



**OTAGO
MUSEUM**

Annual Plan 2021 – 2022

www.otagomuseum.nz



Cover: Garment that transforms into a tent by Cassandra Casas (USA) featured in *Fashion FWD >> Disruption through Design*.
Above image: Otago Museum entrance.

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INTRODUCTION

2021 – 2022 Annual Plan for Otago Museum

In this annual plan Otago Museum is budgeting for a net loss after depreciation of \$1,014,691 (2020 actual loss before COVID-19 wage subsidy \$1,114,601; 2021 budget loss: \$1,258,060).

Key points to note with the draft budget are:

- There remains considerable uncertainty concerning the long-term impact of COVID-19 on visitor numbers and income.
- The reduction in tourism revenue and the impact this will have on the Museum's business units is of particular concern.
- Museum business units (Café, Tropical Forest/Tūhura, Planetarium) 2022 year revenue (\$3,074,500) is forecast to be lower than in 2021 (\$3,104,500) as a result of a reduction in tourist numbers due to the global pandemic.
- Wages are under significant financial pressure with increases in both the minimum and living wages expected. The Museum has ambitions to increase hourly rates to the living wage for all staff over the next few years. However, the Museum relies on our part-time and casual staff, so these extra costs will heavily impact the business units.
- Continued deferred maintenance continues to be a significant concern.

In 2019/20, to address historical long term flat funding issues in an era of increasing costs, the Museum sought a 12% Levy increase from our funding authorities. The DCC (the largest Levy contributor to the Museum) approved 5% increases in 2019/20 and 2020/2021, followed by a zero increase in 2021/2022. They have indicated annual increases of 2% from 2022/23, and in that year, a one-off grant of \$175,000 towards a seismic survey of the Museum's buildings.

Rising costs of wages, deferred maintenance, and other fixed overheads such as insurance and power, combine to place significant pressure on Museum finances even before considering how we can fund long-overdue capital expenditure.

The Museum continues to face significant financial challenges as a result of long-term underfunding. One key issue is that the funding model does not provide for depreciation costs. It is essential to budget for depreciation to fund capital expenditure or significant maintenance. Not providing for this will see an erosion of assets due to deferred maintenance and deterioration with age.

This has been an ongoing issue for the Museum for an extended period. In addition to the health and safety concerns this raises, not addressing this will impact our customer experience.

This year, we want to invest \$1.695 million for essential maintenance (e.g., sprinklers to protect our taoka). We wish to flag that the Museum will not be able to cover the proposed capital expenditure from its operating result. Unless funds can be found it will be deferred.

In the past, the Museum funded capital expenditure by utilising its reserves. However, the reserves available to cover such expenses have shrunk due to critical developments such as the Tūhura upgrade, Tropical Forest, and the fit-out of the Council-owned property in Great King Street. These developments were essential to the Museum as they provide much-needed trading surplus to help cover ongoing operational costs.

Of the Special and Trust fund reserves remaining, the vast majority are restricted funds. These are funds for which the donors provided strict criteria about the specific use of their gift. For example, we have \$230,000 from the Avicé Bowbyes trust fund, which must be spent on the upkeep of costumes and cannot be used for any other purpose.

Within the Museum's Special and Trust funds, there is \$2.3 million for "Meeting House – Loss of Heart" funds. These funds were received as compensation for when the whare Mātaatua was relocated to the North Island. While not legally restricted, the Trust Board feels there is a moral obligation to use the funds to redevelop the Tāngata Whenua gallery.

For these reasons, there are insufficient unrestricted funds available for any proposed capital expenditure. Capex will not occur unless we can cover it via grants, fundraising, or other external contributions.

Essential capital maintenance includes sprinklers and earthquake mitigation work for the collection, which is budgeted to cost \$1.5 million over the next five years. An annual grant of \$300,000 for each of the next five financial years would enable us to undertake this most critical work.

We would welcome discussions with our funding partners about overcoming the challenges of funding basic operations and essential capital maintenance across the Museum.

A second key issue to our funding model is that we hold collections of national and international significance which belie the population, and hence ratepayer base, of Otago. It is ultimately essential that this is recognised by central government and that the nation, rather than region, at least in part, support the care of this collection. We ask our partners to add their voices to ours as we raise the issue over the coming years.

2020 has been a difficult year for the Museum with fewer tourists resulting in significantly reduced income during the COVID-19 lockdowns. The Wage Subsidy together with funding from the Strategic Tourism Asset Protection Programme has provided critical support during some very uncertain times, allowing us to retain some highly skilled staff. Despite ongoing uncertainties, the Museum has plans in place for whatever 2021 might throw at us.

We are proud to have worked through the challenges, managing to retain staff and to continue to engage with our audiences in innovative and new ways. It has been a difficult year for staff too, and we will be making sure that staff wellbeing is at the forefront of our operational thinking in 2021 and beyond.

Despite the financial challenges detailed above, 2021/22 promises to be busy. We will begin to implement our new master plan, a document which details how we will develop our site over the next decade. We will open

Fashion FWD >> Disruption Through Design, a major new exhibition which will educate, entertain, and inspire many visitors.

Our collections team will continue its vital work, preserving, protecting, and interpreting our taoka, ensuring it is there for future generations.

Our Education and Outreach teams will continue to offer world-class experiences across Otago. We aim to inspire everyone who visits to take an interest in our region's culture, nature, and science.

We hope to see you soon.



Prof David Hutchinson,
Chair, Otago Museum Trust Board



Dr Ian Griffin
Director, Otago Museum

TE ARA HOU – THE ROAD AHEAD LONG-TERM STRATEGIC PLAN



VISION

**Kia whakaoho –
Awaken wonder,
curiosity, and
understanding
in our world.**

MISSION

**To inspire
and enrich our
communities,
and enhance
understanding of
the world through
our collection, our
people, and the
stories we share.**

**THE
OTAGO
MUSEUM
TRUST
BOARD
ACT
1996**

To collect, preserve, act as a regional repository for, research, display, and otherwise make available to the people of the present and the future, material and information relating to the natural, cultural, and scientific heritage of the peoples of the world.

To promote interest and education in the natural, cultural, and scientific heritage of New Zealanders.

To place particular emphasis on those activities as they relate to the greater Otago region, world history, natural history, and science, and, where appropriate, their relationships in a wider, global context.

VALUES

To maintain a world-class Museum for the people of Otago and Aotearoa, the Museum has made a commitment to values that shall underpin our operations and practices:

MANAAKITAKA

We will care for our taoka, tākata, and whakapapa*

KAITIAKITAKA

We will guard our taoka, whakapapa, and tākata for future generations

TOHUKATAKA

We will grow and foster expertise through research, learning, and collaboration

WHANAUKATAKA

We will collaborate and create partnerships

RAKATIRATAKA

We will ensure our mana is evident in our integrity, ethical decision-making, and leadership

* Taoka – refers to the tangible and intangible treasures of the Museum; tākata refers to the people of Otago Museum – its staff, visitors, partners, stakeholders, and communities; whakapapa refers to the Museum’s relationships and history.



The Void – Te Kōre, Tūhura Otago Community Trust Science Centre.

TE ARA HOU – THE ROAD AHEAD STRATEGIC GOALS AND OBJECTIVES



GOAL ONE

WHAKAMARAKATIA TE MANA O TE KOHIKA TAOKA UPHOLDING THE MANA OF THE COLLECTION

Strategic objectives:

1. We will share our collection with the world
2. We will strategically develop our collection
3. We will care for our collection
4. We will excel at researching and interpreting our collection

GOAL TWO

WHAKAURUA Ā TĀTOU HĀPORI KI TE WHAKAOHOOHO TE MIHARO, TE MANAWA REKA, TE WHAKAMARAMA HOKI ENGAGING OUR COMMUNITY TO INSPIRE WONDER, CURIOSITY AND UNDERSTANDING

Strategic objectives:

1. We will be a valued community resource
2. We will encourage interaction throughout Otago and beyond

GOAL THREE

WHAKAHAUMARU TE WĀHEKE I TE AO HURIHURI A SECURE AND SUSTAINABLE FUTURE IN A CHANGING WORLD

Strategic objectives:

1. We will operate sustainably
2. We will secure and future-proof the Museum's financial position
3. We will develop and maintain safe spaces that offer rich and rewarding experiences
4. We will build and sustain professional expertise and knowledge across the organisation



ONE GOAL

Whakamarakatia te mana o te kohika taoka

Upholding the mana of the collection

We will share our collection with the world

- Review, assess, and/or digitise 10 000 collection items and increase the number of items accessible online by 5000.
- Facilitate loans of collection items to and from the Museum.
- Publish 20 publications based on the collections, from internal researchers via publicly-accessible media.
- Encourage the publication of collection-related content by external researchers.
- Facilitate and encourage research access and respond to public enquiries.
- Deliver 20 presentations in-house and externally.
- Collections team contributes to the delivery of projects, exhibitions, programmes, and online content to engage our core audiences.

We will strategically develop our collection

- Develop our collections in line with our Collections Strategy.
- Review and revise the Collection Policy.

We will care for our collection

- Continue to develop and implement best practice approaches to caring for our collection.
- Assess, and when necessary, treat items in tandem with priority collections surveys, development projects, exhibitions, and programmes.
- Maintain and develop preventive conservation programmes in line with best practice that apply to all collections.
- Address collection storage furniture for earthquake mitigation and fire prevention.
- Manage the iwi relationship and curatorial support to ensure repatriation matters are managed within resource constraints.

We will excel at researching and interpreting our collection

- Develop and implement a research strategy.
- Support and encourage research outcomes of Honorary Curators and research collaborators.

MENDED HEARTS WITH STITCH KITCHEN

+
SING
YOUR
HEART
OUT
in the
Perpetual
Guardian
Planetarium



OTAGO TWO GOALS

**Whakaurua ā
tātou hāpori ki
te whakaohoho
te miharo, te
manawa reka, te
whakamarama hoki**

**Engaging our
community to inspire
wonder, curiosity and
understanding**

We will be a valued community resource

- Implement our te reo strategy.
- Attract more than 300 000 visitors to the Museum.
- Offer free admission to the Museum's permanent galleries and events.
- Measure value delivered to our core audience through the Dunedin City Council Residents' Opinion Survey.
- Undertake targeted audience research to better understand our communities and how we can best meet their needs/engage and inspire them.
- Deliver programmes, events, and services to Dunedin City Council, and Waitaki, Clutha, Central Otago, and Queenstown Lakes District Councils, and beyond.
- Deliver conservation and professional services to five regional museums and other collections.
- Share our plans and results with our staff, stakeholders, partners, and communities.
- Facilitate opportunities for volunteers and interns to contribute to Otago Museum.

We will encourage interaction throughout Otago and beyond

- Open one new exhibition over the period 2021 – 2022.
- Deliver a high quality Otago Museum Photography Awards (previously Otago Wildlife Photography Competition).
- Engage in collaborations, and foster ongoing partnerships across Otago, New Zealand, and the world.
- Continue to develop online audience engagement through website, blog, and social media activity and virtual conferencing.
- Deliver effective curriculum-linked education programmes to at least 5000 students, leveraging Learning Experiences outside the Classroom (LEOTC) funding.



THREE GOALS

Whakahaumaru te wāheke i te ao hurihuri

A secure and sustainable future in a changing world

We will operate sustainably

- Achieve carbon certification and comply with international best practice.
- Explore and invest in renewable energy options and initiatives to reduce ongoing carbon emissions.
- Invest in double-glazing of the Museum.
- Continue upgrading lighting to LED.

We will secure and future-proof the Museum's financial position

- 65 000 paid admissions to Tūhura Otago Community Trust Science Centre.
- 15 000 paid admissions to Perpetual Guardian Planetarium.
- Develop and maintain key business partnerships.
- Fostering repeat visitation.
- Develop and promote the Museum as a conference and events centre.
- Be open and accessible in financial reporting to all stakeholders.
- Optimise current commercial opportunities to sustain and grow financial contribution of Museum operations.

We will develop and maintain safe spaces that offer rich and rewarding experiences

- Begin implementation of the master plan for development of the Museum's buildings and facilities.
- Continue environmental and controlled natural light penetration improvements in galleries and collection stores.
- Improve access (physical, intellectual, economic and visual) and wellbeing initiatives across our spaces, exhibitions and programmes/events.
- Undertake earthquake mitigation measures in collection stores.
- Continue to undertake health and safety, and accessibility improvements.
- Upgrade fire protection in the galleries as per the Museum's five-year fire protection plan

We will build and sustain professional expertise and knowledge across the organisation

- Offer staff professional development and training opportunities.
- Provide relevant health and safety training for all staff.
- Provide opportunities for staff to build capability in te reo Māori, Treaty and bicultural operations.
- Strive to improve staff retention year-on-year.

EXHIBITIONS, PROJECTS + DEVELOPMENT SCHEDULE

Exhibitions

22nd Otago Museum Photography Awards

Fashion Forward >> Disruption through Design

Kura Pounamu

iNDx art exhibition

Miscellaneous small interventions and displays

Pacific Cultures refresh and intervention

Touring rock art exhibition collaboration.

Capital Works

Continue implementation of the Museum's five-year fire protection plan

Earthquake and fire mitigation for collection stores

Replace Tropical Forest roof

Scope possible renewable energy options

Major Projects and Gallery Developments

Implement master plan for development of the Museum's buildings and facilities

Tāngata Whenua exhibition: exhibition design and development

OTAGO MUSEUM TRUST BOARD
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE 5 YEARS ENDED 30 JUNE 2023

	Core Operations			Business Units			Special & Trust Funds			Total		
	2018/19 ACTUAL	2019/20 ACTUAL	2020/21 BUDGET	2018/19 ACTUAL	2019/20 ACTUAL	2020/21 BUDGET	2018/19 ACTUAL	2019/20 ACTUAL	2020/21 BUDGET	2018/19 ACTUAL	2019/20 ACTUAL	2020/21 BUDGET
Income												
Executive	2,663	396,425	134,885	-	-	-	-	-	-	2,663	396,425	134,885
Collections, Experience & Development	287,357	300	615	-	-	-	-	-	-	287,357	300	615
Finance & Commercial	218,532	32,811	233,200	1,811,682	2,139,500	2,184,788	-	-	-	2,004,609	1,811,682	2,184,788
Visitor Interaction & Programmes	611,287	800,909	608,050	709,921	943,000	962,925	-	-	-	1,478,516	1,540,430	1,437,000
Science Engagement & Outreach	57	2,430	1,000	-	-	-	-	-	-	57	2,430	1,000
Facilities	-	-	1,000	-	-	-	-	-	-	-	-	-
Special & Trust Funds	-	-	-	336,382	363,530	226,117	-	-	-	336,382	363,530	226,117
CLA Contribution	4,309,667	4,527,046	4,895,669	-	-	-	-	-	-	4,309,667	4,527,046	4,895,669
Other Income	364,225	238,061	446,864	-	-	-	-	-	-	364,225	238,061	446,864
Total Income	5,794,268	6,308,762	6,240,256	2,869,038	3,104,500	3,147,713	336,382	363,530	226,117	8,995,688	9,206,564	9,122,444
Wages & Salaries												
Executive	(434,337)	(344,089)	(431,056)	-	-	-	-	-	-	(434,337)	(344,089)	(431,056)
Collections, Experience & Development	(1,244,014)	(1,274,854)	(1,354,674)	-	-	-	-	-	-	(1,244,014)	(1,274,854)	(1,354,674)
Finance & Commercial	(345,678)	(376,295)	(371,803)	(847,315)	(1,016,317)	(1,090,582)	-	-	-	(1,192,993)	(1,403,212)	(1,434,230)
Visitor Interaction & Programmes	(759,849)	(878,495)	(804,050)	(318,867)	(406,461)	(488,794)	-	-	-	(1,078,080)	(1,257,340)	(1,207,859)
Science Engagement & Outreach	(659,213)	(744,343)	(651,039)	(312,797)	(406,461)	(583,794)	-	-	-	(956,799)	(1,222,182)	(1,207,859)
Facilities	(355,974)	(349,247)	(377,853)	-	-	-	-	-	-	(355,974)	(349,247)	(377,853)
Special & Trust Funds	(3,809,065)	(3,967,323)	(3,957,522)	(1,206,182)	(1,339,741)	(1,629,941)	-	-	-	(5,015,247)	(5,307,057)	(5,581,138)
Total Wages & Salaries	(6,306,097)	(6,802,837)	(6,874,411)	(2,372,046)	(2,793,960)	(2,992,345)				(5,015,247)	(5,307,057)	(5,581,138)
Direct Costs												
Executive	(306,837)	(170,811)	(155,000)	-	-	-	-	-	-	(306,837)	(170,811)	(155,000)
Collections, Experience & Development	(617,188)	(696,154)	(728,090)	-	-	-	-	-	-	(617,188)	(696,154)	(728,090)
Finance & Commercial	(10,915)	(9,815)	(14,500)	(872,626)	(703,391)	(950,200)	-	-	-	(883,542)	(713,206)	(970,700)
Visitor Interaction & Programmes	(54,430)	(79,296)	(62,000)	(235,785)	(236,255)	(238,080)	-	-	-	(600,124)	(626,628)	(671,810)
Science Engagement & Outreach	(364,339)	(280,373)	(330,276)	(235,785)	(236,255)	(238,080)	-	-	-	(652,387)	(558,348)	(771,550)
Facilities	(652,387)	(558,348)	(669,809)	-	-	-	-	-	-	(652,387)	(558,348)	(669,809)
Special & Trust Funds	(2,006,097)	(1,802,837)	(1,884,562)	(1,108,411)	(939,646)	(1,209,400)	-	-	-	(3,167,072)	(2,776,496)	(3,001,811)
Total Direct Costs	(3,507,141)	(3,663,336)	(3,674,138)	(2,372,046)	(2,793,960)	(2,992,345)				(3,167,072)	(2,776,496)	(3,001,811)
Indirect Costs	(784,277)	(784,046)	(893,233)	-	-	-	-	-	-	(784,277)	(784,046)	(893,233)
Total Cash Expenditure	(4,291,418)	(4,447,382)	(4,568,276)	(2,372,046)	(2,793,960)	(2,992,345)				(4,291,418)	(4,447,382)	(4,568,276)
NET PROFIT BEFORE DEPRECIATION	(1,497,150)	(1,138,620)	(1,328,020)	554,445	242,243	235,159	283,818	329,517	212,245	33,092	326,316	(33,596)
Depreciation expense	(1,526,805)	(1,440,916)	(1,400,000)	-	-	-	-	-	-	(1,526,805)	(1,440,916)	(1,400,000)
Overall Net Profit/(Loss) after Depreciation but before COVID-19 Wage Subsidy	(2,023,955)	(1,579,536)	(1,728,020)	554,445	242,243	235,159	283,818	329,517	212,245	(1,473,410)	(1,223,620)	(1,492,861)
Contribution by Division												
Executive	(738,511)	(514,900)	(600,124)	-	-	-	-	-	-	(738,511)	(514,900)	(600,124)
Collections, Experience & Development	(1,573,623)	(1,573,623)	(1,639,531)	-	-	-	-	-	-	(1,573,623)	(1,573,623)	(1,639,531)
Finance & Commercial	(356,594)	(386,110)	(400,922)	284,668	81,374	121,482	-	-	-	(71,926)	(304,736)	(272,830)
Visitor Interaction & Programmes	(595,747)	(635,980)	(631,140)	-	-	-	-	-	-	(595,747)	(635,980)	(631,140)
Science Engagement & Outreach	(422,265)	(233,207)	(346,291)	269,777	160,869	113,677	-	-	-	(152,488)	(72,338)	(191,609)
Facilities	(1,007,824)	(882,685)	(1,357,972)	-	-	-	-	-	-	(1,007,824)	(882,685)	(1,357,972)
Special & Trust Funds	-	-	-	-	-	-	-	-	-	-	-	-
Museum Group	2,362,810	2,540,145	3,049,280	-	-	-	-	-	-	2,362,810	2,540,145	3,049,280
Additional Revenue & Expenditure	(2,331,976)	(1,686,360)	(1,948,821)	554,445	242,243	235,159	283,818	329,517	212,245	(1,489,713)	(1,114,600)	(1,357,982)
COVID-19 Wage Subsidy	-	-	-	751,939	-	-	-	-	-	-	751,939	-
Net Profit/(Loss) from Core Operations & Business Units	(2,331,976)	(1,686,360)	(1,948,821)	554,445	993,936	479,606	283,818	329,517	212,245	(1,489,713)	(1,170,414)	(1,357,982)
Add Back Depreciation	(805,171)	(740,915)	(720,000)	-	-	-	-	-	-	(805,171)	(740,915)	(720,000)
Net Contribution before Capex	(1,536,805)	(1,427,275)	(1,668,821)	554,445	993,936	479,606	283,818	329,517	212,245	(1,330,922)	(1,211,390)	(1,387,982)
Capex Expenditure	(488,701)	(438,599)	(449,600)	(21,841)	(4,468)	(70,000)	(130,017)	(31,481)	(160,000)	(640,559)	(407,498)	(405,000)
Net Contribution after Capex	(1,993,872)	(1,865,874)	(2,118,421)	532,604	989,868	409,606	153,801	298,086	52,245	(607,467)	(603,411)	(792,982)

**OTAGO MUSEUM TRUST BOARD
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE 5 YEARS ENDED 30 JUNE 2023**

Notes:

- * Core Operating activities include those funded by CLA funding as well as some Museum contributions.
- * Business Units include Museum Café, Facilities, Tours, Tropical Forest, Shop & Annex Café. This also includes the Planetarium from mid-2016 financial year.
- * Special & Trust Funds show the movement within the funds as well as the fundraising, interest, dividends and foreign exchange movement for the period.
- * Special & Trust Funds includes accrued interest & interest allocated to the Equalisation Reserve (to maintain capital)

1. CLA contribution

DCC advised there would be no levy increase for 2021/22; Central agreed to a 2% levy increase. A 3% levy increase is budgeted for the 2022/23 year. Below is a summary of the CLA contributions per budget:

2015/16	4,102,101	% levy increase
2016/17	4,102,101	0%
2017/18	4,184,143	2%
2018/19	4,309,667	3%
2019/20	4,527,046	5%
2020/21	4,752,458	5%
2021/22	4,753,077	0%
2022/23	4,895,669	3%

The proposed levy for the next three years is as follows:

	Dunedin	Central Otago	Clutha	Waitaki	Total
2020/21	4,451,593	30,886	210,310	59,669	4,752,458
2021/22	4,451,593	31,504	210,310	59,670	4,753,077
2022/23	4,585,142	32,448	216,619	61,460	4,895,669

The proposed levies are insufficient to fund delayed capital expenditure and are not considered sustainable.

2. Staffing costs

Wage costs are under pressure with living wage expectations and the minimum wage increases having a significant impact. Accordingly staffing costs have been budgeted to increase with annual wage rises to keep wages at what is considered to be a fair level.

The increased wages in Science Engagement is expected to be covered by increased Grant revenue.

3. Overall indirect costs

Overall indirect costs are expected to be higher due to forecasted increases in costs such as electricity, gas and insurance.

4. Capital Expenditure

Budgeted capital expenditure for 2021/22 and 2022/23 includes previously budgeted expenditure that has been deferred due to insufficient funding. While capital expenditure projects have been budgeted, these will only go ahead if sufficient funding is available. Major projects included in the budget include:

	2021/22	2022/23
* Building Development	50,000	50,000
* Furniture - General	15,000	15,000
* Vehicles	50,000	-
* Energy Efficiency	20,000	20,000
* Planetarium - Digistar Version	-	50,000
* Computer & Software	100,000	100,000
* Web design	100,000	-
* Gallery Protection - Sprinklers	300,000	500,000
* Tūhura Otago Community Trust Science Centre	30,000	30,000
* Tāngata Whenua	-	200,000
* Earthquake Mitigation - Buildings	30,000	-
* Earthquake Mitigation - Collections	30,000	60,000
* Gallery refresh	40,000	40,000
* Tropical forest bridge replacement	30,000	-
* Tropical Forest - upgrade (roof) and refresh	800,000	-
* Offsite Storage Facility**	1,000,000	14,000,000
* Passive Fire Protection	20,000	100,000
* Administration / Hutton Heat Pumps	60,000	-
* Conservation	30,000	30,000
	\$2,705,000	\$15,195,000

** These projects are subject to further feasibility studies before any financial commitment is made. They are also subject to gaining appropriate funding via fundraising and grants. Should sufficient funding not be secured, these projects will either be delayed or not go ahead.

5. Business Units

Business Unit sales are expected to increase each year but are being offset somewhat by increasing costs (particularly in wages).

The ongoing impact of COVID-19 on the commercial operations is difficult to forecast but has a detrimental effect on the ability of the organisation to generate additional funds which are required to maintain Museum services and operations.

6. Other Income

Other Income includes donations, collection boxes and interest income, as well as any income received from exhibitions and programmes. It also includes the following additional contributions from the supporting councils:

	2020/21 Budget	2021/22 Budget	2022/23 Budget
* DCC Long Term Plan Contribution	75,000	75,000	76,875
* Queenstown Lakes District Council	30,000	30,000	30,000

7. Gains on sale of shares

Gains made on the sale of shares is included in the actual income, but not included in the budget.

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