Elections Canada's

Accessibility Plan

2025
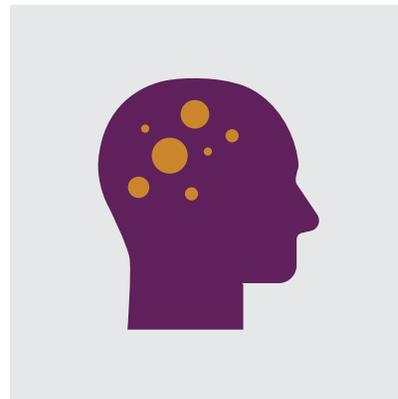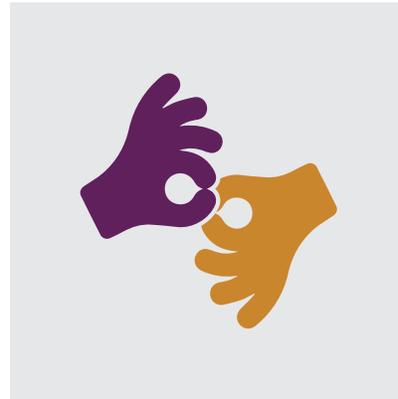
Elections Canada

Message from the Chief Electoral Officer

Making voting accessible to all eligible Canadians is a priority for me personally, as well as for Elections Canada.

Elections Canada's 2025 Accessibility Plan is significant because it incorporates some of the feedback the agency received about barriers to accessibility experienced by electors and election workers with disabilities during the 45th general election.

The 45th general election was the first election to take place since federal entities were required to have a published accessibility plan. During the election, the agency received feedback from voters and election workers with disabilities about accessibility barriers experienced at polling stations and local Elections Canada offices. Some of these barriers are included in this Accessibility Plan, while others require more work to clearly identify a path for removing them; they will be included in future progress reports.

I greatly appreciate the feedback received during the election. In addition, I would like to express my gratitude to members of the disability community, including members of the Advisory Group for Disability Issues, Elections Canada employees and election administrators with disabilities for their invaluable input into the 2025 Accessibility Plan.

Finally, while Elections Canada has made many improvements to accessibility since it published the first Accessibility Plan in 2022, there are still areas where the agency must continue to improve. I remain fully committed to ensuring that Elections Canada is part of an accessible Canada by 2040.

—**Stéphane Perrault,**
  Chief Electoral Officer of Canada

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General

You can request a copy in an alternate format of Elections Canada's Accessibility Plan or a description of the feedback process. Alternate formats include print, braille, audio and more. You can also send us feedback on our services.

Juan Melara-Pineda, **Manager, Accessibility and Gender-Based Analysis Plus** at:

Elections Canada
30 Victoria Street
Gatineau, Quebec
K1A 0M6

Or

Email

accessibilite-accessibility@elections.ca

You can send us suggestions, questions and complaints, request help and report incidents using our Contact Us form. Other ways to contact us are listed below.

Telephone

Toll-free in Canada and the United States: 1-800-463-6868

Toll-free in Mexico: 001-800-514-6868

From anywhere in the world: 1-613-993-2975

For people who are Deaf or Hard of Hearing: TTY, toll-free in Canada and the United States: 1-800-361-8935

Fax

Local: 1-613-954-8584

Toll-free in Canada and the United States: 1-888-524-1444

Feedback

You can provide your feedback on:

• barriers encountered when dealing with Elections Canada

• how we are implementing our Accessibility Plan

• how we can remove the barriers that have been identified

• our Accessibility Plan generally

• our feedback process

Here is how to send us feedback.

1. Write to our **Manager, Accessibility and Gender-Based Analysis Plus** (see email address on next page).

2. Use Elections Canada's online Contact Us form. (Click on the link that best describes who you are, then select Send Accessibility Feedback under *Why are you contacting Elections Canada?*)

3. By phone, fax or mail using the contact information on next page.

We will acknowledge receipt of your feedback using the same means of communication that you used. You can send your feedback anonymously. However, if you do so, we will not be able to acknowledge receipt. If you send feedback using the Contact Us form, we will reply using the contact information you provide.

You can also contact us to ask for a copy of our Accessibility Plan and a description of our feedback process in these alternate formats: print, large print, braille, audio or an electronic format that is compatible with adaptive technology for persons with disabilities. We will provide the format you ask for as soon as possible. Braille and audio formats may take up to 45 days to send. Print, large print and electronic formats may take up to 15 days to send.

Online Form

Contact Us

Email

Juan Melara-Pineda, Manager, Office for Accessibility and Gender-Based Analysis Plus: accessibilite-accessibility@elections.ca

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Mailing Address

Elections Canada
30 Victoria Street
Gatineau, Quebec
K1A 0M6

Teletypewriter (TTY)

For people who are deaf or hard of hearing: TTY, toll-free in Canada and the United States: 1-800-361-8935

Video Relay Service (VRS)

Elections Canada welcomes VRS calls. Visit VRS Canada to learn more.

An agent in the Public Enquiries Unit reviews the feedback received and then refers it to a manager. The agent may also forward the feedback to the appropriate team at Elections Canada. The Office for Accessibility and Gender-based Analysis Plus is informed of all feedback to make sure that it is tracked and included in our progress reports every year.

Consultations

Following the principle of "Nothing Without Us," Elections Canada developed the 2025 Accessibility Plan in consultation with people with disabilities.

In addition to holding consultations on the Accessibility Plan, businesses were advised to track feedback about barriers that they receive from employees, findings of public opinion surveys on elections and by-elections, and other internal and external consultations leading up to the writing of this plan.

Barriers were identified during the 45th general election. Where possible, these have been included in this plan. Many businesses are still preparing their reports on the election, and the barriers not included here will be addressed in the 2026 Accessibility Progress Report.

Who Was Consulted

For this updated plan, Elections Canada consulted with the following:

Advisory Group for Disability Issues

Eight members of the Advisory Group for Disability Issues were consulted on a draft version of this Accessibility Plan. The consultation took place over Zoom on September 11, 2025. Live captioning in both official languages and simultaneous interpretation in English, French, ASL and LSQ were available.

The draft plan was shared with the members ahead of the meeting, and they were asked to review the draft plan and consider a series of questions (see Appendix A). As well, during the 45th general election, members had been asked to complete a journal of their personal and organizational experiences of the election.

Returning Officers and Field Liaison Officers

When developing this Accessibility Plan, Elections Canada consulted with 12 election administrators (returning officers and field liaison officers) from across the country, representing urban, rural and remote communities. Several administrators identified as having a disability, while others said that they had experience with, or were interested in, accessibility. They advised Elections Canada on the barriers faced at the local level.

The draft plan was shared with the administrators ahead of the meeting, and they were asked to review the draft plan and consider a series of questions (see Appendix B). The consultation took place over Zoom on September 5, 2025, with live French-English interpretation and captioning available in both official languages.

Employees with Disabilities

Eight employees with disabilities who work for the Office of the Chief Electoral Officer were consulted on a draft version of this Accessibility Plan on August 28, 2025. The draft plan and questions to consider during the consultation were shared with the individuals ahead of time (see Appendix C). The consultation took place over Zoom, with live French-English interpretation and captioning available in both official languages.

Accessibility Steering Committee

The work on this Accessibility Plan is guided by members of the internal Accessibility Steering Committee, which is made up of 14 individuals representing key areas of the organization. The Steering Committee is responsible for guiding the work under each pillar of this plan. The Steering Committee meets regularly with the Accessibility Advisor, both as a group and individually, to identify barriers and the steps needed to remove them.

Accessibility Working Group

The Accessibility Working Group is composed of approximately 26 members, who work in collaboration with the Steering Committee and the Office for Accessibility and Gender-Based Analysis (GBA) Plus to write, implement and monitor the Accessibility Plan. Working Group members meet as a group and individually with the Accessibility Advisor to accomplish this work.

Ongoing Efforts

Elections Canada will continue to consult with the Advisory Group for Disability Issues, employees and stakeholders to implement this Accessibility Plan. This is to make sure that the plan evolves with changing accessibility needs. The plan also outlines how we will consistently consider comments and suggestions to meet the needs of end-users.

In addition, given that the 45th general election was held in April 2025, there are several steps underway to report on how the election unfolded. When these reports are completed, the agency will have a better understanding of the barriers that electors, workers and other participants experienced and ways to address them. This information will be addressed in the coming Accessibility Progress Report.

How the Consultations Were Incorporated into the Plan

After the consultations were completed, the Accessibility Advisor coordinated with businesses to identify how they could address these comments in the Accessibility Plan. Many of the comments related to the 45th general election, and, as noted above, all the final reports are still being produced from the event, and some businesses wanted to wait until after the reports were completed to provide their input so that they could have a full understanding of the identified barriers and the best ways to remove them. Thus, businesses that were unable to include specific actions in this Accessibility Plan, have identified that they will provide their updates in the 2026 Progress Report.

Elections Canada also noted that some barriers require coordination across multiple businesses. One of the core responsibilities of the Office for Accessibility and GBA Plus is to coordinate with businesses across the organization to establish a path for addressing more complex barriers.

List of Acronyms

ASL   American Sign Language

CEA   *Canada Elections Act*

GBA   Gender-Based Analysis

LSQ   Langue des signes québécoise

Glossary

Accessible Canada Act

The *Accessible Canada Act* is the law that outlines the actions required to meet the objectives of making Canada barrier-free and accessible by 2040.

Source: *Accessible Canada Act* (Government of Canada)

Accessible Canada Regulations

The *Accessible Canada Regulations* are the regulations that set out the specific actions and timelines that organizations need to meet in order to comply with the standards outlined in the *Accessible Canada Act*.

Source: *Accessible Canada Regulations* (Government of Canada)

Assistant returning officer

A person who assists the returning officer with duties related to an electoral event. The returning officer may delegate specific responsibilities to the assistant returning officer. The assistant returning officer may be required to replace the returning officer.

Barrier

A barrier is anything that hinders the full and equal participation in society of persons with an impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation.

Source: *Accessible Canada Act* (Government of Canada)

Businesses

Units or teams within Elections Canada's organizational structure that operate with their own budgets and management structure. Each business or unit is responsible for concrete deliverables related to the organization's corporate objectives (e.g. Linguistic Services, Web Services, Civic Education, Procurement and Contracting Services, etc.)

By-election	An election held in an electoral district to fill an empty seat in the House of Commons at any time other than during a general election.
Canada Elections Act	The *Canada Elections Act* is the <u>law that outlines the rules for holding and participating in federal elections</u> in Canada.
Candidate	A person who wants to be elected as a member of Parliament for a specific electoral district.
Chief Electoral Officer	The person who reports to Parliament on, and is responsible for the administration of, federal elections, referendums and other important aspects of the electoral system. This person is appointed for a 10-year, non-renewable term by the House of Commons.
Critical path	A series of activities that determines the duration of a project.
Duty to accommodate	Refers to one internal process related to the duty to accommodate: the "Duty to Accommodate Procedure," which provides guidelines for applying the regulations outlined in the Government of Canada's *Directive on the Duty to Accommodate*. The objective of the *Directive on the Duty to Accommodate* is to develop inclusive, barrier-free workplaces in which all persons have equal opportunities in the core public administration. Additional guidance is available in the Government of Canada's *Duty to Accommodate: A General Process for Managers*. **Source:** "Elections Canada's Duty to Accommodate Procedure" (internal source only)
Election worker	Someone who works during a federal election.

Electoral district
A place or territorial area that is represented by a member of the House of Commons.

Employment Systems Review
An in-depth analysis of employment practices, policies and processes to identify systemic and attitudinal barriers faced by members of designated groups.

Source: *Employment Systems Review* (Government of Canada)

Expense
Money that candidates spend. See the *Political Financing Handbook for Candidates and Official Agents* for more information.

Field liaison officer
A person who supports Elections Canada and the returning officers of their region. Their activities include advising, coordinating regional activities and recruiting returning officers.

General election
An election held simultaneously in every electoral district in Canada.

Intranet
Elections Canada's internal website. It provides information, resources and contacts for employees wishing to connect with other teams and their services.

National Capital Region
The National Capital Region includes 13 municipalities, the largest of which are Ottawa, Ontario, and Gatineau, Quebec.

Official agent
The person responsible for administering a campaign's financial transactions and reporting those transactions to Elections Canada, as required by the *Canada Elections Act*. A candidate may have only one official agent at a time.

Parliament	The *Constitution Act, 1867*, states that Canada's Parliament is composed of the Monarch, the Senate and the House of Commons. The Act gives Parliament the power to make laws for Canada in certain areas of responsibility.
Political entity	A person or organization whose election-related activities are regulated under the *Canada Elections Act*. There are six political entities that are covered by the political financing regime of the *Canada Elections Act*: parties, associations, candidates, nomination contestants, leadership contestants and registered third parties.
Political financing	The rules for raising and spending money and using resources for an election campaign.
Political party	A group that supports particular candidates in an election. The members usually share similar values, priorities and vision for Canada.
Polling station	A public building where people go to vote in a federal election. It is often a school or a community centre.
Poll worker	Someone who works primarily at a polling place—that is, where electors go to vote. During an election, poll workers are on the front line and make it possible for electors to vote in an orderly fashion.
PowerBuilder	A development tool used for building client-server and database-driven applications.
Referendum	A vote in which a group of voters is invited to vote on a proposal or question.

Returning officer   The person responsible for the delivery and control of federal elections, by-elections and referendums in their electoral district. Returning officers are appointed by the Chief Electoral Officer for a 10-year term.

Statutory body   An organization or institution created by an Act of Parliament, getting its authority from specific legislation rather than the Constitution.

The agency   Refers to Elections Canada and business sectors within Elections Canada.

Voter information card   A card that Elections Canada sends during an election campaign to every elector whose name appears on the preliminary lists of electors. It tells electors when and where they can cast their ballot.

Legislative Barriers

Elections Canada reviewed the *Canada Elections Act* (CEA) to identify accessibility barriers that result from legislation. The agency is a statutory body, meaning that it is created by the CEA and can only exercise the powers and fulfill the roles given to it by the CEA. Barriers that result from the CEA itself can be removed only by Parliament and not by Elections Canada. Some legislative barriers have been highlighted in past recommendations reports of the Chief Electoral Officer to Parliament. For example, specific recommendations have been made to Parliament to remove or reduce certain barriers to voting. However, while the Chief Electoral Officer can make recommendations, only Parliament can decide whether or how to act on these recommendations.

The agency has identified the following barriers and potential barriers:

• Sections 26 and 29 together mean that there must always be an assistant returning officer in each electoral district. An assistant returning officer who cannot fulfill their duties must be discharged and replaced, even if their inability to work is related to a disability and is temporary. Because there is no authority to appoint a temporary or acting assistant returning officer, the assistant returning officer cannot take disability leave.

• During an election, the person in control of a building with many dwellings can deny entry to election officers. They can do this if they think that the residents' physical or emotional well-being may be harmed by letting the election activities go on. However, the person could base that decision on stereotypes and thus limit the electors' right to vote (section 43.1(2)).

• Sections 115 and 116 together create a requirement for paper ballots. This limits the accommodation measures that Elections Canada can offer for voting.

• Sections 121(4), 150(2) and 151(1) require that the ballot be marked by hand and folded by the election worker before it is handed to the elector. Then the ballot must be folded again before the elector gives it back to the election worker. These stipulations limit the accommodation measures that Elections Canada can offer for voting.

• Section 127 limits the ways to vote in person or by special ballot. This limits the accommodation measures that Elections Canada can offer for voting.

• A number of provisions require that someone voting by special ballot write the first and last name of their preferred candidate on the ballot. This may create a barrier for people who are blind, who have limited use of their hands or who have intellectual or learning disabilities (sections 213(2), 227(2) and (3) and 258(2)).

- Some sections that allow for someone to help an elector mark their special ballot include specific requirements for the person who is helping, even if the elector is able and wants to mark the ballot themselves (sections 216(1), 243(1), 243.1(1) and 259(1)).

- Forms 3 and 4 of Schedule 1 are images that show how the ballot and special ballot must look, and Elections Canada has very limited discretion to make changes.

Accessibility at Elections Canada

The *Accessible Canada Act*, which came into law on July 19, 2019, requires that organizations under federal responsibility work toward identifying, removing and preventing barriers to accessibility. Its goal is to create a barrier-free Canada by 2040. The *Accessible Canada Act* identifies seven priority areas where organizations must make sure that people with disabilities can fully and equally participate.

1. **employment**

2. **the built environment (buildings and public spaces)**

3. **information and communication technologies**

4. **communication, other than information and communication technologies**

5. **the procurement of goods, services and facilities**

6. **the design and delivery of programs and services**

7. **transportation**

7 PRIORITY AREAS

As an independent, non-partisan agency that reports directly to the Parliament of Canada, Elections Canada's mandate is to deliver federal elections, by-elections and referendums and to administer the political financing provisions of the *Canada Elections Act*. The agency works to make sure that all eligible Canadians can exercise their democratic rights to vote and to be a candidate, and it is committed to ensuring that Canadians, including employees of Elections Canada and members of the public with disabilities, can access its services.

The agency is also committed to the full and equal participation of persons with disabilities throughout the electoral process. The *Accessible Canada Act* mandates the removal of barriers by 2040, and under the *Accessible Canada Regulations*, Elections Canada is required to present its roadmap toward greater inclusion of people with disabilities.

Elections Canada is made up of close to 1,300 employees, working mostly in the National Capital Region under a hybrid work model (at the time this Accessibility Plan was being written, in September 2025). During a general election or referendum, returning officers recruit up to 230,000 election workers across the country. A returning officer is appointed to administer the election in each electoral district. As of 2024, there are 343 federal electoral districts.

The *Canada Elections Act* distinguishes between the role and powers of Elections Canada and those of returning officers. The latter are not employees of Elections Canada or the public service. Under the *Canada Elections Act*, returning officers find and lease buildings for local offices and polls, and they hire and train local office staff and poll workers. While Elections Canada provides general oversight and can set policies, the agency does not control all areas of an election. The *Canada Elections Act* may limit the agency's ability to address or remove certain barriers since the *Canada Elections Act* can only be amended by Parliament.

Introducing Elections Canada's 2025 Accessibility Plan

How the Accessibility Plan Is Organized

The Accessibility Plan is organized into seven main sections (or pillars). Under the pillar The Design and Delivery of Programs and Services, there are six distinct businesses. Two key businesses are responsible for the Transportation pillar, and the Office for Accessibility and GBA Plus coordinates across teams. Each main section includes three to five subheadings, depending on the progress the business is making in identifying barriers. The subheadings are organized as follows:

- **A description of the pillar or business**

  – This section assists the reader in understanding how each pillar or business operates and who is coordinating that area of the Accessibility Plan.

- **Identified barriers in policies, programs, practices and services**

  – Following the *Accessible Canada Act* and *Accessible Canada Regulations*, this section identifies what barriers have been identified and included in this three-year plan. These barriers are numbered to correspond to the steps in the next section.

- **Steps to remove identified barriers in policies, programs, practices and services**

  – In this section, businesses identify the timelines needed to remove the corresponding numbered barriers and the steps they will take.

- **Steps to identify barriers in policies, programs, practices and services**

  – In some cases, Elections Canada is still trying to understand systemic barriers or what is causing specific barriers related to accessibility. When a business uses this subheading, the actions are to work toward reviewing, auditing or consulting to understand more specifically what the barriers are. These actions will be updated and included in the annual Accessibility Progress Report. At times, these steps require coordination across more than one business or pillar.

- **Steps to prevent new barriers in policies, programs, practices and services**

  – In this section, the business or pillar lists the steps it takes regularly to prevent new barriers from occurring.

- **Performance indicators**

  – Performance indicators have been reviewed and improved to assist businesses and teams in reporting how they are progressing toward removing barriers.

  – All teams worked with the Office for Accessibility and GBA Plus to identify stronger performance indicators in this Accessibility Plan. In some cases, these are related to measurements already in place; however, for some businesses, the work moving forward will be to develop tools to track progress over time.

Office for Accessibility and Gender-Based Analysis Plus

Overview

In 2023, Elections Canada created an Office for Accessibility and Gender-Based Analysis (GBA) Plus to support the implementation of the Accessibility Plan. The role of the office is to offer strategic, technical and policy advice as well as guidance and subject-matter expertise on accessibility. The office also shares information on accessibility and facilitates workshops to give staff the knowledge and tools they need to help them identify, remove and prevent barriers to the full and equal participation of employees and members of the public with disabilities. The office also supports teams across Elections Canada in writing the Accessibility Plan and reporting on commitments.

Over the next three years, the Office for Accessibility and GBA Plus will focus on the following areas:

- Sharing information and delivering internal workshops about disability inclusion and barriers.

- Coordinating multiple stakeholders around complex and systemic barriers requiring a coordinated agency approach as it relates to internal accessibility feedback and transportation.

- Continuing to offer subject-matter expertise to business owners to help make programs, services and products more accessible.

- Developing strategic partnerships with internal stakeholders to maximize the impact of accessibility initiatives.

- Undergoing an evaluation to help determine where it can improve its delivery of services.

Identified barriers and steps to remove them in policies, programs, practices and services

Barrier 1 The pressures of electoral readiness make it difficult for staff to make time to attend workshops and sessions organized by the Office for Accessibility and GBA Plus.

✔ **Steps to remove identified barrier**

By 2027: Explore (in collaboration with Human Resources) the feasibility of piloting an internal accessibility micro-mission program. This program would be designed to equip staff with practical accessibility training on a rotational basis and to create a network of accessibility ambassadors or community of practice within the agency.

Barrier 2 Business owners have expressed the need for information and training that is practical and tailored to their business needs.

✔ **Steps to remove identified barrier**

By 2026: Develop strategic partnerships with key internal business owners to offer training that is tailored to the business needs of internal stakeholders (e.g. how to create accessible documents using Microsoft tools, how to hold accessible meetings, etc.).

Barrier 3 The process for submitting, receiving, tracking and reporting internal accessibility feedback is not streamlined, and there are too many channels.

✔ **Steps to remove identified barrier**

By 2026: Continue to work with key business owners and enablers to develop an internal portal where staff will be able to provide accessibility feedback that is tracked and included in future accessibility plans and progress reports.

Barrier 4 **There has not been a corporate assessment of forms to determine their accessibility and develop a plan to make them accessible.**

✔ **Steps to remove identified barrier**

By 2026: Coordinate a corporate review of forms, in collaboration with business owners across the agency, and publish guidance on how to make future forms accessible.

Barrier 5 **Elections Canada has not conducted a full assessment to ensure that the workplace is accessible to members of the Deaf and Hard of Hearing community.**

✔ **Steps to remove identified barrier**

By 2026: Conduct an assessment of the barriers that need to be addressed at Elections Canada to ensure that the agency is prepared to hire employees who are Deaf or Hard of Hearing and whose first language is American Sign Language or Langue des signes québécoise.

Steps to prevent new barriers in policies, programs, practices and services

The Office for Accessibility and GBA Plus is currently undergoing an evaluation, which may reveal additional barriers in the services it offers. One objective of the evaluation is to assess the effectiveness and efficiency of the office in supporting business owners in identifying, removing and preventing barriers.

Performance Indicators

• The number of workshops on accessibility delivered.

• Accessibility Plans and Accessibility Progress Reports are published on time and in accessible formats.

• An accessibility feedback form is available on the agency's intranet site.

• A forms review project has been initiated to review the accessibility of all agency forms.

• A micro-mission pilot project has been launched to support business units.

Consultation Services

Elections Canada's Consultation Services team plans and delivers consultations to support the agency's initiatives for electors and to ensure that all electoral services:

• meet the needs of electors

• are based on evidence

• reflect feedback from key stakeholder individuals and/or groups

• are accessible

Consultation Services has long-standing relationships with several groups, which it consults regularly (e.g. the Advisory Group for Disability Issues). Consultation Services also coordinates logistics for other consultation or advisory forums (e.g. the First Nations and Métis Advisory Circle and the Inuit Advisory Circle as well as the post–general election Knowledge Exchange Day).

Identified barriers and steps to identify them in policies, programs, practices and services

Consultation Services has identified a number of areas where there are barriers but the policy, program, practice or service is within the scope of another business (e.g. procurement, web, communications). As a result, Consultation Services will take the steps below to work across businesses to better understand these barriers and create actions to remove them.

Over the next three years, the Consultation Services team will focus on ensuring that all documents, correspondence and PowerPoint presentations are created in accessible formats: using plain language, using alt text for graphics or images and captioning and eliminating unnecessary acronyms and internal jargon. Finally, the Office for Accessibility and GBA Plus will be consulted to review the agency's materials from an accessibility perspective.

Barrier 1 **Procurement forms are not fully accessible.** For example, the vendor forms required to claim professional fees or travel expenses are not fully accessible.

✔ **Steps to remove identified barrier**

By 2026: Consultation Services will engage the Procurement and Contracting team to assess the accessibility of all contract-related forms, including vendor forms. In the meantime, members of the Consultation Services team can and do support advisory members in filling out forms and work with other teams to remove barriers. One way to do this is by requesting the required information from members by email or phone call, then filling out the form for them and asking them to review it. The member reviews the document and either signs it or agrees to the terms listed by email. In cases where members are not able to sign the vendor form because of their disability or technical challenges, Consultation Services asks Procurement to accept an email from them, containing a confirmation or approval of the information on the form.

Barrier 2 **The invoice template for advisory members to claim their professional fees are not fully accessible.**

✔ **Steps to remove identified barrier**

By 2026: Consultation Services will edit the invoice template created to help advisory members submit their invoices. The template is presently available in Excel and can be converted to a Word document to overcome any barriers experienced with Excel.

Consultation Services also helps advisory members fill out the invoice template when needed or provides a pre-filled template that they can approve. Invoices do not need to be signed, simply reviewed and approved by the member.

Please note that many advisory members send invoices that are not based on the invoice template since they prefer using their own templates. The template was created to simplify the process for those who do not already have a system in place.

Barrier 3   **The use of acronyms in summary reports, documents and presentations creates unnecessary barriers.**

✔ **Steps to remove identified barrier**

By 2026: Consultation Services will ensure that all acronyms are removed from consultation summary reports, documents and presentations by reminding business owners to have the Office for Accessibility and GBA Plus verify their work and then going through those reviews of their material.

Performance Indicators

• The number of forms that have been reviewed for accessibility.

• The number of forms that have been identified as inaccessible.

• The number of forms that have been updated to be accessible.

Employment

The Employment section provides information on a number of areas of business, including staffing; compensation; labour relations; health and safety; performance agreements; learning and development and/or leadership; and onboarding and offboarding at Elections Canada. The agency continues to implement an Employment Equity, Diversity and Inclusion strategy, using the three key pillars of recruitment, development and creating an inclusive culture. As one of the employment equity-seeking groups, people with disabilities are included in all the initiatives the agency develops.

Identified barriers and steps to remove them in policies, programs, practices and services

Barrier 1   **Some staffing documents are inaccessible for some users.**

✔ **Steps to remove identified barrier**

By 2026:

- Ensure an ongoing review and update of current staffing documents for accessibility.
- New staffing documents will be developed with accessibility in mind, and alternate formats will be made available.
- Consult with the appropriate internal stakeholders and monitor their feedback to adjust staffing documents for accessibility.

Barrier 2   **Some staffing committees do not have a diverse representation, and this may create the potential for bias in hiring practices.**

✔ **Steps to remove identified barrier**

By 2026:

- Managers are encouraged to include members of a variety of employment equity–seeking groups on evaluation boards for hiring processes. Board members will be encouraged to self-identify as persons from an employment equity–seeking group.

- Individuals who self-identify will also be asked whether they are willing, for future staffing processes, to put their names on the list of board members from employment equity–seeking groups.

- Continue to actively ensure that selection boards consistently include members from employment equity–seeking groups, including persons with disabilities.

Barrier 3   **Employment Systems Review recommendations have highlighted barriers and biases in the hiring process.**

✔ **Steps to remove identified barrier**

By 2026:

- Consider the findings and recommendations of the Employment Systems Review and refine the agency's processes to attract qualified candidates from underrepresented groups.

- Develop an action plan to implement recommendations of the Employment Systems Review (this was completed in 2024).

- Continue to include an employment-equity statement on all job postings.

Barrier 4   **Digital hiring platforms (e.g. VidCruiter) may create disadvantages or barriers in the hiring process.**

✔ **Steps to remove identified barrier**

By 2026: For digital assessment platforms, service providers must demonstrate compliance with the *Standard on Web Accessibility*. If a platform does not allow for the accommodation measures requested by a candidate, alternative assessment measures must be offered, provided that they are reasonable and do not alter the nature or level of the qualification being assessed.

Steps to prevent new barriers in policies, programs, practices and services

• Begin to implement the recommendations of the Employment Systems Review.

• Consult with the Advisory Group for Disability Issues, as needed.

Performance Indicators

• The percentage of staff who self-identify as a person with a disability.

• The percentage of accommodation requests acknowledged within the established service standards.

• The percentage of forms revised, as needed, to meet accessibility standards.
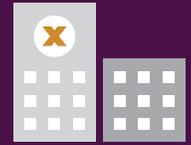
The Built Environment

The built environment, in the context of Elections Canada headquarters, represents both the physical and material buildings and the spaces where staff work within them. It consists of the three buildings that make up its headquarters in the National Capital Region: 30 Victoria and 22 Eddy in Gatineau, QC (largely unassigned office spaces for a hybrid workforce), and 440 Coventry in Ottawa, ON (traditional warehousing and processing space). In these three buildings, there are multiple tenants, of which Elections Canada is one. For the purposes of this Accessibility Plan, the concept of "built environment" does not include the field offices temporarily established in each of the 343 electoral districts during an electoral event.

Unlike the traditional concept of the built environment that is used in the disciplines of architecture and urban planning, shared or common spaces (with other tenants) and infrastructure, such as the surrounding roads, green spaces and transit services, are outside the control of Elections Canada and, often, even outside its sphere of influence. The built environment can have positive or negative impacts on staff's experiences, especially in the areas of safety, accessibility, productivity and overall well-being.

Steps to identify barriers in policies, programs, practices and services

Although the agency knows that barriers in the area of the Built Environment are systemic in nature, it is currently unable to identify them all. There is a need to review current policies, programs, practices and services in this area to better understand and identify these barriers.

By 2026:

A procurement process will be completed to bring in a third-party reviewer to identify the barriers in the agency's three buildings. The reviewer will be tasked with recommending actions to mitigate or resolve these barriers as well as performance indicators to continue to monitor and manage them.

By 2027:

An action plan will be developed, based on the recommendations from the third-party reviewer, which will also identify:

• Recommended timelines linked to specific actions.

• Possible performance indicators and reporting metrics.

Identified barriers and steps to remove them in policies, programs, practices and services

Barrier 1   **The warehouse at 440 Coventry is not accessible.** For example, stairs and a freight elevator are the only means to reach the second floor; the building also has narrow hallways and low-light workspaces, little to no natural light, etc.

✔ **Steps to remove identified barrier**

By 2027: Continue to work with Public Services and Procurement Canada, the third-party property manager and external consultants to implement a series of cost-effective renovation and maintenance projects that will bring the necessary health, safety and wellness improvements to 440 Coventry, a 1960s building. These projects include delivering height-adjustable work benches (completed in 2025), additional signage, lighting, temperature controls, and floor and wall decals for wayfinding.

By 2029: Work with Public Services and Procurement Canada, the custodian of Elections Canada's real property, to deliver a new or enhanced warehouse building that responds to operational and accessibility challenges.

Barrier 2   **During a period of ongoing construction, as an interim solution and temporary location, the wellness and sensory rooms at 30 Victoria are currently located on the first floor, far from the main work areas, and are not easy to locate. This limits their visibility and accessibility for staff who may benefit from them.**

✔ **Steps to remove identified barrier**

By 2029: Review the accessibility of wellness and sensory rooms, including their location, signage and wayfinding, to improve ease of access in the post-construction environment.

Steps to prevent new barriers in policies, programs, practices and services

- Consult with the Advisory Group for Disability Issues, internal experts such as the Office for Accessibility and GBA Plus and the Duty to Accommodate team, and employees by using pulse surveys and other feedback channels.

- Continue to leverage client and tenant engagement forums (with Public Services and Procurement Canada and its property manager) to understand existing accessibility-related concerns and raise new ones. The objectives will be to connect with enabling experts, align with developments taking place across the government, entice support, share experiences and lobby for improvements. Specifically, for example, the agency wants to influence (or be made aware of) long-term maintenance plans and consider them for accessibility-related trends and feedback, documented through the National Service Call Centre.

- Leverage Elections Canada's Office for Accessibility and GBA Plus and other networks to increase the agency's knowledge and understanding of what improvements are being made elsewhere (internally and in other sectors or government departments and agencies) to establish benchmarks, validate current plans, be inspired by different approaches and benefit from best practices and lessons learned.

Performance Indicators

- A third-party review of accessibility barriers in two of Elections Canada headquarters buildings will be completed by 2026.

- An action plan has been developed based on the recommendations of the third-party reviewer.

- The percentage of barriers identified in the action plan is addressed within two years of the review.

Information and Communication Technologies

Information and Communication Technologies provides Information Technologies services to all Elections Canada employees and ensures that all employees have tools and systems to help them deliver their day-to-day activities. Currently, Digital Services Delivery is working on a case-by-case requirement-procurement process to request accessible equipment, software and tools. It also provides a Digital Services Design standard, which is a set of practices that helps teams build and deliver simpler, faster, better digital products and services for Elections Canada's end-user communities.

> **Note:** Within Elections Canada, the Web Services team, which manages the Elections Canada website and intranet site, operates under the agency's Public Affairs and Civic Education Branch. For the purposes of this report, and given the barriers identified in this section, some of the Web Services updates are reported under this Information and Communication Technologies pillar.

The Digital Transformation sector has been named the champion of artificial intelligence at Elections Canada. In this role, it will develop a policy on adopting artificial intelligence at the agency. This will enable Elections Canada to have a clear process in place when it comes time to onboard artificial intelligence solutions at the organization.

Identified barriers and steps to remove them in policies, programs, practices and services

Barrier 1 **While the Elections Canada website meets accessibility standards, some users would benefit from web content and other information products in alternate formats.** The *Elections Canada Communications Policy: Digital Communications Products and Alternative Formats* was put in place in 2024. The policy establishes guidelines for creating digital communication products and adapting those digital communication products that were not originally intended for the Internet.

✔ **Steps to remove identified barrier**

By the end of 2026: Ensure that web content and other information products are made available in alternate formats, and continue to implement the *Elections Canada Communications Policy: Digital Communications Products and Alternative Formats*.

Barrier 2 **Employees are not always aware of the accessibility features and tools available to them to do their work; as a result, they are creating inaccessible products and documents that could be accessible from the start.**

✔ **Steps to remove identified barrier**

By the end of 2026:

• Survey employees for feedback on accessibility to assess their satisfaction with the accessibility features and tools on end-user devices (tablets, laptops, smartphones, etc.).

• Define the accessibility requirements of Elections Canada in this area.

• Create a consultation working group to provide input into employees' various needs for accessible features and tools.

• Hire an accessibility digital specialist to help the agency better understand employees' accessibility requirements for features and tools. This will enable it to meet the Treasury Board of Canada's accessibility standards.

Barrier 3 **Currently, there is no central location (e.g. website landing page) for employees to access information about accessibility resources, features or tools.**

✔ **Steps to remove identified barrier**

By the end of 2026: Work with the Communications group and the Office for Accessibility and GBA Plus to create an intranet page where employees can access information about resources, tools and equipment.

Barrier 4   **Currently, there is no inventory of accessibility tools, features, software or equipment available to employees to accommodate their accessibility needs and/or to create accessible products and documents at Elections Canada.**

✔ **Steps to remove identified barrier**

By the end of 2026: Conduct an inventory review and make a list of common tools, features, software and equipment, then create a standard practice for fulfilling non-standard requests.

Barrier 5   **Employees with disabilities face long waits to receive the tools and features required to do their job. The accessibility requirements for certain equipment and tools are not standard at Elections Canada. Thus, the process for procuring equipment and specific tools has to go through a security assessment, a supply chain integrity check and the procurement process.**

✔ **Steps to remove identified barrier**

By the end of 2026: Review on an ongoing basis the Government of Canada's list of approved tools, software and equipment to promptly respond to accessibility accommodation requests.

Barrier 6   **Employees with disabilities report being unable to add and use artificial intelligence tools. This creates barriers for some individuals.**

✔ **Steps to remove identified barrier**

By 2028: Pilot artificial intelligence–enabled accessibility tools and ensure that at least 80 percent of participating employees with disabilities can report that these tools have improved their ability to perform their work tasks effectively.

Steps to prevent new barriers in policies, programs, practices and services

- Enable, where possible, the approved accessibility tools and features, which are aligned with the applicable accessibility standards, that are currently available on Information Technologies systems and in Information Technologies solutions.

- Continually assess and test the agency's Information Technologies services and solutions to meet the applicable accessibility standards.

- Build on the current accessibility foundation to provide the best accessibility tools and services.

- Continue to improve process as well as making assistive technology available to employees with disabilities who request accommodations.

Performance Indicators

- The percentage of employees with an approved Information and Communication Technologies accessibility accommodation who have access to accessible Information and Communication Technologies equipment, software and various tools within 60 business days.

- The percentage of internally built Information and Communication Technologies solutions that meet accessibility standards.

- The percentage of external Information and Communication Technologies products that meet accessibility standards.

- The percentage of employees who are satisfied with the accessibility of Information and Communication Technologies equipment.

Communication, Other Than Information and Communication Technologies

Elections Canada's communication function spans a variety of areas. The agency has teams that produce printed and digital communication products to meet the diverse information needs of Canadians and employees; engage with the public by posting content and responding to messages on its social media accounts; respond to media enquiries; and answer public questions and comments by phone, email and web form. The agency also contracts with several outside organizations to translate its products into several dozen languages and formats.

Identified barriers and steps to remove them in policies, programs, practices and services

Barrier 1 **A limited capacity to conduct systematic plain-language reviews—because Linguistic Services is not adequately staffed to take on this additional responsibility—makes it hard to meet plain-language standards. Many employees lack awareness of which products require review and why plain language matters. In addition, information about this service—offered by Linguistic Services—is hard to find on the Elections Canada intranet, so staff may not realize that they can request a review.**

✔ **Steps to remove identified barrier**

By 2027:

• Develop and offer internal training tools that will acquaint key employees with plain-language best practices tailored to an Elections Canada context. As a result, the agency hopes that key employees can make their own basic plain-language improvements to communication products and thus shorten the time required for a specialist review.

• Develop a plain-language checklist that employees can use to assess their documents. This checklist would be made available on the Linguistic Services portion of the intranet, near the link to the request form.

- Prioritize specialized plain-language training for members of the Linguistic Services team who have not yet developed this expertise.

- Research and identify tools and technology that would support Linguistic Services staff in completing plain-language reviews.

- Update the Linguistic Services portion of the intranet to provide more information on how to request a plain-language review and to make the information easy to find. Determine and share criteria on how to identify communication products that need to undergo a plain-language review.

Barrier 2   **Elections Canada employees do not have access to up-to-date tools, templates or guides to support them in developing accessible communication products.**

✔ **Steps to remove identified barrier**

By 2026:

- Review the Elections Canada Style Guide and update it to include the latest guidance on plain language and accessibility. Also verify that the guide itself is accessible and readable by the latest accessibility tools (readers, etc.).

- Review templates intended for employees' use in internal or external documents to ensure that they meet the latest accessibility standards.

- Publish these templates on the intranet in an easy-to-locate place (and perhaps add a menu-navigation button for even easier reference).

- Communicate to employees that updated templates are available and that they are expected to use them going forward.

Steps to identify barriers in policies, programs, practices and services

While Elections Canada has had some short-term success reducing accessibility barriers in its communication products (see the Accessibility Progress Report), it needs to put a longer-term strategy in place to make more progress in the future.

Steps to prevent new barriers in policies, programs, practices and services

• Continue to conduct the National Electors Study after each general election to identify and remove possible barriers to registration and voting.

• Continue to hold focus groups with electors who live with a physical or cognitive disability or a mental health condition when developing new voter information campaigns; in doing so, the agency will identify and remove possible barriers and make sure that products meet the information needs of all electors.

• Continue to consult with key stakeholders and Advisory Group for Disability Issues members when developing new communication products or campaigns; this will help make the products accessible.

• Use best practices and follow the Government of Canada's "Guidelines on Making Communications Products and Activities Accessible."

• Ensure that training on developing accessible communication products is provided to new employees who serve a communication function.

• Conduct regular accessibility testing to make sure that the Elections Canada website and intranet site are easily usable by everyone.

Performance Indicators

• The percentage of external web page and communication products that pass random-sampling accessibility audits.

• The percentage of intranet pages and communication products that pass random-sampling accessibility audits every year.

• The percentage of electors in the National Electors Study who indicated that they were able to obtain products in accessible formats.

• Collaboration with the Office for Accessibility and GBA Plus to create a course on ensuring accessibility in communication products by March 31, 2026.

- A course on ensuring accessibility in communication products is published on an internal training dialogue and is available for employees to register by March 31, 2027.

- The number of employees who complete the course in accessibility in communication products in a fiscal year.

- The percentage of Linguistic Services team members who have completed plain-language training by March 31, 2027.

- A style guide has been updated and published on the intranet in an accessible format by March 31, 2026.

- The style guide is reviewed annually for accuracy.

The Procurement of Goods, Services and Facilities

The procurement of goods, services and facilities at Elections Canada is completed through a centralized procurement and contracting function. The procurement and contracting activities undertaken uphold the highest standards; obtain the best value; promote open, fair competition; and meet Elections Canada's requirements, including those for accessibility, while ensuring that they comply with laws, regulations and trade-agreement obligations and adhere to the policies and processes established by the Government of Canada.

For several important reasons, including to safeguard the integrity of the procurement and contracting function, roles and responsibilities are further divided among business owners, procurement advisors and suppliers. Suppliers play a critical role in helping enhance electors' experience both during a general election and in ongoing procurement and contracting activities.

The Procurement and Contracting Services team collaborates with business owners across Elections Canada to plan, advise on and complete the purchase of goods and services to assist them in fulfilling their mandates.

Although the agency knows that barriers in the area of the Procurement of Goods, Services and Facilities are systemic in nature, it is currently unable to properly identify such barriers. The agency needs to review its current policies, programs, practices and services in this area to better understand and identify these barriers.

Steps to identify barriers in policies, programs, practices and services

By 2026:

• Procure a third-party reviewer to identify barriers and recommend actions.

By 2027:

• Develop an action plan based on the recommendations made by the third-party reviewer.

Steps to prevent new barriers in policies, programs, practices and services

- Continue to require that all procurement requests consider accessibility and, when accessible criteria are not included in a request, ensure that the business owner justifies it.

- Continue to participate and monitor progress in the Agents of Change for Accessible Procurement group, hosted by Public Services and Procurement Canada.

- When a third-party review is complete, develop an action plan based on the recommendations of the third-party reviewer.

- Consult with the Advisory Group for Disability Issues to avoid creating new barriers.

- Review any new or updated relevant policies, programs, practices and services for accessibility best practices before carrying them out.

- Draw on relationships with various departments to promote the "How to consider and integrate accessibility in procurement" session, offered by Public Services and Procurement Canada and Shared Services Canada, within the Procurement and Contracting Services team as well as in a message to the whole organization.

Performance Indicators

- Procurement will collaborate with the Office for Accessibility and GBA Plus to create a performance indicator and define a mechanism for collecting data to measure progress and procurement requests that meet accessibility standards.

The Design and Delivery of Programs and Services

Elections Canada's core mandate is to ensure that Canadians can exercise their democratic rights to vote and be a candidate. The agency makes every effort to make voting as accessible as possible and to engage electors and political participants with disabilities as it designs and delivers its programs and services. These efforts include maintaining the National Register of Electors, providing voting tools and services for electors with disabilities, providing accessible services to political entities, supporting the civic education program, continuing to maintain the stakeholder mobilization program and delivering elections through field operations in electoral districts. The Accessibility Plan from each of these business lines is described below.

Voter Registration and Electoral Data Products

Elections Canada contributes directly to electoral preparedness by ensuring that electors are registered at their current address for federal elections, by-elections and referendums; it does this by managing the National Register of Electors and the public-facing Online Voter Registration Service. It is also responsible for maintaining the Register of Future Electors; to do this, it negotiates and updates over 40 information-sharing agreements with partners and suppliers. Finally, it manages the documentation related to distributing the lists of electors, produces and distributes voter information cards and coordinates various outreach initiatives, which aim to improve the quality of both registers.

Elections Canada continues to make improvements to its public-facing voter registration interface based on user feedback and to ensure that registration products are clear and written in plain language. It also produces a wide range of electoral data-related products—for example, maps of electoral districts and time zones; electoral geography reports, such as those describing polling districts; summaries of mobile polls; and descriptions of Indigenous communities. The agency also produces a variety of statistical data products, such as statistical reports on electoral population and voter turnout, statistical evaluations of the quality of the National Register of Electors and data visualizations of the new representation orders following each electoral redistribution process.

Steps to Identify barriers in policies, programs, practices and services

Elections Canada recognizes that systemic barriers may still exist in its processes. To better understand and address them, the agency will thoroughly review survey comments, electors' requests and complaints from the 45th general election. This analysis will help identify barriers that may not yet be clearly defined, and the agency will use them to inform future technical improvements.

More specifically, to better understand and identify the barriers in the area of Voter Registration and Electoral Data Products, Elections Canada will continue to monitor the feedback provided through the optional survey offered to electors at the end of their online registration session. It will also conduct plain-language reviews of reports and documentation that have not already been assessed, and it will consult with various disability groups as it moves forward with implementing new programs and services.

By 2028:

As part of Elections Canada's efforts to identify and remove potential barriers in its policies, programs, practices and services, it will collaborate with accessibility experts to evaluate the Online Voter Registration Service. This step will help the agency proactively assess its accessibility and address any issues that may be discovered.

Identified barriers and steps to remove them in policies, programs, practices and services

Barrier 1   **Text in the Online Voter Registration Service is not accessible for Deaf or Hard of Hearing individuals because the syntax and vocabulary used in sign language is not the same as English; this makes understanding difficult. Clients using the Online Voter Registration Service identified this barrier in the comments they left in the voluntary survey at the end of their session.**

✔ **Steps to remove identified barrier**

By 2027: Voter Registration Services will work with accessibility experts to remove any identified barriers to using the Online Voter Registration Service.

Barrier 2   **Some electors who have vision-related disabilities have indicated that dark mode (a light-on-dark colour scheme) can help them read the screens. However, this is not accessible for all individuals.**

✔ **Steps to remove identified barrier**

By 2027: Voter Registration Services will work with the plain-language group within Linguistic Services, as well as with members of the Deaf and Hard of Hearing community, to identify how the agency can make the text more understandable to users whose first language is American Sign Language (ASL) or Langue des signes québécoise (LSQ).

Barrier 3   **Users with dyslexia have indicated that certain text fonts and spacing can be difficult to read.**

✔ **Steps to remove identified barrier**

By 2026: Voter Registration Services will explore whether it is feasible to make the Online Voter Registration Service available in dark mode and, if it is not, explore other ways to make the text easier to read for users with vision-related disabilities.

Barrier 4   **Digital and online geography products and services are not accessible for people who have vision-related disabilities that impact their ability to distinguish between some colours or who have other vision-related disabilities.**

✔ **Steps to remove identified barrier**

By 2030: Voter Registration Services will explore options for changing text fonts and spacing to make the messages on each of the screens in the Online Voter Registration Service easier to read for people with dyslexia.

Barrier 5   **Electoral data visualizations on the Elections Canada website may be difficult to read for people who have vision-related disabilities that impact their ability to distinguish between certain colours.**

✔ **Steps to remove identified barrier**

By 2028:

- Geography and Address Management will review all the electoral geography products available on the Elections Canada website to ensure that they are in a format that is readable by people using screen readers and other assistive technology.

- Geography and Address Management will ensure that the colours and/or contrasts used are distinguishable by people who have vision-related disabilities that impact their ability to distinguish between certain colours.

Barrier 6   **Electoral data reports and studies may be difficult for some people to read and understand.**

✔ **Steps to remove identified barrier**

By 2027: Electoral Data Products as well as Services and Development will ensure that all reports on the web are reviewed for plain language and include a glossary of terms that may be difficult to understand. In addition, a list of acronyms will be provided at the beginning of each document to support reader understanding.

Steps to prevent new barriers in policies, programs, practices and services

- Regularly review the code underlying the Online Voter Registration Service to ensure that it meets Web Content Accessibility Guidelines 2.0 requirements and make changes as required.

- Regularly review comments received in the optional survey at the end of the online registration process; the agency also does this with complaints received from the public. When possible, it makes changes to the online service throughout the year.

- Continue to consult with the Advisory Group for Disability Issues and do user testing with persons with disabilities to avoid creating new barriers when updating the Online Voter Registration Service.

Performance Indicators

- The percentage of positive comments about accessibility while using the Online Voter Registration Service.

- The percentage of ASL/LSQ users who are satisfied with the messages presented in the service.

- The percentage of ASL/LSQ users who have difficulty with the messages presented in the service in that fiscal year.

- The percentage of users with vision-related disabilities who confirm that the service is easier to use and they are able to access it.

- The percentage of users with vision-related disabilities who confirm that the service is difficult to use.

- The percentage of users with dyslexia who are not able to read or understand the screens in the service in that fiscal year.

- All changes are tested with people who have accessibility needs to ensure that the changes made make the products and services accessible.

- All users are able to access and use geography (maps) products and services with ease.

- The percentage of users who can read and understand our reports.

Voting Tools and Services

Elections Canada offers a variety of voting services and tools during general elections, by-elections and referendums to meet elector needs. Voting services range from advance polls and election day polls to extended voting services to serve electors who are facing barriers (e.g. voting in acute care hospitals, in long-term care facilities, on campus). These services are available across the country. As well, several tools are available to electors to remove barriers to voting: a voting template, the braille template, the list of candidates in large print, the braille list of candidates, the magnifier with light and the large pencil to mark the ballot.

In addition, election administrators are instructed to identify and secure both local offices and polling places that meet mandatory accessibility criteria, are located close to electors and are familiar to electors.

Identified barriers and steps to identify and remove them in policies, programs, practices and services

Barrier 1 **In the current voting process, there is no way for electors with visual disabilities to independently verify that their ballots are marked properly. Electors with visual disabilities identified this barrier during consultations, while some advocated for the voting rights of blind Canadians to mark their ballots independently. Although the *Canada Elections Act* allows someone to help an elector who needs assistance to vote, this creates barriers to both voting autonomy and secrecy.**

✔ Steps to remove identified barrier

By 2026: Elections Canada launched two formal procurement processes, the second of which concluded on November 28, 2023, and resulted in a contract being awarded on April 2, 2024. Since then, the agency has been working with a contractor to develop an assistive-voting-technology application. It would allow a person who is blind or who has a visual disability to mark their ballot independently, while protecting the secrecy of their vote, in compliance with the *Canada Elections Act*. The application is currently being tested.

✔ Steps to identify barrier

By 2027: Elections Canada will conduct a review of the ballot design and supporting products through the Ballot Modernization Project, which will focus on reviewing new and existing barriers in order to develop recommendations for future elections. This review will be accomplished by holding consultations with a diverse range of stakeholder groups.

Barrier 2   While there are 15 mandatory accessibility criteria for polling stations during elections, accessibility continues to be a barrier for some voters. During the 45th general election, Elections Canada received feedback from electors through consultations and the feedback mechanism available at all the polls. Electors identified barriers to accessibility in several sub-categories, including distance to polls, long line-ups, signage, parking, location of voting room and interior lighting.

✔ **Steps to remove identified barrier**

Ongoing and/or During General Elections:

- Returning officers are instructed to assess the accessibility of potential polling places and identify mitigation measures, if required. They are also instructed to ensure that, on polling days, the accessibility of polling places has not changed or been altered in any way and to address any issues as best they can.

- Elections Canada will clarify communications about polling place accessibility (on the website, in information products and/or on the voter information card, depending on operational feasibility).

- Elections Canada will begin assessing, in consultation with the Advisory Group for Disability Issues and other stakeholders, the criteria for selecting polling places. (Implementation will take place in the future.)

Barrier 3   Elections Canada has learned from various organizations, such as CNIB and Wavefront, that there are barriers to voting for deafblind electors. Electors from the deafblind community also complained directly. The feedback noted the absence of deafblind intervenor services in federal elections, in contrast with some provincial jurisdictions, which offer them.

✔ **Steps to remove identified barrier**

By 2027: In consultation with the Advisory Group for Disability Issues and external stakeholders, Elections Canada will explore ways to lower barriers for electors at the polls who are deafblind.

Steps to prevent new barriers in policies, programs, practices and services

• Continue to identify barriers to accessibility, reviewing comments received at polling places as well as complaints received after an electoral event.

• Continue to consult with the Advisory Group for Disability Issues and conduct user testing with persons with disabilities to avoid creating new barriers in its services.

• Stay up to date with accessibility trends and best practices.

Performance Indicators

• The percentage of electors who are satisfied that voting services are accessible.

Services to Political Entities

Services to political entities are developed and managed within the Office of the Chief Electoral Officer; they consist of systems, support services and training provided during an electoral period for participating entities, such as candidates, as well as continuously for ongoing entities, such as political parties. Elections Canada's engagement centres on ensuring that all entities receive the information and services they require to meet their legal obligations under the *Canada Elections Act*. In relation to accessibility, the Political Financing branch ensures that the benefits available to political entities that experience barriers to participation are communicated clearly, transparently and in a timely manner through website information, training videos, virtual information sessions and individual client-service interactions. At the same time, Political Financing provides reporting tools and software to enable entities to meet their mandatory filing obligations.

Identified barriers and steps to remove them in policies, programs, practices and services

Barrier 1 **Electronic Financial Return is a software program that Elections Canada provides free to political entities to help them comply with the political financing provisions of the *Canada Elections Act*. It was developed in 2003 using PowerBuilder, an application that is not fully accessible. Therefore, Electronic Financial Return is not an accessible application.**

✔ **Steps to remove identified barrier**

By 2027: Hold an initial discussion with Digital Strategy and Business Solutions of the Chief Information Officer Branch to investigate the possibility of modernizing Electronic Financial Return.

Barrier 2   **The Political Entities Registration System, which is an internal software system used by the Registry team to input and manage registrations by political entities (except candidates), is not fully accessible.**

✔ **Steps to remove identified barrier**

By 2026: An online registration system and portal is currently in development to replace the Political Entities Registration System (part of the Enterprise Portal project).

Barrier 3   **Political Financing provides training modules on the Virtual Training Centre; these include PowerPoint presentations, videos, quizzes, etc. There are separate modules for external users (political entities) and internal users (Elections Canada employees). The site is contractually designed to be Web Content Accessibility Guidelines 2.1 AA–compliant, but content, particularly pictures, may not be.**

✔ **Steps to remove identified barrier**

Target completion by 2028: Coordinate with Field Personnel Training, which has committed to conducting an audit of the Virtual Training Centre and the content hosted there. The committed timeline is by 2028, but the work started shortly after the 45th general election.

Barrier 4   **The Financial Returns Management System is the internal system used by Political Financing to capture, audit and publish financial returns as well as calculate and generate payments, if applicable. It is another PowerBuilder application and therefore not fully accessible.**

✔ **Steps to remove identified barrier**

Target completion by 2028: An initial discussion has been conducted with Digital Strategy and Business Solutions of the Chief Information Officer Branch to look at the possibility of modernizing the Financial Returns Management System.

Barrier 5   **Political Financing staff use the Upload Centre in EC Connex, the agency's case management system, to access financial documents submitted by political entities. However, the user interface is difficult to navigate, and the way in which information is displayed could be improved to enhance usability and accessibility.**

✔ **Steps to remove identified barrier**

Target completion by 2028: Review the Upload Centre feature in EC Connex to identify opportunities to improve the user interface, information display and overall accessibility. It is important to note that EC Connex is a shared enterprise application used by multiple business teams, and any changes or enhancements need to be coordinated across stakeholders.

Steps to prevent new barriers in policies, programs, practices and services

Elections Canada continually reviews its program materials and communications to ensure that they are providing clear and comprehensive information that supports political entities in complying with their obligations.

Performance Indicators

• The percentage of political entities who are aware of the products and services that Elections Canada offers to help them report their fiscal activities (or comply with the financial provisions of the *Canada Elections Act*) in the X fiscal year.

• The percentage of satisfaction for users of the training centre in the X fiscal year.

• The percentage of positive-to-negative feedback from users of these products and services within the time frame for external forms remediation and accessibility in the X fiscal year.

• The percentage of positive-to-negative feedback from users after an electoral event about accessibility forms in the X fiscal year.

Civic Education Program

Elections Canada's civic education program provides educators from all provinces and territories with learning resources, interactive tools, professional development opportunities and student-friendly information about elections in Canada.

To develop the agency's educational resources, the Civic Education team collaborates with educators across Canada. It undertakes extensive research and consultations to identify and respond to teachers' needs. The feedback has helped to establish the following framework for the agency's materials:

• Pedagogically sound resources that are inquiry-based, cross-curricular and student-centred.

• Quality content that is non-partisan, accurate, bilingual and accessible to various literacy levels.

• Adaptable: available in both digital and print formats as well as being engaging, short and easy to use.

Civic Education works with teachers to transform these concepts into reality, seeking feedback from educators in every province and territory along the way, through a national advisory committee. Finally, the resources are pilot-tested in real classrooms across Canada.

Civic Education continues to work with educators as the agency expands its program offering in the years to come. As it does so, Civic Education will make sure that the resources and services of the civic education program that are provided to educators follow universal and inclusive design principles.

Identified barriers and steps to remove them in policies, programs, practices and services:

Barrier 1	The text used for teacher-facing and student-facing products might be difficult for some users to read. Users may have low literacy levels, dyslexia or low vision or blindness. The text might occur in teacher guides, classroom materials (like group work cards and posters), PowerPoint presentations and videos. These products may be used in classroom programs and teacher workshops. They are also available on the Elections and Democracy website.

Barrier 2 **Teachers and students who are Deaf or Hard of Hearing might face barriers to accessing the civic education materials and programs. These barriers include oral instructions—including those given by teachers when using civic education resources with their students—as well as workshop materials and educational videos.**

Barrier 3 **Users with cognitive and learning disabilities and varying fine motor skills or physical-mobility disabilities might face barriers to participation in using civic education products and programs. Barriers could include the tactile nature of some activities (such as placing cards on placemats or timelines) and the blended-learning, online versions of some classroom resources (such as using a mouse to move cards on a screen).**

Barrier 4 **Users who do not have reliable access to high-speed Internet might face barriers to using civic education resources, such as educational videos or downloadable worksheets.**

✔ **Steps to remove identified barrier 1–4**

By 2028: One of the barriers to this work is that Civic Education relies on student access to assistive technology and resources in the school and classroom setting. Civic Education will consider: Is there a way to better support students directly and enable independent access to the agency's resources? How can the team support resource personnel at the schools?

Because many of the barriers to using Civic Education resources and programs for accessibility and disability are systemic in nature, the team will conduct a full accessibility audit of both the Elections and Democracy website and all civic education offerings, including Student Vote Canada. This audit will help the team better understand and identify the barriers that users might experience.

Steps to identify barriers in policies, programs, practices and services

Barrier 5   During a general election, Civic Education launches a student parallel election with a third-party provider called Student Vote Canada. Students and teachers who participate in this educational event could face barriers like those listed above. Users might also experience barriers accessing resources, comprehending literacy levels and language, understanding key concepts, etc.

✔ **Steps to remove identified barrier**

By 2028: Conduct a full audit of the civic education program for accessibility. The audit is intended to identify specific barriers to participation in the Student Vote program. Civic Education will also ask the third-party provider of the program to be more proactive and let all participants know what accessibility tools are available, upon request.

Steps to prevent new barriers in policies, programs, practices and services

- Regularly review the Elections and Democracy website to make sure that it meets Web Content Accessibility Guidelines requirements and make changes, when required.

- Continually identify barriers to accessibility by reviewing comments from the optional end-of-semester surveys (taken in January and June) that are sent to educators who have ordered classroom resources.

- Monitor complaints and feedback received through Civic Education, the Public Enquiries Unit and the agency's social media accounts, adjust resources as necessary and follow up with users to meet their needs.

- Continue to consult with the Advisory Group for Disability Issues and the Advisory Circle of Educators when updating or adding new resources.

- Conduct user testing with persons with disabilities.

Performance Indicators

- The percentage of students and educators who are satisfied that the agency's products and services are accessible.

- The percentage of online resources in Civic Education that meet accessibility standards.

- Work has begun with the Office for Accessibility and GBA Plus to develop a performance indicator for documents and resources in various formats other than online.

Stakeholder Mobilization Program

In 2014, Elections Canada launched its Inspire Democracy program to reduce barriers to voting for young Canadians of voting age. In 2017, the program was expanded to include other key audiences: electors with disabilities, Indigenous electors and new Canadians. The scope of the program was also expanded at that time to reduce barriers to running as a candidate in a federal election and working in a federal election.

Through this program, Elections Canada works with more than 800 partner organizations, such as the Canadian National Institute for the Blind, YMCA Canada and the Assembly of First Nations, to provide key information and workshops to audiences facing barriers to electoral participation. This work includes sharing information materials in English and French, in 50 non-official languages and in accessible formats (braille, large print, audio CD).

Identified barriers and steps to remove them in policies, programs, practices and services

Barrier 1   **Internal staff have limited ability to produce materials in accessible formats. As a result, they rely on external expertise and must have contracts with alternate-format providers. Contracts are often short-term, and funds are limited. Having to constantly readjust funds or renew contracts adds an administrative burden while making the agency less agile in responding to on-demand requests in a timely way.**

       ✔ **Steps to remove identified barrier**

       By 2026: The Stakeholder Mobilization team will explore, with other teams in the Public Affairs and Civic Education branch, different contracting options, such as putting in place broader and longer-standing contracts to better meet the evolving need for accessible-format materials.

Barrier 2   **The Stakeholder Mobilization team's ability to promote employment opportunities at the polls among their stakeholders and community members living with disabilities is impacted by inconsistent hiring practices and training among returning officers.**

✔ **Steps to remove identified barrier**

By 2026:

• Coordinate with internal teams—including, but not limited to, Field Training and Field Recruitment—to raise awareness and educate returning officers to increase their knowledge and level of confidence in hiring people with disabilities.

• Support the production of at least one awareness video on accessibility and accommodations for returning officers, in collaboration with accessibility partners and people with disabilities.

By 2028:

• Targeted areas for improvement will include the education (training) and materials (tools) available to support returning officers in the hiring process.

• There will be more awareness training embedded in returning officer training.

• In addition to the barriers identified above, Stakeholder Mobilization will collaborate with business owners in their efforts to remove the barriers identified from feedback submitted by accessibility stakeholders (e.g. contracted organizations that collaborated with Elections Canada) during the 45th general election (held in April 2025). The election was a valuable opportunity to identify a number of barriers affecting different business areas within Elections Canada.

Steps to prevent new barriers in policies, programs, practices and services

- Continually identify barriers to accessibility for poll workers with disabilities to better integrate feedback into training for returning officers.

- Monitor feedback received through the Inspire Democracy Inbox, outreach activities and contracted stakeholder reports, and make changes to meet users' needs.

- Before updating or creating new training, consult with the Advisory Group for Disability Issues and other stakeholders, and conduct user testing with persons with disabilities.

Performance Indicators

- A new contract for the production of alternate formats is in place by the end of 2026.

- At least one information session between one of Stakeholder Mobilization's accessibility stakeholders and Field Training and Recruitment is scheduled before the end of 2026.

- At least one contracted stakeholder has a contract deliverable related to supporting the creation of an awareness video about accessibility and accommodation options for field staff and electors before the end of 2026.

Election Delivery Through Field Operations in Electoral Districts

One key priority for Elections Canada is to improve the accessibility of federal elections for election administrators and election workers. Election administrators are returning officers, assistant returning officers, field liaison officers and additional assistant returning officers, while election workers are those who work in local Elections Canada offices and at the polls during an election. Unlike employees at Elections Canada headquarters, election administrators and election workers are not members of the public service. Some work year-round, while others work only during an election or, in the case of poll workers, for one or a few days.

Elections Canada has a long-term vision to identify and remove barriers so that it can recruit, hire and train persons with disabilities at the local level. The agency is also committed to making sure that local election workers can meet the needs of electors and employees with disabilities.

In the policy document "Diversity and Inclusion in the Recruitment of Election Officers and Office Staff," Elections Canada has identified several operational constraints that result in barriers. These constraints include the following:

- The unpredictable nature of electoral events, which limits the capacity for innovation. For example, the date, duration and other aspects are often not known in advance.

- The temporary nature of electoral operations (e.g. staff, locations, business relations with stakeholders, etc.), which has an impact on operational planning.

- Some working conditions dictated by the *Canada Elections Act*—for example, the long hours during which polling places are open and the requirements for working as an election officer.

- External factors that impact the availability and interest of certain groups—for example, if working for Elections Canada would negatively impact eligibility for social benefits payments or if the working days of an election conflict with religious or cultural days of observance.

Identified barriers and steps to remove them in policies, programs, practices and services

These constraints may create barriers that prevent interested persons from working with Elections Canada. Two specific identified barriers are as follows:

Barrier 1   **Worker accommodations:** Because of the temporary nature and uncertain timing of an election, some issues that are unforeseeable or that cannot be addressed within the short electoral calendar are likely to result in workers requiring accommodations to fully participate. However, the accommodations may arise at various points (applying to work, recruitment, training process, work, etc.) and consequently involve different units within Elections Canada. This inconsistency in when and where accommodations are requested, and to whom, is understood to likely constitute a barrier in itself. It also results in a lack of centralized data on accommodations, which limits Elections Canada's ability to meaningfully review and comprehensively address the challenges at their origin.

✔ **Steps to remove identified barrier**

By 2028: Elections Canada wants to make sure that only one team handles accommodations for workers. This would ensure that all information on the accommodations requested by workers would be handled consistently. It would also allow the team to review the number and type of requests that were approved and refused. Having one unit manage this information would help Elections Canada improve from one event to the other.

Barrier 2   **Understanding of job requirements:** Prospective workers are currently not given a clear enough understanding of the duties required of them under the *Canada Elections Act*. This lack of clarity creates a barrier to participation because it impedes workers' ability to request meaningful accommodations (where necessary) and may discourage them from pursuing work with the agency altogether (owing to uncertainty).

✔ **Steps to remove identified barrier**

By 2028: Elections Canada wants to develop information to more clearly explain what is required to work in each position at a polling place. This could help people with different needs and abilities better decide which jobs they can do best. It could also help them ask for accommodations that will allow them to do the job.

Steps to identify barriers in policies, programs, practices and services

By 2027:

• Conduct a review of all aspects of its delivery of the 45th general election to identify current barriers in policies, programs, practices and services. This review will include the following activities:

  – Post-event analyses and reports prepared by each business unit.

  – Post-event meetings with election administrators.

  – Reviews by business owners of incidents and information received by various units, such as the Field Support Network, the Operational Complaints and Incidents Unit, the Public Enquiries Unit and others.

  – The Survey of Election Officers (which takes place after each general election).

  – Consultation with stakeholders, such as the Advisory Group on Disability Issues.

These activities are expected to take place through early 2026.

Steps to prevent new barriers in policies, programs, practices and services

- Consult with field candidates with disabilities to increase their trust in sharing self-identification information. The agency will also proactively offer accommodations that can make field offices more accessible.

- After the 45th general election, convene a working group of field office workers and election administrators with disabilities. This will enable the agency to obtain their feedback about field positions: whether and how they have become more accessible and how well the new ways to promote accessibility worked.

Performance Indicators

- The number of categories in which election officers and office staff can self-identify and/or have access to self-identify as being disabled.

- Creating an annual survey to assess representation gaps.

- The percentage of election workers and office staff who have access to making accommodation requests at Elections Canada headquarters.

- The percentage of election workers and office staff who provide feedback on accessibility.

- The number of accommodation requests that Elections Canada headquarters or a returning officer was able to process and offer the support required.

Transportation

In 2024–25, the Office for Accessibility and GBA Plus conducted a preliminary environmental scan to assess the barriers that employees, contractors and field personnel face in the area of Transportation. In consulting businesses at Elections Canada, the office identified three areas where barriers need to be considered: 1) external stakeholder engagement (includes travel for consultations with external consultants, staff travel for program delivery and shipment of material), 2) delivery of Information Technologies equipment and 3) travel and shipments related to field operations and election delivery.

Steps to identify barriers in policies, programs, practices and services

To better understand and identify other barriers in the area of Transportation, Elections Canada will continue to gather feedback from stakeholders and staff to address barriers that may arise when travelling, receiving program materials and/or holding in-person consultations.

Identified barriers and steps to remove them in policies, programs, practices and services

Elections Canada Headquarters

Barrier 1   **Stakeholders and staff encounter financial and accessibility barriers when making travel arrangements to attend meetings and consultations organized by Elections Canada. Barriers may include paying for expenses out of pocket:**

- **Travel expenses (e.g. trains, flights, vehicle)**
- **Accommodations (e.g. hotel)**
- **Meals (those not included at events)**

✔ **Steps to remove identified barrier**

By 2027:

Elections Canada will explore the following options and develop best practices:

- Support stakeholders in coordinating travel arrangements for in-person meetings
- Anticipate the timelines for processing and obtaining the necessary travel authorizations

• Develop plain language communications when working with stakeholders

• When appropriate, assist stakeholders with their travel arrangements and claims

• Review procedures for using corporate credit cards to pay for travel expenses

Barrier 2 **Employees and others may experience barriers when products are delivered and/or returned.**

Packaging and shipment methods vary (e.g. home, work location or depot where a signature is required). Barriers may include:

• **Delivery and return in rural locations**

• **Delivery and return of heavy materials**

• **Delivery and return may not meet accessibility requirements**

• **Retrieving materials requiring a signature**

• **Materials and products required at in-person events**

✔ **Steps to remove identified barrier**

By 2026: Define and implement best practices for delivery of packages to staff and stakeholders, was well as during events.

By 2028: The Office for Accessibility and GBA Plus will continue to support the identification and removal of barriers in this process.

Election Delivery Through Field Operations in Electoral Districts

Barrier 3 **Election workers are generally required to travel to the local Elections Canada office to participate in one or more training sessions before starting work at the polls; however, this requirement can be a barrier for some individuals. As a result, the team is changing its messaging to returning officers promoting the use of diverse election-worker training methods and requesting returning officers to be flexible in using these training tools in order to overcome any barriers reported by individuals.**

✔ Steps to remove identified barrier

Ongoing timeline: In situations where travelling to the local Elections Canada office for training is considered a barrier (but not travelling to the assigned polling place), it is anticipated that making changes to the training program to promote the use of diverse election-worker training methods will remove this barrier.

• Elections Canada continues to promote alternative training methods and arrangements where these may reduce barriers, improve cost-effectiveness and/or improve recruitment. For example, the agency may send a training officer to deliver training sessions in outlying communities, deliver a training session virtually or provide workers with a self-training package, then follow it up with a conversation with the training officer to verify that the training has been completed.

Steps to prevent new barriers in policies, programs, practices and services

• Consult with field candidates with disabilities.

• After the 45th general election, convene a working group of field office workers and election administrators with disabilities. The purpose is to obtain their feedback about field positions: whether and how they have become more accessible and how well these changes have worked.

Performance Indicators

• The Office for Accessibility and GBA Plus is working with all affected businesses to define performance indicators and create mechanisms for effective measurement in the area of Transportation. This is still an emerging area and one that we are monitoring.

Appendices: Consultation Questions

Appendix A: Consultation and Engagement Questions AGDI 2025

1. What stands out for you from the 2025 Draft Accessibility Plan (whether positive or negative)? Do the current timelines meet your expectations of moving toward a barrier-free Canada?

2. Have you, or have people in your community, experienced new barriers since the previous Accessibility Plan and Progress Report were published? (Especially as the 45th general election was the first general election to occur since we published an Accessibility Plan.)

3. What barriers are not addressed in the Accessibility Plan?

4. Do our priorities for removing barriers over the next three years align with your expectations of Elections Canada? Can you explain?

5. What, if any, other priorities are not addressed in the Accessibility Plan?

6. As we currently have a minority government, Elections Canada must be ready to conduct a general election at any time. If an election is called, Elections Canada will have to adjust its timelines and priorities. What accessibility barriers should be prioritized in this case?

Formatting and Accessibility

7. Did this document meet expectations for plain language and readability?

8. Did you experience any barriers in accessing or reviewing the document?

9. Are you satisfied with the limitation of acronyms?

10. Did the Glossary meet your needs? Are there any words or concepts that you think we should include in the Glossary?

11. Do you have any other comments on the formatting and accessibility of the document?

What other comments, if any, would you like us to take back to each team at Elections Canada?

Appendix B: Consultation Questions: Returning Officers and Field Liaison Officers—Project 147

1. Do you identify as a person with a disability? If yes, have your accessibility needs been met while working for Elections Canada?

2. The 45th general election was the first general election to take place since Elections Canada published its Accessibility Plan in 2022. As such, this is a great time to identify any new barriers for workers and electors with disabilities. Were there any new accessibility barriers reported that are not reflected in the Draft Accessibility Plan?

3. During the general election, did you encounter any barriers or challenges in accessibility that you would like to share?

4. In your role, did you identify any barriers in the current ways in which Elections Canada collects feedback during a general or byelection? Please describe.

5. Under the *Accessible Canada Act*, Elections Canada's Accessibility Plan must identify and address barriers to transportation. These barriers are not always easy to identify as the Transportation Pillar includes multiple responsible parties. Did you notice any barriers related to Transportation during the 45th general election? More specifically:

   – Do you have any comments on accessibility and travel in your electoral district(s)? (for you and your staff).

   – Do you have any comments on accessibility and deliveries or shipment of materials?

   – Do you have any comments on accessibility and travel for electors?

6. Did the document meet expectations for plain language and readability?

7. Did you experience any barriers in accessing or reviewing the document?

8. Are you satisfied with the limitation of acronyms?

9. Did the Glossary meet your needs? Are there any words or concepts that you think we should include in the Glossary?

10. Do you have any other comments on the formatting and accessibility of the document?

11. What other comments, if any, would you like us to take back to each team at Elections Canada?

Appendix C: Consultation with Employees with Disabilities

1. What stands out for you from the 2025 Draft Accessibility Plan (whether positive or negative)?

2. Do the current timelines meet your expectations of moving toward a barrier-free Canada?

3. Have you, or have people in your community, experienced new barriers since the previous Accessibility Plan and Progress Report were published? (Especially as the 45th general election was the first general election to occur since we published an Accessibility Plan.)

4. What barriers are not addressed in the Accessibility Plan

5. Do our priorities for removing barriers over the next three years align with your expectations of Elections Canada? Can you explain?

6. What, if any, other priorities are not addressed in the Draft Accessibility Plan?

7. As we currently have a minority government, Elections Canada must be ready to conduct a general election at any time. If an election is called, Elections Canada will have to adjust its timelines and priorities. What accessibility barriers should be prioritized in this case?

Formatting and Accessibility

8. Does this document meet your expectations for plain language and readability?

9. Did you experience any barriers in accessing or reviewing the document?

10. Are you satisfied with the limitation of acronyms?

11. Does the Glossary meet your needs? Are there any words or concepts that you think we should include in the Glossary?

12. Do you have any other comments on the formatting and accessibility of the document?

13. We are exploring some more visual ways to produce the plan on the website, we will discuss and ask for feedback.

Final questions, wrap up and next steps:

14. Is there anything that you would like to add that has not already been addressed?