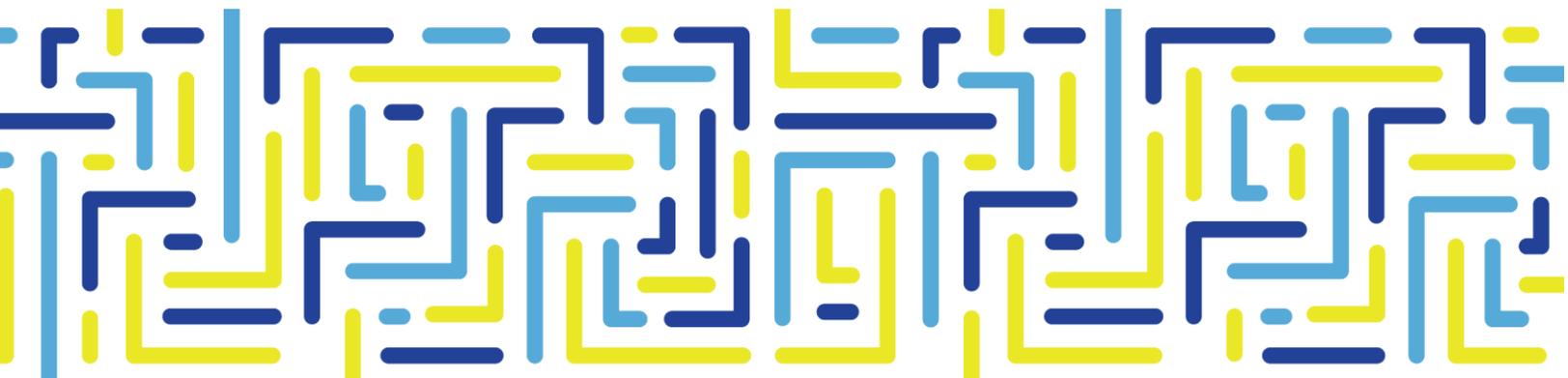




Accessibility Standards Canada
2025 to 2026
Departmental Plan

The Honourable Patty Hajdu, M.P.
Minister of Jobs and Families



Accessibility Standards Canada's 2025 to 2026 Departmental Plan

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

This report is also available [online](#).¹ To obtain this document in another formats (large print, Braille, audio cassette, audio CD, e-text diskette, e-text CD, or DAISY) please [contact us online](#)² or call 1-833-854-7628.

Accessibility Standards Canada's 2025 to 2026 Departmental Plan: At a Glance

A departmental plan describes a department's priorities, plans, and associated costs for the upcoming 3 fiscal years.

- [Vision, mission, raison d'être](#)³ and [operating context](#)⁴
- [Minister's mandate letter](#)⁵

Key priorities

Accessibility Standards Canada's top priorities for 2025 to 2026 are as follows:

- Develop standards in the 7 priority areas of the [Accessible Canada Act](#)⁶. We will:
 - publish 2 standards
 - publicly review 3 standards
 - launch one new standard
 - establish one new technical committee
 - continue to support technical committees as they advance 13 standards at different stages of development
 - jointly develop one standard with another standards development organization
- Increase collaborative opportunities, including expanding and strengthening our partnerships with diverse disability organizations at a local, national and international level.
- Continue to engage with provincial and territorial governments.
- Strengthen engagement with federally regulated entities, industry and other stakeholders, to encourage organizations to get involved in the development and use of standards and technical guides.
- Facilitate the public's access to information through the [Centre of Expertise](#)⁷. Such information includes but is not limited to:
 - standards in development and published
 - research that has received funding through our grants and contributions program

- technical guides that provide guidance and best practices
- Continue to ensure timely and consistent communications with the public through our website, social media, news releases, and the distribution of our quarterly newsletter to stakeholders.
- Enhance our communications by, including but not limited to, increasing visibility at and promotion of the organization's participation at public events and activities, reviewing our website's information architecture to improve web presence and accessibility, and ensure that the needs of our users are met.

Highlights

In 2025 to 2026, total planned spending (including internal services) for Accessibility Standards Canada is \$21,327,716 and total planned full-time equivalent staff (including internal services) is 58. For complete information on Accessibility Standards Canada's total planned spending and human resources, read the [Planned spending and human resources section](#)⁸ of the full plan.

The following provides a summary of the department's planned achievements for 2025 to 2026 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

Planned spending: \$15,619,551

Planned human resources: 40

Departmental results:

- research informs the next generation of standards
- accessibility standards are developed to address barriers in priority areas
- stakeholders are engaged in the delivery of our mandate
- best practices on accessibility are publicly available

We will achieve these results by:

- publishing 2 standards
- publicly reviewing 3 standards
- launching one new standard
- jointly developing one standard
- establishing one new technical committee
- continuing to support technical committees as they advance 13 standards currently in development

We will expand and strengthen our partnerships with private and public disability organizations at a local, national and international level. We will also continue to engage with provincial and territorial governments and federally regulated entities.

We will facilitate the public's access to information through our [Centre of Expertise](#)⁹. Such information includes, but is not limited to:

- published standards or those under public review
- reports on completed funded research projects
- technical guides that provide guidance and best practices, etc.

More information about [accessibility standards](#)¹⁰ can be found in the full plan.

Accessibility Standard Canada's 2025 to 2026 Departmental Plan

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From the Minister

As the newly appointed Minister of Jobs and Families, I am honoured to take on the responsibility of advancing opportunities for all Canadians, including persons with disabilities. Ensuring that every Canadian can fully participate in society—whether at work, at home, or in their communities—is essential to fostering an inclusive and prosperous country.



The Honourable Patty Hajdu, M.P.
Minister of Jobs and Families

Employment and accessibility go hand in hand. When we remove barriers, we open doors to meaningful job opportunities, greater economic participation, and stronger families. Accessibility Standards Canada plays a critical role in this effort by developing standards that help create inclusive workplaces and accessible services that benefit all Canadians.

This year's Departmental Plan for 2025 to 2026 outlines the significant effort planned to remove barriers and promote accessibility. Canadians with disabilities are leading this change—they serve on Accessibility Standards Canada's Board of Directors, are part of its leadership and staff, they contribute their expertise to the development of standards, lead innovative research, and engage in public consultations to shape policies that directly impact their lives. This reflects the core principle of "nothing without us."

Collaboration is key to progress. Accessibility Standards Canada works closely with disability organizations, employers, governments, and international partners to develop and align accessibility standards. These efforts directly support our broader goals of increasing workforce participation, supporting families, and ensuring that accessibility is embedded in all aspects of society.

The implementation of the *Accessible Canada Act* is well underway, and I look forward to working with all partners to build on the progress made. Together, we are laying the foundation for a more inclusive and equitable future—one where all Canadians have the opportunity to succeed.

From the Chairperson of the Board

On March 25, 2024, I was both honoured and humbled to be appointed Chairperson of Accessibility Standards Canada's Board of Directors.

Since then, I have witnessed the organization solidly position itself in Canada's accessibility landscape. Guided by my predecessor, the members of the Board oversaw the development and launch of the organization. They also helped to create an outstanding foundation for our work.

This foundation is now enabling us to confidently enter the next phase of our evolution: providing concrete support for the creation of a barrier-free Canada.

With our strategic plan as a guide and with the Board's support, our Chief Executive Officer and the entire Accessibility Standards Canada team are already hard at work. As true trailblazers, we are pushing boundaries with our standards and driving accessibility forward through research and the sharing of knowledge and expertise. Our leadership and credibility are now widely recognized both nationally and internationally.

Our technical committees deserve special mention. They are composed of Canadians from across the country who are committed to equity, accessibility and inclusion. They provide their lived experience and expertise so that the standards we create and the results we achieve are authentic and real. They work to deliver results that respond to the expectations of our community. From housing to travel, communications and technology, and the built environment—and in so many other areas of everyday life—we are delivering on standards that break down barriers and increase equity for all.

Make no mistake, there is a lot of work still to be done. To support our efforts, we will continue to consult and work closely with individuals with disabilities, disability communities, and other experts across the country. We draw on their expertise to inform the development of our standards and to advance accessibility for all.



Mr. Paul Walsh
Chairperson of the Board
of Directors

I would like to thank my fellow board members and staff for their contributions, dedication, passion, and willingness to serve Canada by supporting Accessibility Standards Canada's efforts to carry out its important [mandate](#).¹¹ This kind of progress is the result of a united team effort and a commitment to excellence by everyone involved. Indeed, it would not be possible without the support of Canadians.

I call on all my fellow citizens from coast to coast to coast to get involved! Help us continue to foster change toward a more accessible and inclusive Canada. You can show your support for these positive changes by providing comments on our standards, joining our technical committees, and participating in our annual public meetings. Your voice is important and can help Canada grow and prosper and be a country where everyone is served equitably.

From the Chief Executive Officer

As I look to the road ahead, and what is in store for our organization in the coming years, I want to take a moment to recognize the incredible work we have done so far. Building a strong foundation takes time, but it's the only way to ensure that what we do next will be lasting, impactful, and trusted. Thanks to the dedication of the Board and our employees, the support of a network of partners and stakeholders, and the insights shared by diverse disability communities and experts, we have taken the time to do things right.



Mr. Dino Zuppa
Chief Executive Officer

Today, we are ready to shape the future of Accessibility Standards Canada and move into a new, exciting phase of growth and results.

We have reached a pivotal moment where the groundwork we have laid is transforming into impactful results. Our efforts in previous years have positioned us as trailblazers in accessibility. Now, we are moving beyond setting the stage; we are shaping the standards development landscape with our equity-driven approach. The standards and technical guides we publish, and the research we facilitate, now serve as key resources that influence how accessibility is approached both nationally and internationally.

In this next phase of our growth, we will publish more standards. We will ask the public to comment on drafts of new standards, and we will establish new technical committees.

But our vision is about more than producing more standards or funding more research; it's also about fostering a cultural shift. Accessibility is everyone's responsibility. That's why we make our expertise, our standards, and the results of the research we fund available for free on our website. That is why we are always seeking to increase collaboration with others. This includes strengthening our partnerships with diverse disability organizations. It also includes expanding our reach at local, national, and international levels.

I must also acknowledge the dedication and commitment of the Chairperson and members of the Board of Directors. These 11 passionate

individuals are leading the conversation on accessibility, inclusion, and intersectionality. They are making sure that these ideals become foundational realities in every sector.

The synergy between the Board's vision, the leadership team's guidance, and employees' work is yielding results. Mindsets are changing. People are recognizing the need to go further than current best practices. Together with you, we will make a meaningful difference and get closer to a Canada where accessibility is "by default."

Today, I am more confident than ever in the path we have charted. We have proven that setting the stage and doing things the right way leads to excellence. With your expertise, lived experience, knowledge, involvement, and active support, we have the unique opportunity to shape the future of accessibility in Canada and beyond. I invite you to remain engaged, inspired, and ready to play your part as we forge ahead. You can be at the forefront of real, lasting change. I know the best is yet to come.

Plans to deliver on core responsibility and internal services

Core responsibility and internal services

- [Core responsibility: Accessibility standards](#)
- [Internal services](#)

Core responsibility: Accessibility standards

In this section:

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- [Quality of life impacts](#)
- [Indicators, results, and targets](#)
- [Plans to achieve results](#)
- [Key risks](#)
- [Planned resources to achieve results](#)
- [Related government priorities](#)
- [Program inventory](#)
- [Summary of changes to our reporting framework since last year](#)

Description

The following is taken from our Departmental Results Framework:

Accessibility Standards Canada works to identify, remove, and prevent barriers to accessibility by developing and revising accessibility standards in priority areas defined in section 5 of the [Accessible Canada Act](#).¹²

Quality of life impacts

Our core responsibility is to develop accessibility standards. This work contributes to many aspects of the Government of Canada's [Quality of Life Framework for Canada](#).¹³

Our mandate focuses on people with disabilities. All of our standards contribute to justice and human rights for people with disabilities. This is because our standards ensure that people with disabilities are treated equally, fairly, and with dignity. They also ensure that people with

disabilities have equal access to all of the goods and services enjoyed by all Canadians.

Our standards contribute to many areas of the framework:

- 2 indicators in the prosperity domain:
 - employment
 - financial well-being
- 4 indicators in the health domain:
 - physical activity
 - self-rated mental health
 - functional health status
 - health-adjusted life expectancy
- 5 indicators in the society domain:
 - accessible environments
 - participation in cultural or religious practices, recreation, or sport
 - the sense of belonging to the local community
 - sense of meaning and purpose
 - satisfaction with time use
- 4 indicators in the environment domain:
 - satisfaction with the local environment
 - walkable communities
 - access to public transit
 - natural disasters and emergencies
- 3 indicators in the good governance domain:
 - discrimination and unfair treatment
 - life satisfaction for people with disabilities
 - sense of meaning and purpose

Table 1. How our core responsibility supports the Quality of Life Framework for Canada

The following table shows how the standards we develop contribute to the framework.

Name of standard	Relevant domain	Relevant indicators
<ul style="list-style-type: none"> • Employment¹⁴ • Design and delivery of accessible programs and services including customer service¹⁵ • Accessible and equitable artificial intelligence systems¹⁶ 	Prosperity	<ul style="list-style-type: none"> • Employment • Financial well-being
<ul style="list-style-type: none"> • Outdoor spaces¹⁷ • Wayfinding and signage¹⁸ • Existing built environment¹⁹ • Acoustics in the built environment²⁰ • Accessible design for the built environment²¹ • Heritage buildings and sites²² • A model standard for the built environment²³ • Accessible dwellings²⁴ • Accessible ready housing²⁵ 	Health	<ul style="list-style-type: none"> • Physical activity • Self-rated mental health
<ul style="list-style-type: none"> • Accessible procurement process²⁶ • Accessibility requirements for information and communications products and services²⁷ • Design and delivery of accessible programs and services, including customer service²⁸ • Outdoor spaces²⁹ • Wayfinding and signage³⁰ • Accessible travel journey³¹ • A model standard for the built environment³² • Plain language³³ 	Society	<ul style="list-style-type: none"> • Accessible environments • A sense of belonging to a local community • Satisfaction with time use

Name of standard	Relevant domain	Relevant indicators
<ul style="list-style-type: none"> • Heritage buildings and sites³⁴ • Accessible and equitable artificial intelligence systems³⁵ • Existing built environment³⁶ • Accessible dwellings³⁷ • Accessible ready housing³⁸ 		
<ul style="list-style-type: none"> • Outdoor spaces³⁹ • Wayfinding and signage⁴⁰ • Accessibility requirements for information and communications products and services⁴¹ • Design and delivery of accessible programs and services including customer service⁴² • Emergency egress (exit)⁴³ • Emergency measures⁴⁴ 	Environment	<ul style="list-style-type: none"> • Walkable communities • Access to public transit • Natural disasters and emergencies
<ul style="list-style-type: none"> • Accessible travel journey⁴⁵ • Accessible tourism⁴⁶ • Accessible and equitable artificial intelligence systems⁴⁷ • Design and delivery of accessible programs and services, including customer service⁴⁸ • Existing built environment⁴⁹ • Accessible dwellings⁵⁰ • Accessible ready housing⁵¹ • Heritage buildings and sites⁵² • Accessible design for self-service interactive devices including automated banking machines⁵³ 	Good governance	Discrimination and unfair treatment

Indicators, results, and targets

This section presents details on:

- the department’s indicators

- the actual results from the 3 most recently reported fiscal years
- the targets and target dates approved for the 2025 to 2026 fiscal year

Details are presented by departmental result.

Table 2: Research informs the next generation of standards

Table 2 provides a summary of the target and actual results for each indicator associated with the results under Accessibility standards.

Departmental result indicator	Actual results	Target	Date to achieve target
Percentage of completed research project reports used by technical committees to inform new standards or revise existing ones.	2021 to 2022: 2022 to 2023: 2023 to 2024: Not applicable, new performance indicator	75%	March 31, 2026

Table 3: Accessibility Standards are developed to address barriers in priority areas as defined in section 5 of the *Accessible Canada Act*

Table 3 provides a summary of the target and actual results for each indicator associated with the results under Accessibility standards.

Departmental result indicator	Actual results	Target	Date to achieve target
Number of standards developed or revised in priority areas.	2021 to 2022: 0 2022 to 2023: 3 2023 to 2024: 0	2 standards every 2 years	March 31, 2026

Table 4: Stakeholders are engaged in the delivery of our mandate

Table 4 provides a summary of the target and actual results for each indicator associated with the results under Accessibility standards.

Departmental result indicator	Actual results	Target	Date to achieve target
Number of activities organized to engage stakeholders.	2021 to 2022: 16 2022 to 2023: 16 2023 to 2024: 16	5 activities annually	March 31, 2026

Table 5: Best practices on accessibility are publicly available

Table 5 provides a summary of the target and actual results for each indicator associated with the results under Accessibility standards.

Departmental result indicator	Actual results	Target	Date to achieve target
Number of reports, best practices, expertise and publications on accessibility standards made publicly available.	2021 to 2022: 2022 to 2023: 2023 to 2024: Not applicable New performance indicator	7 reports and/or publications annually	March 31, 2026

Additional information on the [detailed results and performance information](#)⁵⁴ for Accessibility Standards Canada's program inventory are available on GC InfoBase.

Plans to achieve results

The following section describes the planned results for Accessibility standards in 2025 to 2026 fiscal year.

Departmental result 1: Research informs the next generation of standards

Results we plan to achieve

Supporting research is a key part of our mandate because research informs our standards. To advance research, we work with other organizations. This collaboration also encourages other organizations to adopt the standards we develop. To achieve this result in the 2025 to 2026 fiscal year, we will do the following:

- Continue to focus our research program on the 7 priority areas identified in the *Accessible Canada Act*. In addition, the Board will identify and approve additional research priorities. These will target emerging accessibility needs and will be informed by public and stakeholder input.
- Conduct on-site visits of some funded research organizations. This will be done to monitor project progress and ensure deliverables are being met.
- Launch a call for proposals for accessibility-related research projects. This funding will be for projects starting in the 2026 to 2027 fiscal year. We will sign funding agreements with the successful applicants.
- Provide support to the funded organizations to deliver their projects successfully. This support includes:
 - answering common questions
 - providing them with additional information
 - supporting their reporting mechanisms and tools they need to successfully deliver their project
- Review and assess the research reports for projects completed between April 2021 and March 2025.
- Continue making the completed research reports available on demand. This will be done through the information hub on our website called the [Centre of Expertise for Standards and Research on Accessibility](#).⁵⁵ It enables us to share accessibility best practices. It also enables the public to:
 - learn about our standards and funded research projects
 - obtain reports for completed funded research projects

Departmental result 2: Accessibility standards are developed to address barriers in priority areas

Results we plan to achieve

We will do the following:

- Publish the following standards:
 - [Employment \(part 2\)](#)⁵⁶
 - [Accessible ready housing](#)⁵⁷
- Conduct the following standards for public review:
 - [Wayfinding and signage](#)⁵⁸
 - [Design and delivery of accessible programs and services—part 1](#)⁵⁹
 - [Accessible and equitable artificial intelligence systems](#)⁶⁰
- Continue to support the technical committees as they advance the following 13 standards under development:
 - [A model standard for the built environment—accessibility for federally regulated entities as defined in the *Accessible Canada Act*](#)⁶¹
 - [Employment \(part 2\)](#)⁶²
 - [Outdoor spaces](#)⁶³
 - [Emergency egress \(exit\)](#)⁶⁴
 - [Wayfinding and signage](#)⁶⁵
 - [Plain language](#)⁶⁶
 - [Accessible procurement process](#)⁶⁷
 - [Existing built environment](#)⁶⁸
 - [Heritage buildings and sites](#)⁶⁹
 - [Accessible ready housing](#)⁷⁰
 - [Design and delivery of accessible programs and services—accessible service delivery](#)⁷¹
 - [Accessible and equitable artificial intelligence systems](#)⁷²
 - [Accessible travel journey](#)⁷³
- Recruit members for a new technical committee to develop a standard on [accessible tourism](#).⁷⁴

- Jointly develop [Acoustics in the built environment](#)⁷⁵ with the International Codes Council (ICC).

Departmental result 3: Stakeholders are engaged in the delivery of our mandate

Results we plan to achieve

During the 2025 to 2026 fiscal year, we will create opportunities for collaboration. This will be done by strengthening our partnerships with the private and public sectors, including all levels of government. It will also include local, national, and international disability organizations.

We will deliver results through the branches listed below.

1. Stakeholder relations

- Hold our annual public meeting in 2025. We will invite the public to learn about our work. We will also invite them to ask questions and learn more about how to get involved.
- Continue to participate in national and international events. Continue to develop relationships with entities across and outside of Canada to foster discussions on accessibility. This will raise our organization's national and international profile.
- Establish and maintain partnerships with other standards development organizations. This includes both national and international bodies. We will do this to support the development of new standards, the revision of existing ones and the collaboration on research.
- Maintain and grow our stakeholder database and newsletter subscriber list.
- Continue to engage with people with disabilities and other experts. Do this through meetings, conferences, and other public events. We will do this to:
 - inform our work and priorities
 - share information about our work and progress

- encourage organizations to adopt and use our research, standards, and technical guides
- Continue to expand our engagement of equity-seeking groups, including marginalized groups.

Raise awareness about our published standards and technical guides.

2. Intergovernmental affairs

- Continue to engage and partner with provincial and territorial governments. Work to increase coordination and collaboration on shared priority areas. We will:
 - share drafts standards
 - participate in collaborative forums and briefings
- Hold multilateral collaborative forums and briefings with provinces and territories. We will do this at 3 key phases: pre-development, development, and post development of standards.
- Seek new partnerships to promote the use of our research, standards, and technical guides.
- Continue to engage with Indigenous communities. This includes Indigenous disability organizations and territorial governments.

Departmental result 4: Best practices on accessibility are publicized

Results we plan to achieve

During the 2025 to 2026 fiscal year, we will take the following important steps to expand our network:

- We will continue to share information with the public through our [Centre of Expertise](#)⁷⁶ and other parts of our website. We will also share information through our news releases and social media accounts.
- We will maintain and update our [Centre of Expertise](#).⁷⁷ This information hub enables the public to:

- obtain reports for completed research projects
- learn about our standards and technical guides
- We will continue to publish technical guides as a resource to help organizations implement accessibility.

Key risks

- Stakeholder engagement duplication leading to consultation fatigue. Collaboration with parties under the *Act*, will be key to mitigating this risk. In addition, we will:
 - Coordinate consultation and outreach activities with our key partners, including those that have a mandate under the *Accessible Canada Act*.
 - Continue to provide stakeholders with timely, high-quality information through our newsletters and accessible and user-friendly digital platforms, limiting unnecessary outreach to stakeholders, reducing fatigue.
- Failure to provide accessible services, products, and information to the public. We will mitigate this risk by doing the following:
 - We will improve our website's accessibility and information architecture. We will ensure it continues to meet or exceed Web Compliance Accessibility Guidelines (WCAG) 2.1 AA standards. We will do this by conducting regular audits of online materials for accessibility. We will also update the site based on emerging best practices.
 - We will engage with users, particularly those with disabilities. We will do this to gather feedback and address issues with the accessibility of our communications products and tools.
 - We will continue to actively provide content in various formats. This includes providing interpretation in American Sign Language and *Langue des signes québécoise* for high-value content and calls to action.
 - We will write external communications in plain language. The goal will be to reduce jargon and simplify sentence structure whenever

possible. We will also continue to encourage employees to apply basic plain language principles. This will help them improve the readability and aid comprehension of the content they write or revise. To support these efforts, we will offer guidance and share best practices.

- We will review our corporate templates to ensure they meet accessibility best practices. This will help to enforce accessibility standards and increase consistency. We will share tools and advice to support ease of use. We will offer annual training on the accessibility of documents and provide advice on best practices.

Planned resources to achieve results

Table 6: Planned resources needed to achieve results for Accessibility standards

Table 6 provides a summary of the planned spending (dollars) and full-time equivalents required to achieve results.

Resource	Planned
Spending	15,600,952
Full-time equivalents	40

[Complete financial](#)⁷⁸ and [human resources information](#)⁷⁹ for Accessibility Standards Canada’s program inventory is available on GC InfoBase.

Related government priorities

Gender-based analysis plus

Our work is guided by the principles and requirements of the [Accessible Canada Act](#).⁸⁰ The Act was created 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 2SLGBTQI+ (2-spirited, lesbian, gay, bisexual, transgender, queer/questioning, intersex, and others) community, may face

additional barriers. That is why we encourage diversity among the members of our technical committees.

We also work to enhance diversity within our standards development process. To do this, we developed an intersectionality strategy. This involves the following:

- We require those applying for research funding to explain how they will include an intersectionality analysis in the planning and delivery of their projects. This requirement is reflected in the agreements signed by funding recipients.
- We require the work of the technical committees to reflect the needs of all Canadians living with disabilities.
- We seek to balance committee membership to ensure diversity of expertise and lived experience.
- We require 30% of technical committee members to be experts with a disability or with lived experience.
- We require at least 30% of all technical committee members to be from an equity-deserving group (2SLGBTQI+, Indigenous Peoples, women, and/or visible minorities). Currently, more than 50% of all committee members are people with disabilities and 56% are women. Many racialized people, Indigenous people, 2SLGBTQI+ individuals, women, seniors, and youth also serve on our technical committees.
- We factor intersectionality into the process for the public review of a draft standard. All reviewers are asked to voluntarily answer questions about the groups they identify with.

It should also be noted that more than 30% of our staff and the majority of our Board members have lived experience with a disability. We will continue to build on this foundation of inclusivity by doing the following:

- We will use an intersectional approach in our communications and messaging content. We will do this to reflect diverse experiences and identities. This will involve the use of inclusive language and visuals that depict diverse genders, races, ethnicities, disabilities, ages, and other aspects of identity.

- We will review key messages and campaigns through a Gender-based Analysis Plus (GBA Plus) lens. This will help us confirm they will resonate with and are accessible to diverse groups.
- We will use gender-neutral and plain language. This will help make our content respectful. It will also ensure that all audiences have equal access to information.
- We will provide accessible tools and alternative methods to ensure that people with disabilities can easily access and understand the information we share.
- We will offer our audiences multiple ways to provide feedback on our communications products and tools. This will improve communication and ensure we are reaching everyone effectively.

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

Accessibility Standards Canada is committed to supporting the United Nations' 2030 Agenda for Sustainable Development.

More information on Accessibility Standards Canada's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#)⁸¹.

Program inventory

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

- standards development
- outreach and knowledge application

Additional information related to the program inventory for accessibility standards is available on the [Results page on GC InfoBase](#).⁸²

Summary of changes to reporting framework since last year

Accessibility Standards Canada revised its Departmental Results Framework to accommodate the following changes:

- We redefined and simplified our core responsibility as follows:
Accessibility Standards Canada works to identify, remove, and prevent barriers to accessibility by developing and revising accessibility standards in priority areas defined in section 5 of the [Accessible Canada Act](#).⁸³

The previous version was much longer as indicated below:
Accessibility Standards Canada:

- develops and revises accessibility standards by establishing technical committees and providing support and research to them
- 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 used to identify, remove, and prevent accessibility barriers
- (ensures) technical committees reflect diversity and are made up of people with disabilities, Indigenous people, representatives from industries that would have to follow standards if they were made into regulations, and other experts
- We redefined our program inventory. The 2 programs are:
 - standards development
 - outreach and knowledge application
- We redefined the performance indicator for departmental result 1: research informs the next generation of standards. The new performance indicator is “percentage of completed research project reports used by technical committees to inform standards.” The previous indicator was the percentage of funding invested.

- We introduced a new performance indicator for departmental result 4: best practices on accessibility are publicized. The new indicator is the number of reports and other publications on best practices for accessibility standards made publicly available.

Internal services

In this section:

- [Description](#)
- [Plans to achieve results](#)
- [Planned resources to achieve results](#)
- [Planning for contracts awarded to Indigenous businesses](#)

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

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

Plans to achieve results

This section presents details on how the department plans to achieve results and meet targets for internal services. Accessibility Standards Canada plans to achieve the following results:

- Human resources management is improved. One of our key priorities is to ensure that Accessibility Standards Canada becomes a model of diversity, inclusion, and accessibility. We will use the results of the

employee survey and other employee feedback to make improvements across the organization. These improvements are crucial to creating a safe and healthy environment.

- Employee recognition and professional development is improved. We will undertake initiatives that help foster growth and a sense of belonging among employees. As a small organization, it's important to provide recognition and professional development to all employees as part of their career progression.
- Employees and visitors continue to have a barrier-free experience. Our office space now serves as a model of accessibility within the federal government. We will work to ensure our office space continues to accommodate the needs of people with disabilities.
- The effectiveness of our communications is improved. We will achieve this by doing the following:
 - We will enhance our web presence and website accessibility. We will do this by:
 - implementing the recommendations from a 2024 evaluation of the website user experience
 - reorganizing the content and improving navigation
 - ensuring users have better access to standards and best practices
 - adding a new user login function to meet diverse needs
 - We will continue to extend our social media reach. We will do this by targeting audiences that may not be part of our existing community of followers.
 - We will regularly review and update our website content to ensure it is current, organized, and meets accessibility standards. We will continue to offer downloadable formats.
 - We will support internal teams as they work to develop and implement a new plan to reach more target audiences and stakeholders. We will also refine our communications-related evaluation tools and apply lessons learned.

- We will increase our participation in federal interdepartmental meetings to:
 - share best practices and lessons learned
 - highlight successes and provide insight
 - build relationships with other government departments
- We will enhance internal communications. To do this, we will:
 - work to ensure that communication across the organization is clear, consistent, and effective
 - refine tools such as the quarterly employee newsletter and monthly bulletin to meet evolving needs
 - explore ways to encourage:
 - collaboration across all teams
 - the sharing of knowledge, resources, and successes
 - the creation of a more connected and informed workforce

Planned resources to achieve results

Table 7: Planned resources to achieve results for internal services this year

Table 7 provides a summary of the planned spending (dollars) and full-time equivalents required to achieve results.

Resource	Planned
Spending	5,693,557
Full-time equivalents	18

Complete [financial](#)⁸⁴ and [human resources information](#)⁸⁵ for Accessibility Standards Canada’s program inventory is available at GC InfoBase.

Planning for 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.

We have established a plan that uses the tools at our disposal to achieve the 5% requirement. The plan includes doing the following:

- We will use the government’s Indigenous Business Directory to identify businesses that may be able to supply what we need.
- We will continue to offer opportunities through request for proposals posted on the government’s CanadaBuys platform.
- We will invite Indigenous businesses to submit bids when we are purchasing goods or services.
- We will clarify our purchasing needs and target Indigenous businesses that have the capacity to meet our requirements.

Table 8: Percentage of contracts planned and awarded to Indigenous businesses

Table 8 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% Reporting Field	2023 to 2024 Actual Result	2024 to 2025 Forecasted Result	2025 to 2026 Planned Result
Total percentage of contracts with Indigenous businesses	n/a	5%	5%

Planned spending and human resources

This section provides an overview of Accessibility Standards Canada’s planned spending and human resources for the next 3 fiscal years and compares planned spending for 2025 to 2026 with actual spending from previous years.

In this section:

- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

Spending

This section presents an overview of the department's planned expenditures from 2022 to 2023 to 2027 to 2028.

Budgetary performance summary

Table 9: 3-year spending summary for core responsibility and internal services (dollars)

Table 9 presents how much money Accessibility Standards Canada spent over the past 3 years to carry out its core responsibility and for internal services. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibility and Internal services	2022 to 2023 Actual Expenditures	2023 to 2024 Actual Expenditures	2024 to 2025 Forecast Spending
Accessibility Standards	14,404,001	16,552,026	15,894,062
Subtotal	14,404,001	16,552,026	15,894,062
Internal services	4,662,600	5,037,179	5,928,256
Total(s)	19,066,601	21,589,205	21,822,318

Analysis of the past 3 years of spending

Spending increased each fiscal year up to 2023 to 2024 as we achieved ramp up of our operations. Each subsequent fiscal year resulted in more efficient use of our resources. Our resources have reached a steady state. Based on our improved corporate structure and internal processes, we are projecting efficient use of our financial resources on an ongoing basis.

More financial information from previous years is available on our [Finances page on GC Infobase](#)⁸⁶.

Table 10: Planned 3-year spending on core responsibility and internal services (dollars)

Table 10 presents how much money Accessibility Standards Canada's plans to spend over the next 3 years to carry out its core responsibility and for internal services.

Core responsibility and Internal services	2025 to 2026 Planned spending	2026 to 2027 Planned spending	2027 to 2028 Planned spending
Accessibility Standards	15,600,952	15,600,952	15,600,952
Subtotal	15,600,952	15,600,952	15,600,952
Internal services	5,693,557	5,693,557	5,693,557
Total	21,294,509	21,294,509	21,294,509

Analysis of the next 3 years of spending

Our resources have reached a steady state. Based on our improved corporate structure and internal processes, we are projecting efficient use of our financial resources on an ongoing basis.

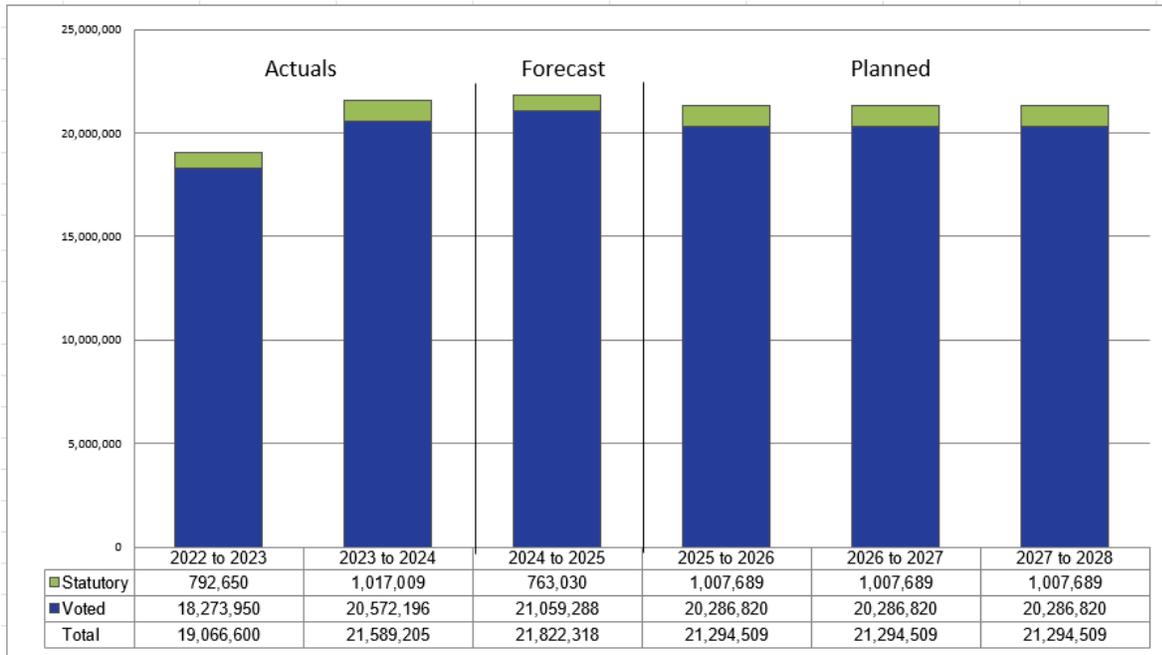
More [detailed financial information on our planned spending](#)⁸⁷ is available on the Finances section of GC Infobase.

Funding

This section provides an overview of the department's funding for its core responsibility and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).⁸⁸

Graph 1: Approved funding (statutory and voted) over a six-year period (dollars)

Graph 1 summarizes the department's approved voted and statutory funding from 2022 to 2023 to 2027 to 2028.



Voted and statutory expenditures (dollars)

Fiscal year	Total	Voted	Statutory
2022 to 2023	19,066,600	18,273,950	792,650
2023 to 2024	21,589,205	20,572,196	1,017,009
2024 to 2025	21,822,318	21,059,288	763,030
2025 to 2026	21,294,509	20,286,820	1,007,689
2026 to 2027	21,294,509	20,286,820	1,007,689
2027 to 2028	21,294,509	20,286,820	1,007,689

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

Our funding has remained consistent for the past five years following the successful ramp up of our operations. As we move to the future, our

statutory expenditures are projected to increase in line with our staffing structure.

For further information on Accessibility Standards Canada’s departmental approved funding, consult the [2025 to 2026 Main Estimates](#).⁸⁹

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Accessibility Standards Canada’s operations for 2024 to 2025 and 2025 to 2026.

Table 11: Future-oriented condensed statement of operations for the year ended March 31, 2026 (dollars)

Table 11 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2024 to 2025 to 2025 to 2026. The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

Financial information	2024 to 2025 Forecast Results	2025 to 2026 Planned Results	Difference (Planned Results minus Forecasted)
Total expenses	22,801,447	22,315,443	(486,004)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	22,801,447	22,315,443	(486,004)

A more detailed [Future-Oriented Statement of Operations and associated Notes for 2025 to 2026](#),⁹⁰ including a reconciliation of the net cost of operations with the requested authorities, is available on Accessibility Standards Canada’s website.

Human resources

This section presents an overview of the department’s actual and planned human resources from 2022 to 2023 to 2027 to 2028.

Table 12: Actual human resources for core responsibility and internal services

Table 12 shows a summary of human resources, in full-time equivalents, for Accessibility Standards Canada’s core responsibility and for its internal services for the previous 3 fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibility and internal services	2022 to 2023 Actual full-time equivalents	2023 to 2024 Actual full-time equivalents	2024 to 2025 Forecasted full-time equivalents
Accessibility Standards	35	39	42
Subtotal	35	39	42
Internal services	22	24	19
Total	57	63	61

Analysis of human resources over the last 3 years

We are forecasting a decrease in internal services full-time equivalents (FTEs) due to internal reorganizations that have found efficiencies, allowing us to focus more on funding our core responsibility.

Table 13: Human resources planning summary for core responsibility and internal services

Table 13 shows information on human resources, in full-time equivalents, for Accessibility Standards Canada’s core responsibility and for its internal services planned for the next 3 years.

Core responsibility and internal services	2025 to 2026 Planned full-time equivalents	2026 to 2027 Planned full-time equivalents	2027 to 2028 Planned full-time equivalents
Accessibility Standards	40	40	40
Subtotal	40	40	40
Internal services	18	18	18
Total	58	58	58

Corporate information

Organizational profile

Appropriate minister: The Honourable Patty Hajdu, M.P.

Institutional head: Mr. Dino Zuppa, Chief Executive Officer

Chairperson: Mr. Paul Walsh

Ministerial portfolio: Minister of Jobs and Families

Enabling instrument: [Accessible Canada Act](#)⁹¹

Year of incorporation (commencement): 2019

Organizational contact information

Mailing address:

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

Telephone: 1-833-854-7628

Video Relay Service (VRS): 1-833-854-7628

Email: info.accessibility.standards-normes.accessibilite.info@canada.gc.ca

Website: <https://accessible.canada.ca>⁹²

Supplementary information tables

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

- [Details on transfer payment programs](#)⁹³
- [Gender-based Analysis Plus 2025 to 2026](#)⁹⁴

Information on Accessibility Standards Canada's departmental sustainable development strategy can be found on Accessibility Standards Canada's [website](#).⁹⁵

Federal tax expenditures

Accessibility Standards Canada's Departmental Plan does not include information on 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](#).⁹⁶

This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

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 one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

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

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' 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 number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

gender-based analysis plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

Is 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 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 that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

government priorities (priorités gouvernementales)

For the purpose of the 2025 to 2026 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the most recent Speech from the Throne.

horizontal initiative (initiative horizontale)

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

Indigenous business (entreprise autochtone)

For the purpose of the Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, a department that meets the definition and requirements as defined by the [Indigenous Business Directory](#).⁹⁷

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

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)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

plan (plan)

The articulation of strategic choices, which provides information on how a department intends to achieve its priorities and associated results.

Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and

accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities, or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

A consequence attributed, in part, to a department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead, they are within the area of the department's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation *acts*. The 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 period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

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

Endnotes

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