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Introduction



As the Museum celebrated its 100th anniversary and resumed operations after two years of pandemic, we embarked on an intensive effort to rethink our approaches, policies and procedures, with a view to charting a course for the next five years.

Consultation was a big part of this undertaking. We interviewed over 600 stakeholders – Museum members, staff, Board members and community and cultural organizations (including many representing historically marginalized communities) – to gain a better understanding of their interests and expectations of the Museum.

The consultation process confirmed that our audiences' needs have changed. They want their museum to better reflect their current social concerns and to present their stories in an inclusive and critical manner through its collections and programs. Visitors expect a museum that is participatory, audience-centred and environmentally sustainable, and that fosters dialogue and exchange.

It became clear that to remain relevant we had to take account of changes occurring in society, which increasingly emphasize the importance of acknowledging the consequences of colonialism and of participating actively in the reconciliation process with First Peoples. There is also a need to amplify the voices of marginalized communities and to play an active role in protection of the environment.

It was based on these observations that we developed our five-year strategic plan. This plan outlines the task we have set ourselves. We are confident that it will enable us to meet the expectations of a wide audience and help strengthen the commitment to social justice.

A handwritten signature in black ink, reading "Suzanne Sauvage".

Suzanne Sauvage, C.M., O.Q.
President and Chief Executive Officer

Development Process

Development of the five-year strategic plan involved the following steps:

1. Creation of a working committee – with assistance from Garrow & Evoy – composed of Board and management team members
2. Development of an impact statement to define our vision and provide a framework for our deliberations
3. Consultations with the Museum's various audiences, community and cultural groups, its staff and members of its Board of Directors (more than 600 people) to validate the statement and identify the issues and priority actions to focus on in achieving the intended impact
4. Development of a theory of change
5. Planning and development of the 2022-2027 Strategic Plan with the participation of the management team
 - Analysis of the situation; definition of strategic objectives; production of the action plan
6. Presentation to the Board of Directors and approval

Vision 2027

By 2027, the McCord Stewart Museum will be:

- A museum that takes a critical and inclusive approach to presenting social history through its collections
- A museum moving towards decolonization
- A museum that practices public engagement, fostering dialogue and social connection
- A reference for sustainability in the museum field

The McCord Stewart Museum will be a change agent for a more just society because:

- It offers a safe space for all
- It has earned the trust of Indigenous peoples in Canada
- It inspires its visitors to deepen their awareness of and commitment to social justice issues
- Staff are trained, engaged and empowered to further the Museum's objectives.

In 2027, the McCord Stewart Museum will have:

- Raised annual visitor levels to 500,000, 30% from diverse backgrounds
- Increased membership to 10,000 people
- Hosted 40,000 children and adults for educational and cultural group visits
- Raised \$2,450,000 in annual self-generated revenue
- Generated \$425,000 in annual sponsorship revenue;
- Achieved total annual revenues of \$11,500,000

The Museum's Values

Rigour

Boldness

Integrity

Creativity

Openness

Engagement

The Museum's Values

Rigour

Every day, we demonstrate irreproachable intellectual and professional rigour.

We apply best working methods and practices.

We have an eye for detail and a job well done, and we strive for excellence in everything we do.

This rigour contributes greatly to our reputation and credibility, both personal and institutional.

Integrity

We advocate respect for:

- Individuals, both staff and visitors, as well as everyone involved with the Museum
- Our mission and values
- The past that we highlight through our collections

We share the same work ethic.

We work in complete transparency and our governance is exemplary.

Openness

We believe openness is essential – both intellectually and in our attitude to others.

We welcome otherness and demonstrate generosity and a willingness to listen

We promote inclusion and accessibility, without discrimination based on age, social background, education level or origin.

The Museum's Values

Boldness

We have the courage to take risks.

We dare to do things differently and step outside our comfort zone.

We wish to assert ourselves and stand out from other institutions.

Creativity

We like to innovate and reinvent ourselves.

We seek out original solutions and find new ways to solve problems.

We are resourceful and inventive.

Engagement

We are passionate individuals and believe in the real and wholehearted engagement of all parties.

We work closely and effectively with others ... and enjoy it!

We encourage the engagement of our colleagues, our audiences and everyone else involved with the Museum.

Our engagement is a source of inspiration and deepens our sense of belonging to the Museum.





Young girl's amauti (detail), Iglulingmiut, Aivilingmiut, about 1930. ME937.3, McCord Stewart Museum

Action Plan

Strategic Priorities

1

Decolonize
our museum
practices

2

Retain and
expand the
Museum's
audiences

3

Set the
benchmark for
sustainable
development
in the museum
field

Focus A – Responsible governance
Focus B – Social and cultural responsibility
Focus C – Environmental sustainability

4

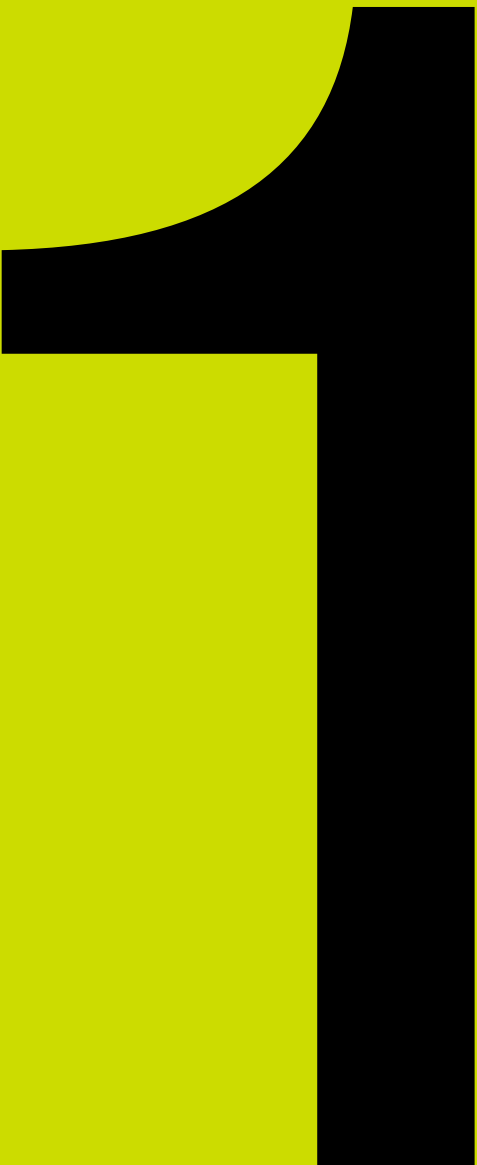
Prepare the
future

Focus A – Increase revenues
Focus B – Modernize governance
Focus C – Maintain our reputation for
excellence
Focus D – Manage collections optimally
Focus E – Implement the new museum
project

Decolonize our museum practices

Objectives

- 1 Increase staff diversity
- 2 Educate, train and mobilize staff and Board of Directors
- 3 Integrate decolonization and sustainability practices into the Museum's work processes
- 4 Apply the principles of inclusion to internal management
- 5 Forge ties with Indigenous museums, cultural centres and schools
- 6 Develop connections with historically marginalized communities (LGBTQ2+, Black, newcomers) through community organizations
- 7 Improve the visitor experience for audiences from historically marginalized communities
- 8 Create content and documents that are more inclusive



Objective 1

Increase staff diversity

Actions

- Develop new recruitment channels/networks to increase the number of applicants from historically marginalized communities
- Develop and implement an employer brand communication plan to promote the Museum and attract potential applicants from these communities
- Develop an internship program geared to these communities
- Support initiatives that promote the museum profession to these communities.

Indicators

- Percentage of staff members from diverse backgrounds within five years (focus on management positions: minimum 30%)



Objective 2

Educate, train and mobilize staff and Board of Directors

Actions

- Develop an ongoing training plan including lectures, a toolbox, an internal forum for sharing experiences, etc.
- Develop a communication plan to enhance staff and Board engagement and pride

Indicators

- Number of meetings held
- Level of participation in activities and use of tools
- Participant evaluations



Objective 3

Integrate decolonization and sustainability practices into the Museum’s work processes

Actions

- Rethink our internal planning tools (strategy screen, project post-mortem)
- Develop an action plan for each department regarding the decolonization of our museum practices and environmental sustainability
- Review the Museum’s policies (access to collections, collecting, restitution)

Indicators

- Percentage of initiatives incorporating these practices
- Percentage of plan completion, by department
- Percentage of policies revised



Objective 4

Apply the principles of inclusion to internal management

Actions

- Take a caring approach to change management
- Embrace an approach based on consultation, collaboration and co-creation
- Work systematically – and in a reciprocal manner – with the communities concerned by the issues addressed, while placing the institution at their service

Indicators

- Evaluation of well-being at work (Amélio internal survey)
- Number of initiatives and collaborations
- Periodic assessment of communities’ perceptions of the Museum as an ally and their level of trust in the institution



Objective 5

Forge ties with Indigenous museums, cultural centres and schools

Actions

- Continue the Umitemieu project (with Indigenous schools)
- Meet on-site with museum and cultural centre directors to identify their needs and opportunities for collaboration
- Develop programs that address community needs, including off-site initiatives (in regional areas)
- Seek financial assistance to support these initiatives and provide them free of charge

Indicators

- Number of initiatives and collaborations
- Periodic assessment of communities' perceptions of the Museum as an ally and safe space



Objective 6

Develop connections with historically marginalized communities (LGBTQ2+, Black, newcomers) through community organizations

Actions

- Reach out to various organizations to identify these communities’ needs and opportunities for collaboration
- Develop lasting programs at the Museum and off-site, in collaboration with partner organizations and on a reciprocal basis
- Seek financial assistance to support these initiatives and provide them free of charge

Indicators

- Number of long-term structuring partnerships (minimum of two)
- Percentage of Museum visitors from these communities
- Number of activity participants



Objective 7

Improve the visitor experience for audiences from historically marginalized communities

Actions

- Evaluate and improve the visitor experience
- Train staff to make these audiences welcome
- Make the Museum more accessible (website, etc.)
- Identify key measures to assess achievement of audience diversity goals

Indicators

- Percentage of audiences from these communities
- Assessment of these audiences' well-being at the Museum, their perceptions of the Museum and their level of satisfaction



Objective 8

Create content and documents that are more inclusive

Actions

- Adopt inclusive writing in all internal and external communications
- Review hiring and HR documents (e.g., job postings, job descriptions, staff guides, etc.)

Indicators

- Percentage of documents reviewed
- Assessment of the perceptions of applicants and staff, including new members





Material Culture Collection Reserve, 2006 ©McCord Stewart Museum

Cedric Pearson
Filles à la Polytechnique de Disraeli, 1972
Epreuve numérique
Collection de l'artiste

Cedric Pearson
Girls at the Disraeli High School, 1972
Digital print
Collection of the artist

Cedric Pearson
Terrain de jeu de l'OFJ, Disraeli, 1972
Epreuve numérique
Collection de l'artiste



Retain and expand the Museum's audiences

Objectives

- 1 Build and widely disseminate programming that reflects the Museum's vision
- 2 Communicate with our audiences (individual and group clients, members and donors) according to their interests
- 3 Reach more 18-34 year olds





Objective 1

Build and widely disseminate programming that reflects the Museum’s vision

Actions

- Integrate decolonization and sustainability practices into the conception and implementation of the programming
- Develop solid marketing plans – targeting both new and existing audiences – that convey this vision
- Promote the Museum’s values and distinctiveness
- Maintain and develop partnerships (media and others)
- Maintain a sustained and dynamic online presence
- Develop off-site and virtual programming to overcome the Museum’s space limitations and market it to ensure its success
- Report transparently on the Museum’s progress towards its goals

Indicators

- Project scores determined using the strategy screen, including decolonization and sustainability practices
- Post-visit (or post-activity) assessment of visitors’ perceptions of the Museum
- Museum attendance and participation in various initiatives
- Reach (number of sessions, subscriptions, posts, etc.) and performance (engagement rate, click-through rate, conversion rate, etc.) of online activities
- Number of off-site and virtual activities and participants
- Annual dissemination of results regarding the Museum’s progress towards its objectives



Objective 2

Communicate with our audiences (individual and group clients, members and donors) according to their interests

Actions

- Use our new SugarCRM software to its full potential and implement a new ticketing system (POS)
- Develop segmented direct marketing strategies to reach various market segments and personalize communications

Indicators

- Number of visits and participants in activities (first-time and repeat visits)
- Average number of visits per person
- Number of members
- Number of donors



Objective 3

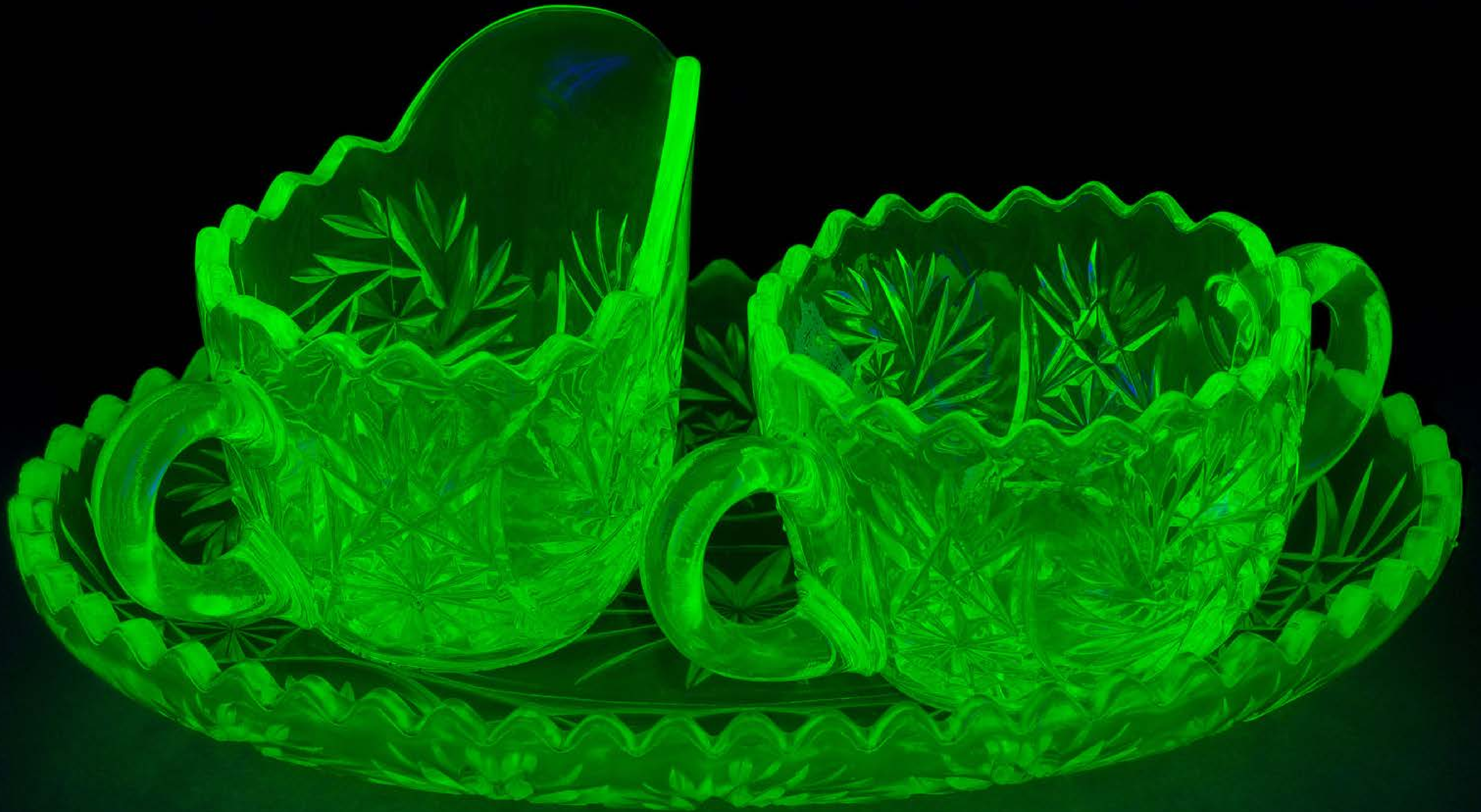
Reach more 18-34 year olds

Actions

- Increase the Museum’s presence in the media and networks they frequent
- Leverage their interest in sustainability and the Museum’s social impact in external communications geared to these audiences
- Develop activities geared to 18-34 year olds (Sugar Ball, revisited After Hours events, CEGEP and university events)

Indicators

- Number and percentage of annual Museum and platform visits by 18-34 year olds
- Awareness of the Museum in the 18-34 age group
- Number of targeted initiatives
- Number of participants



Dish, Cream pitcher and sugar bowl under UV light, 1920-1930. Gift of Dr Huguette Rémy, M997.45.8-10, McCord Stewart Museum



Dior Exhibition Opening ©Elias Touil McCord Stewart Museum

Set the benchmark for sustainability in the museum field

Objectives

Focus A – Responsible governance

- 1 Apply sustainability principles in all practices
 - 2 Report on and contribute to the promotion of sustainability
-

Focus B – Social and cultural responsibility

- 1 Strengthen implementation of the Museum's and the Foundation's values of inclusivity and social justice
-

Focus C – Sustainability

- 1 Reduce the environmental footprint of the Museum's and Foundation's activities
-





Objective 1

Apply sustainability principles in all practices

Actions

- Include sustainability principles in decision-making and collection use practices
- Train and mobilize staff on these principles and on ways they can contribute to achieving objectives
- Collaborate with all internal and external stakeholders
- Apply responsible investment practices
- Integrate equity, diversity and inclusion into the culture of the Museum and its Foundation (see “Strategic priority 1”).

Indicators

- Inclusion of sustainability principles in collections policies and procedures as well as in strategy screens and post-mortems
- Recommendations for the sustainable use of collections
- Development of two yearly training sessions and a toolbox for staff
- Inclusion of sustainability principles in job descriptions, job postings and performance evaluations
- Orientation of investment portfolio in light of environmental, social and governance (ESG) considerations



Objective 2

Report on and contribute to the promotion of sustainability

Actions

- Communicate sustainability progress and results in a transparent manner
- Raise awareness of sustainability and responsible behaviours among stakeholders (including audiences)
- Participate actively in the sustainability transition of the museum field by promoting the Museum’s initiatives and sharing its learning and experiences regarding sustainability

Indicators

- Internal communications: newsletter, signage, staff meetings, guide for new staff members and surveys
- External communications: sustainability webpage, annual report, social media and signage in the Museum’s public spaces
- Participation in events and networks dealing with sustainability issues



Objective 1

Strengthen implementation of the Museum’s and the Foundation’s values of inclusivity and social justice

Actions

- Integrate decolonization practices into all areas of Museum and Foundation activity (see “Strategic priority 1”)
- Facilitate physical and virtual accessibility to the Museum’s activities (see “Strategic priority 1”)
- Prioritize staff health and quality of life at work
- Present history in a critical and inclusive manner (see “Strategic priority 1”)
- Foster dialogue and discussion through public programs (see “Strategic priority 1”)

Indicators

- Development of a resource kit on staff health and quality of work life geared to managers
- Development of the recognition component in the engagement tracking software
- Creation of departure records
- Mental health training opportunities
- Inclusion of social and cultural responsibility in the staff guide



Objective 1

Reduce the environmental footprint of the Museum’s and Foundation’s activities

Actions

- Optimize the use of resources by encouraging reduction and reuse, and practice sustainable waste management
- Reduce greenhouse gas (GHG) emissions by adopting sustainable practices, particularly with regard to energy use, digital technologies and transportation

Indicators

- Development of a sustainable procurement policy
- Annual post-mortem and monitoring of best practices for the recovery, reuse, recycling and repurposing of exhibition and museum materials
- Implementation of pilot projects to characterize waste and identify areas for improvement
- Measurement of GHG emissions for the Museum building and related pilot projects
- Development of a policy on the use of digital technologies and electronic devices
- Completion of the conversion to LED lighting throughout the Museum, including the galleries.



Case, Huron-wendat, 1850-1900. Gift of Henry W. Hill, ME938.10, McCord Stewart Museum



Prepare for the future

Objectives

Focus A – Increase revenues

- 1 Increase our self-generated revenue
- 2 Improve boutique and online boutique marketing
- 3 Redefine and increase promotion of corporate offerings (room rentals, tours and workshops, boutique offerings)
- 4 Bring back the day camp and children’s parties
- 5 Increase revenues from sponsorship and major donations
- 6 Increase government funding
- 7 Produce more travelling exhibitions
- 8 Increase revenues generated by the McCord Museum Foundation

Focus B – Modernize governance

- 1 Foster inclusive governance
- 2 Adopt integrated risk management
- 3 Increase Board members’ engagement with the Museum
- 4 Evaluate Museum governance

Préparer l'avenir

Objectives (following)

Focus C – Maintain our reputation for excellence

- 1 Maintain our reputation for excellence despite contextual challenges
- 2 Adapt our way of working to reflect social changes
- 3 Develop an efficient records management system for our physical and digital records
- 4 Ensure the Museum remains an employer of choice

Focus D – Manage collections optimally

- 1 Implement best collection practices
- 2 Continue cataloguing and integrating collections
- 3 Initiate a review of the loans and repatriation process for Indigenous collections
- 4 Continue and expand online dissemination of the collections through the Online Collections platform

Focus E – Implement the new museum project

- 1 Re-engage both boards (Museum and Foundation) in the new museum project
- 2 Develop a strategy to convince the Québec government of the project's importance



Objective 1

Increase our self-generated revenue

Actions

- Use our new customer relationship management software to increase visits and spending at the Museum
- Promote membership and donations on a continuous basis and wherever possible
- Monetize online content (where appropriate)
- Evaluate a possible increase of ticket and membership fees
- Increase the number of travelling exhibitions to generate new revenues

Indicators

- Total expenditures per person (per visit and per year)
- Monthly and annual results by revenue centre



Objective 2

Improve boutique and online boutique marketing

Actions

- Constantly improve offerings
- Optimize the online boutique platform
- Rethink the promotion of the physical and online boutiques, and develop a solid communication plan focused on increasing sales

Indicator

Number of visits and boutique/online boutique revenues



Objective 3

Redefine and increase promotion of corporate offerings (room rentals, tours and workshops, boutique offerings)

Actions

- Identify this clientele’s existing needs
- Formalize a coherent and attractive offer
- Develop and implement a promotional plan

Indicator

Number of sales and revenue



Objective 4

Bring back the day camp and children’s parties

Actions

- Bring back the Museum’s day camps
- Continue reviewing the Children’s Parties offering launched before the pandemic

Indicator

Number of participants and revenues generated



Objective **5**

Increase revenues from sponsorship and major donations

Action

Solicit new partners looking to achieve an impact similar to the Museum’s

Indicator

Number of partners and revenues generated



Objective **6**

Increase government funding

Actions

- Explore new sources of government funding related to inclusion and the decolonization of our practices
- Request an increase in our operating grant

Indicator

Revenues generated



Objective

7

Produce more travelling exhibitions

Actions

Increase number of approaches to institutions in other locations

Involve the marketing team in the development of promotional materials and the search for potential museums

Indicators

Number of travelling exhibitions available

Number of potential museums per travelling exhibition, number of institutions approached and number of confirmed travelling exhibitions



Objective 8

Increase revenues generated by the McCord Museum Foundation

Actions

- Increase the McCord Museum Foundation’s contribution by at least \$500,000 per year to help reduce the structural deficit
- Develop a community of donors willing to make a long-term commitment
- Increase the endowment fund by at least \$1 million per year

Indicator

Revenues generated



Objective

1

Foster inclusive governance

Actions

- Take diversity (of age, gender, experience, culture, etc.) into account when recruiting Board members
- Implement a mentorship program for newly appointed Board members
- Develop a toolbox and best practices guides and make them available to Board members

Indicators

- Percentage of Board members from diverse backgrounds (minimum 25%)
- Average age targeted: 55
- Gender parity



Objective

2

Adopt integrated risk management

Actions

Develop a risk management plan

Implement a risk monitoring system

Conduct a strategic watch every three months, between each Board meeting

Indicators

Degree (percentage) of plan implementation

Strategic watches carried out



Objective

3

Increase Board members’ engagement with
the Museum

Actions

- Hold an annual discussion session on Museum issues
- Invite Board members to selected training sessions on inclusion and decolonization along with staff members

Indicators

- Annual meeting held
- Number of Board members who attended training sessions and number of training sessions attended



Objective

4

Evaluate Museum governance

Action

Hire an external consultant to conduct an evaluation and prepare recommendations and an action plan

Indicators

- Consultant hired
- Report obtained
- Percentage of action plan completed





Eating local Exhibition. Photo: Roger Aziz, 2022 © McCord Stewart Museum

Objective

1

Maintain our reputation for excellence despite contextual challenges

Actions

- Conduct systematic post-mortems of the Museum’s activities
- Make managers accountable for quality control in their departments
- Acknowledge rigour and creativity in staff evaluations

Indicators

- Number of post-mortems conducted and internal evaluation of activities
- Evaluation of activities and initiatives by audiences and partners
- Annual staff evaluation results



Objective 2

Adapt our way of working to reflect social changes

Actions

- Adopt the hybrid work model (adjust hardware and computer systems, modify workspaces and the management practices)
- Implement our digital strategy and enhance our digital practices
- Harmonize the use of digital sharing platforms (OneDrive, Teams, etc.)
- Train staff

Indicators

- Percentage of hybrid model migration plan completed
- Percentage of digital strategy implemented
- Number of training courses held and number of participants
- Percentage of staff using IT



Objective 3

Develop an efficient records management system for our physical and digital records

Actions

- Hire a consulting firm to evaluate and define the Museum’s records management procedures
- Train staff and ensure procedures are followed
- Develop tools to facilitate their implementation

Indicators

- Consultants’ report obtained
- Percentage of records management procedures implemented
- Number of training sessions held and number of participants



Objective

4

Ensure the Museum remains an employer of choice

Actions

- Maintain the Amélio survey and follow up diligently on comments
- Evaluate and adjust the survey questions regularly
- Enhance internal communications on the survey to increase participation
- Continue implementing the Amélio improvement plan

Indicators

- Percentage of surveys completed
- Employee engagement survey results – Target: 8/10 or better





Objective 1

Implement best collection practices

Actions

- Update our acquisition and deaccession policy
- Organize quarterly meetings of three departments (Collections and Research, Conservation, and Collections Management) to review acquisition procedures and space issues
- Create a mandatory online form for submitting donation proposals
- Lift the moratorium on acquisitions in April 2023
- Develop a strategy in conjunction with the Collections and Research, Conservation, and Collections Management teams for the sustainable use of the collection in accordance with our sustainability policy

Indicator

Percentage of actions completed



Objective 2

Continue cataloguing and integrating collections

Actions

- Catch up with the collections cataloguing backlog and ensure continuous cataloguing by allocating the necessary resources
- Complete integration of the Stewart Museum and Musée de la mode collections

Indicator

Number of objects to be catalogued or integrated into the collection



Objective 3

Initiate a review of the loans and repatriation process for Indigenous collections

Action

Develop the process in consultation with the Indigenous Advisory Committee

Indicator

Adoption of a policy



Objective 4

Continue and expand online dissemination of the collections through the Online Collections platform

Actions

- Prepare new groups of objects (digitization, vocabulary, translation)
- Standardize data for upcoming development phases

Indicator

- Number of items added to the online collection



Objective

1

Re-engage both boards (Museum and Foundation) in the new museum project

Actions

- Set up a joint committee to re-launch the project (composed of members of both boards)
- Plan a new presentation of the project to the board to educate and inform new members

Indicator

Percentage of actions completed



Objective 2

Develop a strategy to convince the Québec government of the project’s importance

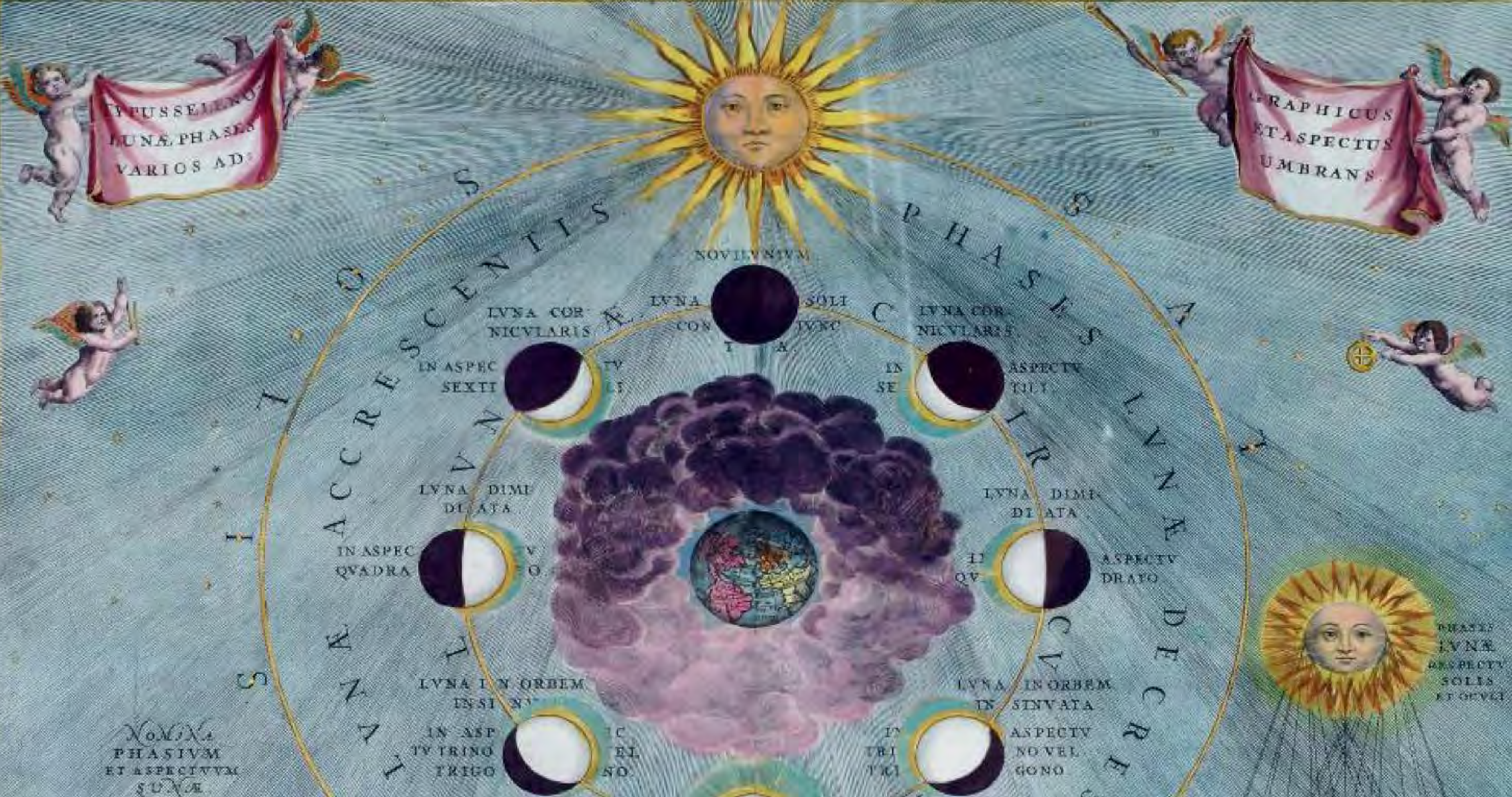
Actions

- Update the budget developed in 2019 to reflect current costs
- Plan meetings with the Minister of Culture and Communications and other ministers to secure their support
- Bring the subject back into the media spotlight
- Meet again with the Mayor of Montréal to ensure her continued support
- Meet with the Minister of Canadian Heritage and the Prime Minister of Canada

Indicators

- Updated budget finalized
- Number of meetings held
- Number of media mentions and articles, and social media reach





Selenographic diagram depicting the varying phases and appearances of the Moon by (means of) shading, from *Harmonia Macrosmica seu Atlas Universalis et novus*, 1985.35.1, McCord Stewart Museum

Theory of Change

2027 Social Transformation Process

By 2027, the McCord Stewart Museum will be:

- A museum that presents social history in a critical and inclusive manner through its collections
- A museum that participates in decolonization
- An interactive, people-powered museum that encourages dialogue and discussion
- A model of sustainability in museum operations

Decolonization practices

- Amplification of non-dominant voices
- Sharing of power and authority, acceptance of new operating modes, new procedures and new scheduling approaches
- Acknowledgment of unconscious and colonialist biases
- Acknowledgment of Indigenous knowledge and the knowledge of other communities
- In the service of communities
- Empathy
- Education and awareness of Indigenous cultures and other minority cultures

Target audiences

- Historically marginalized people and groups: ethnocultural communities, LGBTQ2S+, people with disabilities, etc.
- Indigenous audiences

- Montrealers and tourists of all ages and backgrounds

- Museum and Foundation employees
- Volunteer managers (Board of Directors)
- Interns

Museum strategies

- Build relationships of trust and respect with various communities
- Reach out to communities (outside the museum)
- Incorporate co-creation when developing our initiatives
- Diversify and expand our partnerships

- Present history in an inclusive manner by leveraging collections, emotions and shared experiences
- Encourage public participation in its initiatives
- Champion diversity, equity, accessibility and inclusion through decolonization actions and practices in all its initiatives
- Provide a warm, personable and inclusive welcome

- Educate, inform, train, support and inspire personnel on an ongoing basis
- Help bring about a change of culture in all museum practices

Short-term effects

- Feeling that the Museum is inclusive and amplifies community voices

- A more critical and inclusive understanding of history
- More empathy for a diverse range of perspectives
- Desire to come back
- Positive experience with the Museum team and a friendly welcome

- Awareness of social inequalities

- Greater sensitivity to and understanding of your own colonialist biases and those of the institution
- Ability to be an agent of change in your work
- Better understanding of the impacts of decolonization and conditions for success
- Motivation and positive perception of your role at work

Medium-term effects

- Feeling of confidence in the Museum
- Perception that the Museum is an ally

- Recognition that the Museum is committed to being an ally of Indigenous people and historically marginalized communities
- Desire to include the Museum in your regular cultural activities
- Stronger sense of belonging to the McCord Stewart Museum
- Greater understanding and empathy for people from marginalized communities

- Greater sensitivity to and understanding of the impact of coloniality
- Ability to be an agent of change in your circles

- Ability to challenge yourself, rethink the way you work and do so without feeling threatened
- Pride and greater sense of attachment to the Museum and its practices
- Greater engagement in the changes initiated by the Museum

Long-term effects

- The Museum is a safe space for everyone.
- The Museum has won the confidence of Indigenous peoples in Canada.

- Museum audiences demonstrate greater awareness and engagement in social justice

- Personnel are fully trained, engaged and equipped for this process.

Ensure all Museum initiatives adhere to sustainable development principles

The McCord Stewart Museum will be an agent of change, working for a more just society.

