



Canadian Radio-television and  
Telecommunications Commission

Conseil de la radiodiffusion et des  
télécommunications canadiennes

Canada

2026-2028

# Accessibility Plan

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Canadian Radio-television and  
Telecommunications Commission



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<b>General</b>	<b>4</b>
Provide feedback	4
Message from the Chairperson and Chief Executive Officer	5
Accessibility Plan scope	6
Our commitment to accessibility	8
CRTC by the numbers	9
<b>The priority areas of our Accessibility Plan</b>	<b>10</b>
Employment	10
The built environment	14
Information and communication technologies (ICT)	17
Communication, other than ICT	20
The procurement of goods, services, and facilities	23
The design and delivery of programs and services	25
Transportation	27
Areas designated under regulations	28
<b>Other priority areas</b>	<b>29</b>
Culture	29
Training and resources	31
<b>Consultations</b>	<b>32</b>
Internal consultations	32
External consultations	36
From consultation to implementation	40
<b>Looking ahead</b>	<b>41</b>
<b>Annex A</b>	<b>42</b>
Our accessibility feedback process	42
<b>Annex B</b>	<b>44</b>
Summary of our 2025 Accessibility Progress Report	44

# General

## Provide feedback

Mailing address	<b>Accessibility Champion</b> Canadian Radio-television and Telecommunications Commission (CRTC) Gatineau, Quebec K1A 0N2
Telephone and Video Relay Service	<b>1-877-249-2782</b> from Monday to Friday, 8:30 a.m. to noon and from 1:00 p.m. to 4:00 p.m. Eastern Time Calls from outside of Canada: 819-997-0313
Email	<a href="mailto:accessible@crtc.gc.ca"><u>accessible@crtc.gc.ca</u></a>
Online web form	<a href="#"><u>Accessibility Feedback Form</u></a>
Live chat	<b>Live chat</b> is available from Monday to Friday, 8:30 a.m. to noon and from 1:00 p.m. to 4:00 p.m. Eastern Time (may not be fully compatible with screen readers)
Teletypewriter (TTY)	Type to our teletypewriter toll-free: <b>1-877-909-2782</b> From outside of Canada: 819-994-0423

You can consult our [\*\*Accessibility Feedback Process\*\*](#) in Annex B to learn what kind of feedback you can submit, how to provide it anonymously, what we do with it, and how to request alternate formats.

# Message from the Chairperson and Chief Executive Officer

On behalf of the CRTC, I am pleased to present the 2026-2028 Accessibility Plan.

The CRTC is an independent, quasi-judicial tribunal that regulates the Canadian communications sector in the public interest. The CRTC holds public consultations on telecommunications and broadcasting matters and makes decisions based on the public record.

This Accessibility Plan builds on the work we have done and highlights our commitment to creating a barrier-free workplace and making our proceedings accessible.

We recognize the importance of ensuring that our decisions, communications and procedures are inclusive and easy to understand. We will also work to improve the recruitment, retention, and promotion of persons with disabilities, and to make our workplace accessible by design.

We know that there is more work to do, and we are taking action to ensure a fully accessible CRTC for our employees, and for all Canadians.

## **Vicky Eatrides**

Chairperson and Chief Executive Officer





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[Read or watch a summary of this Accessibility Plan](#)

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## Accessibility Plan scope

In 2019, the ***Accessible Canada Act*** (the Act) set out a clear vision: a Canada without barriers by 2040, where persons with disabilities can participate fully and equally. This involves identifying, removing, and preventing barriers in the following priority areas:

- 1 Employment
- 2 The built environment
- 3 Information and communication technologies (ICT)
- 4 Communication, other than ICT
- 5 The procurement of goods, services and facilities
- 6 The design and delivery of programs and services
- 7 Transportation

The Act requires all organizations under federal responsibility, and all government departments and agencies, including the CRTC, to prepare and publish accessibility plans every 3 years. These plans outline policies, programs, practices, and services used to identify, remove, and prevent barriers, in line with the **key principles of the Act**.

Organizations must prepare and publish yearly progress reports that describe the actions taken to implement these plans. They must also set up a feedback process and include information on:

- accessibility feedback received by the organization and how they have taken the feedback into consideration; and
- consultations the organization held with persons with disabilities when preparing their reports.

This second CRTC Accessibility Plan builds on the work of our [2023-2025 Accessibility Plan](#) and covers the period from October 1, 2025, to September 30, 2028. For a summary of our most recent progress and latest feedback received, see [our 2025 Accessibility Progress Report](#), included in Annex B.

This Plan includes quotes from CRTC employees with disabilities and their allies, the individuals who bring real experience and meaning to the work behind it.

Accessibility means an even playing field. It's important, because without it, we don't even know what we are missing out on.

- Member of the CRTC Accessibility Network

# Our commitment to accessibility

The CRTC is an independent quasi-judicial tribunal that regulates the Canadian communications sector in the public interest. We oversee more than 2,000 broadcasters, including television and radio services, as well as telecommunications providers such as Internet, telephone, and mobile companies.

The Commission holds public consultations on telecommunications and broadcasting matters and makes decisions based on the public record. With that important role comes a duty to lead by example. We take this responsibility seriously and are committed to driving progress toward barrier-free federally regulated services by 2040.

We recognize that the journey to removing barriers takes sustained effort, and that we will only get there by listening, learning, and working alongside the public and our employees. Guided by the principle of the Accessibility Strategy for the Public Service of Canada, "**Nothing Without Us**," we are committed to putting this Plan into action in a way that reflects:

- Equal dignity and opportunity for all;
- Full and equal participation in society;
- Freedom to make informed choices;
- Recognition of intersecting barriers and discrimination;
- Inclusion of persons with disabilities in the barrier-removal process; and
- Accessibility standards aimed at the highest possible level.

We believe in advancing key accessibility issues that matter to Canadians by engaging with individuals with disabilities to inform our decision-making processes, while providing our employees with the tools, training, and support needed to identify and remove barriers in our work.

# CRTC by the numbers

<b>740</b>	Number of full-time equivalent CRTC employees
<b>2000+</b>	Number of broadcasters and telecommunications providers regulated
<b>10.34%</b>	Percentage of CRTC employees who self-identify as persons with disabilities*
<b>200 000</b>	Total page views on our website in 2024
<b>1000+</b>	Decisions published since January 2023

\*As of October 1, 2025

In March 2023, 6.76% of the CRTC workforce identified as a person with a disability. By October 2025, that number had risen to 10.34%. This progress reflects our efforts to raise awareness about the importance of self-identification, alongside improvements to our hiring practices.

I believe that work is a very meaningful and important occupation, and accessibility barriers should not be a reason why individuals do not and are not able to engage in work.

- Virginia R.

# The priority areas of our Accessibility Plan

## Employment

This priority area addresses the systems and practices that ensure that all individuals, regardless of disability, have the same opportunity to pursue the career and life they aspire to at every stage of employment:

- Recruitment
- Hiring
- Onboarding
- Retention
- Promotion and career development
- Performance management
- Departure

To develop this accessibility plan, we are drawing on the principles of the CAN-ASC-1.1:2024 – Employment standard, which was developed by Accessibility Standards Canada and published in May 2025. This standard envisions a work environment that is accessible, inclusive, barrier-free, and discrimination-free for all workers, including persons with disabilities. It also provides the framework to help the CRTC build confidence and competence in supporting and managing a workforce that includes employees with disabilities.

## Current Practices

The CRTC implemented the 2023 changes to the *Public Service Employment Act*, which were designed to reduce barriers in the staffing process and has continued to deliver related training. This process also prompted the organization to take a closer look at its hiring, onboarding, accommodation, and training practices.

To support employees throughout the employment process, the CRTC encourages collaboration among managers, expert advisors, and employees to create practical and effective solutions that promote full participation in the workplace.

Diversity and disability inclusion training is mandatory for all employees. We also offer regular sessions on plain language, Deaf culture, and invisible disabilities. Hiring managers receive additional training to support inclusive hiring practices.

All CRTC executives have a performance agreement commitment to support the objectives and implementation of the Accessibility Plan, and to improve the representation of persons with disabilities within their teams at all levels.

## Goal for employment

These objectives support the goal of improving the recruitment, retention, and promotion of persons with disabilities.



Develop a person-centered, individualized approach to accessibility and accommodation



Strengthen employment practices and training to actively promote accessibility, inclusion, and equity in the workplace



Support the recruitment, development, and promotion of persons with disabilities into management and leadership roles

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Action	Timeline
<p><b>Include language that supports accommodations and disability inclusion in job postings</b>, including management-level openings to attract candidates with disabilities and support equitable access to leadership roles.</p>	Ongoing
<p><b>Share or host at least four accessibility-related events or presentations</b> each year from government agencies, external partners, and internal accessibility experts, to raise awareness of accessibility and build capacity.</p>	Yearly
<p><b>Develop and implement clear accommodation guidelines</b> for managers and employees, and ensure effective communication of these guidelines.</p>	Short-term
<p><b>Adopt and implement the Digital Accessibility Passport</b> as a standardized tool to document, communicate, and manage individual accessibility needs, and better support employees through the accommodation process.</p>	Short-term
<p><b>Create a directory of accessibility experts within the organization</b>, consisting of employees with lived experience, training, or relevant knowledge who can support colleagues, offer guidance, and strengthen inclusive practices.</p>	Short-term
<p><b>Provide dedicated mentoring opportunities to employees with disabilities</b> by integrating <u>Mentorship Plus</u> into our existing mentorship program to support their advancement into leadership and executive roles.</p>	Short-term

Action	Timeline
<p><b>Implement the new standardized self-identification process</b> within 6 months of its launch, provide accessible guidance to employees, and promote its value in advancing equity, inclusion, and informed decision-making.</p>	<p>When available</p>

The timelines for our commitments are defined as follows:

Short-term: Less than 1 year	Ongoing: Active, with no fixed end date
Medium-term: 1 to 2 years	Yearly: Completed once every year
Long-term: 3 years or more	

We can't work together if we are not fully inclusive and encouraging of greater accessibility. I think it's integral to our work as public servants.

- Julia A.

# The built environment

This priority area supports barrier-free access to the CRTC's offices and meeting spaces for all visitors, including employees and stakeholders with disabilities.

There are common areas where persons with disabilities may experience barriers to accessibility in the existing built environment. These include:

- Working and meeting spaces;
- Entrances, pathways and doorways;
- Notifications and alarms;
- Washrooms; and
- Lighting.

## Current practices

The CRTC resumed operations in its permanent office spaces in May 2025, following nearly three years in temporary facilities during renovations to the building's exterior cladding. This transition marks a significant step toward implementing lasting accessibility improvements.

While the interior layout remained largely unchanged, several accessibility improvements were made before employees returned. These included a new accessible washroom, entry access ramps, reconfigured common areas for wheelchairs accessibility, quiet zones, low-light areas, and upgraded ergonomic furniture for all staff.

The CRTC does not own the building it occupies and must work collaboratively with Public Services and Procurement Canada (PSPC) and building management. As a result, its ability to implement changes is subject to the limits of its authority, available resources, and the responsibilities of its partners.

## Goal for the built environment

These objectives support the goal of enhancing the built environment to ensure that buildings and workspaces are accessible.



Identify and address physical and environmental barriers in workspaces and meeting spaces



Increasing the availability and access to accessibility information about CRTC workspaces and buildings



Strengthen emergency measures to ensure they are inclusive of persons with disabilities

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Action	Timeline
<p><b>Regularly review the accessibility of our physical spaces</b>, including CRTC offices and rented public hearing venues, to ensure they do not create barriers for employees, attendees, or participants with disabilities.</p> <p>This includes working with PSPC when needed, using our accessibility checklist for all rented spaces, and maintaining a tracking document that records barriers identified, barriers resolved, and timelines for action.</p>	Ongoing

Action	Timeline
<p><b>Support inclusive and accessible emergency procedures</b> by regularly reviewing, updating, and communicating them. This includes sharing up-to-date information on accessibility features in our facilities and meeting spaces through pre-visit communications and internal platforms, and exploring accessible formats for all emergency communications.</p>	Ongoing
<p><b>Conduct an annual survey to gather employee feedback</b> on the accessibility of our hybrid work environment and physical installations.</p>	Yearly
<p><b>Communicate all accessibility-related updates about CRTC workspaces and buildings</b> to employees and stakeholders in a timely manner and maintain a centralized log of all actions and improvements.</p>	Ongoing / Short-term
<p><b>Work with building management to maintain optimal office temperatures</b> by regularly monitoring and adjusting zone-specific controls. Prioritize comfort and accessibility by addressing issues promptly and clearly communicating how employees can request temperature adjustments.</p>	Ongoing / Short-term
<p><b>Consult the CRTC Accessibility Network and employees with disabilities</b> to identify ways to improve the built environment, including how quiet zones and low-light areas can better support individual needs.</p>	Short-term

# Information and communication technologies (ICT)

This priority area focuses on ensuring that everyone can access the same information and benefit equally from digital tools and communication technologies.

## Current practices

The CRTC has established an Accessibility Centre of Expertise to lead digital accessibility efforts across the organization. This Centre maintains a comprehensive inventory of inaccessible tools and applications, and it provides targeted recommendations and adjustments to align with the most recent accessibility standards.

To further advance this effort, the CRTC launched an internal service designed to help teams assess and enhance the accessibility of business applications. This team ensures that new digital tools are both compliant and inclusive by identifying risks and constraints early in the process and integrating accessibility considerations from the start.

Following the adoption of **CAN/ASC – EN 301 549 – Accessibility requirements for ICT products and services** as a National Standard of Canada, and recent changes to the *Accessible Canada Regulations* related to digital technologies, the CRTC is preparing to implement additional measures under this Accessibility Plan.

This standard and these changes to the regulations will result in greater accessibility for web pages and digital documents. A plain language overview of these changes is available on the Employment and Social Development Canada website: **Summary of the changes to the Accessible Canada Regulations about Digital Accessibility**.

## Goal for ICT

These objectives support the goal of making information and communications technology usable by all.



Improve website navigation and content design to ensure critical information is easy to find, access, and understand

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Advance digital inclusion by replacing non-accessible software with alternatives that comply with latest accessibility standards

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Increase the usability of shared documents, digital content, and collaborative workspaces

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Action	Timeline
<b>Conduct accessibility reviews of internal and external tools and applications</b> and regularly report on the percentage of assessments completed.	Ongoing / Yearly
<b>Establish and publish a corporate data strategy</b> to simplify processes, ensure data consistency and accessibility, and improve access to essential information by leveraging data technology by September 2026.	Short-term

Action	Timeline
<p><b>Establish a detailed implementation plan to bring CRTC web pages, and digital documents into compliance</b> with the new changes to the <i>Accessible Canada Regulations</i>. This includes following the most recent version of the CAN/ASC-EN 301 549 – Accessibility requirements for ICT products and services.</p> <p>The plan must be implemented by December 5, 2027, for web pages, and by December 5, 2028, for digital documents. Progress will be reviewed regularly to track key milestones and ensure appropriate resource allocation.</p>	Medium-term
<p><b>Conduct targeted accessibility testing</b>, including participation from users with disabilities, on the most visited pages of the CRTC website.</p> <p>Identify and document barriers, prioritize them based on impact and frequency, and recommend actionable improvements.</p>	Medium-term
<p><b>Research and assess AI-powered tools that enhance accessibility</b>, including automated captioning, live interpretation, screen reader optimization, and keyboard navigation, and produce a summary of findings and recommendations for implementation.</p>	Medium-term

Each barrier that is taken down by our organization will make someone, somewhere, feel less disabled and more like themselves, and that’s my goal: to create a world in which disability never limits what a person can do.

- Nancy M.

# Communication, other than ICT

This priority area aims to make accessible communication a permanent part of our culture and how we engage with both employees and diverse audiences.

## Current practices

In 2024, the CRTC launched its first accessibility newsletter to engage Canadians and organizations that support individuals with disabilities. It provides updates on accessibility initiatives, policies, and consultation opportunities.

The CRTC has also developed **Accessibility and Accommodations Guidelines** to make the accommodation request process for public proceedings more transparent and predictable.

To improve the turnaround time and availability of sign language content, the CRTC now uses a task-based contract to retain sign language translation services. This is a new procurement approach that cuts down on paperwork and shortens timelines. It is aimed at simplifying processes and support broader inclusion of American Sign Language (ASL) and Langue des signes québécoise (LSQ) in communications.

For its livestreamed public hearings, the CRTC provides Communication Access Realtime Translation (CART) captioning in both official languages, and hearing transcripts are usually available within 24 hours in screen reader friendly formats. Parties can also request sign language interpretation, translation, or submit comments in ASL or LSQ.

We also developed and published an evergreen corporate-wide Gender-Based Analysis Plus (GBA Plus) guide to help analysts consider how diversity, intersectionality, and accessibility can be integrated into the CRTC's engagement and communication with Canadians.

## Goal for communication

These objectives support the goal of making communications accessible, inclusive, and easy to understand.




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Enhance engagement and outreach to improve the representation and inclusion of persons with disabilities in CRTC proceedings and initiatives

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Improve the accessibility of communications by simplifying processes and actively supporting the use plain language

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Maintain active collaboration with federal accessibility partners to support shared research, innovation, and best practices

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Action	Timeline
<p><b>Maintain active collaboration with other federal accessibility partners</b> by participating in the meetings held by the Chief Accessibility Officer of Canada to coordinate accessibility work. These include Accessibility Standards Canada, the Canadian Human Rights Commission and the Canadian Transportation Agency.</p>	Ongoing
<p><b>Continue to respect and uphold ASL and LSQ as standalone languages</b> by continuing to make sign language easier to find and recognize, and by expanding our central repository to help ensure Deaf communities can stay informed about topics that affect them.</p>	Ongoing

Action	Timeline
<p><b>Engage stakeholders connected to disability communities</b> through our accessibility newsletter at least twice a year, aiming to increase the subscriber base and strengthen collaboration by sharing relevant updates, alternative formats, resources, and opportunities for feedback.</p>	<p>Ongoing / Yearly</p>
<p><b>Conduct a review of the feedback received on the <u>Accessibility and Accommodations Guidelines</u></b> every two years to determine whether changes need to be proposed to ensure the guidelines clearly outline how to request accommodation during public proceedings.</p>	<p>Medium-term</p>
<p><b>Develop a plan to incorporate the CAN-ASC-3.1:2025 Plain Language Standard into our practices</b> to ensure corporate communications are relevant, findable, understandable, and usable for the intended audience.</p>	<p>Medium-term</p>
<p><b>Evaluate and pilot AI tools to improve comprehension and accessibility of publications</b>, including generating plain language summaries of decisions, notices, and orders. Based on evaluation findings, develop organization-wide recommendations and guidelines for adoption.</p>	<p>Long-term</p>
<p><b>Develop targeted outreach to encourage the participation of persons with disabilities in CRTC proceedings</b> by clearly communicating our mandate, role, and how individuals can engage with the CRTC and take part in the consultations that lead to its decisions.</p>	<p>Long-term</p>

# The procurement of goods, services, and facilities

This priority area helps prevent the introduction of new barriers when acquiring goods and services.

## Current practices

Accessibility is embedded in the procurement of goods, services, and facilities as part of standard practices, with considerations built in early based on user needs. Procurement officers receive training to better consider accessibility needs and apply inclusive criteria. Ongoing improvements are supported through collaboration with other government agencies to share best practices and align with evolving accessibility standards.

## Goal for procurement

These objectives support the goal of integrating accessibility considerations into procurement processes.



Maintain and enforce our contracting directive to ensure accessibility is built into all goods and services and integrated at every stage of procurement



Support the procurement of accessible communication services to facilitate inclusive engagement with diverse audiences

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Action	Timeline
<p><b>Include accessibility considerations and reference materials</b> when specifying requirements for goods and services in all CRTC procurement processes, in alignment with the Directive on the Management of Procurement.</p> <p>Inform service providers that they must ensure accessibility considerations are integrated into all procurement processes from the outset. Each procurement file will document acknowledgement and compliance individually throughout the engagement.</p>	Ongoing
<p><b>Exchange best practices on accessible procurement</b> with other federal organizations, including updates to processes, directives, and legislation, through interdepartmental meetings. Hold regular Procurement Team meetings to share lessons learned and strengthen client support.</p>	Ongoing
<p><b>Support the production and availability of sign language content</b> by procuring qualified ASL and LSQ interpretation and translation services when requested.</p>	Ongoing

To truly be a society where everyone is included regardless of their differences, we must confront our own unconscious biases, and we must meet persons with disabilities where they are, by integrating thoughts of accessibility into our lives and our work as public servants.

- Christy S.-W.

# The design and delivery of programs and services

As an independent quasi-judicial tribunal, the CRTC does not deliver government programs. We interact with the public through our public proceedings, and our consumer support line. Public proceedings involve communicating with Canadians and making use of ICT tools. Accordingly, related actions are included under **Information and communication technologies** and **Communications, other than ICTs**. The following goals and practices relate to the services offered through our consumer support line.

## Current practices

The CRTC has a “no wrong door” policy for accessibility concerns, which means that no matter how someone reaches out, their accessibility concern will be acknowledged, directed to the right place, and followed up on.

The CRTC offers several communication channels, including email, phone, TTY, mail, and online chat, so Canadians can choose the method that best meets their needs.

Accessibility-related inquiries are immediately flagged in the system as a priority to ensure timely attention and follow-up.

Consumer support agents receive training on topics such as disability inclusion, and clear and concise writing, which helps make their correspondence with the public more accessible and respectful of all. To provide accurate and informed responses, they regularly consult subject matter experts when handling complex or specialized inquiries.

As part of its “no wrong door” policy, if a request falls outside the CRTC’s mandate, and could be dealt with by a federal accessibility partner, such as the Canadian Human Rights Commission, it is promptly redirected to the that organization for further review and response.

## Goal for programs and services

These objectives support the goal of equipping CRTC employees to design and deliver accessible services.




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Simplify forms and processes to enhance service accessibility for persons with disabilities

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Build accessibility and disability awareness among employees providing services to the public

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Action	Timeline
<p><b>Advance equitable access to the CRTC</b> by improving and streamlining online forms for clarity, accessibility, and ease of use. This includes simplifying language, reducing complexity, and minimizing the steps required to provide feedback or submit information.</p>	Short-term
<p><b>Explore voluntary demographic data collection on disability</b> into our complaints process to evaluate whether there are factors that affect how or why complaints are initiated. This will help identify and address additional barriers and enhance support for persons with disabilities.</p>	Medium-term
<p><b>Evaluate and improve the system used to track accessibility requests</b> to accurately monitor open and closed cases, and standardize categories for better data management and service planning.</p>	Medium-term
<p><b>Consider new accessible ways to get in touch with us</b>, including options like video chat, a dedicated VRS number, and examine legacy technologies such as TTY.</p>	Medium-term

# Transportation

This priority area supports barrier-free access to transportation services for persons with disabilities.

While the CRTC does not operate within the federal transportation network under the Canada Transportation Act, we have examined our internal travel-related policies and procedures for accessibility considerations.

## Current practices

The CRTC follows the Travel Directive of the National Joint Council. These principles form the foundation of travel management and help ensure that travel practices are fair, reasonable, and up to date. The CRTC incorporates these standards into its internal procedures, and guidelines, while also following department-specific directives and guidance provided by the Treasury Board Secretariat.

A new travel management system was recently implemented, and training materials and job aids are consolidated on our internal website. The CRTC continues to actively work on improving its operational processes and adopting best practices to ensure a more efficient and user-friendly travel experience for all employees.

## Goal for transportation

This objective supports the goal of improving the accessibility, and inclusiveness of transportation.



Provide employees who book travel with tools to support accessible transportation

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Action	Timeline
<p><b>Provide comprehensive training to staff on accessible travel procedures</b>, tools, and accommodations to ensure they can effectively support employees with disabilities and minimize travel-related barriers.</p>	Ongoing
<p><b>Consult with employees with disabilities to identify transportation-related barriers.</b> Analyze the feedback received, prioritize identified issues, and detail how solutions are implemented.</p>	Medium-term
<p><b>Review internal travel-related policies and procedures</b>, such as those requesting reimbursement for transportation services like taxis or shuttles, to ensure they are accessible, easy to navigate, and inclusive of diverse needs.</p> <p>This includes assessing the booking system’s compatibility with assistive technologies, providing clear options for requesting accommodations, and eliminating barriers that may limit equitable access to transportation arrangements for persons with disabilities.</p>	Long-term

## Areas designated under regulations

The Governor in Council can designate additional areas in which barriers are to be identified and prevented under section 5 of the Act. As of the writing of this plan, it has not done so. If additional areas are designated in the future, the CRTC will address these in later accessibility plans and progress reports.

# Other priority areas

## Culture

While not explicitly designated as a priority area under the Act or its regulations, this is an area we have identified as deserving discussion. Workplace culture plays a key role in the day-to-day experiences of persons with disabilities. This focus area supports a workplace where persons with disabilities feel included, valued, and supported.

### Current practices

At the CRTC, the Accessibility, Diversity and Inclusion, and the Mental Health and Wellness teams collaborate to support a workplace culture that is respectful, inclusive, and responsive to the needs of employees with disabilities.

Guided by the **Accessibility Strategy for the Public Service of Canada**, these efforts are reinforced by internal initiatives that reduce stigma, foster open dialogue about disability, and promote allyship at all levels of the organization.

### Goal for culture

These objectives support the goal of building an accessibility-confident CRTC.



Raise awareness of disabilities to improve inclusion, understanding, and respect for diverse accessibility needs



Foster a stronger sense of well-being and belonging by promoting inclusion, equity, and respect for all employees

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To support these objectives, we will continue to:

- increase awareness of invisible disabilities by sharing lived experiences of disability, accessibility best practices, and inclusive workplace examples on our Accessibility Unveiled blog;
- support mental health and well-being of CRTC employees, including employees with disabilities, by offering sessions that address psychosocial risk factors in the workplace;
- promote equity, diversity, and inclusion by addressing implicit bias, building pride in disability through stories and events, and celebrating the achievements and contributions of persons with disabilities; and
- assess the potential harms of AI tools and systems on persons with disabilities and develop guidelines to mitigate these risks.

Accessibility means being able to accomplish tasks seamlessly, without hesitation or second thought. It is easy to take accessibility for granted when we don't encounter its barriers, but it is an invisible cloak that gives its wearer quiet confidence and the perception of competence.

- Mei K.

# Training and resources

As new accessibility standards and tools become available, the CRTC will continue to provide ongoing training and resources to strengthen our collective capacity and ensure our work continues to reflect the goals in our Plan.

More specifically, we will provide training to:

- build stronger awareness of accessibility and disability;
- support effective and timely accommodation;
- deepen our understanding of digital accessibility fundamentals; and
- make our communications more inclusive and accessible, including through clear and plain language.

We will also:

- maintain mandatory accessibility and inclusion training for all employees, with a target of 80% completion;
- require mandatory training for hiring managers on bias, barrier assessments, and inclusive hiring and promotion practices; and
- improve monitoring and reporting on the representation of persons with disabilities, including in management and leadership roles, to ensure progress toward our diversity targets and support timely interventions.

The CRTC will provide an accessibility toolkit with up-to-date tools, training, and government wide resources, including those from the Accessibility, Accommodation and Adaptive Computer Technology program. Employees will also have access to resources and software that strengthen plain language writing, as well as digital tools that support employees with disabilities, such as screen readers and voice recognition software.

# Consultations

The CRTC has been engaging with persons with disabilities since the 1980s. In the 1990s, we began offering accommodations for our public consultations and made it possible to request alternative formats directly through our website, a forward-thinking step that reflected our early commitment to accessibility and inclusion.

As part of its mandate, the CRTC regulates in the public interest. To ensure that both our work and workplace reflect Canada's diversity, we actively engage with individuals and equity-deserving groups with a wide range of perspectives through internal and external consultations and feedback processes.

## Internal consultations

### CRTC Accessibility Network

We prepared for this Accessibility Plan by launching the CRTC Accessibility Network in September 2025, which brought together 25 members. The group includes employees with disabilities, staff working in accessibility-related roles, and allies interested in advancing accessibility and inclusion across the organization.

The mission of the network is to establish a safe, inclusive and collaborative space for exchanging knowledge and feedback on accessibility challenges, solutions, and best practices within the CRTC.

In the early stages, we conducted an introductory survey to learn what members wanted to focus on. They identified the following as key opportunities:

- Improving the accessibility of online content and digital communications;
- Strengthening the accommodation processes and mental health support for employees with disabilities; and

- Having regular opportunities to learn more about existing plans, initiatives, and policies, and to contribute ideas and solutions that advance accessibility and equity.

The CRTC Accessibility Network will bring forward the priorities identified by its members and work with accessibility experts and senior management to consider them in ongoing discussions and planning.

## **Accessibility Change Agents**

In 2025, the CRTC appointed 14 new Accessibility Change Agents across key sectors of the organization, including human resources, communications, information and technology, legal services, and broadcasting. These agents included individuals with disabilities, employees in accessibility-related roles, and committed allies. Their role was designed to fill a critical gap in change management: acting as a bridge between senior leadership and employees.

As catalysts for progress, accessibility change agents help colleagues understand why change is needed, encourage active participation, build the skills and confidence to implement action steps, and ensure that improvements are sustained over time. To develop this accessibility plan, each change agent received a questionnaire inviting them to collect input from both management and employees in their sector. The goal was to identify barriers and highlight opportunities for improvement across key areas such as employment, the built environment, procurement, technology, and culture.

Number of Accessibility  
Change Agents

Barriers  
identified

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**14**

**48**

### Key insights from Accessibility Change Agents

- Hiring processes offer opportunities for greater accessibility, such as simplifying job postings, ensuring compatibility with assistive technologies, and allowing more flexible interview scheduling to support accommodations.
- Physical workspaces can be more accessible through better lighting, reduced noise, steadier temperatures, safer winter access, and more quiet or private areas for focused work and confidential conversations.
- Hybrid meetings could become more inclusive with upgraded room technology, more consistent camera use, improved captions, audio interpretation, and clearer, jargon free language.
- Digital applications present opportunities to enhance usability by improving text resizing, simplifying navigation, streamlining layouts, and integrating more smoothly with other tools.
- Inclusive practices could be enhanced through additional training and clearer guidance on accommodations, helping employees feel more confident seeking or providing support.

### Public Service Employee Survey (PSES)

The 2024 PSES results for the CRTC point to opportunities for continued improvement and offer valuable insight to help strengthen our workplace.

Based on feedback from employees who have self-identified as having a disability, we identified four key opportunities to improve their experience and advance inclusion across the organization:

- Improve the accessibility and clarity of senior management communication.
- Strengthen workplace accommodations by providing better guidance and reliable access to essential tools, technology, and equipment.
- Address barriers to career advancement and enhance equitable promotion practices.
- Support the safe use of formal recourse processes by enhancing confidentiality, anti-reprisal safeguards, and communication.

Employees with disabilities at the CRTC reported strengths that exceeded federal public service averages by more than 10 percent in the following areas:

- Feeling valued at work;
- Receiving meaningful recognition for work well done;
- Feeling supported in their career development;
- Being encouraged to be innovative in their work;
- Receiving support to deliver a high level of service; and
- Being accepted as equal members of their team.

For me, accessibility means creating an environment where everyone can participate fully, without feeling limited or excluded.

- Alexandre M.

# External consultations

The CRTC engaged individuals and organizations across Canada, including individuals who are Deaf or hard of hearing, neurodivergent, or living with physical disabilities through three primary channels:

## CRTC Conversations

In October 2025, the CRTC ran a virtual consultation. We identified individuals and organizations who had previously engaged with us on accessibility matters. They were invited to complete a short survey through an engagement platform called **CRTC Conversations**. Outreach was conducted via our accessibility newsletter subscription list and social media, linking to a confidential questionnaire. Participants had the option to waive confidentiality and identify themselves if they wished to receive follow-up communication. Alternative submission methods were available, and the survey format was kept short to lessen consultation fatigue.

The consultation gathered input on how persons with disabilities access CRTC content or participate in CRTC proceedings, the barriers participants encountered, the usefulness of our Accessibility Hub, and priorities for future accessibility efforts.

We received 16 responses through that consultation process. Of those, 69% of participants identified having a disability, providing insights that are informed by lived experience with accessibility barriers.

## Number of individuals and organizations contacted

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691\*

\* This number does not include social media reach.

## **Barriers and areas of improvement**

- 38% of participants reported facing barriers when interacting with the CRTC in the past year.
  - Feedback pointed to opportunities to simplify processes, especially around completing forms, submitting information, and navigating the administrative steps of public proceedings.
    - Participants also highlighted ways to strengthen communication, including making documents more accessible and using clearer, plain language.
- 1 in 3 participants believe that we can keep improving how people access information or engage in our processes.

## **Priorities most frequently identified to guide future CRTC accessibility efforts**

- 50% of participants would like us to continue prioritizing the accessibility of our consultation process.
- Others highlighted the importance of outreach to better engage persons with disabilities.
- 30% indicated they want the CRTC to continue ensuring public events and meetings are fully accessible.
- 1 in 3 suggested improving the accessibility of the CRTC website.

## **Key opportunities identified to improve accessibility at the CRTC**

- Simplify communication by using plain language and making documents easier to read and understand.
- Redesign administrative steps, such as form submissions, to be more straightforward and user-friendly.
- Expand outreach to include a wider range of voices, especially from disability communities.

- Improve website through inclusive and thoughtful design practices.
- Simplify feedback and information request processes by making instructions easier to find and reducing information overload on the website.

## Accessibility Hub

Our Accessibility Hub received over 950 visits in 2024. Only a small number (less than 7%) left after viewing one page, which may indicate that visitors are engaging with the content and finding what they need. The most clicked links on the hub were those leading to our 2023–2025 Accessibility Plan, our sign language content, and to the information page about the obligations of regulated entities under the Act and the *CRTC Accessibility Reporting Regulations*.

During the consultation phase, most participants found the Hub useful, but they also shared the following suggestions for improvement:

- Provide direct access to the Hub from the Accessibility tab or clarify the navigation menu.
- Include more content on accessibility-related laws and regulations.

## Expanding the reach of accessibility

Some participants focused on the need to improve accessibility within the broadcasting and telecommunications industries. They emphasized that accessibility should go beyond content consumption by persons with disabilities to also include opportunities for this community to create content and shape the industry. They also called for broadcasters to take more responsibility for inclusive practices and ensure meaningful participation across the broadcasting system.

## Public consultations

In addition to consulting persons with disabilities about its Accessibility Plan and the accessibility of its services, the CRTC also consults them when making decisions on issues that directly impact them within the regulatory framework for telecommunications and broadcasting.

For example, the Commission is currently conducting a public consultation on improving public interest participation in its proceedings to ensure that people representing the public interest can apply for funding to help cover some of their participation costs.

The CRTC has also consulted individuals with disabilities on closed captioning, described video, and audio description in both online and traditional broadcasting, as well as on the implementation of Next Generation 9-1-1.

While our regulatory activity is not the focus of this Accessibility Plan, you can find details about our regulatory work related to accessibility in our **Reports on Accessibility**, published yearly.

The CRTC also held two pilot sessions in plain language to improve the accessibility of its public consultations. In addition, we published a new **Accessibility and Accommodation Guidelines** document by combining best practices with updated internal protocols.

## Feedback received

This Plan also reflects input gathered through our feedback process, summarized in our **2025 Accessibility Progress Report**, included in Annex B.

# From consultation to implementation

Insights from these consultations were essential in identifying the barriers under the key priority areas of our plan. Thanks to the input of those who shared their ideas and suggestions, we were able to strengthen our plan, gain a clearer picture of where obstacles remain, and prioritize actions to remove these obstacles to achieve higher levels of accessibility.

In preparation for this plan, the CRTC also carefully reviewed the data from past consultations and disability research, leaving no stone unturned in the process, including:

- [Left Turn Right Turn – CRTC Accessibility Report](#)
- [2023 CRTC Accessibility Progress Report](#)
- [2024 CRTC Accessibility Progress Report](#)
- [2024 Public Service Employee Survey](#)
- [Statistics Canada – Accessibility Statistics](#)
- [Accessibility Standards Canada – Centre of Expertise](#)
- [Canadian Human Rights Commission – Accessibility](#)
- [Office of Public Service Accessibility](#)
- [Better Accommodation Project](#)

To me, accessibility is about reimagining our built environment and processes to remove barriers to inclusion and to create systems and spaces that encourage the full participation of all members of our organization.

- Member of the CRTC Accessibility Network

# Looking ahead

The CRTC will continue building on the foundation set by the Act and its corresponding regulations to ensure accessibility is integrated into everything we do, and that our efforts remain guided by the public service values of integrity, respect, and excellence.

We will also continue to:

- **Learn**, by collecting and considering the perspectives and experiences of persons with disabilities through our consultations and feedback process;
- **Act**, by tracking and addressing barriers identified in this Plan or identifying new barriers through ongoing engagement; and
- **Report**, by sharing transparent updates through our yearly accessibility progress reports.

You can contribute to this effort at any time by taking part in our consultations or sharing your input through our [Accessibility feedback process](#).

Because my disability was invisible, I often felt like I didn't quite fit in. But learning about others going through the same struggles helped me push past my fear of standing out.

- Zoë C.

# Annex A

## Our accessibility feedback process

Your feedback will help the CRTC identify and remove accessibility barriers in its processes and services.

### Feedback you can submit

Feedback may include questions, comments, or ideas about our accessibility plans, progress reports, or feedback process.

You may also share any barriers you encounter when working with us, communicating with us, taking part in our public proceedings, as well as concerns you may have regarding any other matter related to the accessibility of the CRTC.

### Designated person to receive feedback

The Accessibility Champion is responsible for receiving feedback related to the accessibility of the CRTC, while the Accessibility Team ensures that feedback is reviewed, acknowledged, and considered in ongoing accessibility improvements.

### Anonymous feedback and confidentiality

If you wish to provide anonymous feedback, do not include your name or any identifying information. If sending feedback by mail, leave the return address section blank.

Even if you choose not to remain anonymous, your feedback will not be linked to your name. The CRTC will not share your identity with anyone without your consent, unless required to do so by law.

## Acknowledgement of feedback

Accessibility feedback received by the CRTC will be acknowledged in the same format in which it was received, unless submitted anonymously.

## How we will use your feedback

Your feedback helps the CRTC continuously improve accessibility. While we acknowledge all input, some feedback may not require immediate action, while other concerns may need to be addressed right away. Similarly, some issues may be more complex and take longer to resolve than others.

The feedback we receive will inform our progress reports and guide the development of future accessibility plans. The CRTC is committed to reviewing all feedback, and our progress reports will outline how it has been considered and acted upon.

## How to provide your feedback

Feedback can be submitted through any method listed in the [\*\*Provide feedback\*\*](#) section.

## Request an alternate format

You may request our Accessibility Plan, progress reports, or feedback process description in print, large print, braille, audio, or an electronic format compatible with adaptive technologies by contacting us through any method listed in the [\*\*Provide feedback\*\*](#) section.

We will provide the requested format as soon as possible. Braille and audio formats may take up to 45 days. Print, large print and electronic formats may take up to 15 days.

# Annex B

## Summary of our 2025 Accessibility Progress Report

Although the 2025 Accessibility Progress Report is not a mandatory requirement under the Act, it has been included for transparency and accountability, to close the prior planning phase, and to guide future priorities with evidence-based insights.

### Our 2025 Accessibility Progress Report by the numbers\*

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**87%** Percentage of employees who completed the training on disability inclusion and barriers to accessibility

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**218** Number of employees who attended sessions on psychosocial factors, which also touched on disability-related well-being

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**65%** Percentage of external applications with completed accessibility assessment

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**14** Number of Accessibility Change Agents

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**25** Number of CRTC Accessibility Network Members

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\* Numbers were collected in October 2025.

This is the third and final progress report for our [2023-2025 Accessibility Plan](#), for the period of October 1, 2024, to September 30, 2025. During this period, the CRTC implemented the following measures:

## Promoting accessibility-specific training, resources, and awareness

- Accessibility and diversity inclusion training remains a top priority at the CRTC, with 87% of employees having completed it this year.
- Our Senior Accessibility Advisor led two separate sessions for all staff during National AccessAbility Week, sharing their experience with deafness and life with a cochlear implant. The sessions helped raise awareness about hearing accessibility across the organization.
- The CRTC launched its Accessibility Network, bringing together 25 members, most identifying as employees with disabilities, to exchange ideas, share learning opportunities, and provide feedback that supports the organization's accessibility goals.
- The CRTC offered employees a variety of learning opportunities on accessibility and mental health, including on the duty to accommodate, and how to support the mental health and safety of persons with disabilities.
- A personal story from a CRTC employee with a learning disability was published on the Accessibility Unveiled blog, highlighting the experiences of individuals with invisible disabilities and reinforcing the importance of self-advocacy, resilience, and inclusive workplaces.

## Promoting the hiring and retention of persons with disabilities

- Following amendments to the *Public Service Employment Act*, we fully implemented changes to address barriers in the staffing process through an action plan that included training strategic advisors, staffing specialists, and hiring managers.
- To inform its Employment Systems Review, the CRTC consulted with other organizations to identify best practices and shape a targeted action plan.
- Executives continue to have a commitment in their performance agreements to support the Accessibility Plan and improve the representation of persons with disabilities on their teams.

## Improving workplace accommodations, and minimizing environmental and physical barriers

- Workplace accommodation has been established as a top priority, and a committee of accessibility experts has started to review and streamline the accommodation process for employees.
- The CRTC is shifting to a more responsive, person-centered, and inclusive approach to accommodations, inspired by the **Better Accommodation Project**.
- The CRTC moved back to its permanent offices and made key accessibility upgrades, including a new universal washroom and access ramps at the main entrance.
- Purpose-built workspaces, quiet zones, and dimmed lighting were introduced to support accommodation and sensory needs in the non-assigned seating environment.
- Default meeting lengths were shortened to 50 and 25 minutes, creating time for transitions and supporting diverse physical, cognitive, and sensory needs.

## Improving the accessibility of our network applications and website

- Our Accessibility Center of Expertise monitors digital accessibility, keeps an updated list of tools and applications, runs regular assessments, and works with developers to meet the latest web accessibility standards.
- A new internal service is available to employees to help analyze and improve the software, platforms, and digital systems used in their work, ensuring they align with accessibility standards and support inclusive digital experiences.

- The CRTC enhanced several web pages and reports to improve accessibility and readability, redesigning key pages such as our contact page, and the Broadband Fund page. We also updated the 2023–2024 National Do Not Call List page to meet accessibility standards by introducing a screen reader-friendly format with clearer navigation and improved alternate text.

## **Increasing participation of persons with disabilities in CRTC processes**

- The CRTC launched proceeding to develop a new approach to funding public interest participation in CRTC proceedings to ensure that persons representing the public interest, including persons with disabilities, can apply for funding to help cover some of their participation costs.
- The CRTC kept the conversation going with its semi-annual accessibility newsletter and social media engagement, highlighting topics related to accessibility and opportunities for collaboration.
- Targeted outreach has been conducted with persons with disabilities for key CRTC consultations. This includes proceedings that deal with the National Public Alerting System, closed captioning, and described video and audio description for online streaming services.
- Accessibility and accommodation guidelines were published, outlining how to request accommodations and the accessibility measures available during public proceedings.

## **Providing information in ASL, LSQ, and plain language**

- A corporate contract to streamline the procurement of ASL and LSQ translation services is now in place through a task-based approach with optional renewal years. This significantly cuts down on red tape, helps improve delivery times and increase the availability of sign language content for decisions, notices, and orders.

- The CRTC updated its Video Relay Service policy to ensure equitable interpretation services in ASL and LSQ through VRS, particularly for the DeafBlind community. The update also considered ways to engage Indigenous sign language users and support the inclusion of representatives from the DeafBlind and the Indigenous sign language user communities on the Board of Directors of the Canadian Administrator of VRS.
- The CRTC completed specialized training and collaborated with Accessibility Standards Canada, business sectors, and senior management to align and update its plain language practices for developing and reviewing corporate messaging, policies, and procedural documents.

## Consultations

Consultations conducted throughout 2025 have played an important role in shaping our 2026–2028 Accessibility Plan. Detailed information about these consultations can be found in the [Consultations](#) section of our 2026–2028 Accessibility Plan.

## Feedback

The CRTC received 18 emails from the public through its accessibility feedback process. Most focused on the accessibility of communications services regulated by the CRTC, rather than the CRTC itself. One email invited us to share a national disability survey, which we supported by promoting it in our accessibility newsletter.

We also received 306 accessibility-related requests through other means that were handled by our Client Services team using a "no wrong door" approach. Only 3 of those requests related to the accessibility of the CRTC, highlighting challenges with navigating and interacting with the CRTC's online platforms. More specifically, requests covered website compatibility with assistive tools like "Read Aloud," technical issues with uploading documents, and requests for clearer contact info, highlighting the need for more accessible communication channels.

Internally, 15 emails were received, showing a notable increase from the previous year, reflecting greater visibility of the Accessibility Team and more consistent promotion of its generic email address through internal channels. Most messages received related to accessibility and accommodation within the organization.

## What we learned

We learned that Canadians would like us to:

- continue to take action to produce more sign language content and videos with captioning;
- collect more user feedback on the accessibility of our platforms and processes;
- improve the accessibility and usability of the CRTC website to ensure all users can easily navigate and access information;
- increase awareness of disability in the workplace and strengthen our accommodation process; and
- hire more persons with disabilities, especially in management roles.

## Challenges

The CRTC continues to have the opportunity to strengthen the accessibility of its website and accommodations process. While progress is ongoing on the CRTC website, more work is needed to make sure the site works well for everyone. This includes improving how information is organized, making navigation easier, and ensuring that all content is not only accessible to assistive technologies, but also easy to understand.

The review of the internal accommodation process was impacted by competing priorities and overlapping procedures, such as ergonomic requests, which created added complexity. However, we're now moving forward with new tools and resources, like the Accessibility Passport, to simplify the process, improve coordination, and provide more consistent support to employees requesting accommodations.