



The St. Lawrence
Seaway Management
Corporation

Corporation de Gestion
de la Voie Maritime
du Saint-Laurent

2026 to 2029 Accessibility Plan

May 31, 2026

The St. Lawrence Seaway Management Corporation

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How to use this document

This accessibility plan is part of our work under the *Accessible Canada Act*. Federally regulated organizations like ours prepare and publish plans every 3 years that explain how we're identifying, removing, and preventing accessibility barriers during those 3 years.

This plan begins with a simplified summary that highlights key information about our organization, how we consulted with people with disabilities in developing this plan, and our accessibility goals.

The next section of the plan is longer and gives more detailed descriptions about our consultations and goals. Starting with the "General" section, they're organized into headings required by the *Accessible Canada Act*.

If you need this plan in a different format, [go to the section in this document on how to request a different format.](#)

Definitions

The following definitions apply throughout this accessibility plan.

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.

Disability

Any impairment, or difference in physical, mental, intellectual, cognitive, learning, or communication ability. Disabilities can be permanent, temporary, or can change over time.

Barrier

Anything that might hinder people with disabilities' full and equal participation. Barriers can be architectural, technological, attitudinal, based on information or communications, or can be the result of a policy or procedure.

Procurement

How we get the goods, services, and spaces we need to do our work. This includes planning what to buy, choosing a supplier, making the purchase, and managing the contract.

Lock

A built structure on a river or canal that helps boats move up or down between different water heights, like an elevator for boats.

Summary

The St. Lawrence Seaway Management Corporation is responsible for the safe, efficient, and environmentally friendly management of marine traffic through the Canadian waters of the St. Lawrence Seaway. We operate, manage, and maintain the system of moveable bridges and locks throughout the seaway. You can [learn more about the St. Lawrence Seaway Management Corporation by visiting our website](#).

This document is our 2026 to 2029 Accessibility Plan. This is our second plan, and it continues the work we started with [our first accessibility plan](#) in June 2023.

Our work is guided by the *Accessible Canada Act*, a federal law with the goal of making Canada more accessible for everyone. We've committed to meeting the Act's requirements by identifying and removing barriers in how we work and deliver our services.

This new accessibility plan builds on what we've learned so far. It also includes feedback from people with disabilities about what's working and where we can improve.

What we heard from people with disabilities

In December 2025, we consulted with employees across our organization through an anonymous online survey. We invited them to share feedback about accessibility barriers they may have experienced when accessing the Seaway's programs, services, tools, systems, facilities, or work environments.

In April 2026, we met with a focus group of Canadians with a range of disabilities. These people are not employees of the Seaway, but they represent people who may interact with us or who may apply for jobs us. They reviewed a draft copy of this accessibility plan and gave us feedback on its format, structure, and content.

The feedback from our employees and this focus group helped us learn about barriers and decide what should go into our accessibility plan.

[Go to the consultations section to learn more about what we heard from people with disabilities.](#)

Our accessibility goals

Here are the actions we're taking in the next 3 years to improve accessibility.

Organization-wide goal

Goal	Timeline
We'll strengthen our approach to accessibility by establishing a clear internal governance model.	June 2027

[Go to the organization-wide section to learn more about this goal.](#)

Employment goals

Goal	Timeline
We'll strengthen accessibility across the hiring journey by reviewing accommodation-issuing supports and candidate communications.	June 2027
We'll improve the accommodation experience by reviewing the employee request process from start to finish.	June 2028
We'll identify existing accessibility resources and put them in a central internal location.	June 2028
We'll continue embedding accessibility into core employment practices.	Ongoing
We'll measure progress on employee awareness of accessibility and accommodations.	Ongoing

[Go to the employment section to learn more about these goals.](#)

The built environment goals

Goal	Timeline
We'll implement other upgrades to the accessibility of our existing locations.	June 2027
We'll establish an accessibility baseline at priority sites.	June 2027
We'll extend the accessibility baseline to remaining sites.	June 2028
We'll assess signage, wayfinding, and door access points across our sites.	June 2028
We'll consider how we can integrate identified priority accessibility upgrades into our planned repair work.	June 2029
We'll apply updated engineering standards and make sure accessibility is an important consideration in major renovations and brand-new sites.	Ongoing
We'll communicate elevator outages promptly with options for alternative access.	Ongoing

[Go to the built environment section to learn more about these goals.](#)

Information and communication technologies goals

Goal	Timeline
As part of the transition to a new conferencing platform, we'll enable accessibility features and communicate those features to employees.	June 2027
We'll explore ways to expand our external communication channels for more options beyond phone calls.	June 2027

Goal	Timeline
We'll review equipment currently provided to employees and share a list of accessible and ergonomic options available.	June 2028
We'll review current emergency communication methods and assess alternatives as possible options to implement.	June 2028
We'll deliver targeted training to employees on accessible communication practices when interacting through technology.	June 2029
We'll continue to improve on the accessibility of our intranet website through testing and employee feedback.	Ongoing.

[Go to the information and communication technologies section to learn more about these goals.](#)

Goals for communication, other than information and communication technologies

Goal	Timeline
We'll reinforce accessible writing standards across the organization.	June 2027
We'll develop training and tools to help employees and managers create and facilitate accessible meetings.	June 2028
We'll refine our accessible meeting and communication tools.	June 2029
We'll ensure that videos we publish or distribute will have accompanying captions or a written transcript.	Ongoing
We'll measure employees' adoption of accessible meeting and communication practices.	Ongoing

[Go to the communication section to learn more about these goals.](#)

Goals for the procurement of goods, services, and facilities

Goal	Timeline
We'll review our procurement platforms and procurement-related processes. We'll also develop an accessibility checklist.	June 2027
We'll improve the supplier and bidder experience by clarifying accessibility information on our platforms and reviewing site visit requirements.	June 2028
We'll build capacity to provide procurement documents in accessible formats when requested.	June 2029
We'll create a reference list of suppliers and service providers that offer accessible products and assistive technologies.	June 2029
We'll use internal procurement guidance and checklists to ensure accessibility is considered early.	Ongoing

[Go to the procurement section to learn more about these goals.](#)

Goals for the design and delivery of programs and services

Goal	Timeline
We'll review our public-facing services and information to assess accessibility and identify areas for improvement.	June 2027
We'll strengthen our approach to external consultation by identifying key stakeholder groups, designing a consultation approach, and documenting the methodology.	June 2028

Goal	Timeline
We'll conduct consultations with at least one stakeholder group and integrate the findings into our accessibility planning.	June 2029

[Go to the programs and services section to learn more about these goals.](#)

Transportation goals

Goal	Timeline
We'll review accessible parking at priority or high-use sites.	June 2027
We'll extend the accessible parking review to remaining sites.	June 2028
We'll review our employee travel booking platform, policies, and practices. Where feasible, we'll work with the platform vendor to enable accessibility features.	June 2028
We'll validate accessible parking findings, confirm priorities, and integrate them into planned renovations.	June 2029
We'll develop and share clear guidance and training to help employees find and use accessible work-related travel.	June 2029
We'll improve signage for accessible parking at several of our sites.	Ongoing

[Go to the transportation section to learn more about these goals.](#)

General

This section gives an overview of our organization, explains how to give feedback, and outlines how to request this plan in other formats.

Our commitment to accessibility

The St. Lawrence Seaway Management Corporation is pleased to share our second accessibility plan with the public. This plan lays out a path to remove barriers that prevent full and equal participation of people with disabilities. The accessibility plan was developed in consultation with the Seaway's employees and other Canadians with disabilities.

Accessibility is a priority across all areas of our organization. We are proud of the steps we have taken so far to make the Seaway more accessible. At the same time, we know that improving accessibility is an ongoing process. We are firmly committed to our plan and to continuing the work it requires. By working together, we will continue to make meaningful progress toward a barrier-free organization.

About The St. Lawrence Seaway Management Corporation

The St. Lawrence Seaway Management Corporation manages vessel traffic in the Canadian waters of the St. Lawrence Seaway. Most of our day-to-day work is with the shipping community, including companies that transport goods through the St. Lawrence Seaway. We also work closely with government partners to manage and protect this shared waterway.

Members of the public may interact with us in several ways, including:

- Driving across or walking on Seaway bridges.
- Boating through Seaway locks in a pleasure craft.
- Using Seaway-owned pedestrian and multiuse pathways.
- Visiting our website for information.
- Viewing job opportunities or updates on our LinkedIn and careers webpages.

Under section 78 of the *Canada Marine Act*, one of our objectives is to protect the rights and interests of communities located along the St. Lawrence Seaway. This includes ensuring that our activities do not negatively impact the accessibility rights of people in these communities and others who use or live near the seaway.

You can [learn more about the St. Lawrence Seaway Management Corporation by visiting our website](#).

How to contact us and share feedback

The Seaway welcomes feedback from our employees, customers, partners, and members of the public. Feedback can be given anonymously.

You can give feedback about this accessibility plan and barriers you have encountered when interacting with the Seaway.

How will my feedback be used?

Your feedback will be shared with and considered by the teams responsible for accessibility at the Seaway. Your feedback will help inform the development of our future accessibility plans.

A summary of your feedback and how it was considered will be included in our progress reports. We will keep your feedback for at least 7 years.

How can I give feedback?

If you would like to share your feedback with us, you can contact our Vice President of Commercial and External Relations in the following ways:

- Email: accessible@seaway.ca
- Phone: 613-932-5170
- Mail: 202 Pitt Street, Cornwall, Ontario, Canada, K6J 3P7
- Online feedback form: [Contact Us - Great Lakes St. Lawrence Seaway System](#)

We will review all feedback we receive. We will acknowledge your feedback unless you submitted the feedback anonymously.

How to ask for alternate formats

If you would like this accessibility plan or a description of our feedback process in alternative format, please contact Vice President of Commercial and External Relations using any of the following ways:

- Email: accessible@seaway.ca
- Phone: 613-932-5170
- Mail: 202 Pitt Street, Cornwall, Ontario, Canada, K6J 3P7
- Online feedback form: [Contact Us - Great Lakes St. Lawrence Seaway System](#)

When alternate formats will be ready

We will provide the following alternative formats within 15 days of your request:

- **Print**
- **Large print** (increased font size)

We will provide the following alternative formats within 45 days of your request:

- **Braille** (a system of raised dots that people who are blind or who have low vision can read with their fingers)
 - You can request a version that uses either Braille Grade 1 (also known as uncontracted Braille) or Braille grade 2 (also known as contracted Braille). If you have a preference, please specify when you make the request.
- **Audio** (a recording of someone reading the text out loud)

Consultations

This section outlines how people with disabilities were consulted in the preparation of this accessibility plan. Listening to people with lived experience is the driver of our work to improve accessibility. We are committed to ongoing conversations to make sure our decisions are as accessible and as equitable as possible.

To inform this plan, we conducted consultations in 2 ways:

1. An employee survey
2. A focus group with Canadians with disabilities

By gathering both internal and external perspectives, our approach ensured the plan reflects the needs and experiences of employees and the broader public. What we heard in these consultations helped guide the priorities and actions in this plan.

Employee survey

In December 2025, employees of the St. Lawrence Seaway Management Corporation were invited to take part in an anonymous virtual survey. The survey was administered by a third party and asked employees to share feedback on barriers they may have experienced when accessing Seaway programs, services, tools, systems, facilities, or work environments.

Participation by people with disabilities and allies

A total of 68 employees completed the survey. Among respondents:

- About 1 in 13 respondents disclosed that they identify as a person with a disability (7.46%).
- About 1 in 10 respondents shared that they're close to someone with a disability (10.45%).

Employees who are close to someone with a disability, such as a spouse, family member, or close friend, often have insight into accessibility barriers through their support and lived experiences. Including these perspectives helped broaden the feedback we received, particularly as the Seaway continues to build awareness and trust around disability and accessibility.

Survey questions

The survey included the following questions:

1. Are you a person with a disability?
2. Have you experienced or become aware of barriers to accessibility in the **built environment** at the Seaway? If so, please tell us about them.
 - a. What changes or solutions could help remove these barriers?
3. Have you experienced or become aware of barriers to accessibility related to the Seaway's **communications**? If so, please tell us about them.
 - a. What changes or solutions could help remove these barriers?
4. Have you experienced or become aware of barriers to accessibility related to the Seaway's **computer and IT systems**? If so, please tell us about them.
 - a. What changes or solutions could help remove these barriers?
5. Have you experienced or become aware of barriers to accessibility related to your **employment** at the Seaway? If so, please tell us about them.
 - a. What changes or solutions could help remove these barriers?
6. Have you experienced or become aware of **any other barriers** to accessibility at the Seaway? If so, please tell us about them.
 - a. What changes or solutions could help remove these barriers?

7. Is there **anything else you'd like to share** about your experience as an employee with a disability at the Seaway?

Focus group

We held a focus group in April 2026 with a group of 9 Canadians who have a variety of disabilities. These people are not employees of the Seaway, but they represent people who may interact with us or who may apply for jobs with us.

We asked focus group participants to review a draft of this accessibility plan and to give feedback on its content, design, clarity, and accessibility. They were asked the following questions:

1. What are your general impressions of the accessibility plan?
2. What are your thoughts on the goals that St. Lawrence Seaway Management Corporation (SLSMC) has set in their accessibility plan?
3. What do you think is missing from this accessibility plan?
4. Can any improvements be made regarding the flow or organization of the accessibility plan? Did you experience any accessibility barriers to understanding it?
5. What do you like about the accessibility plan?

What we heard

Through the employee survey and the external focus group, we heard consistent feedback about where accessibility barriers exist and what matters most to people interacting with the Seaway.

Key themes from the employee survey

Overall, survey responses highlighted the following themes:

- Barriers in the built environment, including a lack of features like elevators and automatic door openers at several of the Seaway's buildings.

- Challenges with software platforms, such as the conferencing platform we use, including the inability to activate captions and overall glitches with the software.
- Varying experiences with, and perceptions of, the culture of accessibility across the organization.

These responses point to both physical and digital barriers, as well as cultural factors that shape employees' day-to-day experiences.

Key themes from the focus group

Overall, focus group participants found the draft accessibility plan to be clear, transparent, and written in plain language. They appreciated that the plan openly acknowledges gaps and areas for improvement, rather than presenting accessibility work as complete.

Participants also shared more detailed feedback, including:

- Concern that the plan felt long and repetitive, particularly in the background and consultation sections, which affected readability and flow.
- Emphasis that accessibility related safety issues, especially emergency evacuation, should be treated as urgent priorities.
- A need for clearer links between identified barriers and actions, stronger performance measures, and more explicit commitments to action rather than continued assessment.
- Gaps in how mental health, cognitive disabilities, and lived experience are reflected, including limited clarity on how people with disabilities are involved in decision-making roles.
- Concerns about the process for requesting the accessibility plan in alternative formats, which participants felt could be complex and delay access to important information.

How we used this feedback in our accessibility plan

The feedback we received through consultations directly informed the development and revision of this plan. It highlighted both areas of strength and areas where change is needed, helping us create a plan that is clearer, more focused, and more actionable.

The insights from the employee survey and the focus group helped us to better understand existing barriers to accessibility. These findings informed the goals and initiatives in this plan. For example,

- Employees shared feedback about barriers in the built environment, including the lack of features such as elevators and automatic door openers in some Seaway buildings. In response, this plan includes actions focused on assessing physical spaces and identifying improvements to support better access.
- We also heard about challenges with workplace technology, including issues with the current conferencing platform and the inability to reliably activate captions. This feedback informed goals related to implementing a new platform and improving access to accessible meeting and communication tools.
- Feedback from focus group participants highlighted the need for clearer timelines, stronger links between barriers and actions, and more concrete commitments. As a result, we introduced a more phased approach to implementation and strengthened how actions connect back to identified barriers.

We also made broader adjustments to the plan's structure and content. This included:

- Reducing or removing repetitive background information where possible.
- Streamlining sections to improve readability and flow.
- Adding clearer timelines to support accountability and help track progress over time.

We are grateful to the employees who shared their experiences and to the focus group participants who contributed their time and perspectives. We recognize that consultation is an

ongoing process, and we are committed to building relationships of trust with people with disabilities to support more accessible and inclusive decisions.

The following section outlines our accessibility goals. They reflect what we heard during consultations and describe the actions we will take to address identified barriers and advance accessibility across the Seaway.

Our accessibility goals

This section outlines our accessibility goals across the 7 priority areas identified in section 5 of the *Accessible Canada Act*:

1. Employment
2. The built environment
3. Information and communication technologies (ICT)
4. Communication other than ICT
5. The procurement of goods, services, and facilities
6. The design and delivery of programs and services
7. Transportation

For each priority area, you will find:

- a brief introduction,
- a summary of our achievements to date,
- a list of identified barriers, and
- the actions we plan to take from 2026 to 2029 to continue improving accessibility.

In addition to the priority areas, we have included a section on organization-wide initiatives that support accessibility across our organization.

Organization-wide

The St. Lawrence Seaway Management Corporation is committed to taking a clear, coordinated approach to accessibility across the organization. To do this well, we need strong internal governance.

Through internal consultations and our work to date, we have learned that accessibility responsibilities are not always clear or consistent across our organization. A clear governance

model will help us build on existing efforts and move toward a more coordinated, organization-wide approach to accessibility. Our goal related to organization-wide governance is as follows:

Action for 2026 to 2029

- By June 2027, we will strengthen our approach to accessibility by reviewing and establishing a clear internal governance model. This work will help define roles and responsibilities, improve coordination across departments, and support consistent decision-making for accessibility across the organization.

Employment

The St. Lawrence Seaway Management Corporation employs nearly 500 people across a wide range of roles, including office administration, engineering, and operational positions. Many maintenance roles involve physical work, such as welding, machining, infrastructure repair, and lock maintenance. Many of our employees work seasonally, as the Seaway operates during the spring, summer, and fall. As a result, accessibility needs and employment experiences can differ depending on role, work environment, and season.

Achievements to date

The Seaway has taken steps to strengthen employment accessibility and inclusive practices. Managers and employees who support accommodations have received training on the duty to accommodate, and additional training has been developed to better support candidates with disabilities during recruitment and hiring. We have also launched e-learning programs focused on unconscious bias and improving workplace accessibility for leaders.

We have embedded accessibility considerations into our existing employment practices. Examples include ongoing reviews of job postings to ensure requirements reflect actual job duties and do not unintentionally exclude people with disabilities, as well as routine reviews of planned terminations to identify and address potential unequal impacts.

Building on this progress, the Seaway is focused on increasing employee awareness and maintaining momentum as we work to identify and remove remaining barriers to employment.

Identified barriers

We have identified the following barriers:

- Accommodation training is inconsistently extended to hiring managers and recruitment teams, which can lead to delays or missed opportunities to support candidates with disabilities during hiring.
- Accommodation messaging within the recruitment process is not consistently defined or communicated, which may limit candidate's understanding of how to request accommodations or disclose their needs.
- Accessibility information is not consistently included in our employment offer letters, which may limit visibility on how to request accommodations or support for new employees.
- Accommodation resources are not consistently communicated across the organization, which may limit employees' awareness of available supports and how to access them.
- The accommodation process is not consistently experienced as timely or proactive, which may impact employees' ability to fully benefit from supports in place.
- Accessibility resources, policies, and tools are not consistently centralized or easily accessible internally, which may limit timely access to information and support.

Actions for 2026 to 2029

We will do the following to remove and prevent the identified barriers:

Year 1

By June 2027, we will strengthen accessibility across the hiring journey by:

- Reviewing existing accommodation supports and training for hiring managers, recruitment teams, and others involved in hiring decisions to identify gaps in coverage.
- Reviewing how accommodation options are communicated to candidates throughout the hiring process, from job postings to exit interviews. The review will identify gaps in clarity, consistency, and visibility, and inform improvements to recruitment communications.
- Reviewing employment offer letter templates to make sure information about accessibility and accommodations is clear, consistent, and easy for candidates to understand.

Year 2

- By June 2028, we will improve the accommodation experience by reviewing the end-to-end request process. This review will identify delays, communication gaps, and coordination issues. It will also highlight opportunities to improve the process for employees.
- By June 2028, we will identify existing accessibility resources, policies, and tools and consolidate them into a single internal location to make them easier for employees to find.

Ongoing

- We will continue embedding accessibility into core employment practices, including reviewing job postings and planned terminations to identify unequal impacts.
- We will measure progress on employee awareness of accessibility and workplace accommodations through feedback and a follow-up employee survey.

The built environment

Accessibility of the built environment plays a big role in whether people with disabilities can access, navigate, and use spaces equitably.

At the St. Lawrence Seaway Management Corporation, the built environment includes a wide range of spaces, such as offices, service facilities, locks, and operational sites. We operate multiple staffed locations across Québec and Ontario, including:

- Offices in Saint-Lambert and Brossard (Québec)
- Offices in Cornwall, Iroquois, and St. Catharines (Ontario)
- An operational control centre and service facilities

Ensuring the accessibility of these spaces is essential to supporting employees, visitors, and customers with disabilities. While accessibility varies across sites due to operational requirements, the Seaway is committed to improving accessibility across its built environment.

Achievements to date

Many Seaway sites were constructed in the 1950s and 1960s, and infrastructure can present accessibility challenges. Despite these constraints, we have taken steps to improve safety and accessibility across facilities. These include updating emergency evacuation plans to better support people with disabilities and improving accessible parking signage and colour contrast on doors and other key features.

Accessibility has also been embedded into how future work is planned and delivered. Our updated engineering standards require accessibility to be considered in all repair, upgrade, and construction projects, ensuring it is addressed from the beginning rather than as an afterthought. The Seaway will continue to strengthen how accessibility is integrated into construction planning so that future work consistently meets our high accessibility standards.

Identified barriers

We have identified the following barriers:

- Accessible washrooms are not consistently available throughout our buildings, which can limit independent access.

- Some buildings lack elevators or ramps, restricting access for wheelchair users, people with mobility disabilities, and others who cannot use stairs.
- Limited use of braille and tactile signage (elevators, doors) makes wayfinding more difficult for people who are blind or have low vision.
- Work areas such as corridors and workstations are not consistently kept clear, creating barriers and safety risks for people using mobility devices or white canes.
- Prolonged elevator outages impact accessibility, potentially preventing people with mobility disabilities from accessing workspaces or services.
- Lack of automatic door openers in key areas can make doors difficult or impossible to use independently for people with limited mobility or strength.

Actions for 2026 to 2029

Some of our built environment goals will take place over multiple years. A couple of these initiatives began in our previous accessibility plan and will continue through this cycle. This is because they require planning and coordination.

We will do the following to remove and prevent the identified barriers:

Year 1

- By June 2027, we will continue rolling out planned improvements to enhance accessibility across our existing locations, including the addition of accessibility features in several of our buildings.
- By June 2027, we will establish an accessibility baseline at priority sites by identifying existing accessible features and high-risk areas. Priority sites include Saint-Lambert, Brossard, and Cornwall. The documented baseline will include accessible washrooms, floors, meeting spaces, buildings without elevators or ramps, and pathway clearing

practices, including areas where pathways are likely to become blocked. We will share information about accessible spaces and meeting locations with employees.

Year 2

- By June 2028, we will extend the accessibility baseline to remaining sites, including Iroquois, St. Catharines, and operational facilities.
- By June 2028, we will assess signage, wayfinding, and door access points across our sites to identify priority and critical accessibility upgrades. This assessment will include door signage, room identification signage, and wayfinding signage, and door access points where automatic door openers would improve accessibility.

Year 3

- By June 2029, we will consider how we can integrate the priority accessibility upgrades we have identified into our planned assets renewal and repair work. This will include braille and tactile signage, automatic door openers, and other physical improvements, where required.

Ongoing

- We will make sure accessibility is identified as an important consideration from the beginning anytime we do a major renovation or build a new site. We will apply updated engineering standards to major renovations and new build projects to ensure accessibility is considered from the start.
- We will communicate elevator outages promptly, including expected repair timelines and information about alternative access.

Information and communication technologies (ICT)

At The St. Lawrence Seaway Management Corporation, information and communication technologies support many essential activities, including

- human resources,
- internal communications,
- public information, and the
- management of vessel traffic on the St. Lawrence Seaway.

Ensuring that these digital tools and systems are accessible is critical to supporting employees, partners, and the public.

Achievements to date

Since our previous accessibility plan, the Seaway has completed all the ICT-related goals we committed to. This includes replacing our intranet with a new platform that was designed and built from the ground up with accessibility in mind. As part of this work, opportunities for further improvement were identified, and ongoing efforts are underway to optimize the website. These include improving colour contrast, standardizing fonts, refining visual design, and adding new features to improve usability and accessibility.

We have also made specific updates to our public-facing website to improve accessibility. These changes include ensuring headings are properly coded, enabling full keyboard navigation, and adding alternative text to images.

Looking ahead, we will be transitioning to a new conferencing platform, replacing our current tool that we know has limited accessibility. This transition presents an opportunity to improve accessibility and participation in virtual meetings.

Identified barriers

We have identified the following barriers:

- Standard equipment (such as headphones, keyboards, monitors) is not adapted to diverse accessibility needs, which can limit comfort for employees with disabilities.

- Our current conferencing platform has limited accessibility features, making it difficult for some employees with disabilities to fully participate in meetings or collaborate effectively.
- Emergency communication tools are not fully accessible for D/deaf or hard-of-hearing employees, which can prevent people from receiving timely and critical safety information.
- Lack of training on communicating with D/deaf or blind people during technology-related interactions can lead to excluded participation and ineffective support.
- Limited real-time communication options on our website beyond phone contact create barriers for people who cannot use voice calls, such as D/deaf and neurodivergent users.

Actions for 2026 to 2029

We will do the following to remove and prevent the identified barriers:

Year 1

- By June 2027, as part of the transition to a new conferencing platform, we will work with our vendor to ensure key accessibility functions are enabled. We will communicate available accessibility features to employees.
- By June 2027, we will explore ways to expand our current website communication channels to offer more accessible options beyond phone contact. We will clearly communicate these options on our website and social media channels so users can choose a contact method that works for them.

Year 2

- By June 2028, we will review the equipment currently provided to employees, such as keyboards, monitors, headsets, and chairs. Using best practices and employee feedback, we will identify gaps for different accessibility and ergonomic needs. Based on our review,

we will define and share a list of accessible and ergonomic equipment options available to employees.

- By June 2028, we will review current emergency communication methods to identify gaps for employees who may not rely on audible alerts. The review will assess available alternatives across our buildings, such as visual alerts or computer system notifications, and define possible options to implement.

Year 3

- By June 2029, we will deliver targeted training to employees on accessible communication practices when interacting through technology. This includes creating a guide on communicating with people who are D/deaf or blind in virtual meetings.

Ongoing

- As we are building on our intranet website, we are continuing to improve its accessibility and usability through ongoing testing and employee feedback. This work includes improving colour contrast, standardizing fonts, refining visual design, and adding new features to better support accessible navigation.

Communication, other than information and communication technologies

The St. Lawrence Seaway Management Corporation is committed to ensuring that our communications are accessible and inclusive, so employees and stakeholders can access, understand, and communicate in ways that work for them.

Achievements to date

The Seaway has taken steps to improve the accessibility of internal meetings and communications. Accessible meeting standards have been developed and shared with employees. Work is ongoing to implement, reinforce, and apply these standards consistently in day-to-day practices.

We have also strengthened our approach to accessible video content. Videos created by the Seaway now include captions, and written transcripts are provided when we share videos that are not captioned. Guidelines for video accessibility have been developed, and ongoing support is provided to help staff apply these standards consistently across teams.

In addition, external documents we create and distribute are published in accessible formats. We have taken steps to make sure PDF documents are accessible. External documents include documents that will be seen by people other than our employees, such as the public or ship captains.

Identified barriers

We have identified the following barriers:

- Inconsistent use of the style guide and accessibility standards across documents can result in materials that are difficult to read, navigate, or use with assistive technologies.
- Internal communications are often lengthy and use complex or technical language, which can create comprehension barriers for people with cognitive, learning, or language-related disabilities.
- Limited use of visual supports during meetings can make it harder for participants to follow discussions, especially for people who benefit from visual aids.
- Lack of standardized meeting practices, including advance agenda sharing, using visual materials, and documenting and distributing meeting notes. This can reduce meaningful participation for employees who need time, structure, or alternative formats to prepare and engage.
- Meetings and group sessions do not consistently include accessibility supports for employees who are D/deaf or hard of hearing, including captioning, visual materials, appropriate audio equipment. This can exclude them from full participation in discussions and decision-making.

Actions for 2026 to 2029

We will do the following to remove and prevent the identified barriers:

Year 1

By June 2027 we will reinforce accessible writing standards by:

- Promoting the accessible writing style guide on our internal website.
- Integrating the style guide into relevant training and learning activities.
- Developing and sharing practical tools for employees to support accessible writing, such as plain language templates and checklists.
- Supporting ongoing use of these tools through onboarding and simple employee reminders.

Year 2

- By June 2028, we will support accessible meetings by developing training and tools to help employees create and use accessible visual materials. Managers will also receive coaching on inclusive meeting practices, such as sharing agendas in advance and providing key information summaries after meetings.

Year 3

- By June 2029, we will refine accessible meeting and communication tools, training, and supports based on employee feedback.

Ongoing

- We will ensure that any videos we create will have accompanying captions. For any videos that we do not create, but we chose to publish or distribute, we will provide a written transcript of the information in the video where no captions are available.
- We will measure the adoption of accessible meeting and communication practices through employee feedback and engagement with the materials.

The procurement of goods, services, and facilities

Procurement is the process we follow to buy goods, services, and facilities. The St. Lawrence Seaway Management Corporation follows the procurement regulations set by Public Services and Procurement Canada.

Accessibility is an important consideration in procurement, as the goods and services we purchase can affect how accessible our operations, workplaces, and public-facing services are. Our initial focus has been on building internal awareness and knowledge so accessibility is considered early and consistently throughout the procurement process.

Achievements to date

We have taken steps to support more accessible procurement practices. Resources have been developed to help employees consider accessibility when purchasing goods and services. This includes guidance and checklists designed to support employees in identifying when accessibility requirements should be included and how to apply them in practice.

Identified barriers

We have identified the following barriers:

- Our procurement tools, systems, and processes were not designed with accessibility in mind and may present accessibility barriers. For example, the language we use in our forms is often technical and formal, without options for plain language. This can make it harder for suppliers with disabilities to participate independently in procurement activities.
- Accessibility is not clearly communicated on procurement platforms which can discourage suppliers with disabilities from bidding or prevent them from requesting needed accommodations.

- There is no standard process to provide documents in accessible formats (such as large print or accessible PDFs), creating delays or barriers for suppliers who cannot use standard formats.
- Mandatory site visits during tendering may create accessibility barriers for bidders, potentially excluding suppliers who face mobility, sensory, or other disabilities.
- There is no formal list of accessible suppliers or assistive technology providers, which can limit our ability to procure inclusive solutions efficiently.

Actions for 2026 to 2029

We will do the following to remove and prevent the identified barriers:

Year 1

- By June 2027, we will review our procurement platforms and procurement-related processes to identify accessibility challenges and barriers that affect user experience. We will develop and apply an accessibility checklist as part of the review process. The checklist may include
 - accessibility of user interfaces and workflows,
 - compatibility with assistive technologies,
 - clarity of instructions and error messaging, and
 - consistency across platforms and processes.

Year 2

By June 2028, we will improve the supplier and bidder experience by:

- Clarifying accessibility information and accommodation options on our procurement platforms, including how suppliers and bidders can request accommodations.

- Reviewing site visit requirements within our procurement processes to identify potential accessibility barriers and clearly communicating accessibility information and accommodation contacts when site visits are required.

Year 3

- By June 2029, we will build capacity to provide procurement documents in accessible formats when requested.
- By June 2029, we will create a reference list of suppliers and service providers that offer accessible products and assistive technologies. The list will be used to support more inclusive purchasing decisions.

Ongoing

- We will continue to use internal procurement guidance and checklists, so accessibility is considered early and consistently in every procurement decision.

The design and delivery of programs and services

The St. Lawrence Seaway Management Corporation's programs and services are primarily focused on operating and maintaining the St. Lawrence Seaway lock system and managing ship traffic. The Seaway also provides information to the public and offers support through its website and customer service channels, serving both commercial shipping clients and pleasure craft users.

Ongoing improvements to communications and digital tools play an important role in enhancing the accessibility of these programs and services. We remain committed to receiving and responding to feedback about accessibility and will continue to make updates as needed to meet the needs of diverse users. As our core operations are highly operational, largely automated, and governed by regulatory requirements, our efforts to reduce barriers in this area will focus primarily on public-facing services and information.

Achievements to date

In the past, we have focused primarily on the commercial aspects of our programs and services. We have started to identify our public-facing programs and services in more detail, and we are developing initial plans to engage with our external audiences. This work will help inform future actions to better understand accessibility needs and address barriers experienced by the public.

Identified barriers

We have identified the following barriers:

- There is no formal assessment or standard for the accessibility of our public-facing services and information (including pleasure craft, tours, and pathways). This can result in experiences that are difficult for people with disabilities to use or enjoy fully.
- There is no structured approach to consulting external stakeholders on accessibility, which can mean barriers experienced by the public, including people with disabilities, may not be identified or addressed early.

Actions for 2026 to 2029

We will do the following to remove and prevent the identified barriers:

Year 1

- By June 2027, we will review our public-facing services and information to assess accessibility and identify areas for improvement. The review will consider:
 - accessibility of information formats and content,
 - physical or digital access to services,
 - clarity of accessibility information provided to the public, and
 - consistency across sites, programs, and regions.

Year 2

By June 2028, we will strengthen our approach to external consultation by:

- Identifying key external stakeholder groups to consult on accessibility needs and barriers. This will may include disability communities, service users, and disability advocacy organizations.
- Designing a clear and inclusive consultation approach and documenting the methodology in our 2028 progress report.

Year 3

- By June 2029, we will conduct consultations with at least one priority stakeholder group identified in year 2 and integrate the findings into our accessibility planning and the 2029 accessibility plan update.

Transportation

The St. Lawrence Seaway Management Corporation does not provide transportation for passengers or members of the public. However, transportation plays a role in how employees and visitors access our sites. We also provide parking for our employees at some of our sites.

Achievements to date

Accessibility improvements have been made to parking at several sites. Signage for accessible parking spaces has been improved at the Brossard, Saint-Lambert, and Niagara facilities. At the Cornwall facility, parking is provided by the municipality, and signage is outside of the Seaway's control.

We have also reviewed how transportation affects accessibility across other areas in this plan. Feedback from employees about work-related travel is helping shape our next steps.

Identified barriers

We have identified the following barriers:

- Limited or no accessible parking at several sites can make it difficult or impossible for some employees and visitors with disabilities to access facilities independently.

- Existing accessible parking may not meet standards for accessibility (for example, width, slope, and visibility). This may limit usability for people who rely on these spaces.
- Accessibility features in our online travel and expense booking system are not well known across the organization, which can limit employees' ability to plan accessible travel or request necessary supports.
- Employees lack clear guidance on available accessible work travel options, leading to uncertainty, delays, or unmet accommodation needs during travel.
- **Actions for 2026 to 2029**

We will do the following to remove and prevent the identified barriers:

Year 1

- By June 2027, we will review accessible parking at priority or high-use sites. The review will
 - document parking availability, location, signage, and usability,
 - assess parking against current accessibility requirements, and operational needs, and
 - result in a prioritized list of recommended improvements.

Year 2

- By June 2028, we will extend the accessible parking review to remaining sites.
- By June 2028, we will review our employee travel booking platform, related policies, and current practices to assess how accessibility and accommodation options are supported. This review will identify available features, limitations, and gaps, and will inform actions to improve accessibility. Where feasible, we will work with the platform vendor to enable or enhance accessibility features.

Year 3

- By June 2029, we will validate accessible parking findings, confirm priorities, and integrate actions into planned upgrades.
- By June 2029, we will develop and share clear guidance and training to help employees find and use accessible transportation options when booking work-related travel. Guidance will be provided on our internal website and training materials and updated as systems change, vendors, or processes change.

Ongoing

- We will improve signage for accessible parking at our sites in Brossard, Saint-Lambert, and Niagara. We will also coordinate with the municipality of Cornwall, another one of our sites, where parking is outside the Seaway's control.

Conclusion

Through this accessibility plan, the St. Lawrence Seaway Management Corporation affirms our ongoing commitment to improving accessibility across our organization. We are dedicated to identifying, removing, and preventing barriers from arising in the future.

We recognize that accessibility is an ongoing journey. Meaningful consultation will continue to be central to our approach. We will continue to engage with people with disabilities to help guide our actions, inform future accessibility initiatives, and shape future accessibility plans.

We welcome feedback at any time and view it as essential to continuous improvement.

This accessibility plan will be updated in June 2029. Progress reports will be published in 2027 and 2028, outlining the actions we have taken and the progress we have made toward our accessibility goals.