner  
Duncan and Liz Richardson

**\$500-\$4,999**

Anonymous  
Mr. and Mrs. James B. Adelman  
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Mr. and Mrs. Richard G. Casey  
John and Pat Chory  
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and Caroline Humphrey  
Ogden and Nina Hunnewell  
Ms. Suzanne Kavanagh and  
Mr. Loic Meston  
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Gail Sullivan and Scott Page  
Mr. and Mrs. Michael W. Taylor  
Diane and Martin Trust  
UGL UNICCO  
Tim and Lucy Vaill  
Louis J. and Carol M. Volpe  
Elizabeth Weir  
Marcelle Willcock

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DFV Wines

Julius Cohen New York  
Liberty Fleet of Tall Ships  
Nantucket Lightship WLV-612  
Polar Beverages  
Mr. Brian Skerry

#### In-Kind Gifts

*The following companies and individuals donated goods or services with a reported value of \$500 or more in 2010.*

Anonymous  
Bar Harbor Whale Watch Company  
Bulger Veterinary Hospital  
Financial Graphic Service, Inc.  
Mr. Dennis L. Guberski  
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Jeffrey and Roxanna Hurst  
Ms. Lorenette Kaizzi  
Dr. Laura Le Van  
Dr. Ruth M. Marrion  
Ms. Claire A. McManus  
Massachusetts Veterinary  
Referral Hospital  
Mullen  
Ticketmaster New England

#### 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). Composed of the  
following:  
*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)



# 2010 Leadership

Current as of February 2011

## 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, Esq.**

*Secretary of the Corporation*

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## Honorary Trustee

Sylvia A. Earle, Ph.D.

# 2010 Year-End Financial Summary

Overall, 2010 was another very good year for the New England Aquarium—highlighted by a successful year operationally on Central Wharf, the opening of our new Animal Care Center in Quincy and growing support from individual and corporate donors.

Operating revenues totaled \$37.6 million in 2010, up \$1.2 million or 3 percent from 2009. NEAq's total attendance has been remarkably stable over the last eight years and 2010 was no different: It ended just shy of 1.30 million visitors—2 percent below 2009's results and nearly equal to our 2003 to 2010 average of 1.31 million. Although some segments of our retail operations, including our Simons IMAX Theatre, continue to be challenged by the economy, it's been rewarding to see our private and corporate events revenues respond positively to improved marketing and our 2009 investment in the Harbor View Terrace. Revenues in 2010 also benefited from increased memberships, a successful gala fundraiser and a strong response to our annual fund appeals. Free cash flows from operating activities funded important capital projects, the continued pay down of long-term debt and an investment of \$1.0 million to our Board Restricted General Fund—the third consecutive year NEAq was able to save \$1.0 million from operations.

Funded almost exclusively by gifts to the Mission Blue Campaign, the Animal Care Center in Quincy was opened in mid-2010. The state-of-the-art facility will provide a temporary home for animals on their way into or out of the Aquarium's exhibits for decades to come and is also the new home of our Marine Animal Rescue Team.

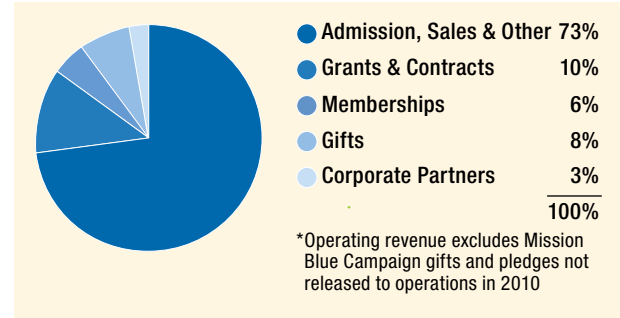
Since 2005, NEAq has spent in excess of \$30 million on critically important capital projects, including the Animal Care Center. Nearly 60 percent has been funded from the Mission Blue Campaign and the balance from operations and other sources. Projects completed include: the New Balance Foundation Marine Mammal Center, new life support systems for the Giant Ocean Tank and Penguin exhibits, new East Pier and Harborwalk, new exhibit galleries, new business systems and several critical infrastructure repairs and improvements.

Like many other institutions, NEAq's investments performed well in 2010, and its endowment, including accumulated earnings, grew to \$8.0 million. In addition to this endowment, NEAq's Board Restricted General Fund totaled \$5.9 million at year's end, including the \$1.0 million addition from operations mentioned earlier.

Thanks to everyone for their support in 2010. NEAq is well positioned as we look ahead to 2011 and beyond.

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

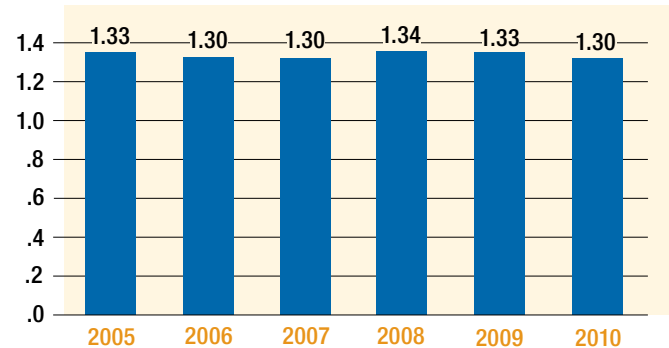
## Operating Revenue (millions)\*



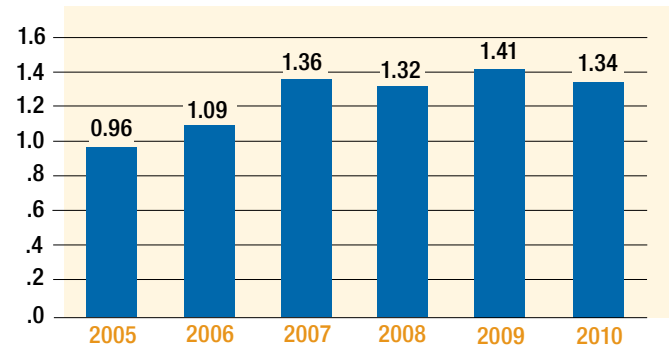
## Expenses



## Total Aquarium Attendance (millions)



## Net Assets/Total Liabilities





## New England Aquarium Corporation

Financial Results (in thousands of dollars)

Operating Revenue & Support	FY 2010	FY 2009	Change \$	Change %
Admissions – Individuals & Groups	\$ 17,100.3	\$ 16,982.8	\$ 117.5	1%
Retail Sales – Food, Gift Shop & Events	9,359.8	8,736.9	622.9	7%
Memberships – Individual & Family	2,241.6	2,144.5	97.1	5%
Corporate – Memberships & Sponsorships	981.2	761.8	219.4	29%
Gifts & Pledges	2,168.4	2,413.7	(245.3)	-10%
Grants & Contracts	3,905.9	3,571.9	334.0	9%
Net assets released from restriction	914.0	1,007.3	(93.3)	-9%
Other	944.1	828.2	115.9	14%
<b>Total Operating Revenue &amp; Support</b>	<b>\$ 37,615.3</b>	<b>\$ 36,447.1</b>	<b>\$ 1,168.2</b>	<b>3%</b>
Operating Costs & Expenses				
Research, Conservation & Education	\$ 6,489.5	\$ 5,744.6	\$ 744.9	13%
Exhibit Operation & Maintenance	4,784.0	4,049.6	734.4	18%
Plant Operations	5,943.7	5,644.1	299.6	5%
Cost of Retail Sales	7,963.8	7,531.7	432.1	6%
General Administration & Supporting Services	8,422.7	8,777.8	(355.1)	-4%
Fundraising	1,632.9	1,476.5	156.4	11%
Interest	543.4	461.8	81.6	18%
<b>Total Operating Costs &amp; Expenses</b>	<b>\$ 35,780.0</b>	<b>\$ 33,686.1</b>	<b>\$ 2,093.9</b>	<b>6%</b>
<b>Operating Reserve *</b>	<b>\$ 1,835.3</b>	<b>\$ 2,761.0</b>	<b>\$ (925.7)</b>	<b>-34%</b>
* Operating Reserve, as defined by management, excludes depreciation and amortization charges and non-recurring items. Audited financial statements are available on request.				
Other Changes in Unrestricted Net Assets				
Operating Surplus	\$ 1,835.3	\$ 2,761.0	\$ (925.7)	-34%
Non-Operating Revenues (Bequests, Investment Income & Capital Funding)	5,699.2	7,107.9	(1,408.7)	-20%
Realized & Unrealized Gains (losses), Net	20.6	27.3	(6.7)	-25%
Gain on Sale of Fixed Assets	29.0	0.0	29.0	NA
Depreciation & Amortization Expense	(4,278.0)	(4,052.1)	(225.9)	6%
Gain (Loss) on Valuation of Rate Swap Agreement	20.2	32.5	(12.3)	-38%
Net Non-Cash Pension Related Changes	(421.3)	414.1	(835.4)	-202%
<b>Increase (Decrease) in Unrestricted Net Assets</b>	<b>\$ 2,905.0</b>	<b>\$ 6,290.7</b>	<b>\$ (3,385.7)</b>	<b>-54%</b>
<b>Increase (Decrease) in Restricted Net Assets</b>	<b>(4,172.8)</b>	<b>(2,409.6)</b>	<b>(1,763.2)</b>	<b>73%</b>
<b>Increase (Decrease) in Net Assets</b>	<b>\$ (1,267.8)</b>	<b>\$ 3,881.1</b>	<b>\$ (5,148.9)</b>	<b>-133%</b>
<b>Net Assets – Beginning of Year</b>	<b>46,083.2</b>	<b>42,202.1</b>	<b>3,881.1</b>	<b>9%</b>
<b>Net Assets – End of Year</b>	<b>\$ 44,815.4</b>	<b>\$ 46,083.2</b>	<b>\$ (1,267.8)</b>	<b>-3%</b>



**New England  
Aquarium**

Central Wharf  
Boston, MA 02110-3399  
[www.neaq.org](http://www.neaq.org)

**On the cover:  
Kemp's ridley sea turtle,  
*Lepidochelys kempii***

Photo: © /Seapics.com

