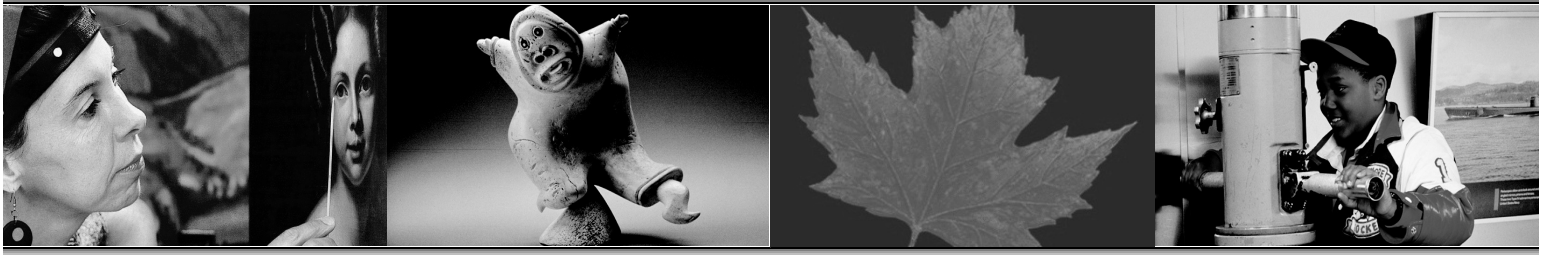




Canadian
Heritage

Patrimoine
canadien

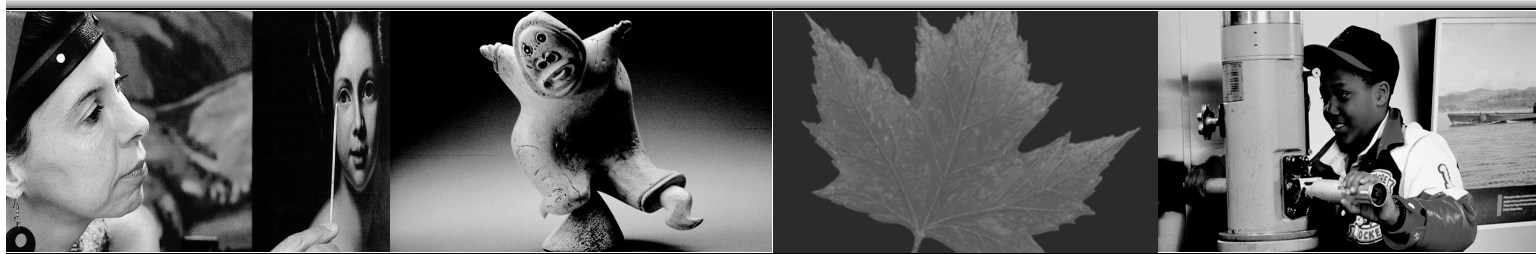


Canadian Heritage

Museums Assistance Program

Application and Program Guidelines

Canada[!]



Canadian Heritage

Museums Assistance Program

Application and Program Guidelines

1	2	3	4
---	---	---	---

Photo Credits:

1. National Gallery of Canada
2. Canadian Heritage
3. Canadian Heritage
4. Canada Museum of Science and Technology

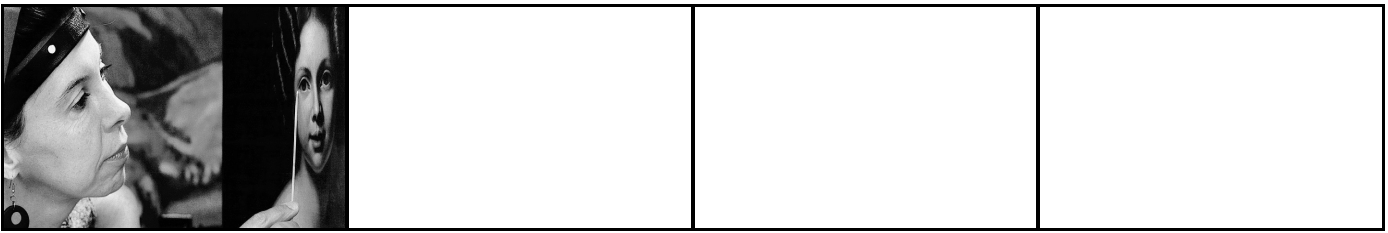
©Minister of Public Works and Government Services Canada, 2001

Cat. No. CH44-25/2001

ISBN 0-662-66044-7

Table of Contents

Objectives	5
Eligibility and conditions of funding	6
Application deadlines	8
Funding categories	9
Access and National Outreach	10
Aboriginal Museum Development	11
Organizational Development	11
Evaluation Criteria	12
How to assemble your application	14
Preparing your project application	15
Credit and acknowledgement	19
MAP Officers	22
Glossary of Terms	24



Objectives

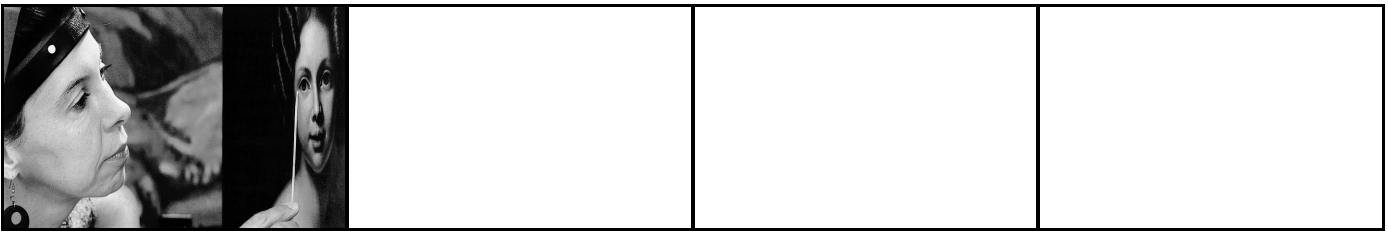
In keeping with the Canadian Museum Policy, the Museums Assistance Program (MAP) provides financial assistance to Canadian museums and related organizations, for activities that:

- support the objectives of the Canadian Museum Policy;
- foster access by present and future generations of Canadians to their human, natural, artistic and scientific heritage;
- enhance awareness, understanding and enjoyment of this heritage.

The program provides funding for museum projects that have a conventional approach as well as those employing new technologies.

Priorities for MAP funding include projects that:

- share knowledge and stories between Canadians in all provinces and territories through travelling exhibitions, outreach, collaborative initiatives and partnerships;
- foster and support Aboriginal museum development;
- support and encourage the sharing of ideas, experience and communication among Canadian heritage organizations and professionals.



Eligibility and Conditions of Funding

Applicants to MAP must meet one of the following three criteria to be considered eligible:

- incorporated, non-profit Canadian museums which:
 - provide services to the public year-round;
 - employ at least the equivalent of one full-time paid professional staff; and;
 - have policies regarding collections management and conservation (if applicable) and medium-term business/organizational plans (3 to 5 years).
- incorporated, non-profit organizations wishing to plan and create a museum.
- incorporated non-profit museum service organizations and related institutions.

Applications by multipurpose, non-profit organizations will be considered. This includes non-profit heritage groups incorporated under Part II of the *Canada Business Corporations Act*; organizations incorporated under corresponding municipal or regional legislation such as universities, municipal or regional governments and agencies of provincial/territorial governments, as well as Aboriginal cultural centres, First Nation Band Councils, Métis and Inuit groups.

However these applications must describe the organization's distinct, objectives, program and budget within the context of the larger organization.

Federal organizations and federal crown corporations are not eligible for funding under MAP.



The Museums Assistance Program provides financial assistance on a project basis. Funds are not available for ongoing operational support or for capital construction. Project funding is available for up to 70% of direct project costs, depending on the component under which the project is submitted and the availability of funds.

A project that is initiated and carried out over multiple fiscal years may be presented for funding in a single application at the option of the applicant. All payments are subject to the availability and approval of program funds by Parliament.

The Department of Canadian Heritage disburses funds under the Museums Assistance Program in two ways: as a grant, or under a contribution agreement (see Appendix - **Glossary of Terms** for definitions of "grant" and "contribution agreement"). **All recipients of grants and contributions are required to prepare and submit final reports on the results of projects undertaken.**

In addition to a final report, funds that are disbursed under the terms of a **contribution agreement** are subject to examination of a recipient's accounts, records, or other evidence deemed necessary in the circumstances, up to and including a financial audit.

Beyond the submission of a final report, a **grant** is not usually subject to an audit by the Department of the project after its completion.

Funding must be used only for the purposes specified in the letter of approval signed by the Minister of Canadian Heritage. Any funding not used for these purposes must be returned to the Department. Once funding has been provided, no substantial changes can be made to the project without the written consent of the Department.

All projects created for public presentation must be developed in both official languages. Aboriginal organizations are encouraged to develop exhibitions in their own languages as well.



Application Deadlines

In order to complete a competitive evaluation of submitted projects, applications to the Museums Assistance Program must be received at a Department of Canadian Heritage office on or before November 1st each year for projects commencing in the next fiscal year. (See page 22 for a list of regional offices.)

Applicants that start the preliminary phases of a project during the period in which the Department of Canadian Heritage is evaluating their applications proceed at their own risk and expense. Program funds approved by the Department may only be directed to expenses incurred during the federal fiscal year (April 1st – March 31st).

Notwithstanding this annual competitive process, the Department reserves the right – at its sole discretion – to consider applications at any time throughout the year, to the extent funds are available.

Applications submitted under the Exhibition Circulation Fund will be funded on a first come, first served basis and are not subject to an annual deadline, but available funds are limited.



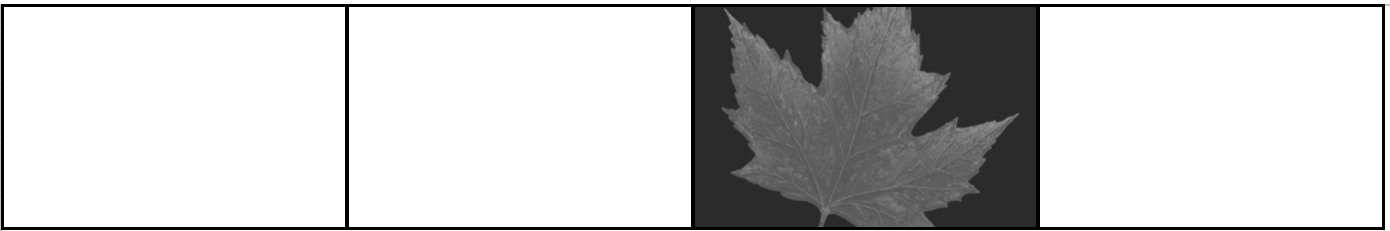
Funding Components

Applicants should designate which of the following three components they would like to apply for:

Access and National Outreach

Aboriginal Museum Development

Organizational Development



Access and National Outreach

Applicants to the Access and National Outreach component should demonstrate that the project connects different geographic regions of Canada. These projects should link museums, assist the partners to reach diverse audiences, and reflect Canada's cultural diversity.

Examples of eligible projects include:

- the development and circulation of travelling exhibitions and projects that reach beyond local, provincial and territorial audiences.
- projects that further the sharing of ideas, experience, and encourage dialogue among heritage professionals.

MAP encourages museums to undertake projects reaching wide and diverse audiences. There are two options under the Access and National Outreach component:

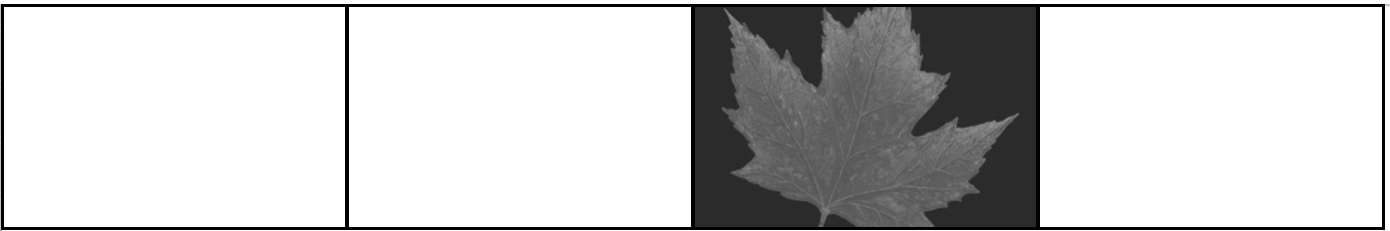
National Outreach Initiative

This option is offered to support professional exchanges as well as for the development of outreach projects such as travelling exhibitions, new media initiatives, special educational or interpretive activities, delivered or circulated in at least three provinces or territories. These projects are eligible for up to 70% of direct project costs, depending on available funding.

Exhibition Circulation Fund

This option is offered to assist museums with the costs related to the borrowing of an exhibition originating from: a) a museum in another province or territory; b) one of the federal museums. Museums with an annual operating budget up to \$1,000,000 may apply at any time in the calendar year, and are eligible to receive one grant annually under these terms. The calculation of eligible expenses will be based upon the costs your organization will incur in order to secure the use of this exhibition, such as borrower's fees, special security costs or exhibition transport. This component provides up to 50% funding of the borrower's exhibition fee, rental, transportation or similar costs, to a maximum of \$5,000.

Eligible organizations may submit applications under either option within this Component.



Aboriginal Museum Development

The Aboriginal Museum Development component seeks to assist Aboriginal organizations in the enrichment and preservation of their cultural heritage, as well as to increase public awareness and understanding of Aboriginal Peoples' rich and diverse cultures. This component encourages an inclusive and broad definition of culture.

Examples of eligible projects include those that:

- assist in the development of museums and related cultural facilities within Aboriginal communities through the funding of feasibility and other studies;
- Support museum projects carried out in partnership between Aboriginal cultural centres, First Nations communities, Métis and Inuit groups and museums;
- support other community heritage projects consistent with the objectives of the program.

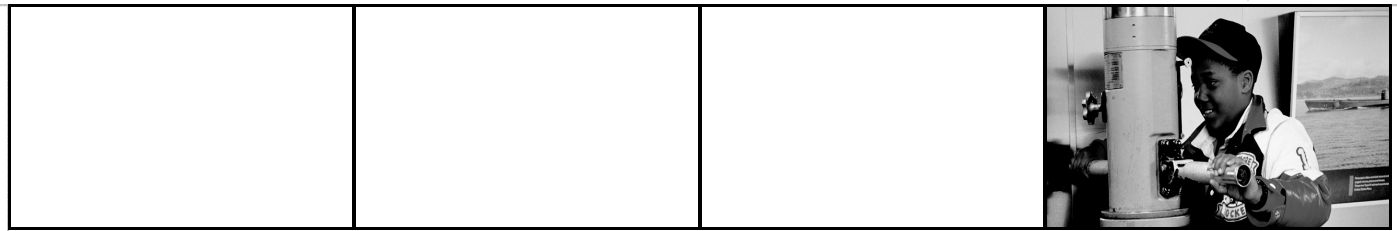
Successful projects are eligible to receive up to 70% of project costs, depending on available funding.

Organizational Development

The Organizational Development component seeks to assist museums and heritage professionals working for these organizations, to attain professional standards in areas such as collections care and human resource development, as well as to strengthen the economic stability of museums, through the support of:

- initiatives maximizing the competencies of staff, trustees and volunteers;
- initiatives ensuring the long term conservation, preservation or management of collection resources;
- planning and feasibility studies, marketing and development strategies, and strategic planning initiatives that contribute to their long-term financial stability.

Successful projects are eligible to receive up to 50% of project costs, depending on available funding.



Evaluation Criteria

The Department of Canadian Heritage receives more project applications than it can fund in each year. Project assessments are based on an applicant's response to the criteria listed below. Meeting the eligibility criteria does not guarantee project funding. If your application fails to address one or more of the evaluation criteria, the ranking of your project may fall in relation to other competing projects.

In order to ensure you develop your application as effectively as possible, the Department of Canadian Heritage encourages applicants to discuss their projects with the regional program Officers (See page 22 for a list of regional offices), well in advance of the November 1st annual deadline.

Applicants should be aware that proposals to MAP are evaluated by a variety of methods, including review by peers drawn from the museum community and/or other specialists. Department of Canadian Heritage staff make recommendations for the Minister's approval. The Minister's decision is not subject to review or appeal.

The analysis and assessment of applications by the advisory committee, specialists, and subsequent staff recommendations, take the following criteria into consideration:

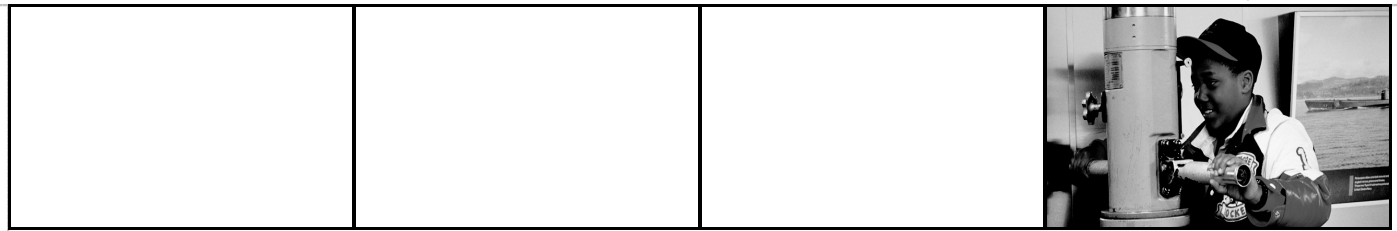
Overall Quality of the Project

The project should demonstrate and maintain high museological standards. The project should be well developed, well structured and reflect the input of heritage professionals.

Inter-Canadian Activity

The project should:

- have a structure, content or delivery strategy that emphasizes sharing information among geographic regions;
- reach audiences in at least three provinces or territories;
- facilitate the interchange of resources and personnel.



Collaboration, Partnership and Interchange

The project should :

- be collaborative, either within the museum community or within the broader community;
- demonstrate a partnership approach in the execution of the proposal or promote the interchange of personnel or museum resources;
- show strong community support.

Innovation

The project should demonstrate innovation, in content, approach or some other fashion.

Project Context and Objectives

The project must:

- be eligible under the Museums Assistance Program;
- provide a clear statement of need;
- be directly related to the mandate of the applicant organization;
- have clear, realistic and achievable objectives and evaluation methods to measure results.

Ability of the Applicant to Successfully Undertake the Project

The applicant should possess appropriate financial and physical resources to successfully undertake the proposed project. The personnel assigned to the project must be appropriately qualified to carry it out. Institutional past performance on projects previously funded under MAP may be used to evaluate the new application.

Project Costs and Revenues

The project cost estimate and cash flow projections must be complete and justifiable in relation to the expected results. The project should include some level of confirmed financial support.

Quality of the Application

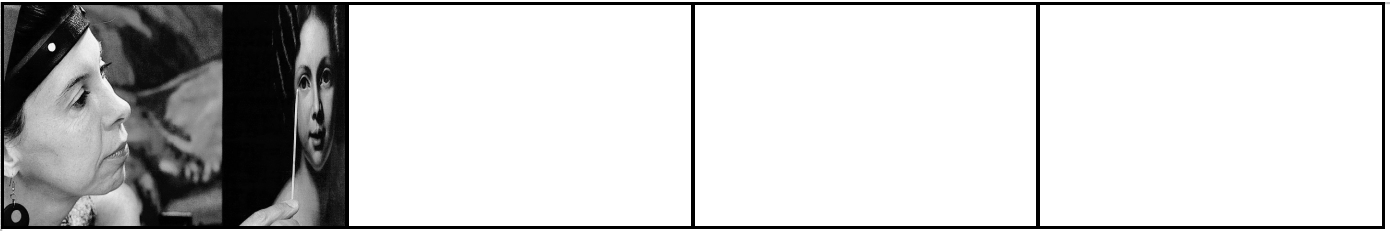
The application is clear, concise, pertinent and has adequately reflected the objectives of the Museums Assistance Program.



How to Assemble Your Application

To prepare a successful application:

- As early on as possible, discuss your project concept with a Department of Canadian Heritage MAP Officer, who can assist and guide you in the development and preparation of your application. This is particularly the case for projects which require technical analysis and will require assessment by a specialist.
- Follow the instructions carefully when compiling your application. Incomplete applications will not be processed.
- Keep in mind the Museums Assistance Program's objectives as you plan your projects and activities.
- Define project objectives clearly and link activities to the achievement of those objectives.
- Articulate the costs of each budget item in your project, explain any projected revenue including admission fees and outline all other sources of funding. A well-developed and comprehensive budget and cash flow plan is essential to the success of your proposal. Cash flow criteria may vary between a grant and contribution, please discuss this with your regional MAP Officer.
- Fully describe your organization in the applicant profile section. Assessors require this information as they may not be familiar with your museum.
- Select your project personnel and other collaborating museums before applying. Submit names and résumés of principals and letters of commitment from other organizations.
- Keep your project description to no more than five typed pages, as the assessors have many applications to review. Submit supplementary information as an appendix.
- To facilitate the preparation of copies for the assessors, please submit two applications on single sided paper only. Please use a font size of 10 points or larger.
- Do not bind your application.



Preparing Your Project Application

An application must contain the following information. An incomplete application will not be processed.

- 1. Application Form and Detailed Budget Sheets
- 2. Executive Summary
- 3. Project Description
- 4. Applicant Profile
- 5. Institutional Financial Statement
- 6. Attachments

1. Application Form and Detailed Budget Sheets

Complete the Application Form in full.

Applications must include two copies of the cover sheet, budget and cash flow sheets and a narrative response to the project proposal elements outlined below.

You must complete a separate application for each project you choose to submit. In the event that your organization files multiple applications, it is advisable to indicate your organization's priorities for funding.

The Summary and Detailed Budget sheets present the financial requirements of your project in brief. If the space in these pages is insufficient, please add additional pages as required. The project budget must include all project costs, sources of funding, projected revenues, and cash flow projections.

Monetary revenues anticipated for the project must be included in the detailed budget. Indirect revenues such as gifts-in-kind and donations of non-remunerated personnel are not to be included in this calculation. (see Glossary of Terms for further clarification.)



Only direct project expenditures may be included in the detailed budget. Direct costs may include remuneration for principal salaried or contractual personnel, if the budget clearly identifies each position and the proportion of remuneration assigned exclusively to the project. For travelling exhibitions, translation costs, as well as costs related to conservation, preparation of artefacts, and to transportation should be included in the detailed budget.

Indirect expenditures such as administration, overhead, and ongoing operating expenses (including staff salaries not specifically allocated to the project as outlined in the narrative description) may not be included in the calculation of project expenses.

Detailed budget sheet examples

Salaries & Wages (including Benefits)

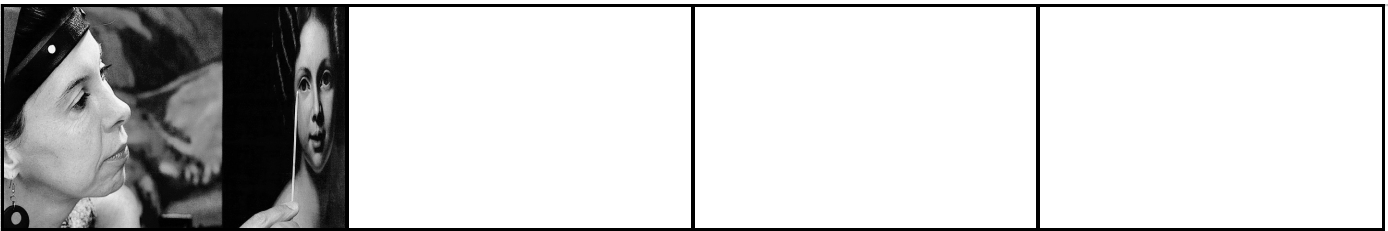
Provide the names of all principal personnel exclusively assigned to the project as identified in your application.

SALARIES AND WAGES				
NAME/TITLE	TIME PERIOD		RATE/YR.	SALARY
Jane Doe / Curator (1)	9 Months	100%@	\$60,000.	\$45,000.
John Doe / Curator	6 months	50%@	\$60,000.	\$15,000.
James Deer / Conservator	2 months	50%@	\$58,000.	\$5,000.
			Total	\$65,000.

Consultant Fees

Professional and technical fees for service and honoraria should be inserted here. Include the consultant's name (if known), role and rate of compensation, time spent on the project and total fees (excluding travel costs).

CONSULTANT FEES				
NAME/TITLE	TIME PERIOD		RATE/DAY	COST
Jacques Dupont / Textile Conservator	5 days	100%@	\$325.	\$1,625.
Chantal Legault / Photographer	6 days	100%@	\$275.	\$1,650.
			Total	\$3,275.



Travel

Travel costs must be based on regular economy fares and estimates of per diem expenses. MAP will not support first-class fare. Specify how many people will be travelling, how many days each will be travelling, total per diem expenses and total travel costs.

TRAVEL					
FROM /TO	NUMBER OF PERSONS	TRAVEL DAYS	PER DIEM	TRAVEL COSTS	AMOUNT
Toronto /Vancouver	2	2	\$150 ea.	\$475.	\$1,550.
				Total	\$1,550.

Supplies and Materials

List all categories of materials. Use unit costs wherever possible.

SUPPLIES AND MATERIALS					
ITEM	QUANTITY	COST/UNIT	SUB TOTAL	AMOUNT	
Custom Shipping Crates	10 @	\$300.	\$3000.		
Framing Modifications	5 @	\$90.	\$450.		
Display cases -Materials	2 @	\$400.	\$800.		
Display cases -Materials	4 @	\$800.	\$3,200.		
			Total		\$7,450.

Minor Capital Acquisition Costs

Minor capital is defined as material goods with a depreciable value amortized over a period time, and not built into the fabric or shell of a building. (See Appendix - Glossary of Terms). List any equipment to be acquired to support the project.

MINOR CAPITAL AND EQUIPMENT					
ITEM	QUANTITY	COST/UNIT	SUB TOTAL	AMOUNT	
Track Lighting	10 @	\$35.	\$350.		
Information Kiosk	2 @	\$1,250.	\$2,500.		
Video Display Monitor	2 @	\$400.	\$800.		
Hygrothermographs	2 @	\$600.	\$1,200.		
			Total		\$4,850.



Other Costs

Other costs may include such expenditures as equipment rental, shipping fees, and communications.

OTHER COSTS				
ITEM	QUANTITY	COST/UNIT	SUB TOTAL	AMOUNT
Photocopying	56 pgs @	\$.25	\$14.	
Long Distance Charges	11 calls		\$75.	
Rental, Overhead Projector	2 @	\$400.	\$800.	
Shipping Toronto/Vancouver	1 @	\$650.	\$650.	
Shipping Vancouver/Toronto	1 @	\$650.	\$650.	
Postage	100 @	\$1.75	\$175.	
			Total	\$2,364.

2. Executive Summary

Submit a project summary of no more than one (1) page, describing:

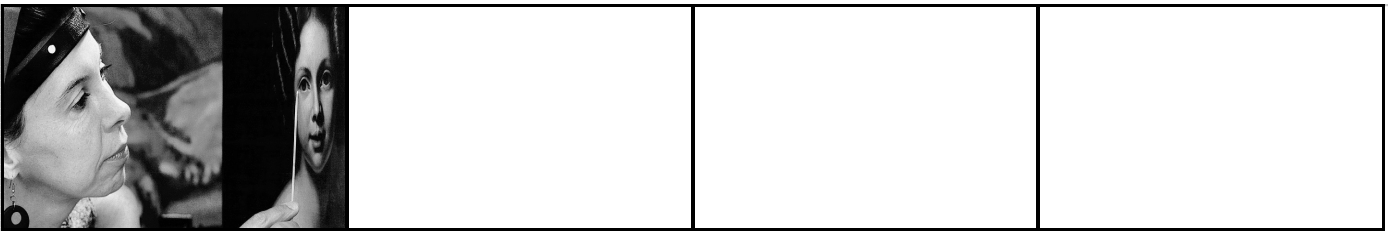
- the project's objectives;
- how you intend to achieve those goals;
- why your organization is suited to carry out the project;
- how Canadians and the museum community will benefit from your project.

3. Project Description

Describe your project in no more than five pages. Assessors may not review project descriptions that run beyond this length.

Be sure your project description includes:

- the project's objectives;
- the principal elements of the project;
- the target audience or market;
- who will carry out the project;
- how you plan to implement the project; and
- how you intend to evaluate its success.



These subject areas are described below.

Objectives

The project must have clearly defined and articulated objectives. These objectives may include benefits to a specific geographic, cultural or professional community. You should indicate how the project meets the objectives of the Museum Assistance Program, as well as those of your organization and its mandate.

Description

Explain your project. Be sure to describe the project's scope, its key activities, and its relevance to the people it aims to serve.

If some of the work is to take place outside your organization, we are interested in understanding where this will occur, and who will participate. List any participation by other museums or organizations. Attach letters confirming another organization's participation in, or support of, your application. Describe and justify any travel related to your proposal.

Market / Audience

Identify your project's target audiences. This may include developing new audiences. Present a summary of surveys, studies or marketing strategies that have preceded or lead to this project.

Principals

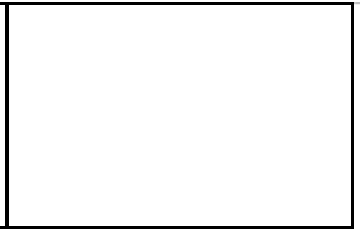
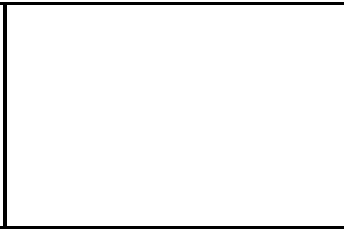
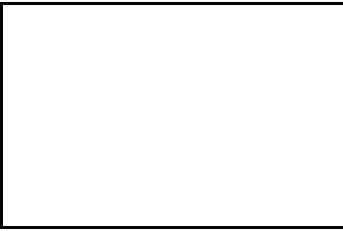
Identify the principals responsible for the development and implementation of the project. Summarize their qualifications, roles and responsibilities. If part of the human resource requirements of your project is met through the hiring of consultants, describe the competitive selection process you used to select them.

Implementation

Include an implementation plan and schedule, listing the major tasks or activities to be undertaken and the anticipated dates for completion for each major task or phase of the project.

Evaluation

Describe how you will assess the project's success. What measurable outcomes do you propose and what methodology do you plan to use to evaluate the achievement of your objectives?



4. Applicant Profile

Tell us what we need to know about your organization in three (3) pages or less. Describe your organization highlighting the following:

MUSEUM

Mandate and Mission

Audience

Governance

Organizational Structure

Long-range Plan

Funding Sources and Financial Position

Provide your museum's **user/cost ratio** by dividing the total operating costs of the museum by its total annual attendance to arrive at cost per user

Collections and Programming

Collections Care and Management

OTHER (associations, multipurpose organizations etc.)

Mandate and Mission

Audience

Governance

Organizational Structure

Long-range Plan

Funding Sources and Financial Position

Provide your organization's **user/cost ratio** by dividing the total operating costs of the organization by the total number of members or users to arrive at cost per user

Beneficiaries of your services

Relationship to museum community

5. Institutional Financial Statement

Submit audited financial statements for your organization's two most recently completed years.

Museums or applicants which are part of multi-purpose, non-profit organizations and which do not receive audited financial statements separate from those of the parent organization must submit financial statements for the last two years signed by the chief financial officer of the organization.

6. Attachments

Documents that support the proposal, such as résumés, catalogues, photographs, letters of support and other documents, should be submitted as attachments.

Optional attachments include promotional materials that will elaborate on the organization or the project.

These attachments may be made available to assessors during panel discussions. Museums must demonstrate their level of professionalism by appending their policies on programming, collections management and conservation, and a medium-term organizational plan.



Credit and Acknowledgement

Successful applicants are expected to acknowledge receipt of MAP funding through tangible means. In accepting a grant or signing a contribution agreement with the Department of Canadian Heritage, organizations are expected to publicly acknowledge this assistance, and will be provided with directives to that effect.

Public acknowledgement of the assistance received shows Canadians where and how public funds are being spent, and raises public awareness of the social and economic benefits of Programs such as MAP.

Opportunities for acknowledging this assistance include:

WHEN

- during the implementation of the project;
- at opening or unveiling ceremonies;
- during media interviews;
- upon completion of the project.

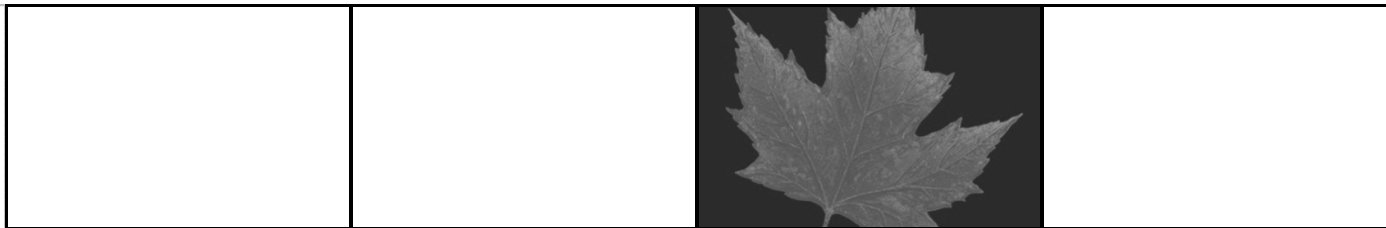
WHERE

- in your financial, educational and publicity documents and publications;
- credits (in exhibition panels, educational and multimedia products)
- in printed announcements, in speeches, interviews and other oral communication.

HOW

- through symbolic means, including maintaining the presence of the Canadian flag at public events;
- through the inclusion of federal or departmental logos (to be provided by the Department, e.g. CANADA Wordmark) in published materials.

The specific requirements to be met for credit and acknowledgement are normally incorporated into the terms of a contribution agreement, or in the notification letter announcing the approval of your proposal.



Department of Canadian Heritage Museums Assistance Program (MAP) Officers

Department of Canadian Heritage MAP Officers can assist and guide you in the preparation of your project application. They can be reached at the addresses listed below, or through the Department of Canadian Heritage Website: http://www.canadianheritage.gc.ca/arts/heritage/pam_e.htm

OTTAWA

Department of Canadian Heritage
15 Eddy Street (15-3-C)
3rd Floor, Station 15
Hull, QC K1A 0M5

Mr. Roger Baird
Tel: (819) 997-8869
Fax: (819) 997-7757
Internet: roger_c_baird@pch.gc.ca

ATLANTIC

Department of Canadian Heritage
1045 Main Street,
Unit 106, 3rd Floor
Moncton, NB E1C 1H1

Mr. Paul Thériault
Tel: (506) 851-2302
Fax: (506) 851-7079
Internet: paul_theriault@pch.gc.ca

PRAIRIES AND NORTHERN REGION

Department of Canadian Heritage
275 Portage Avenue
Winnipeg, MB R3B 2B3
Mail Address: P.O. Box 2160
Winnipeg, MB R3C 3R5

Ms. Mary Ann Tisdale
Tel: (204) 983-2139
Fax: (204) 983-5365
Internet: mary_ann_tisdale@pch.gc.ca

Ms. Mireille Lamontagne
Tel: (204) 984-7933
Fax: (204) 983-5365
Internet: mireille_lamontagne@pch.gc.ca

WESTERN

Department of Canadian Heritage
400 - 300 West Georgia Street
Vancouver, BC V6B 6C6

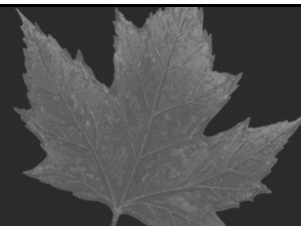
Ms. Philippa Syme
Tel: (604) 666-5054
Fax: (604) 666-3508
Internet: philippa_syme@pch.gc.ca

Ms. Michelle Janes
Tel: (604) 666-7656
Fax: (604) 666-3508
Internet: michelle_janes@pch.gc.ca

ALBERTA

Department of Canadian Heritage
First Street Plaza - Suite 310 - 138 - 4 Ave SE
Calgary, AB T2G 4X3

Mr. Gerald Kretzel
Tel: (403) 292-4950
Fax: (403) 292-6004
Internet: gerry_kretzel@pch.gc.ca



ONTARIO

Department of Canadian Heritage
18 Woodruff Avenue
St. Catharines, ON L2R 2J1

Mr. Denis Greenall
Tel: (905) 988-4547
Fax: (905) 988-4548
Internet: denis_greenall@pch.gc.ca

Department of Canadian Heritage
103 Nicholson Drive
Barrie, ON L4N 0B2

Ms. Tracy Marsh
Tel: (705) 728-2080
Fax: (705) 730-5719
Internet: tracy_marshall@pch.gc.ca

Department of Canadian Heritage
4900 Yonge Street, PH Level
Toronto, ON M2N 6A4

Ms. Jeanette Monk
Tel: (416) 973-1307
Fax: (416) 954-4515
Internet: jeannette_monk@pch.gc.ca

Department of Canadian Heritage
350 Albert Street, Suite 330
Ottawa, ON K1A 0M5

Ms. Céline Robertson
Tel : (613) 992-7780
Fax : (613) 996-9255
Internet : celine_robertson@pch.gc.ca

QUEBEC

Department of Canadian Heritage
3 passage du Chien-d'Or
P.O. Box 6060, Haute-Ville

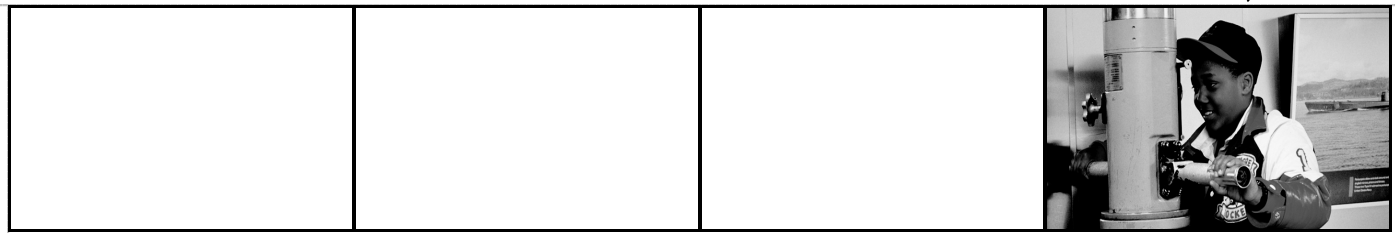
Quebec, QC G1R 4V7
Ms. Ève Bardou
Tel: (418) 648-7116
Fax: (418) 648-4823
Internet: eve_bardou@pch.gc.ca

Department of Canadian Heritage
Guy-Favreau Complex
200 René-Lévesque Blvd. West
West Tower, 6th Floor
Montréal, QC
H2Z 1X4

Ms. Ghislaine Alexandre
Tel: (514) 283-8592
Fax: (514) 283-3036
Internet: ghislaine_alexandre@pch.gc.ca

Ms. France Lévesque
Tel: (514) 496-6554
Fax: (514) 283-3036
Internet: france_levesque@pch.gc.ca

Ms. Helen Meredith
Tel: (514) 496-8011
Fax: (514) 283-3036
Internet: helen_meredith@pch.gc.ca



Appendix - Glossary of Terms

For the purpose of this guide, the following definitions apply:

Audits - are examinations of a recipient's accounts, records, or other evidence deemed necessary in the circumstances.

Audited financial statement - refers to the preparation formal accounts of an organization or project, conducted under appropriate methodology by a qualified accountant at arms' length from the organization.

Contribution - is a conditional transfer payment to an organization for a specified purpose pursuant to a contribution agreement that is subject to being accounted for and audited.

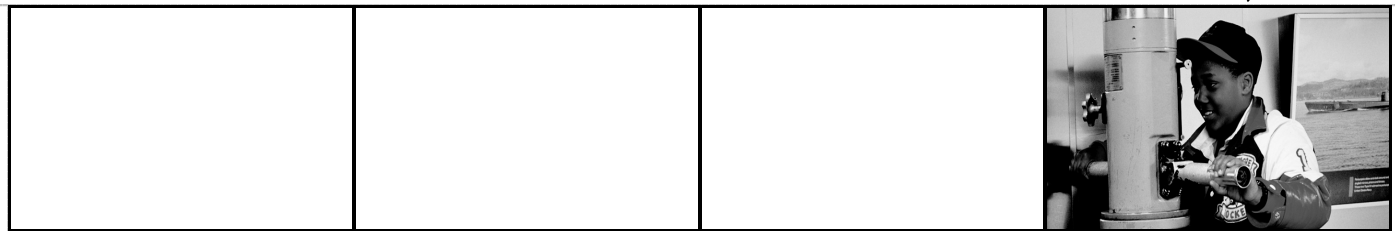
Contribution agreements - are undertakings between a donor department and a prospective recipient of a contribution which describe the obligations of each.

Direct - means monetary or cash revenues or expenditures received or paid by an organization. Real funds (cash) are either received by the organization, or it transfers real funds (cash) in return for purchased goods or services.

Due diligence - is the reasonable care or attention to a matter, which is good enough to ensure that provided funding would contribute to the intended objectives of the transfer payment and stand the test of public scrutiny. This includes: (a) being guided by an understanding of the purpose and objective to be achieved; (b) supported by competence and capability of information, resources and skills; c) a shared commitment to what needs to be done and an understanding of respective authorities, responsibilities and accountabilities; and (d) ongoing monitoring and learning to ensure reassessment and effectiveness.

Grant - is a transfer payment made to an organization which is not subject to being accounted for or audited but for which eligibility and entitlement may be verified or for which the recipient may need to meet pre-conditions.

In-kind - means non-monetary goods or services received by an organization for which a monetary value is assigned but no transfer of funds takes place in return. Examples include non-remunerated personnel (volunteer time), donated professional fees and services, or the use of facilities without charge.



Indirect - refers to monetary or cash expenditures paid by an organization. The organization transfers real funds in return for goods or services, however, "indirect" indicates that these expenditures are not exclusively expended on the project for which MAP funding is being requested. "Indirect" costs are often referred to as ongoing or operating costs of an organization.

Minor Capital - is defined as material goods with a depreciable value amortized over a period time, but are not built into the fabric or shell of a building. This includes specialized equipment related to the maintenance of a stable environment, as well as furnishings and accoutrements installed in galleries or storage areas. Portable fixtures such as track and panel lighting, specimen cabinets, shelving systems, exhibition cases, computer hardware and audio-visual equipment utilized towards or incorporated into displays and exhibitions are included in this category. In addition, specific mechanical and environmental systems which aid in the preservation of collections or their protection, including sprinkler systems, humidification or refrigeration equipment, and air-handling units which are dedicated to collections storage or exhibition areas are included in this definition.

Programs - are groups of related activities designed to achieve specific departmental objectives as approved by Parliament and as described in the spending estimates of the Government of Canada.

Project - refers to a set of activities or functions that a recipient proposes to undertake with the contribution funds provided by a department.

Transfer payments - are payments that are made on the basis of an appropriation for which no goods or services are directly received (but which may require the recipient to provide a report or other information subsequent to receiving payment). Three types of transfer payments are grants, contributions, and "other transfer payments".