



**NATIONAL
AQUARIUM®**

2016 ANNUAL REPORT



NATIONAL AQUARIUM

THE NATIONAL AQUARIUM IS A NONPROFIT ORGANIZATION WHOSE MISSION
IS TO INSPIRE CONSERVATION OF THE WORLD'S AQUATIC TREASURES.

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aqua.org

ON THE COVER

A close-up photograph of Pacific coral found on Level 3 of the National Aquarium.



THOMAS E. ROBINSON
CHAIR, BOARD OF DIRECTORS
NATIONAL AQUARIUM

Our thirty-fifth anniversary celebration provided a perfect opportunity for reflection upon the evolution of this dynamic attraction. Since it debuted as an integral piece of the Inner Harbor’s rebirth in 1981, the National Aquarium has welcomed more than 51 million guests while ensuring the welfare of the animals in our care remains paramount.

The organization’s animal-first philosophy, fulfilled every day through excellent animal and veterinary care, remains at the heart of our mission to inspire conservation of the world’s aquatic treasures. There is no better way to demonstrate our respect for the diverse and magnificent species our guests encounter here than to foster a better understanding of global conservation.

In many ways, the expansion of the National Aquarium’s worldview is mirrored by the growth of its physical space. The opening of the Pier 4 Marine Mammal Pavilion in 1990 made room for the Atlantic bottlenose dolphins that have taught us so much about how humankind relates to animals. The addition of *Australia: Wild Extremes* in 2005, with its soaring glass façade, is an apt metaphor for our increasingly global outlook.

My inaugural year as chair has been an exciting one. I am enthusiastic about several upcoming initiatives, including the reduction of single-use plastics within the Aquarium and clean up events in our community. I look forward to sharing updates about these programs and our BLUEprint priority projects with you as they develop throughout 2017.

None of this progress is possible without your ongoing support. On behalf of the Board of Directors, thank you.

Sincerely,



JOHN C. RACANELLI
CHIEF EXECUTIVE OFFICER
NATIONAL AQUARIUM

While commemorating our anniversary this year, we found we have quite a lot to celebrate. From Mayor William Donald Schaefer’s iconic dip in the sea lion pool to our most recent sea turtle rescue releases, we are inspired by how much this organization means to millions of people. The National Aquarium is a cultural touchpoint for our guests, an authority within our industry, and a force for positive change within our community. As we look forward, it is my distinct pleasure to steward this organization toward a most exciting era, with progress on our BLUEprint priority projects being made every day.

In June of 2016, we announced our plans to relocate the Atlantic bottlenose dolphins in our care to a natural, ocean water sanctuary by 2020. These remarkably intelligent and sentient animals deserve a secure, seaside location where their needs can be met while they enjoy the freedom to explore natural surroundings and stimuli. Site selection is currently underway while, here at home, our dolphins are learning what they will need to know to thrive in their new home.

Meanwhile, in Baltimore, our team is focused on completing the build-out of our new Animal Care and Rescue Center in historic Jonestown. This new facility will allow us to care for more animals, more efficiently, just 0.7 miles from our main campus. And, at our waterfront campus, we are preparing for the introduction of floating wetlands, designed to revitalize the Inner Harbor for millions of guests and residents each year while bringing native species back into urban water and gradually improving the quality of the water itself.

To embrace progress on this scale, we each have a role to play. I look forward to working with you as we realize these goals together.

With gratitude,

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AS OF DECEMBER 31, 2016

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Past and Progress

Advancing our mission by building on 35 years of history

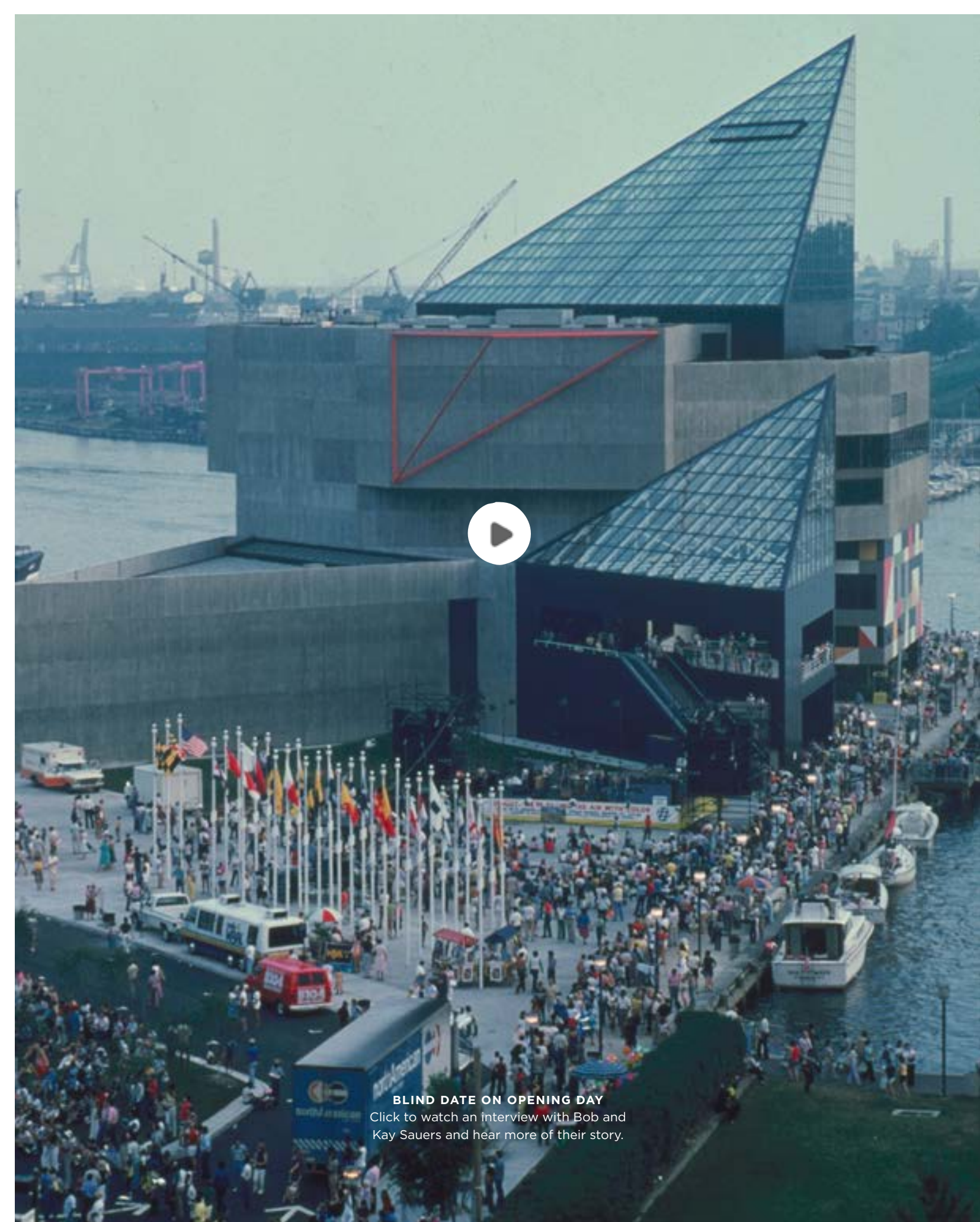
THROUGH THE STORY OF ROBERT AND KAY SAUERS

Robert and Kay Sauers were supposed to have their first date at the National Aquarium the day it opened in 1981, but Robert, who was already an Aquarium member, and Kay never saw each other that day. They spent hours trying to find each other among the thousands of people who had come to the Inner Harbor to celebrate Baltimore's newest attraction. They contacted each other the next day and talked about the good time they had on their "date."

They have stayed Aquarium members over the years, bringing their son when he was a child, and now visiting with their grandchildren. "My grandchildren are my heart and I love when I can come with them and stand back and watch my son with his children," says Kay.

She adds that she and Robert choose to support the Aquarium beyond their membership because their gift has the potential to have a lasting impact by giving more children the opportunity to visit and learn.

She says, "We have got to make sure that our children—and I include every child that walks this Earth as 'our children'—have an opportunity to be all that they can be. Every child has to know what their world is about. Who knows what one of them will do one day."



BLIND DATE ON OPENING DAY
Click to watch an interview with Bob and Kay Sauers and hear more of their story.

Celebrating where we're going and what's to come

In our first 35 years, from 1981 to 2016, the National Aquarium and our partners have accomplished much—growing from one building on Pier 3 with 5,000 aquatic animals to three pavilions spanning Piers 3 and 4 with more than 20,000 animals representing 800 species of fish, birds, amphibians, reptiles and mammals in award-winning habitats. Welcoming more than 51 million guests since opening in 1981. Engaging 5 million students from Baltimore City, the State of Maryland, and across the U.S., within the Aquarium, in their classrooms, and out in the field. Helping establish the nation's first U.S. Fish and Wildlife Service Urban Wildlife Refuge Partnership at Baltimore's own Masonville Cove. Joining forces with other leading aquariums across the country to address plastic pollution and promote solutions-oriented climate change dialogue. And that's just scratching the surface.

We have much left to do.

In 2016, the National Aquarium announced three priority projects that will elevate our leadership role nationally and build capacity for sustainable growth. When it opens in 2018, the Animal Care and Rescue Center will provide a permanent and modernized headquarters for our animal care facilities and rescue operations, with more opportunities for guests to experience this behind-the-scenes work. Soon after, a revitalized waterfront campus will introduce a new model for urban conservation as we transform our corner of the Inner Harbor into a living laboratory with floating wetlands and other publicly accessible exhibits that celebrate and interpret our Chesapeake Bay watershed. And by creating North America's first dolphin sanctuary, the National Aquarium will set a new standard for cetacean care. The sanctuary was announced in June 2016, with the plan to move the dolphins to the sanctuary in 2020.



In its first year alone, the Aquarium attracted 1.4 million visitors, hosted 100,000 students on field trips and was supported by 27,000 members—a solid foundation that the institution has built upon in the 35 years since.



Looking to the future, the National Aquarium's redesigned waterfront campus will be a model for urban conservation and provide local students with opportunities for hands-on scientific exploration.

Taking a Long View of Our Impact

Thanks to support from donors like you, we:

Welcomed 51 million visitors

from all over the world from August 1981 to August 2016

Added 2 million-plus native plants and trees

to wetland habitats

Removed 1.1 million pieces of debris

from local ecosystems since 1998

Educated 150,000 students

annually through Aquarium field trips, classroom activities or school programs

Engaged 3,500 volunteers,

who contributed 120,000 hours of their time in 2016 alone—a value of \$3.2 million

Restored 223 acres

of Chesapeake Bay wetlands

Rehabilitated 173 rescued marine animals

and returned them to their natural habitat since 1991

Celebrated 6 employees and 5 volunteers

who have been with us since 1981

EMPLOYEES

Jerry Brittle
Marnie Greig
James Hebb
Ed Johnson
Richard Snader
Kathy Sher

VOLUNTEERS

Debi Clute
Robin Korotki
Phil Lee
Susan Magri
Barbara Weaver

Open Doors

Inspiring the next generation
of hopeful conservationists

MEET SHATERA MCNAIR

Shatera McNair, 17, first fell in love with biology in the seventh grade. Later, as a high school student at Baltimore City College, she discovered the Aquarium's Henry Hall program and the opportunities it offered to gain more hands-on science experience during summer break.

As a Henry Hall student, Shatera and 15 of her peers traveled to coastal Maine to study and learn. "The coolest part of the week for me was exploring the tidepools—the little crevices between rocks on shore filled with seawater, snails, barnacles and sea stars," she says. "We got to observe the animals underwater and it was so colorful and vivid, like something out of *The Little Mermaid*. It's a memory that will stay with me forever."

From 2015 to 2016, enrollment in the Henry Hall program increased 53 percent, from 132 campers to 202.

More than anything, Shatera says Henry Hall helped solidify her desire to become a physician, and allowed her to test her limits in a safe, supportive environment. "It pushed me and helped me face and conquer some of my fears."



TAKE A CLOSER LOOK

Click to watch a video about Shatera McNair and her experience in the National Aquarium's Henry Hall program.

Progress can happen organically or be lit by a deliberate spark.

The National Aquarium is committed to providing accessible experiences for everyone in our community—particularly children and families. This year we launched the Read to Reef book club in partnership with the Enoch Pratt Free Library for Baltimore children in fifth grade and younger who have a Pratt Library card. Reading five aquatic- or conservation-themed books earns them free admission to the Aquarium for themselves and up to three family members or friends. In its first year, Read to Reef opened the Aquarium's doors to nearly 10,000 guests.

With the generous support of the community, the National Aquarium also welcomed more than 150,000 other visitors for free or at reduced admission through our education and community access partnerships and programs—Half-Price Friday Nights, presented by M&T Bank; Pay What You Want Day, made possible with the generous support of T. Rowe Price; Dollar Days; Maryland Mornings; Community Connections; Grade A Student Night; and free school group field trips, which are partially funded by the Maryland State Department of Education.



In 2016, the Aquarium welcomed more than 70,000 Maryland students from some 800 local schools in almost every jurisdiction in Maryland free of charge, thanks in part to Maryland State Department of Education State Aided Educational Institutions funding.



Relationships with key partners such as the Enoch Pratt Free Library allow the National Aquarium to create new programs—like Read to Reef, which launched in 2016—that fulfill our commitment to opening our doors to more people.

Opening Doors

Thanks to support from donors like you, in 2016 we welcomed:

74,197 students

through no-cost field trips
partially funded by the
Maryland State Department of Education

59,055 guests

through Half-Price Friday Nights
presented by M&T Bank

13,223 visitors

during Dollar Days

9,865 local residents

on Maryland Mornings

9,841 children and guests

through Read to Reef
in partnership with the Enoch Pratt Free Library

7,901 people

on Pay What You Want Day
made possible with the generous
support of T. Rowe Price

1,256 students

on Grade A Student Night
supported by Macy's Foundation

1,153 people

through Community Connections
made possible by our corporate members

Necessary Steps

Coming together for good

MEET CLEO WILLIAMS

Cleo Williams lives in Baltimore's Brooklyn neighborhood, where she leads the Centralized Brooklyn Co-Op community association. It was through the Co-Op that she met the National Aquarium's Gaby Roffe and Curtis Bennett in 2013 and began partnering with them on their efforts in Masonville Cove, a reclaimed waterfront in Baltimore City that was the nation's first Urban Wildlife Refuge Partnership.

"Masonville Cove is becoming more accessible to the community, which is great," Cleo said. "I didn't know the National Aquarium did so much outreach. They really are good partners to our community."

The National Aquarium planted native gardens at Cleo's home and 25 others in her neighborhood, as part of a citywide effort to certify Baltimore as the largest National Wildlife Federation Community Wildlife Habitat™ along the Chesapeake Bay. The gardens attract wildlife like bees, monarch butterflies and insects. For many of the Brooklyn-area families the Aquarium collaborated with to plant gardens, this was the first time in decades that they had seen this wildlife in their neighborhood.



PARTNERS IN PROGRESS

Click to watch an interview with Cleo Williams and learn more about the National Aquarium's efforts in Baltimore's Brooklyn and Curtis Bay neighborhoods.

The National Aquarium is growing and changing

What began a generation ago as a visitor attraction with a budding conservation program has evolved into a conservation organization that operates a world-class aquarium in carrying out its mission.

In 2016, we identified three priorities that will guide the Aquarium's conservation work moving forward—urban conservation and diversity, climate change and resiliency, and ocean and human health.

We made progress in each of these areas through a wide range of initiatives at the local, national and global level. In Baltimore City, the Aquarium partnered with residents of neighborhoods surrounding Masonville Cove to preserve wetland habitats and protect green spaces, and announced plans to update our waterfront campus to make it a model for urban conservation. Throughout the Chesapeake Bay watershed, thousands of volunteers came together to make an impact through conservation and cleanup projects. Together with Monterey Bay Aquarium in California and Shedd Aquarium in Chicago, we established the Aquarium Conservation Partnership to advance meaningful, policy-related conservation goals, including reducing ocean and freshwater plastic pollution. The National Aquarium also became the official coordinator of all Ocean Conservancy's International Coastal Cleanup events held in Maryland.



National Aquarium staff and volunteers participate in regular native grass planting events throughout Maryland and, annually, in Virginia Beach, Virginia. Native wetland grasses assist in establishing resilient, stable waterlines and dunes while providing habitat for small animals.



Since 2009, the National Aquarium has worked with our partners at The Nature Conservancy to plant more than 25,000 Atlantic white cedar saplings throughout the Nassawango Creek Preserve.

Coming Together For Good

In 2016, our volunteers, partners, stakeholders and staff members:

Removed 75,861 plastic bottles and other pieces of trash from critical habitats

Planted 58,013 grasses shrubs, trees, perennials and freshwater wetland plants

Sparked action in 17,463 conservation challenges through 48 Days of Blue campaign

Engaged 1,758 volunteers in conservation and cleanup projects both at the Aquarium and around the region

Rescue, Rehab, Release, Repeat

Doing our part to protect wildlife

MEET HOGWARTS

The 2016 cold-stun season was another record setter, with nearly 500 endangered sea turtles rescued from Massachusetts to Virginia between October and December. It was the third largest cold-stun season on record, behind only 2014 and 2015. Because a sea turtle's body temperature relies on the temperature of their environment, they develop hypothermia when they don't migrate south before water temperatures cool.

As a member of the Greater Atlantic Region Stranding Network, the National Aquarium provided long-term rehabilitation for 21 of these rescued turtles. They arrived in Baltimore—some by car and some by plane, thanks to volunteer drivers and pilots—in early December after being triaged at the New England Aquarium.

The National Aquarium Animal Rescue crew always picks themes when naming patients and this year they gave a nod to the wizarding world. The six greens and 15 Kemp's ridley sea turtles were all named after characters from the "Harry Potter" series.

The most critical patient upon arrival was Hogwarts. He stranded in Massachusetts in late November and when he arrived at the Aquarium, he was buoyant and unable to dive. He responded well to treatment, was soon able to dive normally again and was declared ready for release.

A SECOND CHANCE

Click to watch a video recapping National Aquarium Animal Rescue's 2016 season.

Sometimes progress means ending a journey in the same place it began.

Since 1991, the National Aquarium has been the only organization federally permitted by the National Oceanic and Atmospheric Administration (NOAA) and the U.S. Fish and Wildlife Service to respond to marine mammal and sea turtle strandings along Maryland's 4,360 miles of coastline.

In 2016, National Aquarium Animal Rescue celebrated its 25th anniversary and the 173 animals released during that time. In 2016 alone, the team rehabilitated 16 injured animals and returned them to their ocean home. The Animal Rescue team traveled to California in April to help respond to a mass stranding of emaciated sea lion pups along the West Coast, a result of diminished availability of sea lion food sources, including Pacific sardines, northern anchovies, rockfish and squid. Work also began on the Aquarium's new Animal Care and Rescue Center, which is slated to open in 2018, providing a modernized and permanent home for our animal care and rescue operations, and unique opportunities for guests to peek behind the scenes. None of this would be possible without you!



In 2016, the National Aquarium released 16 rescued animals to their ocean home and began work on the Animal Care and Rescue Center, which is set to open in 2018.



Megatron, released in Ocean City, Maryland, in May 2016, spent 12 weeks in rehab at the National Aquarium, recovering from dehydration, emaciation and skin lesions.

Protecting Wildlife

In its first 25 years, with the support of our members and donors, National Aquarium Animal Rescue returned 173 animals to their natural habitat, including:

91 Kemp's ridley sea turtles

19 green sea turtles

19 loggerhead sea turtles

15 harbor seals

6 grey seals

5 harp seals

5 snapping turtles

3 harbor porpoises

1 leatherback sea turtle

1 manatee

1 ocean sunfish

1 pygmy sperm whale

1 terrapin

A Year of Recovery, Progress and Improvement

In 2016, the National Aquarium's operating performance recovered from the challenges of 2015, with operating revenue and support increasing 14 percent, and operating surplus up 149 percent.

We continued to invest in our infrastructure so our guests enjoy a world-class experience, and our animals have the best care possible. We deployed more than \$8.2 million in capital expenditures in exhibitions, improvements in HVAC equipment, lighting and life support systems.

We look forward to 2017 and beyond, and sustaining our role as an economic engine for the City of Baltimore and the State of Maryland—providing good jobs, driving visitation and spurring economic activity throughout the region.

NATIONAL AQUARIUM FINANCIAL RESULTS

	FY 2016	FY 2015
Operating Revenue and Support		
Admissions and Group Sales	\$29,560,290	\$25,908,752
Philanthropic Contributions and Grants	2,876,443	2,488,508
Value of Donated Services to National Aquarium	2,347,743	757,809
State Support	1,816,609	1,351,852
Memberships	4,934,885	4,459,468
Sponsorship and Other Earned Revenue	2,648,625	1,808,868
Fee-Based Education and Other Programs	851,484	1,643,435
Other	2,457,984	3,304,214
Total Operating Revenue and Support	\$47,494,063	\$41,722,906
Operating Expenses		
Exhibits, Animal Care and Conservation	\$7,900,028	\$8,715,558
General and Administrative	7,136,571	6,755,654
Fundraising	1,590,433	1,447,533
Facility Operations and Life Support Systems	7,732,398	8,025,789
Marketing and Communications*	8,180,588	5,989,314
Non Cash Marketing Costs (from donated services)	1,494,207	-
Education and Outreach	3,129,693	4,889,231
Services and Support	3,915,540	3,324,008
Total Operating Expenses	\$41,079,458	\$39,147,087
Operating Surplus (Deficit)**	\$6,414,605	\$2,575,819
Other Changes in Unrestricted Net Assets		
Operating Surplus (Deficit)	\$6,414,605	\$2,575,819
Net Assets Released from Restrictions	2,754,506	3,555,788
New Restricted Net Assets	(1,509,983)	(1,593,493)
Capital Contributions	1,266,337	1,031,932
Depreciation	(8,912,570)	(8,502,345)
Investment Income (loss)	1,898,062	(913,570)
Gain (loss) on Interest Rate Swap	3,933	(339,942)
Debt Service	(713,949)	(764,003)
Loss on Sale of Property	(4,824,604)	-
Increase (Decrease) in Unrestricted Net Assets	\$(3,623,663)	\$(4,949,814)
Increase (Decrease) in Restricted Net Assets	\$(1,114,804)	\$(2,129,108)
Increase (Decrease) in Net Assets	\$(4,738,467)	\$(7,078,922)
Net Assets - Beginning of Year	\$110,252,554	\$117,331,476
Net Assets - End of Year	\$105,514,087	\$110,252,554

*Central Reservations and Visual Productions staff moved to Marketing Department in 2016; 2015 expenses reflect incorrect allocations

**Operating surplus excludes depreciation and amortization charges

Unaudited; full audited financial statements are available at aqua.org.

Unleashing possibility with your generosity.

Lifetime Giving

The National Aquarium exists today because of the leadership and continuing support of the entire community. The following list recognizes those who have contributed a total of \$200,000 or more to the National Aquarium since it opened in 1981.

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The Abell Foundation, Inc.
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The National Aquarium is pleased to recognize donors who have made investments in strategic initiatives since 2010.

\$1,000,000+

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Jennifer and George Reynolds ^B
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The Whiting-Turner Contracting Company

\$500,000-\$999,999

Baltimore County Executive, County Council, and Commission on Arts and Sciences
The Charles T. Bauer Charitable Foundation
Mr. Scott Plank ^B

\$250,000-\$499,999

The Campbell Foundation
The Henry and Ruth Blaustein Rosenberg Foundation, Inc.
The Joseph and Harvey Meyerhoff Charitable Family Funds
Richard H. Schwartz ^V

\$100,000-\$249,000

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\$50,000-\$99,999

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\$10,000-\$49,999

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 Mary Margaret Glover ^E
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 Mark and Jennifer Mullin
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 Betty and Tom Robinson ^{B F}
 Brian and Mary Jo Rogers
 Mr. W. Charles Rogers III ^C
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Kelly and David Singer
Jock And Kathy Smee
David And Barbara Weaver v

Memorials

Gifts to the National Aquarium were made in memory of the following loved ones in 2016.

Jeffrey Michael Arre
Henry T. Bauernfeind
Barbara Brunell
Ruth Caldwell v
Jeffrey Ray Call Jr.
James William Davis
Matthew Steven Del Grosso
Barbara J. and Louis W. Ehrlich v
Thomas Gibbs
Margaret Greely
Robert Johnson v
Arvin Lubetkin v
Jake and Calvin Martin's Grandfather
Georgette McArthur

Marilyn Sachs v
Daniel R. Schimmel v
Bernice Schloss
Smudge
Spock, Delbert, Shiloh, Annie, and Twenty-three
Karen Wassel

Gifts in Kind

The following organizations and individuals made non-cash gifts of goods or services with a stated value of \$250 or more to support the National Aquarium in 2016.

Anonymous (3)
Dogfish Head Craft Brewery: Official Brewery of the National Aquarium c s
Jennifer Dittmar e
Google Inc.
The Halsey Family
IMPACTS Research & Development
Sheila and George Small
Studio Gang
Sunset Marina, LLC
Yamaha: Official Outboard of the National Aquarium

“The National Aquarium is not simply a lens for experiencing the beauty of marine life; it serves to strengthen mankind’s understanding of and connection to all life.”

—JEANNETTE D. YOUNG, NATIONAL AQUARIUM SOCIETY MEMBER AND VOLUNTEER

Sharing your passion and making an impact.

Active Volunteer Contributions by Lifetime (in hours)

23,500

Mary Sidlowski

15,500

Penny Bank

13,500

James Peters

13,000

Deborah Clute

11,000

Sidney Abrams

10,500

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10,000

Carol Benfield
Thomas Major

9,500

Patricia Venturino

9,000

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Terri Shanks

8,500

James Filipczak

7,500

Cathleen Berlett

7,000

Shirley Grimes
Shirley Gibson

6,500

Edward Carlson, Jr.
Gordon Huggins
Connie Moore

6,000

Bill Carson
Shirley Guy
Marsha Rosenberg

5,500

Anne London
Lillian Miller

5,000

Robert Cohan
Curtis Graham
Yvonne Roe
Dinny Stuelpnagel
Paula Yanick

4,500

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William Chesnutt
Adele Jefferson
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Our progress depends on you.

To be part of the history the National Aquarium is making in 2017 and beyond, please join us. Your support makes it all possible, and we look forward to seeing where we can go together.

To learn how to get involved, please contact our philanthropy team.

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