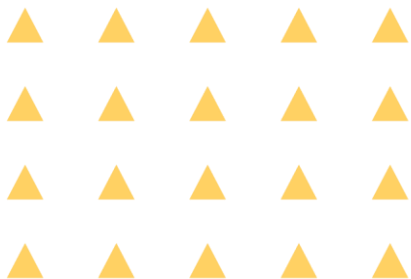




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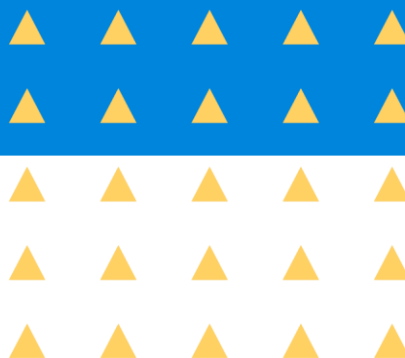
# Accessibility Plan and Feedback Process 2026 - 2029

Calgary Airports is committed to creating a barrier-free, inclusive airport for all.

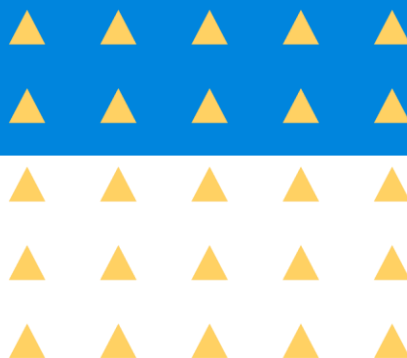


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# Document Revision

The Calgary Airports Guest Experience Department is responsible for establishing, administering, and maintaining this document. The document will be reviewed annually and revised as required or following an event which identifies a requirement for immediate amendment. All revisions will be made in consultation with relevant stakeholders.

For information about this document or to obtain an official copy, please contact:

Guest Experience

The Calgary Airport Authority (Calgary Airports)

2000 Airport Road NE

Calgary AB

T2E 6W5

# General

The Calgary Airport Authority (known as Calgary Airports) is dedicated to creating an airport environment that is inclusive, accessible, and welcoming for everyone. Our goal is to ensure that every guest and employee can navigate, access, and experience YYC Calgary International Airport (YYC) with independence, dignity, and confidence.

This Accessibility Plan and Feedback Process outlines the priorities and actions that will guide our efforts to identify, remove, and prevent barriers across the airport. It reflects our commitment to continuous improvement and to embedding accessibility into how we design spaces, deliver services, and operate as an organization.

This Accessibility Plan and Feedback Process covers the period from June 1, 2026, to May 31, 2029. We will continue to update our Accessibility Plan and Feedback Process every three years to ensure they remain responsive to evolving needs, lived experiences, and best practices.

The Accessibility Plan and Feedback Process includes a description of Calgary Airports' feedback process in accordance with the *Accessible Transportation Planning and Reporting Regulations* (ATPRR). Information on how to submit feedback, request alternate formats, and receive responses is set out in the "Feedback Process (Feedback Information)" section below.

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## Feedback Process (Feedback Information)

Calgary Airports welcomes feedback on this Accessibility Plan and Feedback Process, the effectiveness of our feedback process, and any barriers encountered at YYC. Your input helps us improve and ensure that services are delivered in a respectful, inclusive, and dignified manner.

Feedback can be provided either with your name or anonymously using the contact options below. When contact information is provided, we will acknowledge receipt using the same method and may follow up to gather additional details if needed.

A service provider refers to the organization responsible for delivering a specific service within the airport. This may include the airport authority or one of its partners operating at the airport.

- Calgary Airports is responsible for:
  - Airport infrastructure (e.g., terminals, washrooms, parking, signage, common areas)
  - Accessibility features within shared/public spaces

- Airport-wide programs and customer experience initiatives
- Digital platforms and general airport communications
- Airport partners (e.g., airlines, security screening, retail and food services, independent ground transportation providers) are responsible for:
  - Their own operations, services, and staff
  - Accessibility within their specific service areas (e.g., boarding assistance, in-flight support, retail service, security screening processes)
  - Policies, procedures, and customer service related to their offerings

Depending on the service provider, feedback may be addressed as follows:

**YYC services, facilities, or amenities:**

We will review all feedback and make every reasonable effort to address issues in a timely manner. Where concerns can be resolved quickly, action will be taken promptly. For more complex issues, we will conduct a more detailed review, work toward an appropriate solution, and communicate the outcome once the review is complete.

**Airport partners without a formal complaint process:**

Your feedback will be escalated to the appropriate Calgary Airports Team Lead responsible for that partner relationship to support resolution.

**Airport partners with an existing complaint process:**

You will be directed to the partner's formal process. Calgary Airports will also notify the appropriate internal contact to ensure awareness and follow-up as needed.

## Designated Contact for Feedback

**General Manager, Guest Experience**  
Calgary Airports

## Ways to Submit Feedback

You can share feedback through any of the following methods:

**Phone:** 403-735-1200

**Email:** [CalgaryAirport@yyc.com](mailto:CalgaryAirport@yyc.com)

**Mail:**

Calgary Airports  
2000 Airport Road NE  
Calgary, AB T2E 6W5

For more information on accessibility at YYC, please visit our Accessibility page on [www.YYC.com](http://www.YYC.com).

## Requesting Alternative Formats

Calgary Airports is committed to ensuring that this Accessibility Plan and Feedback Process are available in formats that are accessible and easy to use for everyone.

Anyone who would like to request a copy of the Accessibility Plan and Feedback Process in an alternative format is encouraged to contact us by phone, email, or mail using the contact information provided above. We will work with you to provide the requested format in a timely, respectful, and dignified manner.

Once your request is received, we will notify you when your alternative format is ready. Materials can be picked up at the Information Desk on the Arrivals level near Door 9 during operating hours. If you prefer, we can also mail the materials to you; please provide a mailing address at the time of your request.

## Available Formats and Timelines

- Print: within 15 days
- Large print: within 15 days
- Electronic format (compatible with assistive technology): within 15 days
- Braille: within 45 days
- Audio format: within 45 days

# Accessibility Principles

This Accessibility Plan and Feedback Process is guided by a set of core principles that reflect our commitment to creating an inclusive, respectful, and dignified environment for all.

## **Dignity and Respect**

Every individual is treated with dignity, respect, and fairness, regardless of ability.

## **Independence and Opportunity**

All individuals have equitable opportunities to live, travel, and participate in ways that reflect their goals, preferences, and abilities.

## **Barrier-Free Access and Participation**

Everyone should be able to access and participate fully and equally in all aspects of the airport experience without unnecessary barriers.

## **Choice and Autonomy**

Individuals have the right to make their own choices and access meaningful options, with support available when requested.

## **Inclusive Design and Equity**

Policies, programs, services, and environments are designed to recognize diverse needs, including the different ways people interact with spaces and systems, as well as the impacts of overlapping forms of marginalization and discrimination.

## **Lived Experience and Co-Design**

People with disabilities are actively engaged in shaping the design, development, and evaluation of programs, services, policies, and infrastructure.

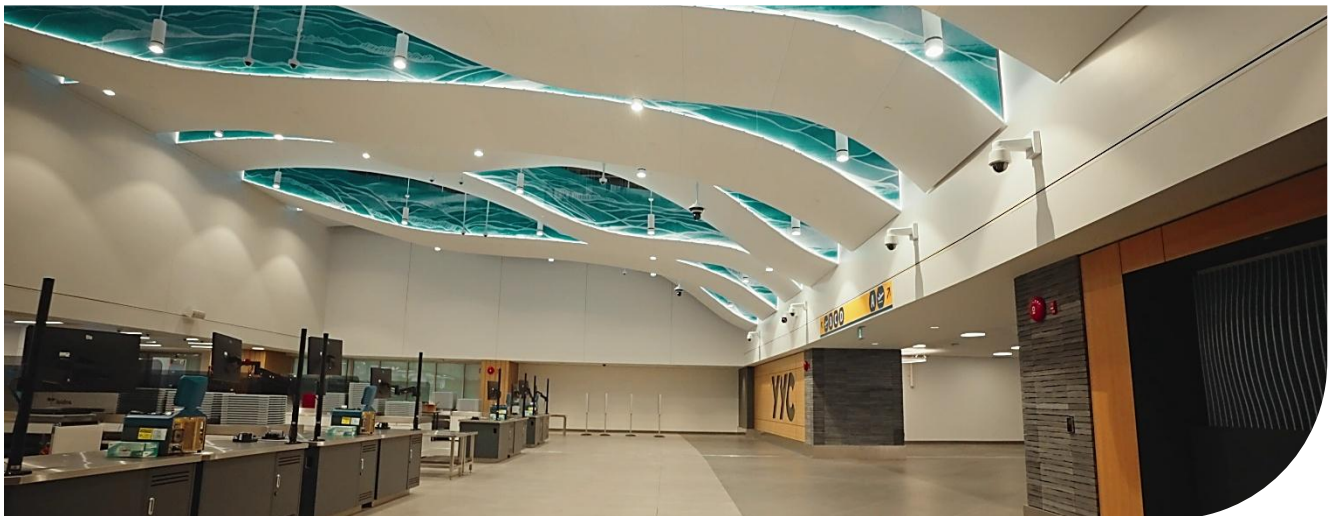


# Our Journey So Far

Since the launch of our initial Accessibility Plan and Feedback Process in 2023, Calgary Airports has made meaningful progress toward creating a more inclusive, accessible, and dignified airport experience for all guests and employees. Through collaboration with individuals with lived experience, industry partners, and internal teams, we have advanced accessibility across key areas including digital platforms, communications, programs and services, the built environment, transportation, procurement, and employment practices. This work has focused on identifying and removing barriers, improving accessibility standards, and embedding inclusive design and service delivery into our operations.

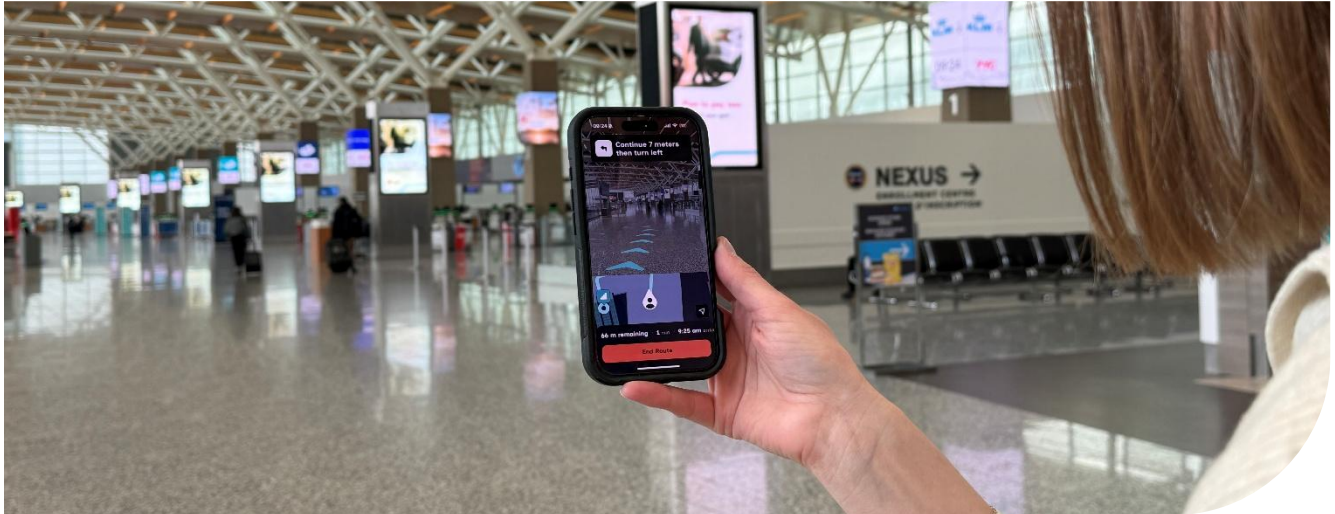
Our approach is grounded in continuous improvement, testing new solutions, learning from feedback, and refining our practices to better support independence, choice, and equal access. From enhancing digital accessibility and communication tools, to piloting accessible programs and strengthening internal training and policies, these efforts have helped build a strong foundation for future progress.

YYC's new Centralized Security Screening point was designed using universal design principles to create a calmer, more intuitive experience with clear sightlines and reduced decision-making to simplify the security screening experience. Lighting and material finishes were selected to reduce both visual and auditory noise. The space includes dedicated, wider queues and quiet areas to support passengers who require extra time or assistance, including those using mobility devices or with non-apparent disabilities.



To improve independent navigation throughout the terminal, Calgary Airports has implemented MappedIn and GoodMaps as part of its broader accessibility and digital wayfinding strategy. These platforms provide high-accuracy indoor mapping, turn-by-turn directions, accessible routes, and detailed point-of-interest information to support passengers with mobility devices, vision loss, and

other accessibility needs. By integrating these tools into the airport environment, YYC helps create a more predictable, inclusive, and accessible journey from curb to gate.

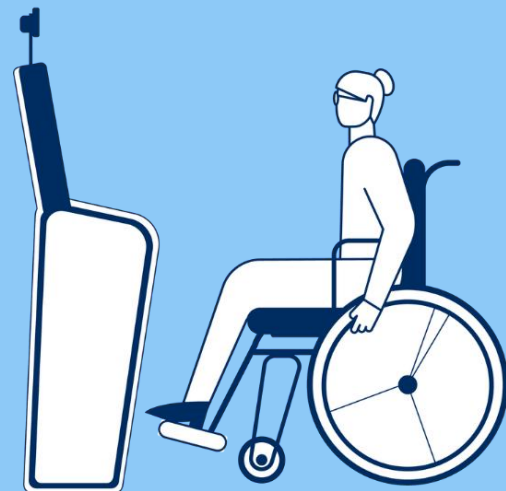


To further support accessibility and independence, baggage carts were introduced in the post-security area to assist guests in transporting their belongings more easily. Additionally, strollers have been added post-security to better support families and caregivers travelling through the airport. Calgary Airports is also exploring opportunities to improve the usability of baggage carts, including addressing challenges for individuals with limited grip strength or dexterity related to the current handle mechanism.



The following sections provide a summary of the progress made to date across each area, followed by the commitments and actions that will guide our work to 2029. Together, these reflect our ongoing commitment to accessibility and our vision of a barrier-free airport environment.

# Information and Communication Technologies (ICT)



# Information and Communication Technologies (ICT)

Since 2023, Calgary Airports has made significant progress in strengthening digital accessibility and inclusive communication practices. Key foundational improvements were completed, including ensuring that all phone number contacts listed on our website are supported by email and relay service options, and achieving WCAG (Web Content Accessibility Guidelines) Level AA compliance through collaboration with an accessibility expert. This work was embedded into the 2024 website refresh of yyc.com, with ongoing audits scheduled every six months to maintain compliance. Additionally, Calgary Airports has implemented processes to monitor accessibility of public announcements in-terminal and continues daily operational checks to ensure audio and visual messaging remains fully functional.

Building on this foundation, Calgary Airports continues to invest in accessible technology and service enhancements. In 2024, an interactive terminal map (MappedIn) was introduced to support independent navigation, with ongoing improvements underway to better support users with low vision, blindness, and neurodiverse needs through features such as voice guidance, haptic feedback, and augmented reality (GoodMaps). Accessibility continues to be integrated into innovation initiatives such as the Soaring Higher Challenge (2025), encouraging new solutions to improve the guest experience. Work is also progressing to implement a streamlined process for requesting alternative formats of all YYC public documents, ensuring all information is available in accessible and dignified ways for all users.

## The Road Ahead: Accessibility Goals 2026-2029

Our commitment is to ensure every YYC digital touchpoint is accessible by default, so guests and employees can independently find, understand, and act on information, on any device, without needing to ask for help.

### Information and Communication Technologies (ICT)

Year 1: June 2026 - 2027	
Goal 1	Conduct digital accessibility audit of websites, kiosks, internal systems, and digital tools.
Goal 2	Launch mandatory digital accessibility training and embed accessibility into ICT procurement.
Year 2: June 2027 - 2028	

Goal 1	Implement remediation of digital platforms, upgrade kiosks, deploy accessible technologies (e.g., wayfinding tools and asset tracking), and publish accessibility statements.
<b>Year 3: June 2028 - 2029</b>	
Goal 1	Achieve full compliance with digital accessibility standards and integrate accessibility into the technology lifecycle and governance processes.

# Communication, other than ICT



# Communication, other than ICT

Calgary Airports has made strong progress in enhancing accessible communication and staff awareness across YYC. In 2023, an interpretation service was successfully implemented at YYC, providing access to approximately 42 languages, including video support for American Sign Language (ASL), with further enhancements underway to include dedicated ASL and LSQ (Langue des signes Québécoise) services. Efforts to improve the quality and consistency of public announcements through the quiet terminal policy are ongoing, this ensures messaging is clear, concise, and delivered in plain language at an appropriate volume.

In addition, Calgary Airports continues to advance accessible communication through improved signage and wayfinding strategies, supported by plain language guidance for frontline staff and collaboration with accessibility consultants. Staff training was strengthened through the launch of the Canadian Airports Accessibility Training program, developed in collaboration with industry partners and individuals with lived experience. This training supports employees in delivering accessible, respectful, and dignified service, while improving communication and assistance for all guests.

## The Road Ahead: Accessibility Goals 2026-2029

We want to ensure every message reaches every person the first time, delivered in plain language and multiple formats so critical information is timely, consistent, and dignified across the journey.

### Communication, other than ICT

Year 1: June 2026 - 2027	
Goal 1	Develop accessible website content, write plain-language materials that are easy to understand, and create guidelines to ensure all media (such as images, videos, and documents) is accessible to people with different abilities.
Goal 2	Begin lived-experience integration in accessibility storytelling and content development.
Year 2: June 2027 - 2028	
Goal 1	Implement accessible communications practices including improved wayfinding messaging, social media accessibility, and alternative format request processes.

Year 3: June 2028 - 2029	
Goal 1	Embed accessibility standards into communications governance and maintain accessible media, signage, and outreach practices.

# Procurement of Goods, Services, and Facilities



# Procurement of Goods, Services and Facilities

Calgary Airports continues to make progress in integrating accessibility into procurement practices by actively engaging the Accessibility Advisory Committee to inform decisions related to goods, services, and facilities. This includes consultation on key initiatives such as mobility devices, accessibility services, Centralized Security Screening, and restoration projects, ensuring that accessibility considerations are incorporated into materials, design, and service delivery.

## The Road Ahead: Accessibility Goals 2026-2029

If we buy it, or contract it, we want to ensure it advances accessibility by embedding clear standards, lived-experience input, and accountability in every purchase and partnership.

### Procurement of Goods, Services and Facilities

Year 1: June 2026 - 2027	
Goal 1	Update project intake forms and procurement templates to include accessibility considerations.
Goal 2	Provide mandatory accessibility training for procurement teams.
Year 2: June 2027 - 2028	
Goal 1	Implement updated Request for Proposal (RFP) templates and evaluation matrices including accessibility criteria.
Goal 2	Engage suppliers and accessibility experts in project delivery.
Year 3: June 2028 - 2029	
Goal 1	Embed accessibility requirements into procurement policy, supplier agreements, and vendor performance monitoring.

# Design and Delivery of Programs and Services



# Design and Delivery of Programs and Services

Calgary Airports continues to strengthen its approach to inclusive program and service design by actively engaging the Accessibility Advisory Committee during development, implementation, and delivery of new initiatives. Recently, this collaboration informed a range of accessibility-focused efforts, including mobility and guidance services, training programs, and familiarization tours. Over the past year, Calgary Airports piloted one-on-one and small group familiarization experiences and, in partnership with Air Canada and Autism Calgary, successfully hosted its first Autism Aviation Day, providing a supportive and inclusive airport experience for families.

In addition, Calgary Airports refined its approach to reviewing guest-facing documentation by working with the Accessibility Advisory Committee to ensure a more targeted and meaningful process. This includes focusing on key materials such as the Accessibility Plan and Feedback Process and subsequent Progress Reports, with an emphasis on applying accessibility principles, identifying and mitigating potential barriers, and ensuring content is clear, concise, and written in plain language.



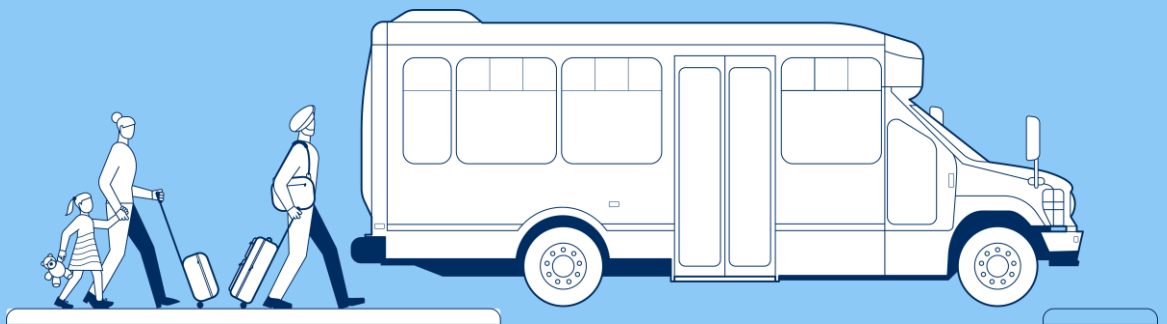
## The Road Ahead: Accessibility Goals 2026-2029

We aim to co-design programs with people with disabilities that anticipate diverse needs and deliver seamless, equitable services that are intuitive, consistent, and dignified from end-to-end.

**Design and Delivery of Programs and Services**

<b>Year 1: June 2026 - 2027</b>	
Goal 1	Develop accessible guest programs and resources, including social stories and familiarization tours.
Goal 2	Launch internal barrier-awareness training and accessibility engagement initiatives.
<b>Year 2: June 2027 - 2028</b>	
Goal 1	Launch familiarization tours and enhanced mobility assistance services including curbside support and accessible guest services.
<b>Year 3: June 2028 - 2029</b>	
Goal 1	Expand accessible programs through community partnerships and deploy advanced service technologies such as autonomous mobility support.

# Transportation



# Transportation

Calgary Airports has identified the need to strengthen accessibility requirements within agreements with ground transportation providers, including updating language to reflect current best practices and exploring mechanisms to monitor compliance. This work will support more consistent and accountable delivery of accessible transportation services across the airport campus.

## The Road Ahead: Accessibility Goals 2026-2029

We want to ensure every arrival and departure begins with seamless access. This means an environment where parking, curbside, and ground transportation systems are barrier-free, easy to navigate, and designed so all guests can move independently and with confidence.

### Transportation

Year 1: June 2026 - 2027	
Goal 1	Assess parkades, ground transportation areas, curbsides, and accessible vehicle services to ensure compliance with the Accessible Transportation for Passengers with Disabilities Regulations (ATPDR).
Goal 2	Socialize Quality Assurance Plan (QAP) with Ground Transportation and Parking Team.
Year 2: June 2027 - 2028	
Goal 1	Implement accessible transportation processes, improved parking access, employee parking assistance and enhanced guest assistance services.
Year 3: June 2028 - 2029	
Goal 1	Advance transportation accessibility compliance and embed evolving accessibility standards into transportation operations and ongoing monitoring.

# Built Environment



# Built Environment

Calgary Airports has made significant progress in assessing passenger flows through direct engagement with individuals with lived experience of disability. In partnership with Université Laval and other airport collaborators, on-site research began in 2024, including guided walkthroughs and interviews with community volunteers to identify accessibility barriers across the airport journey. This work was further advanced through co-design sessions in 2025, bringing together participants with lived experience and cross-functional airport teams to develop practical solutions and inform future improvements.

Insights from this research are helping shape corrective action planning and broader capital projects, including the centralization of security screening. This project incorporates universal design principles such as accessible screening lanes, intuitive wayfinding, sensory-reduced spaces, and dedicated accessibility supports. Ongoing research and engagement will continue to inform infrastructure planning, internal standards, and future accessibility enhancements across the airport.

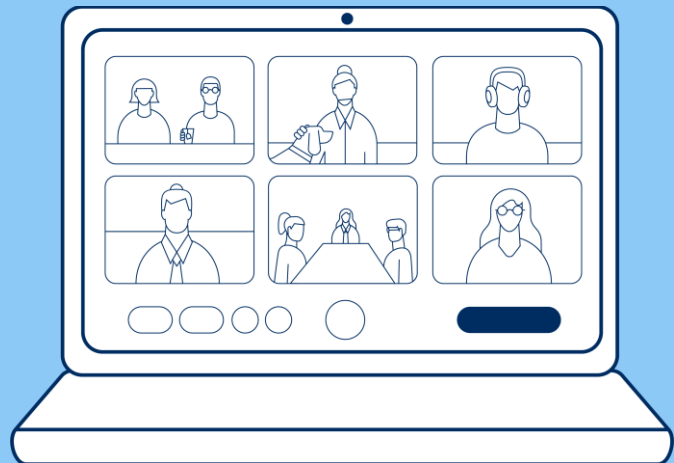
## The Road Ahead: Accessibility Goals 2026-2029

We aim to create spaces that welcome everyone without the need for adaptation by using universal design, intuitive wayfinding, and sensory-aware features to remove barriers before they arise, so accessibility is experienced naturally, not noticed.

### Built Environment

<b>Year 1: June 2026 - 2027</b>	
Goal 1	Conduct accessibility assessments for integrating accessibility standards into planning and capital projects.
<b>Year 2: June 2027 - 2028</b>	
Goal 1	Implement priority accessibility upgrades as identified in the Year 1 assessments.
<b>Year 3: June 2028 - 2029</b>	
Goal 1	Embed standardized framework for integrating accessibility standards and lived experience perspectives into capital planning, refurbishment, and maintenance programs to ensure continuous improvements.

# Employment



# Employment

Calgary Airports continues to advance a more inclusive and accessible workplace by strengthening engagement, policies, and learning opportunities for employees. Ongoing efforts include administration of employee experience and Diversity, Equity, and Inclusion (DEI) surveys to better understand the needs of employees with disabilities, as well as active partnerships with local organizations to support inclusive recruitment and broaden diverse talent pipelines. Inclusive Leadership training remains a key focus, helping leaders foster supportive, respectful, and dignified workplace environments.

In parallel, continued education initiatives and awareness programs are further reinforcing a culture of accessibility, inclusion, and barrier removal across Calgary Airports.

## The Road Ahead: Accessibility Goals 2026-2029

We are committed to creating an environment where all employees have equitable access to opportunities, tools, and support, empowering them to contribute their strengths, advance in their careers, and feel valued within an inclusive and diverse airport community.

### Employment

Year 1: June 2026 - 2027	
Goal 1	Review accommodation processes, ergonomic assessments, and accessible workplace policies.
Goal 2	Review best practices to communicate the above-mentioned (Goal 1) policies.
Goal 3	Launch accessibility training and improve processes for accessible parking and workplace supports.
Year 2: June 2027 - 2028	
Goal 1	Implement updated accommodation processes, accessibility training programs, and improvements to employee workspaces and services.
Year 3: June 2028 - 2029	
Goal 1	Integrate accessibility into Human Resource governance, workplace planning, and employee experience programs to support continuous improvement.

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# Consultations

## Overview

To support the development of the 2026–2029 Accessibility Plan and Feedback Process, Calgary Airports conducted consultations in April 2026. These consultations ensure that our accessibility framework is informed by lived experience and grounded in meaningful engagement with the community.

Building on previous engagement approaches, both internal and external advisory groups were consulted to provide diverse perspectives. This approach supports co-creation and ensures that accessibility priorities reflect real needs and experiences.

## How Consultations Were Conducted

Consultation sessions were held virtually using Microsoft Teams and included accessibility features such as verbal descriptions, closed captioning, and multiple options for participation.

To support meaningful participation:

- Materials were shared in advance
- Participants could request accommodations or alternative formats
- Additional time was provided for post-session feedback

Each session included a presentation followed by a structured discussion.

## Consultation Sessions

- **April 16, 2026** – Inter *VISTAS* Barrier-Free Advisory Board
- **April 17, 2026** – YYC Accessibility Advisory Committee

## Session Agenda:

- Welcome and introductions
- Areas of responsibility under the Accessible Canada Act
- Summary of progress to date
- Overview of Accessibility Plan (2026–2029)
- Proposed priorities and key focus areas
- Feedback and discussion
- Next steps

## Who We Consulted

### YYC Accessibility Advisory Committee

Calgary Airports engaged members of the YYC Accessibility Advisory Committee to review proposed priorities and provide lived-experience insights.

The Committee includes individuals with expertise in both apparent and non-apparent disabilities, including:

- Physical disabilities
- Visual disabilities
- Cognitive and neurological disabilities
- Learning disabilities
- Hearing disabilities

### Inter *VISTAS* Barrier-Free Advisory Board

Calgary Airports partnered with Inter *VISTAS* to support the development of the 2026-2029 Accessibility Plan. As part of this work, Inter *VISTAS* engaged its own Barrier-Free Advisory Board to provide external perspectives and expert input throughout the process. This group brings together a diverse range of lived experience and professional expertise in accessibility, including representation from organizations such as:

- Canadian National Institute for the Blind (CNIB)
- Canadian Hard of Hearing Association
- Canadian Paraplegic Association
- Travel Agency specializing in accessible travel

## Consultation Questions

### Accessibility Principles

Do the proposed goals and actions reflect dignity, independence, inclusion, and equal access for people with disabilities?

### Clarity & Communication

Is the plan clear and easy to understand?

### Barriers & Gaps

Do you see any barriers or unintended impacts in the proposed initiatives?

Are there any gaps or missing priorities?

### Priority Areas

Do the actions appropriately address accessibility across key areas (e.g., built environment, technology, transportation, employment, programs and services)?

### Programs & Guest Experience

Will the proposed services and programs improve independence, accessibility, and the overall airport experience?

### Training & Culture

Will the training and awareness initiatives meaningfully improve how staff support accessibility?

### Accountability & Feedback

Are the timelines and approach achievable, and is the feedback process clear and accessible?

### Open Feedback

What is the most important accessibility improvement YYC should focus on over the next three years?

## Feedback Received

Feedback gathered through the consultation process was reviewed by Calgary Airports and provided valuable insights to support refinements to priorities, timelines, and focus areas for the 2026-2029 Accessibility Plan and Feedback Process.

Overall, participants indicated that the proposed goals and actions:

- Reflect accessibility principles such as dignity, independence, and inclusion
- Are generally clear and written in plain language
- Address key barriers across priority areas
- Demonstrate strong alignment with a universal design approach, supporting independence through self-service options with assistance available when needed
- Take a holistic approach to accessibility across the airport journey
- Highlight the importance of sustaining accessibility improvements over time through clear ownership, processes, and triggers to ensure accessible solutions remain in place when services, infrastructure, or programs change
- Emphasize that accessibility should not only be introduced through design, but also maintained consistently through operations, staff practices, and contractor oversight

## Key Themes Identified

### Built Environment

Participants provided feedback on the physical environment, including seating, routes of travel, and the need for infrastructure and service design that better supports mobility and independence.

- Emphasized the need for more clearly defined sensory-friendly features (e.g., quiet/decompression spaces, seating areas).
- Concerns were raised about seating layouts and the need to ensure accessible seating arrangements are maintained over time, as they can be unintentionally disrupted through cleaning or other operational activities
- Participants noted that path of travel and wayfinding require ongoing oversight and updates, as accessibility improvements can diminish over time without structured continuity

- Importance of predictable, intuitive wayfinding and reduced cognitive load.
- Feedback also identified the importance of durable planning processes so that when services or equipment are retired or changed, accessible alternatives are considered and implemented
- Consideration for accessibility beyond mobility (e.g., hearing loss, invisible disabilities, sensory sensitivities).
- Opportunities to improve accessibility in parking (e.g., accessible stalls, flexibility in time limits).
- Suggestion for accessible equipment (e.g., security-compatible wheelchairs).

### Information and Communication Technologies (ICT)

Participants generally found the Accessibility Plan and Feedback Process clear and accessible, and supported continued work to improve digital accessibility and accessible information tools.

- Opportunities to enhance digital tools such as visual paging, speech-to-text, and real-time information displays.
- Ensure digital solutions compliment, not replace, non-digital options.
- Improve accessibility, clarity, and centralization of website information for pre-travel planning.
- Appreciation of the research going into tools such as sensory maps and wayfinding technologies to support diverse needs.

### Communications (non-ICT)

Participants emphasized the importance of clear, inclusive communication in multiple formats and highlighted opportunities to strengthen awareness through authentic storytelling.

- Strong emphasis on clear, timely, and accessible communication, especially during disruptions (e.g., gate changes).
- Positive support for the exploration of multiple communication formats (visual, auditory, plain language).
- Importance of ensuring passengers can independently access information without relying on staff.
- Happy to see more emphasis on increasing awareness and visibility of programs such as the Sunflower Program.
- Committee members expressed strong interest in using storytelling and lived experience in social and public-facing content to build awareness, authenticity, and engagement.
- Several members indicated willingness to participate directly in these efforts by sharing their lived experience.

### Procurement of Goods, Services and Facilities

Participants highlighted the importance of ensuring accessibility expectations are built into procurement and maintained across third-party services and contracted providers.

- Evaluation of procurement processes will further reinforce the need for stronger consistency across third-party providers and contractors.
- Continuous auditing will ensure accessibility standards apply across all services, especially third parties (e.g., park and ride shuttles, taxis). One example shared was that, in their

experience, only one park-and-ride provider offered a wheelchair-accessible shuttle, underscoring the need for stronger oversight of service providers.

### Design and Delivery of Programs and Services

Participants supported efforts to improve service design and emphasized that accessible services should preserve dignity, independence, and choice.

- Strong support for enhancing independence through pre-planning tools, personalization, and choice.
- Emphasis on predictability and reducing cognitive load throughout the passenger journey.
- Opportunities to expand programs to better address invisible disabilities (e.g., anxiety supports, sensory guides).
- Suggestion to integrate clearly identifiable “safe” or quiet spaces within the terminal.
- Feedback also emphasized the need for service continuity, so that accessible features or services are not lost when operational changes occur.

### Transportation

Transportation remained an important theme, with feedback focused on accessible options, continuity of service, and consistency across providers.

- Need for consistency and accessibility across all transportation options (e.g., shuttles, parking, drop-off areas).
- Suggestions for increased flexibility in time-based policies (e.g., drop-off grace periods).
- Consideration for equitable access to accessible parking and services.
- Participants noted that changes to transportation services should trigger review of accessibility impacts to ensure equivalent accessible options remain available.

### Employment

Participants emphasized the importance of accessibility awareness, inclusive practices, and staff understanding in creating barrier-free experiences.

- Significant support for continued training that goes beyond awareness to include hands-on, experiential learning.
- Emphasized the importance of involving individuals with lived experience in training, testing, and program validation.
- Reminder to measure training effectiveness based on behaviour change, not just completion.
- Ensure consistent training across staff, contractors, and service providers.

### Opportunities for Improvement

Participants identified the following areas for further consideration:

- Ensuring accessibility improvements are supported by long-term accountability, maintenance, and review processes
- Establishing clearer operational ownership and triggers so accessibility is maintained when services, infrastructure, or equipment change

- Improving the usability of luggage carts for people with limited strength, dexterity, or one-handed use
- Maintaining accessible seating layouts and other built environment features consistently across day-to-day operations
- Strengthening oversight of wayfinding and accessible paths of travel so improvements remain effective over time
- Improving staff and contractor awareness of accessibility expectations
- Enhancing training approaches through hands-on and experiential learning rather than relying primarily on video-based training
- Conducting regular audits of contracted and third-party services, particularly transportation, to verify compliance with accessibility standards
- Expanding storytelling and public communications that feature lived experience and authentic voices

## Additional Comments

Participants reinforced the importance of designing services in ways that support dignity and independence, including self-service options that do not require people to identify themselves or ask for help unnecessarily.

- Independence is closely tied to predictability, clarity, and the ability to plan ahead.
- Airports are cognitively demanding environments; reducing cognitive load is critical.
- Quiet or low-sensory spaces are essential, not optional, for many travellers.
- Accessibility should prioritize flexibility, empathy, and non-judgmental service delivery.
- Real-life stress points (e.g., security, boarding, gate changes) should be prioritized.
- Accessibility improvements should be informed by ongoing passenger feedback and diverse representation in consultations.
- Ensuring accessibility across the entire passenger journey, including pre-travel and post-arrival, is essential.

## Next Steps

Feedback from these consultations was incorporated into the 2026–2029 Accessibility Plan and Feedback Process and will continue to inform ongoing improvements. Calgary Airports remains committed to engaging with individuals with lived experience to ensure accessibility initiatives are responsive, inclusive, and delivered in a dignified manner.

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# Provisions of CTA Accessibility-Related Regulations

Calgary Airports is a terminal operator subject to the *Accessible Transportation Planning and Reporting Regulations* made under the *Accessible Canada Act*. These Regulations require transportation service providers to develop and publish accessibility plans, establish feedback processes, and prepare progress reports in relation to the identification, removal and prevention of accessibility barriers.

Calgary Airports conforms to Part 1 and Part 4 of the *Accessible Transportation for Persons with Disabilities Regulations* (SOR/2019-244).

As a federally regulated employer, Calgary Airports is further subject to the *Accessible Canada Regulations*.

Additional information regarding these regulatory frameworks is available through the Canadian Transportation Agency at: <https://otc-cta.gc.ca/eng/accessible-transportation-persons-disabilities-regulations>.