

2024 Accessibility Progress Report

Canada Mortgage and
Housing Corporation



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Canada





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Section 1

General

1.1 About CMHC

Canada Mortgage and Housing Corporation (CMHC) contributes to the well-being of Canada's housing system. We provide housing finance solutions and reliable access to mortgage funding. In addition to delivering housing programs for the Government of Canada, we provide crucial research and data to inform decisions for better housing sector outcomes.

We recognize that access to safe, affordable, and inclusive housing is essential to empowering individuals, particularly those with disabilities, to live with dignity and independence. Our 2024 Accessibility Progress Report outlines our progress and achievements over the past year at identifying, preventing, and removing barriers to accessibility at CMHC.

1.2 Our commitment to accessibility

We are dedicated to identifying and removing barriers to accessibility in everything that we do, while preventing the creation of new barriers for our colleagues, clients, and the communities we serve. As we make progress on this commitment, we will continue to consult people with disabilities, and capture and action their feedback to shape our approach to accessibility and disability inclusion.

CMHC is also committed to meeting both the principles and requirements outlined in the *Accessible Canada Act (ACA)* and associated regulations. While Accessible Canada Regulations are in development, CMHC continues to align its practices with the ACA and emerging accessibility standards from Accessibility Standards Canada.

1.3 Our progress to date

Since launching our [2023-2025 Accessibility Plan](#), we have made notable progress in advancing accessibility and disability inclusion at CMHC through the implementation of the 35 actions outlined in our Plan. Informed by the experience of people with disabilities, these actions are fostering equitable access to our policies, programs, and environments, reinforcing our commitment to creating a more accessible and inclusive CMHC.

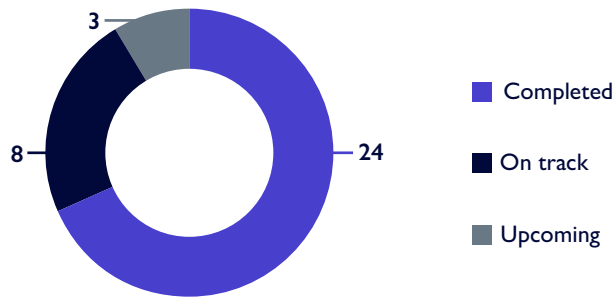
Our governance framework and oversight mechanisms are key to our steady progress. They ensure clear accountability for meeting the requirements of the ACA and delivering on our [2023-2025 Accessibility Plan](#). They are also essential for keeping us on track, embedding accessibility into every aspect of our operations, and driving collective responsibility towards advancing accessibility and disability inclusion at CMHC.

Building on this foundation, in 2024, we established a formal process to monitor the development of new standards by Accessibility Standards Canada. Although these standards are voluntary until regulated under the ACA, CMHC is proactively tracking their progress and keeping key internal stakeholders informed of any development. Our goal is to follow these standards to the extent possible once finalized, regardless of regulatory adoption. This proactive approach ensures that CMHC stays aligned with evolving accessibility expectations and continues to foster barrier-free policies, programs, and environments.

We are on track to fulfill all commitments outlined in our 2023-2025 Accessibility Plan of the 35 actions we pledged to complete over three years, 24 are completed, 8 are on track, and 3 are set to begin in the coming months, with completion expected by the end of 2025.

When interpreting the status of action items in this report, please note that they reflect the anticipated status at year-end. Actions that were not fully completed at the time of writing the report but that we expect to be finished by year-end are marked as complete. Any actions likely to extend into 2025 are marked as on track. All progress descriptions include this context, where applicable.

STATUS OF ACTION ITEMS



Notable progress achieved in 2024 across the 7 priority areas of the ACA are summarized below and detailed further throughout the report.

- 1. Employment:** We strengthened workplace accessibility through the delivery of specialized training and the implementation of more inclusive recruitment and accommodation practices.
 - Launched the Enabling Leaders Program[®] to develop leadership skills among employees with disabilities and strengthen our leadership pipeline.
 - Provided specialized training to accessibility champions across CMHC – key stakeholders advancing commitments under our 2023-2025 Accessibility Plan – to deepen their understanding of accessibility.
 - Updated our Workplace Accommodation Directive and developed a new accompanying Procedure, to clarify roles and responsibilities and make the accommodations process simpler to follow.
 - Improved our recruitment communications and job posters to better support candidates with disabilities.
- 2. The Built Environment:** We embedded accessibility as a core consideration in the design, renovation, and assessment of our office spaces.
 - Initiated an accessibility assessment of all CMHC-owned and leased office spaces.
 - Integrated accessibility considerations in the acquisition and design of new office spaces.
- 3. Information and Communication Technologies (ICT):** We prioritized accessibility in digital tools and training to create a more inclusive digital experience.
 - Implemented Onboarding 2.0 in our HR Management System with enhanced accessibility features like screen reader compatibility and improved keyboard navigation.
 - Developed Accessible Training Guidelines to ensure inclusivity in various training formats at CMHC, with accessibility criteria now embedded in the procurement process for selecting training vendors.
 - Launched a website improvement plan focusing on improving text alternatives, making layouts more consistent, and enhancing the accessibility of popups and spreadsheet.

- 4. Communication, other than ICT:** We improved our communication practices to ensure clear, accessible, and inclusive access to information for all audiences.
 - Created a new landing page for accessible housing content to improve user experience.
 - Conducted a plain language audit of most-visited web pages and document to enhance clarity and ease of understanding.
 - Advanced the integration of accommodations in the registration process for large external events.
- 5. Procurement of Goods, Services, and Facilities:** We embedded accessibility considerations into procurement practices to prioritize the selection of products and services that are accessible and inclusive and meet emerging accessibility standards.
 - Added accessibility criteria to procurement templates and checklists to ensure systematic consideration of accessibility.
 - Provided targeted training to procurement team members, improving their capacity to integrate accessibility into procurement practices.
 - Developed a process to document accessibility requirements or decisions in all procurement activities to maintain transparency and accountability.
- 6. Design and Delivery of Programs and Services:** We contributed to advancing disability inclusion through research and strengthened our consideration of people with disabilities in the delivery of housing programs.
 - Strengthened the application of GBA Plus+ in policies and program to better consider and respond to the needs of equity-denied groups, including people with disabilities.
 - Observed positive use of the Universal Design Guide for New Multi-Unit Residential Buildings since its release, becoming a key resource in 2024 for designers, builders, and developers to create more accessible and inclusive housing.
- 7. Transportation:** We ensured that transportation-related policies and communications remained accessible and free of barriers.

1.4 Feedback on accessibility

The feedback of people with disabilities is essential in helping us identify, prevent, and remove barriers to accessibility at CMHC and delivering on our 2023-2025 Accessibility Plan. All feedback is shared with CMHC's Diversity and Inclusion Specialist for proper documenting and actioning. The Specialist oversees the implementation of the ACA at CMHC and can be contacted directly at DI@cmhc-schl.gc.ca.

Clients and stakeholders can also contact CMHC's Contact Centre to share their feedback on accessibility by phone at 1-800-668-2642, by email at contactcentre@cmhc.ca, or by mail at 700 Montreal Road, Ottawa, Ontario, K1A 0P7. CMHC employees can share their feedback on accessibility by emailing our Employee Relations Team, using our internal Human Resources Case Management System, or submitting their feedback anonymously through our third-party platform. For more information about our feedback process, visit [CMHC.ca](https://www.cmhc.ca).

1.5 Alternate formats

To request a copy of our accessibility plans, reports, and feedback process in an alternate format, please contact us at:

- **Telephone:** 1-800-668-2642
- **Email:** contactcentre@cmhc.ca
- **Mail:** 700 Montréal Road, Ottawa, Ontario K1A 0P7

For print, large print (increased font size) or electronic formats that are compatible with adaptive technology: CMHC commits to providing these documents as soon as possible and no later than 15 days of the initial request, as required under the ACA.

For braille (a system of raised dots that people who are blind or who have low vision can read with their fingers) and audio (a recording of someone reading the text out loud): CMHC commits to providing these documents as soon as possible and no later than 45 days of the initial request, as required under the ACA.

1.6 Definitions

The following definitions apply throughout this report:

Accessibility: The design of products, devices, services, environments, technologies, policies, and rules in a way that allows all people, including people with a variety of disabilities, to access them.

Accessible Canada Act (ACA): A legislation that came into force on July 11, 2019. The legislation was enacted with the goal of removing barriers and achieving accessibility within areas of federal jurisdiction on, or prior to, January 1, 2040.

Accommodation: The legal obligation of eliminating disadvantages and barriers to employees, prospective employees or customers resulting from policy or practice that have an adverse impact on individuals or groups protected under the *Canadian Human Rights Act*.

Barrier: Anything – including anything physical, architectural, technological, or attitudinal, 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.

Disability: Any impairment that, in interaction with a barrier, hinders an individual’s full and equal participation in society. The impairment could include, cognitive, communication, functional, intellectual, learning, mental, sensory, or physical limitations. The impairment may also be permanent, temporary, or episodic in nature, and either visible or hidden.

Procurement: Buying goods and services for business purposes.

Standard: A standard guides activities of organizations in a way that is consistent across sectors. It means people can expect the same level of service or quality of products.

“At CMHC, we are committed to learning more about accessibility by listening to people with disabilities.”

Caroline Bilodeau, Vice-President, People and Culture

Section 2

Areas in Section 5 of the Accessible Canada Act

2.1 Employment

We are committed to fostering a diverse, equitable, inclusive, and accessible workplace where our colleagues with disabilities can thrive. 12% of our workforce identifies as having a disability, and we want to ensure that they all have the support they need to succeed. From recruitment and onboarding to career development and workplace accommodations, we are working to remove barriers to accessibility and create an environment where our colleagues can reach their full potential.

A key part of driving employment equity and workplace inclusion is educating our colleagues about accessibility. We are committed to ensuring that everyone is informed, confident, and equipped to address barriers to accessibility and advance disability inclusion at CMHC.

Learning and Development

Barriers:

There is an opportunity to increase employee awareness on disability inclusion and to better empower them to make products and services more accessible.

Actions:

1. By the end of 2024, CMHC will implement training for all existing and new employees on disability awareness and accessibility.

Status:
on track



Progress:

In 2024, we launched the Enabling Leaders Program®, a pilot leadership development initiative specifically designed for people with disabilities. This program offered a unique space for participants to build their leadership skills and brand. Participants benefited from a safe and supportive environment, which fostered authentic growth and development. Through this initiative, we are strengthening the leadership pipeline within CMHC and empowering employees with disabilities to reach their full potential.

We also provided targeted training to accessibility champions across the organization in 2024. These champions participated in a groundbreaking day of learning, where they engaged with experts and deepened their understanding of inclusive workplace practices to better support their work at advancing accessibility and disability inclusion at CMHC.

We also offered Unconscious Bias workshops in 2024, providing employees with an opportunity to explore how unconscious biases can impact their work and interactions. A Post-Training Discussion Guide was also developed to support ongoing team conversations. Furthermore, CMHC hosted the Ontario Science Centre's Behind Racism: Challenging the Way We Think exhibition, which offered employees a powerful opportunity to reflect on how biases, though often unconscious, can impact equity-denied groups, including people with disabilities. This interactive exhibit encouraged employees to examine how our minds build beliefs and recognize systemic bias, sparking meaningful conversations about inclusion.

During National AccessAbility Week, we issued internal communications around topics such as psychological safety, the impact of scents in the workplace, and accessibility standards under development. As part of these communications, we introduced two new Safe Work Practices on psychological safety and the impact of scents. During the week, we also hosted Yat Li, a passionate advocate for accessibility and inclusion, as our keynote speaker. Yat shared his powerful experiences as a Deaf and Hard of Hearing individual, offering valuable insights into the barriers faced by people with disabilities and strategies to create more inclusive workplaces.

Our Employee Resource Groups (ERGs) have played an important role in fostering disability inclusion at CMHC in 2024. Notably, we launched the Mental Wellness Network, a new ERG focused on supporting employees facing mental health challenges and reducing stigma around mental health. This group was instrumental in promoting psychological safety, providing peer support, and sharing stories of resilience throughout the year, including on World Mental Health Day.




We are finalizing our partnership with a supplier to implement mandatory accessibility and disability inclusion training at CMHC. The training will be rolled-out to everyone in 2025 and included as part of onboarding afterwards. This is a significant step towards ensuring our colleagues understand and consider accessibility and the needs of people with disabilities, both in our everyday interactions and in the way we serve Canadians.

Workplace Accommodation

Barriers:

There is an opportunity to improve the process for requesting and receiving accommodations. There is also an opportunity to strengthen people leaders' awareness of best practices in disability inclusion and the process to follow to provide accommodations.

Actions:

<p>2. By the end of 2023, CMHC will complete a review of our Workplace Accommodation Directive and process. As part of this review, we will invite CMHC employees with disabilities to provide their input on the directive and process. Our goal is to ensure the process is simple and efficient.</p>	<p>Status: completed</p> 
<p>3. By the end of 2024, CMHC will implement and communicate changes to the Workplace Accommodation Directive and process based on the results of our review.</p>	<p>Status: completed</p> 
<p>4. By the end of 2025, CMHC will develop and deliver training for people leaders and employees involved in the accommodation process. This will include the legal aspects of our duty to accommodate and process for handling and considering requests.</p>	<p>Status: on track</p> 

Progress:

We updated our Workplace Accommodation Directive to provide clarification on roles and responsibilities. The process involved consultations with employees with disabilities. Additionally, we developed a new Workplace Accommodation Procedure to accompany our updated Workplace Accommodation Directive. The Procedure serves as the basis for successful workplace accommodations by outlining the steps in determining reasonable accommodation options, in full collaboration between employees and people leaders, when a need has been identified based on any of the prohibited grounds of discrimination. Employees with disabilities participated in discussion groups to provide their views on the Procedure, and their feedback was incorporated into the Procedure. The final Workplace Accommodation Directive and the accompanying Workplace Accommodation Procedure will be communicated to employees by the end of 2024.

In addition, a new people management training program was developed and delivered to all people leaders in 2024. This program included a module focused on disability leave and medical accommodations, equipping leaders with the knowledge and tools needed to better support employees with disabilities.




We are in the process of collaborating with various stakeholders to develop and deliver a more in-depth training to people leaders on the legal aspects of our duty to accommodate and associated requirements and responsibilities, by the end of 2025.

Talent Acquisition

Barriers:

There is an opportunity to make job postings more accessible. There is also an opportunity to better integrate the process of recruiting and onboarding people with disabilities. People with disabilities also told us that we could strengthen our strategies and partnerships to recruit people with disabilities.

Actions:

5. By the end of 2024, CMHC will improve and better integrate the process of recruiting and onboarding people with disabilities.	Status: <i>completed</i> 
6. By the end of 2024, CMHC will conduct a job posting review and develop an action plan to ensure they are adapted to candidates with a variety of disabilities.	Status: <i>completed</i> 
7. By the end of 2025, the CMHC Talent Acquisition Strategy will include a plan to attract people with disabilities. This strategy will also include a training plan for the Talent Acquisition Team to increase their awareness and understanding of the needs of people with disabilities.	Status: <i>on track</i> 

Progress:

We conducted consultations with key internal stakeholders and employees with disabilities to improve the way we accommodate candidates during the recruitment process. The following areas of improvement were identified and will be implemented by the end of 2024:

- Including contact information for accommodation requests in interview communication templates
- Improving the accommodation statement in our job posters

We are also improving our internal process for handling accommodation requests during the recruitment and onboarding of people with disabilities. This work is on track to be completed by the end of 2024.

We remain committed to continuously reviewing our job posters to ensure they are inclusive and adapted to candidates with a variety of disabilities. In 2024, we conducted a market scan of job posters, benchmarking our practices against financial institutions and government entities, including Crown corporations. This review highlighted opportunities to strengthen how we communicate CMHC’s commitment to accessibility and accommodations in our job posters. A project plan to adapt our job posters to candidates with a variety of disabilities is under development and will be finalized by the end of 2024.

Research is also underway to include a plan to attract people with disabilities within CMHC’s Talent Acquisition Strategy. This work is on track to be completed by the end of 2025.

2.2 The built environment







We are committed to creating work environments where everyone can contribute to their fullest potential, which is why it is a priority for us to ensure that our offices are not only accessible but also inclusive and welcoming to everyone. All our offices have been renovated with accessibility and inclusion in mind. Our modernized spaces are designed to meet the diverse needs of our workforce, offering environments that support individual work, collaboration, social connection, and wellness. We remain committed to continuously identifying opportunities for improvement and enhancing accessibility in our built environments, including on Granville Island, a cultural hub in Vancouver that CMHC manages on behalf of the Government of Canada.

CMHC Offices

Barriers:

The open concept design of the new office spaces with no assigned workstations is posing barriers to some people with disabilities, specifically as it relates to the availability of permanent lockers and the options to work in quiet spaces. People with disabilities also told us that we could improve the measures in place to meet the needs of people with hearing impairments in emergency situations. Finally, there is an opportunity to identify and consider potential areas of improvement related to the accessibility of our offices.

Actions:

1. By June of 2024, CMHC will establish a process for all employees, including those with disabilities, to request a permanent locker in the location that is most convenient for them.	Status: completed 
2. By the end of 2024, CMHC will identify and communicate quiet workspace options at all our office locations.	Status: completed 
3. By the end of 2024, CMHC will conduct accessibility assessments of each of our buildings and office spaces. This includes spaces that are owned and spaces that are rented by CMHC.	Status: on track 
4. By the spring of 2025, CMHC will develop a plan to improve accessibility across our office spaces, based on the findings of the accessibility assessment.	Status: upcoming 
5. By the spring of 2025, CMHC will ensure that accessibility is considered throughout all phases of locating, purchasing, renting, or building new office spaces.	Status: completed 
6. By the end of 2025, CMHC will develop a plan to improve the accessibility needs of people with hearing impairments in evacuation and other emergency events.	Status: upcoming 

Progress:

The process we put in place in 2023 to reserve permanent lockers and ensure that quiet workspace options are available in all our offices remain widely utilized and appreciated by CMHC employees.

In 2024, we laid the groundwork for a comprehensive accessibility assessment of all CMHC-owned and leased office spaces, which will aim to identify opportunities to improve accessibility. This involved developing a detailed scope of work, aligned with the updated Standard CSA/ASC B651 on Accessible Design for the Built Environment. We acquired the services of an external provider to conduct this work, which will begin this winter and conclude by the spring of 2025. The results will be used to develop a plan to improve accessibility across our office spaces.

Additionally, in 2024, we established a clear process to ensure that accessibility is a core criterion throughout all phases of locating, purchasing, renting, and designing new office spaces. In 2024, this process was applied to the design of our new Halifax office, where accessibility considerations were integrated from the outset. The design team adhered to all compliance standards and incorporated insights from previous projects to enhance accessibility. For example, the inclusion of a universal washroom—beyond code requirements—demonstrates CMHC’s commitment to setting a higher standard for accessible design.

As we increase in-office presence requirements starting in 2025, we will continue to apply an accessibility lens to our office spaces and consider the needs of people with disabilities in all decisions related to the design of our build environments.

Granville Island

Barriers:

There is an opportunity to assess the physical site of Granville Island as it may present accessibility barriers.

Actions:

7. By the end of 2025, CMHC will complete the background work to engage a consultant for a Granville Island Accessibility Strategy including a) engaging with municipal, provincial, federal, and Indigenous governments to figure out who is responsible for what and to coordinate communication between these groups; b) building connections with the disability community who can consult with us on the Accessibility Strategy; c) developing the requirements and criteria for a Request for Proposal to hire an accessibility consultant; and d) identifying funding options for developing the Accessibility Strategy and its implementation.

Status:
on track



Progress:

During the summer of 2024, we launched a new seasonal volunteer information tent at Granville Island. The seasonal volunteer information tent helped improve accessibility by providing a resource for visitors to go to for help with wayfinding, directions and to answer questions about Granville Island recognizing that not all visitors are able to interpret maps or web-based information. We also added several new accessible picnic tables at Granville Island this summer, recognizing the need for more accessible seating.

In 2024, we supported numerous large-scale events on Granville Island that prioritized disability inclusion by using interpreters for performances, providing reserved seating and space for those with disabilities near the front of stages, and providing quiet zones at events. We also partnered with a local organization to host an urban design studio on improving wayfinding with a specific focus on non-verbal wayfinding.

Throughout 2024, we continued to make progress towards the development of our Granville Island Accessibility Strategy. We have been working to obtain clarity on accountabilities related to the accessibility of Granville Island between municipal, provincial, federal, and Indigenous governments, and are continuing to build relationships with the disability community. We are also making progress in scoping potential accessibility consultants and funding options to improve the accessibility of Granville Island. We acknowledge that the land we call Granville Island is situated on the traditional, ancestral, and unceded territory of the Musqueam, Squamish, and Tsleil-Waututh Peoples. We are committed to respecting this land and working collaboratively with Indigenous communities to ensure that our efforts in accessibility reflect their values, needs and priorities.

2.3 Information and communication technologies (ICT)

Accessibility in ICT goes beyond compliance with standards like the Web Content Accessibility Guidelines 2.0 AA and the CAN/ASC - EN 301 549:2024 Accessibility requirements for ICT products and services—it's about creating digital experiences that allow everyone, including people with disabilities, to participate fully. We are taking a proactive approach in how we develop, use, and acquire ICT, working closely with our service providers to identify, prevent and remove barriers to accessibility. Our efforts aim to make our ICT products and services usable and accessible for everyone, and to minimize the need for assistive technologies while ensuring compatibility for those who use them.

Human Resources (HR) Management System

Barriers:

There is an opportunity to assess the accessibility of CMHC's HR management system, including the job application module, to ensure it does not present barriers to those who use it, including potential applicants with disabilities.

Actions:

1. By the end of 2025, CMHC will review our HR management system to identify barriers to accessibility and make it simpler where possible.

Status:
on track



Progress:

In 2024, we continued to review our HR management system to identify and address barriers to accessibility. As part of this effort, we identified several accessibility challenges with our Onboarding module. To address these issues, we are implementing Onboarding 2.0, an updated module which features an enhanced user interface that supports screen readers, improved keyboard navigation, and high-contrast modes. These improvements, which will be completed by the end of 2024, will make it easier for visually impaired users to navigate the system using screen readers and provide more options for those with motor impairments through keyboard shortcuts.

The review of our HR management system remains ongoing, and we are committed to continually identifying and addressing accessibility barriers to provide an inclusive user experience. We are actively collaborating with SAP, our system provider, to leverage new and existing features that improve accessibility across the system.

Learning Management System

Barriers:

There is an opportunity to improve the accessibility of training and onboarding materials.

Actions:

2. By the end of 2023, CMHC will develop guidelines and seek to ensure all new training (in-person, virtual, e-learning, or blended) developed or procured will be accessible to a wide variety of people.

Status:
completed



3. Starting in 2023, CMHC will work to identify our current accessibility requirements concerning training. We commit to seeking opportunities to develop and procure training that meets these requirements.

Status:
completed



4. By the end of 2024, CMHC will review current mandatory training materials for employees to identify opportunities to improve the accessibility of these training materials and will develop a plan to address the findings.

Status:
completed



Progress:

In 2024, we developed and implemented Accessible Training Guidelines for various training formats, including online, in-person, virtual, and blended training. These new guidelines offer clear principles and techniques that training providers, designers, and instructors are expected to follow when providing, designing, and delivering training at CMHC. The guidelines aim to improve the accessibility of CMHC’s corporate training by creating inclusive learning environments that accommodate diverse needs, reduce barriers to accessibility, and minimize the need for participants with disabilities to request accommodations.

To ensure these expectations are met, accessibility requirements are now embedded into our procurement process. All Requests for Proposal and Requests for Supply Arrangement include mandatory accessibility criteria, such as compliance with the ACA regarding the provision of learning materials and adherence to CMHC’s Accessible Training Guidelines. Selected vendors are required to meet these requirements, to ensure that the training they provide support an inclusive learning experience for everyone at CMHC.



Additionally, we reviewed our existing mandatory training materials to identify opportunities for improvement. As a result, we identified three key courses—Code of Ethics, Harassment and Violence, and Occupational Health and Safety—where accessibility can be improved. A plan is in place to revise these materials to ensure that they are more inclusive and accessible for everyone.

CMHC Website

Barriers:

People with disabilities have reported barriers when visiting our website, specifically as it relates to text-based alternatives, the layout of pages, as well as the accessibility of popups and spreadsheets.

Actions:

5. By the end of 2023, CMHC will further mature and formalize our procedure for routine accessibility testing of our website.	Status: completed 
6. By the end of 2024, CMHC will formalize a plan for website accessibility improvements including a) ensuring that images containing information have appropriate text-based alternatives where applicable; b) improving consistency of layouts throughout all webpages; c) ensuring all popups are accessible where applicable; and d) improving the accessibility of spreadsheets.	Status: completed 

Progress:

The procedure we established for routinely testing our website’s accessibility in 2023 remains essential in driving continuous improvements to the usability and inclusivity of our website.

In 2024, we developed a plan to address specific areas for improvement, including text-based alternatives, layout, popups, and spreadsheet accessibility. We are currently actively implementing this plan.

The plan outlines how we will continue to use accessibility evaluation tools, and acquire new ones as needed, to drive accessibility, including ensuring that images containing information have appropriate text-based alternatives so that all users can access the same information, regardless of how they interact with the content. As per the plan, a redesign initiative is also underway to enhance the consistency of web page layouts and create a more uniform and seamless user experience. The plan also seeks to make navigation more intuitive, thereby ensuring that all users can interact with our website more easily. The plan addresses the accessibility of interactive elements such as popups, which are already being redesigned for easier use by individuals with assistive technologies. CMHC’s web team is also sharing best practices for spreadsheet accessibility with content creators, while working to reduce the number of spreadsheets across our website.

In 2024, we also tested the accessibility of our Residential Mortgage Industry Data Dashboard with a third-party provider, which led to important improvements to our web template pages and the use of Power BI. Additional web template pages are under review to further enhance our website’s accessibility. We also developed an accessibility checklist for use by the entire web team when creating new pages and editing existing pages.



Training remains key to equipping our web team to continuously improve website accessibility. In 2024, the team took part in formal training with experts like Site Improve Frontier and Eliquo, as well as informal knowledge sharing opportunities.

General

Barriers:

There is an opportunity to assess the accessibility of CMHC’s ICT to ensure they do not present barriers to employees with disabilities, and to consider accessibility in all future acquisitions of ICT.

Actions:

7. Starting in 2023, accessibility will be considered in all ICT purchased by CMHC.	Status: <i>completed</i> 
8. By the end of 2025, CMHC will develop a plan to review most frequently used technology to identify barriers for employees with disabilities.	Status: <i>upcoming</i> 

Progress:

In 2024, we continued to consider accessibility in all ICT products purchased by CMHC. We also strengthened our collaboration with our service providers and procurement partners to better define accessibility requirements for ICT products. This is ensuring that accessibility is proactively considered in our choices of products before they are accepted and implemented and preventing barriers to accessibility in ICT at CMHC.

Additionally, while the development of a formal plan to review potential barriers to accessibility in our existing technology has not yet begun, we have identified the necessary resources to map out a plan starting in 2025. As part of this work, we will incorporate the new National Standard of Canada on Accessibility Requirements for ICT Products and Services (CAN/ASC - EN 301 549:2024) as a key standard to be followed when evaluating and enhancing the accessibility of our digital tools and technology moving forward. This will ensure that we are adequately prepared to address existing barriers to accessibility in our technology and meet evolving accessibility requirements in ICT products and services.

2.4 Communication, other than information and communication technologies




At CMHC, we believe that everyone should have access to clear, direct, and easy-to-understand communication. We are committed to ensuring that our messages reach all audiences, including people with disabilities, by embedding accessibility into our communication practices. This includes using plain language, providing information in alternate formats, and making our events accessible to everyone. Our goal is to ensure that no one is left behind in accessing the information they need.

Availability of Information

Barriers:

There is an opportunity to improve Granville Island's website to include specific information about accessibility for the purpose of visit planning. People with disabilities also indicated that information about our programs and services is offered online with no clear alternative. They also indicated that it was difficult to find information on accessible housing on CMHC's website.

Actions:

1. By the end of 2023, CMHC will publish a section on the Granville Island website about accessibility on the Island. This will include information that is useful for people with disabilities to know before they visit.	Status: completed 
2. By the end of 2023, CMHC will provide a phone number for questions about our programs on all new documents and forms.	Status: completed 
3. By the end of 2024, and as part of our continuous website improvement journey, we will assess and ensure that accessible housing content is easily found.	Status: completed 

Progress:

The new page that we created on the Granville Island website in 2023 provides details about the accessibility of Granville Island for the purpose of visit planning. The page was visited almost 3,000 times since its creation, demonstrating the value of its information in shaping the experience of visitors and making Granville Island a more inclusive and welcoming destination for all.

In 2024, we continued to use the templates that we created for reports and forms in 2023, which feature CMHC's contact information for any questions about our programs and services, including those related to accessibility. This is making it easier for people with disabilities to seek assistance with accessibility-related needs and questions.



As part of our ongoing efforts to make information easy to find for everyone, we are creating a new landing page on our website to centralize content related to accessible housing. The new landing page will provide a more user-friendly and inclusive experience to everyone looking for information related to accessible housing. This work is on track to be completed by the end of 2024.

Plain Language

Barriers:

Some people with disabilities told us that the language we use is sometimes technical and difficult to understand.

Actions:

4. By the end of 2023, CMHC will formalize a plan to ensure all new documents or webpages produced by CMHC and meant for the public will be written in plain language. This will include a plan for internal training in plain language writing.	Status: completed 
5. By the end of 2024, CMHC will make sure that our frequently accessed documents and webpages are written in plain language.	Status: completed 

Progress:



Building on the plan we established in 2023 to ensure that all new documents and webpages produced by CMHC for the public are written in plain language, CMHC took further steps in 2024 to improve existing content. This year, we conducted an audit of our top 200 most-visited web pages. Each page was assessed for compliance with plain language standards. Many pages met the requirements, while those that needed adjustments were updated to ensure clarity and ease of understanding. We have provided plain language training to business lines to support the use of plain language in our PDF reports and uploaded documents. In 2024, we have also started to gradually move flagship PDF reports to HTML to allow for better compliance with plain language standards. This work supports our commitment to providing clear, easy-to-understand communication across all digital content. The review of our most frequently accessed documents and webpages is on track for completion by the end of 2024. Moving forward, we will continue making plain language central to our communication approach.

Alternate Formats

Barriers:

Given that documents contained in the Housing Knowledge Centre (HKC), CMHC's housing library, are widely available and that some may not have been assessed for accessibility, there is an opportunity to include information about how to obtain the documents in alternate formats on the main page of the Housing Knowledge Centre. There is also an opportunity to formalize a process for meeting requests for alternate formats for any document produced by CMHC.

Actions:

6. By the end of 2023, CMHC will include an accessibility statement that explains how to request a copy of CMHC documents in alternative formats on the main page of the Housing Knowledge Centre.	Status: completed 
7. By the end of 2024, CMHC will be able to meet requests for alternative formats (electronic, print, audio, or braille) for any document that is produced by CMHC.	Status: completed 

Progress:



The main page of the Housing Knowledge Centre features our commitment to accessibility and details on how to request documents in alternate formats since 2023. Additionally, the process that we established in 2023 for fulfilling requests for alternate formats that cannot be produced in-house remains clear and effective.

Public Events

Barriers:

There is an opportunity to improve the accessibility of CMHC external (public-facing) events, live-streamed virtual and in-person, by making live-captions and sign language available to participants upon request.

Actions:

8. By the end of 2024, the registration process to external (public-facing), live-streamed virtual or in-person events hosted by CMHC and which require official pre-registration will include the option to request accommodations, including live-captions.	Status: <i>on track</i> 
9. By the end of 2024, the registration process to external (public-facing), live-streamed virtual or in-person events hosted by CMHC and which require official pre-registration include the option to request accommodations, including sign language interpretation.	Status: <i>on track</i> 

Progress:

In 2024, CMHC made progress toward ensuring that the registration process for public-facing events includes options for requesting accommodations, including live-captions and sign language interpretation. A Limited Tender Request for Proposal was issued to acquire a registration software solution that supports various accessibility features, including the ability to request live captions, sign language interpretation, and other accommodations. A supplier is being selected in the fall of 2024, and the new solution will be implemented and fully operationalized in early 2025. This enhanced registration process will enable participants to select the specific accommodations they need, ensuring a more inclusive experience for all attendees at virtual or in-person events hosted by CMHC that require pre-registration.

Additionally, during the 2024 National Housing Conference, CMHC took steps to ensure that accessibility was considered throughout the planning and delivery of the event. The registration system we used allowed participants to specify dietary restrictions and indicate any accommodation that they require to fully participate in the event. CMHC met all accommodation requests. We also ensured that the main plenary area included reserved seating for individuals who are hard of hearing, have visual impairments, or need additional space for mobility aids, ensuring that everyone could fully engage in the sessions. Live captioning in both official languages was also made available during keynote presentations and panel discussions. Quiet spaces were also offered for neuro-diverse attendees, as well as gender-neutral restrooms.

In addition to these measures, CMHC ensured that all conference materials, such as agendas, presentations, and handouts, were available in accessible formats. This included providing large-print materials and digital versions compatible with screen readers, allowing attendees to access content in the way that best suited their needs. These efforts reflect CMHC's broader commitment to ensuring that accessibility is fully integrated into the planning and execution of all public-facing events, providing an equitable experience for every participant.

We remain dedicated to making accessibility a priority in all future external, live-streamed virtual or in-person events hosted by CMHC, to ensure that everyone can participate fully and without barriers.




2.5 The procurement of goods, services and facilities

We are committed to including accessibility considerations in our procurement process. By doing so, we understand that we are ensuring that our products and services can be accessed and used by all, which contributes to creating a more inclusive and accessible CMHC.

Barriers:

There is an opportunity to formally consider accessibility in CMHC’s procurement process to ensure that all new products and services purchased by CMHC are accessible from the start.

Actions:

<p>1. By December 2023, CMHC will ensure that accessibility considerations are added to procurement checklists, procurement policy, requirement templates and template contracts.</p>	<p>Status: <i>completed</i> </p>
<p>2. By December 2023, procurement and contracting officers will receive training on how to support their clients to incorporate accessibility into procurement.</p>	<p>Status: <i>completed</i> </p>
<p>3. From January 2024 onwards, accessibility will be explicitly considered in all procurements by either documenting the decision to not incorporate accessibility requirements or by including accessibility requirements.</p>	<p>Status: <i>completed</i> </p>

Progress:

We added accessibility criteria to our procurement checklists, requirement templates, and template contracts, ensuring that accessibility is systematically considered in every aspect of the procurement process. These updates are guiding procurement officers and decision-makers in evaluating accessibility during planning, cost estimation, and design of procurement activities.

In addition, we improved our Procurement Directive to better integrate accessibility into every step of the procurement process. The revised Procurement Directive provides clear guidelines for incorporating accessibility criteria when evaluating suppliers and drafting contracts. It emphasizes the importance of considering accessibility at all stages of the procurement process, to advance disability inclusion. This update is helping to align CMHC’s procurement practices with the principles of the Accessible Canada Act and reinforces our commitment to preventing barriers to accessibility in the procurement of goods and services.

To support this integration, we provided specialized training to the Procurement Team in 2024. Team members participated in training sessions offered by Public Service and Procurement Canada’s Accessible Procurement Resource Centre and the Canada School of Public Service, equipping them with the skills to incorporate accessibility into procurement practices effectively. These training sessions also helped team members better understand how to support clients and vendors in meeting accessibility requirements and enhanced their capacity to consistently embed accessibility considerations in their decision-making processes.

Moving forward, for each procurement activity, the decision to include accessibility requirements or not is being documented. Additionally, updates were made to the Vendor Code of Conduct and Statement of Work templates to reflect CMHC’s commitment to eliminating barriers to accessibility in our procurement of goods and services. Through these efforts, CMHC is adopting a more inclusive procurement process, ensuring that the products and services we acquire meet the diverse needs of all stakeholders.

2.6 The design and delivery of programs and services

Accessibility remains an important part of how CMHC sees the future of housing. We are committed to creating a better, more inclusive, and equitable housing system for everyone by integrating accessibility considerations in the design and delivery of our programs and services.

Barriers:

There is an opportunity to improve the way accessibility, and the impact on people with disabilities, are considered when designing and delivering programs and services that aren't specifically related to accessible housing.

Action:

1. By the end of 2024, CMHC will focus more on accessibility and the effects on people with disabilities whenever we create a new government housing policy, program, or initiative.

Note: Starting December 2023, the accountability and responsibilities for the design of new government housing policies and programs have been transferred from CMHC to Housing, Infrastructure and Communities Canada.

Status:
completed



Progress:

CMHC continued to improve the implementation of Gender-Based Analysis Plus (GBA Plus+) in our policies and programs to be more responsive to the diverse needs and experiences of equity-denied and intersectional communities living in Canada, including people with disabilities. We took actions to:

- Identify and address barriers to applying GBA Plus+ within the Corporation.
- Strengthen our capacity to apply GBA Plus+ in an increasingly methodical manner to inform our policies and programs.
- Implement lessons learned from the application of GBA Plus+ by CMHC and other government departments and leverage disaggregated data to take a deeper dive into how our programs, internal policies, services, and research impact people living in Canada.

Since its release in 2023, CMHC's [Universal Design Guide for New Multi-Unit Residential Buildings](#) was accessed by over 5,600 people on our website, demonstrating the significant interest and need for resources that support accessible and inclusive housing design. Outreach and collaboration activities continued in 2024 to promote awareness of the Guide that was developed with input from industry leaders and continues to serve as a valuable tool for designers, builders, and developers, encouraging them to adopt innovative, flexible, and adaptable design principles that meet diverse needs and abilities, including those of people with disabilities.

Additional projects undertaken since 2023 to further advance knowledge and tools in support of accessibility, include: working to integrate adaptability concepts into the design process for the Housing Design Catalogue to facilitate the addition of accessibility features as required; research on adapting housing to accessible technology needs; and research examining the longer term outcomes for households assisted through public investments in housing, including accessible housing for Canada's aging population and individuals living with disabilities.

Moving forward, CMHC remains committed to ensuring that accessibility and the needs of people with disabilities are integral considerations in the development of housing policies, programs, and initiatives.

Note: Starting December 2023, the accountability and responsibilities for the design of new government housing policies and programs have been transferred from CMHC to Housing, Infrastructure and Communities Canada.

2.7 Transportation

While no specific barriers related to transportation were identified by people with disabilities, we remain committed to regularly reviewing our travel policy and communications about transportation to ensure they are barrier-free.

Section 3

Consultations

We consulted employees with disabilities on the draft version of our 2024 Accessibility Progress Report. Their feedback was incorporated into our final report.

The opportunity to participate in our consultations was promoted through our intranet, direct emails, and various Teams channels. The consultations took place in small focus-groups in mid-October 2024, where participants were encouraged to provide their views on the progress described in our draft report and suggest improvements. Participants also had the chance to highlight any barriers to accessibility that they encountered or observed at CMHC and that are not covered in our draft report. These are summarized in Section 4.

Our consultation sessions were conducted virtually in a confidential and supportive setting, designed to be psychologically safe for all participants. To facilitate a smooth and productive discussion, participants were provided with the draft report, reflection questions, and guiding principles ahead of time. Additionally, they were given the opportunity to request accommodations in advance to ensure their full participation.

The focus-groups included a diverse range of experiences, representing individuals with physical disabilities (such as mobility, flexibility, and dexterity), cognitive disabilities (including neurodiversity, mental health, and learning), and sensory disabilities (such as vision, hearing, and speech). As a gesture of appreciation for their time and contributions, all participants received recognition through our internal appreciation platform, acknowledging their role in advancing accessibility and disability inclusion at CMHC.

Participants found the report clear, well-organized, and easy to understand. They appreciated how the content was divided into sections and topics, with a colour-coding system to indicate the status of each commitment. They also valued the inclusion of definitions and summaries.

While some participants were encouraged by the progress CMHC has made, others felt that the report focused too heavily on the development of strategies, assessments, and guidelines, with limited evidence of concrete changes being implemented so far. This created the perception that the progress was more high-level than practical, leaving some participants uncertain about how the commitments would translate into meaningful outcomes. Participants also expressed that, in the future, they would like to see more measurable data to support CMHC's action plans and progress reports.

In addition to this feedback, participants suggested several specific improvements, including better explaining certain terms, acronyms, and initiatives, adjusting bullet spacing, imagery, colour contrasts and white spaces. These suggestions have been integrated into the final version of the report to improve clarity, accessibility, and alignment with participants' expectations.

Participants valued the opportunity to provide feedback, noting that the consultation environment allowed them to express their views openly and without judgment.

Section 4

Feedback

We have a process in place to receive and action feedback on accessibility. A full description of our feedback process is available on [CMHC.ca](https://cmhc.ca).

All feedback we receive is carefully acknowledged, considered, and actioned. Below is a summarized overview of the feedback we received on accessibility at CMHC since the implementation of our 2023-2025 Accessibility Plan, and the actions we are taking to address the feedback. The below summary reflects insights gathered through our feedback process, as well as various engagement activities conducted with people with disabilities, including surveys and consultations.

Part-time Employment

Feedback: Stakeholders highlighted the value of more part-time positions to provide career progression opportunities for people with disabilities who can only work part-time. They also emphasized the need to prorate on-site attendance requirements for part-time employees, as the previous directive did not account for their reduced hours.

Actions: We are exploring the possibility of offering more part-time roles at CMHC to meet operational needs as part of our workforce planning discussions and our strategy to attract and retain people with disabilities. We have also responded to feedback on on-site attendance by implementing a prorated on-site attendance requirement for part-time employees, which was announced in the fall of 2024. This change allows part-time employees to fulfill their on-site hours based on their work schedule, providing greater flexibility and fairness in our approach.

Workplace Accommodation and Psychological Safety

Feedback: Stakeholders highlighted the need for greater understanding among people leaders regarding the accommodation process and disability inclusion. They emphasized the importance of clearer communication about how to request accommodations, especially around new in-office presence requirements, and stressed the need for a more equitable approach in considering requests for accommodations and exceptions. Some stakeholders expressed frustration with the lack of timely and effective accommodations, and dismissive responses from HR, with reports of employees being made to feel like their requests were exaggerated or invalid. Some also expressed a lack of trust in HR, and feeling unsafe disclosing their disabilities, fearing judgment or negative repercussions. Feedback suggested a need for further education on disability inclusion and human rights for HR teams to handle accommodation requests with greater compassion.

Actions: Feedback was considered and integrated into our revised Workplace Accommodation Directive and new Workplace Accommodation Procedure, which will be shared with employees by the end of the 2024. It is also informing our Workplace Hybrid Approach, including our information sessions, and messaging such as Frequently Asked Questions, where we are prioritizing transparency and clarity of information. Additionally, a training program for people leaders on accommodations and disability inclusion is being developed for delivery by the end of 2025.

Ergonomic

Feedback: Stakeholders noted that the process for requesting ergonomic assessments and equipment could be clearer and better communicated, with additional guidance on how to use ergonomic office equipment.

Actions: A recommended approach for the ergonomic program was put forward in 2024, including guidance and ergonomic assessments, in collaboration with key stakeholders. Budget approval to stand up the program is ongoing. The Musculoskeletal Disorder Prevention Directive will be updated to reflect the new program elements, which should be launching in 2025.

Workplace Hybrid Approach

Feedback: Stakeholders expressed concerns about the new in-office presence requirements at CMHC, stating that it could exclude individuals and worsen existing accessibility barriers. They noted that the decision-making process did not fully account for accessibility needs or the importance of disability inclusion. Concerns included: needing additional accommodations, having to publicly explain their disability and justify their accommodations (e.g. using focus rooms, having reduced in-office days/hours, wearing light blocking glasses), feeling isolated, excluded and judged, fearing that their participation in office events and the monitoring of presence could jeopardize their accommodation or exception status, and fearing job security and career progression opportunities because of the impact that the requirements may have on their health, productivity and others' perception of them. Stakeholders also noted the lack of clear guidelines on camera usage during meetings, especially with increased in-office presence requirements. Some stakeholders expressed the importance of camera usage given their reliance on lip reading, while others expressed a preference for choice based on their needs. Incidents of being pressured to turn on cameras have caused embarrassment, underscoring the need for clearer guidelines.

Actions: The feedback is informing our Workplace Hybrid Approach, including our information sessions, and messaging such as Frequently Asked Questions, where we are prioritizing clarity of information. This will include clearer guidelines around usage of camera and other practices to create inclusive meetings. The upcoming mandatory accessibility and disability inclusion training will emphasize the importance of accommodations, the challenges faced by people with disabilities, and the importance of fostering a culture of understanding where employees are not pressured to explain their accommodations or disabilities.

Built Environment

Feedback: Stakeholders raised sensory issues with our office spaces, particularly around lighting (brightness due to LED and natural light exposure) and noise levels (open spaces, high ceilings, and lack of sound blocking materials). Additionally, accessibility barriers were raised related to the absence of a ramp and automatic door openers at the south entrance of the Ottawa office and the design of the Atrium stairs. Some stakeholders also noted that the limited availability of quiet/focus rooms and lack of natural light in these spaces posed challenges, particularly when these spaces are needed for extended periods of time. Feedback also highlighted the need to bring greater awareness to the impact of scent in the workplace. Some stakeholders noted concerns over wellness rooms being converted into offices due to new in-office presence requirements, the availability of accessible parking, and the accessibility of exterior spaces.

Actions: Feedback on our built environment will be evaluated through our upcoming accessibility assessment of CMHC-owned and leased office spaces, which is being conducted in 2025. The assessment will guide the development of a plan to improve the accessibility of these spaces. In addition, in 2024, we issued internal communications around the impact of scents in the workplace, and we introduced a new Safe Work Practices on the impact of scents in the workplace, which was shared with employees during the spring and fall of 2024.

Digital Tools and Systems

Feedback: Stakeholders identified issues with screen reader compatibility when using complex PDF forms created through Adobe Experience Manager (AEM)/LiveCycle, which lacks the tagging structure of standard PDFs. This made documents less accessible to users with disabilities who rely on screen readers. Stakeholders also highlighted the absence of a "show password" option during website logins, which posed a barrier for those with visual impairments and cognitive disabilities. Concerns were also raised around the lack of a dark mode options when using internal tools like SharePoint, difficulties navigating the Pay and Benefits Portal, and challenges related to the office space booking system.

Actions: For the AEM/LiveCycle forms, we consulted with accessibility experts and implemented adjustments to enhance screen reader compatibility, with further testing underway to ensure the changes are effective. For the website login process, we will introduce a "show password" feature in the winter of 2025, improving accessibility for all users. For the issue of dark mode in internal tools like SharePoint, though a solution has not yet been identified due to limitations in the software's configuration, we remain committed to exploring alternative approaches and providing updates as new solutions are considered. We are also examining the accessibility of the Pay and Benefits Portal as part of our ongoing review of our HR Management System.

Training and Onboarding

Feedback: Stakeholders noted that online mandatory training poses accessibility challenges as it does not always include a variety of accessible formats, particularly an audio option. Group-based French language training was flagged as unsuitable for some employees with disabilities, impacting their career progression. Stakeholders emphasized the importance of awareness initiatives, particularly about invisible disabilities, as well as the need to provide training on writing in plain language and creating accessible documents. Stakeholders said that the 2024 mandatory harassment and violence training lacked practical strategies for resolving conflicts before escalating to Human Resources. Some stakeholders said that the onboarding process should be reviewed to ensure it accommodates employees with disabilities and supports disability inclusion.

Actions: We reviewed our existing mandatory training materials to identify opportunities for improvement. A plan is in place to revise these materials to ensure that they are more inclusive and accessible for everyone. We also developed Accessible Training Guidelines which are being implemented starting in 2025 to build greater accessibility in training offered by CMHC or on behalf of CMHC. The onboarding process will be reviewed with an accessibility lens, and we will continue to bring awareness and education about accessibility and disability inclusion through various internal communication channels and trainings in 2025.

Other Feedback Under Review

Housing Programs and Services: Indigenous communities expressed the following issues with the accessibility of our application processes: limitations due to internet connectivity, arduous and difficult application process, and lack of inclusive and plain language in the application process. Stakeholders also questioned how CMHC is ensuring that program funding considers upcoming accessibility regulations and standards, such as construction costs for accessible housing, noting the importance that programs are funded to meet upcoming accessibility regulations and standards given the impact that these may have on stakeholders, particularly Indigenous communities accessing CMHC programs and services.

Hiring: Need for data transparency around equitable hiring of people with disabilities.

Procurement: Need for emphasis on considering all types of disabilities when acquiring products and services.

Food: Need for gluten-free options at the Ottawa cafeteria.

Section 5

Conclusion

In 2024, we made significant progress to advance accessibility and disability inclusion at CMHC, from integrating accessibility into procurement processes to creating more inclusive workplace practices. Our commitment to integrating accessibility across all aspects of our operations has strengthened our capacity to meet the needs of our colleagues, clients, and the communities we serve.

While we're proud of our achievements in 2024, we recognize that accessibility is an evolving journey that requires continuous improvement and adaptation. The feedback we received from people with disabilities has been instrumental in guiding our efforts to improve accessibility at CMHC. We remain committed to listening, learning, and adapting our strategies to ensure that the experience and perspectives of people with disabilities are at the forefront of our work.

As we look ahead to 2025, our focus will be on expanding the progress made this year and fully implementing our 2023-2025 Accessibility Plan, while continuing to actively engage with people with disabilities to create a more inclusive and accessible CMHC. We will:

- **Deepen the impact of training and awareness initiatives:** With the rollout of mandatory accessibility training in 2025, we aim to further embed a culture of inclusivity at CMHC. This includes ensuring that every employee understands their role in creating an accessible workplace and that our leaders are equipped to provide effective and inclusive accommodations and support.
- **Enhance the accessibility of digital tools and platforms:** In 2025, we will focus on developing a comprehensive plan to address accessibility barriers in our most frequently used digital technologies. This plan will include the adoption of the new CAN/ASC - EN 301 549:2024 standard, ensuring our digital tools align with the latest accessibility requirements and provide an inclusive experience for all users.
- **Assess the accessibility of our build environment:** Using the results of the accessibility assessment of our office spaces, we will develop a plan to enhance the accessibility of our built environment.

As we adjust our in-office presence requirements starting in 2025, we recognize the need to carefully consider how these changes will impact individuals with disabilities, particularly in terms of space, employment equity, accommodation practices, and workplace inclusion. We understand that this will require us to focus more on mitigating potential impacts to ensure that everyone can thrive and feel included.

By maintaining our focus on these key areas, we aim to fully implement our 2023-2025 Accessibility Plan, while continuing to create an inclusive and barrier-free CMHC for everyone.

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