

NEW BRUNSWICK
MUSEUM



MUSÉE DU
NOUVEAU-BRUNSWICK

NEW BRUNSWICK MUSEUM

AN ECONOMIC IMPACT ASSESSMENT



Prepared by:
Jupia Consultants Inc.

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EXECUTIVE SUMMARY

The New Brunswick Museum (NBM) has embarked on the most transformational expansion in its history. The \$145 million investment will have significant economic impacts in Saint John and across New Brunswick both from the capital investment phase and from the expanded operations. Table 1 shows the summary economic impacts. Capital investment will boost provincial gross domestic product (GDP) by \$87.5 million. An estimated 961 person years of full-time equivalent (FTE) employment and \$59.3 million in labour income will be created from construction, the supply chain and from induced effects. Provincial and local government will benefit from nearly \$13 million in tax revenue.

The newly expanded NBM will boost its annual economic impact. The museum is projecting 130,000 visitors in 2028 rising to 180,000 by 2032. This will support over 100 FTE jobs and labour income of \$6.2 million in 2028 rising to more than \$7 million by 2032. That year, government revenue induced by the NBM will be an estimated \$3.1 million of which \$2 million will go to provincial and local governments.

The economic impact model also estimates the impact in the Saint John region from increased visitors (from New Brunswick, across Canada and beyond). A fairly conservative estimate developed in Section 2.5 projects that, by 2032, tourism traffic brought into Saint John is expected to boost annual provincial GDP by \$14.3 million, employment by 259 (FTE) and labour income by \$8.8 million. Governments will receive an estimated \$3.4 million of which provincial and local tax revenue will exceed \$2.1 million.

Of course, the NBM is much more than an economic engine or tourism attraction. The 6.6 million curated items and associated exhibits represent the story of New Brunswick from ancient times until today. It is a vital resource to tell us about our path and help us chart our future.

The new NBM will be a key asset to strengthen the cultural sector in New Brunswick in the years ahead. According to Statistics Canada, provincial and local government funding for cultural services ranks last among the 10 provinces on a per capita basis. Non-governmental spending on culture is also well below average compared to other provinces and New Brunswick households spend relatively little on culture.

New Brunswick has never witnessed as fast an inflow of population from around the world as right now and this growth is expected to continue in the years ahead. Now is an excellent time to engage New Brunswickers – new and old – in our history, present and future. The NBM is well positioned to lead this new conversation.

TABLE 1 | ECONOMIC IMPACTS OF THE NBM EXPANSION PROJECT

IMPACTS: CAPITAL INVESTMENT PHASE	DIRECT	INDIRECT & INDUCED	TOTAL
Provincial GDP contribution	\$45,240,000	\$42,240,000	\$87,480,000
Person years of employment (FTE)	583	378	961
Labour income	\$38,640,000	\$20,640,000	\$59,280,000
Taxes	\$10,308,700	\$11,033,200	\$21,341,900
Provincial and local share	\$6,113,500	\$6,857,900	\$12,971,400

IMPACTS: EXPANDED OPERATIONS (2028-2032)*	2028	2029	2030	2031	2032
Provincial GDP	\$8,834,000	\$9,191,000	\$9,549,000	\$9,800,000	\$10,054,000
Jobs (FTE)	101	104	106	107	109
Labour income	\$6,183,800	\$6,433,700	\$6,684,300	\$6,860,000	\$7,037,800
Taxes	\$2,607,000	\$2,752,000	\$2,895,500	\$2,993,000	\$3,091,500
Provincial and local share	\$1,673,000	\$1,767,000	\$1,861,000	\$1,924,000	\$1,987,000

IMPACTS: VISITORS ATTRACTED TO SAINT JOHN TO VISIT THE NBM*	2028	2029	2030	2031	2032
Provincial GDP	\$3,222,100	\$7,187,800	\$9,517,600	\$11,797,900	\$14,276,500
Jobs (FTE)	58	130	172	214	259
Labour income	\$1,989,300	\$4,437,600	\$5,876,000	\$7,283,800	\$8,814,000
Taxes	\$759,100	\$1,693,400	\$2,242,300	\$2,779,500	\$3,363,500
Provincial and local share	\$483,900	\$1,079,500	\$1,429,400	\$1,771,900	\$2,144,200

SOURCE: JUPIA CONSULTANTS INC.

FTE = full-time equivalent.
 *Includes direct, indirect and induced effects.

KEY FINDING	INSIGHTS
<p>The \$145 million NBM expansion project is one of the largest capital investments in culture in the province's history.</p>	<p>The capital investment will:</p> <ul style="list-style-type: none"> ● Boost provincial GDP by \$87.5 million (see Section 2.2). ● Create 961 person years of full-time employment and \$59.3 million of employment income. ● Induce \$21.3 million in government tax revenue (\$13 million provincial/local taxes). <p>Boost household spending by \$44.7 million.</p>
<p>The NBM expansion project will use mostly New Brunswick suppliers.</p>	<p>The construction phase will result in:</p> <ul style="list-style-type: none"> ● Over \$94 million in purchases from local suppliers (concrete, mechanical, electrical, etc.). ● More than 1,000 workers on-site over the course of the project. <p>Average daily employment up to 250 on-site.</p>
<p>The expected jump in NBM operating revenue will drive substantially larger annual impacts.</p>	<p>NBM annual revenue is expected to be \$11.7 million in 2028-29 and increase to \$13.3 million by 2032-33. In 2028-29, this will support:</p> <ul style="list-style-type: none"> ● \$10.1 million provincial GDP, \$6.1 million labour income, 101 FTE jobs and \$2.1 million tax revenue. <p>By 2032-33, the annual GDP impact will be \$10.1 million, 109 FTE jobs and \$7 million labour income along with \$3.1 million in tax revenue.</p> <ul style="list-style-type: none"> ● Over the five-year period combined, NBM's operations will contribute \$47.4 million to provincial GDP, boost labour income by \$33.2 million and induce \$14.3 million in tax revenue (see Section 2.3).
<p>Visitors to the NBM from outside Saint John will provide a significant boost to the tourism sector.</p>	<p>Based on assumptions in Section 2.4, visitors to the NBM could end up boosting the annual GDP impact to over \$24 million by 2032-33, labour income by nearly \$16 million per year and the FTE jobs supported to 368 (see Section 2.5). NBM operations and visitor spending could boost government tax revenues to \$5.8 million in 2032-33.</p>
<p>The NBM could become a top five tourist attraction in New Brunswick.</p>	<p>The New Brunswick Tourism Indicators Report lists 11 of the province's top visitor destinations in 2024 and the top four attracted between 178,500 and 287,420.</p> <ul style="list-style-type: none"> ● NBM's projected annual visitor numbers would place it in the top 5 (see Section 3.1). ● Right now, there is no other tourist attraction in the Saint John region among the 11 top visitor destinations.

KEY FINDING	INSIGHTS
<p>The NBM will expand its impact across New Brunswick.</p>	<p>The New Brunswick Museum is expanding its role supporting the other 70+ museums and cultural sites across the province (See Section 3.2).</p> <ul style="list-style-type: none"> ● The 2025 collections have more than 6.6 million items curated including artifacts, significant historical objects, artwork, natural history specimens, manuscripts and archival documents. ● The expanded role will include outreach initiatives such as more distance learning for schools across the province and beyond and more traveling exhibits. ● The NBM will also expand its engagement with First Nations helping to preserve the heritage of the indigenous peoples and tell their stories.
<p>The new NBM revenue model provides more diversified and sustainable funding.</p>	<p>The NBM has relied on government (mostly Government of New Brunswick) for 80% of its funding or more.</p> <ul style="list-style-type: none"> ● With the increase in other sources of revenue, GNB's share is expected to fall to 52% of the total by 2032-33 (See Section 3.3).
<p>There is a stronger financial ROI on taxpayer investment in the NBM.</p>	<p>The primary role of the New Brunswick Museum is to be the principal repository and steward of materials documenting New Brunswick's natural and human history. This is a very important role and a good investment of taxpayer dollars (See Section 3.4).</p> <ul style="list-style-type: none"> ● The increased economic activity translates into more tax revenue for GNB and local governments. ● The NBM is expected to contribute \$35.7 million in tax revenue between the construction phase and first five years of operations of which \$22.2 million will be provincial and municipal tax revenues.
<p>New Brunswick is falling behind in its support for culture. The NBM renewal will help reignite interest.</p>	<p>According to Statistics Canada, per capita provincial and local government funding for cultural services ranks last among the 10 provinces (See Section 3.5).</p> <ul style="list-style-type: none"> ● If the provincial and municipal governments in New Brunswick had spent the national per capita amount on cultural services, it would have added another \$62 million in spending in 2023 bringing the total to \$108.5 million that year. ● Non-governmental spending on culture is also well below average compared to other provinces. ● New Brunswick households spend the least on 'admission fees to museums, zoos and other sites' among the 10 provinces. ● We need to get New Brunswickers interested in our shared history and culture. The NBM expansion will bring tens of thousands of New Brunswickers in every year helping to reignite interest.

1. INTRODUCTION

1.1 PURPOSE OF THE REPORT

The New Brunswick Museum is in the middle of a large-scale investment project worth \$145 million. This expansion will help position the museum to attract more visitors and offer more services. The expanded museum should be a catalyst for new tourism activity, will spur more conferences and events and other training activity. The new museum will have more sources of non-government revenue generating a higher return on the public investment into the organization.

The purpose of this report is to provide an economic impact analysis that shows the economic benefits of the construction phase of the project and how the new investment will position the museum to significantly grow its impact – economic and otherwise - into the future.

The report includes:

- A full economic impact assessment of the capital investment phase of the expansion using Statistics Canada multipliers showing direct, indirect and induced economic effects. This assessment includes output, GDP, employment, labour income, taxes generated, consumer spending and other factors.
- The projected economic impact associated with the operations of the new museum including the attraction of visitors to the Saint John region. This assessment includes output, GDP, employment, labour income, taxes generated, consumer spending and other factors. It includes a multi-year perspective based on input from museum leadership, other stakeholders and the experience elsewhere.
- The role of the museum as a key tourism/attraction asset for the Saint John region.
- A taxpayer investment value impact analysis.
- Other considerations.

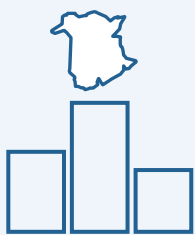
Jupia Consultants was commissioned to prepare this economic impact report. The firm is a leading economic development consulting firm in Atlantic Canada and has completed similar projects for multiple arts and cultural organizations across the region. See Appendix B for additional information on the company.

1.2 THE NEW BRUNSWICK MUSEUM EXPANSION PROJECT

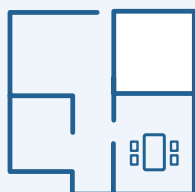
Established nearly two centuries ago and incorporated as the provincial museum in 1929, the New Brunswick Museum has been a trusted steward of the history, stories and natural wonders that have defined this province. The New Brunswick Museum is in the middle of a large-scale investment project that will position it for an expanded impact in the years to come.



The expansion project is meant to achieve **Class “A” Museum Environment Control Standards** allowing the museum to collaborate with the international museum community.



The expansion project will help maintain and expand the NBM’s role as **one of New Brunswick’s top cultural heritage and tourism destinations** and ensure that a fundamental part of Canadian heritage is not lost.



The new museum will build on its historic location to **create a 132,500 square foot facility** that will house collections, research, exhibitions, and community spaces.



The New Brunswick Museum includes **6,605,000 items curated** including artifacts, significant historical objects, artwork, natural history specimens, manuscripts and archival documents.



Governments and philanthropic donations will be used to fund the \$145 million project. The purpose of this report is to tell the story of the economic benefits from the capital investment and from the ongoing operations of the New Brunswick Museum.

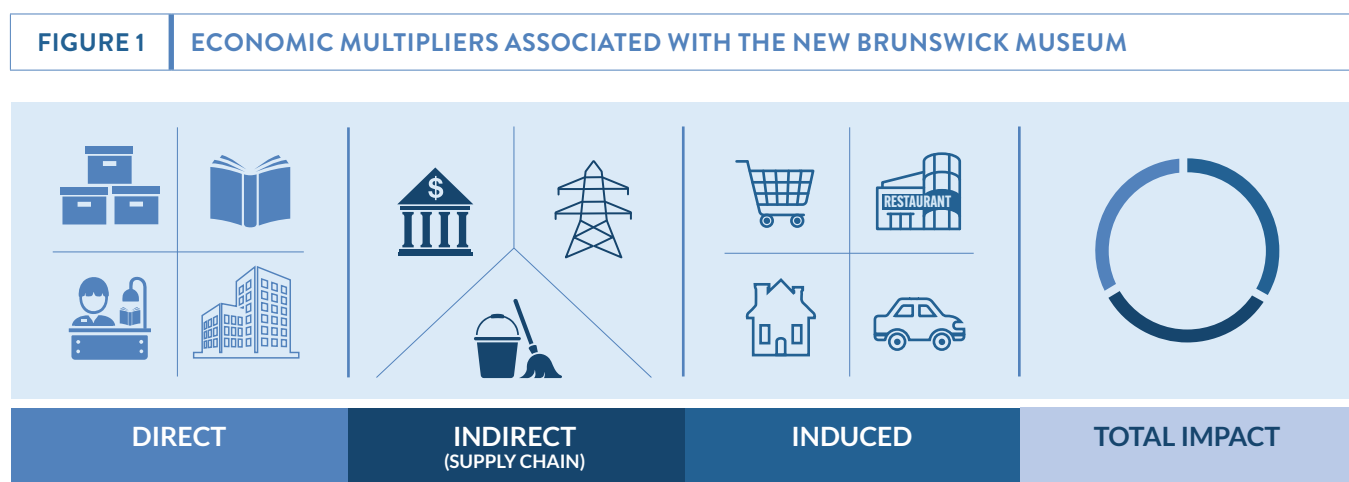
Throughout this report the terms “New Brunswick Museum” and “NBM” are used interchangeably.

2. NBM: ECONOMIC IMPACT PROFILE

2.1 THE ECONOMIC IMPACT MODEL

The economic impact model used to estimate how the New Brunswick Museum contributes to the provincial economy is based on Statistics Canada’s Input-Output (I-O) tables which provide a detailed profile of how expenditures in specific sectors flow through the provincial and national economy as well as through international trade. The economic impact model evaluates the direct, indirect and induced economic impact, using the following parameters:

- Direct impact measures the value-added to the economy attributed directly from the operations of the museum through the wages earned and the revenues generated from the workforce spending.
- Indirect impact measures the value-added generated within the regional economy through firm and organizational demand for intermediate inputs or other support services (e.g. the supply chain).
- Induced impacts are derived when industry employees and other workers in the aforementioned industries spend their earnings. These purchases lead to more employment, higher wages and increased income and tax revenues, and can be felt across a wide range of industries.



The I-O tables trace the impact of economic activity (output shock) on the provincial and national economies (including imports and exports). In addition to the GDP and employment impacts, the economic impact model estimates the amount of tax revenue supported by the industry as well as consumer spending impacts.

The multipliers used in this report are for the following industries:

- | | |
|----------------------|--|
| NBM operations | <ul style="list-style-type: none"> ● Heritage institutions [BS71A000] |
| Capital expenditures | <ul style="list-style-type: none"> ● Non-residential building construction [BS23B000] |
| Visitor spending | <ul style="list-style-type: none"> ● Traveller accommodation [BS721100] ● Retail trade [BS4A0] ● Food services and drinking places [BS722000] ● Arts, entertainment and recreation [BS710] ● Transportation and warehousing [BS4B0] |

See Appendix A for more information on methodology and sources.



2.2 NBM CAPITAL INVESTMENT IMPACTS

The investment into the New Brunswick Museum is significant. With a budget of \$145 million, it is one of the largest investments (if not the largest) in cultural institutions in the province’s history. By comparison, the new performing arts centre in Fredericton has a budget of \$111 million¹.

Table 2 breaks down the budget by use and amount of government funding. The rest of the capital investment will be provided by private sector partners. Of the \$145 million budget, an estimated \$25 million will be spent on fixtures, equipment, etc. while \$120 million will relate to construction activity. It is important to separate these expenditures when developing the economic impact model below.

TABLE 2 | NBM INVESTMENT LEVEL AND SOURCE OF FUNDING

Total capital investment	\$145,000,000	Funding commitments	
Less: Fixtures	-\$25,000,000	Provincial government	\$58,000,000
Amount spent on construction	\$120,000,000	Federal government	\$50,000,000

SOURCE: NEW BRUNSWICK MUSEUM

¹As of March 2025. Source: CBC News

Table 3 shows the estimated economic impact over the 2025-2027 timeframe from the capital investment associated with the expansion. The \$145 million investment will boost provincial GDP by an estimated \$87.5 million, support \$59.3 million in employment income and provide 961 person years of full-time equivalent work. Just the capital investment phase will contribute an estimated \$21.3 million in tax revenue to the three levels of government.

Most of the labour income becomes current household spending. The rest goes to taxes, savings, etc. The construction phase of the NBM expansion is expected to boost household spending by \$44.7 million. Most of this spending will occur in the Saint John region. Spending on food (groceries and restaurants) will be an estimated \$7.8 million and spending on shelter costs (mortgage, rent, utilities, etc.) will be \$11.4 million. Other big expenditures will include transportation (\$8.2 million), health and personal care (\$3.2 million) and recreation (\$3.2 million)².

TABLE 3 | ECONOMIC IMPACT OF THE NBM - CAPITAL INVESTMENT

IMPACT MEASURE	DIRECT	INDIRECT & INDUCED	TOTAL
Provincial GDP contribution	\$45,240,000	\$42,240,000	\$87,480,000
Person years of employment (FTE)	583	378	961
Labour income	\$38,640,000	\$20,640,000	\$59,280,000
Taxes	\$10,308,700	\$11,033,200	\$21,341,900
Provincial and local share	\$6,113,500	\$6,857,900	\$12,971,400
Taxes as a % of GDP	23%	26%	24%
Household spending	\$29,109,200	\$15,549,000	\$44,658,200
Food	\$5,053,400	\$2,699,400	\$7,752,800
Shelter	\$7,413,400	\$3,959,900	\$11,373,300
Transportation	\$5,356,200	\$2,861,100	\$8,217,300
Health and personal care	\$2,067,600	\$1,104,400	\$3,172,000
Recreation	\$2,079,400	\$1,110,700	\$3,190,100

SOURCE: JUPIA CONSULTANTS INC. SEE APPENDIX A.

2.2.1 A DEEPER DIVE INTO THE NBM EXPANSION CONSTRUCTION PHASE

The \$145 million NBM renovation is one of the largest construction projects in the Saint John region in the past few years. The prime contractor, EllisDon expects the tradespersons on-site will be 80 percent from New Brunswick and 90 percent from the Maritime Provinces.

EllisDon estimates that daily employment on the site will reach 250 people during the peak construction activity. Overall, the company expects to have over 1,000 different workers on-site over the course of the project.

The company expects to source \$94 million worth of goods and services from New Brunswick suppliers. Table 4 provides a list including \$19 million on concrete and formwork, \$17.2 million on mechanical and \$12.3 million on electrical.

²The spending by category is based on the average household spending in New Brunswick. See Appendix A.

TABLE 4 ESTIMATED VALUE OF NEW BRUNSWICK COMPANY-SUPPLIED GOODS AND SERVICES

Concrete & Formwork	\$18,978,100
Mechanical	\$17,231,800
Electrical	\$12,327,600
Finishes	\$10,147,400
Earthwork	\$7,459,000
Metals	\$5,663,200
Thermal & Moisture Protection	\$4,057,200
Doors, Entrances & Windows	\$3,666,400
Existing Conditions	\$3,547,400
Special Construction	\$3,512,900
Wood & Plastic	\$1,908,600
Masonry	\$1,425,200
Furnishings	\$1,260,600
Site Improvements	\$1,170,900
Conveying Systems	\$798,300
Site Utilities	\$626,200
Equipment	\$486,000
Specialties	\$12,800
Total	\$94,279,600



SOURCE: NEW BRUNSWICK MUSEUM

2.3 NBM PROJECTED OPERATIONAL ECONOMIC IMPACTS

This section looks at the economic impacts associated with the ongoing operations of the NBM. Table 5 shows some key assumptions associated with the model. It assumes the New Brunswick Museum will open its doors to the public in fiscal 2028 and attract 130,000 visitors that year (members and non-members are included in the visitor total). The visitor totals increase each year to reach 180,000 in 2032.

The staff and payroll assumptions are based on discussions with the NBM. Payroll costs are expected to increase by two percent per year, but the staff headcount will remain at 67 through 2032.

Memberships will have multiple levels with an expected average cost of \$100 per year starting in 2027. The number of members is expected to start at 800 in 2027 rising to 1,500 by 2033. Non-members will pay a variety of different prices depending on various factors (e.g. student, senior, etc.), but it was assumed the average ticket fee for non-members would be \$15.00.

The museum is expecting to significantly grow its professional services activity, and the assumption was that revenue would increase by five percent per year.

TABLE 5 | NBM STAFF, PAYROLL AND VISITOR ASSUMPTIONS

ASSUMPTIONS		
Membership fees (\$/yr) current		\$25
Membership fees (\$/yr) 2027-onward (est. average)*		\$100
Nominal annual growth in professional services revenue		5%
Payroll growth rate		2%
Average per ticket fee (non-members)		\$15

	2025	2026	2027	2028	2029	2030	2031	2032
Staff	50	58	64	67	67	67	67	67
Payroll expense	\$2.88	\$3.40	\$3.83	\$4.09	\$4.17	\$4.25	\$4.34	\$4.43
Visitors	0	0	0	130,000	145,000	160,000	170,000	180,000
Growth rate					11.5%	10.3%	6.3%	5.9%

SOURCE: NBM

Based on these assumptions and other input from the NBM, Table 6 shows the projected revenue through 2032 by source. Government grants will continue to provide the largest source of revenue but are expected to decline in relative terms from 59 percent of the total in 2028-2029 to 52 percent by 2032-33.

Ticket revenue will be an estimated \$1.94 million in 2028-29 rising to \$2.68 million in 2032-33 and professional services fees will rise from \$1.47 million in 2028-29 to an estimated \$1.79 million in 2032-33. Boutique sales will be another important source of revenue growing from \$1.3 million in 2028-29 to \$1.8 million in 2032-33.

*This is an average. There will be multiple membership levels.



TABLE 6 | NBM REVENUE BY SOURCE, ACTUAL AND PROJECTED (\$MILLION)

REVENUE	2025	2026	2027	2028	2029	2030	2031	2032
Grants / funds (current)	\$3.20	\$3.20	\$3.65	\$4.65	\$4.65	\$4.65	\$4.65	\$4.65
Grants / funds (proposed increase)		\$0.45	\$1.00	\$2.20	\$2.20	\$2.20	\$2.20	\$2.20
Professional services	\$1.40	\$1.40	\$1.40	\$1.47	\$1.54	\$1.62	\$1.70	\$1.79
Boutique sales	x	x	x	\$1.30	\$1.45	\$1.60	\$1.70	\$1.80
Membership (#)		500	800	1,000	1,250	1,500	1,500	1,500
Membership fees (\$)		\$0	\$0.08	\$0.10	\$0.13	\$0.15	\$0.15	\$0.15
Non-member visitors (#)				129,000	143,750	158,500	168,500	178,500
Non-member ticket sales (\$)				\$1.94	\$2.16	\$2.38	\$2.53	\$2.68
Est. annual revenue	\$4.60	\$5.05	\$6.13	\$11.66	\$12.12	\$12.60	\$12.93	\$13.26

SOURCE: NBM

How will all this operational spending impact the Saint John and New Brunswick economies? The direct impact is shown in Table 7. Almost all of the direct economic benefits occur in the Saint John region. The indirect and induced impacts are in large part benefiting the region but also the rest of the province.

Directly, the new NBM will boost provincial GDP by \$4.9 million in 2028-29 rising to \$5.6 million by 2032-33. The 67 employees will support \$4.1 million in payroll in 2028-29 rising to \$4.4 million in 2032-33. The direct tax contribution will start at \$1.2 million rising to \$1.3 million by 2032-33.

The operations of the NBM after expansion will directly boost household spending by \$3.1 million in 2028-29. Again, most of this spending will occur in the Saint John region. Spending on food (groceries and restaurants) will be an estimated \$535,000 and spending on shelter costs (mortgage, rent, utilities, etc.) will be \$784,500. Other big expenditures will include transportation (\$566,800), health and personal care (\$218,800) and recreation (\$220,000)³. Direct household spending will rise to \$3.3 million by 2032-33.

³The expenditures by category is based on the average household spending in New Brunswick. See Appendix A.

TABLE 7 | NBM PROJECTED ECONOMIC IMPACTS FROM OPERATIONS, DIRECT

DIRECT IMPACTS	2028	2029	2030	2031	2032
Provincial GDP	\$4,930,000	\$5,129,000	\$5,329,000	\$5,469,000	\$5,611,000
Jobs (FTE)	67	67	67	67	67
Labour income	\$4,089,000	\$4,170,000	\$4,254,000	\$4,339,000	\$4,426,000
Taxes	\$1,196,000	\$1,231,000	\$1,265,000	\$1,294,000	\$1,324,000
Provincial and local share	\$758,000	\$780,000	\$802,000	\$821,000	\$839,000
Household spending	\$3,080,400	\$3,141,400	\$3,204,700	\$3,268,800	\$3,334,300
Food	\$534,800	\$545,400	\$556,300	\$567,500	\$578,800
Shelter	\$784,500	\$800,000	\$816,200	\$832,500	\$849,200
Transportation	\$566,800	\$578,000	\$589,700	\$601,500	\$613,500
Health and personal care	\$218,800	\$223,100	\$227,600	\$232,200	\$236,800
Recreation	\$220,000	\$224,400	\$228,900	\$233,500	\$238,200

FTE = full-time equivalent.

SOURCE: DERIVED BY JUPIA CONSULTANTS INC. SEE APPENDIX A.

Table 8 shows the total economic impact after the indirect (supply chain) and induced effects are added (as well as the HST on eligible revenues). The NBM will support 101 full-time equivalent jobs in its first year after expansion rising to 109 by Year 5. It will support \$8.8 million worth of provincial GDP in 2028-29 and \$6.2 million in labour income. Governments will benefit from \$2.6 million in tax revenue of which \$1.7 million will go to provincial and local governments. Household spending will be an estimated \$4.7 million in 2028-29 rising to \$5.3 million in 2032-33.

Over the five-year period combined, the operations of the NBM are expected to boost provincial GDP by \$47.4 million, labour income by \$33.2 million and tax revenue by \$14.3 million.



TABLE 8 | NBM PROJECTED ECONOMIC IMPACTS FROM OPERATIONS, TOTAL

TOTAL IMPACTS	2028	2029	2030	2031	2032
Provincial GDP	\$8,834,000	\$9,191,000	\$9,549,000	\$9,800,000	\$10,054,000
Jobs (FTE)	101	104	106	107	109
Labour income	\$6,183,800	\$6,433,700	\$6,684,300	\$6,860,000	\$7,037,800
Taxes*	\$2,607,000	\$2,752,000	\$2,895,500	\$2,993,000	\$3,091,500
Provincial and local share*	\$1,673,000	\$1,767,000	\$1,861,000	\$1,924,000	\$1,987,000
Household spending	\$4,658,500	\$4,846,800	\$5,035,600	\$5,167,900	\$5,301,900
Food	\$808,700	\$841,400	\$874,200	\$897,200	\$920,400
Shelter	\$1,186,400	\$1,234,400	\$1,282,400	\$1,316,100	\$1,350,300
Transportation	\$857,200	\$891,800	\$926,600	\$950,900	\$975,600
Health and personal care	\$330,900	\$344,300	\$357,700	\$367,100	\$376,600
Recreation	\$332,800	\$346,200	\$359,700	\$369,200	\$378,700

FTE = full-time equivalent.
Includes indirect and induced impacts (excluding visitor spending).

SOURCE: DERIVED BY JUPIA CONSULTANTS INC. SEE APPENDIX A.

*includes HST paid on memberships, ticket sales and boutique sales.

2.4 NBM PROJECTED ECONOMIC IMPACTS ASSOCIATED WITH VISITOR SPENDING

The economic impacts go beyond the operations of the NBM. It is expected to attract tourists from around New Brunswick and beyond after re-opening in 2028-29. Table 9 shows the assumptions related to visitor spending in the Saint John region associated with outside visitors to the New Brunswick Museum.

It was assumed that in the early years a larger share of visitors will come from the local area. By 2032-33, the share of visitors living locally has dropped to only 20 percent of total visitors. The rest come from elsewhere in the province and beyond (including cruise ship passengers). Further, it was assumed that 70 percent of visitors were ‘same day’ visitors, 28 percent would stay one night in the area and two percent would stay two nights as a result of coming to visit the NBM. Of course, there is no way to model this with precision. The number of overnight visitors could be larger.

TABLE 9 ECONOMIC IMPACT MODEL - VISITOR SPENDING ASSUMPTIONS

	2028	2029	2030	2031	2032
Museum visitors	130,000	145,000	160,000	170,000	180,000
Local (Saint John area residents)	75%	50%	40%	30%	20%
Non-resident share	25%	50%	60%	70%	80%
Local visitors (#)	97,500	72,500	64,000	51,000	36,000
Non-resident visitors (#)	32,500	72,500	96,000	119,000	144,000
Share of visitors staying 0 nights (day-trip)	70%	70%	70%	70%	70%
Share of visitors staying 1 night	28%	28%	28%	28%	28%
Share of visitors staying 2 nights	2%	2%	2%	2%	2%

SOURCE: DERIVED BY JUPIA CONSULTANTS INC. SEE APPENDIX A



The other main assumption relates to the amount of spending visitors will make in the community. This is based on Statistics Canada survey data related to tourist expenditures in New Brunswick on accommodations, clothing and gifts, food and beverage, recreation and entertainment, transportation and other tourism-related expenditures.

Table 10 combines the number of visitors with the average spending in each category. Based on the assumptions above, total visitor spending will rise from \$4.0 million in 2028-29 to \$17.7 million in 2032-33.

TABLE 10

ECONOMIC IMPACT MODEL - VISITOR SPENDING ASSUMPTIONS BY MAJOR CATEGORY

	2028	2029	2030	2031	2032
Accommodation	\$1,194,600	\$2,664,900	\$3,528,700	\$4,374,100	\$5,293,000
Clothing and gifts	\$462,100	\$1,030,900	\$1,365,100	\$1,692,100	\$2,047,600
Food and beverages	\$995,100	\$2,219,800	\$2,939,400	\$3,643,600	\$4,409,100
Recreation and entertainment	\$390,100	\$870,300	\$1,152,400	\$1,428,500	\$1,728,600
Transportation	\$827,300	\$1,845,600	\$2,443,800	\$3,029,300	\$3,665,800
Other	\$121,500	\$271,000	\$358,900	\$444,900	\$538,300
Total expenditures	\$3,990,800	\$8,902,600	\$11,788,300	\$14,612,600	\$17,682,500
Share of visitors staying 2 nights	2%	2%	2%	2%	2%

SOURCE: DERIVED BY JUPIA CONSULTANTS INC. SEE APPENDIX A

Table 11 shows the total economic impact associated with visitor spending. Visitor spending in the Saint John region will support 58 full-time equivalent jobs in the first year after expansion rising to 259 FTE jobs by Year 5. It will support \$3.2 million worth of provincial GDP in 2028-29 and \$2.0 million in labour income. By 2032-33, the visitor spending impact will rise to \$14.3 million worth of GDP and \$8.8 million in labour income.

Governments will benefit from \$3.4 million in tax revenue by 2032-33 of which \$2.1 million will go to provincial and local governments. Household spending will be an estimated \$1.5 million in 2028-29 rising to \$6.6 million in 2032-33.

Over the five-year period combined, visitor spending in the Saint John region associated with the NBM is expected to boost provincial GDP by \$46 million, labour income by \$28.4 million and tax revenue by \$10.8 million.

TABLE 11 | NBM PROJECTED ECONOMIC IMPACTS FROM OPERATIONS, VISITOR SPENDING

TOTAL IMPACTS	2028	2029	2030	2031	2032
Provincial GDP	\$3,222,100	\$7,187,800	\$9,517,600	\$11,797,900	\$14,276,500
Jobs (FTE)	58	130	172	214	259
Labour income	\$1,989,300	\$4,437,600	\$5,876,000	\$7,283,800	\$8,814,000
Taxes	\$759,100	\$1,693,400	\$2,242,300	\$2,779,500	\$3,363,500
Relative to GDP contribution	24%	24%	24%	24%	24%
Provincial and local share	\$483,900	\$1,079,500	\$1,429,400	\$1,771,900	\$2,144,200
Household spending	\$1,498,600	\$3,343,000	\$4,426,600	\$5,487,200	\$6,640,000
Food	\$260,200	\$580,400	\$768,500	\$952,600	\$1,152,700
Shelter	\$381,700	\$851,400	\$1,127,400	\$1,397,500	\$1,691,000
Transportation	\$275,800	\$615,100	\$814,500	\$1,009,700	\$1,221,800
Health and personal care	\$106,400	\$237,500	\$314,400	\$389,800	\$471,600
Recreation	\$107,100	\$238,800	\$316,200	\$392,000	\$474,300

FTE = full-time equivalent.
Includes indirect and induced impacts.

SOURCE: DERIVED BY JUPIA CONSULTANTS INC. SEE APPENDIX A.

2.5 NBM PROJECTED ECONOMIC IMPACTS ASSOCIATED WITH OPERATIONS AND VISITOR SPENDING

The annual economic impact of the NBM in the Saint John region will be significant. As shown in Table 12, operational and visitor spending is expected to boost provincial GDP by \$12.1 million in 2028-29 rising to \$24.3 million by 2032-33. The number of FTE jobs supported will rise from 159 to 368 along with labour income of \$15.9 million by Year 5.

Governments will receive an estimated \$3.4 million in tax revenue in 2028-29 rising to \$6.5 million by 2032-33 and household spending will expand from \$6.2 million in Year 1 to over \$11.9 million in Year 5.

Over the five-year period combined, NBM operational and visitor spending in the Saint John region is expected to boost provincial GDP by \$93.4 million, labour income by \$61.6 million and tax revenue by \$25.2 million of which \$16.1 million will go to provincial and local governments in New Brunswick. Over the five years, household spending induced by NBM operational and visitor spending will be an estimated \$46.4 million including \$8.1 million on food, \$11.8 million on shelter, \$8.5 million on transportation, \$3.3 million on health and personal care as well as just over \$3.3 million on recreation.

TABLE 12 NBM PROJECTED COMBINED ECONOMIC IMPACTS FROM OPERATIONS AND VISITOR SPENDING

TOTAL IMPACTS	2028	2029	2030	2031	2032
Provincial GDP	\$12,056,100	\$16,378,800	\$19,066,600	\$21,597,900	\$24,330,500
Jobs (FTE)	159	234	278	321	368
Labour income	\$8,173,100	\$10,871,300	\$12,560,300	\$14,143,800	\$15,851,800
Taxes	\$3,366,100	\$4,445,400	\$5,137,800	\$5,772,500	\$6,455,000
Provincial and local share	\$2,156,900	\$2,846,500	\$3,290,400	\$3,695,900	\$4,131,200
Household spending	\$6,157,100	\$8,189,800	\$9,462,200	\$10,655,100	\$11,941,800
Food	\$1,068,900	\$1,421,800	\$1,642,700	\$1,849,800	\$2,073,100
Shelter	\$1,568,100	\$2,085,700	\$2,409,800	\$2,713,600	\$3,041,300
Transportation	\$1,132,900	\$1,507,000	\$1,741,100	\$1,960,600	\$2,197,300
Health and personal care	\$437,300	\$581,700	\$672,100	\$756,800	\$848,200
Recreation	\$439,800	\$585,000	\$675,900	\$761,100	\$853,100

FTE = full-time equivalent.
Includes indirect and induced impacts.

SOURCE: DERIVED BY JUPIA CONSULTANTS INC. SEE APPENDIX A.

3. NBM: OTHER IMPACT CONSIDERATIONS

3.1 TOURISM CATALYST IN THE SAINT JOHN REGION

The New Brunswick Museum is poised to considerably expand its role as a tourism catalyst in the Saint John region. The Government of New Brunswick’s Department of Tourism, Heritage and Culture publishes an annual tourism indicators report including visitation numbers for 11 tourism attractions in the province ranging from Fundy National Park (with 287,420 visits in 2024) to the Beaverbrook Art Gallery (15,666 visits). None of the 11 are located in the Saint John urban area.

The expanded New Brunswick Museum will be a top five tourist destination in the province based on the tourism attractions tracked by the department in its annual tourism indicators report with an expected 130,000 visitors in 2028-29 rising to 180,000 by 2032-33. In Section 2.4, the economic impacts of visitor spending associated with the NBM were developed. A large share of the \$93.4 million in provincial GDP induced by the NBM through operations and visitor spending will be the result of people coming to Saint John to visit the museum.

TABLE 13 VISITOR DESTINATIONS TRACKED IN THE ANNUAL NEW BRUNSWICK TOURISM INDICATORS REPORT

ATTRACTION	VISITS (2024)
Fundy National Park	287,420
Hopewell Rocks / Rochers Hopewell Rocks	246,941
Kouchibouguac National Park	186,693
Roosevelt Campobello International Park	178,500
The New Brunswick Botanical Garden	57,154
Village Historique Acadien	50,780
Kingsbrae Garden	45,039
Kings Landing Historical Settlement	35,375
Aquarium NB	30,730
Le Pays de la Sagouine	19,141
Beaverbrook Art Gallery	15,666

SOURCE: NEW BRUNSWICK DEPARTMENT OF TOURISM, HERITAGE AND CULTURE - TOURISM INDICATORS REPORT 2024

TABLE 14

MUSEUMS IN NEW BRUNSWICK BY EMPLOYMENT LEVEL

1-4 employees	20
5-9 employees	14
10-19 employees	1
20-49 employees	3
50+ employees	0
Without employees	7
Total	45

SOURCE: STATISTICS CANADA BUSINESS COUNTS, DECEMBER 2024

3.2 EXPANDED PROVINCIAL ROLE

The New Brunswick Museum is expanding its role supporting the other 70+ museums and cultural sites across the province. According to Statistics Canada, there were 45 museums in the province as of December 2024 ranging from large municipal facilities such as Resurgo Place in the City of Moncton to content-specific museums such as the Doaktown Atlantic Salmon Museum.

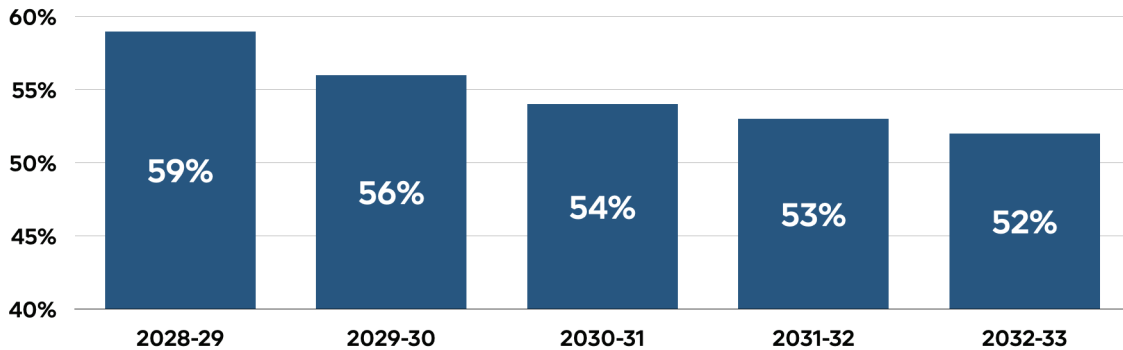
The expanded role will include outreach initiatives such as more distance learning for schools across the province and beyond and more traveling exhibits throughout the province.

The NBM will also expand its engagement with First Nations helping to preserve the heritage of the indigenous peoples and tell their stories.

3.3 MORE DIVERSIFIED AND SUSTAINABLE FUNDING

The New Brunswick Museum has relied on government (mostly Government of New Brunswick) for 80 percent of its funding or more. The projections are showing that GNB funding will be \$6.85 million each year between 2028-29 to 2032-33 but revenue from other sources will rise from \$4.8 million in 2028-29 to \$6.4 million in 2032-33. This will reduce the share of government funding to 52 percent of the total by 2032-33.

FIGURE 2 | GNB FUNDING AS A SHARE OF TOTAL REVENUE, PROJECTED 2028-29 TO 2032-33



SOURCE: JUPIA CONSULTANTS INC.

3.4 STRONGER FINANCIAL ROI ON TAXPAYER INVESTMENT IN THE NBM

The primary role of the New Brunswick Museum is to be the principal repository and steward of materials documenting New Brunswick’s natural and human history. This is a very important role and a good investment of taxpayer dollars. The work of the NBM generates significant GDP and income in the province and that results in tax revenue to provincial and local governments.

The NBM is expected to contribute \$22.1 million in tax revenue between 2028-29 and 2032-33 of which \$14.1 million will be provincial and municipal tax revenues. This means the ‘net’ investment from the provincial government drops from \$34.3 million over the five years to \$20.2 million after considering the tax impacts. This equates to only just over \$4 million in GNB funding per year net of induced taxes.

3.5 SUSTAINABLY INVESTING IN CULTURAL AND NATURAL HERITAGE

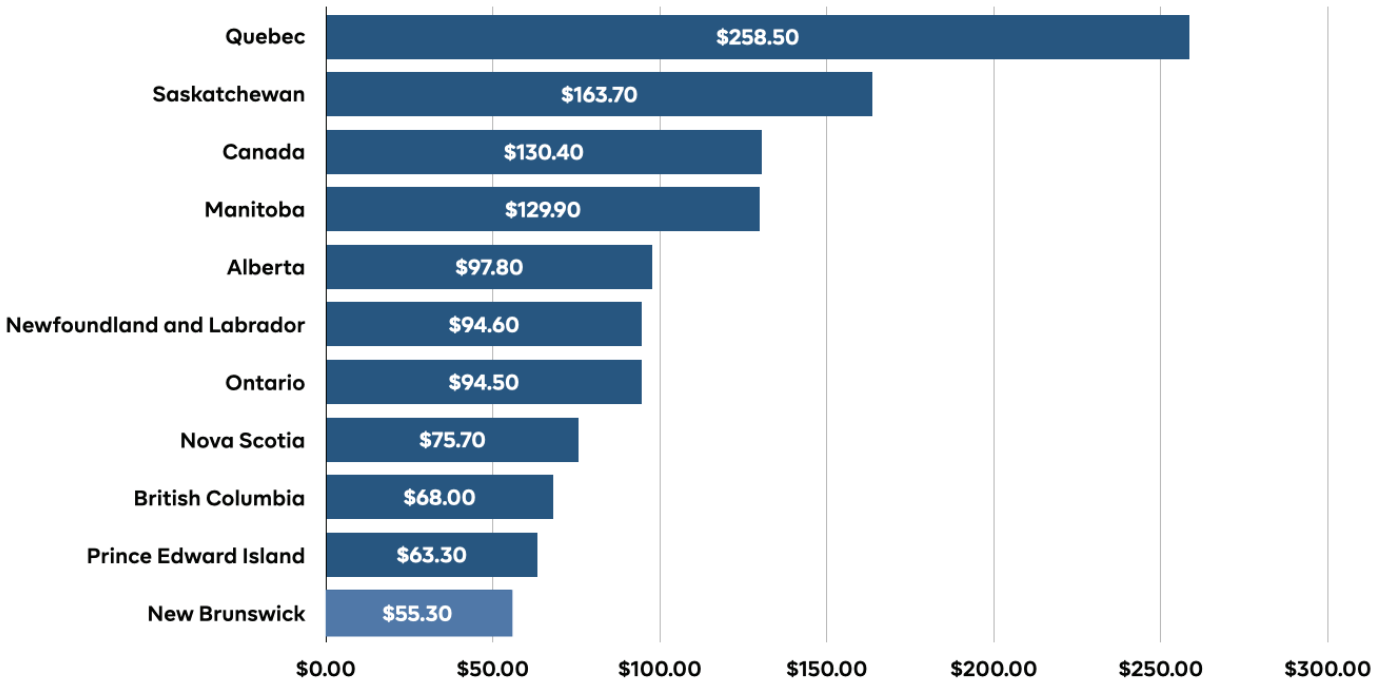
PROVINCIAL AND LOCAL GOVERNMENT SPENDING ON CULTURE

According to Statistics Canada’s reporting on government spending using the Canadian Classification of Functions of Government (CCOFOG), the provincial and municipal governments in New Brunswick invested less in ‘cultural services’ than any other province in 2023, on a per capita basis. The province ranked tenth in 2022 and ninth in 2021. In total, the provincial and municipal governments in New Brunswick spent \$46 million on cultural services in 2023. These expenditures typically cover:

- Museums, galleries, and archives - operating costs of public museums, art galleries, libraries of cultural materials, and archives.
- Cultural heritage - preservation of monuments, historic sites, cultural landscapes.
- Performing arts & cultural events - support for theatres, orchestras, dance, music festivals, and community cultural centres.
- Grants and subsidies - funding to artists, cultural organizations, and cultural industries.
- Policy & administration - Departments of culture, cultural agencies, cultural policy development, and administration.

If the provincial and municipal governments in New Brunswick had spent the national per capita amount on cultural services, it would have added another \$62 million in spending in 2023 bringing the total to \$108.5 million that year. Even the per capita level of spending in Nova Scotia would have added another \$17 million in spending on cultural services.

FIGURE 3 | PER CAPITA PROVINCIAL/LOCAL GOVERNMENT SPENDING ON CULTURAL SERVICES (2023)



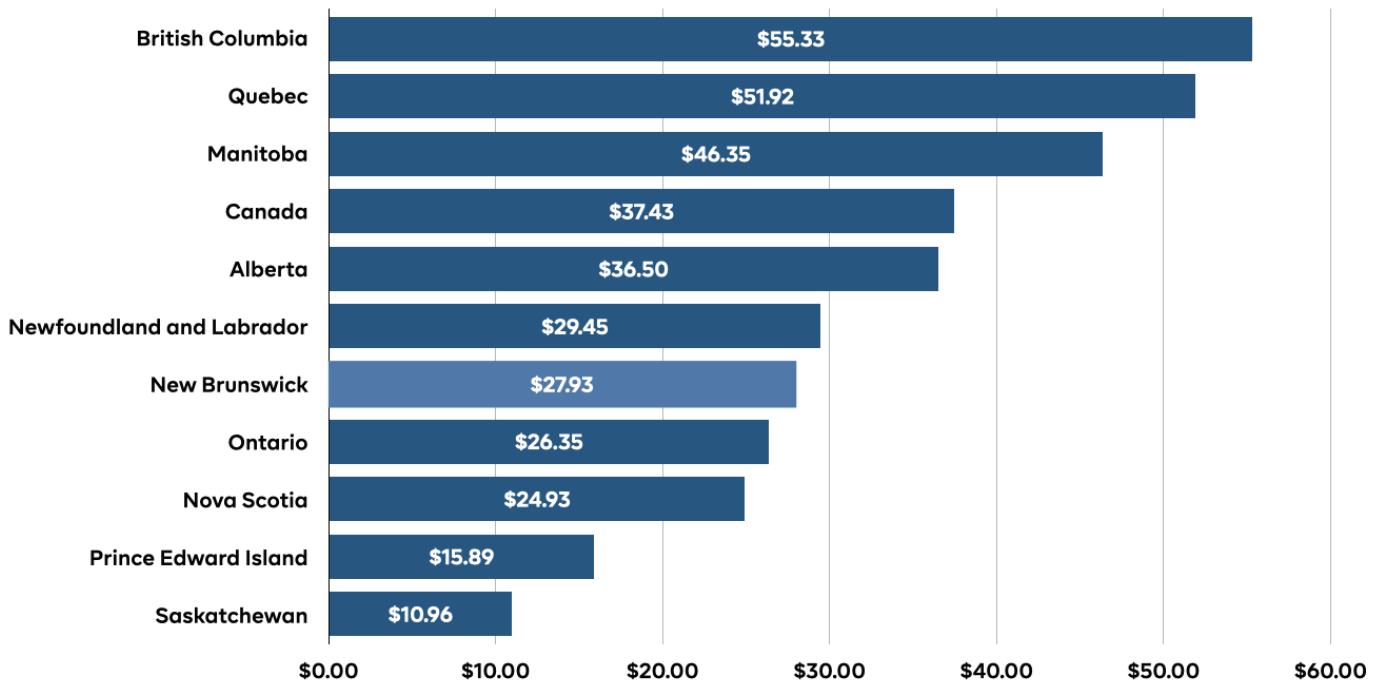
SOURCE: STATISTICS CANADA TABLES 10-10-0005-01 AND 17-10-0005-01

NON-GOVERNMENTAL SPENDING ON CULTURAL HERITAGE, NATURAL HERITAGE AND ARCHIVES

The New Brunswick Museum is a Crown Agency and covered under government funding of culture discussed above. Statistics Canada also reports on non-government organizations involved in cultural heritage, natural heritage and archives. These are not government run organizations, but many rely on government funding.

In 2023, an estimated \$23.4 million was spent in these three areas across New Brunswick. This is total spending and includes government and other sources of revenue (i.e. ticket sales to visit a museum). On a per capita basis, New Brunswick ranked sixth among the 10 provinces for non-governmental cultural heritage, natural heritage and archives output. To reach the national per capita spending on cultural heritage, natural heritage and archives, New Brunswick would have needed to see another \$8 million spent in these three areas in 2023.

FIGURE 4 SPENDING ON NON-GOVERNMENTAL CULTURAL HERITAGE, NATURAL HERITAGE AND ARCHIVES, PER CAPITA (2023)*



Funding from all sources (total output).

Source: Statistics Canada Tables 36-10-0453-01 and 17-10-0005-01

Further, per capita spending on cultural heritage, natural heritage and archives only increased an average of 0.9 percent per year between 2010 and 2023, well below the 2.4 percent rate of inflation in New Brunswick during that period. This means both governments and the private sector are spending considerably less in real terms now on cultural heritage, natural heritage and archives compared to back in 2010.

*excludes government owned/operated institutions.

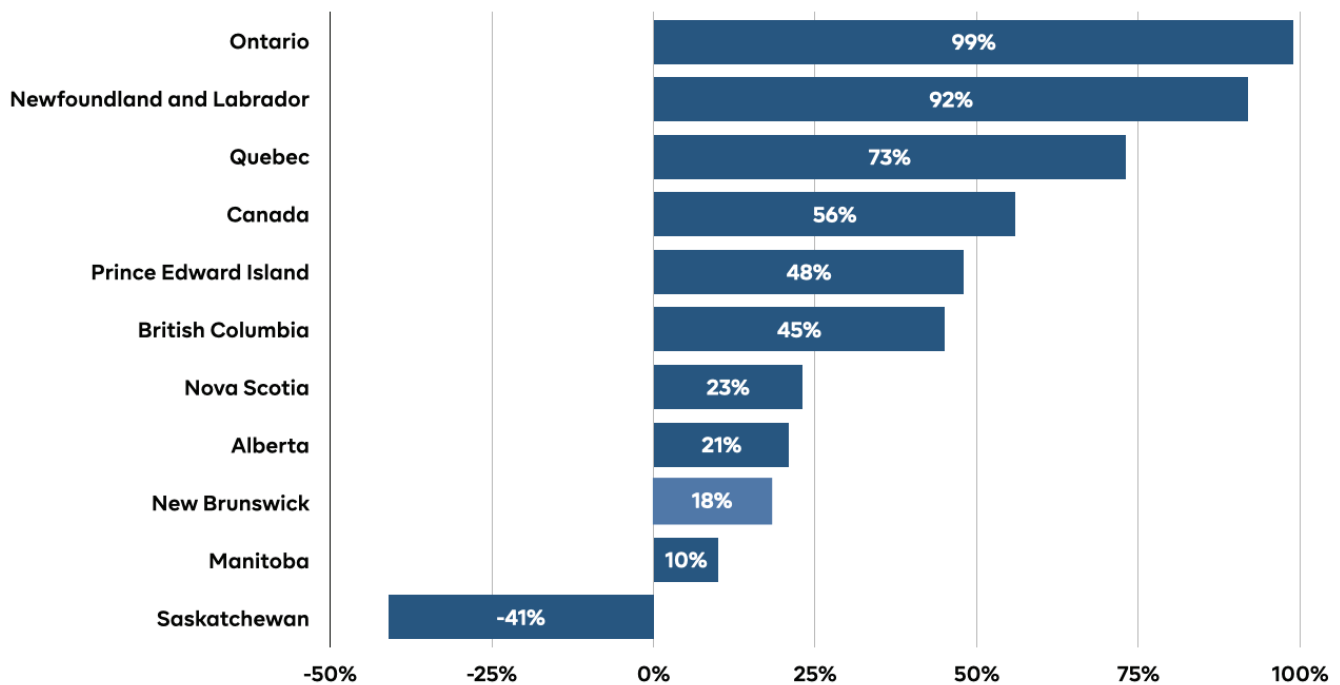
HOUSEHOLD SPENDING ON CULTURAL AND NATURAL HERITAGE

It is important to note this is not just about government spending. According to Statistics Canada’s annual survey of household spending in the province, the share of average household spending on ‘admission fees to museums, zoos and other sites’ in New Brunswick in 2023 was 57 percent less than back in 2010.

Across Canada, the average household spending on admission fees to museums, zoos and other sites was double compared to the average household in New Brunswick. In fact, New Brunswick ranked last in the country among the 10 provinces for household spending on admission fees to museums, zoos and other sites⁴.

The museum sector, led by the NBM, should be properly funded by government, but residents of the province should be encouraged to learn about their history and engage with the past by purchasing tickets and NBM memberships.

FIGURE 5 INCREASE/DECREASE IN PER CAPITA SPENDING ON NON-GOVERNMENTAL CULTURAL HERITAGE, NATURAL HERITAGE AND ARCHIVES BETWEEN 2010 AND 2023.



SOURCE: STATISTICS CANADA TABLES 36-10-0453-01 AND 7-10-0005-01

⁴The NBM had curtailed its public operations in 2023 and that may have influenced the lower household spending in 2023.

4. CONCLUSION

This report has provided an assessment of the economic impact of the New Brunswick Museum expansion – both the capital investment impact and the ongoing impact from operations and visitor spending.

The report confirms there will be substantial economic benefits to the Saint John region and the province overall from the NBM expansion.

APPENDIX A: THE ECONOMIC IMPACT MODEL AND SOURCES

The data sources used in the preparation of this report include:

STATISTIC	SOURCE/DESCRIPTION
Input data	Provided by the NBM. This included revenue by source, employment, payroll, capital expenditures and other data.
Direct, indirect and induced GDP, employment and income estimates	Uses Statistics Canada Input-Output multiplier and impact estimates at the M industry level. Provincial Input-Output Multipliers, 2021. Catalogue no. 15F0046XDB. Industry Accounts Division. Statistics Canada. Includes multipliers for: output, gross domestic product (GDP) at market prices, taxes on products, labour income, wages and salaries, employers' social contributions, labour income of unincorporated sector, taxes on production and employment. The specific NAICS industries used are described in Section 2 above.
Tax multipliers	Using a model developed by Jupia Consultants Inc. based on a variety of sources including: <ul style="list-style-type: none"> ● Induced HST revenue: Based on the ratio of HST collected to total provincial personal income in 2024 (Source: provincial budget documents and Statistic Canada). ● Induced personal income taxes paid: Derived using several sources including Statistics Canada personal tax-related tables and its Survey of household spending (SHS) for 2023. ● Property taxes paid (from employment income): Derived using Statistics Canada's Survey of Household Spending (SHS) for 2023. ● Indirect taxes: Derived using Statistics Canada multipliers for the various sectors used in the model as described in Section 2. These indirect taxes are levied on the business activity and include such tax areas as: business property taxes, fuel taxes, vehicle license fees, land transfer taxes, and any sales taxes arising out of the corporate activity.
Household spending impacts	Derived using Statistics Canada's Survey of Household Spending (SHS) for 2023.
Industry GDP statistics	Gross domestic product (GDP) at basic prices, by industry. Source: Statistics Canada Table: 36-10-0402-01.
Business counts	Source: Statistics Canada business counts, December 2024.
Top tourism destinations	New Brunswick Department of Tourism, Heritage and Culture - 2024 Tourism Indicators report.
Non-governmental spending on culture	Culture and sport indicators by domain and sub-domain, by province and territory, industry perspective. Statistics Canada Table: 36-10-0453-01.
Government spending on culture	Canadian Classification of Functions of Government (CCOFOG) by consolidated government component. Statistics Canada Table: 10-10-0005-01.
Household spending on museums and related activities	Taken from Statistics Canada's Survey of Household Spending (SHS) for 2023.

TABLE 15

ECONOMIC IMPACT MODEL – DETAILED VISITOR SPENDING IMPACTS BY CATEGORY
(DIRECT IMPACTS)

PROVINCIAL GDP	2028	2029	2030	2031	2032
Traveller accommodation	\$600,888	\$1,340,442	\$1,774,930	\$2,200,173	\$2,662,394
Retail trade	\$287,908	\$642,255	\$850,435	\$1,054,185	\$1,275,652
Food services and drinking places	\$416,947	\$930,113	\$1,231,597	\$1,526,668	\$1,847,396
Arts, entertainment and recreation	\$150,591	\$335,934	\$444,823	\$551,396	\$667,235
Transportation and warehousing	\$366,512	\$817,605	\$1,082,621	\$1,342,000	\$1,623,932
Other industries	\$59,168	\$131,989	\$174,772	\$216,644	\$262,158
Combined GDP	\$1,882,014	\$4,198,338	\$5,559,179	\$6,891,065	\$8,338,768
JOBS (FTE)	2028	2029	2030	2031	2032
Traveller accommodation	17	38	51	63	76
Retail trade	6	13	17	21	26
Food services and drinking places	16	36	48	59	71
Arts, entertainment and recreation	3	6	9	11	13
Transportation and warehousing	4	8	10	13	16
Other industries	1	1	2	2	3
Combined jobs (FTE)	46	103	136	169	204
LABOUR INCOME	2028	2029	2030	2031	2032
Traveller accommodation	\$449,172	\$1,002,000	\$1,326,786	\$1,644,662	\$1,990,179
Retail trade	\$198,716	\$443,290	\$586,977	\$727,608	\$880,466
Food services and drinking places	\$381,123	\$850,198	\$1,125,780	\$1,395,498	\$1,688,670
Arts, entertainment and recreation	\$99,094	\$221,055	\$292,708	\$362,835	\$439,061
Transportation and warehousing	\$232,483	\$518,616	\$686,719	\$851,246	\$1,030,079
Other industries	\$33,532	\$74,803	\$99,049	\$122,780	\$148,574
Combined labour income	\$1,394,121	\$3,109,963	\$4,118,020	\$5,104,629	\$6,177,030
SUMMARY IMPACTS - DIRECT	2028	2029	2030	2031	2032
Provincial GDP	\$1,882,014	\$4,198,338	\$5,559,179	\$6,891,065	\$8,338,768
Jobs (FTE)	46	103	136	169	204
Labour Income	\$1,394,121	\$3,109,963	\$4,118,020	\$5,104,629	\$6,177,030
Taxes	\$421,494	\$940,255	\$1,245,027	\$1,543,315	\$1,867,541
Provincial share	\$267,315	\$596,317	\$789,606	\$978,783	\$1,184,409
Household spending	\$1,227,990	\$2,739,363	\$3,627,295	\$4,496,334	\$5,440,942

SOURCE: DERIVED BY JUPIA CONSULTANTS INC.

TABLE 16

ECONOMIC IMPACT MODEL – DETAILED VISITOR SPENDING IMPACTS BY CATEGORY
(TOTAL IMPACTS)

PROVINCIAL GDP	2028	2029	2030	2031	2032
Traveller accommodation	\$990,330	\$2,209,197	\$2,925,282	\$3,626,130	\$4,387,922
Retail trade	\$460,282	\$1,026,784	\$1,359,604	\$1,685,342	\$2,039,405
Food services and drinking places	\$717,467	\$1,600,504	\$2,119,288	\$2,627,034	\$3,178,932
Arts, entertainment and recreation	\$305,864	\$682,312	\$903,475	\$1,119,933	\$1,355,213
Transportation and warehousing	\$656,082	\$1,463,568	\$1,937,966	\$2,402,270	\$2,906,949
Other industries	\$92,092	\$205,437	\$272,027	\$337,200	\$408,040
Combined GDP	\$3,222,118	\$7,187,802	\$9,517,641	\$11,797,910	\$14,276,462
JOB (FTE)	2028	2029	2030	2031	2032
Traveller accommodation	21	46	61	75	91
Retail trade	7	16	21	26	32
Food services and drinking places	19	42	56	69	83
Arts, entertainment and recreation	5	11	14	18	21
Transportation and warehousing	6	14	18	22	27
Other industries	1	2	3	3	4
Combined jobs (FTE)	58	130	172	214	259
LABOUR INCOME	2028	2029	2030	2031	2032
Traveller accommodation	\$614,028	\$1,369,755	\$1,813,745	\$2,248,288	\$2,720,618
Retail trade	\$270,809	\$604,112	\$799,927	\$991,577	\$1,199,891
Food services and drinking places	\$504,516	\$1,125,459	\$1,490,262	\$1,847,304	\$2,235,393
Arts, entertainment and recreation	\$179,851	\$401,207	\$531,253	\$658,532	\$796,879
Transportation and warehousing	\$371,477	\$828,678	\$1,097,285	\$1,360,176	\$1,645,927
Other industries	\$48,598	\$108,410	\$143,550	\$177,942	\$215,325
Combined labour income	\$1,989,278	\$4,437,621	\$5,876,022	\$7,283,819	\$8,814,033
SUMMARY IMPACTS - TOTAL	2028	2029	2030	2031	2032
Provincial GDP	\$3,222,118	\$7,187,802	\$9,517,641	\$11,797,910	\$14,276,462
Jobs (FTE)	58	130	172	214	259
Labour Income	\$1,989,278	\$4,437,621	\$5,876,022	\$7,283,819	\$8,814,033
Taxes	\$759,114	\$1,693,409	\$2,242,307	\$2,779,527	\$3,363,461
Provincial share	\$483,927	\$1,079,529	\$1,429,445	\$1,771,916	\$2,144,167
Household spending	\$1,752,225	\$3,908,810	\$5,175,804	\$6,415,840	\$7,763,706

SOURCE: DERIVED BY JUPIA CONSULTANTS INC.

APPENDIX B: ABOUT JUPIA CONSULTANTS INC.

New Brunswick, Canada-based Jupia Consultants Inc. is a full-service research and planning support consultancy specializing in the area of economic development. The firm has more than 25 years' experience working with companies, communities, industry associations, economic development agencies and government departments.

This report was prepared by David Campbell. David is the President of Jupia Consultants Inc. and has more than three decades' experience as a consultant working with industry, not-for-profit organizations and governments across Canada. His focus areas include economic development strategy, economic impact analysis, population growth, cluster development and investment attraction. David was formerly Chief Economist with the Government of New Brunswick. In that role, he led the development of economic policy and economic development strategy for the provincial government.

David is a columnist, published author, and writes weekly for the It's the Economy, Stupid blog as well as co-presenting the weekly podcast Insights with Don Mills and David Campbell. In recent years, he has had the opportunity to collaborate with multiple think tanks and policy research organizations including the Conference Board of Canada, Public Policy Forum and the Donald J. Savoie Institute at the Université de Moncton.

FOR MORE INFORMATION VISIT WWW.JUPIA.CA.





NEW BRUNSWICK MUSEUM
AN ECONOMIC IMPACT ASSESSMENT



Prepared by:
Jupia Consultants Inc.

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