Museums Assistance Program

Guidelines for 2017-2018

Application Deadlines

Access to Heritage; Aboriginal Heritage; and Collections Management
November 1, 2016

Canada-France Agreement
March 31, 2017

Exhibition Circulation Fund
Applications accepted year-round
(April 1 – March 31)

Borrowing of Artefact(s)
Applications accepted year-round
(April 1 – March 31)

TABLE OF CONTENTS

HIGHLIGHTS

New for Access to Heritage component: The maximum funding amount could reach $600,000 per project **if a third year is added for circulation only.**

Promotion of Canadian History

The **Museums Assistance Program encourages local museums** to submit projects in order to promote Canadian history in their communities.

The purpose of this initiative is to enhance Canadians' knowledge, understanding and appreciation of **events and/or people** that reflect and have shaped Canada's history and identity.

Museums Assistance Program Funding Priorities

- ✓ History projects linked closely to 2017 anniversary milestones (all components) such as the150th anniversary of Confederation, 50th Anniversary of Canada Games, 125th anniversary of the Stanley Cup and 100th anniversary of the National Hockey League, 100th anniversary of the First World War and 100th anniversary of the Battles of Vimy Ridge and Passchendaele as well as the 75th anniversary of the Second World War and the Dieppe Raid

- ✓ Development and circulation of exhibitions about key events and/or figures in Canadian history.

- ✓ Borrowing artefact(s) from the Canadian Museum of History or the Canadian War Museum for exhibition purposes.

Public acknowledgment of financial assistance

All funding recipients must publicly acknowledge, in English and in French, the Government of Canada's financial support in all communication materials and promotional activities related to the funding agreement, such as advertising, promotional and program materials, public announcements, speeches, websites, social media, etc. The Department's requirements for public acknowledgement of financial assistance are now part of the funding agreements.

The Department's Guide on the Public Acknowledgement of Financial Assistance will assist funding recipients in complying with the requirements described in your funding agreement.

I. GENERAL INFORMATION

This document is intended to assist in preparing an application for funding under the Museums Assistance Program (MAP). Applicants are advised to read these guidelines in their entirety as incomplete applications will not be assessed.

- Note that to apply for funding, three forms must be submitted: the Application Form, the Project Budget Form and the Application Checklist. To obtain the forms, please contact the MAP Team.

- Completed application forms must be sent **no later than** the application deadline date. Hard copies sent by mail or courier, or hand-delivered, must be postmarked by the deadline date. If the application is sent electronically, the *sent email's date* must be no later than 11:59 p.m. local time on the deadline date.

  Application deadlines

Access to Heritage:	November 1
Aboriginal Heritage:	November 1
Collections Management:	November 1
Canada-France Agreement:	March 31
Exhibition Circulation Fund:	Accepted year-round
Borrowing artefact(s):	Accepted year-round

- Maximum financial support by the Department of Canadian Heritage for projects varies between 50% and 70% of eligible expenses (additional details can be found in the component specific information in this document).

- Under **exceptional circumstances**, the program may consider a higher level of support towards eligible project costs. Exceptional circumstances are determined by the Department and may include projects benefiting rural areas, remote areas, Aboriginal Peoples, youth, official language minority communities and culturally diverse communities where the need is **clearly demonstrated and justified.**

- Recommendations for funding are based on **merit, program priorities and availability of funds**. Project assessments will also take into account whether the project contributes to the achievement of broader government objectives (as stated in the **HIGHLIGHTS** section).

- If more than one application is presented or if previously approved projects have not yet been completed, the applicants must demonstrate their capacity to carry out **multiple projects** and are requested to indicate an order of funding priority. This measure will aid in the application assessment process.

II. FUNDING CONDITIONS

- At the discretion of the Minister of Canadian Heritage, approved projects may receive funding through a grant or a contribution. All funding exceeding $50,000 may only be paid as a contribution.

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

- 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) do so at their own risk.

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

- Projects expected to span over more than one year will be considered for multi-year funding if the 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.

  Failure to submit requested final or interim reports, as required under the terms of funding, will be considered in the assessment of future requests for assistance from the applicant.

- At the end of the project, if total government assistance (federal, provincial/territorial and municipal) exceeds 100% of the total project expenditures, the recipient shall repay any excess to Canada.

- The recipient must reimburse unused project funds.

- The Minister reserves the right at any time during the term of the agreement and for a period of up to five years after the end of the agreement to evaluate compliance with the terms and conditions of the agreement.

- Eligible museums that are governed by other levels of government or by academic or cultural institutions may apply to MAP, as long as their principal mandate is linked to heritage. They must also have distinct objectives, programs and budgets related to heritage. Federal departments, Crown corporations and agencies are not eligible for MAP funding.

- A Canadian non-profit organization with a heritage mandate in support of a federal entity that is operationally dependent on the federal entity by virtue of its administrative or contractual relationship **is not eligible**.

- Applications for funding are subject to the *Access to Information Act*, the *Privacy Act* and the *Official Languages Act*. Please refer to Section IV of this guide for more details regarding what is required of applicants under the *Official Languages Act*.

- Emergency assistance is also available to help heritage institutions undertake urgent remedial action to mitigate damage to collections caused by a natural disaster, e.g. forest fire, flood, earthquake, etc. This assistance is available year-round to all incorporated non-profit Canadian museums. Eligible activities include moving at-risk collections by professional staff and temporary storage expenses. Ineligible expenses include capital projects, such as infrastructure repairs, collection restoration and related equipment. Funding for an eligible project can be up to 100% of eligible expenses up to a maximum of $50,000. Institutions facing such a crisis should contact the MAP Team for further information.

III. ABOUT THE MUSEUMS ASSISTANCE PROGRAM

Objectives

The Museums Assistance Program supports heritage institutions and workers in the preservation and presentation of heritage collections in Canada. MAP provides financial assistance to Canadian museums and related institutions for activities that:

- facilitate Canadians' access to our heritage;
- foster the preservation of Canada's cultural heritage (other than built heritage), including the preservation of representative collections of Aboriginal cultural heritage; and
- foster professional knowledge, skills and practices related to key museum functions.

The program aims to preserve and present Canada's diverse and rich heritage. Successful MAP applications could include activities that achieve the following:

- Development and circulation of Canadian travelling exhibitions and associated interpretive material;
- Preservation and presentation of Aboriginal cultural heritage;
- Implementation of key collections management systems;
- Sharing best practices related to key museum functions to the benefit of multiple institutions.

Exhibitions about key events and/or figures in Canadian history will be a priority for funding support. Applicants are also invited to explore the possibility of circulating exhibitions to non-traditional spaces, such as schools and community centres.

MAP Components

MAP supports **five** broad categories of projects:

- Access to Heritage: for the development and circulation of travelling exhibitions;
- Exhibition Circulation Fund: for the hosting of travelling exhibitions;
  - Borrowing of Artefact(s): for the borrowing of artefact(s) from the Canadian Museum of History or the Canadian War Museum for exhibition purposes.

- Aboriginal Heritage: for projects related to the preservation, management and presentation of Aboriginal cultural heritage;
- Collections Management: for projects to improve knowledge, skills and practices related to key museum functions;
- Canada-France Agreement: for joint missions between French and Canadian heritage organizations to create ties and enhance competencies of museum professionals, including partnerships for exhibition development and sharing of specialized expertise in the area of museology. Particular emphasis is placed on applications where the objectives also further the development of official language minority communities.

To view recently-funded MAP projects, please visit MAP funding history.

Ineligible Projects and Expenses under MAP

Ineligible projects and expenses for all components of MAP include the following:

- Ongoing operations (for example: salaries, wages, travel, supplies, material, minor capital assets, fundraising, marketing, governance, and other costs related to ongoing operations);
- Day-to-day collections management activities such as acquisition, conservation, accessioning/deaccessioning, cataloguing, inventory, photography and digitization of collections;
- Design, production, presentation, promotion or circulation of contemporary visual art exhibitions (with the exception of exhibitions that are retrospective or that present a historical perspective);
- Costs related to participant's attendance (including travel) to professional development activities (except for internships and exchanges undertaken by Aboriginal individuals);
- Professional development activities created and delivered on a one to one basis. For example, provide a diagnosis or deliver a personalized training session for one organization.
- Hospitality (except in the case of small gifts to Elders under the Aboriginal Heritage component), including opening/closing receptions and volunteer appreciation events;
- Feasibility and market studies ;
- Exhibitions that do not travel, except for Aboriginal applicants in the Aboriginal Heritage component;
- Capital projects;
- Development of project proposals or applications under MAP or other federal programs;
- Taxes ;
- Website development projects linked to in-house operations and not related to the application presented to MAP; and
- Salaries from Federal departments, crown corporations and agencies, including the Canadian Museum of History and the Canadian War Museum.

Other Relevant Programs

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

- Canadian Heritage Information Network
- Virtual Museum of Canada
- Canada Cultural Investment Fund
- Canada Cultural Spaces Fund
- Grants | Canada Council for the Arts
- Official Languages Funding Programs
- Building Communities Through Arts and Heritage
- Young Canada Works
- Aboriginal People's Program
- Aboriginal Training Program in Museum Practices
- The Canada 150 Fund

IV. REACHING OUT TO OFFICIAL LANGUAGE MINORITY COMMUNITIES AND PROMOTING ENGLISH AND FRENCH

English and French are the two official languages of Canada. The Government of Canada is committed to enhancing the vitality of the English and French linguistic minority communities in Canada, supporting and assisting their development and fostering the full recognition and use of both English and French in Canadian society. In order to develop a solid outreach strategy towards   official language minority communities in Canada, applicants must take into consideration the scale of proposed activities (national or provincial/territorial), the targeted participants/audiences, as well as the thematic area(s) and the type of activities. Examples of measures which engage Canadians from official-language minority communities and promote the use of French and English include:

- Providing general information on the project and promoting it in English and French;
- Offering workshops in the minority language as part of a larger training project related to key museum functions;
- Inviting the official- language minority communities to participate in the project related activities.

MAP will consider the following when determining if an applicant will be asked to establish an outreach strategy towards the English and French linguistic minority communities, as well as when determining the nature and the scope of this possible strategy:

- Target participants/audiences of the project;
- Opportunity for the official-language minority community to participate in the project;
- Project scope;
- Historic importance of the project;
- Nature of the applicant.

The requirement level will vary according to the applicant and the project. The organization's funding agreement will include the condition that the appropriate linguistic measures must be implemented. The expenses incurred towards that goal will be

considered eligible. Please contact a MAP regional officer should you have any questions.

V. MUSEUMS ASSISTANCE PROGRAM COMPONENTS

Access to Heritage

Objective

This component fosters greater access to heritage across different geographic regions of Canada. Eligible projects are related to travelling exhibitions in order to assist heritage organizations to reach new audiences and to reflect Canada's diverse cultural and natural heritage.

Exhibitions about key events and/or figures in Canadian history will be a priority for funding support. Applicants are also invited to explore the possibility of circulating exhibitions to non-traditional spaces, such as schools and community centres.

Eligible Applicants

- 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 museum functions; and
  - ✓ Have a current three to five-year strategic/business plan.

- Incorporated non-profit Canadian service organizations that meet requirements mentioned above (except for policies for key museum functions) and whose membership relates to the museum sector. Ex.: museums associations.

Eligible Projects

Eligible activities under this component are related to the organization of travelling exhibitions that **must be shown in at least one other venue in Canada.**

Eligible activities include the following:

- Design, production, promotion and circulation of travelling exhibitions where the conceptual stage has been completed.

- Research, design and production of interpretive material associated with the travelling exhibition (e.g. multimedia interactive displays, CD/DVD, educational programs, mobile applications, documentation for the public, other online products and activities).

- Design, production, promotion and circulation of travelling art exhibitions that are retrospective or present a historical perspective. In order for an exhibition of contemporary art to be considered a retrospective, a minimum of 75% of the artefacts or the visual art works should be drawn from public/private collections (other than the artist's collection). Additionally, a minimum of 90% of the artefacts or the visual art works must have been created at least 10 years prior to the date of application.

Please note the following:

- Applications for funding under Access to Heritage must include a [letter of intent](#) from at least one other hosting venue. Once funding is approved, payment requests for the circulation of exhibitions will need to include copies of the signed loan agreement(s).

- If the proposed exhibition will exceed 186 m^2 (2,000 ft^2), the application should specify how the potential for circulation has been taken into account (e.g. through a modular design that would enable a smaller version of the exhibition to be presented in smaller venues).

- All 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.

- **All phases of a travelling exhibition project** (production, promotion, circulation, etc.) must be included in the same funding application. The Program encourages applicants to accomplish all phases within two calendar years. Three-year projects will be accepted as long as the exhibition circulates in the third year. A separate application may also be submitted later by the originating institution for further circulation, or host institutions may apply under the [Exhibition Circulation Fund](#).

- An application may also be presented with the sole purpose of circulating an existing exhibition to one or more venues.

- Institutions receiving funding through this component will be asked **to post on their website** the availability and touring history of the exhibition as well as basic information for potential borrowers, including dimensions, special requirements and available interpretive products.

Eligible Expenses

Eligible expenses under the Access to Heritage component include the following:
- Pro-rated salaries and wages directly related to the project;
- Travel for the personnel working on the project as per the [National Joint Council Travel Directive](#);
- Consultants and/or Aboriginal Elders, including fees and travel, as per [the National Joint Council Travel Directive](#);
- Equipment rental, [incremental administration costs](#), promotion and communication expenses, provided they are linked to the project;
- Costs related to transportation, packing and crating, setting-up/dismantling an exhibition and temporary storage when necessary;
- Evaluation of project results;
- Translation of material aimed at the public in both official languages and in another language meant to reach specific groups if applicable;
- 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. In the case of minor capital assets associated with the production of travelling

exhibitions, a maximum of $10,000 per item is eligible and no more than 25% of the project funding provided by MAP can be used for the acquisition of minor capital assets; and

- Project audit fees. At the end of the project, an organization receiving a contribution of $250,000 or more must submit an audited financial report for the project. The Department reserves the right to request an audited financial report for contributions between $50,000 and $249,999.99. In such a case, the Department will ask the organization to change the project budget to include audit fees.

Ineligible Projects and Expenses

In addition to ineligible projects and expenses under MAP, the Access to Heritage component does not fund the following:

- Permanent and temporary exhibitions that do not travel.

Maximum Funding

Project funding under Access to Heritage will **not normally exceed 70%** of eligible expenses.

Maximum funding per project	$400,000
Maximum project duration	2 calendar years[*] (24 months)
Maximum funding per fiscal year (April 1 to March 31)	$200,000

* If a third year is added for circulation only, the maximum project funding could reach $600,000.

Exhibition Circulation Fund

Financial assistance through the Exhibition Circulation Fund (ECF) may be applied for year-round and will be recommended on an ongoing basis, based on availability of funds. It is recommended that applicants discuss their applications to the ECF with a program officer in the nearest regional office <u>before</u> submitting a request.

Objective

This component assists museums with the costs to host a travelling exhibition originating from another museum or from a federal heritage institution; and to borrow artefact(s) from the Canadian Museum of History or the Canadian War Museum for exhibition purposes.

Exhibitions related to key events and/or figures in Canadian history will be a priority for funding support.

Eligible Applicants for Hosting a Travelling Exhibition

- Incorporated non-profit Canadian museums which:
  - ✓ Provide services to the public year-round;
  - ✓ Employ the equivalent of one full-time paid professional staff; and
  - ✓ Have policies for key museum functions.

Eligible Applicants for Borrowing Artefact(s)

- Incorporated non-profit Canadian museums which:
  - ✓ Have policies for key museum functions
  - ✓ Have a loan agreement or a letter of intent with the Canadian Museum of History or the Canadian War Museum.

Eligible Expenses

Costs related to the borrowing of a travelling exhibition or artefact(s):

- Rental fees;
- Packing and transportation (consolidation and dispersal included);
- Installation;
- Special security costs;
- Additional insurance; and
- Marketing.

The types of expenses that are eligible under the Access to Heritage component are also eligible under the ECF when they are linked to hosting the exhibition.

Ineligible Projects and Expenses

In addition to ineligible projects and expenses under MAP, the Exhibition Circulation Fund does not fund the following:

- Cost (or category of costs), if the institution originating the exhibition has already received funding for the same expense (or category of expenses) from the Access to Heritage component or Aboriginal Heritage (through a circulation project).

Maximum Funding

Project funding under ECF for:

- borrowing a travelling exhibition from another museum will **not normally exceed 70%** of eligible expenses.

- borrowing artefact(s) from the Canadian Museum of History or the Canadian War Museum will **not normally exceed 70%** of eligible expenses. For small museums with annual operating budgets of less than $500,000, funding will be **up to 100%** of eligible expenses.

Maximum funding per project	$15,000
Maximum project duration	N/A

There is no yearly limit to the number of projects for which an organization may apply.

Aboriginal Heritage

Objective

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

The program also supports participation of the staff of applicant organizations in professional development and training opportunities including internships to enhance knowledge and skills in these areas.

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 partnership with at least one Aboriginal heritage group is demonstrated.

Exhibitions about key events and/or figures in Canadian history will be a priority for funding support. Applicants are also invited to explore the possibility of circulating exhibitions to non-traditional spaces, such as schools and community centres.

Eligible Applicants

- Aboriginal governing bodies and other Canadian Aboriginal not for profit 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 museum functions; and
  - ✓ Have a current three to five-year strategic/business plan.

- Incorporated non-profit Canadian service organizations that meet requirements mentioned above (except for policies for key museum functions) and whose membership relates to the museum sector. Ex.: museums associations.

Eligible Projects

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

- Research, documentation and interpretation of Aboriginal cultural heritage, including educational programming, roundtables, workshops and oral history initiatives;
- Design, production, promotion and presentation of exhibitions and associated interpretive material. Exhibitions that are developed by Aboriginal governing bodies or Aboriginal organizations are not required to travel. Exhibitions that are developed by non-Aboriginal organizations must travel in accordance with requirements set out under MAP Access to Heritage component;

  Internships and exchanges between Aboriginal and museum institutions for professional career development initiatives for Aboriginal individuals. *The only eligible expenses for such activities are travel, accommodation, per diem and incidentals in accordance with the National Joint Council Travel Directive, and participation fees if applicable.

- Development of policies and procedures aimed at improving the management of core heritage functions, including the training required to take charge of these responsibilities.

All 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.

Institutions receiving funding for a travelling exhibition project through this component will be asked **to post on their website** the availability and touring history of the exhibition as well as basic information for potential borrowers, including dimensions, special requirements and available interpretive products.

Eligible Expenses

Eligible expenses under the Aboriginal Heritage component include the following:

- Pro-rated salaries and wages directly related to the project;
- Travel for the personnel working on the project, as per the National Joint Council Travel Directive;
- Consultants and/or Aboriginal Elders, including fees and travel, as per the National Joint Council Travel Directive;
- Equipment rental, incremental administration costs, shipping fees, promotion and communication expenses, provided they are linked to the project;
- Costs related to transportation, packing and crating, setting-up/dismantling an exhibition and temporary storage when necessary;
- Evaluation of project results;
- Translation of material aimed at the public in both official languages and in Aboriginal languages;
- Small hospitality and gifts associated with traditional ceremonies related to the project;
- Materials, supplies, and minor capital asset costs in relation to the project. In the case of minor capital assets, a maximum of $10,000 per item is eligible and no more than 25% of the project funding provided by MAP can be used for the acquisition of minor capital asset costs; and
- Project audit fees. At the end of the project, an organization receiving a contribution of $250,000 or more must submit an audited financial report for the project. The Department reserves the right to request an audited financial report for contributions between $50,000 and $249,999.99. In such a case, the Department will ask the organization to change the project budget to include audit fees.

Ineligible Projects and Expenses

In addition to ineligible projects and expenses under MAP, the Aboriginal Heritage component does not fund the following:

- Exhibitions that are developed by non-Aboriginal organizations that do not travel.

Maximum Funding

Project funding under Aboriginal Heritage will **not normally exceed 70%** of eligible expenses.

Maximum funding per project	$200,000
Maximum project duration	2 calendar years (24 months)
Maximum funding per fiscal year (April 1 to March 31)	$100,000

Collections Management

Objective

The aim of this component is to improve professional knowledge, skills and practices and to strengthen professional standards related to key museum functions for collections management in Canada. It also supports Canadian organizations in the development and delivery of resources or services that will benefit multiple museums.

This Collections Management component funds three types of projects:

- Projects related to the implementation or upgrade of a collections management system;
- Projects related to collections storage solutions.
- Projects related to the **sharing** of best practices with respect to key museum functions. A minimum of **three partners** (heritage organizations) must be involved and benefit from a best practices project.

Eligible Applicants

- 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 museum functions; and
  - ✓ Have a current three to five-year strategic/business plan;

- Incorporated non-profit Canadian service organizations that meet requirements mentioned above (except for policies for key museum functions) and whose membership relates to the museum sector. Ex.: museums associations.

Eligible Projects

The following are examples of eligible projects under the Collections Management component:

- Introduction of new digital collections management systems, purchase and implementation of new database software, or upgrade of an existing system to add significant new functionalities in order to enhance collections information management ;
- Planning, purchase, and installation of necessary storage and shelving equipment, and minor capital improvements to storage spaces in order to meet professional standards and ensure the management and integrity of collections, which includes the relocation of collections to a temporary storage facility;

- **Sharing** of best practices, for example the creation of professional development activities (including material) for museum personnel, such as workshops, online tools, seminars, and courses, etc. Projects could aim at preparing and helping trustees, volunteers, and museum professionals to address the challenges associated with key museum functions. A minimum of three partners from the heritage sector must participate and benefit from the project;
- Development of tools and documents by museums or related heritage associations (national, provincial, territorial, professional, sectoral) to assist museums workers and to strengthen their knowledge, skills and practices with respect to key museum functions.

Eligible Expenses

Eligible expenses under the Collections Management component include the following:

- Pro-rated salaries and wages directly related to the project;
- Travel for the personnel working on the project, as per the National Joint Council Travel Directive;
- Consultants and/or Aboriginal Elders, including fees and travel, as per the National Joint Council Travel Directive;
- Equipment rental, incremental administration costs, shipping fees, promotion and communication expenses, provided they are linked to the project;
- Evaluation of project results;
- Translation of material aimed at the public in both official languages and in another language meant to reach specific groups if applicable;
- Materials, supplies, and minor capital asset costs in relation to projects focused on the management of collections. For collections management systems projects, no more than $25,000 of the project funding can be used for the acquisition of minor capital assets and, for sharing best practices projects, a maximum of $10,000 of minor capital asset costs will be eligible per project;
- Staff training related to the implementation of digital collections management systems;
- Materials and supplies for the development and production of tools and documents for museum professionals; and
- Project audit fees. At the end of the project, an organization receiving a contribution of $250,000 or more must submit an audited financial report for the project. The Department reserves the right to request an audited financial report for contributions between $50,000 and $249,999.99. In such a case, the Department will ask the organization to change the project budget to include audit fees.

Ineligible Projects and Expenses

In addition to ineligible projects and expenses under MAP, the Collections Management component does not fund the following:

- Professional development activities created and delivered on a one to one basis;
- Policy development projects benefiting only one museum;
- Costs related to participants' attendance (including travel) to professional development activities.

Maximum Funding

Project funding under Collections Management will **not normally exceed 50%** of eligible expenses.

For collections management system or storage solutions projects:

Maximum funding per project	$50,000
Maximum project duration	1 calendar year (12 months)
Maximum funding per fiscal year (April 1 to March 31)	$50,000

For projects related to sharing of best practices:

Maximum funding per project	$200,000
Maximum project duration	2 calendar years (24 months)
Maximum funding per fiscal year (April 1 to March 31)	$100,000

Canada-France Agreement

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 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.

Exchange missions where the objectives also further the development of official language minority communities will be given a priority for funding support.

Eligible Applicants

- 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 museum functions; and
    - ✓ Have a current three to five-year strategic/business plan.

- Incorporated non-profit Canadian service organizations that meet requirements mentioned above (except for policies for key museum functions) and whose membership relates to the museum sector. Ex.: museums associations.

Eligible Exchange Missions

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

- Exchange missions that promote professional development with respect to key museum functions (workshops, seminars, internships and learning opportunities);
- Exchange missions that help forge special and lasting ties between Canadian and French museums (exchanges, structured work placements, joint activities, collaboration strategies, and partnerships for exhibition development);
- Exchange missions that encourage the sharing of professional or technical expertise;
- Research exchange missions on relevant heritage or museological themes;
- Research exchange missions on development and diversification of audiences.

Eligible Expenses

Only the following items will be considered as eligible expenses under the Canada-France Agreement: travel, accommodation, meal and incidental expenses as per the National Joint Council Travel Directive, and incremental administration costs related to the mission.

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, incidentals 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.

Ineligible Projects and Expenses

In addition to ineligible projects and expenses under MAP, the Canada-France Agreement does not fund the following:

- Salaries and wages of participants;
- Projects related to the presentation of an existing exhibition;
- Costs related to participant's attendance (including travel) to professional development activities.

Maximum Funding

Project funding under the Canada-France Agreement will **not normally exceed 50%** of eligible expenses incurred in Canada.

Maximum funding per project	$50,000
Maximum project duration	2 calendar years (24 months)

VI. 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;
- Completed Application Checklist (according to selected program component) signed by an authorized person;
- Copies of most recent documents as requested in the application checklist, including copies of all available quotes, to justify any procurement costs;
- Most recent financial statements (audited if available);
- A disclosure regarding the participation of any former public office holder or public servant subject to the Conflict of Interest and Post Employment Code.

Where an applicant submits more than one project, an order of priority must be clearly indicated.

Project Budget

While completing the Project Budget Form, please 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:

- Total project revenues must equal total project expenses.
- For multi-year projects, all budget items recorded in the request for funding must include the fiscal year during which these expenses are planned.
- 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 must be declared in the total cost of the project to help determine the maximum financial contribution the Department may provide. Note: In-kind revenues must be balanced with in-kind expenses.
- An applicant's contribution to the project of permanent or contracted staff, for which salaries, wages and benefits are paid, has to be recorded as a cash contribution.

Additional information is available in the Project Budget Form.

Please note that, at the end of the project, revenues from all government sources must not exceed 100% of total project expenses.

Reporting Requirements and Project Evaluation Strategy

At the end of the project, 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. An Interim Activities Report may also be required for contributions.

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. It is therefore highly recommended that the Interim and Final Activity/Results Reports forms be used to build and present this strategy. To obtain the forms, please contact the MAP Team.

The project evaluation strategy is also an element used in the project assessment by MAP at the outset. Normally, the development of an evaluation strategy includes the identification 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.

Applicants seeking support for the second and/or third phases of projects must submit previous phase activity reports with the new applications.

VII. APPLICATION ASSESSMENT PROCESS

To be considered for funding, organizations must meet applicant and project eligibility requirements and submit a complete application package, including the application form, the budget form, application checklist and all supporting documentation. It is recommended that applicants contact the MAP Team prior to submitting an application. Funding decisions are made based on the merit of the projects, program priorities, and the availability of funds.

Eligible applications are reviewed and assessed by departmental staff based on the information provided. External professional advice may also be sought if needed for specific projects. The applicant's past project history with the Department is also taken into account. Where an applicant is seeking funding for more than one project, the program will consider the applicant's capacity to undertake and manage multiple projects.

Projects submitted under the Canada-France Agreement are evaluated by a joint committee, formed by representatives of the Governments of France and Canada. Jointly recommended applications are then submitted for approval by each Government.

For the Program`s Service Standards, please refer to the Department`s website at http://pch.gc.ca/ or contact the MAP Team.

Project Eligibility

The project must conform to program objectives and parameters. Expected project results must be clearly stated and meet at least one of MAP objectives and the objectives of the component.

Project Assessment Criteria

Relevance and Community Engagement including:

- The project helps achieve the organization's mandate.
- The project responds to a demonstrated need.
- Support/interest from other funders or partners is shown (documented if possible).
- The target audience for the project and the methods to reach it (if applicable) are clearly identified and realistic.

Project Planning and Management including:

- The organization is able to carry out the project and has engaged appropriate experience and expertise (personnel and consultants).
- The timeline and resources are adequate.
- Sound project management methods are demonstrated, including risk management.

Project Budget including:

- The forecasted budget/cash flow is comprehensive.
- Value for money is demonstrated, expenses are justified and reasonable.
- All contributions are clearly identified and realistic (applicant, partners, other sources).

Impact and Evaluation Strategy including:

- Outputs and outcomes are identified, clear and reasonable.
- The application includes an articulated evaluation strategy that is linked to outcomes and outputs (indicators, data collection, etc.) Please refer to Reporting Requirements and Project Evaluation Strategy section.

Organization's Capacity including:

- Financial stability is demonstrated.
- The organization is professionally managed with clearly defined governance structure, administration and policies.

VIII. GLOSSARY

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

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

AUDIT: Review of something (e.g. a process, an organization, etc.) in terms of compliance, accuracy and effectiveness, to determine whether it is working well and achieving its intended purpose.

BORROWING OF ARTEFACT(S): Loan of one or more artefacts from the Canadian Museum of History or the Canadian War Museum collections. Information regarding the conditions related to this activity is available on the **Canadian Museum of History** website at Research and Collections | Artifact Loans, and on the **Canadian War Museum** website at Military History Research Centre | Artifact Loans.

BUILT HERITAGE: The built heritage includes the sites, structures, and monuments that are recognized for their historic significance. Federal built heritage consists mainly of heritage buildings and national historic sites. These include, for example, buildings, battlegrounds, forts, archaeological sites, canals, and historic districts.

BUSINESS PLAN: Working tool for turning a strategic plan into reality. It provides a road map for board, staff and organizational partners, and may be used to attract particular private sector funders (foundations, corporations and individual donors). Typical business plans project organizational growth for the next three 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.

CANADIAN MUSEUM OF HISTORY AND CANADIAN WAR MUSEUM: The Canadian Museum of History Corporation is a Crown Corporation established by the *Museums Act*. CMHC is responsible for Canada's largest museum, the Canadian Museum of History, and the national museum of military history, the Canadian War Museum.

CANADIAN PARTICIPANT: Paid professional employee from applicant organization or from Canadian organizations that are officially involved in the project (applies under Canada-France Agreement only).

COLLECTIONS MANAGEMENT SYSTEM: Collection management systems (CMS) are software programs designed to aid in the documentation and management of objects in a museum collection.

CONCEPTUAL STAGE: First phase of exhibition development where 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.

CONTEMPORARY VISUAL ART EXHIBITION: Exhibition for which the principal focus is the contemporary art production of living artists, and for which less than 75% of the artefacts or the visual art works are drawn from public/private collections (other than the artist's collection); and less than 90% of the visual arts works or artefacts featured in the exhibition have been created more than 10 years prior to the date of application.

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: Legal document between a donor department and a contribution recipient which describes the obligations of each party.

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.

EMERGENCY ASSISTANCE: Financial assistance provided to help an institution undertake urgent remedial action to maintain the integrity of its collection and mitigate damage sustained following a **natural disaster**, e.g. forest fire, flood, earthquake, etc.

EVALUATION STRATEGY: Selection, development and ongoing 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. Please refer to Reporting Requirements and Project Evaluation Strategy section.

GRANT: Transfer payment that is subject to pre-established eligibility and other entitlement criteria. A grant is not subject to being accounted for by a recipient and is not normally subject to audit by the department in question. The recipient may be required to report on results achieved (see CONTRIBUTION).

INCREMENTAL ADMINISTRATION COSTS: Costs which organizations would not incur other than to comply with project administrative requirements. These costs may include expenses for material or other items associated with the provision of goods or services. Maximum 15% of the total project cost. For example: book keeping, project accounting, long distance calls, ink cartridges, temporary subscriptions to publications or specialized services.

IN-KIND CONTRIBUTION: A real contribution to the cost of the proposed project, but is not reimbursable as no monies change hands. Donated goods and services may be considered in-kind contributions if:

- they are essential to project's success;
- they would otherwise have to be purchased or paid for by the funding recipient;

- they can be measured at fair market value (i.e., in relation to similar goods and services); and
- they are balanced by an equal expense in the project budget.

KEY MUSEUM FUNCTIONS: Standard established practices in main areas of collections-related activities within a museum or heritage organization, such as acquisition, conservation, research, collections information management, exhibitions and education.

LETTER OF INTENT: Written statement presented from a venue to the applicant institution, acknowledging serious intent, willingness and ability to enter into a formal agreement. The letter should include a brief description of the project and the nature of the collaboration between the two institutions, including financial considerations and the timeline for implementing the project. The document does not constitute a definitive contract; it is subject to due diligence and fulfillment of certain conditions.

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.

MUSEUM: Non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment. Please refer to *ICOM Definition of a Museum*.

OFFICIAL LANGUAGE MINORITY COMMUNITIES (OLMC): English speaking communities in Quebec and French speaking communities outside Quebec are considered OLMC in Canada.

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

OUTCOMES: Result of an effort to attain a goal. 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.

PARTNER: A heritage organization that agrees to pool efforts and resources with other like heritage organizations in order to achieve a common objective, while keeping its independence. Other heritage organizations are not recognized as partners unless they contribute directly in cash or in kind to the accomplishment of the project, and benefit from its results.

PERFORMANCE INDICATOR: Data that can be used to determine whether a project has achieved its intended qualitative and quantitative results; and, if so, to what degree.

Performance indicators should capture the most significant information. They must be reliable and cost-effective. To select the appropriate performance indicators, these questions should be asked:

- Is it accurate? Will it measure the expected result?
- Is it a cost-effective means of collecting data?
- Can the information be obtained without infringing on privacy issues?
- Does the information assist the project manager in understanding what will be the impact of the project on targeted heritage organizations?
- Does it capture useful information that will assist the organization in making management decisions?
- Will the information be communicated easily to interested parties, including funding organizations?
- Will the information allow for a meaningful comparison between data prior to and after project completion?

a) Quantitative performance indicators

Data that can be used for evaluating progress made during a project. Quantitative performance indicators are expressed as statistical measurements such as numbers, percentages, or ratios, such as the:

- number of visitors at an exhibition
- number of venues where a travelling exhibition was presented
- number of collections and objects preserved
- number of participants at an activity, or users of tools
  - If the project targets a specific audience, such as Aboriginal, youth, rural/remote, official-language minority or culturally diverse communities, identify the number of participants from the targeted community and/or the percentage of participants from the targeted community compared to the total number of participants.
- number and type of professional development activities (workshops, seminars, courses, etc.)
- number of downloads
- number of online training activities developed (webinars, kits, etc.)
- number of best practices tools or documents about key museum functions implemented
- number of organizations benefiting from a sharing of best practices project

b) Qualitative performance indicators

Information that can be used to evaluate progress made during a project. Qualitative indicators are expressed as opinions, behaviours or attitudes. Whenever possible, these performance indicators are generalized by the use of a rating scale, for example, research quality is rated as excellent, average, or below average:

- level of satisfaction
- opinions of participants indicating that they have learned a great deal on a given subject

- comments by participants indicating that tools or documents developed could or will be implemented in their workplace
- observations from the participants on how the activity has led to positive change in their workplace/professional development
- opinions of participants regarding the usefulness and/or relevance of the activity/tool

PERFORMANCE MEASURES: Performance 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.

RETROSPECTIVE EXHIBITION: A body of representative works, by an artist or a group of artists that spans a period of time and is presented and interpreted in the context of a historical perspective of the development and/or influences of that body of work. A minimum of 75% of the artefacts or visual art works should be drawn from public/private collections (other than the artist's collection), and a minimum of 90% of artefacts or visual art works must have been created more than 10 years prior to the date of application.

SERVICES TO THE PUBLIC YEAR-ROUND:
Facilities and services are available to the public 12 months a year or upon request. Schedules and contact number for reservation are all up front and clearly displayed (Website, building, brochure and advertising).

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.

TRAVELLING EXHIBITION: Type of exhibition that is available for circulation to one or more venues in addition to the premises of the organizing museum.