

Canadian Museum *of* Immigration at Pier 21 Musée canadien *de* l'immigration du Quai 21

ACCESSIBILITY PLAN 2023-2025



Message from the CEO

It is my pleasure to share with you the first accessibility plan for the Canadian Museum of Immigration at Pier 21. This plan covers a three-year period. We will provide annual status reports to share our progress and its impact.

As a museum dedicated to sharing Canada's immigration history, it's in our nature to be inclusive. We know representation matters. Seeing one's own experience in the stories we share is important. It also keeps us relevant. We talk about lived experience daily. And we provide a space for immigrants to tell their stories in their own voices.

This is no different. This process has made us more mindful of the things we already do and the "Nothing Without Us" way we already operate.

Through this process, we have identified ways to apply an accessibility lens to what we do. We are a work in progress. This plan represents the formal start of our journey. It will result in big change over time through small actions. We are changing our culture. This means making accessibility part of everyone's daily responsibilities.

As a learning institution, we are committed to education and professional development. Another important commitment for us is the promise to continue to consult with persons living with disabilities. We are committed to training our staff so they are empowered managers and service providers. Empowerment is tied to accountability. Starting in 2023, every position at the Museum will have an accessibility commitment as part of the annual performance reviews.

Our actions demonstrate our commitment to the *Accessible Canada Act* (ACA). By doing our part to prevent and eliminate barriers, we respect the rights of all Canadians as outlined in the Act. I invite you to be part of this ongoing process. Visit <u>https://pier21.ca/accessibility-plan</u> to share your experience. This will help make the Canadian Museum of Immigration at Pier 21 an inclusive, diverse and accessible space for all.

Marie Chapman, CEO

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General

The Canadian Museum of Immigration at Pier 21 consulted with staff, volunteers, trustees and stakeholders, including persons with disabilities for this first version of our accessibility plan. Our plan will evolve with each update. Feedback, consultation, training and shared learnings from other museums and portfolio members will shape future versions of the plan. Information about accessibility at the Museum, our plan and a description of our feedback process can be found at https://pier21.ca/accessibility-plan.

Contact Us

To provide feedback, request alternate formats of the accessibility plan or feedback process description, or for more information please contact:

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People who are deaf or hard of hearing are invited to contact us by using free Video Relay Service <u>https://srvcanadavrs.ca/en/</u>

Other Formats

Contact us for alternate formats of the accessibility plan or feedback process description.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21 ACCESSIBILITY STATEMENT

Our Museum is for everyone.

We are respectful and welcoming. We focus on including people. We build accessible spaces. We work to meet the needs of persons with disabilities.

We strive for:

- a barrier-free workplace;
- a safe and accessible site;
- easy-to-use websites;
- accessible exhibits, programs and services.

We'll never stop working on these goals.

EXECUTIVE SUMMARY

Creating this first accessibility plan gave the Museum the opportunity to take stock of what we've done so far. It was encouraging to discover how much has been done by our team to prevent and eliminate barriers. It was also challenging to look at our shortfalls with the knowledge that additional funds are not there at this time to make major changes to our built environment or to purchase solutions to meet the goals of the Act.

This plan lists what we will do to help make Canada barrier-free by 2040. We started with the Rick Hansen Foundation certification process. At the same time, we committed to the Government of Canada's digital standards. More training followed. We consulted internally and externally to identify barriers to access. We had some uncomfortable conversations. We strategized about what was possible in the short and long term. We wrote our accessibility statement.

We learned there is more we can do to help persons with disabilities have a good visit to the Museum. A big one is helping them plan their visit in advance. We can do a better job communicating the services we offer. There are some simple changes that will help people navigate our spaces safely and with more independence. We learned that our front-line staff would like more training to better accommodate visitors living with disabilities during their visit. Hiring managers and supervisors would like training for a more inclusive workplace. For all of us, more work can be done to identify barriers we create because of our unconscious attitudes, especially around invisible disabilities.

When we know better we can do better. The requests for training and pilot programs gave us insights for the plan. We are working on changing our culture. Steps outlined in the plan will ensure accountability across the organization. The plan extends beyond our organization to include others such as vendors and partners.

"Nothing Without Us" underscores the importance of furthering relationships and expanding our network. Valuing lived experience and the knowledge of persons with disabilities will make sure the culture we are creating is inclusive of everyone.

This is a learning process. Change will happen gradually for several reasons. First, we have no extra resources to complete this work, either human or fiscal. Trying to do it all at once could result in costly mistakes or missed opportunities to use what we've learned. Second, we hope to learn from other organizations, especially the other national museums and portfolio members.

This plan isn't the end, but the beginning. It's the jumping off point where accessibility becomes part of everything we do. We will review the Museum's accessibility plan and monitor our goals annually. We will find scalability in our adoption of this plan and opportunities to use existing resources. This plan will give direction for our staff to design and deliver accessible programs and exhibitions and create a supportive and inclusive work culture. Inclusion is at the core of the stories we tell at the Museum; our ability to be inclusive is central to our long term sustainability. All of us have a stake in making Canada more accessible.

ABOUT THE MUSEUM

The Canadian Museum of Immigration at Pier 21 explores the theme of immigration to Canada. The Museum focuses on the experiences of immigrants, the role immigration has played in building Canada and the contributions newcomers have made.

Pier 21 was an immigration shed between 1928 and 1971. Almost one million immigrants entered Canada through the site. During the Second World War, Pier 21 was also the main departure point for troops headed for Europe. Pier 21 operated as an interpretive centre from 1999 until 2011, when we became the Canadian Museum of Immigration. The Museum is located within a national historic site.

The Museum collects stories, images, documents, and artifacts related to Canada's immigration history. We do historical research. We have two permanent exhibitions. We host temporary exhibitions from other museums and organizations. We create travelling exhibitions and co-create exhibitions with community partners. We offer education programs, public programs and events, a gift shop, rental facilities and family history research services. We are a staff of 55 full-time employees as well as contract positions. We have over 50 active volunteers.

In 2021/22 almost 642,000 visitors visited our website. Public health closures and restrictions due to the pandemic continued to limit onsite visitation, but 2022/23 is trending close to pre-pandemic levels.

ENVIRONMENT

The Museum is located in Halifax, Nova Scotia. It is one of two national museums outside of the National Capital Region. Nova Scotia has the largest percentage of residents in Canada who report having a disability. Nova Scotia also has the largest percentage of adults over the age of 65. This means the number of residents living with a disability in the future will increase.

The Museum is located within a national historic site that is nearly a century old. We are a tenant of the Halifax Port Authority.

CONSULTATIONS

Museum staff, volunteers and trustees provided insights about observed and experienced barriers at the Museum. Internal consultations included an anonymous survey, interviews, conversations and the establishment of an Accessibility Plan working group. We documented existing barriers and recommendations to remove and prevent future barriers to accessibility. This process allowed the Museum to gather details of what had been done and share learnings across the organization. Our internal survey received 58 responses. 10.34% (6) identified as having a disability and 5.2% (3) answered they were unsure if they had a disability.

External consultation provided the Museum with more feedback. Formal consultation began in 2020 with a review by the Rick Hansen Foundation. Representatives and members from the CNIB,

the Alzheimer Society of Nova Scotia and Autism Nova Scotia participated in consultation. Our internal work group will transition into an Accessibility Champions Group in 2023. This ensures an accessibility and inclusion lens is consistently applied across Museum operations and activities. This group will also make sure we are prioritizing limited resources, while we continue to work in the spirit of "Nothing Without Us".

We will keep searching for ways to remove and prevent barriers by asking for feedback on our website and doing more consultation with outside people and groups.

ACTION PLAN - AREAS DESCRIBED UNDER SECTION 5 OF THE ACA

Our plan highlights what we are doing to prevent and eliminate barriers to accessibility. It outlines our commitments during the three-year period of this first plan. Priorities were identified through consultation and review to address our obligations under the *Accessible Canada Act* (ACA). The plan has six pillars:

- Employment and culture
- Built environment
- Information and communication technologies
- Communications
- Design and delivery of programs and services
- Procurement of goods and services

Note: Transportation is identified as a pillar to report on under the ACA. The Museum is not involved in providing any transportation-related services. The parking lot and outside walkways are the responsibility of the Halifax Port Authority. We work with them to ensure that these areas are maintained, especially during bad weather, construction and cruise ship days.

Employment & Culture

The Museum is committed to providing fair and equal access to employment and advancement opportunities. Informing staff, volunteers and trustees of policies and resources to support persons with disabilities builds an inclusive organizational culture. Organizational culture plays a major role in the hiring, retention and promotion of employees.

Our internal survey showed us there is some confusion around accommodations. Employees shared they did not understand how to ask for an accommodation. Requiring a doctor's note and fear of lack of confidentiality were identified as barriers. Two outcomes of the pandemic have helped remove other workplace barriers. First, we now have a work-from-home hybrid model where possible, for non-front line positions. Second is the now common use online meeting-technology.

Preventing or eliminating attitudinal barriers is critical to the long term success of our plan.

Barriers Identified

- Lack of internal awareness about what we are already doing to promote accessibility.
- Lack of available resources.
- Lack of understanding about what an accommodation is and what the process is to access them.
- Lack of confidence and resources for hiring and managing staff with disabilities.
- Lack of meaningful relationships with some disability groups.

Actions 2023

- Dedicate a staff meeting to the ACA. We will cover our commitment to accessibility, our responsibilities, accommodations, our processes and a Q&A.
- Ensure the Museum's accessibility statement is shared widely internally.
- Include the Accessibility Statement in onboarding and post on Museum's website.
- Add an accessibility tab to our intranet home page.
- Provide training for managers and supervisors about hiring and managing employees with disabilities.
- Update volunteer manual with current information about the ACA, our plan and commitment.
- Add an accessibility section to everyone's performance plan.
- Ongoing review of job descriptions prior to posting to ensure accessibility barriers are removed where possible.
- Increase outreach during posting process to promote awareness within the disability community.
- Accessibility Plan working group transitions to Accessibility Champions Group.

- Training for staff and volunteers.
- Ongoing review of job descriptions prior to posting to ensure accessibility barriers are removed where possible.
- Continue to build network to connect with and encourage persons living with disability to apply to work at the Museum.
- Continue to build networks with accessibility and disability groups and organizations.
- Ensure our Accessibility Champions Group is active and involved in decision-making.

Built Environment

The Museum is located in a national historic site that is almost 100 years old. The Museum was certified by the Rick Hansen Foundation in 2021. This level of accessibility will be maintained with all current and planned changes to the physical structure.

We do not own our building. Our landlord, the Halifax Port Authority provides accessible parking at the entrance to the Museum. The Museum only has one public entrance. This means that visitors with disabilities are not required to use a secondary accessible entrance separate from the rest of their party. Administrative offices are accessible from the parking lot and by elevators.

Accessibility upgrades at the Museum:

- Updated washrooms including:
 - o Lowered paper towel and soap dispensers
 - o Horizontal grab bar added to CSA specifications in universal washrooms
 - o Grab bars and privacy screens to all urinals where needed
 - o Moved all washroom signs to latch side of door at CSA height specifications.
 - o Gender neutral and family washroom facilities are available.
- Theatre updates:
 - o Added signage to indicate accessible theatre seating areas.
 - o Added companion chairs to the accessible theatre seating areas.
- Low pile carpet for comfort and sound absorption in the Canadian Immigration Hall.
- Accessible drinking fountain installed.
- Lower and larger automated door buttons in public and office spaces.
- Lowered evacuation maps to recommended heights.
- Clear signage added directing visitors to areas of refuge.

Priority Actions 2023-2025 to Prevent or Eliminate Barriers

Barriers Identified

- There are no funds to make further improvements to achieve a higher rating from the Rick Hansen Assessment process.
- There is no permanent space available for a quiet room for visitors.
- Some exhibition elements don't meet accessibility needs.
- Counter heights throughout the permanent exhibitions and public spaces are not accessible for all.
- Lighting challenges for people with various disabilities (both too bright in some areas and too dim in others).
- Lack of visual markers on some stairs.
- Lack of contrast for some hand railings.
- Staircase in Scotiabank Family History Centre identified as a hazard for cane users.

Actions

2023

- Further review of current lighting in public spaces with an accessibility lens.
- Add braille or raised lettering to public washroom doors.
- Discuss with landlord recommendations for painting exterior railings and stair nosing a contrasting colour.
- Mitigate hazard of open staircase in Scotiabank Family History Centre.
- Train staff and volunteers to accommodate visitors where counter height is an issue, such as walking around to the front of the counter to provide service.

2024-2025

- Add contrasting colours in places where there is an elevation change such as the theatre, ramps, fire exit stairs or uneven flooring.
- New housing for "Building Communities" interactive to change the height or angle of the display.

Information and Communication Technologies

The Museum's new websites were launched in 2022. They were built to WCAG 2.0 standards. Through this process we began to:

- Implement text alternatives (alt text) for website images.
- Add transcripts in both official languages, for audio and video assets.
- Include described video for Soft Landings gallery.
- Include .srt files to ensure audio and video subtitling is accessible on our streaming platforms.
- Use ARIA (Accessible Rich Internet Applications) annotations to make the website content more accessible.
- Review written content for readability. Summaries now accompany the text. Headings were improved for clarity and use information-bearing words. Long passages of text have been broken up and new subheadings created.
- Continue to use online accessibility validators to test web pages and address flagged issues.
- Provide mini guide(s) on how to create accessible content for the web.

Priority Actions 2023-2025 to Prevent or Eliminate Barriers

Barriers Identified

- Adequate time not allotted for planning and scheduling to create accessible content and formats.
- Bilingual videos with tattooed subtitles do not work with screen readers.
- The Museum has thousands of images and video clips in our online content management system (ARGUS). We do not have the resources to update with alt-text for all.

Actions

- Commit to staying current with best practices for screen reader compatibility and complying with validators.
- Use remote user testing for accessibility.
- Where possible for videos of significant content, create voiceover versions in both official languages rather than relying on subtitles.
- Continue to review written content for readability. Where required create summaries, headings and break up long text passages.

- Update web page on accessibility to include a site plan, both as a drawing and as text that indicates where attractions are located as well as washrooms and emergency exits.
- Continue to:
 - o Include usability testing, specifically to detect accessibility issues, in the design cycle of all digital products and properties.

o Include surveys on website to gather data about user satisfaction and ease-of-use. o Add text alternatives (alt text) for website images.

- o Include transcripts, in both official languages, for audio and video assets.
- o Offer described video where possible.
- o Include .srt files to ensure audio and video subtitling is accessible on our streaming platforms.
- o Use ARIA (Accessible Rich Internet Applications) annotations to make the website content more accessible.
- o Review written content for readability and implement improvements where applicable.

2024-2025

- Continuous accessibility testing, review and remediation on all digital properties to be fully compliant with WCAG 2.0 AA (or the most current level at that time) by 2025.
- Continue to:
 - o Stay current with best practices for screen readers and complying with validators. o Use remote user testing for accessibility.

Communications

Communicating the plan feedback process and the Museum's accessibility statement are critical for the success of the plan. This includes updating and reporting on the plan and sharing future versions internally and publicly.

Adopting plain language has been an important change in our communications. We've begun to improve the user experience (UX) and accessibility of much content through staff training. Using headlines and breaking up the body of the text further improves readability.

We have software to make our online PDF documents accessible. Training was provided on building accessible forms and documents. Our graphic designer ensures that fonts used are sans-serif and commonly available. We test for colour contrast ratios in our printed materials. In 2021, our online contributions experience allowed visitors to access content in an accessible format with the ability to change font size for the first time. In 2022, we delivered our first described videos as part of new content developed for the website.

Priority Actions 2023-2025 to Prevent or Eliminate Barriers

Barriers Identified

- Internal awareness of barriers removed and services available to persons with disabilities.
- Clarity of signage and way-finding.
- Not aware of any sign language interpreters in Nova Scotia practising langue des signes Québécoise (LSQ).
- Additional time and expense related to creating multiple versions of content to comply with ACA and Official Languages Act (OLA) requirements.

Actions

- Share the Museum's accessibility plan, feedback process description and accessibility statement widely.
- Share progress reports and updated plans internally and with the public on our website.
- Add an accessibility tab to our intranet home page for staff to find resources in one place.
- Ensure information about accessible services, programs and access is clear and easy to find.
- Add form on our websites for public to provide feedback about their Museum experience.
- Provide an accessibility style guide and training for staff involved in content creation.
- Further review of existing way-finding in public areas specifically with an accessibility lens.
- Have a staff meeting devoted to ACA and overview of services available to visitors and staff and how to access them.
- Provide described video versions for new significant promotional videos.
- Make Museum spaces welcoming by posting signs to let visitors know we don't expect our visitors to be quiet. They should feel free to ask questions, express themselves and feel comfortable in this space.
- Add visitor map to websites allowing visitors to better plan and feel confident in their visit.

- Share progress reports and updated plans.
- Implement way-finding improvements based on year one review.
- Provide a QR code to an accessible version of the Museum map allowing visitors to use their own devices to navigate.
- Continue to review existing content to improve its accessibility.

Design and Delivery of Programs and Services

For the purposes of this pillar, the Museum looked at interpretation, education, visitor experience, public programs and exhibition content and design. More permanent structural features of the exhibition spaces were included under the built environment pillar.

The visitor experience team arranges for guest speakers to train front line staff on accessibility issues. This is something we will to continue to offer. We also learn from our partners like Symphony Nova Scotia with whom we host sensory aware family concerts onsite. They let the public know that "We encourage children to be active and involved in our orchestral performances. Vocalizations, movements, and taking breaks are all part of the fun!"

We now do a better job recognizing visitor fatigue. More seating is available both in the exhibition and non-exhibition spaces. Height and ease to get up from the furnishings is taken into account. Seating and rest areas are included in temporary exhibition plans.

Other ways we prevent barriers:

- Admission is free for a support person accompanying persons with disabilities.
- A wheelchair is available for use at the ticket counter.
- Visitors with special needs can book private Museum tours at no additional cost.
- Visitors with special needs can book private appointments with the Scotiabank Family History Centre.
- Visitors using wheelchairs have choices of where to sit in the theatre.
- All of our public spaces are fully accessible for visitors in wheelchairs.
- All of our public programming spaces are fully accessible for visitors in wheelchairs.
- Public programs are either free or included with admission.
- Some public programs are offered online or as a hybrid.
- In the past when a public program attendee indicates that they use sign language we have booked translators for event.

- Three-dimensional exhibition components and their content are physically accessible.
- Exhibitions include both video and audio content. Videos are subtitled.
- A pilot project was done that makes selected text from the Canadian Immigration Hall exhibition available via a multilingual audio tour App. A QR code is provided at the staff kiosk.
- Exhibitions are designed and built to Ingenium's accessibility standards.

Priority Actions 2023-2025 to Prevent or Eliminate Barriers

Barriers Identified

- Awareness of accessible services offered.
- Staff require training on how to greet visitors with disabilities who may find the standard interaction overwhelming, hard to understand or difficult to respond to.
- Availability and cost of having sign language interpreters at all functions.
- Lack of local sign language practitioners in langue des signes Québécoise (LSQ)
- Deaf and hearing impaired visitors who are not bilingual cannot fully access our movie In Canada.
- Placement and visibility of some artifact labels within permanent exhibitions.
- Lack of downloadable social narratives and sensory guides that help visitors with sensory challenges plan their visits.

Actions

- Update accessibility page on the website. Include services offered, services available on request, items available on loan (wheel chairs and other assistive devices).
- Let visitors know that nursing is welcome throughout the site.
- Staff training to adapt greetings for visitors with disabilities for whom the standard interactions are not welcoming or a comfortable experience.
- Magnifying glasses available for visitors to borrow at the ticket counter.
- Better communicate that visitors with special needs can book private tours and private Scotiabank Family History Centre research visits.
- Continue to involve accessibility organizations, especially people with lived experience and ask them to present at our annual training sessions.
- Move artifact label in the Canadian Immigration Hall "What would you bring" section.

- An accessibility section will be added to all temporary and traveling exhibition interpretive plans.
- An accessibility section will be added to all future exhibition charters.
- Include a question about barriers to accessibility in annual visitor survey.
- Establish sensory-friendly times or days.
- Test adding coloured mats with a few sensory toys to the seating area for the Contributions movie.
- Offer headsets and have interpreters using microphones even for small groups where it may assist a visitor who is hard of hearing.

- Continue to involve organizations, especially people with lived experience and ask them to present at training sessions
- Prioritize partnership opportunities that include impactful work towards inclusion of individuals living with disabilities. Seek out partnerships with non-profits and groups working in this area.
- Examine using more QR codes or beacons in Museum spaces for navigation, self-guided tours and accessing other Museum content such as bilingual transcripts for our movie.
- Make sensory resources like sensory backpacks with sunglasses, downloadable social narratives, and sensory guides available at the ticket counter.
- Develop a descriptive tour of the Museum for visitors with low or no vision that can be booked on request.
- Research accessibility advisors at school boards to discuss adaptations for accessibility of school programs.
- Review way-finding options to include signage on staff-only areas of the Museum as well as adding signage to indicate that the ramp does not lead to a public space. Add signage to the bottom of the stairs to the staff-only area of the Scotiabank Family History Centre

Procurement

There are two main considerations for accessibility and the Museum's procurement process. The first considers accessibility best practices for what we are purchasing. The second is to prevent and remove barriers for bidders who are living with a disability from participating in the process. To meet these goals:

- All site visits are optional.
- The Museum provides site visit notes to all bidders.

- Questions and answers submitted are provided to all bidders.
- Where appropriate, accessibility requirements are defined in request documents when specifying requirements for goods, services and construction in the scope of work.
- Where appropriate, accessibility consultation services are defined in request documents to ensure that deliverables incorporate accessibility features.
- Where appropriate, consultation with end-users or groups representing persons with disabilities to define requirements.
- Prototypes and product demonstrations are used to allow end-users to test features and ensure that the deliverable meets accessibility requirements
- In absence of accessibility standards, suppliers are evaluated on flexibility or features built into the design to enable the broadest range of end-user use.
- Contractors agree to adhere to the ACA as it relates to the goods or services they supply in the agreement with the Museum.

Priority Actions 2023-2025 to Prevent or Eliminate Barriers

Barriers Identified

- Request for Quote (RFQ) documents do not provide technical evaluation in the same ways as other request documents. Many of our procurements have moved away from RFQ to other request documents in order to evaluate the broadest range of specifications.
- Additional time to plan for accessibility and working within fiscal timelines.
- Contractors agree to adhere to the ACA as it relates to the product or service they supply in the agreement with the Museum.

Actions

- Ensure all PDF documents are screen reader enabled.
- Add transcription and/or closed captioning to video-conference bidder calls upon request.
- Lengthen procurement timelines to plan for accessibility within request documents.
- Review all contract documents for universal language and add accessibility clauses where appropriate.
- Add links to information about accessibility statement and accessibility expectations to procurement/doing business with us page.

• Continue to review all contract documents for universal language adding accessibility clauses where appropriate.

TRAINING

The Canadian Museum of Immigration at Pier 21 is a learning institution. This means the Museum has a deep commitment to training and professional development. Over time this builds expertise on accessibility and related issues amongst our staff. We have an established practise of Justice, Equity, Diversity and Inclusion knowledge-building across all levels of our staff. Moving forward we will work to ensure unconscious basis training specific to persons with disabilities is offered.

Through consultation the subjects of disability and inclusion in the workplace were identified as areas where managers would like more training. It is important that we work towards the goal of the Museum being recognized as a welcoming workplace for all. Addressing unconscious bias and recognizing invisible disabilities is an important part of this ongoing journey.

To be an inclusive and welcoming place for all Canadians, it is important that Museum staff and volunteers are well trained in recognizing and communicating effectively with people with disabilities. Continued training and consultation will help achieve this goal. Training is the first step towards accountability. Knowledgeable and accountable staff will naturally find opportunities to prevent and eliminate barriers. This can be as simple as consistently including accessibility in the planning stages of everything we do.

GLOSSARY

Accessible

Accessible refers to a physical or digital location that is easily navigated or a program or service that can easily be acquired or understood.

Accommodation

Accommodation is the personalized adaptation of a workplace to overcome the barriers faced by persons with disabilities.

Barrier

Barriers are anything that prevent people with disabilities whether temporary or permanent, from fully and equally participating in society. Barriers can be physical, architectural, technological, communications based or attitudinal.

Disability

Disability means any impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment–or a functional limitation–whether permanent, temporary or episodic in nature, or evident or not, that, in interaction with a barrier, hinders a person's full and equal participation in society.

Discrimination

Discrimination is an action or decision that treats a person or group badly or unfairly for reasons such as gender, race, age or disability. It imposes a disadvantage or limits access that is given to others.

Nothing Without Us

"Nothing Without Us" is the principle that persons with disabilities are to be consulted when developing laws, policies and programs that impact them.