

Accessibility plan 2026-2028

Transport Canada 2026-2028

Our department is committed to creating an inclusive and barrier-free environment for employees and clients. This accessibility plan outlines identified barriers and the actions to remove and prevent them, to help foster equitable participation for all.

Aussi disponible en français sous le titre : Plan d'accessibilité 2026-2028

Transport Canada grants permission to copy and/or reproduce the contents of this publication for personal and public non-commercial use. Users must reproduce the materials accurately, identify Transport Canada as the source and not present theirs as an official version, or as having been produced with the help or the endorsement of Transport Canada.

To request permission to reproduce materials from this publication for commercial purposes, please complete the following web form:

<https://tc.canada.ca/en/corporate-services/application-crown-copyright-clearance>

Or contact TCcopyright-droitdauteurTC@tc.gc.ca

© His Majesty the King in Right of Canada, as represented by the Minister of Transport, 2025.

Cat. No. T1-37E-PDF (Electronic PDF, English)

ISSN 2817-125X

Cat. No. T1-37F-PDF (Electronic PDF, French)

ISSN 2817-1268

TP 15549E

On this page

- [General](#)
 - [Providing feedback, how to contact us and alternate formats](#)
- [Message from our Deputy Minister and Associate Deputy Minister](#)
- [Message from the co-leads for Transport Canada's Network for Persons with Disabilities](#)
- [Transport Canada at a glance](#)
- [Accessibility governance](#)
 - [The Accessibility Plan Secretariat](#)
 - [Pillar leads](#)
 - [Working groups](#)
 - [Level 2 corporate committees](#)
 - [TC Executive Management Committee](#)
 - [Co-leads for the Network for Persons with Disabilities and Accessibility](#)
- [Path to accessibility: 2022 to 2025](#)
 - [Highlights](#)
 - [Challenges and lessons learned](#)
- [Executive summary](#)
 - [Part 1: How we're meeting our responsibilities as federal department](#)
 - [Part 2: How we're meeting our responsibilities as transportation service provider \(Provisions of the *Canada Transportation Act* accessibility-related regulations\)](#)
 - [Conclusion](#)
- [Accessibility plan - part 1 : How we're meeting our responsibilities as a as federal department](#)
 - [Pillar 1: Employment](#)
 - [Pillar 2: Built environment](#)
 - [Pillar 3: Information and communication technologies \(ICT\)](#)
 - [Pillar 4: Communications, other than ICT](#)
 - [Pillar 5: Procuring goods, services and facilities](#)
 - [Pillar 6: Design and delivery of programs and services](#)
 - [Pillar 7: Transportation](#)
 - [Pillar 8: Culture](#)
- [Accessibility plan - part 2 : How we're meeting the Provisions of the *Canada Transportation Act* accessibility-related regulations as a transportation service provider](#)

- [Background](#)
- [Training](#)
- [Barrier 1: Lack of accessibility features within air terminals](#)
- [Barrier 2: Airport staff have limited knowledge on how to appropriately support people with disabilities](#)
- [Consultations](#)
 - [Internal consultation](#)
 - [External consultation](#)
- [Conclusion](#)
- [Appendix A: Questions from our Employee survey on accessibility](#)
- [Appendix B: Questions from our External accessibility survey](#)

General

Transport Canada's designated official for developing this plan is Vicki Cunliffe, Director General Human Resources.

Providing feedback, how to contact us and alternate formats

You can send us feedback on our accessibility plan, our progress reports or any Transport Canada accessibility barriers you've experienced.

- [Submit feedback online](#) (option to be anonymous or identifiable)
- **By email:** tc.accessibility-accessibilite.tc@tc.gc.ca
- By mail:
 - Accessibility Plan Alternate Format Request
 - Transport Canada
 - Tower C, Place de Ville
 - 330 Sparks St
 - Ottawa, ON K1A 0N5
- By phone:
 - **Toll-free:** 1-866-995-9737
 - Telephone:** 613-990-2309
 - TTY:** 1-888-675-6863
- [Video Relay Service](#) – free within Canada
- If you need to participate another way, contact us through any of the options above

When asked, we can provide a copy of our accessibility plan or progress reports in many alternate formats, as soon as possible, based on specific timeframes listed in the *Accessible Canada Regulations* and the *Accessible Transportation Planning and Reporting Regulations* subsection 7(1) and 7(2). You can ask for a copy in:

- print
- large print
- braille
- audio format
- an electronic format that works with adaptive technology

We will provide alternate formats as soon as possible, and no later than:

- 45 days after receiving your request for braille or audio format
- 15 days after receiving your request for any other alternate format listed

Message from our Deputy Minister and Associate Deputy Minister

We're very pleased to present Transport Canada's 2026-2028 Accessibility Plan. This plan is the result of a serious process of reflection and collective work. This tool provides a realistic picture of existing accessibility barriers. It also formalizes our commitment to implement structured actions to remove these obstacles and make our culture more inclusive.

The plan was informed by internal and external consultations with persons with disabilities, allies and stakeholders. Internally alone, nearly 1,400 employees provided feedback. This level of engagement emphasizes the need for change and shows how invested our employees are in contributing to solutions to improve accessibility.

We must act at both the individual and organizational levels. We're aware that true inclusion only comes with a profound change in culture. We also know that profound change takes time. To succeed, we will need every employee to address the barriers, gaps, and biases that hinder accessibility and inclusion for persons with disabilities. If we don't actively contribute to accessibility, we're actively contributing to exclusion. As such, we expect every employee to be an intentional participant in the implementation of the plan.

With everyone's engagement, we can collectively commit to implementing the social model of disability and fostering a culture of empathy and care. With concrete commitments for employees at all levels, we are making it clear that accessibility is everyone's business.

Arun Thangaraj, Deputy Minister, Transport Canada

Brigitte Diogo, Associate Deputy Minister, Transport Canada

Message from the co-leads for Transport Canada's Network for Persons with Disabilities

Taking on the role of co-leads of Transport Canada's Network for Persons with Disabilities is both a great privilege and a daily challenge. Upon the publication of this accessibility plan, we will have been in this role for a little over a year.

Our community is strong, diverse and full of talent. Our network members help make our work environment more inclusive for all and our steering committee is working hard to advance the network's commitments. However, many of our colleagues with disabilities have had difficult experiences, the majority of which relate to their requests for accommodations. Some of them are in distress and some are at a point where they're not sure where to turn to for help.

At the department level, several colleagues have shown their willingness to contribute and be part of the change towards an inclusive and accessible Transport Canada. Over the past year, many of them have actively participated in advancing our priorities or supporting our events. To continue this work, we've also had transparent discussions with key senior leadership partners, bringing the lived experiences of our members and the extensive data from the consultations to light.

We still have a long way to go to ensure that our department embodies the principles of the *Accessible Canada Act*, including the social model of disability. Our biggest gains are that we are recognizing, with all partners, the systemic issues that need to be addressed and that we agree on the key actions to take to help address them.

This plan formalizes these important commitments and represents a major step in the right direction. We will continue to work tirelessly with our members and partners to ensure their implementation. We will continue to repeat that the problem is not with our members, but with our systems. Ultimately, we want to create an accessible work environment where people with disabilities are not only well, but where they can contribute to their full potential.

Erika Kirsten Easton and Christina Richard
Co-leads of Transport Canada's Network for Persons with Disabilities

Transport Canada at a glance

The performance of the transportation system serves every Canadian who uses a car, a bus, a train, a plane or a boat. It underpins the success of Canada's economy and its ability to grow.

Transport Canada develops and oversees the Government of Canada's transportation policies and programs so that Canadians can have access to a transportation system that is:

- safe and secure
- green and innovative
- efficient

We work towards these goals by:

- proposing and updating policies, laws and regulations

- doing inspections, enforcing rules and laws, and inspecting the transportation industry's equipment, operations and facilities
- providing funding to organizations for projects that improve the transportation network, including safety projects, new technologies and green projects

While we're not directly responsible for all parts of the system or modes of transportation, we play a key leadership role in making sure that all parts of the transportation system work together effectively. We do so by working with groups including Indigenous Peoples, industry, provincial and territorial governments and international partners.

As part of our portfolio, we own and operate small airports, so we're considered a transportation service provider. This means we need to follow the [Accessible Transportation Planning and Reporting Regulations](#) and the [Accessible Canada Act](#). We've organized our accessibility plan into 2 parts to reflect this.

Transport Canada has about 6,600 employees across the country – from our headquarters in Ottawa, and through our 5 regions: Atlantic, Quebec, Ontario, Prairie and Northern as well as Pacific.

As of December 2, 2025, there are 632 employees who identify as having a disability. Given the expected representation rate of 772, this leaves us with a gap of 140.

Accessibility governance

Reporting directly to the Deputy Minister, the Director General of Human Resources is responsible for monitoring and reporting on Transport Canada's accessibility plan. They're supported by several groups.

The Accessibility Plan Secretariat

- The role of the secretariat is to support the pillar leads in the development of TC's accessibility plan and progress reports
- The secretariate also:
 - provides guidance on accessibility
 - sets target deliverables
 - creates templates
 - hosts monthly meetings with pillar leads
 - coordinates and consolidates pillar accessibility plans and progress reports for publication

Pillar leads

- The pillar leads are senior executives at the Director General or Assistant Deputy Minister level who are subject matter experts who are leading at least one of the accessibility plan's pillars. The pillars mirror the 7 priority areas in the *Accessible Canada Act*, and the priority areas defined by the *Accessible Transportation Planning and Reporting Regulations*. We also added a pillar on culture, since changing our work culture is key to making progress in all pillars
- Pillar leads are responsible for developing, implementing, monitoring and reporting on the progress of their pillar's plan(s)

Working groups

- Under the authority of their pillar lead, the accessibility plan working groups:
 - Assess the current state of their pillar's policies, programs, practices and services to identify barriers to accessibility
 - Develop survey questions for consultations with persons with disabilities
 - Develop actions to eliminate barriers, measurable performance indicators, and target completion timelines
 - Identify the data we will use to measure our progress in eliminating accessibility barriers

Level 2 corporate committees

- Various level 2 committee members provide feedback on the department's plan. They offer independent advice and challenge ideas to make sure decisions serve the best interest of the whole organization

TC Executive Management Committee

- This level 1 corporate committee, lead by the Deputy Minister, provides strategic direction and aligns policy to make sure key priorities are met and the department's resources are managed responsibly
- The committee sets the overall direction and priorities on policy, programs, legislative and regulatory issues, and provides guidance and decisions on departmental planning and reporting

Co-leads for the Network for Persons with Disabilities and Accessibility

- The co-leads of the network help make sure that employees with disabilities have access to an inclusive, supportive and empowering community that advocates for:
 - equity
 - disability inclusion
 - an accessible and barrier-free workplace
 - a culture of care
 - more awareness of the needs and views of persons with disabilities within the department

Path to accessibility: 2022 to 2025

Our 2022-2025 Accessibility Plan helped us make progress on accessibility within our organization. While the process involved navigating some challenges, it also allowed us to make progress and reaffirm our ongoing commitment to accessibility and inclusion. Accessibility is a continuous journey, and we remain dedicated to building on this work and keep improving.

Highlights

Throughout the implementation of our first Accessibility Plan, we took steps to identify and remove accessibility barriers in 8 priority areas, helping us to move towards becoming accessible by default. A few highlights include:

- Between April 2021 and March 2024, Transport Canada hired 202 new public servants who identify as persons with disabilities
- We're in the process of creating a Center of Expertise for Employee Accommodations. Once fully operational, employees and managers will have access to subject matter experts, common processes, tools and resources to manage accommodations with a person-centered approach
- As of 2022, we've assessed the accessibility status of 10 of our facilities with the Rick Hansen Foundation and plan to continue this work. In response to the findings of these assessments, we've installed assistive devices in some of our offices, like push-paddle doors and braille wayfinding signage and created neighborhoods within some workspaces that are accessible by design
- Our Service and Digital Group is working to make digital environments, tools and services more inclusive and usable for employees and Canadians by:
 - adding features, like live captions, to platforms like Microsoft Teams to help make meetings more accessible
 - using accessibility-by-design frameworks to make sure inclusivity is considered at every stage of developing apps and services
 - finding ways to raise awareness on making everyday tools more accessible, like changing standard font and font size as well as adding live captioning and transcription
- Our first Ombuds was appointed in 2025. The role involves creating and leading the Ombuds Office as well as creating a confidential and impartial safe space for employees to turn to for help resolving workplace issues

Challenges and lessons learned

Creating our first accessibility plan help us learn more about Transport Canada's different areas of work. For our first plan, we formed a National Accessibility Plan Working Group. This group included people from each region and each of Transport Canada's area of responsibility.

The group was asked to find barriers and suggest ways to remove them. Human Resources led the project and were tasked with developing and delivering the plan. After finishing the first round of the plan and progress reports, we realized that we needed clearer rules and structure.

For the 2026-2028 plan, experts in each topic now lead the work and are responsible for each pillar of the plan. The HR team now plays a support role as the Accessibility Plan Secretariat.

One challenge we still face is how complex it is to become fully accessible. Many people are involved in this work, and all employees need to build the right knowledge, skills and confidence to support accessibility. For many of us, the learning curve has been steep. Using this knowledge across all our policies, programs, and services will take time. It will continue to improve as we work towards making Transport Canada fully accessible.

Transport Canada is different from many other federal organizations. Like others, we must meet the rules of the *Accessible Canada Act*. But since we own and run small airports, we're also considered a transportation service provider. This means we must also follow the *Transportation Planning and Reporting Regulations* from the Canadian Transportation Agency. Because of what we've learned from our first plan, this plan has 2 separate parts to reflect our two different roles.

Executive summary

The goal of the *Accessible Canada Act* is to make Canada barrier-free by January 1, 2040. This involves organizations regulated by the federal government must create a plan to identify accessibility barriers within their programs, policies, practices and services. These plans should also explain how they will remove and prevent barriers. Part one of our plan includes 8 key priority areas:

- Employment
- Built environment
- Information and communication technology
- Communication, other than information and communication technology
- Procuring goods, services and facilities
- Designing and delivering programs and services
- Transportation
- Culture

Since we own and operate small airports, we're considered a transportation service provider. This means we need to meet the requirements of the [*Accessible Transportation Planning and Reporting Regulations*](#) and the [*Personnel Training for the Assistance of People with disabilities Regulations*](#). As such, Part 2 of our plan addresses our accessibility responsibilities as a transportation service provider.

Our 2022 – 2025 Accessibility Plan was our first attempt at putting the department's accessibility goals into action. It listed some barriers and noted how we planned to improve accessibility. Since 2022, new guidance from the Treasury Board Secretariat and clearer expectations have helped us improve our 2026-2028 accessibility plan. These improvements include:

- clearly worded barrier statements
- directly linking actions to reducing or removing barriers
- adding measurable performance indicators, including data sources
- including clear timelines for when work should be finished

These changes have made our accessibility plan better and easier to understand. They also help us better track our progress, stay accountable and deliver real results for people with disabilities and all employees.

When we spoke with employees with disabilities and their allies, they shared many barriers to accessibility. What became very clear is that we need a major culture shift at Transport Canada. A culture of care and inclusion is the foundation that will support long-term changes.

Here's a look at the barriers and actions that will help our department continue moving toward being accessible by default.

Part 1: How we're meeting our responsibilities as a federal department

Pillar 1: Employment

Our plan focuses on:

- promoting job opportunities and doing outreach
- reducing bias and removing barriers in the hiring process
- providing training on how to provide accommodation for assessments accommodation, and
- creating a mentorship program for people with disabilities

Key actions include setting up a Centre for Accommodations and using the Government of Canada's Workplace Accessibility Passport. We also want to use tools from the Better Accommodations Project, like a case management system to speed-up the approval of equipment and other accommodation measures.

Pillar 2: Built environment

We're dealing with physical workplace barriers by:

- adjusting the height of emergency equipment
- installing power-operated doors and touchless sensors
- using modified lighting for light-sensitive employees
- adding braille and tactile (raised) signage
- increasing the number of ergonomic workstations, and
- making elevators easier to use

Regular onsite assessments and consultations with networks for people with disabilities support this work.

Pillar 3: Information and communication technologies (ICT)

We're improving accessibility in information and communication technology by certifying older systems and making sure accessibility is built into how we buy or develop new tools. We're also raising awareness of adaptive technologies that support people with disabilities. We need to do regular testing, collect feedback from users, and follow the Web Content Accessibility Guidelines. To keep improving, we will also provide guidance, training, and plain language reviews.

Pillar 4: Communications (non-ICT)

All internal and external communication products, templates, infographics, event guides, and official documents are being updated for accessibility and plain language. Staff will attend mandatory training, we'll track complaints and develop guidance to make sure we continue to improve. We will review videos and social media content to make sure they meet accessibility standards.

Pillar 5: Procuring goods, services and facilities

Staff must consider accessibility early in the procurement process. Buyers must complete special training, and we'll update procurement forms to include accessibility prompts. We'll also develop quick-reference guides and use regular short surveys to measure employees' confidence and knowledge of accessibility.

Pillar 6: Design and delivery of programs and services

We will design our digital services to meet federal accessibility standards from the start. Programs and services will receive accessibility reviews and will use client feedback to improve processes. Employees that design services will complete accessibility training. We're developing an accommodation case management system to help simplify onboarding for interdepartmental transfers.

Pillar 7: Transportation

Recurring issues or ways to improve our fleet vehicles will be considered based on user feedback. We will develop quick-reference guides to help employees better understand key functions and onboard technologies in fleet vehicles. We will recommend additional accessible parking spaces in collaboration with property management and make sure existing spaces meet accessibility standards.

Pillar 8: Culture

We will define our commitment to a culture of care and inclusion through our vision statement, performance commitments, communications strategies, and regular surveys. All employees must

attend training on accessibility and workplace accommodations. We will continue working with the Networks for Persons with Disabilities to build trust and help us continue to improve.

Part 2: How we're meeting our responsibilities as transportation service provider (Provisions of the *Canada Transportation Act* accessibility-related regulations)

This plan addresses the *Canada Transportation Act* accessibility-related regulations, including updating signage, evacuation plans, washroom features, and training staff at the airports that Transport Canada owns and operates.

Conclusion

The strong engagement in creating our 2026-2028 Accessibility Plan, and the commitment already shown by everyone involved, is already a big achievement. It shows true teamwork and dedication.

To help us successfully implement this plan, the path is very clear. This document outlines what's expected from everyone, including the barriers we need to address, the action to remove or reduce them, how we will measure progress, who is responsible, where the data will come from, and how often we will review it.

This plan is a chance for every Transport Canada employee to get involved, take action and help create real change.

Accessibility plan - part 1 : How we're meeting our responsibilities as a federal department

Part 1 of our accessibility plan explains how we meet the requirements in the *Accessible Canada Act* and its regulations. It includes 7 pillars that reflect the act's priority areas. We've also added an eighth pillar – Culture – because changing mindsets and behaviours across all levels (employees, managers and executives) is key to building an inclusive and barrier-free workplace.

Pillar 1: Employment

Lead: Director General of Human Resources

Background

The Human Resources team plays a key role in supporting our organization's goals. They help align HR practices with business goals while also helping to make progress on accessibility, equity, diversity and inclusion.

For this plan, HR focused on finding and removing barriers for people with disabilities across all 7 phases of the employment life cycle:

- Recruitment
- Hiring
- Onboarding
- Retention
- Career development
- Performance management, and
- Offboarding

The long-term goal for the employment pillar is that:

- people with disabilities see Transport Canada as an employer of choice
- People with disabilities can access jobs and reach their full potential, and their skills are valued and retained
- Employees with disabilities get the career support they need
- Managers provide accommodations, promote inclusivity, and support accessibility at every stage of employment

Governance

Under the direction of the employment pillar lead, a working group was formed with members from across Human Resources. The group included representatives from:

- Workforce Management
- Workplace Programs and Services
- Human Resources Strategic Direction and Systems
- Labour Relations and Employee Accommodations
- Diversity and Inclusion Action Team

The group met monthly and as needed to build the plan. They identified barriers by reviewing HR's own policies, programs, practices and services. They also used feedback from consultations co-led by the Accessibility Plan Secretariat and the Communications Branch.

While all barriers are important, a feasibility study helped decide which ones could be addressed during this plan's timeframe. We will continue to track the barriers we haven't included and will address them in the future.

1.1 Barrier: Job ads aren't promoted to people with disabilities and don't provide accommodation information

How we're reducing or removing the barrier

- Creating an inventory of persons with disabilities networks and organizations that support people with disabilities to promote job opportunities and increase outreach efforts
- Consult with stakeholders on improving existing accommodation information on job advertisements to make sure applicants understand what support is available during the staffing process
- Review the language used to offer accommodation throughout advertised processes and recommend improvements that focus on plain and inclusive language

How we're measuring performance

- Create an inventory with networks and organizations that support people with disabilities
- Track the number of job postings shared with networks/organizations
- Report on the outcome of consultations

Who's accountable

- Workforce Management Division

Source of data

- Workforce Management Division

Frequency of data collection

- Every year

Timeline to complete

- Short term: 1-2 years
- Ongoing

1.2 Barrier: The appointment processes may include bias and barriers

How we're reducing or removing the barrier

- Deliver training on assessment accommodation in staffing processes
- Find training options to make sure staffing processes are accessible and adaptable by default, and use the social model of disability
- Implement a monitoring system to identify barriers in job advertisements and acting appointments

Measurable performance indicators

- Track the number of participants
- Training options are developed for the accessible by default concept
- Our Staffing Monitoring Program monitors job advertisements and acting appointments to identify barriers to people with disabilities

Who's accountable

- Workforce Management Division

Source of data

- Workforce Management Division

Frequency of data collection

- Every year

Timeline to complete

- Short term: 1-2 years

1.3 Barrier: Letters of offer don't include much information about accommodation/Duty to Accommodate**How we're reducing or removing the barrier**

- Including new workplace accommodations language in letters of offer

Measurable performance indicators

- Implementing the letter of offer with the new workplace accommodations language

Who's accountable

- Workforce Management with content from the Duty to Accommodate Centre of Expertise

Source of data

- Workforce Management with content from the Duty to Accommodate Centre of Expertise on Accommodation

Frequency of data collection

- Every 3 years

Timeline to complete

- Winter 2026

1.4 Barrier: Learning products on TC Campus may not be barrier-free**How we're reducing or removing the barrier**

- Developing and promoting an Accessibility Standards Guide for all new TC Campus training content
- Doing a comprehensive accessibility review of existing TC Campus training and material

Measurable performance indicators

- Year 1: Develop the guide
- Track the number of new training products that comply with the Accessibility Standards Guide
- Track how much TC campus training material is reviewed
 - % - year 1

- % - year 2
- % - year 3
- Track the feedback from learners on any barriers in training materials

Who's accountable

- HR Strategic Directions and Systems Division
- Multimodal Integrated Technical Training Division

Source of data

- Learning (TC Campus)
- All stakeholders on TC Campus (MITT, Programs, Finance, etc.)

Frequency of data collection

- Every year

Timeline to complete

- Short term: 1-2 years

1.5 Barrier: Lack of training or career options for people with disabilities

How we're reducing or removing the barrier

- Creating mentorship program for people with disabilities

Measurable performance indicators

- Number of mentorship matches

Who's accountable

- Network for Persons with Disabilities

Source of data

- Network for Persons with Disabilities

Frequency of data collection

- Every year

Timeline to complete

- Short term: 1-2 years

1.6 Barrier: Onboarding processes may not be barrier-free

How we're reducing or removing the barrier

- Developing/updating onboarding material and procedures to make sure they're accessible by default, including alternative formats

Measurable performance indicators

- Track the number of barriers identified and resolved
- Analyse and compare the Public Service Employee Survey results
- Do pulse surveys to measure employee satisfaction

Who's accountable

- HR Strategic Directions and Systems

Source of data

- HR Strategic Directions and Systems

Frequency of data collection

- Every 3 years

Timeline to complete

- Short term: 1-2 years

1.7 Barrier: Employees and managers don't understand accommodations and Duty to Accommodate (DTA)

How we're reducing or removing the barrier

- Create a section on the TC intranet that includes tools, resources and guidance on accommodations and Duty to Accommodate (within the context of the social model of disability) available for all staff, using tools from the Better Accommodation Project
- Communicate with employees and managers twice a year to remind them of their responsibilities related to Duty to Accommodate
- Use tools from the Better Accommodation Project to help managers and employees better understand the accommodations and DTA process within the context of the social model of disability. This includes launching a chatbot and case management tool

Measurable performance indicators

- Tracking the number of visits to the information corner
- Public Service Employee Survey results related to DTA
- Yearly pulse survey (in line with communication to staff)
- Tracking the number of users accessing the chatbot
- Tracking the number of accommodation requests submitted through the case management tool
- Tracking the average time to complete an accommodation request using these tools

Who's accountable

- Labour Relations and Employee Accommodation Division
- Communications Group
- Service and Digital Group

Source of data

- Accessibility secretariat
- Duty to Accommodate Centre of Expertise
- Service and Digital Group (Chatbot)
- Communications Branch (Web traffic)

Frequency of data collection

- Quarterly (pulse survey)

Timeline to complete

- Short term: 1-2 years
- Ongoing to include managers and employees
- Sep 29, 2025, for Better Accommodation Project launch and phase 1 tools availability
- Winter/Spring 2026 – Chatbot/case management tool

1.8 Barrier: Lack of money for equipment delays accessible solutions

How we're reducing or removing the barrier

- Committing resources to a “central fund for accommodation” and promote the availability of it as an option to buy equipment related to accommodations, accessibility and Duty to Accommodate (Better Accommodation Project initiative)
- Create and launch a case management system to streamline and speed-up the purchase and delivery of equipment (Better Accommodation Project initiative)

Measurable performance indicators

- Track requests for funding through the centralized budget
- Review data coming from the case management system to consider reviewing processes in place that are barriers to accommodation

Who's accountable

- Labour Relations and Employee Accommodations Division

Source of data

- Duty to Accommodate Centre of Expertise
- Duty to Accommodate Case Management System

Frequency of data collection

- Quarterly

Timeline to complete

- Short-term: 1-2 years
- Ongoing

1.9 Barrier: Lack of support for employees on the accommodation process. Accommodation process is long and complicated

How we're reducing or removing the barrier

- Creating a departmental Centre of Expertise (CoE) on Employee Accommodations
 - To support employees and managers navigating the accommodations process, within the context of the social model of disability
 - To provide accommodations as soon as possible
- Launch the GC Workplace Accessibility Passport
- Review all guidance material on Duty to Accommodate to make sure it reflects a social model of disability approach

Measurable performance indicators

FY 2025-2026:

- Create the framework and business processes to support the Centre of Expertise
- Pilot and fully launch the Centre of Expertise

2026-2028: Monitor and adjust/improve

- Increase in employees' satisfaction related to accommodations
- Decrease in the average delay to provide accommodations for cases dealt with by the Centre for Employee Accommodations
- Review and report the number of cases/requests using the GC Workplace Accessibility Passport

Who's accountable

- Labour Relations and Employee Accommodations Division

Source of data

- Duty to Accommodate Centre of Expertise
- Office of primary interest for Digital TC Passport

Frequency of data collection

- Every year

Timeline to complete

- Framework, business process and pilot for Centre of Expertise – by end of FY 2025-2026
- GC Workplace Accessibility Passport target launch November 12, 2025

1.10 Barrier: Many employees are denied requests for accommodations or ergonomic assessments

How we're reducing or removing the barrier

- Launching an "ergonomic-first" initiative

- Move to a “yes-by-default” approach to accommodations, rooted in the social model of disability

Measurable performance indicators

- Track number of employees that get ergonomic assessments
- Decrease in the number of employees denied accommodations

Who’s accountable

- Occupational Health and Safety (ergo-first)
- Center of Expertise for Accommodation (yes-by-default)

Source of data

- Data from Occupational Health and Safety
- Data from the Center of Expertise

Frequency of data collection

- Every year

Timeline to complete

- Ongoing

1.11 Barrier: There are fewer employees with disabilities at Transport Canada than the wider workforce

How we’re reducing or removing the barrier

- Make sure that people with disabilities aren’t disproportionately impacted by workforce adjustment

Measurable performance indicators

- The representation of persons with disabilities is equal to or less than the overall workforce reduction rate

Who’s accountable

- HR Strategic Direction and Systems

Source of data

- HR Systems

Frequency of data collection

- Every year

Timeline to complete

- Medium term: 3 to 5 years

Pillar 2: Built environment

Lead: Assistant Deputy Minister of Finance and Management Services, and the Chief Financial Officer

Background

This pillar focuses on improving accessibility at the buildings that Transport Canada owns or leases across the country. Many of these buildings are old and need major updates to meet accessibility standards. As such, we're committed to finding barriers and making upgrades that so that all spaces are inclusive and use universal design (designing things so they can be used by everyone).

To improve these spaces, we're working with Public Services and Procurement Canada, Shared Services Canada, building owners, and the Rick Hansen Foundation (RHF). The Facilities Management team includes RHF standards in the design and updates of office spaces. They also consult with people with disabilities to make sure accessibility features are both practical and focused on users' needs.

We're improving our ability to design accessible spaces by certifying some Facilities Management employees in RHF Accessibility. This shows our commitment to creating inclusive, barrier-free workplaces. This work also support Canada's goal of being barrier-free by 2040.

Governance

To improve accessibility in buildings across the country, our Facilities Management team created a new role: Accessibility Analyst. This person leads accessibility projects and works closely with Regional Facilities Managers, the National Capital Region Building Operations and Design team, the Facilities Strategic Planning team, property managers, and other staff. Together, they find barriers and suggest ways to remove them.

The team gives regular updates to senior management, including monthly meetings with the Executive Director and the Assistant Deputy Minister. This helps keep everyone accountable and make sure the work supports the department's goals.

People with disabilities are included in this process, so their real-life experiences guide decisions. Final recommendations are reviewed and added to the Accessibility Plan through a clear reporting and approval process.

2.1 Barrier: Emergency equipment is hard to reach

How we're reducing or removing the barrier

- Adjusting the height of wall-mounted fire extinguishers, first-aid kits, and automated defibrillators (AEDs) to an accessible height of 1,200mm from the ground

How we're measuring performance

- Percentage of units (AEDs, first-aid kits, fire extinguishers) installed at the accessible height of 1,200 mm

- Tower C: 29 AED units and 29 first-aid kits to be lowered to 1,200 mm
- Atlantic Region: 1 AED unit and 1 first-aid kit to be lowered to 1,200 mm

Who's accountable

- Facilities Management

Source of data

- On-site assessments
- Data collected by the Rick Hansen Foundation Accessibility Certification

How often we will collect data

- Every year

Timeline to complete

- Short-term 1-2 years
 - Tower C: Complete 100% within the current year
 - Atlantic Region: Complete 100% within the current year
- Ongoing

2.2 Barrier: Lack of powered doors

How we're reducing or removing the barrier

- Installing power-operated door openers with touchless sensors in key locations
- Installing power-operated door openers with touchless sensors in all universal washrooms

How we're measuring performance

- Tracking percentage of entrance doors equipped with power-operated, touchless door openers
 - NCR (Tower C): 60 door openers to be installed
 - All universal washrooms to be equipped with automatic touchless door operators

Who's accountable

- Facilities Management

Source of data

- Consultations with TC Network for Persons with Disabilities
- Data collected by the Rick Hansen Foundation Certification

How often we will collect data

- Every year

Timeline to complete

- Medium-term 3-5 years
 - Year 1: Install 15 to 20 door openers (about 33%)
 - Year 2: Install 15 to 20 door openers (about 33%)

- Year 3: Install 15 to 20 door openers (about 34%), complete full implementation (100%)

2.3 Barrier: Limited spaces with low/no lighting

How we're reducing or removing the barrier

- Providing workstations with less or no overhead lighting

How we're measuring performance

- Tracking percentage of workstations with modified lighting
 - Tower C: Out of 2,970 workstations, 90 (3%) have modified lighting

Who's accountable

- Facilities Management

Source of data

- On site assessments
- Consultations with TC's Network for Persons with Disabilities

How often we will collect data

- Every year

Timeline to complete

- Medium-term 3 to 5 years
 - Year 1: Modify another 10% of light filters/de-lamped ceiling lights on each floor
 - Year 2: Modify another 10% of light filters/de-lamped ceiling lights on each floor
 - Year 3+: Modify another 10% of light filters/de-lamped ceiling lights on each floor

2.4 Barrier: Lack of Braille and tactile signage

How we're reducing or removing the barrier

- Adding tactile and Braille to signage in common areas, following accessibility and universal design standards.
- Prioritizing signage in high traffic areas (e.g., entrances, elevators, washrooms, stairwells)
- Using what we learn from our pilot project to guide full rollout in Tower C and other sites

How we're measuring performance

- Tower C: Number of signs replaced with tactile and braille elements: TBD
 - Percentage of new signage that complies with CSA B651 and the CNIB's Clear Print Guidelines.
- Positive feedback from employees and visitors with visual disabilities on improved wayfinding.

Who's accountable

- Facilities Management

Source of data

- On site assessments
- Data collected by the Rick Hansen Foundation Accessibility Certification
- Consultations with TC's Network for Persons with Disabilities

How often we will collect data

- Every year

Timeline to complete

- Medium-term 3 to 5 years
 - Year 1: Run pilot and finalize design standards
 - Year 2–3: Start phased replacement in Tower C
 - Year 4–5: Evaluate impact and add signage to other areas

2.5 Barrier: Limited ergonomic workstations and task chairs

How we're reducing or removing the barrier

- Providing height-adjustable desks and ergonomic task chairs in locations with limited ergonomic equipment
- Looking into reusing furniture from decommissioned NCR sites
- Assessing regional buildings to identify other ergonomic needs

How we're measuring performance

- Number and percentage of ergonomic workstations and task chairs installed in Tower C, including repurposed units
 - NCR – Tower C: Repurpose 50 height-adjustable desks and ergonomic task chairs

Who's accountable

- Facilities Management

Source of data

- On site assessments
- Consultations with TC's Network for Persons with Disabilities

Frequency of data collection

- Every year

Timeline to complete

- Medium-term 3 to 5 years
 - Year 1: Install 50 ergonomic desks and chairs in the NCR
 - Year 2: Assess buildings and install equipment in the regions. TBD
 - Year 3: Assess buildings and install equipment in the regions. TBD

2.6 Barrier: Elevators are often broken, or doors close too quickly

How we're reducing or removing the barrier

- Working with building management and maintenance teams to improve elevator maintenance schedules and reduce downtime
- Adjusting elevator door dwell times (amount of time doors are open) to align with accessibility best practices
- Monitoring feedback from employees and visitors to track repeated accessibility issues

How we're measuring performance

- Tracking the percentage of elevators with adjusted door open times that meet accessibility standards
- Tracking the number of reported accessibility complaints about elevator performance
- Tracking positive feedback from people with disabilities regarding elevator usability

Who's accountable

- Facilities Management

Source of data

- Consultations with TC's Network for Persons with Disabilities
- Building maintenance logs

How often we will collect data

- Every year

Timeline to complete

- Medium-term 3 to 5 years
 - Year 1: Identify units that need door timing adjustments
 - Year 2: Review how many doors have been adjusted and monitor any extra adjustments that are done
 - Year 3+: Evaluate effectiveness and reassess elevator performance every year

Pillar 3: Information and communication technologies (ICT)

Lead: Assistant Deputy Minister, Digital and Services Group

Background

Lead by the Assistant Deputy Minister for the Service and Digital Group, the group provides secure information management (IM), IT, and data services to support Transport Canada and the transportation sector.

This includes:

- helping to develop accessible digital tools and apps, and
- providing accessible IT equipment to employees

They work closely with our Communications Group, which handles both internal and external communications. They manage our internal and external websites and make sure digital content is easy to find, understand, and use.

Governance

The barriers and action items for the ICT pillar were identified by SDG through discussions with staff across different teams. The conversations were based on:

- feedback from earlier consultations and surveys, and
- progress reports and results from the 2022-2025 Accessibility Plan

The Communications Group's Tiger Team identified barriers related to our websites.

3.1 Barrier: Some application software hasn't been tested for accessibility

How we're reducing or removing the barrier

- Continue testing to make sure that all active applications systems are certified for accessibility within the next 3 years. We will test the newest and most popular applications and systems first to have the biggest impact

How we're measuring performance

- Tracking the number of legacy systems tested and updated to meet accessibility requirements

Who's accountable

- Service and Digital Group
- Application business owners

Source of data

- Data collected by the Service and Digital Group

How often we will collect data

- Every year

Timeline to complete

- Ongoing

3.2 Barrier: Accessibility isn't considered in IT decisions

How we're reducing or removing the barrier

- Adding accessibility standards into our Systems Development Life Cycle to make sure accessibility is considered from the start
- Where appropriate, require that new technologies are tested or reviewed with people with disabilities before they're launched so we can identify any changes that need to be made

How we're measuring performance

- Track the number of IT products bought or developed that meet accessibility standards
- Track how many projects set aside time to test and adjust before putting new technologies in place

Who's accountable

- Service and Digital Group
- Application business owner

Source of data

- Data collected by the Service and Digital Group

How often we will collect data

- Every year

Timeline to complete

- Short term: 1 to 2 years

3.3 Barrier: Some accessible technologies aren't built for protected data

How we're reducing or removing the barrier

- Consulting with our Network for Persons with Disabilities as well as Shared Services Canada's Accessibility, Accommodation and Adaptive Computer Technology team to get info on:
 - current tools within TC that aren't approved for working with protected information, and where they can be upgraded, and
 - external technologies that are already built, or can be updated, to work with Protected B information
- Where possible, we will require accessible technologies that can work with Protected B information

Measurable performance indicators

- Over next 3 years, track how many new accessible technologies are approved and used in a Protected B environment

Who's accountable

- Service and Digital Group

Source of data

- Data collected by the Service and Digital Group

How often we will collect data

- Every year

Timeline to complete

- Short term: 1 to 2 years

3.4 Barrier: Employees don't know how to get accessible technologies and tools

How we're reducing or removing the barrier

- Working with Shared Services Canada's Accessibility, Accommodation and Adaptive Computer Technology team to learn about and teach others about adaptive and accessible technologies for the workplace
- Developing and sharing guidance to help employees and managers request adaptive technologies

How we're measuring performance

- Tracking the number of times we provide guidance
- Tracking the number of times guidance materials are opened/clicked on

Who's accountable

- Service and Digital Group
- Human Resources (Accessibility)

Source of data

- Data collected by the Service and Digital Group

How often we will collect data

- Every year

Timeline to complete

- Short term: 1 to 2 years

3.5 Barrier: Accessibility issues with third-party tools

How we're reducing or removing the barrier

- Based on feedback from people with disabilities, we will take action to improve how vendor tools work. This may include:
 - Reporting the problems to third parties, like Shared Services Canada, other departments or vendors, to find out if the issue can be fixed or worked around
 - Sharing helpful information and instructions with employees to turn on or improve accessibility features

How we're measuring performance

- Tracking how many issues reported by TC employees lead to outreach to third parties
- Tracking how often guides/instructions to improve accessibility are created and shared

Who's accountable

- Service and Digital Group

Source of data

- Data collected by the Service and Digital Group

How often we will collect data

- Every year

Timeline to complete

- Short term: 1 to 2 years

3.6 Barrier: Lack of understanding about accessibility requirements

How we're reducing or removing the barrier

- Offering more accessibility training sessions and promote them to the entire department
- Continue following the Web Content Accessibility Guidelines Level AA (WCAG AA) guidelines. Make sure all content is presented in an accessible format

How we're measuring performance

- Tracking the number of people attending/completing the training sessions

Who's accountable

- Web Services

Source of data

- Web Services tracking spreadsheets

How often we will collect data

- After each training session

Timeline to complete

- Ongoing for training
- All web pages will be audited by 2028 (TBC)

3.7 Barrier: PDFs without HTML versions

How we're reducing or removing the barrier

- Identifying all standalone PDFs (documents that don't have an equivalent webpage)
- Updating the identified PDFs to make sure they're accessible
- Doing an accessibility review before publishing PDFs

How we're measuring performance

- Tracking the number of standalone PDFs that aren't accessible

Who's accountable

- Web Services

Source of data

- Web Services tracking spreadsheet

How often we will collect data

- Ongoing

Timeline to complete

- March 2026

3.8 Barrier: Not all documents use plain language

How we're reducing or removing the barrier

- Continue implementing our Plain Language Action Plan, which includes mandatory training on plain language for all Communications staff
- Encouraging employees to use plain language for all content

How we're measuring performance

- Tracking the number of training sessions we deliver
- Tracking the before/after word count and readability score of documents reviewed for plain language

Who's accountable

- Communications Branch

Source of data

- Web Services tracking spreadsheet

How often we will collect data

- Ongoing

Timeline to complete

- Ongoing

3.9 Barrier: Let's Talk Transportation: background documents, external links or videos that are not in accessible format

How we're reducing or removing the barrier

- Teaching clients why accessibility matters

- Not linking to outside content that isn't accessible, when possible
- Working with the Web team to make sure background documents are available in accessible HTML format

How we're measuring performance

- Tracking web content, complaints or questions about accessibility on the site

Who's accountable

- Communications Branch

Source of data

- Consultations platform
- Public Opinion Research team's generic email
- Tracking by the Communications Branch

How often we will collect data

- Ongoing

Timeline to complete

- Ongoing

3.10 Barrier: Let's Talk Transportation - Some consultation content doesn't use plain language

How we're reducing or removing the barrier

- Doing a plain language review of Let's talk transportation (consultation) webpages
- Reviewing Let's Talk Transportation (consultation) content for plain language review before publishing
- Encouraging clients to use plain language and explain its benefits

How we're measuring performance

- Tracking to make sure that plain language is included when content is being developed
- Tracking complaints about complex language

Who's accountable

- Communications Branch

Source of data

- Consultations platform
- Public Opinion Research team's generic email
- Tracking by the Communications Branch

How often we will collect data

- Ongoing

Timeline to complete

- Ongoing

Pillar 4: Communications, other than ICT

Lead: Director General, Communications

Background

Guided by the Communications Policy of the Government of Canada, the Communications Branch makes sure communications are clear, accurate, and accessible. They:

- help Canadians understand our programs, services, and priorities
- provide clear and timely information that builds trust in the department
- share stories that show how our work benefits Canadians
- support employees by connecting them to our goals, initiatives, and workplace updates
- coordinate communications on department-wide issues to make sure information is consistent and reliable information

Governance

The pillar is led by the Director General of Communications Branch. To better understand the accessibility barriers to communications and to create a solid action plan, the branch created a Tiger Team. The team included staff from different parts of the branch, like:

- Web
- Plain language
- Creative services
- Social media
- Public opinion research, and
- Ministerial events

It also included a member from the Corporate Secretariate who looks after templates used across the department.

The team was led by a Director, who also co-leads Transport Canada's Network for Persons with Disabilities. A Senior Communications Advisor acted as the project lead. Some team members also have lived experience with disability, which helped share the work.

The group met at least once per week over several months in 2025. They also helped lead the external and internal consultations that informed this plan.

Documents shared internally and events for TC employees

4.1 Barrier: A lot of the documents employees develop aren't accessible

How we're reducing or removing the barrier

- Updating all official TC templates to make them accessible and encourage employees to use them (instead of creating their own)
- Making sure all infographics are accessible by:
 - not including text on graphics
 - not writing text in "all caps "
 - using a minimum colour contrast of 4.5:1
 - including alt text or marking images as decorative
- Requiring all employees to attend training on creating accessible documents, including Word, emails and PowerPoint
- Encouraging other government departments and/or central agencies to make their templates accessible

How we're measuring performance

- Making all official templates accessible by March 2026
- Web team makes sure all infographics on our website have a description or text alternative (provided by the group responsible for content)
- Track training completion rates

Who's accountable

- Communications Branch (TC templates)
- Web team (infographics on website)
- HR Strategic Directions and Systems

Source of data

- Internal website for templates
- Tracker for complaints about infographics
- Tracker for training completion

How often we will collect data

- Every year

Timeline to complete

- Ongoing

4.2 Barrier: Not all internal events and consultations are accessible

How we're reducing or removing the barrier

- Promoting GC resources on delivering accessible events and consultations

- Require organizers of large events (200+ participants) and consultations to make sure their events are fully accessible. Make an active offer for alternative tools to participate fully
- For events of 200 participants or less, make an active offer for alternative tools to participate

How we're measuring performance

- Tracking the number of times we promote resources
- Tracking the number of events and consultations that are fully accessible
- Tracking participants via post-event satisfaction survey

Who's accountable

- Web team (Web traffic)
- Internal Communications (Promotion)
- All event and consultation organizers

Source of data

- Communications Branch (Promotion)
- All branches for implementation and surveys

How often we will collect data

- Every year

Timeline to complete

- Ongoing

4.3 Barrier: Not all documents are in plain language

How we're reducing or removing the barrier

- Implementing our Plain Language Action Plan, which includes mandatory training on plain language for all communications staff
- Encouraging staff to use the [new federal plain language standard](#) for all content

How we're measuring performance

- Tracking the number of training sessions delivered
- Tracking the before/after word count and readability score of documents reviewed for plain language

Who's accountable

- Communications Branch (Training and plan)
- All branches (Using plain language)

Source of data

- Tracking training sessions
- Tracker for number of words

How often we will collect data

- Ongoing

Timeline to complete

- Ongoing

4.4 Barrier: We don't always offer alternate formats for communication products

How we're reducing or removing the barrier

- Developing and sharing alternate format wording to include in communication products

How we're measuring performance

- Not applicable since it's impossible to track
- The action will be reinforced through internal communications

Who's accountable

- All employees will be responsible for offering alternate formats

Source of data

- Not applicable

How often we will collect data

- Not applicable

Timeline to complete

- Ongoing

Visual elements

4.5 Barrier: Static visuals on computer log in and building TV screens aren't accessible

How we're reducing or removing the barrier

- Making sure the same information is accessible on other platforms, where feasible

How we're measuring performance

- Tracking the percentage of initiatives promoted through at least 1 other way

Who's accountable

- Internal Communications

Source of data

- Manual tracking

Frequency of data collection

- Every year

Timeline to complete

- March 2026

4.6 Barrier: Videos produced by TC are not always accessible (CAPS lock and sign language)**How we're reducing or removing the barrier**

- Reviewing our published videos to determine if they are accessible and still relevant
- Making sure all videos meet [requirements](#) in WCAG 2.0
- Using relevant WCAG 2.1 and WCAG 2.2 features in new videos

How we're measuring performance

- All new videos are fully accessible
- Fewer complaints

Who's accountable

- Creative Services

Source of data

- Manual tracking

How often we will collect data

- Every year

Timeline to complete

- March 2026

Ministerial events**4.7 Barrier: Not all ministerial events are accessible****How we're reducing or removing the barrier**

- Only using the approved accessible templates when drafting logistical communications products for all ministerial events
- Actively offering alternate formats in externally facing documents
- Reducing accessibility barriers when choosing a location and including details in the media advisories about the accessibility of the location
- Using the updated template to create all new media advisories

How we're measuring performance

- Tracking the number of events using accessible templates
- Tracking the number of requests for alternate formats of externally facing documents
- Tracking the number of complaints
- Tracking the number of accommodation requests

Who's accountable

- Ministerial event leads
- Contributors: Products (like news releases and backgrounders) lead managers

Source of data

- Approvals

How often we will collect data

- Ongoing

Timeline to complete

- Ongoing

Social media**4.8 Barrier: Social media platforms don't follow the federal web accessibility policies****How we're reducing or removing the barrier**

- Making sure the same information is available on our website in accessible formats
- Adding contact information to request alternative formats to our social media terms of use page (similar to the alternative formats section in the news releases)
- Making social media messaging and creative assets that are as accessible as possible and follow industry-wide accessibility standards
- Splitting our LinkedIn account into separate French and English accounts

How we're measuring performance

- Number of publications requested in alternate formats

Who's accountable

- Social Media team

Source of data

- Number of actionable emails received

How often we will collect data

- As needed or by request

Timeline to complete

- Ongoing
- Add contact information by the end of Q2 of the 2025 to 2026 fiscal year

4.9 Barrier: Requests to share social media content that isn't accessible**How we're reducing or removing the barrier**

- Limit amplifying social media messages from other GC departments, partners, or stakeholders that don't comply with web accessibility standards.
- Making sure messages follow the [Policy on Communications and Federal Identity](#)

How we're measuring performance

- Number of inaccessible posts amplified (exceptions)

Who's accountable

- Social Media team

Source of data

- Social media posts

How often we will collect data

- Ongoing

Timeline to complete

- Ongoing

Pillar 5: Procuring goods, services and facilities

Lead: Assistant Deputy Minister, Finance and Management Services and Chief Financial Officer

Background

The TC Procurement and Materiel Management Team supports all aspects of contracting. This includes:

- requirements definition
- tendering
- evaluation
- negotiations
- asset management

Making procurement accessible ensures all Canadians have equal opportunity to participate in public procurements. Accessibility is considered at every stage of government procurement, from planning to execution.

Governance

Our procurement management framework makes accessibility a part of all planning and procurement activities. Roles and responsibilities ensure that the procurement policy, governance, and reporting group provide guidance and tools to buyers and business owners.

Business owners make accessibility a part of all procurement decisions, from planning to execution. This follows the Treasury Board Secretariat's *Directive on the Management of Procurement* and includes:

- specifying accessibility criteria in requirements
- ensuring deliverables meet accessibility expectations
- documenting clear justification whenever accessibility criteria can't be met

5.1 Barrier: Accessibility isn't always considered in the procurement process

How we're reducing or removing the barrier

- Requiring all employees delegated with contractual signing authority (buyers) to complete the Accessibility in Procurement course from CSPA
- Creating accessibility prompts and questions as part of the Purchase Requisition Intake Form

How we're measuring performance

- Course completion rate (employee count)
- Completing a dynamic purchase requisition intake form by December 31, 2026

Who's accountable

- Procurement and Materiel Management

Source of data

- HR Strategic Directions and Systems
- Procurement Policy Action

How often we will collect data

- Every year

Timeline to complete

- Short-term: 1 to 2 years
- Ongoing to include all buyers

5.2 Barrier: Employees aren't confident applying accessibility considerations to their contracts

How we're reducing or removing the barrier

- Developing a quick-reference guide on accessibility in procurement
 - The guide is promoted in our Client Toolkits, including the accessible procurement page
- Developing an annual pulse survey for employees that measures comfort and knowledge of applying accessibility

How we're measuring performance

- Counting the number of times the accessibility guidance/accessible procurement page was visited/downloaded

- Tracking the percentage of employees reporting they're confident applying accessibility requirements (from survey)

Who's accountable

- Procurement and Materiel Management

Source of data

- Procurement Policy collected data

How often we will collect data

- Every year

Timeline to complete

- Short-term: 1 to 2 years
- Ongoing to include all buyers

Pillar 6: Design and delivery of programs and services

Lead: Assistant Deputy Minister, Digital and Services Group

Background

The Service and Digital Group supports TC and the transportation sector with secure IM/IT services and data-driven solutions. This includes designing and delivering accessible, user-centric digital services.

The group identified barriers and action items for the design and delivery of programs and services pillar with key partners:

- Programs Group
 - Responsible for programs and activities related to airports, ports, infrastructure, innovation, navigation, and the environment
- Safety and Security Group
 - Develops regulations and standards to support safety and security in air, marine, rail, and road transportation
 - Implements programs (including monitoring, testing, and inspection) to enforce regulations and standards

Governance

The Service and Digital Group identified barriers and action items for the pillar through discussions with representatives of the group's directorates. They also held regular meetings with the partners, who consulted their directorates for insights and suggested actions.

6.1 Barrier: Accessibility isn't always part of digital service design from the start

How we're reducing or removing the barrier

- Making sure that our services follow the Government of Canada's digital standards as they are brought online (which includes building in accessibility from the start)
- Surveying clients for feedback about the accessibility of digital services

How we're measuring performance

- Counting the number of services brought online that meet accessibility standards (fully and partially)
- Tracking the number of client feedback survey responses that identify accessibility barriers
- Tracking the accessibility barriers identified in the surveys and any actions taken to solve them

Who's accountable

- Service and Digital Group
- Application business owner

Source of data

- Data collected by the Service and Digital Group

How often we will collect data:

- Every year

Timeline to complete

- Short-term: 1 to 2 years

6.2 Barrier: People with disabilities need to re-justify accommodation requests when transferring departments

How we're reducing or removing the barrier

- Developing an integrated case management system for easy onboarding that uses the GC Digital Accessibility Passport
- Creating a SharePoint site and chatbot to share information that helps with required administrative actions

How we're measuring performance

- Counting interactions with SharePoint site and chatbot
- Counting any errors provided by chatbot (lower is better, trying for less over time)
- Tracking request fulfillment time

Who's accountable

- Human Resources
- Centre of Expertise for Employee Accommodation
- Service and Digital Group

Source of data

- Data collected by the Service and Digital Group or HR

How often we will collect data

- Every year

Timeline to complete

- Short-term: 1 to 2 years

6.3 Barrier: Programs and services aren't consistently accessible to all

How we're reducing or removing the barrier

- Reviewing existing programs and services for accessibility
- Updating existing programs and services to be as accessible as possible
- Considering accessibility and consulting persons with disabilities when developing new programs and services
- Consulting with relevant TC Groups (Programs, SDG and Safety and Security) to determine mandatory training on accessibility standards for employees involved in designing and delivering programs and services

How we're measuring performance

- Track the number of existing programs and services we've reviewed
- Track the number of existing programs and services we've made as accessible as possible
- Track the number of times we consult persons with disabilities when developing new programs and services
- Track the number of new programs and services we've reviewed for accessibility
- Track completion rates after updating the mandatory training for service and programs design and delivery employees
 - Percentage complete for years 1, 2, and 3

Who's accountable

- Human Resources (Learning)
- Programs Group
- Service and Digital Group
- Safety and Security Group

Source of data

- Programs
- Human Resources

How often we will collect data:

- Every year

Timeline to complete

- Short term: 1-2 years (for the required consultation on mandatory training additions)
- ongoing

6.4 Barrier: Accessibility standards can be applied inconsistently in aviation program and service design**How we're reducing or removing the barrier**

- Developing guidance and tools for employees to make accessibility part of program design (checklists, templates, training modules)
- Requiring program leads to do accessibility impact assessments before launch
- Making accessibility scenarios part of client service standards and evaluations and on-the-job training

How we're measuring performance

- Percentage of new programs and services with completed accessibility impact assessments
- Anonymous success rate (in percent) of an employee survey with accessibility-related scenarios

Who's accountable

- Safety and Security Group

Source of data

- Centralized location in Aviation Group for tools and checklists

How often we will collect data

- As needed

Timeline to complete

- As we develop new programs

6.5 Barrier: Lack of consistent testing accommodation for seafarers**How we're reducing or removing the barrier**

- Publishing a document that looks at accommodations for seafarers challenging an exam
 - The publication will remove barriers to the test-taking process
 - Students with disabilities can demonstrate their knowledge and skills without compromising essential learning outcomes and requirements

How we're measuring performance

- Number of times the new publication is downloaded/ordered/requested

Who's accountable

- Safety and Security Group

Source of data

- Marine Safety and Security

How often we will collect data

- Every year, once the new publication is launched

Timeline to complete

- March 31, 2026

Pillar 7: Transportation

Lead: Assistant Deputy Minister, Finance and Management Services and Chief Financial Officer

Background

This pillar considers the requirements of the *Accessible Canada Act* and its regulations. We're looking for barriers to accessibility in areas like:

- travel policies and procedures, including accessibility of modes of travel (like train or plane) and accommodations (like hotels) while travelling for work
- accessible parking spaces, clearing of snow from parking and sidewalks
- fleet vehicles

Governance

The pillar lead coordinates with internal stakeholders (including policy, operations, and infrastructure teams) to identify barriers and propose actions. Regular updates and reviews are conducted with senior management to ensure accountability and strategic alignment.

The governance process includes consultations with persons with disabilities. This ensures that lived experiences inform decision-making.

Final recommendations are made part of TC's overall Accessibility Plan through a structured reporting and validation process.

7.1 Barrier: Limited accessibility considerations in fleet vehicles

How we're reducing or removing the barrier

- Working with regional fleet coordinators to collect user feedback and identify recurring issues or ways to improve

- Creating vehicle quick-reference guides to help employees better understand key functions and onboard technologies
- Assessing the mix of vehicles at each site to ensure a diverse range of options that accommodate employees with specific needs, such as height or mobility considerations

How we're measuring performance

- Number of accessibility issues/complaints raised with Regional Fleet Coordinators
- Employee satisfaction with vehicle comfort and accessibility

Who's accountable

- Procurement and Materiel Management (Fleet)

Source of data

- Meetings and exchanges with regional fleet coordinators
- Survey results

How often we will collect data

- Every year

Timeline to complete

- Short term: 1 to 2 years
- Ongoing employee feedback

7.2 Barrier: Not enough accessible parking spaces

How we're reducing or removing the barrier

- Recommend adding more accessible parking spaces in Place de Ville parking (the parking lot is managed by Impark, not TC)
- Working with property management to make sure that existing accessible spaces meet accessibility standards (size, signage, surface condition, access aisles, and proximity to entrances)
- Monitoring accessibility-related feedback from employees and visitors

How we're measuring performance

- Total number of accessible parking spaces: 4
- Total number of parking levels: 4
- Estimated total parking spaces: confirm with Impark*
- Percentage of parking spaces that are accessible

Who's accountable

- Facilities Management

Source of data

- Data collected by the Rick Hansen Foundation
- Consultations with our Network for Persons with Disabilities
- On-site assessments and correspondence with landlord

How often we will collect data

- Every year

Timeline to complete

- Medium-term: 3 to 5 years
 - Year 1: Propose adding more accessible parking to Tower C property management
 - Year 2: Evaluate progress and reassess accessible parking needs

Pillar 8: Culture

Lead: Director General of Human Resources

Background

The *Accessible Canada Act* specifies 7 priority areas where barriers to accessibility need to be identified, removed and prevented. We're going beyond the requirements by including culture as our eighth priority area. We recognize that many barriers come from culture and attitudes. We need to change our culture to be truly inclusive of disabilities.

Ableism is still present at TC. It is rooted in our belief systems and negatively impacts how we think, speak, accommodate, work, hire and include others. It perpetuates the belief that people without disabilities are more capable and have greater advantages.

Nearly 44% of TC employees completed the 2024 Public Service Employee Survey. Employees who identified as having a disability indicated they've experienced higher rates of discrimination (20% versus 8%) and harassment (23% versus 12%) than TC employees without disabilities.

Stigma related to disabilities, especially invisible disabilities, is an ongoing challenge. For example, there is a bias that mental health challenges aren't real disabilities. Some managers are reluctant to provide accommodation. This could be because they don't know or understand that they're responsible for providing accommodations to their employees.

There is also a heavy reliance on medical documentation during the accommodation process. This process can sometimes be highly intrusive and degrading. The medical model of disability is still the most prevalent and is embedded in many of our processes. However, the Act asks organizations to move away from that model to the social model of disability.

A culture of care and disability inclusion will empower all our employees to uphold the attitudes, values and behaviours needed for accessible policies, programs, practices and services.

As we work towards that shift, we recognize the importance of intersectionality.

Governance

The Director General of Human Resources is the lead for pillar 8. They've selected the Accessibility Plan Secretariat to guide the creation of this pillar's plan. This was done with the Director of Workplace Programs and Services, the Diversity and Inclusion Action Team and the co-leads of TC's Network for Persons with Disabilities. However, we recognize that culture is everyone's responsibility.

The pillar plan was developed through regular meetings with key members and shared more broadly at monthly meetings with pillar leads. The plan's content was developed through analyzing information from all pillars, as well as feedback through consultations which included persons with disabilities.

8.1 Barrier: Employees experience barriers from workplace culture and attitudes

How we're reducing or removing the barrier

- Developing and committing to a collective vision statement to support a culture of care
- Implementing clear, actionable commitments in performance agreements for all employees

How we're measuring performance

- Completing the vision statement
- Completing and promoting commitments

Who's accountable

- Executive Management Committee

Source of data

- Pillar leads in collaboration with employees and employment equity networks
- HR Systems

How often we will collect data

- To be reviewed every 3 years with the accessibility plan

Timeline to complete

- TBD
- Ongoing

8.2 Barrier: No source of information and guides on accessibility. People with disabilities feel invisible and unwelcome

How we're reducing or removing the barrier

- Develop a communications strategy for the TC Accessibility Plan using the social model of disability
 - Include products to raise awareness of accessibility and disability inclusion

- Developing a permanent “Information corner” tile on myTC so employees can easily find tools and resources on accessibility and workplace accommodations

How we’re measuring performance

- Deliver the communications strategy
- Track the number of visits on the webpages

Who’s accountable

- Human Resources
- Communications
- Web Services

Source of data

- Communications and Web Services

How often we will collect data

- Every year

Timeline to complete

- ongoing
- short term: 1 to 2 years

8.3 Barrier: Negative attitudes and a medical focus make people with disabilities feel isolated

How we’re reducing or removing the barrier:

- Promoting a culture that supports accommodations and accessibility using the social model of disability

How we’re measuring performance

- Do pulse survey on employee satisfaction to measure results over time

Who’s accountable

- Human Resources
- All TC employees

Source of data

- Communications and Web Services

How often we will collect data

- Every year

Timeline to complete

- Medium term: 3 to 5 years

- Ongoing to include new employees

8.4 Barrier: Employees need more training and guidance on accessibility and workplace accommodations

How we're reducing or removing the barrier

- Mandatory training for all managers and employees on accessibility, workplace accommodations and disability inclusion using the social model of disability
- Publishing a series called "Spotlight on Ableism" in TC This Week

How we're measuring performance

- Tracking the completion rate of mandatory courses
- Tracking the number of visits on the articles
- Lower percentage of employees with disabilities who experience harassment (PSES)
- Lower percentage of employees with disabilities who experience discrimination (PSES)

Who's accountable

- Human Resources
- Communications and Web Services

Source of data

- Communications and Web Services

How often we will collect data

- Every year

Timeline to complete

- Medium term: 3 to 5 years
- Ongoing to include new employees

8.5 Barrier: Employees with disabilities lack trust in the organization

How we're reducing or removing the barrier

- Consulting and actively engaging our Network for Persons with Disabilities when:
 - designing and implementing accessibility-related initiatives
 - a departmental policy, program, practice, initiative or decision might impact persons with disabilities
 - determining mandatory training for all employees

How we're measuring performance

- Improvements in survey results

Who's accountable

- All TC groups
- Network for Persons with Disabilities

Source of data

- Public Service Employee Survey results
- Pulse survey results

How often we will collect data

- Ongoing

Timeline to complete

- Ongoing

Accessibility plan - part 2 : How we're meeting the Provisions of the *Canada Transportation Act* accessibility-related regulations as a transportation service provider

Transport Canada is considered a transportation service provider because we own and operate small airports. This means we must follow the requirements of the [Accessible Transportation Planning and Reporting Regulations](#) and the [Personnel Training for the Assistance of People with disabilities Regulations](#).

Part 2 of our accessibility plan addresses how we will reduce or eliminate barriers to accessibility in our air terminal buildings.

Lead: Assistant Deputy Minister, Programs

Background

This section focuses on our role as a transportation service provider that owns and operates 18 local, regional and remote airports.

We own 17 airports and 1 water aerodrome. We operate and maintain these airports so that small and remote communities can continue to be served by scheduled, chartered, and medical evacuation flights, and be connected to the larger Canadian transportation and supply chain network.

Many of our air terminals are aging. We expect significant investments over the next 20 years to recapitalize or rehabilitate them. We'll identify ways to remove or reduce accessibility barriers at facilities where no large-scale capital projects are planned.

We want to make sure our facilities are built to today's building codes and standards. They should include accessible features whenever possible to ensure meaningful access for everyone. However, this work may be challenging due to our air terminal buildings' size and location, especially for some accessible features.

As part of our commitment to creating inclusive and barrier-free environments, we asked the Rick Hansen Foundation to do accessibility assessments at select airports. Seven assessments have been completed so far, including:

- Pacific Region: K'il Kun (Sandspit)
- Québec Region: Sept-Îles, Kuujuaq, Chevery, Lourdes-de-Blanc-Sablon, Îles-de-la-Madeleine
- Atlantic Region: St. Anthony

The accessibility assessments found several areas that need improvement. The primary areas are:

- wayfinding (for example, tactile markings or indicators and inadequate signage)
- accessible washrooms
- dedicated curb ramps with a level change for passenger pick-up and drop-off
- lack of visual and audible alarms for our emergency systems

We'll work to address these barriers over the next several years.

Training

Training employees is a key part of making travel accessible. We want to make sure that those who provide physical help, handle mobility aids or help with special equipment are trained on their responsibilities.

We aren't required to train employees on areas outside of their responsibility. However, we make sure that any companies operating at our airports comply with the [*Personnel Training for the Assistance of Persons with Disabilities Regulations*](#). We ask companies to confirm that their employees have completed the training.

All our occupancy agreements (leases and licences) also require companies operating at our airports to follow the *Canada Transportation Act*. This includes making sure that all employees are trained on their responsibilities under the regulations.

New airport staff are trained on accessibility within their first 60 days of work. We offer refresher training every 2 years. We also keep training records to make sure employees are trained as required.

Most employees at our airports are trained online through program from the Canadian Transportation Agency. Their 45-minute training covers topics like:

- best practices for communicating with travellers
- helping travelers with disabilities, including the deaf, deafened or hard of hearing
- helping a traveler who is blind or partially sighted

- what services to offer people with disabilities
- helping with mobility

Some transportation companies may have other training that they provide directly to their employees.

Barrier 1: Lack of accessibility features within air terminals

How we're reducing or removing the barrier

- Assessing all existing permanent room identification signage for visibility, clarity, and compliance with accessibility standards
- Making sure evacuation plans and notices are legible and installed at an accessible height across all sites
- Reviewing door hardware across all sites to confirm it meets accessibility standards
- Assessing all sites that require accessible washroom features (like grab bars and toilet paper dispensers)

How we're measuring performance

- Counting the amount of permanent room identification signage (like washroom signs) replaced with accessible features
- Tracking the number of evacuation plans and notices that are made accessible
- Counting the amount of inaccessible door hardware (like twist knobs) replaced with accessible options
- Counting the number of accessible features (like grab bars and toilet paper dispensers) installed in washrooms

Who's accountable

- Air, Marine and Environmental Programs
- Regions

Source of data

- Airports

How often we will collect data

- Every year

Timeline to complete

- long-term: 5+ years
 - Year 1: 1 airport completed (10%)
 - Year 2: 3 airports completed (25%)
 - Year 3: 4 airports completed (50%)
 - Year 4: 4 airports completed (75%)
 - Year 5: 5 airports completed (100%)

- ongoing to incorporate into planned capital projects

Barrier 2: Airport staff have limited knowledge on how to appropriately support people with disabilities

How we're reducing or removing the barrier

- Requiring all new TC airport employees to complete mandatory accessibility training within 60 days of their start date
- Requiring all TC airport employees to complete refresher training every 2 years
- **Note:** This training is required under the [Personnel Training for the Assistance of Persons with Disabilities Regulations](#). But it's only required at airports where more than 10,000 passengers enplaned and deplaned in each of the last 2 calendar years.

How we're measuring performance

- Course completion rate (employee count)

Who's accountable

- Air, Marine and Environmental Programs
- Regions

Source of data

- Airports

How often we will collect data

- Every year

Timeline to complete

- Ongoing to include all employees

Consultations

Internal consultation

Who was consulted

- TC's Network for Persons with Disabilities
- Our employees, at all levels

When we consulted

We held consultations to identify existing barriers before developing our accessibility plan. After drafting the plan, we consulted again to help learn how effective the plan's actions would be for reducing and eliminating barriers. We shared this feedback with the pillar leads.

How we consulted

- Targeted engagement with persons with disabilities in collaboration with the co-champions for TC's Network for Persons with Disabilities
 - the network's co-champions led virtual MS Teams meetings (English and French separately) with network members
 - members include persons who experience various types of disabilities and their allies
 - engagement sessions took place in August 2025
 - we wanted to provide a safe space for open and honest discussion about the barriers to accessibility experienced or witnessed while working at Transport Canada
 - we held guided discussions with topics including the eight pillars in part 1 of our accessibility plan
 - 37 people participated in the English consultation and 18 people participated in the French consultation
- Employee survey on accessibility
 - we used Survey Monkey to create a digital questionnaire
 - the survey included a combination of multiple-choice questions and text boxes for employees to share their lived experiences
 - the survey was launched on August 13, 2025 and closed on September 12, 2025.
 - 1078 employees fully completed the survey and 1395 partially completed it
- Consultation on the draft accessibility plan with TC's Network for Persons with Disabilities
 - a copy of the draft accessibility plan was provided to network members on November 7, 2025
 - the consultation was open for 2 weeks
 - 5 members provided feedback, which was shared with pillar leads

All feedback we collected was anonymized.

We used Copilot artificial intelligence (AI) to help analyze the data collected. Specifically, the consolidated feedback for:

- the long-answer questions in the survey
- the consultation with the Network for Persons with Disabilities

Using AI let us:

- process a significant amount of data in a shorter amount of time
- more easily recognize patterns and trends in the data
- produce a report efficiently

General steps used in the analysis:

1. A human review of the consultation data to remove all personal identifiers
2. The data from each text response question in the employee survey was consolidated and separately uploaded to AI
3. Clear prompts were used in Copilot to generate the intended analysis (for example, using only the information provided, outline the barriers mentioned)
4. Humans reviewed the AI generated data against the collected data
5. Further prompts were sometimes used to clarify

While AI is a powerful tool, human oversight helped ensure the information reflects employee feedback.

Where we promoted the consultations

- TC This Week – internal weekly newsletter (digital)
- MyTC – internal website
- Message to Managers
- Email to employees from their TMX member (level 1 committee)
- Email to members of the Network for Persons with Disabilities
- Announcements during Network for Persons with Disabilities meetings

What we consulted on

See appendix A for the list of questions.

What we heard

Highlights from the survey:

- Just over 30% of participants have faced one or more barriers at TC. The most identified were:
 - other people's attitudes (including personal beliefs or biases)
 - lack of support from management
 - career advancement
- The most identified accessibility barriers impact persons with invisible disabilities:
 - mental health
 - cognitive barriers (neurodivergence, learning, reasoning, decision-making, problem-solving, and memory)
 - sensory sensitivities
 - physical pain
- About 40% of individuals who asked for workplace accommodations were dissatisfied or very dissatisfied with the support they received
- More than 200 suggestions were provided on how TC can improve the workplace accommodations process
- Nearly half of respondents identified environmental barriers in TC workplaces. The most common include:

- noise
- lighting
- workspace furniture
- smells or chemicals in the air
- About 70% of employees who asked for physical barriers in the workplace to be removed were dissatisfied or very dissatisfied with the results

External consultation

Who was consulted

The external consultation questionnaire was open to the general public, our external stakeholders and external clients. 150 respondents provided feedback.

When we consulted

We consulted before developing our accessibility plan to identify which barriers exist. The online consultation questionnaire was open from October 10, 2025 until November 2, 2025.

Since closing the consultation, we still use the questionnaire for accessibility feedback. This allows us to continuously collect data over time. We hope this provides a more in depth understanding of the barriers at TC.

How we consulted

The consultation questionnaire was available on Transport Canada's external webpage. The landing page for the consultation provided information on:

- privacy
- details about the feedback form
- other ways to participate (email, mail, phone, TTY, Video relay)
- alternate formats (ASL, LSQ, braille, audio)
- purpose of the survey

Transport Canada's Public Opinion Research team analyzed the feedback we received.

Where we promoted the consultations

- Pillar leads notified external clients and stakeholders with a directed email message, which included a link to the online questionnaire
- Our external website

What we consulted on

See appendix B for the list of questions.

What we heard

Highlights from the survey

- The most reported accessibility barriers are associated with:
 - the physical environment
 - information and communication technologies
 - communications
- Barriers in the physical environment were reported across several TC locations and include:
 - elevators
 - signage
 - entrance doors
 - parking
 - washrooms
 - moving through the facility
- The most common barriers in information and communication technologies were:
 - accessibility of forms and ease of completing them
 - verification process and security features
 - ability to use screen readers and adaptive technology
 - alternative formats for multimedia and documents
- The most common communications products with barriers include:
- TC's website
 - images
 - posters
 - videos
 - photos
 - social media posts
- Opinion on how accessible information is on the TC website was mixed:
 - 43% of respondents think it is very or somewhat easy to understand
 - 52% of respondents think it is very or somewhat hard to understand

Conclusion

We're committed to fostering an inclusive and accessible environment. We want to ensure equal opportunities for individuals of all abilities. This accessibility plan demonstrates our dedication to identifying, addressing, and removing barriers to our policies, programs, practices and services.

We're prioritizing accessibility to create a welcoming space where everyone feels valued, respected, and empowered to participate fully. The strategies and initiatives outlined in this plan are designed to promote inclusivity. They align with best practices and evolving accessibility standards.

We recognize that accessibility isn't a one-time effort but an ongoing process. It requires continuous evaluation, adaptation, and improvement. As such, we're committed to regularly reviewing and updating this plan. We want to ensure it remains relevant and effectively meets the diverse needs of our employees.

We also understand the importance of collaboration and feedback to achieve our accessibility goals. We encourage open dialogue with all employees, particularly individuals with disabilities, so that our efforts are informed, impactful, and as meaningful as possible. Together, we can work toward breaking down barriers and building a more equitable and inclusive future.

Thank you for supporting our commitment to accessibility and inclusion. By working collectively, we can create an environment where everyone can thrive and contribute to our shared success.

Appendix A: Questions from our Employee survey on accessibility

Employment

1. In the past 2 years, did you participate in a recruitment or hiring process at Transport Canada?
 - Yes
 - No
 - Prefer not to say
2. An accommodation is something that helps a person with a disability fully participate in the workplace. During your most recent recruitment or hiring process, were you told you could ask for an accommodation? (Select all that apply)
 - Yes, when I submitted my application
 - Yes, for exams/testing
 - Yes, for an interview
 - Yes, for reference checks
 - I wasn't told that I could ask for an accommodation
 - I don't remember
 - Other – please specify
3. Did you ask for an accommodation during your most recent recruitment or hiring process?
 - Yes
 - No
 - Prefer not to say
4. If you asked for a workplace accommodation in the past 3 years, how satisfied were you with the process?
 - Very satisfied
 - Satisfied
 - Neutral
 - Dissatisfied
 - Very dissatisfied
 - I have not asked for an accommodation
5. If you were dissatisfied or very dissatisfied? Please explain why.
6. How long did it take you to get all the accommodations, from the date you first made the request?
7. How could TC improve our accommodation process?

8. An accessibility barrier is anything—like a physical space, technology, attitude, policy, or way of communicating—that makes it harder for people with disabilities to fully take part in society. Have you faced any accessibility barriers at TC with: (Select all that apply)
- None
 - Recruitment or hiring process
 - Employment equity self-identification questionnaire
 - Training or career development opportunities
 - Career advancement
 - Lack of support from management
 - Other people's attitudes (personal beliefs or biases shaped by culture and life experiences that affect how someone interacts or communicates with others)
 - Other, please specify
9. If you've dealt with any of the barriers listed above, please describe the challenges you faced, and how you think things could be improved.
10. Describe any other barrier (organizational culture, systemic, attitude) that you've faced during your time working at TC.

Built Environment

11. Do you face issues or accessibility barriers with any of the following parts of TC's offices? (Select all that apply)
- None. I don't have any accessibility barriers at my workplace
 - Access to your workplace (like parking, entrance doors, or elevators)
 - Lighting
 - Meeting rooms
 - Workspace furniture
 - Restrooms
 - Moving around the office (like doors, steps, narrow hallways)
 - Noise
 - Smells or chemicals in the air
 - Emergency measures
 - Other, please specify
12. If you deal with any of the barriers listed above, please describe them. How do you think these issues could be improved?
13. Have you asked TC to remove the barriers you faced?
- Yes
 - No
 - Prefer not to say
14. If yes, who did you send that request to?

15. How satisfied were you with the results after you made that request?

- Very satisfied
- Satisfied
- Dissatisfied
- Very dissatisfied
- Not sure
- Prefer not to say

16. Why haven't you asked TC to remove the barriers you faced?

17. If you were dissatisfied or very dissatisfied, please explain why.

Information Communication Technologies (ICT)

18. Do you face accessibility barriers with the IT equipment you use at work? For example: your computer, tablet, laptop, cellphone, monitors or keyboard.

- Yes
- No
- Not sure

19. Do you face accessibility barriers with the software you use at work? For example: Teams, Outlook, SharePoint, or RDIMS.

- Yes
- No
- Not sure

20. Please describe the accessibility challenges that you face with your IT equipment or software. How do you think these could be improved?

Communication, other than ICT

21. Have you experienced challenges or accessibility barriers at work with any of these communications products? (Select all that apply)

- I haven't come across any barriers with internal communications products
- myTC
- Internal newsletters (TC This Week, messages to managers)
- Graphics, videos or photos
- Internal templates
- Internal surveys
- Other (Please specify)

22. If you've dealt with accessibility barriers from any of the communication products above, please describe your challenges. How do you think we could improve these issues?

23. Assistive technology includes tools that help people with disabilities use the web, like screen readers, magnifiers, and speech recognition software. Do you use any assistive technology to access myTC or other internal communications?

- Yes
- No
- Prefer not to say

24. Which assistive technology do you use? (Select all that apply)

- Prefer not to say
- Screen readers
- Screen magnifiers
- Text-to-speech software
- Braille display
- Alternative keyboard
- Alternative pointing device
- Other (please specify)

25. Do you experience any frustrations or issues when using assistive technology?

- Yes
- No
- Prefer not to say

26. What frustrations or issues have you experienced? Do you have any ideas on how we could make communications more accessible?

Procurement

27. Are you involved in the procurement process at TC? This includes planning, drafting, reviewing, and/or managing contracts.

- Yes
- No
- Prefer not to say

28. Have you faced any accessibility barriers in the procurement process at TC? How do you think we could improve the process for employees with disabilities or employees with accessibility needs?

Programs

29. What technologies or innovations do you think we could use to make sure that TC designs and delivers programs/services that people with disabilities can fully access?

Transportation

30. Have you had any difficulty getting accessible parking spaces at your workplace or during work-related travel?
31. If yes, please provide more information, including your general work location (for example: Ottawa, Tower C).
32. Have you traveled for work at TC in the last year? This includes using a fleet vehicle, taking a train, plane, bus, using a taxi for work etc.
- Yes
 - No
 - Prefer not to say
33. If you've dealt with accessibility barriers while traveling for work, please describe your challenges. How do you think these issues could be improved?
34. Have you faced any other transportation-related accessibility barriers during work, or getting to and from work?

Culture

35. How could TC improve accessibility or be more inclusive for people with disabilities?

Appendix B: Questions from our External accessibility survey

Employment

1. In the past 2 years, have you applied for a job with Transport Canada?
 - Yes [Skip to Q3]
 - No [Show question 2, then skip to Q7]
 - Prefer not to say
2. An **accessibility barrier** is anything—like a physical space, technology, attitude, policy, or way of communicating—that makes it harder for people with disabilities to fully take part in society.

Did you experience a barrier that prevented you from applying to a job with Transport Canada?
[Skip to Q7 after this question]

- Yes
 - No
3. Did you ask for an accommodation during your most recent recruitment or hiring process?
 - Yes [Show Q4]
 - No [Skip to Q6]
 - Prefer not to say [Skip to Q6]
 4. If you asked for accommodations as part of a Transport Canada recruitment or hiring process, how satisfied were you with the accommodation process?
 - Very satisfied [Skip to Q6]
 - Satisfied [Skip to Q6]
 - Neutral [Skip to Q6]
 - Dissatisfied [Show Q5]
 - Very dissatisfied [Show Q5]
 5. If you were dissatisfied or very dissatisfied, please explain why. How could TC improve our accommodation process?
 6. Have you faced any accessibility barriers with the following parts of hiring and recruitment at Transport Canada? (Select all that apply)
 - Job posting published on the Government of Canada's job website
 - Online application
 - Accommodation
 - Assessment (e.g. testing, interview, etc.)
 - Security clearance
 - Job offer
 - Onboarding (process of getting you set up and doing a new job)

- Other (Please specify) [Open-ended]
- None

If you've dealt with any barriers, please describe the challenges you've faced. How do you think we could improve these issues? [Open text box]

7. Do you have any feedback on accessibility or disability inclusion related to working at Transport Canada? [Open text box]

Physical environment (buildings and public spaces)

8. Have you visited a Transport Canada facility in the last 2 years?

- Yes
- No [Skip to Q11]
- Unsure [Skip to Q11]

9. What Transport Canada facilities did you visit? [Dropdown list]

- 45 Alderney (Dartmouth, NS)
- 95 Foundry (Moncton, NB)
- 1550 d'Estimauville (Quebec, QC)
- 700 Leigh-Capreol (Dorval, QC)
- 305 René-Levesque (Montréal, QC)
- 4900 Young (Toronto, ON)
- 330 Sparks - Tower C (Ottawa, ON)
- 159 Cleopatra (Ottawa, ON)
- 344 Edmonton (Winnipeg, MB)
- 9700 Jasper (Edmonton, AB)
- 800 Burrard (Vancouver, BC)
- 7445 132nd Street (Surrey, BC)
- Other (please specify) [Open text box]

10. Did you experience barriers with any of the following parts of the facility or facilities that you visited? (Select all that apply)

- Parking
- Entrance doors
- Elevators
- Washrooms
- Signage
- Meeting rooms
- Service desk
- Reception area
- Moving through the facility (like narrow hallways, uneven surfaces, lack of ramps, poor lighting)
- Other (Please specify)
- None

If you've dealt with any barriers, please describe the challenges you've faced. How do you think we could improve these issues? [Open text box]

11. Do you have any feedback on the accessibility of the physical environment in Transport Canada buildings and spaces? [Open text box]

Information and communication technologies (IT hardware and software)

12. Have you used any of Transport Canada's digital services in the past 12 months (like online applications, mobile apps, online forms)?

- Yes
- No [End section]

13. Did you experience accessibility barriers with any of the following parts of Transport Canada's digital services? (Select all that apply)

- Ability to use screen reader/adaptive technology
- Colour contrast of text or images
- Accessibility of forms and ease of completing them
- Verification process and security features
- Availability of closed captions
- Alternative formats for multimedia and documents
- Other, please specify [Open-ended]
- None of the above

If you've dealt with any barriers, please describe the challenges you've faced. How do you think we could improve these issues? [Open text box]

14. **Assistive technology** includes tools that help people with disabilities use the web, like screen readers, magnifiers, and speech recognition software.

- Do you use any assistive technologies to access TC's digital services, website or social media?
- Yes
- No [Skip to Q18]
- Prefer not to say [Skip to Q18]

15. Which assistive technologies do you use? (Select all that apply)

- Screen readers
- Screen magnifiers
- Text-to-speech software
- Braille display
- Alternative keyboard
- Alternative pointing device
- Other (Please specify)
- Prefer not to say

16. Have you come across any barriers while using assistive technologies?

- Yes
- No [Skip to Q18]
- I don't know [Skip to Q18]

17. Where did you come across these barriers? Please describe the barriers you faced, and how you think we could improve these issues. [Open-ended]

18. Do you have any feedback on the accessibility of IT technologies relating to Transport Canada?
[Open text box]

Communications

19. Have you experienced challenges or barriers in any of the following Transport Canada communications? (Select all that apply)

- a. Transport Canada's website
- b. Events hosted by Transport Canada
- c. Social media posts (Facebook, LinkedIn, Instagram, or X/Twitter)
- d. Images, posters, videos or photos
- e. Consultations or online surveys
- f. Ads
- g. Other (Please specify)
- h. I haven't experienced any barriers with Transport Canada's communications

If you've dealt with any barriers, please describe the challenges you've faced. How do you think we could improve these issues? [Open text box]

20. Do you find the information on the Transport Canada website easy or hard to understand?

- a. Very easy to understand
- b. Somewhat easy to understand
- c. Somewhat hard to understand
- d. Very hard to understand
- e. N/A, I don't know

21. Do you have any feedback on the accessibility of Transport Canada's communications? [Open text box]

Design and delivery of programs and services

22. Transport Canada (TC) delivers a wide range of programs and services to the public, including those related to transportation infrastructure, safety, innovation, environmental protection, and funding opportunities. Have you experienced any barriers to accessibility while interacting with TC's programs or services?

- Yes
- No

- N/A

If you've dealt with any barriers, please describe the challenges you've faced. How do you think we could improve these issues? [Open text box]

23. Do you have any other feedback on the accessibility of Transport Canada programs and services? [Open text box]

Transportation

24. Have you experienced any accessibility barriers when you are required to use transportation for your work duties, for example with taxis or shuttles or fleet vehicles? [Open text box]

25. Transport Canada owns and operates a number of small airports across the country. From the list below, select the airport(s) you've used in the past 12 months. [Show Q26 and Q27 only if any airport was selected]

- Penticton, British Columbia
- Port Hardy, British Columbia
- K'il Kun Xidgwangs Daanaay (formerly Sandspit), British Columbia
- Churchill, Manitoba
- Eastman River, Québec
- Havre Saint-Pierre, Québec
- Îles-de-la-Madeleine, Québec
- Waskaganish, Québec
- Chevery, Québec
- Lourdes-de-Blanc-Sablon, Québec
- Sept-Îles, Québec
- Natashquan, Québec
- Kuujuaq, Québec
- Schefferville, Québec
- Wemindji, Québec
- Wabush, Newfoundland and Labrador
- St. Anthony, Newfoundland and Labrador
- I have not used any TC airports in the past 12 months [Skip Q26 and Q27]

26. Have you experienced challenges accessing any of these areas in TC airports due to accessibility or mobility issues? Please select any areas you've had difficulty accessing.

- The terminal
- Boarding gates/areas
- Washrooms
- Check-in counters
- Pre-boarding waiting area
- Baggage pick-up area/carousel
- Security screening area
- Drop off/pick-up zone

- Service animal relief areas
- Parking lot
- Other(s) (please describe)
- I have not had issues accessing any areas of the TC airport(s)

27. Have you faced accessibility barriers at TC airports with any of the things listed below? (Select all that apply)

- Signage
- Automatic doors
- Seating
- Navigation
- Curbs with level changes
- Wheelchairs or mobility devices
- Assistive listening system (hearing/induction loops)
- Parking spaces
- Other (please specify)
- None

If you've dealt with any barriers, please describe the challenges you've faced. How do you think we could improve these issues? [Open text box]

28. Do you have any feedback on the accessibility of the airports that Transport Canada owns and operates? [List of small airports owned by Transport Canada](#) [Open text box]

Procurement

29. Transport Canada is responsible for defining the contract requirements and managing its own contracts once awarded by Public Services and Procurement Canada.

Have you encountered any barriers to accessibility in the procurement process specifically related to Transport Canada?

- Yes
- No
- Not sure

If you've dealt with any barriers, please describe the challenges you've faced. How do you think we could improve these issues? [Open text box]

Transport Canada's Accessibility Plan

30. Do you have any feedback or have you experienced any barriers that you want to share with us about our accessibility plan? [open text box]

Cultural barriers (systemic exclusion and attitudes)

31. “Systemic exclusion” means the rules, habits and systems in place that treat some groups of people unfairly over a long time.

Have you experienced or noticed that people with disabilities systematically are excluded within Transport Canada’s policies, practices, etc.?

- Yes
- No
- Not sure

If yes, please describe the issue or barriers. [open text box]

32. In the context of this survey, “attitudinal barriers” are the thoughts, beliefs or behaviors people have – whether they realize it or not - about people with disabilities or accessibility needs. These attitudes can cause unfair treatment, exclusion or being left out of important decisions and services.

When interacting with Transport Canada employees, have you experienced or noticed barriers which could impact accessibility?

- Yes
- No
- Not sure

If yes, please describe the situation. [open text box]