

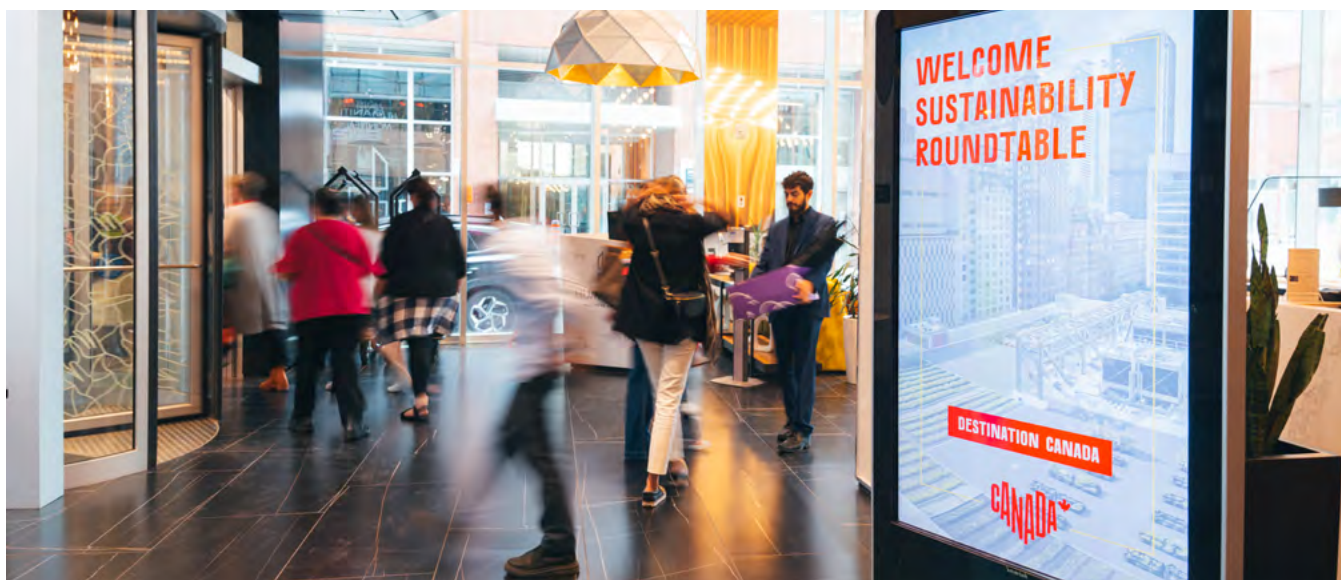
Destination Canada

ACCESSIBILITY PLAN

2025-2027

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→ GENERAL

Destination Canada has prepared this Accessibility Plan to meet our obligations under the Accessible Canada Act (ACA) and the Accessible Canada Regulations (ACR).

This plan builds on our first Accessibility Plan (2022) and two Progress Reports (2023 and 2024). It reflects our progress in removing barriers to accessibility and sets out our next steps for 2025–2027.

We remain committed to creating a workplace, programs and services that are accessible for all employees, partners and Canadians.

Feedback

We welcome feedback to help us improve accessibility. Please send your feedback to:

Contact Person: Senior Talent Advisor

Email: accessibility@destinationcanada.com

Telephone: 604-638-8356

Mail: 700–1045 Howe Street, Vancouver, BC, V6Z 2A9, Canada

Anonymous Feedback Link:

<https://forms.office.com/r/p2MA6YzBwa>

We will acknowledge feedback within 15 business days. The Accessibility Committee will review this feedback and use it to inform future Progress Reports and Accessibility Plans.

Alternate Formats

You may request this Accessibility Plan or our feedback process in alternate formats:

- Print, large print, or electronic formats: within 15 days
- Braille or audio formats: within 45 days

Requests can be sent to

accessibility@destinationcanada.com.



→ EXECUTIVE SUMMARY

Destination Canada's 2025–2027 Accessibility Plan sets out the next phase of our commitment to becoming an accessible organization by 2040, in line with the Accessible Canada Act. It is also one of the key ways that we are putting Destination Canada's *2030 Tourism Strategy: A World of Opportunity* into practice. That strategy calls on the tourism sector to generate wealth and wellbeing for all of Canada and to adopt regenerative approaches that balance economic prosperity, environmental stewardship and social inclusion. Without removing barriers for people with disabilities, tourism cannot truly be inclusive or regenerative.

Within the Strategy's Sector Advancement driver, two of the seven levers focus on Access and Sustainability.

The Access lever is about improving access to and within Canada for visitors and workers. Our Accessibility Plan supports that goal by strengthening accessible employment practices, workplace design, information, and events so that people with disabilities can participate fully in the visitor economy as both employees and travellers.

The Sustainability lever calls on us to embrace regenerative principles, including sociocultural wellbeing. By embedding accessibility into how we recruit and develop our people, design our offices and events, tell Canada's stories, and travel for work, we help ensure tourism creates positive outcomes for communities and supports the broader social fabric.

Accessibility is also a concrete contribution to Key Initiative 3 in the 2030 Strategy: support sector adoption of regenerative principles. Regenerative practices are about growing tourism in ways that balance prosperity with environmental care and social inclusivity, including diversity, equity and inclusion. By modelling accessible practices inside Destination Canada and sharing tools, standards and learnings with our partners, this plan helps the sector see accessibility as a normal and necessary part of doing business, not an add-on.

Between 2025 and 2027, we will focus on:

- Strengthening accessibility in employment through inclusive recruitment, onboarding, performance management and career development practices.
- Ensuring our new Vancouver headquarters (to which we moved in February 2025) incorporates accessibility features, such as power-assisted doors, clear wayfinding, quiet spaces and accessible washrooms.
- Improving accessible communications and digital platforms across all business units, including websites, documents and virtual meetings.
- Embedding accessibility requirements into procurement decisions, contracts, and vendor relationships.
- Embedding accessibility into the design and delivery of programs, services and events for our partners and for travellers.
- Enhancing transportation accessibility for business travel and Destination Canada-hosted events.
- Continuing meaningful consultation with people with disabilities, employees, experts, partners and community organizations.

Accessibility is a journey we share across our organization. This plan sets clear actions and timelines so that we can measure our progress and be accountable to the communities we serve.

→ ACCESSIBILITY STATEMENT

At Destination Canada, we are committed to diversity, equity and inclusion as foundational values. Accessibility is central to these commitments. We aim to design our workplace, programs and services so that people with disabilities can participate on an equal basis with others.

Accessibility at Destination Canada means:

- proactively identifying and removing barriers in how we hire, manage and support employees
- ensuring our offices, events and digital platforms are usable by people with a wide range of abilities
- providing workplace accommodations and adjustments to ensure all employees can fully engage in and effectively perform their work.

We recognize that accessibility is an ongoing practice, not a one-time project. We will continue to learn from people with disabilities and update our policies, tools and training so that our organization becomes more accessible to all.



How we understand disability

In this plan, we use the definition of disability from the Accessible Canada Act. Disability includes visible and invisible disabilities, physical and mental health conditions, sensory and communication disabilities, intellectual and learning disabilities, and episodic conditions that may come and go over time. This includes, for example, people who are Deaf or hard of hearing, blind or low-vision, neurodivergent, living with chronic pain or illness, or in recovery from substance use. We recognize that each person's experience is unique, and we aim to provide individualized accommodations based on need.

Consultations

We consulted people with disabilities and accessibility experts in preparing this plan, including:

- members of Destination Canada's Accessibility Committee and employees who have disabilities
- representatives from disability and accessibility organizations
- internal and external subject matter experts in areas such as accessible design, digital accessibility and inclusive Human Resources (HR) practices.

Consultations included individuals with mobility, vision, hearing, cognitive, neurological and mental health disabilities. We used surveys, discussion groups, and one-on-one conversations to identify barriers and to review the draft actions and timelines in this plan.



Steps and Timelines

Barrier 1

Job postings may not reach diverse disability-focused talent pools.

From 2025 through 2027, we will maintain and expand a list of at least five disability-focused job boards, networks and organizations. We will use these regularly when posting roles (for example, job boards and employment service providers that focus on candidates with disabilities). Each year, we will participate in at least two inclusive hiring fairs or recruitment events that specifically reach candidates with disabilities.

Barrier 2

Some job postings contain jargon or unclear qualifications, creating confusion.

By the end of 2025, inclusive-language tools (for example, tools that flag biased or ableist words and suggest clearer, more neutral language) will be embedded into our job posting templates. HR and hiring managers will use these tools to review all postings before they are published. From 2025 through 2027, we will review a sample of postings each year to ensure qualifications are expressed clearly and in plain language.

Barrier 3

Candidates may not know how to request accommodations.

All postings will continue to include a clear statement about Destination Canada's commitment to accessibility and how to request accommodations, with a designated accessibility contact. By the end of 2025, postings will also reassure candidates that requesting accommodations will not negatively affect their candidacy and will remain confidential. This language will be reviewed and audited annually through 2027.

Barrier 4

Candidate assessments may not be accessible.

Recruitment policies will allow extended time, screen reader-friendly formats, and alternative assessment options (including audio or offline formats). By the end of 2026, we will ensure that candidate portals in our Applicant Tracking System (ATS) support accessibility features such as screen readers and keyboard navigation. Accessibility requests and adjustments provided during assessments will be tracked and reviewed annually.

Barrier 5

Interviews may not be inclusive or offered in alternative formats.

By the end of 2026, the recruitment team will maintain a standard list of accessible interview formats (for example, virtual interviews with captions, written questions in advance, or alternate locations). By the end of 2027, all hiring managers will receive mandatory training on offering and arranging alternative formats, and on creating inclusive interview environments. New people managers will receive this training within six months of their start date.

Barrier 6

New employees may not be aware of accessibility features before their first day.

By the end of 2026, we will create a virtual office tour video that highlights accessibility features such as power-assisted doors, height-adjustable desks, the Wellness Room, quiet spaces, and braille/tactile signage. Before their first day, all new hires will receive a PDF map of the office that shows accessible routes, elevators, washrooms and key amenities. Where feasible, new hires will be offered an in-person or virtual orientation visit to review these features.

Steps and Timelines

Barrier 7

Managers and employees may lack training in accessibility awareness and accommodations.

From 2026, all current people managers will complete training on supporting employees through the accommodation process (for example, our internal Managing Accommodations session) and on disability inclusion more broadly. New managers will complete this training within six months of their start date. We will also promote external resources, such as Tourism HR Canada's *Belong: Accessible Tourism Workplaces* materials, as part of our learning library. Organization-wide accessibility learning sessions will continue to be offered to all employees through 2027.

Barrier 8

Limited partnerships reduce visibility of accessible employment pathways.

From 2025 to 2027, Destination Canada will maintain and expand partnerships with organizations and post-secondary institutions that support people with disabilities in marketing, tourism and related fields. Each year we will participate in at least two career panels, workshops or networking events focused on accessible employment pathways, and we will track attendance and feedback from participants.

Barrier 9

Building an ongoing culture of accessibility may be limited without dedicated initiatives.

Beginning in 2025, all employees will receive annual training on disability inclusion and accessibility, with updated content each year. By the end of 2025, Destination Canada will expand staff learning by offering mental health training, focused on awareness, resilience and strategies for supporting colleagues. By the end of 2026, Destination Canada will launch an Accessibility Speaker Series, inviting experts and individuals with lived experience to share insights with employees. These initiatives will be coordinated by the Accessibility Committee and reviewed annually to ensure they are meaningful, engaging and relevant to employees.



→ THE BUILT ENVIRONMENT

Steps and Timelines

Barrier 1

Entrances may not be barrier-free.

By the end of 2026, we will install a power-operated door at the main office entrance. By 2027, add a power-operated door from the kitchen to the workspace.

Barrier 2

Workstations may not meet accessibility needs.

All employees now have ergonomic sit/stand workstations in our Vancouver and Ottawa offices. From 2025 to 2027, we will provide ergonomic adjustments and adaptive equipment (for example, specialized keyboards, mice, or chairs) for both in-office and remote employees, based on individual needs. We will create an intranet page that describes available ergonomic supports and how to request them. Equipment needs and ergonomic assessments will be reviewed annually.

Barrier 3

Meeting rooms and collaborative spaces may lack consistent accessibility features.

By the end of 2027, we will equip at least one large and one smaller meeting room in each primary office with assistive listening devices that can be offered to participants. In 2025 and 2026, we will pilot noise-reducing solutions (such as acoustic panels or ceiling baffles) in selected meeting areas and evaluate feedback from employees who are Deaf, hard of hearing, or who experience sensory overload.

Barrier 4

Accessibility of washrooms may not meet best practice standards.

By the end of 2026, add blade signage for all washrooms, update wayfinding signs with correct accessibility symbols, and relocate braille/tactile signage to recommended heights. We will also ensure that the universal washroom on each floor has door-opener buttons at accessible heights.



Steps and Timelines

Barrier 5

Flooring and finishes may create sensory or mobility challenges.

By the end of 2025, add area rugs to the Townhall space to reduce glare and improve comfort.

Barrier 6

Emergency equipment and safety procedures may not address accessibility.

By the end of 2026, we will update emergency procedures and floor warden instructions to address the needs of employees and visitors with disabilities, including mobility, sensory and cognitive disabilities. This will include clearly communicated roles, evacuation options (such as areas of refuge and safe room procedures), and instructions in plain language. We will collaborate with building management to align our procedures with the building's evacuation plan and ensure that written and verbal emergency communications are accessible (for example, visual alarms, announced instructions, and accessible formats of emergency plans).

By the end of 2026, we will improve visibility of emergency equipment (e.g., fire extinguishers, alarms). By the end of 2026, we will also update the emergency evacuation plan to specifically address the needs of people with disabilities. From 2026 onward, we will test accessibility elements (such as evacuation chairs, buddy systems) during annual drills.



→ INFORMATION COMMUNICATION TECHNOLOGY (ICT)

Steps and Timelines

Barrier 1

Assistive technology needs may not be fully met for employees.

From 2025 through 2027, we will review employees' assistive technology needs at least annually and maintain a small inventory of commonly requested hardware and software (for example, alternative keyboards, mice, and screen reader licences) so they can be provided quickly. Where custom or specialized tools are needed, we will work with employees to select appropriate solutions and aim to fulfill requests within 30 days.

Barrier 2

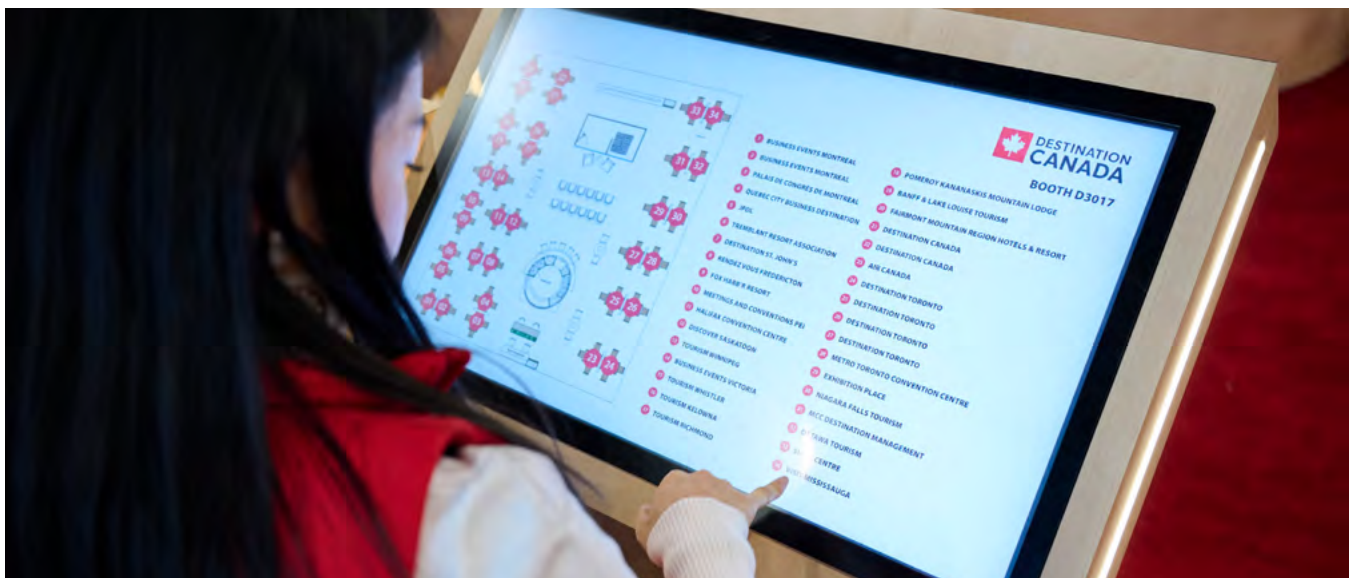
Employees may not consistently use accessible digital practices.

Annual training on accessible document, email and presentation practices will be provided from 2026 forward.

Barrier 3

Existing ICT equipment may become outdated.

By 2026, we will establish a refresh cycle to ensure all devices meet accessibility standards and are compatible with assistive tools.



→ COMMUNICATION BEYOND ICT

Steps and Timelines

Barrier 1

Some internal communications are text-heavy and not accessible.

By the end of 2026, all key internal communications (for example, All Staff emails and CEO messages) will follow Destination Canada's plain language guidelines and use accessible templates. At least one alternate format (such as a short video, audio summary, or visual summary) will be offered for major announcements. Plain language training, mentioned under Barrier 3 below, will be promoted to all employees who regularly draft internal communications.

Barrier 2

Hybrid meetings may lack consistent accessibility practices.

By the end of 2026, new hybrid meeting guidelines will be rolled out organization-wide. For All Staff meetings, large group sessions and meetings with external partners, hosts will be required to enable live captioning and provide accessible presentation formats. For smaller team meetings, captioning and other supports will be strongly encouraged and offered by default where available, and meeting organizers will be reminded to ask invitees about accessibility needs when sending invitations.

Barrier 3

Staff may lack awareness of inclusive communication practices.

Regular training sessions will continue through 2027 on plain language and inclusive language, including an introduction during onboarding for new hires.



→ PROCUREMENT OF GOODS, SERVICES AND FACILITIES

Steps and Timelines

Barrier 1

Procurement processes may not consistently apply accessibility criteria.

From 2026 onward, all Requests for Proposals (RFPs) will include clear accessibility requirements and evaluation criteria. Accessibility will be a scored criterion in vendor evaluations. For contracts that affect employees or public-facing services (such as events, digital platforms, or training), accessibility will be required for a proposal to be considered. These expectations will be reflected in our standard contract and Standing Offer templates.

Barrier 2

Employees lack a centralized way to request accessible equipment.

By the end of 2026, a list of accessible equipment and tools (for example, adaptive keyboards, screen readers and ergonomic accessories) will be available on our employee intranet, along with a simple form and process for requesting items or discussing needs with HR and/or IT. This information will be communicated during onboarding and in periodic reminders. The list and process will be updated annually with new options based on employee feedback.

Barrier 3

External procurement platforms may not support accessibility features.

Destination Canada will continue advocating for improvements to CanadaBuys and ensure all submitted documents meet WCAG 2.1 standards. This will be monitored annually.



→ DESIGN AND DELIVERY OF PROGRAMS AND SERVICES

Steps and Timelines

Barrier 1

Destination Canada's events may not consistently meet accessibility standards.

By the end of 2026, Destination Canada will finalize event accessibility standards and checklists for events we lead. These standards will cover venue selection, registration, wayfinding, communication supports, sensory considerations and representation (including disability representation and diverse identities across suppliers, speakers and storytelling). From 2026 onward, these checklists will be required for all Destination Canada-led signature events and strongly encouraged for partner-led events we support.

Barrier 2

Destination Canada event guests may not have a clear or consistent way to communicate accessibility needs during registration.

By the end of 2025, the event registration process will be updated to include an option for participants to share their accessibility needs, ensuring early accommodation planning.

Barrier 3

Destination Canada event schedules and agendas may not provide adequate rest time or sensory breaks.

By the end of 2025, event schedules will incorporate meaningful breaks or leisure time into programs to allow attendees time to rest, recharge, or step away from overstimulating environments.

Barrier 4

Some event attendees may require assistance or alternative options for travelling longer distances between event venues.

By the end of 2025, alternate transportation options (such as accessible shuttles, golf carts, or accessible taxis arranged in advance) will be provided for attendees who need support travelling between event venues. These options will be clearly communicated in registration materials and pre-event information so that participants can indicate their needs, and onsite staff will be briefed on how to help guests access these options.

Barrier 5

Event environments may not include spaces that accommodate neurodivergent attendees.

By the end of 2025, quiet areas will be made available to support neurodivergent guests and those with sensory sensitivities.

Steps and Timelines

Barrier 6

Event booth layouts and display areas may not always provide adequate space or accessible viewing options for people using mobility devices.

By the end of 2025, event booth layouts for Destination Canada-led booths at key trade shows and consumer events will be reviewed and redesigned where needed to include wider spacing for maneuverability, accessible viewing lines for people using mobility devices, and accessible viewing options such as lower video screens and headsets. These considerations will be built into standard booth design templates and vendor briefs.

Barrier 7

Event stages and presentation areas may not always include accessible design features.

By the end of 2026, event logistics planning will assume accessible staging as the standard. Stage designs for Destination Canada-led events (including Canada Night, signature trade shows and advisory committee meetings where Destination Canada controls the setup) will include ramps and handrails by default, rather than only on request. We will work with venues and production partners to ensure presenters with mobility needs can safely access the stage.

Barrier 8

Websites and digital platforms may not be fully tested by people with disabilities.

By the end of 2026, external user testing will be implemented with diverse participants, including people with disabilities. Findings will be incorporated into website updates by the end of 2027.

Barrier 9

Produced content (for example, marketing videos, presentations, social media assets, and reports) may not consistently meet accessibility standards.

By the end of 2026, all new Destination Canada-produced videos and training content will include accessibility features such as captions, transcripts, and accessible player controls. We will align this work with our existing Brand Guidelines on inclusion and extend those expectations to in-house training and internal videos. Where appropriate, we will also increase positive and authentic representation of people with disabilities in our visual content.



→ TRANSPORTATION

Steps and Timelines

Barrier 1

Business travel policies may not fully account for accessibility needs.

With the 2025 Travel, Hospitality, Conference and Event Expenditures (THCEE) policy update, employees with disabilities can request flexible options such as premium economy for longer flights, accessible ground transportation, and/or private vehicle reimbursement. This policy will be reviewed annually to ensure it continues to meet employees' accessibility needs.

Barrier 2

Event venues may lack clear accessible wayfinding.

By 2027, all Destination Canada signature events and trade shows will incorporate a core set of accessibility features, such as quiet or low-stimulus spaces, high-contrast signage, braille where appropriate, and wide queue lines for mobility device users. These requirements will be built into event budgets and planning templates.

Barrier 3

Accessible transportation options may not be consistently available for event participants.

From 2026 onward, accessible taxis, shuttles, or other transport will be included in all Destination Canada event planning.



→ FEEDBACK

We welcome constructive feedback that will help Destination Canada become more accessible.

Feedback can be submitted via email, phone, mail, or anonymously online. All feedback will be acknowledged and reviewed by our Accessibility Committee. Updates on actions taken will be shared in our progress reports.

