Canadian Heritage

Patrimoine canadien

Museums Assistance Program
Guidelines for 2008-2009

Application Deadline
November 1st, 2007

Canada

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I. GENERAL INFORMATION

This document is intended to assist in preparing an application for funding under the Museums Assistance Program (MAP). It is highly recommended to consult a Program Officer at the nearest regional office to discuss your project in advance. Applicants are advised to read the guide in its entirety. Incomplete applications may not be assessed.

- The application forms and the guidelines can be downloaded and printed from the website at http://www.canadianheritage.gc.ca/progs/pam-map/index_e.cfm

- Completed application forms must be postmarked **no later than November 1st, 2007, with the exception of applications for the Exhibition Circulation Fund, which are accepted year-round**. The complete application package, including the checklist and annexed documents, must be sent to a Program Officer at the nearest regional office. When available, please e-mail an electronic copy of your narrative.

- Please note that in 2008-2009, **organizations are restricted to receiving funding for only one new project during the year** (see page 15 for additional details).

- The Department officially announces the results by letter.

- All successful projects are subject to the *Access to Information Act*, the *Privacy Act*, and the Department's *Public Acknowledgement of Financial Assistance* Guidelines.

NOTE: Hyperlinks in this document refer either to websites or to the glossary included at the end.

II. ABOUT THE MUSEUMS ASSISTANCE PROGRAM

Objectives

The Museums Assistance Program's (MAP) primary objectives are to foster Canadians' access to human, natural, artistic, and scientific heritage, and to enhance awareness, understanding and appreciation of this diverse heritage. Increased emphasis is placed on:

- Facilitating Canadians' access to their heritage;
- Ensuring the preservation, management and presentation of Aboriginal cultural heritage;
- Strengthening professional standards and enhancing competencies in the management of key museological functions.

Expected Results

The program aims to preserve and present Canada's diverse and rich heritage. In providing funding, MAP supports the creation of increased opportunities for Canadians to access, experience, appreciate and enjoy collections and stories from a wide variety of heritage organizations across the country.

The expected results are:

- Production and circulation of domestic travelling exhibitions and associated interpretive material;

- Preservation and presentation of Aboriginal cultural heritage;

- Increased opportunities for personnel in museums and Aboriginal heritage organizations to acquire or enhance competencies related to key museological functions;

- Enhancement of professional practices through the creation or revision of institutional policies and procedures governing key museological functions;

- Increased opportunities created by service organizations to assist their members in representing the heritage sector and positioning themselves in their communities.

MAP Components

MAP supports five broad categories of projects:

- Access to Heritage: for travelling exhibitions projects
- Exhibition Circulation Fund: for the hosting of out of province travelling exhibitions
- Aboriginal Heritage: for projects related to the preservation and presentation of Aboriginal heritage
- Organizational Development: for projects to strengthen the management of key museological functions and related competencies
- Canada-France Agreement: for joint projects between French and Canadian heritage organizations to create ties and enhance competencies of museum professionals.

For MAP, the following types of projects are not eligible:

- Feasibility studies
- Development of institutional strategic or business plans
- Governance and human resources planning
- Financing activities such as fundraising
- Museum infrastructure projects (construction, renovation or maintenance)
- Website development
- New media projects

To review recently-funded MAP projects, visit:
http://www.canadianheritage.gc.ca/progs/pam-map/index_e.cfm

Other Relevant Programs

Applicants may consider the following list of departmental and federal programs for activities which are not funded through MAP:

- Canadian Arts and Heritage Sustainability Program
- Canadian Heritage Information Network
- Canada Culture Online
- Cultural Spaces Canada
- Canada Council for the Arts
- Official Languages Support Programs

III. MUSEUMS ASSISTANCE PROGRAM COMPONENTS

Access to Heritage

Objective

This component fosters greater access to heritage across different geographic regions of Canada. Eligible projects assist organizations to reach new audiences and to reflect Canada's diverse cultural and natural heritage, positioning them as valuable resources in their community.

Eligible Organizations

- Incorporated non-profit Canadian museums which:
    - ✓ Provide services to the public year-round;
    - ✓ Employ the equivalent of one full-time paid professional staff;
    - ✓ Have policies for key museological functions; and
    - ✓ Have a current three to five-year strategic/business plan.

- Incorporated non-profit heritage service organizations.

Applicants that are governed by other levels of government or by academic or cultural institutions are eligible but must have distinct objectives, programs and budgets related to heritage. Federal organizations and federal Crown corporations are not eligible for MAP funding.

Eligible Projects

The only eligible activities under the Access to Heritage component are:

- Research and design, production, circulation and marketing of travelling exhibitions where the conceptual stage and market research have been completed. Exhibits must be presented in at least two distinct provinces/territories other than the one of origin. Please note that applications for funding must include letters of intent/confirmation from venues from at least two other provinces/territories outside the province of origin. Eligible expenses also include associated interpretative material (e.g. multimedia interactive displays, CD/DVD, educational programs, documentation for the public).

Travelling exhibits being shown at any of the National Museums are considered presented in an additional province or territory regardless of their mailing address. .

Products being presented to the public must be developed in both official languages. Applicants are also encouraged to develop exhibitions in other languages relevant to the project.

For **contemporary art exhibitions**, public funding is available through the Canada Council for the Arts, Visual Arts Section. Only exhibitions which are retrospective or from an historical perspective may be considered eligible under MAP for research, production, presentation, and circulation.

Exhibitions that do not travel, and interpretive materials not associated with a travelling exhibition are **not** eligible under this component of MAP.

Eligible Expenditures

- Pro-rated salaries and wages;
- Costs related to travel for the personnel working on the project as per Treasury Board Standards;
- Costs associated with consultants and/or Aboriginal Elders, including fees and travel, as per Treasury Board Standards;
- Other costs such as equipment rental, incremental administration costs, shipping fees, promotion and communication expenses;
- Staff or consultants costs associated with the evaluation of project outcomes/results;
- Costs associated with translation of material aimed at the public in both official languages or in another language meant to reach specific groups;
- Costs related to the creation of education materials, media kits and marketing materials in conjunction with the travelling exhibition;
- Additional insurance costs associated with the travelling of the exhibition;
- Copyright and reproduction permits;
- Materials, supplies, and minor capital asset costs in relation to the project;
- Costs associated with project audit (for requests of $50,000 or more).

Ineligible Expenditures

The following types of expenditures are **not** eligible under the Access to Heritage component:

Salaries, wages, travel, supplies, material, equipment, minor capital assets, and other costs related to:

- Ongoing activities and operations;
- Hospitality;
- Development of project proposals or applications under MAP; and
- Goods and Services Tax (GST).

Maximum Funding

Project funding under Access to Heritage will normally not exceed 70% of eligible expenses. Recipients can receive financial assistance up to a maximum contribution of $200,000 per project, per federal fiscal year (April 1 to March 31). Each phase in the development of a travelling exhibition may be considered a distinct project under this component. However, the initial proposal must include an overview of the whole project (from design to circulation), including budget forecasts.

Exhibition Circulation Fund (ECF)

Objective

This component assists museums with the costs related to hosting a travelling exhibition originating from a museum in another province/territory, including a federal heritage institution.

Eligible Organizations

- Incorporated non-profit Canadian museums which:
  - ✓ Provide services to the public year-round;
  - ✓ Employ the equivalent of one full-time paid professional staff;
  - ✓ Have policies for key museological functions;
  - ✓ Have a current three to five-year strategic/business plan; and
  - ✓ Have an annual operating budget that does not surpass $2 million.

- Incorporated non-profit heritage service organizations.

Applicants that are governed by other levels of government or by academic or cultural institutions are eligible but must have distinct objectives, programs and budget related to heritage. Federal organizations and federal Crown corporations are not eligible for MAP funding.

Eligible Expenditures

Funding is available only for costs related to the borrowing of a travelling exhibition, such as rental fees, packing and transportation, installation, special security costs, additional insurance, and marketing (please refer to ECF Budget Form).

Ineligible Expenditures

The following types of expenditures are **not** eligible under ECF:

Salaries, wages, travel, supplies, material, equipment, minor capital assets, and other costs related to:

- Hosting a travelling exhibition from the applicant's province/territory
- Ongoing activities and operations;
- Hospitality;
- Development of project proposals or applications under MAP; and
- Goods and Services Tax (GST).

Funding to borrow an exhibition cannot be provided if the applicant was identified as a host institution for the same exhibition through a project already funded under the Access to Heritage component of MAP.

Maximum Funding

Project funding under ECF will normally not exceed 70% of eligible expenses, up to a maximum of $15,000. While there is no limit on the number of projects an organization may apply for, total funding for a given fiscal year (April 1 to March 31) would not normally exceed $15,000 per organization. Financial assistance is provided year-round, starting April 1.

Aboriginal Heritage

Objective

This component supports the enrichment, preservation, presentation, and management of Aboriginal cultural heritage. It also seeks to increase public awareness and understanding of the rich and diverse cultures of Aboriginal Peoples.

Funding priority is given to projects submitted by Aboriginal organizations, and conducted for the benefit of Aboriginal communities. Applications submitted by other heritage organizations will be considered provided that a close collaboration or partnership with an Aboriginal heritage group is demonstrated.

Eligible Organizations

- Aboriginal governing bodies and other Aboriginal organizations with a mandate to preserve and support Aboriginal heritage.

- Incorporated non-profit Canadian museums which:
  - ✓ Provide services to the public year-round;
  - ✓ Employ the equivalent of one full-time paid professional staff;
  - ✓ Have policies for key museological functions; and
  - ✓ Have a current three to five-year strategic/business plan.

- Incorporated non-profit heritage service organizations.

Applicants that are governed by other levels of government or by academic or cultural institutions are eligible but must have distinct objectives, programs and budget related to heritage. Federal organizations and federal Crown corporations are not eligible for MAP funding.

Eligible Projects

The following are examples of eligible projects under the Aboriginal Heritage component:

- Research, documentation, and interpretation of Aboriginal heritage;

- Research, design, production, presentation and marketing of exhibitions that have been developed beyond the conceptual stage, and interpretative material;

- Internships and learning activities;

- Development of policies and procedures aimed at improving management of core heritage functions.

Applicants are encouraged to use Aboriginal languages relevant to the project as well as both official languages.

Eligible Expenditures

- Pro-rated salaries and wages;
- Costs related to travel for the personnel working on the project, as per Treasury Board Standards;
- Costs associated with consultants and/or Aboriginal Elders, including fees and travel, as per Treasury Board Standards;
- Other costs such as equipment rental, incremental administration costs, shipping fees, promotion and communication expenses;
- Staff or consultants costs associated with the evaluation of project outcomes/results;
- Costs associated with translation of material aimed at the public in both official languages or in another language meant to reach specific groups;
- Small hospitality and gifts associated with traditional ceremonies related to the project;
- Materials, supplies, and minor capital asset costs in relation to the project (object research and documentation, development of exhibitions, outreach programs, interpretive products);
- Costs associated with project audit (for requests of $50,000 or more).

Ineligible Expenditures

The following types of expenditures are **not** eligible under the Aboriginal Heritage component:

Salaries, wages, travel, supplies, material, equipment, minor capital assets, and other costs related to:
- Ongoing activities and operations;
- Hospitality;
- Development of project proposals or applications under MAP; and
- Goods and Services Tax (GST).

Maximum Funding

Project funding under Aboriginal Heritage will normally not exceed 70% of eligible expenses. Recipients can receive financial assistance up to a maximum contribution of $200,000 per project, per federal fiscal year (April 1 to March 31).

Organizational Development

Objective

This component aims to strengthen professional standards for the management of key museological functions such as collections management, exhibitions and public programming, as well as enhancing skills and competencies in these areas. It also supports applications for the development and delivery of resources or services to multiple museums.

Eligible Organizations

- Incorporated non-profit Canadian museums which:
  - ✓ Provide services to the public year-round;
  - ✓ Employ the equivalent of one full-time paid professional staff; and
  - ✓ Sustain key museological activities.

- Incorporated non-profit heritage service organizations.

Applicants that are governed by other levels of government or by academic or cultural institutions are eligible but must have distinct objectives, programs and budget related to heritage. Federal organizations and federal Crown corporations are not eligible for MAP funding.

Applying organizations that do not have professional policies in place can seek assistance in the development of such policies under this component. Please note that until these policies are created/implemented, applicants' eligibility to other program components is restricted.

Eligible projects

The following are examples of eligible projects under the Organizational Development component:

- Development of professional activities and material for museum personnel through related workshops, seminars, and courses. These projects could aim at preparing and helping trustees, volunteers, and museum professionals to address the challenges associated with optimal management of key museological functions.

- Creation/revision and pilot implementation of policies and procedures specific to museological functions, such as: collections management policy, acquisitions policy, conservation policy, exhibition policy, education and interpretation policy, research policy, etc.

- Introduction of computer-based collections management systems.

- [Punctual intervention](#) to ensure the management of key collections.

- Development of resources/documents by related heritage associations (national, provincial, territorial, professional, sectoral) to assist their members and to strengthen their capacity with respect to key museological functions.

Please note that MAP will fund the development of new policies or procedures. It may also provide financial assistance to pilot their implementation. However, maintaining these activities is part of the ongoing operations of an organization, and is therefore the responsibility of the applicant.

Funding priority will be given to projects intended for multiple organizations.

Eligible Expenditures

- Pro-rated salaries and wages;
- Costs related to travel for the personnel working on the project, as per Treasury Board Standards;
- Costs associated with consultants and/or Aboriginal Elders, including fees and travel, as per Treasury Board Standards;
- Other costs such as equipment rental, incremental administration costs, shipping fees, promotion and communication expenses;
- Staff or consultants costs associated with the evaluation of project outcomes/results;
- Costs associated with translation of material aimed at the public in both official languages or in another language meant to reach specific groups;
- Materials, supplies, and minor capital asset costs in relation to the project;
- Materials and supplies for the development and production of resources/documents for museum professionals;
- Costs associated with project audit (for requests of $50,000 or more).

Ineligible Expenditures

The following types of expenditures are **not** eligible under the Organizational Development component:

Salaries, wages, travel, supplies, material, equipment, minor capital assets (computers, scanners and related equipment) and other costs related to:
- Ongoing activities and operations;
- Hospitality;
- Development of project proposals or applications under MAP; and
- Goods and Services Tax (GST).

Maximum Funding

Project funding under Organizational Development will normally not exceed 50% of eligible expenses. Recipients can receive financial assistance up to $100,000 per project per federal fiscal year (April 1 to March 31).

Canada-France Agreement (CFA)

Objective

The Canada-France Agreement on Museum Cooperation and Exchanges is a reciprocal agreement that aims at creating and developing special, lasting ties between museums and museum professionals in Canada and France, as well as enhancing skills and competencies of museum professionals. It also assists Canadian organizations in developing new international partnerships and in reaching new potential audiences for Canadian heritage and collections.

Eligible Organizations

- Incorporated non-profit Canadian museums which:
  - ✓ Provide services to the public year-round;
  - ✓ Employ the equivalent of one full-time paid professional staff;
  - ✓ Have current policies for key museological functions; and
  - ✓ Have a current three to five-year strategic/business plan.

- Incorporated non-profit heritage service organizations.

Applicants that are governed by other levels of government or by academic or cultural institutions are eligible but must have distinct objectives, programs and budget related to heritage. Federal organizations and federal Crown corporations are not eligible for MAP funding.

Eligible projects

The following are examples of eligible projects under the Canada-France Agreement:

- Projects that promote professional development with respect to key museological functions (workshops, seminars, internships);

- Projects that help forge special and lasting ties between Canadian and French museums (exchanges, structured work placements, joint activities, collaboration strategies);

- Projects that encourage the sharing of professional or technical expertise;

- Research projects on relevant museological themes.

Eligible Expenditures

Only the following items will be considered as eligible expenses under the CFA: travel, accommodation, meal and incidental expenses as per Treasury Board Standards, and incremental administration costs related to the project.

Funding, in the form of grants, is provided by the Canadian Government to recipients to cover the cost of airline tickets for Canadian participants going to France, and accommodation, meals and travel by French participants while in Canada. Travel by Canadians in Canada may also be considered. Expenses made by Canadians while in France are reimbursed by the French Government, following the completion of the project and upon submission of original receipts.

Maximum Funding

Project funding under CFA will not exceed 50% of eligible expenses, up to a maximum of $49,999 per federal fiscal year (April 1 to March 31). French Government can reimburse Canadian participants for expenses made on French territory.

IV. COMPLETING THE APPLICATION

Required Documents

All applications for MAP funding **must** include the following documentation:

- Completed Application Form signed by an authorized person (Board Chair, CEO or equivalent);
- Completed Project Budget Form;
- Copies of all available quotes, to justify any procurement costs;
- Completed Application Checklist (according to selected program component) signed by an authorized person;
- Copies of **current** documents as requested in application checklist.

Where an applicant submits more than one project, an order of priority must be clearly indicated. In 2008-2009, the program will fund **only one new project per applicant** (see page 15 for additional details).

Project Budget

While completing the project budget sheets, provide complete and detailed information for each section. Applications with incomplete budgets will not be recommended for approval.

When preparing the budget sheets for detailed expenses and revenues, please note that:

- Project budget must be appropriate and cost-efficient.
- Project revenues **must equal** total project expenses.
- Revenues from all government sources must not exceed 100% of eligible expenses.
- All contributions from the applicant, partners or other public and private sources must be clearly identified as revenues.
- Although the Program does not reimburse in-kind contributions, these may be declared in the total cost of the project to help determine the maximum financial contribution the Department may provide.
- An applicant's contribution to the project of permanent or contracted staff for which salaries, wages and benefits are paid, must be recorded as a cash contribution. Volunteer work must be recorded as an in-kind contribution. In-kind labour expenses must also be balanced with in-kind revenues.

Additional information is available in the Project Budget Form.

Reporting Requirements and Project Evaluation Strategy

All recipients are required to submit a final quantitative and qualitative project report. This report must clearly demonstrate how the project activities were completed and the level of success against the program's objectives.

For this reason, it is essential to establish from the onset of the project relevant objectives and an efficient evaluation strategy to measure the level of success of the project. The reference chart provided in Annex 1 may be used to build and present this strategy.

V. APPLICATION ASSESSMENT PROCESS

Only applications that meet at least one of MAP's objectives and that are submitted by eligible organizations are considered for funding. The eligible applications are then reviewed and assessed by a committee of experts and by departmental staff. Please be reminded that in 2008-2009, organizations are restricted to receiving funding for **only one new project during the year** (see page 15 for additional details).

In addition to the following criteria that enable the assessment of the project's value for money, the applicant's previous accomplishments, past relationship and experience with the Department are taken into consideration.

Project Objectives (10%)

- The extent to which the project clearly meets one of MAP's objectives;
- The extent to which the project clearly meets the objectives of the component under which it is submitted;
- Qualitative and quantitative outcomes clearly identified.

Relevance of Project (30%)

- Project activities are within the institution's mandate and strategic/business plans;
- Project responds to a demonstrated need (internal or external gap);
- Originality;
- Target audience well identified;
- Project funding is leveraged by multiple/outside sources;
- Well-defined and relevant activities in relation to expected outcomes;
- Project entails interest and involvement from other institutions.

Project Planning and Management (30%)

- Appropriate human and material resources allocated to project;
- Personnel assigned to project, including outside consultants, possess appropriate experience and expertise and are qualified to carry out the project;
- Comprehensive timeline of project activities management and implementation;
- Comprehensive forecasted budget and cash flow over project's life;
- Value of outcomes in relation to project costs clearly demonstrated;
- Where applicable, participation of suitable partners;
- Sound project management methods reflected in project plan;
- Comprehensive timeline of project activities management and implementation;
- Effective project evaluation strategy;

Organization's capacity (30%)

- Demonstrated financial stability;
- Demonstrated capacity to complete projects and submit required reports;
- Demonstrated sound governance, effective administrative structure and tools;
- Organization's mandate implemented through appropriate means, such as regular public programming, collections management frameworks, effective services to members, etc.

Note: Projects submitted under the CFA are evaluated by a joint-committee, formed by representatives of the Governments of France and Canada. Jointly funded applications are then submitted for approval by both Governments.

VI. FUNDING CONDITIONS

- At the discretion of the Minister, approved projects may receive funding through a grant or a contribution. All approved projects over $50,000 will automatically be funded as contributions.

- The decision of the Minister of the Department of Canadian Heritage is final and not subject to review or appeal.

- When funding is approved for a project, the Department can only reimburse eligible project expenses incurred during the appropriate federal fiscal year (April 1 to March 31).

- Applicants who start the project prior to receiving notification in writing (letter of agreement for a grant, agreement signed by both parties for a contribution) about the success of their proposal do so at their own risk.

- Failure to submit requested final or interim reports, as required in the terms of agreements, will be considered in the assessment of future requests for assistance from the applicant, and could result in the rejection of an application until overdue reports have been received and assessed.

- In accepting public funding from the Department of Canadian Heritage, all recipients are expected to publicly acknowledge the financial assistance they receive. Information regarding this acknowledgment is available in the publication entitled *Public Acknowledgment of Financial Assistance*, CH 106/2005), available at every regional office or online.

- At the end of the project, if total government assistance (federal, provincial/territorial and municipal) exceeds 100% of eligible expenses, it will be necessary for the recipient to repay the Crown up to the amount of the full federal contribution.

- The recipient must reimburse unused project funds.

- The Minister reserves the right to audit the accounts and records of the recipient for a period of up to five years after the end of the project.

- Projects expected to span over more than one year will be considered if work plan and cash flow projections justify the time required. Payments will be phased in accordance with the federal fiscal year (April 1 to March 31) in which project activities are carried out.

- In 2008-2009, organizations are restricted to receiving funding for **only one new project during the year**. Exceptions to this condition are:

  - Service organizations which submit more than one project targeting a group of organizations, provided that the participants in each project vary.
  - Organizations that submit a project for the circulation phase of an exhibition under the Access to Heritage component may request funding for another project.
  - Projects under the CFA are considered stand alone applications.
  - ECF applications are not subject to limits other than a $15,000 yearly limit per organization.

VII. GLOSSARY

ABORIGINAL GOVERNING BODIES: First Nation governments, Band Councils or Tribal Councils, Inuit and Metis equivalent governing organizations.

ABORIGINAL ORGANIZATIONS: Non-profit organizations with a mandate to preserve and support Aboriginal heritage.

AUDIT: Examination of a recipient's accounts, records, or other evidence deemed necessary in the circumstances.

BUSINESS PLAN: Working tool for turning a strategic plan into reality. It provides a road map for board, staff and organizational partners, and is used to attract particular private sector funders (foundations, corporations and individual donors). Typical business plans project organizational growth for the next two to five years. They usually include financial projections and targets, the size of markets (actual and potential) as well as information on market trends. A business plan describes how the organization is accountable to the community and its methods for monitoring and evaluating progress. A business plan may be incorporated in the organization's strategic plan or may be presented as a separate document.

CONCEPTUAL STAGE: During this phase of exhibition development, ideas are collected and compared with audience needs and organization's mission, the scope of the exhibition is determined (subject matter, primary thesis and main communication objectives), the projected audience is determined, the schedule is set, and potential or available resources are identified.

CONTRIBUTION: Conditional transfer payment to an organization for a specified purpose pursuant to a contribution agreement that is subject to being accounted for and audited (see GRANT).

CONTRIBUTION AGREEMENT: Formal document that must be signed by both the Department of Canadian Heritage (the funder) and the prospective recipient of a contribution, which describes the obligations of each.

CONSULTANTS: Individuals or groups of individuals with specialized knowledge and/or skills. They are not part of an organization's staff, management or board, but rather are contracted for a fee to provide specific services to an organization.

DOCUMENTATION: Documents related to the exhibition and made available to the public, such as exhibition catalogues, synopsis, brochures, pamphlets, etc.

EVALUATION STRATEGY: Selection, development and on-going use of performance measures to make judgments about relevance, progress, cost-effectiveness and success of a project in meeting its defined objectives. A strategy should include outputs, outcomes, definitions of what will be measured, data sources, methodologies for gathering data and other relevant information.

EXPENSES: Real funds (cash) transferred from an organization to a supplier/contractor in return for goods or services purchased specifically for the proposed project.

GRANT: Transfer payment made to an organization that is not subject to being accounted for or audited, but for which eligibility and entitlement may be verified, or for which the recipient may be required to meet pre-conditions (see CONTRIBUTION).

INCREMENTAL ADMINISTRATION COSTS: Costs that organizations would not incur other than to comply with project administrative requirements. These costs may include expenditures for materiel, labour, consulting services, or other items associated with the provision of goods or services.

IN-KIND CONTRIBUTION: Donation to a project by an individual, business or organization of materials, goods, services or time that would otherwise have been paid for by the recipient. It involves non-cash asset transactions (e.g., securities, land, buildings, equipment, use of facilities, labour, goods). To be eligible as an in-kind contribution, the donation:

- must be essential to the project's success;
- must represent an expense that would otherwise be incurred and paid for by the recipient as part of the project;
- must be mentioned in the recipient's contribution agreement, documented and recorded in the recipient's accounting books;
- can reasonably be estimated at fair value on the date it is made, using either market value or an appraisal;

An in-kind contribution is a real contribution to the total cost of the project, but is not reimbursable as no monies change hands.

KEY MUSEOLOGICAL FUNCTIONS: Standard established practices in main areas of activity within a museum or heritage organization, that are essential to achieve its mandate, such as acquisition, conservation, research, communication, and exhibitions.

MINOR CAPITAL ASSETS: Material goods with a depreciable value amortized over a period of time but not built into the fabric or shell of a building. Minor capital assets must relate directly to the proposed project.

A maximum of **$10,000 per item** is eligible for projects proposed under MAP.

MUSEUM: Non-profit making, permanent institution in the service of society and of its development, and open to the public, which acquires, conserves, researches, communicates and exhibits, for purposes of study, education and enjoyment, material evidence of people and their environment (International Council Of Museums Statutes, art.2 para.1). In addition to designated museums, this definition includes a series of related organizations that qualify, such as natural sites, botanical and zoological gardens, science centres, etc. Please refer to http://icom.museum/definition.html

OPERATIONAL EXPENDITURES: Cash expenditures paid by an organization in return for goods or services that are not incremental to the project. These expenditures are ineligible for funding.

OUTCOMES: Changes that are the result of project outputs. They are the external effects or consequences of the project that are considered significant in relation to its initial commitments. Outcomes must be measurable and may occur within organizations, communities, and individuals. They may relate to behaviour, skills, knowledge, attitudes, values, conditions, or other attributes. While there is less degree of control over outcomes, there should be a direct relationship between outputs and outcomes.

OUTPUTS: Most immediate results of a project. Outputs are the direct products or services produced and delivered to a target group or population, such as an exhibition, a collections or exhibitions policy, a workshop or seminar, etc.

PERFORMANCE MEASURES: Indicators that provide qualitative and/or quantitative information needed to measure the extent to which a project is achieving its intended outcomes. Qualitative data can be expressed in terms of change or comparison between two states, while quantitative indicators can be in the form of a ratio, percentage, comparison, or figure.

PROJECT: Set of activities or functions that a recipient proposes to undertake with the financial assistance provided by a department. A project has a clear start and end date, occurs within a reasonable period of time and demonstrates measurable outputs and outcomes.

PUNCTUAL INTERVENTION: A planned series of measures or actions on a portion of collection, taken to stabilize or prevent further damage and deterioration of museum collections. These could be proactive in nature or in reaction to unforeseen events.

RETROSPECTIVE EXHIBITION: A body of representative work, by an artist or a group of artists, that spans a period of time and is presented and interpreted in the context of an historical perspective of the development and/or influences of that body of work.

RESULTS: Consequence attributed to the activities of project. Results are a general term that often includes both outputs produced and outcomes achieved by the project.

REVENUES: Real funds (cash) received by an organization from public or private sources and used specifically for the proposed project.

STRATEGIC PLAN: Clearly written document that describes an organization's mandate, its short, mid and long-term goals or objectives, and priority actions to take. A strategic plan includes a timeframe for its execution, and identifies who, within the organization, or what outside agent will take responsibility for the completeness of the actions necessary to realize goals and objectives.

ANNEX 1 – PROJECT EVALUATION STRATEGY

As part of your application, it is requested to include a detailed outline of the project's evaluation strategy (Section C, question 6). The following information is intended to assist you in developing this strategy.

Normally, the development of an evaluation strategy includes the identication of pertinent performance measures, qualitative and/or quantitative, based on clearly articulated outcomes (in line with project objectives) rooted in the project type for which funding is requested. In addition to these, the selected sources of data and the collection methodologies and tools should be described in this section of the application.

Building an effective evaluation strategy will also facilitate the preparation of the project's final reports. The compilation of these reports will help gauge the effectiveness and relevance of the Museums Assistance Program.

The sample chart below refers to each of the program's components and may be used as a starting point in the development of your project's evaluation strategy.

ACCESS TO HERITAGE & EXHIBITION CIRCULATION FUND

Expected Outcomes	Project Type	Project Performance Measures
Production and circulation of domestic travelling exhibitions and associated interpretive products	• Travelling Exhibition	- Number of visitors - Number and type of communities reached - Level of community involvement and satisfaction - Surveyed level of visitor satisfaction - Exhibition theme and sub-themes
	• Interpretive material/product associated with the travelling exhibition	- Type of exhibit documentation produced (see Glossary, p. 16) - Volume of documentation produced and distributed - Type of interpretative product/material produced (see Guidelines, p.5) - Number and type of programming activities produced - Number of participants reached

ABORIGINAL HERITAGE

Expected Outcomes	Project Type	Project Performance Measures
Preservation, management and presentation of Aboriginal cultural heritage	• Research and documentation	- Subject matter - Pertinence of targeted research - Purpose for which research/documentation will be used
	• Exhibition	- Number of visitors - Number and type of communities reached - Level of community involvement and satisfaction - Surveyed level of visitor satisfaction - Exhibition theme and sub-themes - Number and type of displays produced - Type of documentation produced (see Glossary, p. 16) - Volume of documentation produced and distributed
	• Development of interpretation activity and/or material	- Type of interpretation activity/material produced - Theme and sub-themes explored - Volume and type of programming produced - Number of participants reached
	• Digitization of cultural heritage	- Number and scope of oral histories, photographs or artefacts collected and/or documented - Anticipated public accessibility
Professional standards strengthened in the management of core heritage functions	• Development of policies and procedures to improve core heritage functions	- Type of policies/procedures devised/revised - Level of effectiveness of new policies/procedures - Preservation of key/core heritage resources
Acquisition or enhancement of competencies related to core heritage functions	• Professional development activity (e.g., internship, learning activity, etc.)	- Type and duration of activity - Number of internships - Nature of competencies to acquire/enhance - Level of intern/mentor/host institution satisfaction

ORGANIZATIONAL DEVELOPMENT

Expected Outcomes	Project Type	Project Performance Measures
Professional standards strengthened in the management of key museological functions	• Development of policies and procedures related to key museological functions	- Type of policies/procedures revised/created - Level of effectiveness of new policies/procedures
	• Digitization of collection information	- Percentage of collection information digitized <u>and</u> made accessible to the public - Number of users / web visitors reached - Surveyed level of user satisfaction
	• Punctual intervention	- Type of measures put in place - Level of effectiveness of actions taken
Enhanced professional skills and competencies	• Set-up of professional development activities (e.g. workshop, seminar, etc.) and/or associated material	- Number and range of participants - Number of sessions offered - Surveyed level of participant satisfaction - Nature of activity developed - Type of associated material produced
	• Resource for multiple organizations or association's members	- Type of resource created - Professional development area targeted - Number of organizations/members reached - Surveyed level of end users satisfaction