



Departmental Results Report 2023 to 2024 Accessibility Standards Canada

The Honourable Kamal Khera, M.P.
Minister of Diversity, Inclusion and
Persons with Disabilities



Accessibility Standards Canada Departmental Results Report 2023 to 2024

© His Majesty the King in Right of Canada, 2024

Government of Canada catalogue number AS1-3E-PDF

International Standard Serial Number (ISSN) 2563-5794

Accessibility Standards Canada aims to meet the highest standard of accessibility. Our goal is to give every Canadian equal access to our reports.

This report is also available [online](#). To request this document in another format, please contact us [online](#) or call 1 833-854-7628

Accessibility Standards Canada's 2023 to 2024 Departmental Results Report: At a Glance

A departmental results report provides an account of actual accomplishments against plans, priorities and expected results set out in the associated 2023 to 2024 [Departmental Plan](#).¹

Accessibility Standards Canada was created through the [Accessible Canada Act](#).² We are an [accredited standards development organization](#).³ [Our mandate](#)⁴ is to help achieve a Canada without barriers by January 1, 2040.

Vision, mission, raison d'être, mandate and operating context

Vision

Everyone, including people with disabilities, can:

- expect a Canada without accessibility barriers, and
- be sure that opportunities and services are fully accessible

Mission

People with disabilities lead Accessibility Standards Canada to create a Canada without barriers. We work with people with disabilities to:

- create modern accessibility standards in priority areas,
- revise current accessibility standards,
- lead research, and
- support society to reach the highest level of accessibility.

For more details see our [website](#).⁵

Raison d'être

Who we are and what we do is available on Accessibility Standards Canada's [website](#).⁶ The Board guides the organization's work in accordance with the organization's [mandate](#).⁷ For more information, see the [mandate letter for the first Chairperson of the organization](#).⁸

Mandate

Our [mandate](#)⁹ is set out in section 18 of the [Accessible Canada Act](#).¹⁰ Accessibility Standards Canada's mandate is to contribute to the realization of a Canada without barriers, on or before January 1, 2040, through, among other things:

- the development and revision of accessibility standards
- the recommendation of accessibility standards to the Minister
- the provision of information, products, and services in relation to the accessibility standards that it has developed or revised
- the promotion, support and conduct of research into the identification and removal of barriers and the prevention of new barriers
- the dissemination of information, including information about best practices, in relation to the identification and removal of barriers and the prevention of new barriers

Operating context

Information on the operating context is available on Accessibility Standards Canada's [website](#).¹¹ See [GC InfoBase](#)¹² for the Accessibility Standards Canada's Departmental Results Framework.

Read the full [departmental results report](#).

Key priorities

Accessibility Standards Canada's top priorities for 2023 to 2024 were as follows:

1. Support research that informs our standards

- Improve the efficiency of our grants and contributions application process and only invite pre-selected applicants to submit the full application.
- Set research priorities for the 2024 to 2025 fiscal year.

2. Develop standards that remove accessibility barriers

- Recruit members for 4 new technical committees to develop standards on acoustics for the built environment, procurement transportation, program design and service delivery, including customer service
- Support the 8 technical committees, which were working towards the development of following standards:
 - [employment](#)¹³
 - [a model standard for the built environment](#)¹⁴
 - [outdoor spaces](#)¹⁵
 - [emergency egress \(exit\)](#)¹⁶
 - [wayfinding and signage](#)¹⁷
 - [plain language](#)¹⁸
 - [accessibility requirements for information and communications products and services](#)¹⁹
- revise the [accessible design for self-service interactive devices including automated banking machines \(CSA/ASC B651.2\) standard.](#)²⁰
- Work with Canada Mortgage and Housing Corporation and other standards development organizations to develop a standard on accessible housing

3. Listen to Canadians, involve them in our work and share information with the public

- Ask Canadians and our stakeholders for their feedback on our programs and standards, including holding our third annual public meeting
- Conduct public reviews for 5 standards including, employment, outdoor spaces, emergency measures, plain language and information and communication technologies
- Launch a centre of expertise – a resource centre hosted on our website, featuring content about accessibility standards and best practices
- Set a direction for our communications by creating a 3-year communication strategy and introducing new communication tools and products
- Extend our social media presence and carry out targeted communications campaigns
- Increase our presence at various events by hosting information booths
- Improve the design and accessibility features of our website and add new accessible communication formats

4. Collaborate with others to bring awareness to our standards

- Hold our second Pan Canadian forum of accessibility standards in collaboration with British Columbia
- Increase collaboration with our Government of Canada portfolio partners, federal organizations, and allies in accessibility

5. Improve internal processes to better support our programs

- Coordinate with other federal partners to explore the creation of a researcher registry, which would allow us to access a pre-screened talent pool of researchers, quickly and transparently

- Acquire tools to support a proactive risk management strategy and compliance to regulations set by the Standards Council of Canada and the Treasury Board Secretariat

Highlights

In 2023 to 2024, total actual spending (including internal services) for Accessibility Standards Canada was \$21,589,205 and total full-time equivalent staff (including internal services) was 63.

For complete information on Accessibility Standards Canada's total spending and human resources, read the [spending and human resources section](#) of the [full report](#).

The following provides a summary of the department's achievements in 2023 to 2024 according to its approved Departmental Results Framework.

A Departmental Results Framework consists of a department's core responsibilities, the results it plans to achieve and the performance indicators that measure progress toward these results.

Core responsibility: Accessibility Standards

Actual spending

The actual spending for this core responsibility during 2023 to 2024 was \$16,552,026.

Actual human resources

The actual number of full-time equivalents for this core responsibility in 2023 to 2024 was 39.

Departmental results achieved

Departmental result 1: Standards in priority areas contribute to the removal of accessibility barriers.

- We established 3 new technical committees of experts to develop new standards. These committees are focusing on the following areas:
 - [accessible and equitable artificial intelligence systems](#)²¹
 - [design and delivery of accessible programs and services, including customer service](#)²²
 - [accessible travel journey](#)²³
- 3 standards were publicly reviewed. These standards focus on the following areas:
 - [employment](#)²⁴
 - [outdoor spaces](#)²⁵
 - [accessibility requirements for information and communications products and services](#)²⁶
- We signed a memorandum of understanding with the International Codes Council, by which we agreed to co-develop a new standard on [acoustics in the built environment](#).²⁷
- We signed a [memorandum of understanding](#)²⁸ with UL Standards and an Engagement to collaborate on accessibility research standards and development
- We commenced revision of the [accessible design for self-service interactive devices including automated banking machines \(CSA/ASC B651.2\) standard](#)²⁹ which we co-developed with CSA Group
- Provided ongoing support to the technical committees for the following standards which were under development:

Table 1: Standards under development in 2023 to 2024

Name of standard	Public review period	Expected publication period
Outdoor spaces ³⁰	Completed in August 2023	Spring 2025
Employment ³¹	Completed in November 2023	Fall 2025
Accessibility requirements for information and communications products and services ³²	Completed in February 2024	Spring 2024
Plain language ³³	Completed in July 2024	Spring 2026
Emergency egress (exit) ³⁴	Spring 2025	Spring 2026
Wayfinding and signage ³⁵	Spring 2025	Spring 2026
A model standard for the built environment ³⁶	Winter 2027	Winter 2027

Name of standard	Public review period	Expected publication period
Design and delivery of accessible programs and services, including customer service ³⁷	Winter 2025	Spring 2026
Accessible and equitable artificial intelligence systems ³⁸	Spring 2026	Spring 2027
Accessible travel journey ³⁹	Winter 2026	Winter 2027
Accessible procurement process ⁴⁰	Fall 2026	Fall 2027

Departmental result 2: Research informs the next generation of standards

We improved efficiencies in the application process of our grants and contributions programme

- We held an open call for proposals for research projects. These projects will begin during the 2024 to 2025 fiscal year.
- We funded 24 new research projects in the form of grants and contributions, for a total of \$8.5M

Departmental result 3: Organizations and the public access to online information about accessibility standards, products, services and best practices to identify, remove and prevent accessibility barriers

- We launched the [Centre of Expertise for Standards and Research on Accessibility](#)⁴¹. This section of our website offers information about our draft standards, funded research projects and best practices, free of charge.
- We published our first [Accessibility Progress Report](#)⁴². This report presented the progress made by our organization to implement its 2023 to 2025 Accessibility Plan. Overall, it showed that the implementation of our [Accessibility Plan](#)⁴³ is progressing very well. Of the 24 actions identified in our three-year plan, 92% were completed (22) at the time of reporting. The remaining 2 actions will be completed in 2024 and 2025.
- Adopting best practices, we improved the design and accessibility features of our website and added new accessible communication formats such as translations in American Sign Language (ASL) and *Langue des signes québécoise (LSQ)* for [specific content](#)
- We extended our social media presence and carried out targeted communications campaigns to increase awareness
- We increased public engagement activities and visibility by hosting information booths at various Government of Canada events, including but not limited to the Disability and Work in Canada Conference, etc. These activities helped to raise awareness about our organization's role and the future of accessibility in Canada.

Departmental result 4: The organization's work in standards increases opportunities for collaboration in advancing a Canada without barriers

- We continued to work with key federal organizations, which play a key role in advancing accessibility in Canada, including Public Services and Procurement Canada, Shared Services Canada, and the National Research Council.

- We continued to develop and maintain strong bilateral and multilateral partnerships with a particular focus on collaborative relationships with the key organizations involved in implementing the [Accessible Canada Act](#).⁴⁴ Specifically:
 - the Chief Accessibility Officer
 - the Office of Public Service Accessibility
 - the Canadian Transportation Agency
 - the Accessibility Commissioner (member of the Canadian Human Rights Commission)
 - the Canadian Radio-television and Telecommunications Commission (CRTC), and
 - Employment and Social Development Canada.
- We engaged with our provincial and territorial counterparts. In May 2023, we signed a collaborative [memorandum of understanding](#)⁴⁵ with the government of Manitoba's Department of Families, bringing the total number of MOUs with our provincial partners to six. In addition, we implemented the agreements we signed with British Columbia, Ontario, and Saskatchewan the previous year.
- We held the [2nd Pan-Canadian Forum](#)⁴⁶ on accessibility standards in partnership with the province of British Columbia
- We held our [third annual public meeting](#)⁴⁷ with a theme "From words to action: Moving together towards a Canada without barriers". The meeting featured updates from our Board of Directors and a panel discussion. Three chairs from our technical committees joined the panel to talk about their work.
- We consulted with various stakeholders in the disability community across Canada to gain a deeper understanding of their challenges and priorities, and to inform our work. Our CEO and his team met with over 45 stakeholders, in group and one-on-one meetings and presented at nine disability inclusion conferences.

- We developed new and strengthened existing relationships with leading entities in accessibility on a national and international level. We held several meetings with Canadian industry players and participated in five international conferences, which gave us an opportunity to showcase the novel work we are pioneering.
- We facilitated engagement activities between the Board of Directors and diverse stakeholder groups. The Board of Directors met face-to-face in Newfoundland and Labrador and British Columbia, with the objective of understanding important issues and inform priority setting for the organization.

More information about accessibility standards can be found in the [‘Results – what we achieved’ section](#) of the full departmental results report.

Accessibility Standards Canada's 2023 to 2024 Departmental Results Report

On this page:

- [From the Minister](#)
- [From the Chairperson of the Board](#)
- [From the Chief Executive Officer](#)
- [Results – what we achieved](#)
 - [Core responsibility: Accessibility Standards](#)
 - [Internal services](#)
- [Spending and human resources](#)
 - [Spending](#)
 - [Funding](#)
 - [Financial statement highlights](#)
 - [Human resources](#)
- [Corporate information](#)
- [Supplementary information tables](#)
- [Federal tax expenditures](#)
- [Definitions](#)

From the Minister

When I took over as the Minister of Diversity, Inclusion and Persons with Disabilities last year, I was impressed by Accessibility Standards Canada's enthusiasm and commitment to implementing the [Accessible Canada Act](#).⁴⁸ Most recently, I hosted the third annual [Canadian Congress on Disability Inclusion](#).⁴⁹ This event highlighted the collective efforts required from all sectors and levels of society to realize a barrier-free Canada by 2040.

Accessibility Standards Canada is not only leading change toward this effort, it is also building a reputation as a pioneer of equity-based standards. The results and achievements of the organization are a testament to good leadership and



The Honourable Kamal Khera, M.P.
Minister of Diversity, Inclusion
and Persons with Disabilities.

the pride that staff take in their work. This 2023 to 2024 Departmental Results Report is an example of what a small group of committed people can accomplish.

Last year, the organization established new and strengthened existing relationships with all provinces and territories. For example, it signed a collaborative [memorandum of understanding](#)⁵⁰ with the Government of Manitoba. It also co-hosted the [Pan-Canadian Forum on Accessibility Standards](#)⁵¹ in partnership with the Government of British Columbia.

The organization also funded 24 research projects and established 3 new technical committees to develop new standards. In addition, 3 of its draft standards were presented for public review.

Furthermore, the organization was named one of the [Top Employers in the National Capital Region](#).⁵² This honour recognizes Accessibility Standards Canada's commitment to excellence and to providing an accessible and supportive workplace. I could not be prouder of what the organization has accomplished since its inception only 5 years ago.

As we move forward, I would like to highlight the organization's goal to harmonize accessibility standards at a national level. This will not only impact Canadians living with disabilities but also make Canada the inclusive society it has set out to be. This is the epitome of the ["Nothing without us" principle](#)⁵³ which is about including people with disabilities in everything we do.

Together, we are leading change toward a barrier-free Canada by 2040. I am honoured and humbled to be part of that journey.

From the Chairperson of the Board

I am thrilled to have been appointed as the new Chairperson of Accessibility Standards Canada's Board of Directors. I am impressed by the organization's remarkable achievements of the past year. Its firm commitment to promoting accessibility and inclusivity across Canada is truly inspiring. As you will note in this report, these efforts are yielding results.



Mr. Paul Walsh
Chairperson of the Board

In 2023 to 2024, Accessibility Standards Canada made significant progress toward a barrier-free society. It established new technical committees. It developed new equity-based standards and submitted them for public review. These standards already serve as a guide for the public and private sectors in considering accessibility. They cover [employment](#),⁵⁴ [outdoor spaces](#),⁵⁵ [accessibility requirements for information and communications products and services](#),⁵⁶ and more.

Our standards are designed to support those who feel left behind. Their development processes are guided by a strong commitment to intersectionality.

Fifty-eight percent of the members of our technical committees are people with lived disability experience and/or are members of equity-seeking groups. This enables us to benefit from a diversity of perspectives. This equity-based approach to standards development is moving our work beyond mainstream perceptions of accessibility and accommodation to cover the full breadth of disabilities. It is a concrete step toward ensuring the full participation of all people in the social and economic life of Canada.

All this knowledge and expertise have also been made available to anyone who would like to be part of the solution. During the last fiscal year, the organization successfully launched the [Centre of Expertise](#)⁵⁷. This online resource offers free access to our draft and published standards, funded research projects, and best practices. The Centre of Expertise has received positive feedback from the public and is already an important part of the accessibility landscape in Canada.

Guided by our [mandate](#)⁵⁸ and our [Roadmap to 2040](#),⁵⁹ the Board of Directors and staff also took a proactive approach to public engagement last year. This included consulting and collaborating with disability communities and organizations representing people with disabilities. This feedback influenced our work. It also helped us identify priority areas for standards development and for the research we fund through our grants and contributions program. We are proud of our commitment to involving diverse expertise and perspectives in shaping the future of accessibility standards.

I am excited to work with the Board of Directors, staff, and stakeholders to build on Accessibility Standards Canada's past and current accomplishments. I would also like to thank Mr. Philip Rizcallah, the outgoing Chief Executive Officer, for providing such a strong foundation for the future and the continued success of the organization.

I look forward to contributing to this important mission. I am confident that, together, we will build on this momentum to achieve a more accessible Canada where everyone can reach their full potential.

From the Chief Executive Officer

“Leading change” is what comes to mind when I look back at what Accessibility Standards Canada did this past year. We took a proactive approach to delivering on our mandate and leading change. We drove positive transformations in the accessibility field. We took action to bring about meaningful improvements in accessibility in Canada.

Our goals for leading change are ambitious. We want to achieve a cultural transformation on a national level. We are working to make the entire country more accessible and inclusive because it is simply the right thing to do!



Mr. Philip Rizcallah
Chief Executive Officer

For change to happen, we must act and lead by example. This year, we led by example by creating 3 new technical committees made up of people with lived experience and other experts to develop new accessibility standards on the following:

- [design and delivery of accessible programs and services, including customer service](#)⁶⁰
- [accessible travel journey](#)⁶¹
- [accessible and equitable artificial intelligence systems](#)⁶²

We continued to develop our standards with an equity-based approach. This really supports the idea of creating an inclusive society that is designed to accommodate everyone. Embracing diversity in our programs, initiatives, and approaches truly helps us deliver world-class results.

Collaboration is key. We have consistently worked with and involved other organizations, jurisdictions, partners, and allies. We shared knowledge and expertise—and even resources—to find more innovative ways to create a barrier-free Canada. Our collaborative efforts included the following:

- We held our second Pan-Canadian Forum to bring together provinces and territories to collaborate on common accessibility goals
- We signed a new [collaborative agreement](#)⁶³ with the Province of Manitoba. Collaborative agreements help both parties to improve

coordination, share resources, and align our work on accessibility standards.

- We expanded our outreach and strengthened relationships with our [Accessible Canada Act](#)⁶⁴ partners
- We engaged with other national and international standards development organizations. We also engaged with stakeholders, experts, and industry representatives.

Our standards and research exemplify our commitment to innovation. Last year, we took a significant step by launching our online [Centre of Expertise](#).⁶⁵ As a result, the research we fund and our standards are now available free of charge in both official languages. By making our work accessible to everyone, we aim to inspire others to follow suit. Through our initiatives and leadership, we strive to contribute to a more accessible and inclusive Canada.

We have always worked to include people with disabilities. That is the principle of “Nothing without us” and it drives everything we do.

Our standards development process is made up of and continues to involve the community. This year, we spoke with and heard from many people and groups. We participated in hundreds of meetings with community groups. We engaged with people with disabilities and other stakeholders affected by our standards. These are the experts on the needs of the groups they represent. We engaged with people with lived experience in various ways, from creating technical committees to gathering input on draft standards.

This is how we have been able to make, and hope to continue to make, sound decisions. It ensures the work we do considers as many perspectives as possible and helps meet the needs of as many people as possible.

All this success has also been supported by our leadership, the Board of Directors. The dedication and commitment of our Board members to a Canada without barriers have a direct impact on the lives of Canadians. I am thankful for their support.

Finally, by the time you read this message, I will have left Accessibility Standards Canada. I had the privilege to be the first Chief Executive Officer of this groundbreaking organization. In that role, I worked alongside some

of the most talented, passionate, and dedicated individuals, all of whom are committed to our very important mandate. I am immensely proud of everything we accomplished together and have no doubt that this incredible work will continue long after my departure.

Results: What we achieved

Core responsibilities and internal services

- Core responsibility: Accessibility Standards
- Internal Services

Core responsibility: Accessibility Standards

In this section

- Description
- Progress on results
- Key risks
- Resources required to achieve results
- Related government-wide priorities
- Program inventory

Description

The following is taken from our Departmental Results Framework.

Accessibility Standards Canada:

- Develops and revises accessibility standards by:
 - establishing technical committees, and
 - providing them with support and research.
- Promotes, supports, and conducts research to inform the development of standards.
- Shares information with organizations and the public about standards.
- Provides products and services about standards.
- Provides best practices for identifying, removing, and preventing accessibility barriers.

Our technical committees reflect diversity. Members include:

- people with disabilities
- Indigenous individuals

- representatives from industries that would have to comply with our standards if they were turned into regulations
- other experts.

Progress on results

This section provides details on the department’s performance in achieving results and meeting targets for accessibility standards. Details are presented by departmental result.

Tables 2 to 5 summarize the target and actual results for each indicator associated with the results under our core responsibility (accessibility standards).

Table 2: Departmental Result 1

Standards in priority areas contribute to the removal of accessibility barriers.

Departmental results indicators	Target	Date to achieve target	Actual results
Number of new or revised standards in priority areas. These are standards that we developed, co-developed, or funded.	1 to 3	March 2025	2021 to 2022: 0 2022 to 2023: 3 2023 to 2024: 0

Table 3: Departmental Result 2

Research informs the next generation of standards.

Departmental results indicators	Target	Date to achieve target	Actual results
The percentage of funding invested by the organization in research and development projects. These are projects that influence: <ul style="list-style-type: none">• accessibility standards• standards development priorities.	75% to 85% of funding	March 2026	2021 to 2022: 100% 2022 to 2023: 100% 2023 to 2024: 100%

Table 4: Departmental Result 3

Organizations and the public have access to online information about:

- accessibility standards,
- products and services, and
- best practices to identify, remove, and prevent accessibility barriers.

Departmental results indicators	Target	Date to achieve target	Actual results
<p>Number of unique views of this information.</p> <p>This data is generated from views of information on our funded projects and other work. For example:</p> <ul style="list-style-type: none"> • technical papers • reports • presentations <p>peer-reviewed articles and guidelines.</p>	<p>7,000 to 12,000 unique views</p>	<p>March 2023</p>	<p>2021 to 2022: 39,861 2022 to 2023: 30,671 2023 to 2024: 64,089</p>

Table 5: Departmental Result 4

The organization's work in standards increases opportunities for collaboration in advancing a Canada without barriers.

Departmental results Indicators	Target	Date to achieve target	Actual results 2021 to 2022
Number of collaborative activities with: <ul style="list-style-type: none">• people with disabilities• disability organizations• provincial and territorial governments• national and international bodies other standard development organizations or industry stakeholders	10 to 15 activities	March 2025	2021 to 2022: 16 2022 to 2023: 16 2023 to 2024: 29

Additional information on [the detailed results and performance information](#)⁶⁶ for the Accessibility Standards Canada's program inventory is available on GC InfoBase.

Details on results

The following section describes the results for accessibility standards in 2023 to 2024 compared with the planned results set out in Accessibility Standards Canada's departmental plan for the year.

Result 1: Standards in priority areas contribute to the removal of accessibility barriers.

A key part of our mandate is to create model accessibility standards that identify, remove, and prevent barriers to accessibility. We also revise existing standards. The Board of Directors determines the priority areas for standards. The Board's decisions are based on input from staff, stakeholders, and the public.

[The standards development process](#)⁶⁷ can take approximately 4 years. When a standard is ready, it can be recommended to the Minister, who could then turn it into a regulation. All federally regulated organizations would then have to comply with this regulation.

All draft standards must be publicly reviewed. For each standard, we receive an average of 1,000 comments from the public. This underscores the high level of interest and engagement we have with stakeholders and people with disabilities across Canada.

During the 2023 to 2024 fiscal year:

- We established 3 new technical committees to develop new standards. These committees are focusing on the following areas:
 - [accessible and equitable artificial intelligence systems](#)⁶⁸
 - [design and delivery of accessible programs and services, including customer service](#)⁶⁹
 - [accessible travel journey](#)⁷⁰
- Three standards were publicly reviewed. These standards focus on the following areas:
 - [employment](#)⁷¹
 - [outdoor spaces](#)⁷²
 - [accessibility requirements for information and communication technology products and services](#)⁷³
- We signed a memorandum of understanding with the International Codes Council, by which we agreed to co-develop a new standard on [acoustics in the built environment](#).⁷⁴
- We signed a [memorandum of understanding](#)⁷⁵ with UL Standards and Engagement to collaborate on accessibility research standards and development.
- We began revising a standard we co-developed with CSA Group. This standard is on [accessible design for self-service interactive devices including automated banking machines \(CSA/ASC B651.2\)](#).⁷⁶
- We received approval from the Board of Directors to proceed with 4 additional standards indicated below:
 - [accessible procurement process](#)⁷⁷
 - [heritage buildings and sites](#)⁷⁸
 - [existing built environment](#)⁷⁹
 - [accessible tourism](#)⁸⁰

- We provided ongoing support to the technical committees for the development standards in Table 1 below.

Result 2: Research informs the next generation of standards.

- We improved efficiencies in the application process of our grants and contributions program.
- We held an open call for proposals for research projects. These projects will begin during the 2024 to 2025 fiscal year.
- We funded 24 new research projects through grants and contributions. These projects focus on the following priorities:
 - accessibility within northern communities, including cultural and climate considerations
 - the built environment
 - communication, other than information and communication technologies
 - design and delivery of programs and services
 - effective engagement of people with disabilities in the standards development process
 - employment
 - equitable communication for the deaf and deaf-blind community
 - information and communication technologies
 - intersectionality and intersectional barriers
 - procurement of goods, services, and facilities
 - transportation
- We reviewed the research and activity reports for the projects funded between April 2020 and March 2023. Reporting ensures transparency and the accountability of the funding recipients.

Result 3: Organizations and the public have access to online information about accessibility standards, products, services, and best practices to identify, remove and prevent accessibility barriers.

We continued to take a proactive communication approach to improve our outreach to and engagement with various audiences.

- We launched the [Centre of Expertise for Standards and Research on Accessibility](#).⁸¹ This is a section of our website with information about

our draft and published standards, funded research projects, and best practices. This information is free of charge.

- We adopted best practices to improve the design and accessibility features of our website. We also added new accessible communication formats such as translations in American Sign Language (ASL) and Langue des signes québécoise (LSQ) for specific content.
- We increased collaboration with our Government of Canada portfolio partners and federal accessibility allies. We also expanded our participation in new interdepartmental working groups and communities of practice. This allowed us to share best practices in accessibility. It also enabled us to promote our work and expertise with these groups.
- We extended our social media presence and conducted targeted communications campaigns to increase awareness.
- We increased public engagement activities and our visibility by hosting information booths at various Government of Canada events, such as the Disability and Work in Canada 2023 Conference. This helped us raise awareness about our role and the future of accessibility in Canada.
- We published our first [Accessibility Progress Report](#).⁸² This report presented our progress in implementing our 2023 to 2025 [Accessibility Plan](#).⁸³ Overall, it showed that this 3-year plan is progressing very well. Of the 24 actions identified, 92% were either completed (8) or ongoing (14) at the time of reporting. The remaining 2 actions will be completed in the 2024 to 2025 fiscal year.

Result 4: The organization’s work in standards increases opportunities for collaboration in advancing a Canada without barriers.

- We consulted with various stakeholders in the disability community across Canada. This was done to gain a deeper understanding of their challenges and priorities and to inform our work. Our Chief Executive Officer and his team met with more than 45 stakeholders,

either individually or in groups. The team also presented at 9 disability inclusion conferences.

- We developed new relationships, and strengthened existing ones, with leading national and international entities in the field of accessibility. We held several meetings with Canadian industry representatives and participated in 5 international conferences. This gave us an opportunity to highlight the novel work we are pioneering.
- We continued to work with federal organizations that play a key role in advancing accessibility in Canada. This includes Public Services and Procurement Canada, Shared Services Canada, and the National Research Council. We continued to develop and maintain strong bilateral, multilateral, and collaborative partnerships with the following federal entities tasked with implementing the [Accessible Canada Act](#).⁸⁴
 - the Chief Accessibility Officer
 - the Office of Public Service Accessibility
 - the Canadian Transportation Agency
 - the Accessibility Commissioner (member of the Canadian Human Rights Commission)
 - the Canadian Radio-television and Telecommunications Commission (CRTC), and
 - Employment and Social Development Canada.
- We engaged with our provincial and territorial counterparts. In May 2023, we signed a collaborative [memorandum of understanding](#)⁸⁵ with the Government of Manitoba's Department of Families. This means we now have a total of 6 memoranda with our provincial partners. In addition, we implemented the agreements we signed the previous year with British Columbia, Ontario, and Saskatchewan.
- We held the second [Pan-Canadian Forum on Accessibility Standards](#)⁸⁶ in partnership with the Government of British Columbia.
- We held our [third Annual Public Meeting](#).⁸⁷ The theme of the meeting was, "From words to action: Moving together toward a Canada without barriers." The meeting featured updates from our Board of

Directors and a panel discussion. Three chairs from our technical committees joined the panel to talk about their work.

- We facilitated engagement activities between our Board of Directors and diverse stakeholder groups. The Board conducted in-person meetings with stakeholders in British Columbia and in Newfoundland and Labrador. The objective of these meetings was to further understand the key issues and inform priority setting for the organization.

The following section describes the actual results for our core responsibility (accessibility standards) in 2023 to 2024 compared with the planned results set out in our departmental plan for that year.

Table 6: Planned results versus actual results

Table 6 below shows a comparison of the planned results as set out in our 2023 to 2024 departmental plan and the actual results.

Departmental results	Planned results in the 2023 to 2024 Departmental Plan	Actual results
<p>1. Standards in priority areas contribute to the removal of accessibility barriers.</p>	<ul style="list-style-type: none"> • Present 5 standards for public review: <ul style="list-style-type: none"> ○ outdoor spaces⁸⁸ ○ employment⁸⁹ ○ plain language⁹⁰ ○ emergency egress [exit]⁹¹ ○ accessibility requirements for information and communication technology products and services⁹² 	<ul style="list-style-type: none"> • 3 standards were presented for public review: <ul style="list-style-type: none"> ○ outdoor spaces⁹³ ○ employment⁹⁴ ○ accessibility requirements for information and communication technology products and services⁹⁵ <p>The public review of the plain language and emergency egress standards was postponed to a future date as indicated in table 5.</p>

Departmental results	Planned results in the 2023 to 2024 Departmental Plan	Actual results
	<ul style="list-style-type: none"> • Recruit members for 4 new technical committees to develop standards on the following: <ul style="list-style-type: none"> ○ procurement ○ program design and service delivery, including customer service. ○ transportation ○ acoustics for the built environment • Provide ongoing support to the technical committees developing standards. • Work with Canada Mortgage and Housing Corporation and other standards development organizations to develop a standard on accessible housing. 	<ul style="list-style-type: none"> • We set up 3 technical committees to develop the following standards: <ul style="list-style-type: none"> ○ accessible and equitable artificial intelligence systems⁹⁶ ○ design and delivery of accessible programs and services, including customer service.⁹⁷ ○ accessible travel journey⁹⁸ • We supported the nine technical committees that are currently developing standards. • We worked with Canada Mortgage and Housing Corporation on a costing guide for accessible dwellings. <p>We partnered with the International Code Council⁹⁹ to develop a standard on acoustics for the built environment.¹⁰⁰</p>

Departmental results	Planned results in the 2023 to 2024 Departmental Plan	Actual results
<p>2. Research informs the next generation of standards. .</p>	<ul style="list-style-type: none"> • Improve efficiencies in the application process for our grants and contributions program by prequalifying applicants and only invite pre-qualified applicants to submit a full application. • Determine the research priorities for the 2024 to 2025 fiscal year. Sign funding agreements with research organizations that focus on accessibility issues. <p>Review and assess the final reports of projects completed between April 2020 and March 2023.</p>	<ul style="list-style-type: none"> • We made the research funding application process more efficient by using a 2-step process. This process allowed us to identify and eliminate ineligible applicants at an earlier stage, which saved time and reduced administrative burden. • We signed agreements to fund 24 new research projects in the form of grants and contributions. We reviewed the final reports of projects completed between April 2020 and March 2023.
<p>3. Organizations and the public have access to online information.</p>	<ul style="list-style-type: none"> • Launch an information hub featuring content on accessibility standards and best practices. 	<ul style="list-style-type: none"> • We launched the of Centre Expertise.¹⁰¹ This information hub is hosted on our website. It features content about accessibility standards and best practices.

Departmental results	Planned results in the 2023 to 2024 Departmental Plan	Actual results
	<ul style="list-style-type: none"> • Continue to improve our website’s accessibility. • Work with our portfolio partners to communicate our mandate to our shared audiences. • Share our message more widely. Do this by: <ul style="list-style-type: none"> ○ enlisting Board members to support this effort ○ sharing news with media outlets ○ leveraging our social media accounts and website producing news releases and newsletters. 	<ul style="list-style-type: none"> • We enhanced the design and accessibility of our website. We added new features that have improved our website’s navigability and content. • We developed a new 3-year communication strategy. It guides how we will promote our events and consultations. It will help the public understand our work and maximize engagement opportunities. • We added new communication tools. We customized them to publicize public reviews and promote our draft and published standards. We also sought opportunities to engage with specific audiences. This included government departments and federally regulated organizations. We published our first Accessibility Progress Report.¹⁰² It details what we have done to implement our 2023 to 2025 Accessibility Plan.
4. The organization’s	<ul style="list-style-type: none"> • Engage provincial and territorial 	<ul style="list-style-type: none"> • We continued to engage with provincial and

Departmental results	Planned results in the 2023 to 2024 Departmental Plan	Actual results
<p>work in standards increases opportunities for collaboration in advancing a Canada without barriers.</p>	<p>governments to increase collaborative opportunities.</p> <ul style="list-style-type: none"> • Hold our third Annual Public Meeting in 2023. • Continue to implement our stakeholder engagement strategy. • Continue to engage our stakeholders, people with disabilities, youth, equity-seeking groups, Indigenous Peoples, and industry representatives on a national and international level. • Ask Canadians and our stakeholders for feedback on our programs and priorities. <p>Seek partnerships to encourage the adoption of the standards we create.</p>	<p>territorial governments. We implemented existing agreements and signed a new memorandum of understanding¹⁰³ with the Government of Manitoba's Department of Families.</p> <ul style="list-style-type: none"> • We held our third Annual Public Meeting and invited the public to ask questions. • We held the second Pan-Canadian Forum on Accessibility Standards. This was done in partnership with the Government of British Columbia. The Forum provided a platform to engage with Canadians from all provinces and territories and to solicit feedback on our programs. <p>We built partnerships with other organizations. We engaged in activities of mutual interest. We held joint national and international publicity events.</p>

Key risks

- **Delays in engaging researchers.**

Delays in the engagement of researchers hamper our ability to meet our annual results targets. We have mitigated this risk by creating a researcher registry. This gives the organization access to a pre-screened talent pool of researchers who are not involved in our funding program but who are focused on accessibility issues.

- **Delays in developing standards.**

Delays in standards development can happen for a number of reasons. For example, they can be caused by operational backlogs, changing priorities, postponed public reviews, difficulties in staffing a technical committee, or committee fatigue. To mitigate this risk, we are using international best practices to manage our technical committees. This includes developing seed documents, setting performance standards, and keeping the lines of communication with the technical committees open.

- **Delays in addressing Indigenous accessibility issues.**

This risk is being mitigated by building partnerships with researchers and research institutions focused on Indigenous accessibility. We continue to seek joint research opportunities with reputable institutions that specialize in this area.

Resources required to achieve results

Table 7: Snapshot of resources required for accessibility standards

Table 7 summarizes the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	15,530,509	16,552,026
Full-time equivalents	40	39

Complete [financial](#)¹⁰⁴ and [human resources](#)¹⁰⁵ information for Accessibility Standards Canada’s program inventory is available on GC Infobase.

Related government-wide priorities

Gender-Based Analysis Plus

Our work is guided by the principles and requirements of the *Accessible Canada Act*. The Act is intended to increase the inclusion and participation of all Canadians. People with disabilities are diverse, and their disabilities can be further amplified by other aspects of their identity. For example, a person with a disability who is also a racialized or Indigenous person, or a member of the LGBTQ2+ community may face additional biases. That is why we encourage diversity within our technical committees.

The work of the technical committees must reflect the needs of all Canadians living with disabilities. We seek to balance committee membership to ensure diversity of thought, expertise, and lived experiences. More than 50% of all committee members are people with disabilities and 52% are women. Many racialized people, Indigenous people, LGBTQ2+ individuals, women, seniors, and youth also serve on our technical committees. More than 25% of our staff and over 50% of our Board members have lived experience with a disability.

In addition, Canadians from all levels of society can participate in the public review of our standards. This enables them to provide feedback and suggest improvements. We remain committed to an inclusive approach to developing standards. We want to make Canada stronger and more accessible for all.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

Accessibility Standards Canada is committed to the UN's 2030 Agenda. For more information on our contributions to Canada's Federal Implementation Plan on the 2030 Agenda¹⁰⁶ and the Federal Sustainable Development Strategy,¹⁰⁷ please refer to our [Departmental Sustainable Development Strategy](#).¹⁰⁸

Innovation

Our most important innovation in 2023 was the launch of the [Centre of Expertise for Standards and Research on Accessibility](#).¹⁰⁹ Its design is distinct from the rest of our site. It gives us a new way to deliver on our mandate to share information related to accessibility. It also serves as a resource for the public to learn about our advances in both standards and research. This new way of spreading the word about our work also gives other organizations the tools and resources they need to further their own innovations in the field of accessibility. We are leading change to help create a barrier-free Canada.

Program inventory

Our core responsibility, accessibility standards, is supported by the following programs:

- **Standards development:** This program supports accessibility standards by setting up technical committees to develop and/or revise standards in priority areas.
- **Outreach and knowledge:** This program seeks to engage stakeholders and the public to participate in activities that raise awareness and increase knowledge about accessibility standards.

Additional information related to the program inventory for accessibility standards is available on the “[Results page on GC Infobase](#)”.¹¹⁰

Internal services

In this section

- [Description](#)
- [Progress on results](#)
- [Resources required to achieve results](#)
- [Contracts awarded to Indigenous businesses](#)

Description

Internal services enable a department to meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- management and oversight
- communications
- legal
- human resources management
- financial management
- information management
- information technology
- real property management
- materiel management
- acquisition management

Progress on results

This section presents details on how the department performed to achieve results and meet targets for internal services.

Communications

To improve our public reach and engagement with various audiences, the Communications branch continued to take a proactive approach. We focused our efforts on how we can spread the word more effectively, in a clear and accessible manner, about what we do and how it benefits everyone in Canada.

Results achieved in the 2023 to 2024 fiscal year:

- We developed a new 3-year communication strategy. It sets the stage for the direction our communications will take until 2026. It guides how we will promote our events and consultations. It will help the public to understand our work and maximize engagement opportunities. It will show our commitment to and leadership in accessibility.
- We launched our [Centre of Expertise](#),¹¹¹ an information hub that is hosted on our website. It showcases up-to-date content about our accessibility standards, highlights the innovative research projects we have funded, and shares best practices. This resource offers free access to all our knowledge and expertise.
- We researched innovative ways to improve the design and accessibility of our website. Following best practices, we:
 - adjusted and restructured sections of the website to make them easier to navigate
 - removed redundant pages and content to focus on high-value information
 - added new accessible communication formats such as translations in American Sign Language (ASL) and Langue des signes québécoise (LSQ)

We also worked to more proactively:

- offer alternate formats
- ensure our content is in plain language whenever possible.
- We continued to expand our online and social media presence. We significantly expanded our digital footprint as follows:
 - We led 9 major social media campaigns to raise awareness. Topics included our 2023 Annual Public Meeting, National AccessAbility Week 2023, and International Day of Persons with Disabilities 2023. Other campaigns promoted public reviews of 3 draft standards, as indicated on page 10 (Result 1) and our 2023 call for expressions of interest in research

funding. 2 campaigns focused on recruiting members for new technical committees.

- We posted to our social media accounts (X, Facebook, and LinkedIn) at least 2 or 3 times a week to stay connected and engage with our followers.
 - Our number of social media followers increased again this year. As of March 31, 2024, our followers on X had increased by 19.7% and by 28.8% on Facebook. Our LinkedIn account recorded the biggest growth in followers, increasing 81.4% over the previous year.
 - We published 4 news releases to inform the media and public about our work, activities, and progress.
 - We continued to use consistent branding across platforms and for our products to reinforce recognition and visibility.
- We also directly informed and consulted with various groups of stakeholders through several means, such as our quarterly newsletter. This product gave us the opportunity to continue to engage with many groups, including:
 - people with disabilities and their representative organizations
 - Indigenous individuals, organizations, and governments
 - provincial, territorial, and municipal governments
 - technical experts, and
 - industry representatives.

We will continue to find ways to expand our reach and our efforts to share our results with the public.

- We added new communication tools. This includes 3 new targeted products to our overall suite of communications tools. They are customized newsletters aimed at promoting our public reviews, draft and published standards and engagement opportunities with federal public servants, government departments and federally regulated organizations.
- We continued to inform our partners about collaborative opportunities to amplify common messages and increase awareness about our

work and its benefits to Canadians. We also expanded our participation in various interdepartmental working groups and communities of practice within the Government of Canada. We shared and promoted our work, our expertise, and best practices in accessibility with these groups.

- We increased our public engagement activities. We hosted information booths at various Government of Canada events, including the Disability and Work in Canada 2023 Conference, and engaged with other federal organizations that deal with accessibility and disability rights. This allowed us to learn best practices from others while raising awareness about the future of accessibility in the public service and the role our organization plays in championing accessibility.
- We engaged with individuals with lived experience of disability and other experts in the field. By talking directly with these groups, we learned how our organization can help, what people need most in standards, and how to ensure our message reaches more Canadians.
- We published our first [Accessibility Progress Report](#).¹¹² This report presented our progress in implementing our 2023 to 2025 [Accessibility Plan](#).¹¹³ Overall, this 3-year plan has progressed very well. Of the 24 actions identified, 22 (92%) were either completed (8) or ongoing (14) at the time of reporting. The remaining 2 actions will be completed in 2024 to 2025.

Overall, we received positive feedback and high levels of satisfaction from the people who have interacted with our organization. A consultation held in October 2023 also identified some barriers and areas for improvement, which we are addressing through our plan.

Human resources management

As an accessibility organization, we value the expertise and experiences of people with disabilities to inform our priorities, policies, plans, and practices.

In the 2023 to 2024 fiscal year, we improved and strengthened our human resources policies and guidelines in the following ways:

- In response to the evolving work landscape, we explored the use of telework agreements that could be tailored to the organization's needs. We emphasized that these agreements needed to be accessible and feature a streamlined renewal process. As a result, the organization plans to adopt the [myWorkArrangements\(mWA\) software](#).¹¹⁴ This application will enable us to efficiently manage on-site work, telework, and hybrid work setups. It will also support swift renewals and timely notifications. This initiative aims to enhance our workplace flexibility and efficiency while meeting the organization's objectives.
- We made significant strides in promoting diversity, inclusion, and accessibility through various initiatives. We finalized our first Official Languages Action Plan. This plan emphasizes our commitment to comply with the [Official Languages Act](#).¹¹⁵ We promoted bilingualism in the workplace, ensuring equal opportunities for English and French speakers. In addition, we partnered with the [Canadian Centre for Diversity and Inclusion](#).¹¹⁶ This partnership gives employees access to all of the Centre's information for free, including webinars and other useful information. Regular updates are provided to staff through the Accessibility Standards Canada internal newsletter.
- We collaborated with interdepartmental networks to leverage tools such as the federal government's Virtual Door to Talent with Disabilities. The tool provides a proactive way to hire from diverse talent pools. It provides multiple benefits, including the following:
 - It enables the organization to access talent from the Public Service Commission's inventory of graduates with disabilities, ensuring we have access to a skilled and diverse talent pool.
 - It streamlines our recruitment process, making it more efficient and targeted. It helps us meet our accessibility goals by integrating accessibility considerations during the hiring process.

- It reinforces our organization’s dedication to accessibility and sets a strong example for other entities and stakeholders in our sector.
 - It fulfills our commitment to inclusivity. It leverages the unique perspectives and problem-solving abilities that individuals with disabilities can bring to the workplace.
 - It supports a more inclusive workplace culture. It enhances our organizational reputation. It helps us to better serve our diverse clientele by considering their needs and perspectives within our workforce.
- We also took clear action to integrate a Gender-Based Analysis Plus (GBA Plus) lens into our human resources practices. Our advocacy in support of implementing changes to the [Public Service Employment Act](#)¹¹⁷ reflects a conscious effort to address the systemic biases and barriers that hinder equity-seeking groups during the hiring process. By prioritizing diversity and inclusion in these amendments, we are proactively working toward fair and inclusive staffing processes that are aligned with GBA Plus principles.
 - We began ensuring our communications and policies are written in plain language. This ensures we are sensitive to diverse literacy levels and that information is accessible to all employees, regardless of background or ability. This promotes clarity and understanding. It also aligns with GBA Plus objectives by supporting equal access to workplace information.

It is important to mention the award given to Accessibility Standards Canada, recognizing it as one of the 2024 [Top Employers of the National Capital Region](#).¹¹⁸ This award of excellence is a testament to the organization’s commitment to diversity and inclusion and its efforts to provide a supportive work environment.

Information management and technology

We continue to collaborate with Employment and Social Development Canada to put accessible business tools (software and hardware) in place. This improves the technology used by our employees with disabilities. Our work on enabling accessible file sharing and creating a collaboration

platform is ongoing. This will provide more options for employees and will improve both communication and collaboration with our stakeholders.

Real property management

With the post-COVID return-to-the office directive and the transition to the hybrid work model, the real property team has remained in constant communication with our partners to maintain and improve our [universally designed workspace](#)¹¹⁹ based on employee feedback. This helps us to improve the experience of our employees, bearing in mind our mission to lead on accessibility and comply with the standards set by the federal government.

Table 8: Internal services planned versus actual results

Table 8 below shows the planned internal services results as set out in the 2023 to 2024 Departmental Plan compared with the actual results for the same period.

Internal services	Planned results in the 2023 to 2024 Departmental Plan	Actual results
Communications	<ul style="list-style-type: none"> • Launch a centre of expertise. • Collaborate with our Government of Canada portfolio partners to communicate our mandate to our shared audiences. • Improve our website’s accessibility, revise our accessibility statement, and publish relevant and unique content. • Increase our online and social media presence. 	<ul style="list-style-type: none"> • We successfully launched a Centre of Expertise for Standards and Research on Accessibility.¹²⁰ We use it to share information with the public. • We collaborated with Government of Canada portfolio partners and other organizations to promote our work, events, and engagement opportunities. • We improved our website’s accessibility and published unique content.

Internal services	Planned results in the 2023 to 2024 Departmental Plan	Actual results
	<ul style="list-style-type: none"> • Produce quarterly newsletters for staff, the Board, and stakeholders. 	<ul style="list-style-type: none"> • We expanded our digital footprint by increasing our online and social media presence significantly, from 37,610 to 64,089 unique views. • We produced quarterly newsletters for staff, the Board, and stakeholders and introduced new customized newsletters for targeted audiences. • We published our first accessibility report. • We expanded our participation in various interdepartmental working groups and communities of practice within the Government of Canada. We shared and promoted our work, our expertise, and best practices in accessibility with these groups.
Human resources	<ul style="list-style-type: none"> • Comply with the 2022 updates to the Directive on the Implementation of the Official Languages Regulations. • Work with interdepartmental networks and groups that 	<ul style="list-style-type: none"> • We finalized our first Official Languages Action Plan. This plan emphasizes our commitment to comply with the Official Languages Act.¹²¹ • We implemented an innovative approach toward

Internal services	Planned results in the 2023 to 2024 Departmental Plan	Actual results
	<p>focus on hiring people with disabilities and other equity-seeking groups.</p> <ul style="list-style-type: none"> • Promote the use of the Virtual Door to Talent with Disabilities tool. • Create tools that remove bias and barriers from the recruitment process. • Share knowledge on how to remove the employment barriers experienced by people living with a disability. • Implement an equity, diversity, and inclusion communication plan to ensure employees are informed of all activities and events on this topic. • Implement a competency-based management practice around equity, diversity, inclusion, and accessibility. 	<p>telework arrangements and tailored agreements to the organization’s needs.</p> <ul style="list-style-type: none"> • We collaborated with interdepartmental networks to leverage tools such as the Virtual Door to Talent with Disabilities. • We integrated a Gender-Based Analysis Plus (GBA Plus) lens into our human resources practices. This reflects a conscious effort to address the systemic biases and barriers that hinder equity-seeking groups during the hiring process. • We implemented our equity, diversity, and inclusion plan via the Communications branch’s quarterly newsletters. • We promoted diversity and inclusion. We adopted a GBA Plus approach to managing our human resources. This included using plain language in our communications and policies. This ensures we are sensitive to diverse literacy levels. It also

Internal services	Planned results in the 2023 to 2024 Departmental Plan	Actual results
		ensures that information is accessible to all employees, regardless of background or ability.
Acquisition management	Develop a Procurement Plan.	We developed a Procurement Plan, which we actively monitor to cater for changing organizational needs.
Real property management	Return to the office and occupy our new universally designed accessible workspace.	Our universally designed accessible workspace is now fully occupied and has proven to be invaluable, especially to employees living with a disability. Our office space has indeed become a model for federal departments.

Resources required to achieve results

Table 9: Resources required to achieve internal services

Table 9: summarizes the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	5,685,403	5,037,179

Resource	Planned	Actual
Full-time equivalents	18	24

The complete financial and human resources information for the Accessibility Standards Canada’s program inventory is available at [GC InfoBase](#).¹²²

Contracts awarded to Indigenous businesses

Government of Canada departments are to meet a target of awarding at least 5% of the total value of contracts to Indigenous businesses each year. This commitment is to be fully implemented by the end of 2024 to 2025. Accessibility Standards Canada is a Phase 3 department and is aiming to achieve the minimum 5% target by the end of 2024 to 2025.

Accessibility Standards Canada has prepared a procurement plan to maximize the visibility of the organization with Indigenous businesses. In addition, the plan allows the organization to target specific areas where the supply of Indigenous businesses is greater. This plan is the tool to ensure the target is exceeded in 2024 to 2025 and ongoing.

Internal governance activities

Our board of directors welcomed three new board members and a new Chairperson, Mr. Paul Walsh. Mr. Walsh replaces Mr. Paul-Claude Bérubé, the organization’s first chairperson. Like our new chair, the three new board members replace those whose term of service expired.

Spending and human resources

In this section

- [Spending](#)
- [Funding](#)
- [Financial statement highlights](#)
- [Human resources](#)

Spending

This section presents an overview of the department's actual and planned expenditures from 2021 to 2022 to 2026 to 2027.

Budgetary performance summary

Table 10: Actual 3-year spending on core responsibilities and internal services (dollars)

Table 10 below shows how much money Accessibility Standards spent over the past 3 years to carry out its core responsibility and for its internal services.

Core responsibility and internal services	2023 to 2024 Main Estimates	2023 to 2024 total authorities available for use	Actual spending over 3 years (authorities used)
Accessibility standards	15,530,509	16,457,929	<ul style="list-style-type: none">• 2021 to 2022: 11,402,542• 2022 to 2023: 14,404,000• 2023 to 2024: 16,552,026
Internal services	5,685,403	5,880,500	<ul style="list-style-type: none">• 2021 to 2022: 5,098,072• 2022 to 2023: 4,662,600• 2023 to 2024: 5,037,179
Total	21,215,912	22,338,429	

Analysis of the past 3 years of spending

Actual spending on our core responsibility (accessibility standards) increased by 31% over the last 3 years as the organization increased funding in the form of grants and contributions to research projects that inform our standards and developed new standards.

More financial information from previous years is available in the [Finances](#)¹²³ section of Accessibility Standards Canada's GC InfoBase page.

Table 11: Planned 3-year spending on core responsibilities and internal services

Table 11 presents how much money Accessibility Standards Canada plans to spend over the next 3 years to carry out its core responsibility and for its internal services.

Core responsibilities and internal services	2024 to 2025 planned spending	2025 to 2026 planned spending	2026 to 2027 planned spending
Accessibility standards	15,577,478	15,642,344	15,642,344
Internal services	5,685,372	5,685,372	5,685,372
Total	21,262,850	21,327,716	21,327,716

Analysis of the next 3 years of spending

As shown in the table above, the planned spending has reached a peak and there are no plans to change the planned spending over the next 3 years. Accessibility Standards Canada was created in 2019 and has seen its growth continue over the course of time. As of 2023-2024, the funding for the organization has reached the maturity phase of its life-cycle and is status quo for the next 3 years and ongoing.

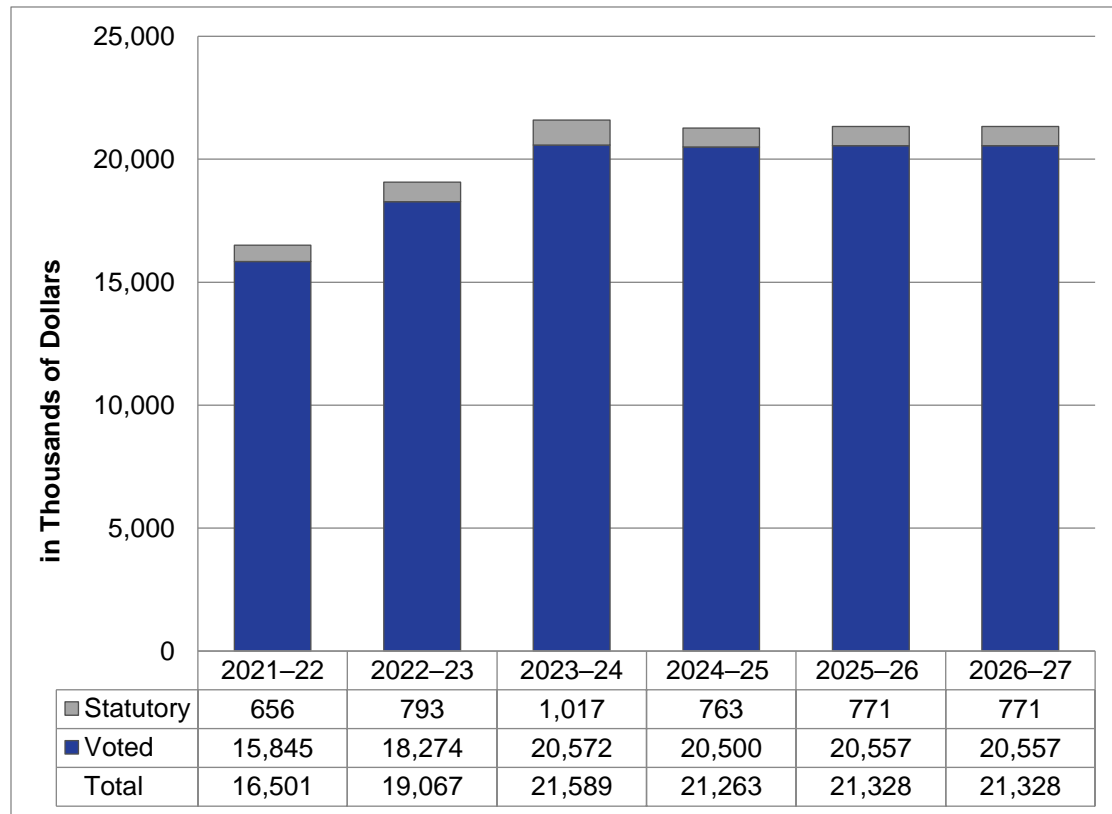
More detailed financial information from previous years is available on the [Finances section of GC Infobase](#)¹²⁴.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibility and for internal services. For further information on funding authorities, consult [Government of Canada budgets and expenditures](#).¹²⁵

Graph 1 below: Approved funding (statutory and voted) over a 6-year period.

Graph 1 summarizes the department’s approved voted and statutory funding from the fiscal year 2021 to 2022 to the fiscal year 2026 to 2027.



Text version of graph

This image is a bar graph showing statutory and voted authorities for six fiscal years in thousands of dollars. Fiscal years 2021 to 2022, 2022 to 2023 and 2023 to 2024 are actual spending while 2024 to 2025, 2025 to 2026 and 2026 to 2027 are planned spending. The Statutory authorities are \$656 in 2021 to 2022, \$793 in 2022 to 2023, \$1,017 in 2023 to 2024, \$763 in 2024 to 2025, \$771 in 2025 to 2026 and \$771 in 2026 to 2027. The Voted authorities are \$15,845 in 2021 to 2022, \$18,274 in 2022 to 2023, \$20,572 in 2023 to 2024, \$20,500 in 2024 to 2025, \$20,557 in 2025 to 2026 and \$20,557 in 2026 to 2027. The Total authorities are \$16,501 in 2021 to 2022, \$19,067 in 2022 to 2023, \$21,589 in 2023 to 2024, \$21,263 in 2024 to 2025, \$21,328 in 2025 to 2026 and \$21,328 in 2026 to 2027.

Analysis of statutory and voted funding over a 6-year period

The organization has grown rapidly over the past three years and as such, we were able to make more efficient use of our resources. We have stabilized our staffing levels and built a strong foundation that helps us to:

- deliver the assigned mandate
- develop policies and procedures
- bring services in-house that we previously contracted out

With all the staff on board and internal processes in place, operations will continue at a stable pace.

For further information on Accessibility Standards Canada's departmental voted and statutory expenditures, consult the [Public Accounts of Canada](#).¹²⁶

Financial statement highlights

Accessibility Standards Canada's complete [financial statements](#)¹²⁷ (unaudited) for the year ended March 31, 2024, are available online.

Table 12: Condensed statement of operations for the year ended March 31, 2024 (unaudited)

Table 12 below summarizes the expenses and revenues for 2023 to 2024 which net to the cost of operations before government funding and transfers.

Financial information	2023 to 2024 actual results	2023 to 2024 planned results	Difference (actual results minus planned)
Total expenses	21,589,205	21,215,912	373,293
Total revenues	0	0	0
Net cost of operations before government funding and transfers	21,589,205	21,215,912	373,293

The 2023 to 2024 planned results information is provided in Accessibility Standards Canada's [Future-Oriented Statement of Operations and Notes 2023-24](#)¹²⁸

Table 13: A comparison of the actual results for 2023 to 2024 to the 2022 to 2023 results

Table 13 below summarizes actual expenses and revenues which net to the cost of operations before government funding and transfers.

Financial information	2023 to 2024 actual results	2022 to 2023 actual results	Difference (2023 to 2024 minus 2022 to 2023)
Total expenses	21,589,205	19,066,600	2,522,605
Total revenues	0	0	0
Net cost of operations before government funding and transfers	21,589,205	19,066,600	2,522,605

Table 14: Department's liabilities and assets

Table 14 below provides a brief snapshot of the department's liabilities (what it owes) and assets (what the department owns), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year (2023 to 2024)	Previous fiscal year (2022 to 2023)	Difference (2023 to 2024 minus 2022 to 2023)
Total net liabilities	3,226,399	2,823,535	402,864
Total net financial assets	2,481,485	2,330,780	150,705
Departmental net debt	744,914	492,755	252,159
Total non-financial assets	2,278,155	2,690,781	(412,626)

Financial information	Actual fiscal year (2023 to 2024)	Previous fiscal year (2022 to 2023)	Difference (2023 to 2024 minus 2022 to 2023)
Departmental net financial position	1,533,241	2,198,026	(664,785)

Human resources

This section presents an overview of the department’s actual and planned human resources from 2021 to 2022 to 2026 to 2027.

Table 15: Actual human resources for core responsibilities and internal services

Table 15 shows a summary of human resources, in full-time equivalents (FTEs), for Accessibility Standard Canada’s core responsibilities and for its internal services for the previous 3 fiscal years.

Core responsibilities and internal services	2021 to 2022 actual FTEs	2022 to 2023 actual FTEs	2023 to 2024 actual FTEs
Accessibility Standards	34	35	39
Internal services	18	22	24
Total	52	57	63

Analysis of human resources over the last 3 years

Spending has increased steadily year over year. Up to and including 2023 to 2024, the organization completed its ramp up stage. We have recruited staff to attain the desired baseline which allowed the organization to better deliver on its mandate. The organization continues to make improvements to the internal processes related to budgeting and forecasting to allow for more efficient operations and increased spending in line with our reference levels in future years.

Table 16: Human resources planning summary for core responsibilities and internal services

Table 16 shows information on human resources, in full-time equivalents (FTEs), for each of Accessibility Standards Canada’s core responsibilities and for its internal services planned for the next 3 years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2024 to 2025 planned FTEs	2025 to 2026 planned FTEs	2026 to 2027 planned FTEs
Accessibility Standards	40	40	40
Internal services	18	18	18
Total	58	58	58

Analysis of human resources for the next 3 years

There is no anticipated growth in staff hiring over the next 3 years.

Corporate information

Departmental profile

Appropriate minister: The Honourable Kamal Khera, M.P.

Ministerial portfolio: Minister of Diversity, Inclusion and Persons with Disabilities

Institutional head (March 31, 2024): Mr. Philip Rizcallah, Chief Executive Officer

Chairperson: Mr. Paul Walsh

Enabling instrument: [Accessible Canada Act](#)¹²⁹

Year of incorporation (commencement): 2019

Other

Accessibility Standards Canada is supervised by a 9-member Board of Directors. It includes a Chairperson and a Vice-Chairperson. The Board of Directors:

- sets our strategic direction
- oversees our activities, and
- provides advice to our Chief Executive Officer.

A majority of our Board members are people with disabilities. They reflect the diversity of disabilities experienced by Canadians.

The Chief Executive Officer holds the rank and powers of a deputy head of a department. They are responsible for:

- the day-to-day operations of the organization
- managing the interface with the Minister responsible for accessibility
- establishing relationships and partnerships within all levels of government
- leading the research and development program
- leading the development of standards, and
- directing human, financial, and material resources.

Reporting framework

Our [Departmental Results Framework](#)¹³⁰ and [program inventory](#)¹³¹ are available at [GC InfoBase](#).¹³² The current results framework and program inventory are approved for the 2024 to 2025 fiscal year.

Organizational contact information

Telephone: 1-833-854-7628

Contact us: <https://accessible.canada.ca/contact#form>¹³³

Website: <https://accessible.canada.ca>¹³⁴

Mailing address:

Accessibility Standards Canada
320 St-Joseph Boulevard, Suite 246
Gatineau, QC J8Y 3Y8

Supplementary information tables

The following supplementary information tables are available on Accessibility Standards Canada's website:

- [Details on transfer payment programs](#)¹³⁵
- [Gender-Based Analysis Plus 2023 to 2024](#)¹³⁶
- Details of our commitments to the United Nations 2030 Agenda and the Sustainable Development Goals are available in our [Departmental Sustainable Development Strategy 2023 to 2027](#)¹³⁷ on our website.

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals, and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).¹³⁸ This report also provides detailed background information on tax expenditures. This includes

descriptions, objectives, historical information, and references to related federal spending programs. It also includes evaluations and Gender-Based Analysis Plus analyses of tax expenditures.

Definitions

appropriation (crédit)

Legislative authority to spend public funds for the purpose and in the amount specified.

budgetary expenditures (dépenses budgétaires)

Includes operating and capital expenditures; transfer payments to other levels of government, departments, or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in 1 or more related results that the department seeks to contribute to or influence.

departmental plan (plan ministériel)

A report on the plans and expected performance of a department over a 3-year period. Departmental plans are usually tabled in Parliament each spring.

departmental priority (priorité)

A plan or project on which a department has chosen to focus and report during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside a department's immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

Departmental Results Framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual accomplishments against the plans, priorities, and expected results set out in the corresponding departmental plan.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of the number of hours a person works divided by the standard number of hours set out in that person's collective agreement.

Gender-Based Analysis Plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool used to support the development of responsive and inclusive policies, programs, and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative, identifying how the initiative could be tailored to meet the diverse needs of the people most impacted, and anticipating and mitigating any barriers to accessing or benefiting from the initiative. GBA Plus is an intersectional analysis. This means it goes beyond biological (sex) and socio-cultural (gender) differences to consider other (intersecting) factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023 to 2024 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the [November 23, 2021, Speech from the Throne](#).¹³⁹ These are: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighting harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just, and equitable world.

horizontal initiative (initiative horizontale)

An initiative where 2 or more federal departments are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Expenditures (such as loans, investments, and advances) that do not affect the surplus or deficit of the Government of Canada.

performance (rendement)

This includes what a department did with its resources to achieve its results, how well those results compare to what the department intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

This is a qualitative or quantitative means of measuring an output or outcome. Its purpose is to gauge the performance of a department, program, policy, or initiative toward achieving the expected results.

plan (plan)

A plan sets out strategic choices and provides information on how a department intends to achieve its priorities and associated results. It also explains the logic behind the strategies chosen. Plans tend to focus on actions that lead to the expected result.

planned spending (dépenses prévues)

These are figures showing the amounts a department planned to spend in a given fiscal year. These figures are set out in its departmental plan for that year.

program (programme)

A program is made up of the services and activities, or combinations of services and activities, that are managed together within the department. These focus on a specific set of outputs, outcomes, or service levels.

program inventory (répertoire des programmes)

This identifies all a department's programs. It describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

This is a consequence (at least in part) of a department, policy, program, or initiative. Results are within a department's influence. However, they are not within the control of a single department, policy, program, or initiative.

Indigenous business (entreprise autochtones)

Federal departments and agencies must ensure that at least 5% of the total value of the contracts they award each year are held by Indigenous businesses. The requirements for verifying Indigenous businesses are explained in the [Indigenous Business Directory](#).¹⁴⁰

statutory expenditures (dépenses législatives)

These are the expenditures that Parliament has approved through legislation other than appropriation acts. Such legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

target (cible)

A measurable performance or success level that a department, program, or initiative plans to achieve within a specified time. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

These are the expenditures that Parliament approves annually through an appropriation act. The vote wording becomes the governing conditions under which these expenditures may be made.

End Notes

- ¹ Accessibility Standards Canada, [2023 to 2024 Departmental Plan](#)
- ² Government of Canada, *Accessible Canada Act*, <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
- ³ Standards Council of Canada, About Accreditation, <https://www.scc.ca/en/accreditation/what-is-accreditation/about>
- ⁴ Government of Canada, *Accessible Canada Act*, Mandate of the Canadian Accessibility Standards Development Organization [Accessibility Standards Canada], <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/page-1.html#h-1153491>
- ⁵ Accessibility Standards Canada, Vision, Mission and Values, <https://accessible.canada.ca/about-us/vision-mission-values>
- ⁶ Accessibility Standards Canada, About us, <https://accessible.canada.ca/about-us/>
- ⁷ Government of Canada, *Accessible Canada Act*, <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
- ⁸ Accessibility Standards Canada, Chairperson's Mandate Letter, <https://accessible.canada.ca/transparency/briefing-packages/ceo-orientation-handbook>
- ⁹ Government of Canada, *Accessible Canada Act*, Mandate of the Canadian Accessibility Standards Development Organization [Accessibility Standards Canada], <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/page-1.html#h-1153491>
- ¹⁰ Government of Canada, *Accessible Canada Act*, <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
- ¹¹ Accessibility Standards Canada, About Us, <https://accessible.canada.ca/about-us#s2>
- ¹² GC InfoBase, <https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ¹³ Accessibility Standards Canada, Employment Standard, <https://accessible.canada.ca/centre-of-expertise/employment#s1.1>
- ¹⁴ Accessibility Standards Canada, CAN-ASC-2.3: Model Standard for the Built Environment: Accessibility for Federally Regulated Entities as Defined in the *Accessible Canada Act*, <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.3>
- ¹⁵ Accessibility Standards Canada, Outdoor Spaces Standard, <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.10S>
- ¹⁶ Accessibility Standards Canada, CAN-ASC-2.2 Emergency Egress (Exit) [Standard], <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.2>

-
- ¹⁷ Accessibility Standards Canada, CAN-ASC-2.4: Wayfinding and Signage [Standard], <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.4>
- ¹⁸ Accessibility Standards Canada, CAN-ASC-3.1: Plain Language [Standard], <https://accessible.canada.ca/centre-of-expertise/communication-other-information-and-communication-technologies#s3.1>
- ¹⁹ A Accessibility Standards Canada, Information and Communications Technology Standard, <https://accessible.canada.ca/centre-of-expertise/information-and-communication-technologies#s6.1>
- ²⁰ CSA Group, Automated Banking Machines Standard, <https://www.csagroup.org/store/product/csa-asc%20b651.2:22/>
- ²¹ Accessibility Standards Canada, Accessible Artificial and Equitable Intelligence Systems Standard, <https://accessible.canada.ca/centre-of-expertise/information-and-communication-technologies#s6.2>
- ²² Accessibility Standards Canada, Design and Delivery of Accessible Programs and Services, <https://accessible.canada.ca/centre-of-expertise/design-and-delivery-programs-and-services#s5.2>
- ²³ Accessibility Standards Canada, Accessible Travel Journey Standard, <https://accessible.canada.ca/centre-of-expertise/transportation#s7.1>
- ²⁴ Accessibility Standards Canada, Employment Standard, <https://accessible.canada.ca/centre-of-expertise/employment#s1.1>
- ²⁵ Accessibility Standards Canada, Outdoor Spaces Standard, <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.1OS>
- ²⁶ A Accessibility Standards Canada, Information and Communications Technology Standard, <https://accessible.canada.ca/centre-of-expertise/information-and-communication-technologies#s6.1>
- ²⁷ Accessibility Standards Canada, Acoustics in the Built Environment Standard, <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.5>
- ²⁸ Accessibility Standards Canada, News Release on Collaborative Agreement with ULSE, <https://accessible.canada.ca/news/MOU-ULSE>
- ²⁹ CSA Group, Accessible Design for Self Service Interactive Devices including Banking Machines, <https://www.csagroup.org/store/product/csa-asc%20b651.2:22/>
- ³⁰ Accessibility Standards Canada, Outdoor Spaces Standard, <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.1OS>
- ³¹ Accessibility Standards Canada, Employment Standard, <https://accessible.canada.ca/centre-of-expertise/employment#s1.1>
- ³² A Accessibility Standards Canada, Information and Communications Technology Standard, <https://accessible.canada.ca/centre-of-expertise/information-and-communication-technologies#s6.1>

-
- ³³ Accessibility Standards Canada, CAN-ASC-3.1: Plain Language [Standard], <https://accessible.canada.ca/centre-of-expertise/communication-other-information-and-communication-technologies#s3.1>
- ³⁴ Accessibility Standards Canada, CAN-ASC-2.2 Emergency Egress (Exit) [Standard], <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.2>
- ³⁵ Accessibility Standards Canada, CAN-ASC-2.4: Wayfinding and Signage [Standard], <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.4>
- ³⁶ Accessibility Standards Canada, CAN-ASC-2.3: Model Standard for the Built Environment: Accessibility for Federally Regulated Entities as Defined in the *Accessible Canada Act*, <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.3>
- ³⁷ Accessibility Standards Canada, CAN-ASC-5.2: Design and Delivery of Accessible Programs and Services, Including Customer Service [Standard], <https://accessible.canada.ca/centre-of-expertise/design-and-delivery-programs-and-services#s5.2>
- ³⁸ Accessibility Standards Canada, CAN-ASC-6.2: Accessible and Equitable Artificial Intelligence Systems [Standard], <https://accessible.canada.ca/centre-of-expertise/information-and-communication-technologies#s6.2>
- ³⁹ Accessibility Standards Canada, CAN-ASC-7.1: Accessible Travel Journey [Standard], <https://accessible.canada.ca/centre-of-expertise/transportation#s7.1>
- ⁴⁰ Accessibility Standards Canada, CAN-ASC-4.1: Accessible Procurement [Standard], <https://accessible.canada.ca/centre-of-expertise/procurement-goods-services-and-facilities#s4.1>
- ⁴¹ Accessibility Standards Canada, Centre of Expertise, <https://accessible.canada.ca/centre-of-expertise>
- ⁴² Accessibility Standards Canada, Accessibility Progress Report, <https://accessible.canada.ca/2023-accessibility-progress-report>
- ⁴³ Accessibility Standards Canada, Accessibility Plan, <https://accessible.canada.ca/accessibility-standards-canada-accessibility-plan>
- ⁴⁴ Government of Canada, *Accessible Canada Act*, <https://laws-lois.justice.gc.ca/eng/acts/a-0.6/>
- ⁴⁵ Accessibility Standards Canada, Agreement with the Province of Manitoba, <https://accessible.canada.ca/news/accessibility-standards-canada-and-manitoba-take-action-barrier-free-canada>
- ⁴⁶ Accessibility Standards Canada, Announcement about Pan Canadian Forum, <https://x.com/AccStandardsCA/status/1787581715319312889>
- ⁴⁷ Accessibility Standards Canada, Third Annual Public Meeting, <https://accessible.canada.ca/annual-public-meeting-2023>

⁴⁸ Accessible Canada Act, Statutes of Canada 2019, c.10, <https://laws-lois.justice.gc.ca/eng/acts/a-0.6/>.

⁴⁹ Employment and Social Development Canada, “Government of Canada Hosting the Third Annual Canadian Congress on Disability Inclusion, Kickstarting National AccessAbility Week 2024,” news release, May 22, 2024, <https://www.canada.ca/en/employment-social-development/news/2024/05/government-of-canada-hosting-the-third-annual-canadian-congress-on-disability-inclusion-kickstarting-national-accessability-week-2024.html>.

⁵⁰ Accessibility Standards Canada, “Accessibility Standards Canada and [the Government of] Manitoba Take Action for a Barrier-Free Canada,” news release, May 24, 2023, <https://accessible.canada.ca/news/accessibility-standards-canada-and-manitoba-take-action-barrier-free-canada>.

⁵¹ Accessibility Standards Canada (@AccStandardsCA), “Momentum is keeping up! Last Thursday, we met with provinces and territories as we continue to work on common accessibility goals” (announcement about the second Pan-Canadian Forum), X, May 6, 2024, <https://x.com/AccStandardsCA/status/1787581715319312889>.

⁵² Accessibility Standards Canada, “Accessibility Standards Canada selected as a National Capital Region’s Top Employer for 2024,” News release, February 6, 2024, <https://accessible.canada.ca/news/accessibility-standards-canada-selected-national-capital-regions-top-employer-2024>.

⁵³ Government of Canada, “Nothing Without Us” principle, Consulting Persons with Disabilities,” <https://www.canada.ca/en/employment-social-development/programs/accessible-canada-regulations-guidance/consultation/section2.html>

⁵⁴ Accessibility Standards Canada, “CAN-ASC-1.1 Employment,” <https://accessible.canada.ca/centre-of-expertise/employment#s1.1>.

⁵⁵ Accessibility Standards Canada, “CAN-ASC-2.1 Outdoor Spaces,” <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.1OS>.

⁵⁶ Accessibility Standards Canada, “CAN/ASC - EN 301 549:2024 - Accessibility requirements for ICT [Information and Communication Technology] Products and Services (EN 301 549:2021, IDT),” <https://accessible.canada.ca/centre-of-expertise/information-and-communication-technologies#s6.1>.

⁵⁷ Accessibility Standards Canada, “Centre of Expertise for Standards and Research on Accessibility,” <https://accessible.canada.ca/centre-of-expertise>.

⁵⁸ Accessible Canada Act, Statutes of Canada 2019, c.10, s.18 (Mandate of the Canadian Accessibility Standards Development Organization), <https://laws-lois.justice.gc.ca/eng/acts/a-0.6/page-1.html#h-1153491>.

⁵⁹ Accessibility Standards Canada, “Roadmap to 2040 - A Plan to Guide the Work of Accessibility Standards Canada,” <https://accessible.canada.ca/roadmap-to-2040>.

⁶⁰ Accessibility Standards Canada, “CAN-ASC-5.2.2 - Part 2: Design and Delivery of Accessible Programs and Services Including Customer Service,” <https://accessible.canada.ca/centre-of-expertise/design-and-delivery-programs-and-services#s5.2.2>.

⁶¹ Accessibility Standards Canada, “CAN-ASC-7.1 Accessible Travel Journey,” <https://accessible.canada.ca/centre-of-expertise/transportation#s7.1>.

⁶² Accessibility Standards Canada, “CAN-ASC-6.2: Accessible and Equitable Artificial Intelligence Systems,” <https://accessible.canada.ca/centre-of-expertise/information-and-communication-technologies#s6.2>.

⁶³ Accessibility Standards Canada, “Accessibility Standards Canada and [the Government of] Manitoba Take Action for a Barrier-Free Canada,” news release, May 24, 2023, <https://accessible.canada.ca/news/accessibility-standards-canada-and-manitoba-take-action-barrier-free-canada>

⁶⁴ Accessible Canada Act, Statutes of Canada 2019, c.10, <https://laws-lois.justice.gc.ca/eng/acts/a-0.6/page-1.html>.

⁶⁵ Accessibility Standards Canada, “Centre of Expertise for Standards and Research on Accessibility,” <https://accessible.canada.ca/centre-of-expertise>.

⁶⁶ Government of Canada, “Infographic for Accessibility Standards Canada,” About this organization tab, GC InfoBase, <https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#infographic/dept/558/results>.

⁶⁷ Accessibility Standards Canada, “Standards Development Process: 12 Steps,” <https://accessible.canada.ca/creating-accessibility-standards/standards-12-steps>.

⁶⁸ Accessibility Standards Canada, “CAN-ASC-6.2 Accessible and Equitable Artificial Intelligence Systems,” <https://accessible.canada.ca/centre-of-expertise/information-and-communication-technologies#s6.2>.

⁶⁹ Accessibility Standards Canada, “CAN-ASC-5.2.2 - Part 2: Design and Delivery of Accessible Programs and Services Including Customer Service,” <https://accessible.canada.ca/centre-of-expertise/design-and-delivery-programs-and-services#s5.2.2>.

⁷⁰ Accessibility Standards Canada, “CAN-ASC-7.1 Accessible Travel Journey,” <https://accessible.canada.ca/centre-of-expertise/transportation#s7.1>.

⁷¹ Accessibility Standards Canada, “CAN-ASC-1.1 Employment,” <https://accessible.canada.ca/centre-of-expertise/employment#s1.1>.

⁷² Accessibility Standards Canada, “CAN-ASC-2.1 Outdoor Spaces,” <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.1OS>.

⁷³ Accessibility Standards Canada, “CAN/ASC - EN 301 549:2024 - Accessibility requirements for ICT [Information and Communication Technology] Products and Services (EN 301 549:2021, IDT),” <https://accessible.canada.ca/centre-of-expertise/information-and-communication-technologies#s6.1>.

-
- ⁷⁴ Accessibility Standards Canada, “CAN-ASC-2.5/ICC A118 Acoustics in the Built Environment,” <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.5>.
- ⁷⁵ Accessibility Standards Canada, Press Release on Collaborative Agreement with ULSE, <https://accessible.canada.ca/news/MOU-ULSE>
- ⁷⁶ Accessibility Standards Canada and CSA Group, “CSA/ASC B651.2:22 Accessible Design for Self-Service Interactive Devices Including Automated Banking Machines,” <https://www.csagroup.org/store/product/csa-asc%20b651.2:22/>.
- ⁷⁷ Accessibility Standards Canada, “CAN-ASC-4.1 Accessible Procurement,” <https://accessible.canada.ca/centre-of-expertise/procurement-goods-services-and-facilities#s4.1>.
- ⁷⁸ Accessibility Standards Canada, “CAN-ASC-2.7 Heritage Buildings - Accessibility for Federally Regulated Entities as Defined in the Accessible Canada Act,” <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.7>.
- ⁷⁹ Accessibility Standards Canada, “CAN-ASC-2.6 Existing Built Environment - Accessibility for federally regulated entities as defined in the Accessible Canada Act ,” <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.6>.
- ⁸⁰ Accessibility Standards Canada, “CAN-ASC-5.3 Accessible Tourism,” <https://accessible.canada.ca/centre-of-expertise/design-and-delivery-programs-and-services#s5.3>.
- ⁸¹ Accessibility Standards Canada, “Centre of Expertise for Standards and Research on Accessibility,” <https://accessible.canada.ca/centre-of-expertise>.
- ⁸² Accessibility Standards Canada, “2023 Accessibility Progress Report,” December 15, 2023, <https://accessible.canada.ca/2023-accessibility-progress-report>.
- ⁸³ Accessibility Standards Canada, “Accessibility Standards Canada: Accessibility Plan,” December 31, 2022, <https://accessible.canada.ca/accessibility-standards-canada-accessibility-plan>.
- ⁸⁴ Accessible Canada Act, Statutes of Canada 2019, c.10, <https://laws-lois.justice.gc.ca/eng/acts/a-0.6/>.
- ⁸⁵ Accessibility Standards Canada, “Accessibility Standards Canada and [the Government of] Manitoba Take Action for a Barrier-Free Canada,” news release, May 24, 2023, <https://accessible.canada.ca/news/accessibility-standards-canada-and-manitoba-take-action-barrier-free-canada>.
- ⁸⁶ Accessibility Standards Canada (@AccStandardsCA), “Momentum is keeping up! Last Thursday, we met with provinces and territories as we continue to work on common accessibility goals” (announcement about the second Pan-Canadian Forum), X, May 6, 2024, <https://x.com/AccStandardsCA/status/1787581715319312889>.
- ⁸⁷ Accessibility Standards Canada, “Annual Public Meeting 2023, From Words to Action: Moving Together for a Canada Without Barriers,” <https://accessible.canada.ca/annual-public-meeting-2023>.

-
- ⁸⁸ Accessibility Standards Canada, “CAN-ASC-2.1 Outdoor Spaces,” <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.1OS>.
- ⁸⁹ Accessibility Standards Canada, “CAN-ASC-1.1 Employment,” <https://accessible.canada.ca/centre-of-expertise/employment#s1.1>.
- ⁹⁰ Accessibility Standards Canada, “CAN-ASC-3.1 Plain Language,” <https://accessible.canada.ca/centre-of-expertise/communication-other-information-and-communication-technologies#s3.1>.
- ⁹¹ Accessibility Standards Canada, “CAN-ASC-2.2 Emergency Egress (Exit),” <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.2>.
- ⁹² Accessibility Standards Canada, “CAN/ASC - EN 301 549:2024 - Accessibility requirements for ICT [Information and Communication Technology] Products and Services (EN 301 549:2021, IDT),” <https://accessible.canada.ca/centre-of-expertise/information-and-communication-technologies#s6.1>.
- ⁹³ Accessibility Standards Canada, “CAN-ASC-2.1 Outdoor Spaces,” <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.1OS>.
- ⁹⁴ Accessibility Standards Canada, “CAN-ASC-1.1 Employment,” <https://accessible.canada.ca/centre-of-expertise/employment#s1.1>.
- ⁹⁵ Accessibility Standards Canada, “CAN/ASC - EN 301 549:2024 - Accessibility requirements for ICT [Information and Communication Technology] Products and Services (EN 301 549:2021, IDT),” <https://accessible.canada.ca/centre-of-expertise/information-and-communication-technologies#s6.1>.
- ⁹⁶ Accessibility Standards Canada, “Accessible and Equitable Artificial Intelligence Systems,” <https://accessible.canada.ca/centre-of-expertise/information-and-communication-technologies#s6.2>.
- ⁹⁷ Accessibility Standards Canada, “CAN-ASC-5.2.2 - Part 2: Design and Delivery of Accessible Programs and Services Including Customer Service,” <https://accessible.canada.ca/centre-of-expertise/design-and-delivery-programs-and-services#s5.2.2>.
- ⁹⁸ Accessibility Standards Canada, “CAN-ASC-7.1 Accessible Travel Journey,” <https://accessible.canada.ca/centre-of-expertise/transportation#s7.1>.
- ⁹⁹ International Code Council, “Call for Committee: Acoustics of the Built Environment Consensus Committee,” December 12, 2023, <https://www.iccsafe.org/building-safety-journal/bsj-hits/call-for-committee-acoustics-of-the-built-environment-consensus-committee/>
- ¹⁰⁰ Accessibility Standards Canada, “CAN-ASC-2.5/ICC A118 Acoustics in the Built Environment,” <https://accessible.canada.ca/centre-of-expertise/built-environment#s2.5>.
- ¹⁰¹ Accessibility Standards Canada, “Centre of Expertise for Standards and Research on Accessibility,” <https://accessible.canada.ca/centre-of-expertise>.

-
- ¹⁰² Accessibility Standards Canada, “2023 Accessibility Progress Report”, <https://accessible.canada.ca/2023-accessibility-progress-report>
- ¹⁰³ Accessibility Standards Canada, “Accessibility Standards Canada and [the Government of] Manitoba Take Action for a Barrier-Free Canada,” news release, May 24, 2023, <https://accessible.canada.ca/news/accessibility-standards-canada-and-manitoba-take-action-barrier-free-canada>.
- ¹⁰⁴ Government of Canada, “Infographic for Accessibility Standards Canada,” Finances tab, GC InfoBase, <https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#infographic/dept/558/financial>.
- ¹⁰⁵ Government of Canada, “Infographic for Accessibility Standards Canada,” People tab, GC InfoBase, <https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#infographic/dept/558/people>.
- ¹⁰⁶ Employment and Social Development Canada, “Canada’s Federal Implementation Plan for the 2030 Agenda,” <https://www.canada.ca/en/employment-social-development/programs/agenda-2030/federal-implementation-plan.html>.
- ¹⁰⁷ Environment and Climate Change Canada, “Federal Sustainable Development Strategy,” <https://www.canada.ca/en/environment-climate-change/services/climate-change/federal-sustainable-development-strategy.html>.
- ¹⁰⁸ [Accessibility Standards Canada](https://accessible.canada.ca), “Departmental Sustainable Development Strategy 2023 to 2027,” <https://accessible.canada.ca/reports/departmental-sustainable-development-strategy-2023-2027>.
- ¹⁰⁹ Accessibility Standards Canada, “Centre of Expertise for Standards and Research on Accessibility,” <https://accessible.canada.ca/centre-of-expertise>.
- ¹¹⁰ Government of Canada, “Infographic for Accessibility Standards Canada,” Results tab, GC InfoBase, <https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#infographic/dept/558/results>.
- ¹¹¹ Accessibility Standards Canada, “Centre of Expertise for Standards and Research on Accessibility,” <https://accessible.canada.ca/centre-of-expertise>.
- ¹¹² Accessibility Standards Canada, “2023 Accessibility Progress Report,” December 15, 2023, <https://accessible.canada.ca/2023-accessibility-progress-report>.
- ¹¹³ Accessibility Standards Canada, “Accessibility Standards Canada: Accessibility Plan,” December 31, 2022, <https://accessible.canada.ca/accessibility-standards-canada-accessibility-plan>.
- ¹¹⁴ Government of Canada, “Telecommuting Arrangements Tool,” <https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2023/02/return-to-office-myworkarrangements-deadline-reminders.html>.
- ¹¹⁵ Official Languages Act, Revised Statutes of Canada 1985, c 31 (4th Supp), <https://laws-lois.justice.gc.ca/eng/acts/o-3.01/>.

-
- ¹¹⁶ Canadian Centre for Diversity and Inclusion, <https://ccdi.ca/>.
- ¹¹⁷ Public Service Commission of Canada, “Coming into Force: Amendments to the Public Service Employment Act (23-03),” <https://www.canada.ca/en/public-service-commission/corporate/about-us/letters-heads-human-resources/coming-into-force-amendments-psea-23-03.html>.
- ¹¹⁸ Accessibility Standards Canada, “Accessibility Standards Canada Selected as a National Capital Region’s Top Employer for 2024,” news release, February 6, 2024, <https://accessible.canada.ca/news/accessibility-standards-canada-selected-national-capital-regions-top-employer-2024>.
- ¹¹⁹ Universal Design Institute, Universal Design Principles, <https://www.udinstitute.org/principles>.
- ¹²⁰ Accessibility Standards Canada, “Centre of Expertise for Standards and Research on Accessibility,” <https://accessible.canada.ca/centre-of-expertise>.
- ¹²¹ Official Languages Act, RSC 1985, c 31 (4th Supp), <https://laws-lois.justice.gc.ca/eng/acts/o-3.01/>.
- ¹²² Government of Canada, “Infographic for Accessibility Standards Canada,” About this organization tab, GC InfoBase, <https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#infographic/dept/558/results>.
- ¹²³ Government of Canada, “Infographic for Accessibility Standards Canada,” Finances tab, GC InfoBase, <https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#infographic/dept/558/financial>.
- ¹²⁴ Government of Canada, “Infographic for Accessibility Standards Canada,” <https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#infographic/dept/558/financial>.
- ¹²⁵ Government of Canada, “Government of Canada Budgets and Expenditures,” <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/budgets-expenditures.html>.
- ¹²⁶ Government of Canada, “Public Accounts of Canada,” <https://www.canada.ca/en/public-services-procurement/services/payments-accounting/public-accounts.html>.
- ¹²⁷ Accessibility Standards Canada, “Unaudited Financial Statements”, <https://accessible.canada.ca/reports/2022-2023-departmental-results-report/financial-statement>.
- ¹²⁸ Accessibility Standards Canada, “Future Oriented Statement of Operations”, <https://accessible.canada.ca/reports/accessibility-standards-canada-2023-2024-departmental-plan/future-oriented-statement-operations>.
- ¹²⁹ Accessible Canada Act, Statutes of Canada 2019, c.10, <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>.

¹³⁰ A Departmental Results Framework is made up of an organization’s Core Responsibilities, Departmental Results, and Departmental Result Indicators. Accessibility Standards Canada, “Departmental Results Report Summary, 2022 to 2023,” [https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#infographic/dept/558/results/..-\(panel key..-'drr summary\).](https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#infographic/dept/558/results/..-(panel key..-'drr summary).)

¹³¹ To view our program inventory, go to “Infographic for Accessibility Standards Canada,” at GC InfoBase and click on “Core Responsibility / Program,” <https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#infographic/dept/558/results>.

¹³² Government of Canada, GC InfoBase, <https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#start>.

¹³³ Accessibility Standards Canada, “Contact Accessibility Standards Canada, Contact form”, <https://accessible.canada.ca/contact#form>.

¹³⁴ Accessibility Standards Canada (website), <https://accessible.canada.ca>.

¹³⁵ Accessibility Standards Canada, “Details on Transfer Payment Programs”, <https://accessible.canada.ca/reports/2023-2024-departmental-results-report/details-transfer-payment-programs>.

¹³⁶ Accessibility Standards Canada, Accessibility Standards Canada, “Gender-Based Analysis Plus”, <https://accessible.canada.ca/reports/2023-2024-departmental-results-report/gender-based-analysis>.

¹³⁷ Accessibility Standards Canada, “Departmental Sustainable Development Strategy 2023 to 2027,” <https://accessible.canada.ca/reports/departmental-sustainable-development-strategy-2023-2027>.

¹³⁸ Department of Finance Canada, “Report on Federal Tax Expenditures,” <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>.

¹³⁹ Government of Canada, “Speech from the Throne,” November 23, 2021, <https://www.canada.ca/en/privy-council/campaigns/speech-throne/2021/speech-from-the-throne.html>.

¹⁴⁰ Government of Canada, “Register for the Indigenous Business Directory,” <https://services.sac-isc.gc.ca/REA-IBD?lang=eng>.