



Image: Community tapa, Creative Pasifika makerspace



OTAGOmuseum

# ANNUAL PLAN 2017–2018





Image: Perpetual Guardian Planetarium | Adrienne Buckingham

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Image: Former entrance to the Otago Museum, opened in 1877

# INTRODUCTION

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**It is with great pleasure that I share with you the Otago Museum's Annual Plan for 2017–18.**

This is the third Annual Plan since the publication of our five-year Strategic Plan back in 2014, and it should be no surprise that we continue to focus on delivering against the long-term goals outlined in that document.

Following the opening of the Perpetual Guardian Planetarium and Beautiful Science Gallery in December 2015, the coming year will attract continued growth in the use of these amazing new facilities.

During the period covered by this report we will be planning the development of some major improvements at our Museum, which include the re-imagining of Discovery World and Tropical Forest, improving our Café and conference facilities, and also beginning to consult on a complete renovation of the Tāngata Whenua gallery.

Of course, planning for the future is just one aspect of what we are setting out to do in the next financial year. We also aim to provide high quality experiences to our visitors whether they are on-site, online or part of our growing programme of public engagement across Otago and Southland.

The Museum does not work in isolation, but relies on strong partnerships with others including Kāi Tahu, The University of Otago, Otago Polytechnic and the local funding authorities who support our work.

Thanks to the support of our key stakeholders we look forward to a year of growth and the delivery of high quality services to the many communities with whom we engage.

**Graham Crombie**  
Chair, Otago Museum Trust Board

**Dr Ian Griffin**  
Director, Otago Museum





Image: High resolution composite image of a common tiger beetle *Cicindela tuberculata* | Kane Fleury

# TE ARA HOU – THE ROAD AHEAD

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## LONG-TERM STRATEGIC PLAN

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### MISSION (OTAGO MUSEUM TRUST BOARD ACT 1996)

To be of value and relevant to its communities and stakeholders

### OBJECTIVES

The objectives of the Museum shall be—

- (a) 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:
- (b) to promote interest and education in the natural, cultural, and scientific heritage of New Zealanders:
- (c) 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.



Image: The Museum's new taoka, the jewelled gecko – moko kākārīki, now safely at home on Atrium Level 1 following repatriation facilitated by Te Rūnanga o Ōtākou, the Department of Conservation, Setpoint Solutions and Museum staff | Kane Fleury



# TE ARA HOU – THE ROAD AHEAD

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## STRATEGIC GOALS AND OBJECTIVES

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### GOAL ONE: A WORLD-CLASS COLLECTION

**Strategic objectives:**

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

### GOAL TWO: ENGAGE WITH OUR COMMUNITY AND STAKEHOLDERS

**Strategic objectives:**

1. We will be a valued community resource
2. We will encourage interaction on-site, off-site and online.

### GOAL THREE: INSPIRE LIFELONG LEARNING

**Strategic objectives:**

1. We will deliver inspiring educational experiences in science, nature and culture.

### GOAL FOUR: BUSINESS SUSTAINABILITY

**Strategic objectives:**

1. We will secure and future-proof the Museum's financial position and business model
2. We will develop and maintain quality spaces fit for purpose
3. We will operate sustainably
4. We will build and sustain professional expertise and knowledge across the organisation.



Image: Otago Museum moth specimens

# GOAL ONE: A WORLD-CLASS COLLECTION

## 1. We will share our collections with the world:

- Review, assess and/or digitise 10,000 collection items with a focus on the Māori and invertebrate collections, and increase number of items accessible online by 5000
- NZ Lotteries grant-funded Taoka Digitisation Project underway with collections conservation, documentation and digitisation ongoing
- Roll out Digital Asset Management System (DAMS) for target divisions
- Facilitate loans of collection items to and from the Museum
- Yellow-eyed Penguin Trust research project identified and underway
- Publish 20 publications based on the collections, from internal and external researchers, and 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 and programmes to engage our core audiences.

## 2. We will strategically develop our collections:

- Develop our collections, in line with our Collections Strategy .

## 3. We will care for our collections:

- Assess, and when necessary, treat items in tandem with priority collections surveys, development projects, exhibitions and programmes
- Maintain and develop preventive conservation programmes that apply to all collections.

## 4. We will excel at researching and interpreting our collections:

- Support and encourage research outcomes of Honorary Curators
- Encourage volunteer participation to support collections management and research activities.

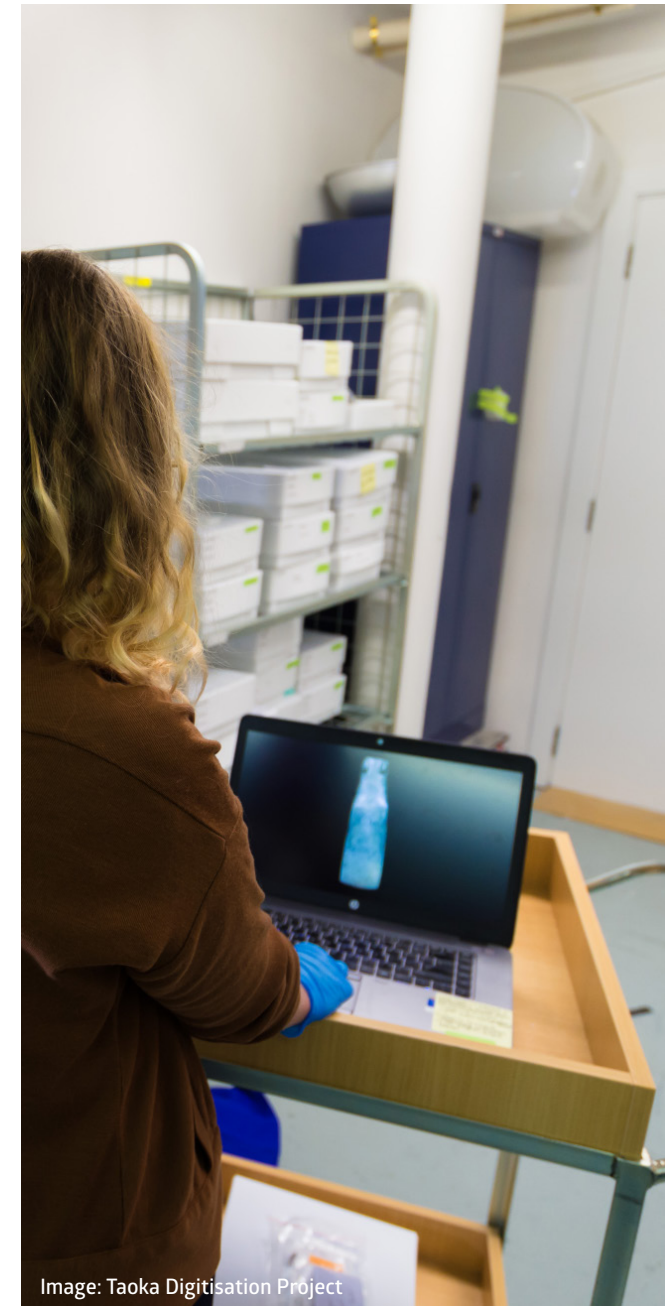


Image: Taoka Digitisation Project



## GOAL TWO: ENGAGE WITH OUR COMMUNITY AND STAKEHOLDERS

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### 1. We will be a valued community resource:

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- Attract over 350,000 visitors to the Museum
  - Offer free admission to the Museum
  - Measure value delivered to our core audience through the Dunedin City Council Residents' Satisfaction Survey
  - Undertake targeted audience research to enable us to quantify and qualify the behaviours and composition of our audiences
  - Deliver targeted programmes and services to Dunedin City Council and Waitaki, Clutha and Central Otago District Councils
  - Complete and launch Discovery World Stage 2
  - Deliver conservation and professional services to five regional museums and other collections
  - Share our plans and results with our staff, stakeholders, partners and communities.
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### 2. We will encourage interaction on-site, off-site and online:

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- Open one premier exhibition relating to our collections and/or community
- Engage in new collaborations and foster ongoing partnerships across Otago and New Zealand
- Continue to develop online audience engagement through website, blog and social media activity.



Image: 2016 Otago Wildlife Photography Exhibition at the Cromwell and Districts Museum

## GOAL THREE: INSPIRE LIFELONG LEARNING

### 1. We will deliver inspiring educational experiences in science, nature and culture:

- Deliver effective curriculum-linked education programmes to at least 5,000 students, leveraging Learning Experiences Outside the Classroom (LEOTC) and the Perpetual Guardian Reach for the Stars educational fund
- Develop and deliver science engagement opportunities to visitors, communities across Otago and nationally, both directly and in partnership with other organisations
- Deliver inspiring community programmes to engage target audiences in lifelong learning experiences of science, nature and culture.





## GOAL FOUR: BUSINESS SUSTAINABILITY

### 1. We will secure and future-proof the Museum's financial position and business model:

- 55,000 paid admissions to Discovery World Tropical Forest (9 months' operation due to redevelopment)
- 25,000 paid admissions to Perpetual Guardian Planetarium
- Develop and maintain key business partnerships
- 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.

### 2. We will develop and maintain quality spaces fit for purpose:

- Complete upgrade of Tropical Forest
- Continue environmental and controlled natural light penetration improvements in galleries
- Undertake earthquake mitigation measures in Collection stores
- Undertake health and safety improvements to Atrium Level One
- Upgrade fire protection in galleries as required.

### 3. We will operate sustainably:

- Reduce greenhouse gas footprint – 2 percent reduction
- Retain Carbon certification and comply with international best practice
- 75 percent of vehicle fleet able to operate at zero emissions
- Invest in double glazing of the Museum
- Upgrade lighting to LED – 3 percent.

### 4. We will build and sustain professional expertise and knowledge across the organisation:

- Improve full-time, permanent staff retention by 5 percent
- Develop staff through professional mentoring and training
- Maintain ACC health and safety accreditation.



Image: Otago Museum Conservator Lisa Yeats measuring light in Southern Land, Southern People gallery





Image: 2016 Otago Wildlife Photography Competition entry, *The world outside, a juvenile golden-naped barbet* | Lei Zhu



# EXHIBITIONS, PROJECTS AND DEVELOPMENT SCHEDULE

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## Exhibitions

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- Premier exhibition opens August 2017–February 2018
  - 19th Otago Wildlife Photography Competition exhibition, second quarter 2018
  - *Aotearoa: Ngā taonga o te taiao, New Zealand: The Wonders of the Natural World*, 新西兰: 自然的神迹, Shanghai Natural History Museum, subject to confirmation of scope and budget May 2018.
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## Capital Works

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- Atrium Level One upgrade
  - Earthquake mitigation Collection stores
  - Fire protection gallery project
  - Hutton Theatre entrance, Café extension, and meeting rooms.
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## Major Projects

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- Discovery World II – Opening end of 2017
  - Ross Building restoration/development - subject to feasibility assessments and funding
  - Tropical Forest upgrade November 2017
  - Complete Discovery Pad (Hocken Wing) refurbishment.
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## Gallery Developments

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- Tāngata Whenua gallery: consultation, research and concept development
  - Gallery refresh – Hillary display moved from stairwell.
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Image: *Life before Dinosaurs: Permian Monsters* is a travelling exhibition developed by Gondwana Studios, opening August 2017.





Image: Engaging science presented by Discovery World Coordinator Amadeo Enriquez Balletero at Oamaru's Fire and Steam Festival



# FINANCIAL POSITION AND FORECASTS

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**The Otago Museum has been an independent organisation since 1955 when it became a statutory body under its own Act of Parliament, and control moved from the University of Otago to a standalone Board of Trustees.**

The 1955 Otago Museum Trust Board Act ensured that the Museum was provided with operational funding to enable it to deliver services and access freely to all Otago constituents, and to provide access to its collections through exhibitions, displays, programmes and research.

The significant benefit of the Act is that it provides for a level of security and independence that enables the Museum to effectively fulfil its mission as stated in the updated 1996 Act:

*"Whereas the Otago Museum is a non-profit-making permanent institution, founded by the people of Otago for the service and development of their community: And whereas the Museum acknowledges a particular responsibility for the natural, cultural, and scientific heritage of the Otago region: And whereas responsibility for the maintenance and development of the said institution should continue to be widely shared."*

The Museum, since its establishment in 1868, contributes to the cultural and economic landscape of Otago; it is a community hub, and has sole responsibility for the care of its collection, and the buildings that house them.

In the 2017–2018 year a large body of work and funds is being directed into the care of the facilities and collections, amenity value and fabric of the building to ensure it remains a safe, welcoming, functional and fit for purpose space for many years to come.

Upgrading earthquake and fire protection within collection stores and public spaces, improving health and safety, addressing sustainability, and developing and hosting new experiences and interactivity with the Museum collection are the primary focuses of this financial year.

Contributions from the local funding authorities will help the Museum to achieve its annual and long term objectives, however to meet our wider commitments the Museum must go beyond this funding pool.

As an independent local authority the Museum generates over 50% of its funding from individual donations, commercial activity, corporate sponsorship, targeted government funding, and contracted services to deliver programmes and events to meet national goals in learning and education.

Being autonomous and staying independent enables the Museum to respond quickly to opportunities and commit to activity with the support of the board and its constituent representatives.

The income received by the Museum is returned to Otago's communities by employing many young and upcoming graduates and locals, and committing to their professional development, to the payment of goods and services across a wide spectrum of local businesses for many purposes including supporting our maintenance teams, Museum advertising and promotions, and building and servicing the facilities.

The Museum is also a tourism attraction with over 19% of its New Zealand audience coming from outside the region and 37% being international tourists\*. It is a major drawcard with over 360,000 visitors in 2016, and forecast growth year on year.

It is the intention of the Annual Plan to capture the Museum's obligations and commitments, and provide a clear path for its development and redevelopment to ensure the communities of Otago and New Zealand continue to be well served by the Museum and its collections.

The forecast plan is reflected in the end of year result. It is clear the Museum must continue to retain its independent status, as a local authority under the Otago Museum Trust Board Act 1996, to remain nimble in challenging economic times.

\*Museums Aotearoa National Survey, March 2016

**OTAGO MUSEUM TRUST BOARD**  
**STATEMENT OF FINANCIAL PERFORMANCE**  
**FOR THE FOUR YEARS ENDING 30 JUNE 2018**

	Core Operations					Business Units					Special & Trust Funds					Total			
	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 BUDGET	2017/18 BUDGET		2014/15 ACTUAL	2015/16 ACTUAL	2016/17 BUDGET	2017/18 BUDGET		2014/15 ACTUAL	2015/16 ACTUAL	2016/17 BUDGET	2017/18 BUDGET		2014/15 ACTUAL	2015/16 ACTUAL	2016/17 BUDGET	2017/18 BUDGET
<b>Income</b>																			
Executive	35,000	50	-	-		-	-	-	-		-	-	-	-		35,000	50	-	-
Collections, Experience & Development	22,244	109,606	12,196	165,284		-	-	-	-		-	-	-	-		22,244	109,606	12,196	165,284
Finance & Commercial	628	384	800	800		1,528,527	1,601,351	1,904,200	1,955,844		-	-	-	-		1,529,155	1,601,735	1,905,000	1,956,644
Visitor Interaction & Programmes	243,552	206,846	247,290	233,592		418,077	-	-	-		-	-	-	-		661,629	206,846	247,290	233,592
Science Engagement & Outreach	-	376,370	270,000	509,000		-	676,525	751,728	771,100		-	-	-	-		-	1,052,895	1,021,728	1,280,100
Assets & Technology	770	4,454	1,000	1,020		-	-	-	-		-	-	-	-		770	4,454	1,000	1,020
Special & Trust Funds	-	-	-	-		-	-	-	-		849,914	382,595	1,009,495	1,279,376	7	849,914	382,595	1,009,495	1,279,376
CLA Contribution	4,102,101	4,102,101	4,102,101	4,184,143	<sup>1</sup>	-	-	-	-		-	-	-	-		4,102,101	4,102,101	4,102,101	4,184,143
Other Income	61,297	128,695	143,100	126,100	<sup>6</sup>	-	-	-	-		-	-	-	-		61,297	128,695	143,100	126,100
<b>Total Income</b>	<b>4,465,592</b>	<b>4,928,506</b>	<b>4,776,487</b>	<b>5,219,939</b>		<b>1,946,604</b>	<b>2,277,876</b>	<b>2,655,928</b>	<b>2,726,944</b>		<b>849,914</b>	<b>382,595</b>	<b>1,009,495</b>	<b>1,279,376</b>		<b>7,262,110</b>	<b>7,588,977</b>	<b>8,441,910</b>	<b>9,226,259</b>
<b>Wages &amp; Salaries</b>																			
Executive	(365,872)	(349,168)	(363,937)	(402,730)		-	-	-	-		-	-	-	-		(365,872)	(349,168)	(363,937)	(402,730)
Collections, Experience & Development	(1,179,421)	(1,348,453)	(1,396,374)	(1,577,642)		-	-	-	-		-	-	-	-		(1,179,421)	(1,348,453)	(1,396,374)	(1,577,642)
Finance & Commercial	(246,913)	(271,887)	(280,952)	(283,344)		(643,723)	(694,501)	(885,370)	(888,077)		-	-	-	-		(890,636)	(966,388)	(1,166,322)	(1,171,421)
Visitor Interaction & Programmes	(960,101)	(684,803)	(706,505)	(635,123)		(52,898)	-	-	-		-	-	-	-		(1,012,999)	(684,803)	(706,505)	(635,123)
Science Engagement & Outreach	-	(351,899)	(268,000)	(414,475)		-	(194,989)	(261,464)	(325,307)		-	-	-	-		-	(546,888)	(529,464)	(739,782)
Assets & Technology	(304,926)	(278,098)	(337,731)	(273,634)		-	-	-	-		-	-	-	-		(304,926)	(278,098)	(337,731)	(273,634)
Special & Trust Funds	-	-	-	-		-	-	-	-		-	-	-	-		-	-	-	-
<b>Total Wages &amp; Salaries</b>	<b>(3,057,233)</b>	<b>(3,284,308)</b>	<b>(3,353,499)</b>	<b>(3,586,948)</b>	<sup>2</sup>	<b>(696,621)</b>	<b>(889,490)</b>	<b>(1,146,834)</b>	<b>(1,213,384)</b>	<sup>2</sup>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>(3,753,854)</b>	<b>(4,173,798)</b>	<b>(4,500,332)</b>	<b>(4,800,332)</b>
<b>Direct Costs</b>																			
Executive	(235,469)	(231,496)	(330,000)	(321,010)		-	-	-	-		-	-	-	-		(235,469)	(231,496)	(330,000)	(321,010)
Collections, Experience & Development	(511,077)	(522,341)	(580,650)	(545,919)		-	-	-	-		-	-	-	-		(511,077)	(522,341)	(580,650)	(545,919)
Finance & Commercial	(24,693)	(19,862)	(24,250)	(28,335)		(529,193)	(617,572)	(797,650)	(830,503)		-	-	-	-		(553,886)	(637,434)	(821,900)	(858,838)
Visitor Interaction & Programmes	(87,312)	(86,905)	(99,000)	(98,242)		(136,134)	-	-	-		-	-	-	-		(223,446)	(86,905)	(99,000)	(98,242)
Science Engagement & Outreach	-	(89,855)	(40,000)	(200,500)		-	(268,817)	(227,224)	(263,790)		-	-	-	-		-	(358,672)	(267,224)	(464,290)
Assets & Technology	(409,804)	(657,587)	(660,100)	(701,032)		-	-	-	-		-	-	-	-		(409,804)	(657,587)	(660,100)	(701,032)
Special & Trust Funds	-	-	-	-		-	-	-	-		(21,154)	(87,271)	(19,000)	(19,000)		(21,154)	(87,271)	(19,000)	(19,000)
Depreciation expenses	(1,020,244)	(1,030,619)	(970,553)	(959,899)		-	-	-	-		-	-	-	-		(1,020,244)	(1,030,619)	(970,553)	(959,899)
Indirect Costs	(833,673)	(559,325)	(814,550)	(896,135)		-	-	-	-		-	-	-	-		(833,673)	(559,325)	(814,550)	(896,135)
<b>Total Direct Costs</b>	<b>(3,122,272)</b>	<b>(3,197,990)</b>	<b>(3,519,103)</b>	<b>(3,751,072)</b>	<sup>3</sup>	<b>(665,327)</b>	<b>(886,389)</b>	<b>(1,024,874)</b>	<b>(1,094,293)</b>	<sup>3</sup>	<b>(21,154)</b>	<b>(87,271)</b>	<b>(19,000)</b>	<b>(19,000)</b>		<b>(3,808,753)</b>	<b>(4,171,650)</b>	<b>(4,562,977)</b>	<b>(4,864,365)</b>
<b>Net Contribution</b>	<b>(1,713,913)</b>	<b>(1,553,792)</b>	<b>(2,096,115)</b>	<b>(2,118,081)</b>		<b>584,656</b>	<b>501,997</b>	<b>484,220</b>	<b>419,267</b>		<b>828,760</b>	<b>295,324</b>	<b>990,495</b>	<b>1,260,376</b>		<b>(300,497)</b>	<b>(756,471)</b>	<b>(621,400)</b>	<b>(438,438)</b>
<b>Contribution by Division</b>																			
Executive	(566,341)	(580,614)	(693,937)	(723,740)		-	-	-	-		-	-	-	-		(566,341)	(580,614)	(693,937)	(723,740)
Collections, Experience & Development	(1,668,254)	(1,761,188)	(1,964,828)	(1,958,277)		-	-	-	-		-	-	-	-		(1,668,254)	(1,761,188)	(1,964,828)	(1,958,277)
Finance & Commercial	(270,978)	(291,365)	(304,402)	(310,879)		355,611	289,278	221,180	237,264		-	-	-	-		84,633	(2,087)	(83,222)	(73,615)
Visitor Interaction & Programmes	(803,861)	(564,862)	(558,215)	(499,773)		229,045	-	-	-		-	-	-	-		(574,816)	(564,862)	(558,215)	(499,773)
Science Engagement & Outreach	-	(65,384)	(38,000)	(105,975)		-	212,719	263,040	182,003		-	-	-	-		-	147,335	225,040	76,028
Assets & Technology	(713,960)	(931,231)	(996,831)	(973,646)		-	-	-	-		-	-	-	-		(713,960)	(931,231)	(996,831)	(973,646)
Special & Trust Funds	-	-	-	-		-	-	-	-		828,760	295,324	990,495	1,260,376		828,760	295,324	990,495	1,260,376
Museum Group	2,309,481	2,640,852	2,460,098	2,454,209		-	-	-	-		-	-	-	-		2,309,481	2,640,852	2,460,098	2,454,209
<b>Total Contribution by Division</b>	<b>(1,713,913)</b>	<b>(1,553,792)</b>	<b>(2,096,115)</b>	<b>(2,118,081)</b>		<b>584,656</b>	<b>501,997</b>	<b>484,220</b>	<b>419,267</b>	<sup>5</sup>	<b>828,760</b>	<b>295,324</b>	<b>990,495</b>	<b>1,260,376</b>		<b>(300,497)</b>	<b>(756,471)</b>	<b>(621,400)</b>	<b>(438,438)</b>

**Contribution Adjusted for Depreciation**

	Core Operations					Business Units					Special & Trust Funds					Total			
	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 BUDGET	2017/18 BUDGET		2014/15 ACTUAL	2015/16 ACTUAL	2016/17 BUDGET	2017/18 BUDGET		2014/15 ACTUAL	2015/16 ACTUAL	2016/17 BUDGET	2017/18 BUDGET		2014/15 ACTUAL	2015/16 ACTUAL	2016/17 BUDGET	2017/18 BUDGET
<b>Net Contribution</b>	<b>(1,713,913)</b>	<b>(1,553,792)</b>	<b>(2,096,115)</b>	<b>(2,118,081)</b>		<b>584,656</b>	<b>501,997</b>	<b>484,220</b>	<b>419,267</b>		<b>828,760</b>	<b>295,324</b>	<b>990,495</b>	<b>1,260,376</b>		<b>(300,497)</b>	<b>(756,471)</b>	<b>(621,400)</b>	<b>(438,438)</b>
Add back Depreciation	1,020,244	1,030,619	970,553	959,899		-	-	-	-		-	-	-	-		1,020,244	1,030,619	970,553	959,899
<b>Net Contribution before Capex</b>	<b>(693,669)</b>	<b>(523,173)</b>	<b>(1,125,562)</b>	<b>(1,158,182)</b>		<b>584,656</b>	<b>501,997</b>	<b>484,220</b>	<b>419,267</b>		<b>828,760</b>	<b>295,324</b>	<b>990,495</b>	<b>1,260,376</b>		<b>719,747</b>	<b>274,148</b>	<b>349,153</b>	<b>521,461</b>
Capex Expenditure	(98,208)	(202,063)	(705,135)	(2,375,472)	<sup>4</sup>	-	-	-	-		(1,162,319)	(1,824,953)	(1,763,462)	(1,593,125)	<sup>4</sup>	(1,260,527)	(2,027,016)	(2,468,597)	(3,968,597)
<b>Net Contribution after Capex</b>	<b>(791,877)</b>	<b>(725,236)</b>	<b>(1,830,697)</b>	<b>(3,533,654)</b>		<b>584,656</b>	<b>501,997</b>	<b>484,220</b>	<b>419,267</b>		<b>(333,559)</b>	<b>(1,529,629)</b>	<b>(772,967)</b>	<b>(332,749)</b>		<b>(540,780)</b>	<b>(1,752,868)</b>	<b>(2,119,444)</b>	<b>(3,447,136)</b>



**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 and Annex Café. This also includes the Planetarium from mid-2016 financial year.
- \* Special & Trust Funds shows the movement within the funds as well as the fundraising, interest, dividends and foreign exchange movement for the period.
- \* There has been the following divisional changes over the past two years:

Changes from 2016 – 2017

A new division called, Science Engagement & Outreach, has been created. This area is responsible for Tropical Forest/Discovery World, Planetarium and general Science Engagement.  
In 2015/16, electricity and energy for heating and climate control costs were moved from indirect costs to Assets & Technology. These costs were moved back to indirect costs in the 2016/17 budget onwards.

- \* Special & Trust Funds includes accrued interest and interest allocated to the Equalisation Reserve (to maintain capital).

**Footnotes:**

1. An increase of 2% in CLA contribution has been budgeted for the 2017/18 year.

Below is a summary of the CLA contributions per budget:

2013/14	4,021,668
2014/15	4,102,101
2015/16	4,102,101
2016/17	4,102,101
2017/18	4,184,143
2018/19	4,267,826

2. Staffing costs have been budgeted to increase with annual wages rises to keep wages at what is considered to be a fair level. The increased wages in Science Engagement are expected to be covered by increased Grant revenue.
3. Overall indirect costs are not expected to decrease to prior levels due to forecasted increases in other costs such as electricity, gas and insurance. Increased expenditure is also evident in Science Engagement & Outreach, but this is expected to be covered by increased Grant revenue.
4. While capital expenditure projects have been budgeted, these will only go ahead if sufficient funding is available. Major projects included in the budget include:

	<u>2016/17</u>	<u>2017/18</u>
* Building Development	30,000	40,000
* Hutton/Atrium Theatre Refurb and Sound System	60,000	40,000
* PA System	110,000	-
* Vehicles	60,000	40,000
* Energy Efficiency	65,000	165,000
* Planetarium – Lasers	-	100,000
* Dpad	40,000	30,000
* Computer and Software	100,000	100,000
* Gallery Protection – Sprinklers	100,000	200,000
* Discovery World Redevelopment	1,500,000	750,000
* Te Matapihi/Tāngata Whenua	50,000	50,000
* Earthquake Mitigation	-	150,000
* Tropical Forest Refresh	50,000	250,000
* Health & Safety Improvements	-	120,000
* Restoration of 1877 Building **	100,000	500,000
* Café/Conservatory Extension/Meeting Rooms **	-	1,200,000
* Café Extension	150,000	30,000
* Conservation	20,000	60,000

\*\* 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 Unit sales are expected to increase each year, but are being offset somewhat by increasing costs (particularly in wages). The 2017/18 budget includes the closure of Discovery World Tropical Forest for approximately two months while the Discovery World II project is completed.

6. Other Income includes donations, collection boxes and interest income, as well as any income received from exhibitions and programmes. It also includes the following contributions from the DCC Long Term Plan:

	<u>2016/17</u>	<u>2017/18</u>
* DCC Long Term Plan Contribution	75,000	75,000

7. Gains made on the sale of shares are included in the actual income, but not included in the budget. The actual figures also include donations received. Below is a summary of donations received/budgeted:

	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>
* Barclay	45,000	40,000	30,000	30,000
* Otago Community Trust	100,000	-	500,000	-
* Development Fund (general fundraising)	-	-	-	800,000



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