2025–2028 Accessibility Plan of the Impact Assessment Agency of Canada

Impact Assessment Agency of Canada

December 2025

Contents

List of abbreviations and acronyms

Abbreviation/Acronym	Definition
AAACT	Accessibility, Accommodation, and Adaptive Computer Technology
ASN	Administrative Services Network
HR	Human Resources
IAA	Impact Assessment Act
IAAC/Agency	Impact Assessment Agency of Canada
ICT	Information and Communications Technology
IDEA	Inclusion, Diversity, Equity & Accessibility
The Plan	IAAC's Accessibility Plan.
PWD	**Note:** Persons with disabilities has been replaced with **Persons living with disabilities** to align with person-first language and promote respectful, inclusive communication.
PSPC	Public Services and Procurement Canada

Glossary

Abbreviation/Acronym	Definition
Accessibility Advisory Committee	IAAC's Accessibility Advisory Committee brings together key partners who guide the implementation of the IAAC's Accessibility Plan. It includes stakeholders responsible for the seven priority areas, the Accessibility Team, members of the Accessibility Network Partners, and the IAAC's Accessibility Co-Champions. Together, they collaborate to identify barriers, share best practices, and promote a more inclusive and accessible workplace for everyone.
Accessibility Network Partners	The Accessibility Network Partners is a group of IAAC employees living with disabilities and allies of PWD. The group meets with the Accessibility Team monthly and plays an active consultative role regarding key accessibility projects and initiatives.
Accessibility Team	The Accessibility Team at IAAC is responsible for providing leadership and strategic direction on accessibility initiatives. The team supports the implementation of the Agency's Accessibility Plan, ensures alignment with the *Accessible Canada Act* (ACT), and fosters an inclusive, equitable, and barrier-free work environment for all employees and stakeholders.
ASN	A resource and support group for administrative staff that meets regularly to acquire new skills and enhance their knowledge of the Agency's processes and procedures.
Atrium	Internal website accessible to all IAAC employees.
Barrier	Barrier means anything — including anything physical, architectural, technological or attitudinal, anything that is based on information or communications or anything that is the result of a policy or a practice — that hinders the full and equal participation in society of persons with an impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation.
Co-Champions	Champions for IAAC's Accessibility Program who provide leadership by guiding initiatives that advance accessibility goals, engaging employees to raise awareness and participation,

	collaborating with other departments, promoting the program, and serving as points of contact for support and guidance.
Disability	Any impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment — or a functional limitation — whether permanent, temporary or episodic in nature, or evident or not, that, in interaction with a barrier, hinders a person's full and equal participation in society.
IAAC newsletter	Internal weekly electronic publication for IAAC employees.
Safer Spaces	A safer space is a supportive environment where participants can share experiences and express themselves without fear of discrimination or reprisal. At IAAC, safer spaces include monthly hybrid gatherings for employees with shared identity factors or lived experiences, fostering community in an informal and confidential setting. Participants are encouraged to speak openly, respect each other, and maintain confidentiality
Stakeholders	Stakeholders are executive members of the Accessibility Advisory Committee responsible for defining and ensuring the implementation of objectives for the seven priority areas under the ACT and the IAAC employees that participated in the collection and identification of barriers during the survey.
The Accessible Canada Act	The Act recognizes the existing human rights framework that supports equality for people with disabilities in Canada. This includes: ● the *Canadian Charter of Rights and Freedoms* ● the *Canadian Human Rights Act*, and ● Canada's commitments as a State Party to the United Nations Convention on the Rights of Persons with Disabilities The Act builds on this framework through a proactive and systemic approach for identifying, removing and preventing barriers to accessibility.
Public Participation Toolkit	Obstacles to public participation in the fields of impact assessment, infrastructure development, research and public policy exist. The toolkit includes resources that help employees recognize and address barriers that may prevent members of the public from participating in the Agency's public engagement activities.

General

The Impact Assessment Act (IAA) is part of a larger regulatory landscape in Canada that includes shared responsibilities with the provinces and territories. The IAA is designed to ensure the most complex projects in Canada, the ones with the most potential for serious adverse effects in federal jurisdiction, are assessed and designed in a way that protects the environment and Indigenous Rights.

Our role is to facilitate the sustainable development of these projects through open and efficient assessments. These assessments identify ways to ensure the environment and Indigenous Rights are protected as projects get built. To support needed investment in major projects, we work closely with other jurisdictions to achieve the goal of "one project, one review.

In 2019, the *Accessible Canada Act* (the Act) marked a legislative undertaking towards a barrier-free Canada by January 1, 2040, through the identification and removal of existing barriers and the prevention of new ones. In response to the Act, and in harmony with its key principles, IAAC has developed this Accessibility Plan (the Plan) with a vision to ensure that:

a. all employees and members of the public, regardless of their disabilities are represented and treated with dignity and equity.

b. a mechanism to identify, address and prevent all visible and invisible barriers to accessibility is implemented.

In accordance with the Act, the Plan outlines IAAC's commitment to advancing accessibility across the priority areas outlined below. In addition, while not mandated under the Act, IAAC has introduced Culture as an eighth pillar to demonstrate our commitment to fostering an environment of awareness, inclusivity, and belonging.

a. Culture

b. Employment

c. Built environment

d. Information and communication technology (ICT)

e. Communication (other than ICT)

f. Procurement

g. Design and delivery of programs and services

h. Transportation

Process

This Plan was developed through a collaborative process, grounded in consultation with Persons living with disabilities (PWD) and key stakeholders. The barriers identified and the activities outlined in each priority area were informed through a variety of methods, including polls, anonymous internal surveys, consultation

groups, network and committee meetings, and one-on-one discussions. This comprehensive approach ensures that the Plan addresses the unique needs and challenges faced by PWD and members of the public who interact with, work at, conduct business with, or are served by IAAC.

The Plan is based on a holistic approach centered on consistent and ongoing engagement with PWD, including IAAC employees, to address systemic, attitudinal, physical and any other barriers at IAAC. This approach is consistent with the spirit of collective responsibility in accommodating the needs of internal and external PWD to instill a culture of inclusivity at IAAC. This is also reflected in IAAC's Accessibility Statement defined as follows:

Accessibility Statement

We strive to be a fully inclusive and barrier-free organization where employees and members of the public who identify as PWD are valued, supported, and empowered to participate fully. Accessibility is not about compliance; it is a core part of our culture, guiding how we work, engage, and serve Canadians.

Feedback Process

In winter 2025, the IAAC Feedback Process was completely revamped to make it more accessible and user-friendly. This included launching a new Accessibility at IAAC: Plan, Reports, and Feedback page to make information and tools easier to find, rewriting content to ensure clarity and inclusivity, and expanding communication options to better meet diverse accessibility needs. As part of this transformation, an Anonymous Feedback Form was introduced using GC Forms - an accessible and secure Government of Canada platform. The updated process was prominently featured on IAAC's website home page and promoted through multiple channels, including Accessibility Team workshops.

How to Submit Feedback

The Designated Person to receive feedback at IAAC is the **Accessibility Lead** within Human Resources (HR).

You can submit your feedback through the following methods:

- Anonymous online feedback form
- **Email:** accessibility-accessibilite@iaac-aeic.gc.ca
- **Phone:** 613-324-6984
- **Mail:** 160 Elgin Street, 22nd Floor, Ottawa, Ontario K1A 0H3

If you need additional tools or assistance in providing feedback, please email or call us at 613-324-6984.

Anonymous Feedback

You may send anonymous feedback via our online feedback form, mail or by phone. Please avoid including any personal or sensitive information about yourself or others when submitting feedback.

Please note that if you send feedback anonymously, you will not receive confirmation of receipt or a response.

Response Time for Non-Anonymous Feedback

You will receive a response within five (5) business days of receipt of your feedback. Feedback received will be acknowledged in the same manner in which it was received unless it is received anonymously. If you request an answer by regular mail, please take into account additional mailing time.

Alternate Formats

This Plan and IAAC's feedback process are available in multiple formats, including:

- Print
- Large print (larger and clearer font)
- Audio
- Braille
- Digital formats compatible with assistive technologies

If you would like to obtain the feedback process, anonymous feedback form or Accessibility Plan in any of the above alternate formats, please contact the Accessibility Lead.

The turnaround time for alternate formats is:

- **45 business days** from the date the request is received for Braille or audio format.
- **15 business days** from the date the request is received for any other format.

Key Commitments

IAAC is committed to removing barriers for PWDs and instilling a culture of inclusivity and belonging through:

- Education and awareness campaigns across all priority areas and training opportunities for employees at all levels.
- Systematic processes that ensure expedient accommodation at all tiers of the organization and established feedback mechanisms for process improvement.
- Focused recruitment and strong retention of PWD, including support for career progression.
- Enhancing the accessibility of the physical and digital environment for employees, stakeholders, and the members of the public.
- Regular engagement with PWD to ensure our policies, programs, services, and communication are accessible, barrier-free, inclusive, and responsive to their needs.

Eight Priority Areas

Culture

Workplace culture implies an environment of awareness, inclusivity, and belonging that enables the full participation and integration of PWD. Every employee contributes to creating and maintaining an accessible and inclusive workplace. This culture aligns with IAAC values, policies, and operational practices.

IAAC recognizes that creating a truly barrier-free organization requires more than compliance with legislation. The addition of the Culture pillar reflects our commitment to fostering an environment of awareness, inclusivity, and belonging.

By embedding accessibility into everyday practices, leadership behaviors, and organizational norms, we aim to go beyond legislative requirements to ensure that PWD are supported, respected, and empowered to contribute fully. This pillar enables IAAC to address attitudinal barriers, reduce stigma, and cultivate a sustainable culture of accessibility across all levels of the organization.

Barriers

We identified the following barriers related to culture.

- Managers have limited disability awareness and confidence, particularly regarding invisible disabilities, stigma, and unconscious bias.
- There is no standardized guidance for accessible everyday practices (e.g., follow-up notes after meetings, ensuring presentation rooms are tested for accessibility).
- Information on accessibility practices is not consistently communicated across the organization.

Desired Results

By embedding accessibility into everyday leadership practices, IAAC managers have the knowledge, confidence, and practical tools to support PWD. This includes awareness of invisible disabilities, reduction of stigma, and consistent use of accessible communication and meeting practices. A strong culture of accessibility is fostered across the organization, where leadership models inclusive practices, employees are aware of their role in accessibility, and accessibility is embedded in day-to-day operations.

We will achieve these results through the following activities:

By December 31, 2026

- Develop and publish a *Guide for Accessible Meetings and Events* with a dedicated section for managers, including practical tips (e.g., proper planning in selecting an accessible venue, how to access Communication Access Realtime Translation (CART) and interpretive services, etc.)
- Pilot the delivery of a disability awareness and confidence training sessions for managers, including modules on invisible disabilities, unconscious bias, ableism, how to ensure accessible hiring processes, and supporting and encouraging employee development and advancement.

By December 31, 2027

- Expand and enhance the Manager's Hub on the Accessibility Corner on Atrium to include recorded sessions (Awareness & Confidence Series, Understanding Disabilities Series), relevant Canada School of Public Service (CSPS) training, and other self-paced learning options. Present the updated Hub at the Managers and Supervisors Network.
- Create and deliver an in-house workshop for all employees on Accessible Presentations, leveraging PowerPoint Live and accessible presentation features in multimedia rooms.

Ongoing

- Update and promote accessible communication practices (e.g., PowerPoint Live, maximizing multimedia room technologies) through Atrium posts.
- Continue to promote the use of the GC Accessibility Passport across IAAC.
- Create an awareness campaign to reduce the stigma surrounding disability and accommodation.
- Monitor feedback received through IAAC's Feedback Process and adjust awareness campaigns, training opportunities and guidance for all employees accordingly.
- Maintain regular testing of meeting spaces and technology for accessibility.

Employment

Employment includes all aspects of the employee lifecycle, including outreach and recruitment, hiring, onboarding, training and professional development, career progression, performance management, retention, and offboarding to increase the representation and improve the retention of PWD at IAAC.

Barriers

We identified the following barriers related to employment:

- Recruitment barriers: Lack of transparency regarding accommodations and exam formats; lack of awareness of right to accommodations.
- Onboarding and accommodations barriers: Delays or inconsistency in fulfilling accommodation requests, receiving ergonomic equipment; lack of ergonomic expertise when selecting equipment.
- Career advancement and disclosure barriers: Stigma/discomfort with disclosing disabilities; concerns that stigma may be culturally internalized.

Desired results

IAAC will remove barriers and promote inclusive and accessible human resource practices at all stages of the employment cycle to increase the representation of PWD, and ensure that all employees, including PWD, are supported and able to contribute fully to the organization.

We will achieve these results through the following activities:

By December 31, 2027

- Identify, mitigate and, where possible, remove barriers and promote inclusive and accessible human resource practices at all stages of the employment cycle to increase the representation of PWD, and ensure that all employees, including PWD, are supported and able to contribute fully to the organization.
- Develop and strengthen partnerships with disability-serving organizations to share employment opportunities as they arise.
- Complete an Employment System Review to identify barriers for PWD across HR systems and develop actionable solutions.
- Centralize and streamline accommodation process.
- Increase visibility and awareness of Safer Spaces initiatives for PWD through communications campaigns and leadership engagement.
- Review and enhance IAAC's mentorship program to improve pairing of PWD with senior leaders, focusing on career development and advancement opportunities.

Ongoing

- Complete centralization and streamlining of IAAC's accommodation process to improve overall satisfaction by 2028.
- Conduct regular review and updates of all candidate communications and instructions to ensure full participation and clarity on how to request accommodations at every stage of the staffing process, regardless of accessibility needs.
- Encourage candidates to self-identify and self-declare by reducing stigma through ongoing education and communication, ensuring they feel supported and comfortable throughout the process.

Built Environment

An accessible built environment means creating inclusive physical spaces where everyone can work and participate fully. Offices, meeting areas, common areas are designed to be barrier-free, ensuring accessibility is built into how IAAC plans, renovates, and operates its workplaces

Barriers

We will continue to identify barriers related to the following categories in the built environment through ongoing audits:

- Navigation & Wayfinding: Inconsistent signage placement, lack of tactile/braille options, and limited visibility of directions to accessible features, obstacles in travel paths.
- Workstations: Insufficient ergonomic furniture and equipment.
- Doors: Knob-style handles, lack of tactile warnings on swinging doors, and limited use of high-contrast markings.
- Sensory environment: Limited quiet/sensory-friendly spaces, proper lighting, inadequate sound insulation, poor lighting consistency, and lack of individual environmental controls.

Note: Broader issues such as entrances, washrooms, elevators, and parking remain outside IAAC's direct scope but will be raised with Public Services and Procurement Canada (PSPC) and building management.

Desired Results

By integrating accessibility into facilities management, IAAC strives to ensure that all physical workspaces are inclusive and barrier-free. The Facilities team conduct audits and consultations to identify and prioritize accessibility improvements, guided by accessibility acts and design standards. Projects are categorized as: **quick wins, moderate or long term**, focusing on enhancements such as accessible signage, ergonomic and quiet spaces, power door operators, and improved lighting and acoustics. Through these efforts, IAAC fosters an inclusive built environment where all employees can work comfortably and equitably.

We will achieve these results through the following activities:

By December 31, 2026

- Conducting Accessibility Audits: National Facilities and Regional teams will complete built environment accessibility audits to identify "quick wins" and priority projects.

- Implementation of Quick Wins Identified Regionally: Concentration on enhancing wayfinding and workspace Adjustments. Implementation of improved signage, wellness/quiet spaces, and initial ergonomic upgrades based on audit findings.

- Create business cases and initiate project planning for 2026-2028 budgets for the implementation of moderate and long term/higher-cost projects.

By December 31, 2027

- Implementation of Higher-Cost Priorities: Secure approval and begin phased implementation of larger-scale projects (e.g., acoustics improvements, environmental controls, Power Door Openers).

- Integration with LTAP: Ensure upcoming Long-Term Accommodation Plans (LTAP) incorporate lessons learned from audits, employee feedback, and updated accessibility standards.

Ongoing

- Provide regular updates to all staff on built environment improvements through Atrium.

- Continuous engagement with PSPC and building management to advocate for improvements outside IAAC's direct control.

- Utilize the centralized National Service Call Centre (NSCC) to manage accessibility-related service requests and to implement required facility adjustments in response to emerging accessibility standards or issues. This process operates independently from our internal accessibility feedback system.

- Implementation and monitoring of no/low-cost items to ensure functionality and effectiveness.

- Continuous communication with employees to capture new or emerging priorities.

- Provide awareness and training on new accessibility wins implemented by Facilities in the built environment.

Information and Communication Technologies (ICT)

Information and Communication Technologies pertain to technological (hardware and software) support that can enable IAAC employees to fully contribute in their roles.

Barriers

We identified the following barriers related to ICT:

- IAAC software products have some accessibility gaps.
- IAAC reports, forms, and documents are not consistently designed based on accessible design features and principles, limiting access for people with visual, cognitive, and learning disabilities.
- IAAC employees have limited knowledge and training on document accessibility. There's no clear ownership of accessibility oversight.

Desired Results

- IAAC software, products and documents are created using universal design principles and distributed in accessible formats by default, ensuring equitable access for all users.
- IAAC employees acquire sufficient skills in ICT accessibility and appropriate oversight is provided to ensure consistency and measure and report on progress.

We will achieve these results through the following activities:

By December 31, 2026

- Evaluate accessibility during software design and/or acquisition.
- Educate IAAC employees on the use of accessibility features integrated into Microsoft tools.

By December 31, 2027

- Enforce the Web Content Accessibility Guidelines (WCAG) 2.1 Level AA and European Standard EN 301 549 for accessibility and implement accessibility checklists along with automated testing tools.

Ongoing

- Provide accessible formats (HTML, tagged PDFs, electronic publications) for all new documents and reports. Consolidate accessibility measures into IAAC reporting.

Communication, other than ICT

Communication includes the use of language, the platforms used to communicate, and the way information is presented and/or accessed.

Barriers

We identified the following barriers related to communication:

- IAAC templates and documents are not consistently designed or produced based on accessibility principles.
- IAAC employees have limited knowledge and training on document accessibility.
- IAAC defaults to verbal communication in meetings and team settings.

Desired Results

- IAAC templates and documents are created in accessible formats by default.
- IAAC employees are familiar with accessibility principles.
- All employee meetings incorporate alternative methods of communications to render key messages more accessible.

We will achieve these results through the following activities:

By December 31, 2026

- Starting September 1, 2026, all new documents posted on Atrium and all new Atrium pages will be fully accessible (format, alt text, inclusive and plain language).
- The Communications team will develop a Web Governance Framework to help guide the development of accessible web content.
- Corporate report templates and PowerPoint templates will be revised and revamped to render them fully accessible, and they will be posted on Atrium for use by all employees.
- Transcripts of Townhalls and other all-employee meetings led by Communications will be made available to employee via Atrium and the weekly IAAC newsletter.
- The Agency's designated document repository will serve as IAAC's official location for all documents and will be promoted as IAAC's official repository for documents.

By December 31, 2027

- Communications will promote accessibility training sessions on accessible communication to all employees.
- All Communications employees will complete mandatory accessibility training by the end of 2027.

Ongoing

- All social media content will continue to adhere to accessibility guidelines by including alt text, #CamelCase, alt text for images, etc.

- All graphic designs, images and video generated by Communications will continue to accessible (colour contrast, etc.) and include alt text.

- All external website content led by Communications will continue to be written in plain language and will continue to adhere to WCAG 2.1.

The Procurement of Goods, Services, and Facilities

Procurement at IAAC encompasses the acquisition of goods, services, facilities, and expertise—including tools, equipment, consultants, and workspaces

Barriers

We identified the following barriers related to procurement:

- Delays in the approval process can lead to delays in the purchase of essential tools and equipment for PWD.

- Requiring numerous contract forms and policy-compliant documents for central agency approval creates a procedural barrier, delaying the awarding of contracts due to complex approval chains.

- PWD may face barriers in procurement that limit their participation as employees, clients, or vendors. These include inaccessible goods and services, inaccessible events, meetings, and facilities.

Desired Results

- Streamline the procurement process for essential tools and equipment to minimize or avoid delays caused by internal factors. Inform and raise awareness on available procurement mechanisms that support Duty to Accommodate requests (i.e., time-sensitive exceptions, technical exceptions, prioritizing purchases and procurement processes to support employees requesting specific items or service for accessibility purposes).

- Standardize contract documents and templates using plain, concise language, including easy-to-follow instructions.

- Support the Government of Canada's social and economic goals by ensuring that purchased goods and services, and hosted events (virtual and in-person), are accessible by design wherever possible, enabling PWD to utilize all tools, and participate in all events without the need for significant adaptation.

We will achieve these results through the following activities:

By December 31, 2026

- Include accessibility considerations, samples, and references directly into our Contract Request Form, and Guide to Complete a Contract Request Form. These documents are required for all procurement processes and will require the Cost Centre Manager to review and approve.

- Include standard procurement accessibility considerations directly into all Statements of Work, Statements of Requirements, and provide additional references based on procurement type (i.e., digital accessibility toolkit for meetings, best practices for virtual meetings, and clauses requiring suppliers to respond to accessibility needs as required, such as but not limited to: document formats, be equipped to deliver information in accessible formats, and using simple and clear language to ensure all team members can understand and participate effectively).

By December 31, 2027

- Present and promote the new procedures for planning accessible meetings to IAAC employees.

- Inform contractors of their responsibility to meet accessibility requirements as described above (through Atrium, the Administrative Services Network (ASN), and Senior Management committees as needed).

- Review and revamp/rebuild existing linked documents and forms on Atrium sub-sections, collaborating with corresponding teams and incorporating any new accessibility considerations and policies from central agencies.

Ongoing

- Including accessibility considerations and guidance on contract forms

- Preparing a procurement page on our Intranet site which will provide additional guidance and support to Cost Centre Managers and employees requiring accessibility considerations in their procurements (long term project).

The Design and Delivery of Programs and Services

The design and delivery of programs and services at IAAC prioritize accessibility across the full scope of impact assessment processes, ensuring that all Canadians can participate and benefit, while supporting the Agency's mandate to review projects, promote sustainable development, and engage Indigenous peoples

Barriers

We identified the following barriers in the design and delivery of programs and services:

- External and published IAAC reports, forms, documents, websites, and templates are not consistently designed based on universal design features and principles, limiting access for people with visual, cognitive, and learning disabilities.
- Meetings and engagement activities may not be fully accessible, limiting the ability for full participation of all attendees.

Desired results

- IAAC external-facing materials, including reports, forms, documents, websites and templates, are created using universal design principles and distributed in accessible formats by default, ensuring equitable access for all users.
- Meetings and engagement activities, including IAAC discussions with proponents, Indigenous groups, stakeholders and advisory committees, and public information sessions, are inclusive and accessible to all attendees.

We will achieve these results through the following activities:

By December 31, 2026

- Update Word and PowerPoint templates to make them accessible and easy to understand. Where feasible, use features such as PowerPoint Live to enhance participation for all, and encourage IAAC employees to do the same.
- Develop training that can be provided to employees on using the *Public Participation Toolkit* (an internal resource) and identify other relevant sources of training on ensuring meetings are accessible and creating accessible documents.
- Implement and promote use of the Public Participation Toolkit when planning meetings and engagement activities (including IAAC discussions with proponents, Indigenous groups, stakeholders and advisory committee meetings as appropriate) to ensure accessibility lens and related tools are applied and supporting products are created (e.g., placemats, infographics, and primers).

By December 31, 2027

- Ensure IAAC employees receive training on tools and guidance on creating accessible documents and meetings.
- Building on implementation experiences, continue to build awareness of procedures for planning accessible meetings and engagement activities, including through the Accessibility Corner on Atrium.

Ongoing

- Continue to update and promote procedures for planning accessible meetings and engagement activities and materials on creating accessible documents (including through the Accessibility Corner) and ensure all employees get training on tools and guidance on creating accessible documents and meetings by 2030.

Transportation

The Act identifies transportation as one of the priority areas for accessibility. However, IAAC does not provide transportation services, nor does it own or operate a vehicle fleet. Accordingly, this pillar does not fall within the scope of the department's mandate or core operations.

In accordance with Treasury Board of Canada Secretariat policies, the department is not responsible for how employees commute to and from the workplace. Furthermore, as IAAC does not own or manage the buildings in which it operates, matters relating to the accessibility of parking facilities, building entrances, and surrounding exterior areas fall under the responsibility of the building owner or landlord.

With respect to official travel, IAAC is guided by the National Joint Council (NJC) Travel Directive, which sets out the Government of Canada's requirements for accessible and equitable travel for employees. In addition, travel-related systems and tools, such as the Government of Canada's online booking tool, are managed by third-party providers under contracts administered by PSPC on behalf of all federal departments. As such, the accessibility features of these systems are outside of the department's direct control and are managed by third-party providers under contracts administered by PSPC on behalf of all federal departments. As such, the accessibility features of these systems are outside of the department's direct control.

Notwithstanding these limitations, the department remains committed to:

- Implement the systematic use of IAAC's Accessibility Feedback Form in all publications and following presentations that relate to travel. This practice will actively solicit input from employees and stakeholders, promote continuous improvements in accessibility, and support compliance with the Act.

- Raising accessibility concerns with building management, central agencies, or PSPC, as appropriate, to help reduce barriers in areas not directly under departmental authority.

- Provide dedicated support for employees with accessibility needs related to official travel and hold two information sessions per year to increase awareness of the Government of Canada's travel policies and system.

- Review and update internal standard operating procedures (SOPs) to ensure they meet accessibility standards, with particular attention to the use of images, screenshots, and visual elements in step-by-step instructions. Ensure that text alternatives, captions, or descriptive annotations are provided so that procedures are fully usable by people relying on assistive technologies.

- Conduct an annual review of the Transportation pillar to confirm that IAAC's mandate remains unchanged and that no new obligations have arisen and update the Accessibility Plan if new responsibilities are introduced.

Consultations

In developing the Plan, IAAC consulted a variety of groups, committees, and networks, consultation tools, and communication channels and used multiple strategies (including the development of a new governance strategy) to ensure the full and equal participation of all participants.

Accessibility Network Partners

This open consultation group focuses on increasing accessibility, supporting PWDs, promoting awareness, advocating for rights, and building an inclusive workplace community. Meetings with the Accessibility Network Partners occurred monthly. The Network was instrumental in providing advice on the Plan, as well as Education and Awareness activities for the 2025-2027 Engagement Plan.

New! Accessibility Advisory Committee

In recent years, our approach to accessibility has evolved from a siloed structure to a collaborative, organization-wide effort. Previously, accessibility responsibilities were often assigned without clear ownership, resulting in limited progress and engagement. Today, we have established an executive-level consultative committee that brings together executives and members of the Accessibility Network Partners to ensure that lived experience remains central to decision-making. Stakeholders now set their own objectives, grounded in their available resources and priorities and making them more realistic and achievable. The Accessibility Team now serves as a connector, advisor, and community link, while accountability for implementation and reporting rests with stakeholders. Regular monthly meetings promote collaboration, accountability, and ongoing progress tracking at the executive level. This strengthened governance model fosters engagement, shared ownership, and alignment with Government of Canada standards, driving sustainable, organization-wide accessibility results.

June 2025 Internal Consultations/Poll (All IAAC Employees)

The Accessibility Team hosted two employee consultation sessions, using a live multiple-choice poll to address each priority area (pillar) in the Plan. Each question offered potential workplace barriers as response options, helping identify issues that employees viewed as top of mind or high priority. This approach allowed the Accessibility Team to gather quantitative data.

A live discussion followed, focusing on the most common poll responses for each pillar. This provided space for employees to share concerns and lived experiences, generating qualitative data to complement the poll results.

The English session was held on June 24, 2025, and the French session on June 26, 2025, with a total of 40 participants. Each consultation began with a Privacy Statement, and an explanation of how the collected data would be used.

To maximize accessibility and encourage participation, employees:

- Received consultation questions one week in advance;
- Could submit poll responses up to one week before the sessions;
- Had the option to attend in either person or virtually;
- Could participate in their preferred official language, ensuring inclusivity neurodivergent participants;
- Were encouraged, but not required, to register.

One-on-One Discussions

Approximately ten discussions took place between the Accessibility Team and employees living with a wide range of visible and invisible disabilities over the course of the 2024 fiscal year. Employees reached out through the generic Accessibility inbox to raise concerns. These discussions were pivotal in developing an understanding of barriers faced by PWDs at IAAC and identifying actions that can be undertaken to address them.

The data collected through these consultations informed the development of objectives that reflect the current concerns and needs of PWD.

Monitoring and reporting

IAAC will monitor the outcomes enlisted under the actions on an ongoing basis. A report on progress will be developed annually to evaluate our progress.

Additional resources

- Accessibility at the Impact Assessment Agency of Canada - Canada.ca
- Accessible Canada Act
- Digital Accessibility Toolkit / Sharing space