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2011 was a year of reflection and celebration. 30 years ago, we opened our doors in Baltimore and helped ensure the legacy of then-Mayor Schaefer, whose vision of and commitment to a vibrant Baltimore Inner Harbor grew out of ramshackle warehouses and abandoned shipyards.

From these beginnings, our mission was focused on providing genuine opportunities for locals and visitors alike to experience aquatic animals in their underwater worlds. I am proud, immensely humbled, and so very grateful to the team of past and current employees who have delivered on this simple premise and have made the National Aquarium a leader over these 30 years.

Much has changed since 1981, and our mission has expanded along with our animal collections, our exhibits, our conservation programs, and the addition of the National Aquarium, Washington, DC. I am honored, after these 30 years, to have joined the National Aquarium as its Chief Executive Officer. Our new mission; *to inspire conservation of the world's aquatic treasures*, is what will drive us forward into the next 30 years. At this moment, we are poised to become a national leader in awakening public support and involvement in protection of our aquatic treasures.

We are committed more than ever to inspire our guests to take personal action to protect and preserve our imperiled blue planet. Within our buildings, guests can come face to face with a green sea turtle and learn ways to protect its habitat. Outside our building, they can witness the release of Frosty or Rudolph, two Kemp's ridely sea turtles, who were among the 13 animals we rescued and rehabilitated last year through our Marine Animal Rescue Program. With a visit to one of our two aquariums, guests can learn how estuaries in the Alleghany Mountains interact with salty marshes along the mid-Atlantic coast. And they can take action to preserve those environments. Last year 854 volunteers gave 118,075 hours, getting their feet wet helping to restore marine habitats around the Chesapeake Bay Watershed and mid-Atlantic coastline.

Education is a key part of our mission. Last year 117,380 students visited the National Aquarium, many of them with free admission. Our Terrapins in the Classroom program allowed hundreds of elementary school students to become surrogate parents for terrapin hatchlings, eventually releasing them back into the wild. Programs such as the Henry Hall Program, Aquarium on Wheels, and Muddy Feet Award, continue to provide opportunities for hands-on learning, inspiring interest in protecting the marine environment.

It is only through the support of our members, donors, and advocates that we are able to achieve these amazing results. Thank you for three wonderful decades and for your continued support to ensure a future that is brighter than ever.



John C. Racanelli  
CHIEF EXECUTIVE OFFICER

# 2011 Operating Highlights

## National Aquarium Institute

### REVENUE

Admissions	\$	24,488,952
Contributions and Grants		11,413,849
Memberships		3,254,311
Gift Shop and Food Service		2,014,953
Group Sales		1,844,101
Education Program		1,839,708
Catered Events		788,783
Auxillary		1,556,361
Investment Loss		(1,217,254)

**Total Revenue** **\$ 45,983,764**

### EXPENSES

Biological Programs	\$	8,919,699
Plant Operations		7,667,587
Education		4,204,608
Visitor Operations		2,765,790
Catered Events and Food Service		277,443
Supporting Services		12,334,639
General & Corporate Membership Programs		558,801
Depreciation		6,197,769

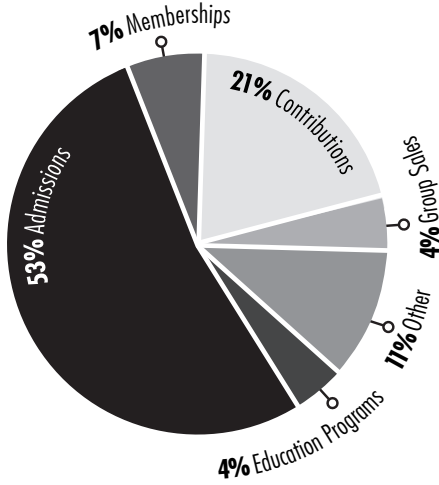
**Total Expenses** **\$ 42,926,336**

*The operating highlights cover the calendar year 2011 for the National Aquarium, and are based upon information contained in the audited consolidated financial statements of the National Aquarium Institute, Inc.*

*Copies of this report are available for examination by responsible parties at the Aquarium's offices located at 501 East Pratt Street, Baltimore, Maryland 21202. Documents filed in accordance with the Maryland Charitable Organizations Solicitations Act may be obtained from the Maryland Secretary of State.*

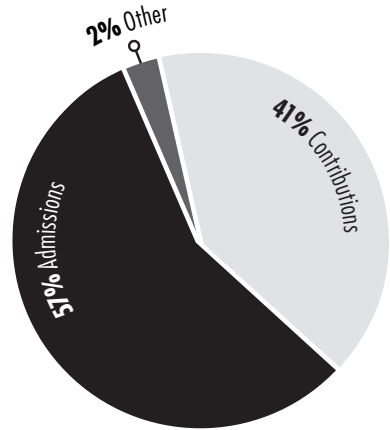
### Baltimore, MD

#### REVENUE

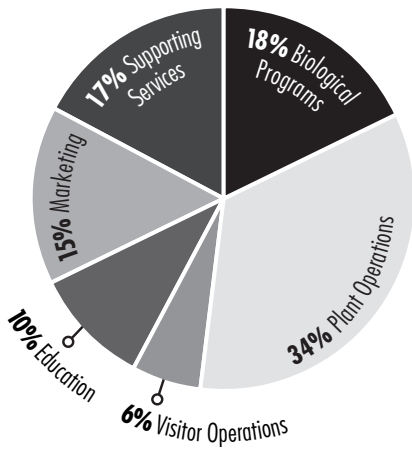


### Washington, DC

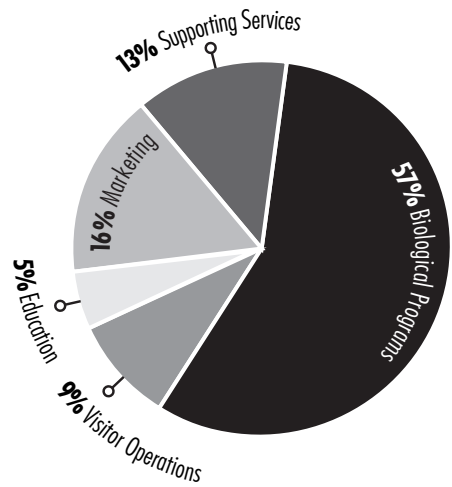
#### REVENUE



#### EXPENSES

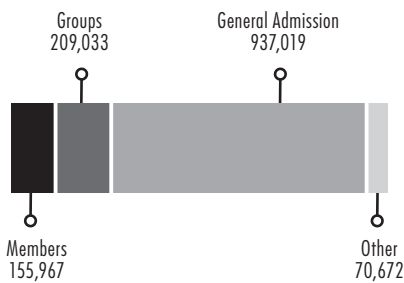


#### EXPENSES



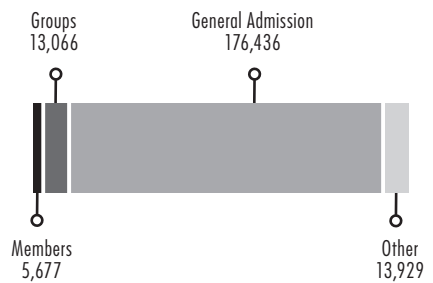
#### ATTENDANCE

Total 1,372,691



#### ATTENDANCE

Total 209,108



# 2011 Contributors

National Aquarium programs are made possible through contributions from individuals, corporations, foundations, and government partners. The National Aquarium deeply appreciates and thanks each donor recognized below for their gifts in 2011.

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*The National Aquarium exists because of the leadership and continuing support of the entire community. The following supporters have contributed \$200,000 and above, cumulatively, since the Aquarium opened in 1981.*

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*The National Aquarium Conservation Center focuses its efforts on the protection of aquatic ecosystems worldwide through scientific research, education, and advocacy. The following donors provided support for its growth.*

.....

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*We gratefully acknowledge gifts to the National Aquarium received from the following donors during the 2011 fiscal year.*

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*Listed below are individuals who  
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*The National Aquarium is  
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 showed their support in 2011  
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