



MULTI-YEAR ACCESSIBILITY PLAN (2025-2028)



WDBA APWD
Windsor-Detroit
Bridge Authority

Autorité du pont
Windsor-Détroit

Canada

Multi-Year Accessibility Plan

WDBA 2025-2028

*In accordance with the Accessible Canada Act and
WDBA Accessibility Policy*

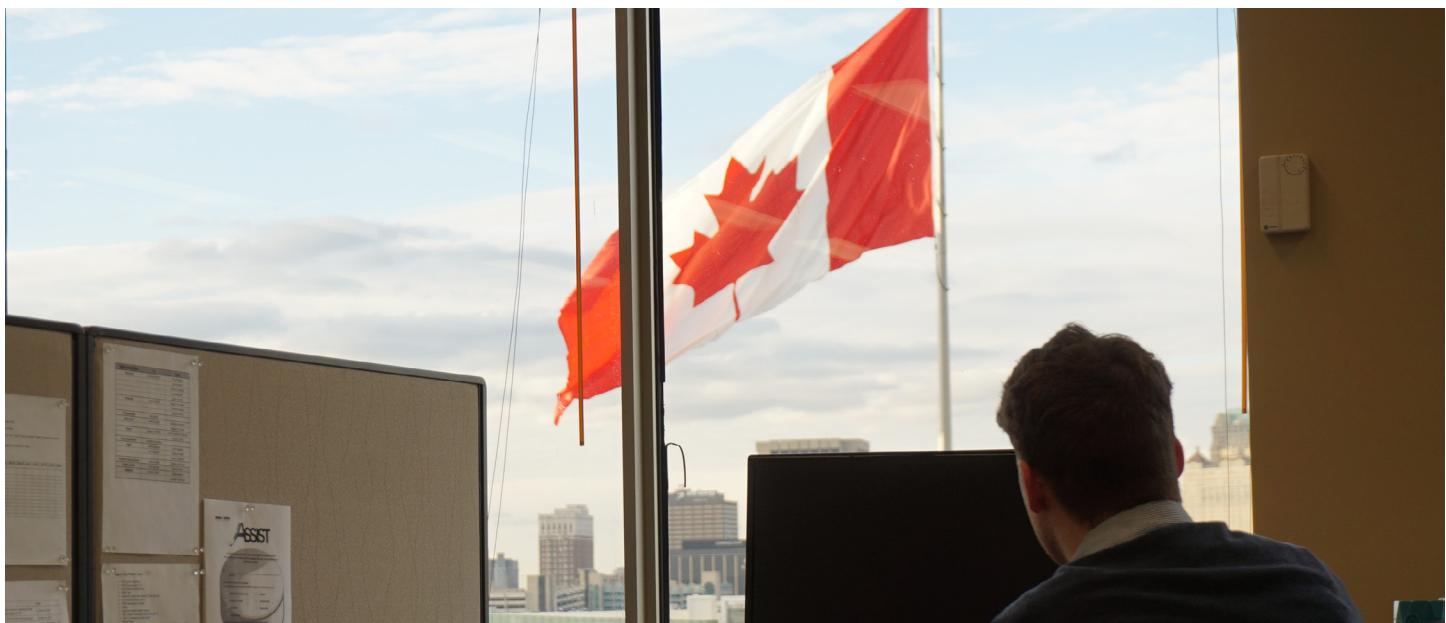
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Please contact Windsor-Detroit Bridge Authority at: 1-844-322-1733
or by email at info@wdbridge.com

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Part 1: General



1.0 The Legislated Framework

The [Accessible Canada Act](#) ("An Act to ensure a barrier-free Canada") or the Act was enacted in 2019, with the purpose being to enhance the full and equal participation of all persons, especially persons with disabilities, in society. This is to be achieved through the realization, within the purview of matters coming within the legislative authority of Parliament, of a Canada without barriers, particularly by the identification, removal, and prevention of barriers in priority areas.

1.1 Vision on Accessibility

Windsor-Detroit Bridge Authority (WDBA) envisions a fully inclusive organization and workplace, achieved through collaborative efforts to identify, remove, and prevent barriers for persons with disabilities. WDBA commits to achieve, and where reasonable, exceed the commitments established in the legislation. WDBA encourages partnerships with stakeholders, project partners and all other service providers. WDBA embraces the concept of universality and is committed to implementing policies and practices that support the procurement and delivery of inclusive goods, facilities, and services.

1.2 WDBA's Commitment to Accessibility

As stated in WDBA's Accessibility Policy, WDBA commits to (i) identify and remove barriers and prevent new barriers for persons with disabilities in the priority areas described in the *Accessible Canada Act*, (ii) attain the goal of a fully inclusive workplace, and (iii) achieve, and where reasonable, strive to exceed the commitments to accessibility to employees, persons with disabilities, data users and clients, as established in the *Accessible Canada Act*.

1.3 The Plan

The Multi-Year Accessibility Plan (the “Plan”) is a document respecting WDBA’s policies, programs, practices and services that will be implemented over the course of the three years (2025-2028) to support inclusion and provide details regarding the identification, removal, and prevention of barriers for persons with disabilities. It incorporates the legislated requirements of the Act as well as the [Accessible Canada Regulations](#) (“Regulations”) and is guided by WDBA’s Accessibility Policy*. It also outlines the methods for ensuring that all accessibility features will comply with Canada’s accessibility legislation in the following areas:

- employment
- the built environment
- information and communication technologies
- communication, other than information and communication technologies
- the procurement of goods, services and facilities
- the design and delivery of programs and services
- transportation.

* WDBA developed an Accessibility Policy, which was reviewed and approved by WDBA’s executive leadership team and the Board of Directors in June 2022 and updated in June 2024. The WDBA Accessibility Policy has been used as guidance in development of the Plan.

1.4 Accessibility Consultations and Feedback

Consultation and feedback are essential to assist with the identification, removal and prevention of barriers at WDBA for both its employees and those from the public it interacts with and provides services to.

WDBA consulted with WDBA employees, the public and Crown corporations through various means including virtual meetings and online surveys.

Results and feedback received through consultation activities have been used to identify barriers and opportunities and to guide the development of this Plan. A summary of the consultation activities can be found in Part 3: Consultations and Communications.

WDBA also utilized an internal working group of employees representing organizational departments to assist in identifying barriers within their respective departments, providing input into consultation activities and supporting review and development of the Plan.

Employees and members of the public are encouraged to report accessibility barriers and issues, request a description of WDBA’s feedback process and provide feedback, or request further information regarding this Plan. For this purpose, please contact:

Heather Grondin, Chief Relations Officer

Windsor-Detroit Bridge Authority
400 - 100 Ouellette Avenue
Windsor, ON N9A 6T3
Telephone: 1-844-322-1733
Email: info@wdbridge.com

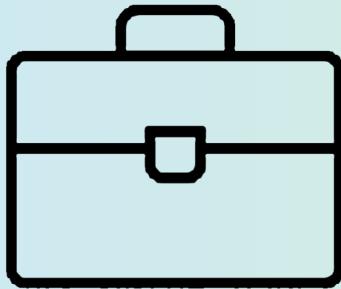


Part 2: Areas Described under Section 5 of the Act: Programs and Services for 2025-2028

The following describes WDBA's policies, programs, practices, and services in relation to the identification and removal of barriers, and the prevention of new barriers in the areas listed under Section 5 of the Act.

Barriers were identified based on results and feedback received through consultations held with WDBA employees, the public and the internal working group. Further information about consultations can be found in Part 3 of this Plan.

2.0 Employment



As identified in the WDBA Accessibility Policy, WDBA shall identify, remove, mitigate, or prevent barriers in the recruitment, retention, and development of talented employees through equitable and barrier-free practices and offer disability-related employment accommodation throughout all aspects of employment.

Employment barriers identified:

- Information about accessible accommodations, workplace resources, and general aids or support options are not easily visible or readily available for all employees.
- More specifically, highlighting WDBA's commitment to diversity, equity, inclusion, and accessibility (DEIA) on its website can support recruitment efforts and encourage self-identification, potentially impacting our ability to build a representative and inclusive workforce.
- Providing an opportunity for staff to ask questions, identify concerns or flag emerging issues associated with DEIA will remove existing or perceived barriers to corporate practices.

Actions to address employment barriers:

WDBA, through its Human Resources team, will undertake the following actions:

- a. **Expand Diversity, Equity, Inclusion and Accessibility (DEIA) content in external facing corporate website and include information specific to DEIA hiring practices (2027-2028)**

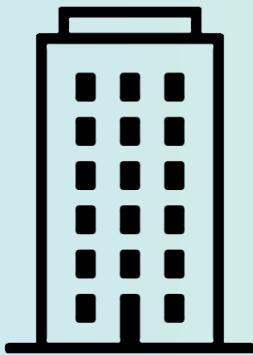
WDBA shall provide enhancements to the external-facing website to recognize DEIA activities that highlight WDBA's achievements in building a culture that embraces diversity, equity and inclusion.

- b. **Appointment of DEIA representative (2025)**

WDBA established a DEIA representative role by appointing volunteer participants to help foster a culture that embraces DEIA values across the organization. DEIA representatives will support their teams within the scope of their existing roles and responsibilities. They will serve as advocates for inclusive practices, encouraging dialogue and sharing perspectives in open discussions, while helping to ensure that inclusive considerations are embedded in engagement activities and initiatives.

- c. **Anonymous feedback board (2025)**

WDBA will launch an Anonymous Feedback Board offering an alternative and anonymous feedback mechanism for employees to raise any DEIA concerns or opportunities. The Anonymous Feedback Board will allow employees to actively participate in enhancing the workplace to support accessibility.



2.1 Built Environment

As identified in WDBA's Accessibility Policy, WDBA shall meet or exceed barrier-free design requirements for its offices and use office equipment and goods which adhere to accessibility standards, as developed and revised by Accessibility Standards Canada.

Built environment barriers identified:

- WDBA's Emergency Evacuation Plan will undergo continuous review to ensure that the specific needs of employees and visitors with disabilities are considered.
- Existing built environment of WDBA office locations may not be fully accessible for people with disabilities.
- Lease contracts for WDBA offices may not yet include clauses for landlord's compliance with the latest accessibility standards.

Actions to address built environment barriers:

WDBA, through its Facilities and Health and Safety teams, will undertake the following during the 2025-2028 period:

- a. Review and update WDBA's Emergency Evacuation Plan (2025)

WDBA will review and identify any barriers in the existing Emergency Evacuation Plan (EEP) for all WDBA offices in 2025. WDBA will ensure people with disabilities are consulted during the review of the EEP. WDBA will also ensure that individual emergency evacuation plans are developed based on employee needs should they require one.

WDBA will continue to include copies of the EEP at the health and safety bulletin boards at each WDBA location.

- b. Review of existing built environment of all WDBA office locations (2025-2028)

WDBA office locations will be reviewed to address barriers identified through consultations, as well as ensure offices meet accessible criteria for federal buildings.

WDBA will consult with current office landlord(s) at its 100 Ouellette office to discuss and identify ways to improve facilities and address accessibility issues identified through consultations, such as parking and bathroom accommodations.

WDBA will continue to offer and provide accessible accommodations for employees to address barriers within their individual workspaces at all office locations.

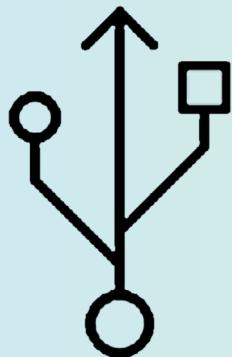
c. **Retrofit of existing built structures and work environment**
(2025)

Through review of WDBA's office locations, barriers may be identified where retrofits may be appropriate. Where possible, WDBA shall retrofit existing structures and the built environment to remove or minimize identified barriers, in accordance with accessibility standards, as defined by the criteria set for federal buildings.

d. **Review and update terms of lease contracts**
(2025)

WDBA shall continue to improve the accessibility of its leased portfolio by ensuring that, during contract renewals in 2024/2025, lease contracts will include clauses for landlord compliance with the latest accessibility standards and requirements for federal buildings.

WDBA shall also include clauses for landlord(s) in all new lease contracts to ensure compliance with the latest accessibility standards and requirements for federal buildings.



2.2 Information and Communications Technologies (ICT)

As identified in WDBA's Accessibility Policy, WDBA shall focus on adopting, developing, and implementing accessible information technology, including website accessibility.

Information and Communications Technologies (ICT) barriers identified:

- The inaccessibility of technologies in commonly used meeting and collaboration spaces can limit the ability of facilitators and attendees to participate meaningfully.
- Several workplace information and communication technology devices available in the market are systems with potential data residency issues. The challenge arises when adaptive technologies need different hardware capacity and software configurations.

Actions to address ICT barriers:

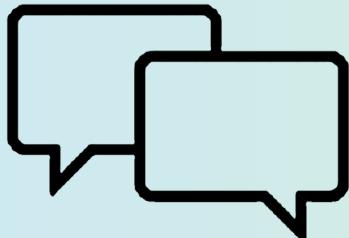
WDBA, through its Information Technology and Corporate Affairs and External Relations teams, will undertake the following:

- a. **Review existing information and communication technologies (2025-2028)**

WDBA will review the technology used in common conference, learning and meeting spaces to ensure that it meets a high level of accessibility and respects all legal and policy requirements. WDBA will enable accessibility features on devices of employees with accessibility needs.

WDBA will begin planning for a Life-Cycle Management approach to address accessibility of legacy systems. WDBA will include accessibility in replacement processes.

2.3 Communications, other than ICT



WDBA recognizes that people give, receive and understand communications, as well as engage with others and organizations in different ways. WDBA is expected to take this into account and provides its communications and outreach activities in various accessible formats to remove barriers for people with disabilities.

Communications barriers identified:

- Information may not always be communicated in accessible formats consistently across the organization, and not all employees are trained to develop accessible communications due to the need for more comprehensive standards and guidelines for communications.

Actions to address Communications barriers:

WDBA, through its Corporate Affairs and External Relations team, will undertake the following:

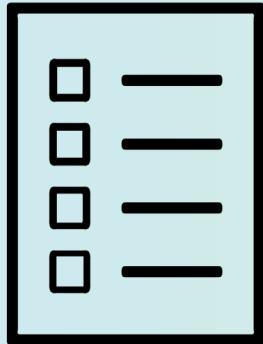
a. **Communication and accessible formats** (2025-2028)

WDBA will develop standards for the application of simultaneous interpretation, translation and captioning functions for key WDBA meetings, media engagements and conferences, when appropriate.

WDBA shall conduct a review of signage at its office locations in Canada with an accessibility lens and develop an action plan to address any identified gaps.

WDBA will develop a text and visual accessibility guideline for its social media content and apply it, as appropriate, across its social media channels and will ensure that content is suitable for adaptive technologies.

WDBA will continue to encourage and accept feedback from staff and the public, including customers, with regards to accessibility to ensure continuous improvement in developing accessible communications and engagement opportunities.



2.4 Design and Delivery of Programs and Services

As identified in WDBA's Accessibility Policy, WDBA shall provide consistent high-quality accessible services in a manner that respects the dignity and independence of persons with disabilities.

Design and delivery of programs and services barriers identified:

- Current training may not reflect the diverse learning styles and preferences/formats of all employees.
- WDBA does not currently have a formal framework to assess benchmarks and guide the accessibility of organizational programs and services in alignment with best practices.
- Current policy and procedure documents may not all fully reflect inclusive and uniform language that clearly communicates accommodation options, potentially limiting understanding of organizational requirements and expectations.

Actions to address design and delivery of programs and services barriers:

WDBA, through its various departments, will undertake the following during the 2025-2028 period:

a. Accessibility training options (2025-2028)

WDBA will utilize internal communication channels (i.e., Culture Moment during all-staff meetings) to assist with increasing dialogue about accessibility, accessibility accommodations and accessibility-focused training opportunities available at WDBA including through the Canada School of Public Service.

WDBA will research and identify additional accessibility training opportunities for employees to assist them with incorporating accessible practices in their day-to-day operations, projects and strategies, further embedding accessibility into WDBA's culture.

b. Review policy and procedure documents (2026-2027)

WDBA will review policy and procedure documents through an inclusive lens, ensuring the use of inclusive and uniform language throughout. Additionally, WDBA will assess that the language clearly communicates accommodation options to support the physical and cognitive abilities of all individuals. Where applicable, references to physical demands analysis will be enhanced in policy and procedure documents. DEIA representatives appointed to WDBA's Policy Committee will support these efforts.



2.5 Procurement of Goods, Services and Facilities

As identified in WDBA's Accessibility Policy, WDBA shall incorporate accessibility considerations in procurement criteria and planning, where applicable, and ensure that procurement activities and processes are fair and accessible to vendors and that they incorporate accessibility requirements into their bids.

Procurement of goods, services and facilities barriers identified:

The following barriers have been identified:

- Accessibility criteria may not be fully incorporated in WDBA's procurement processes.

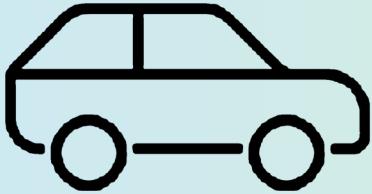
Actions to address procurement of goods, services and facilities barriers:

WDBA, through its Procurement team, will undertake the following:

- a. Develop procurement accessibility criteria
(2025-2028)

WDBA has established guidelines on how it will evaluate vendor proposals and selection of procured services and goods based on accessibility. WDBA shall continue to adapt evaluation and accessibility criteria that have been incorporated into the procurement documents, when relevant to the scope of work, ensuring that potential proponents meet the technical requirements regarding accessibility.

2.6 Transportation



As identified in WDBA's Accessibility Policy, WDBA shall meet or exceed barrier-free design requirements for its vehicle fleet to adhere to accessibility standards.

Transportation barriers identified:

The following barriers have been identified:

- Existing vehicle fleet may not have considered accessibility requirements within the Act.

Actions to addressing transportation barriers:

WDBA's Vehicle Fleet team, will undertake the following during the 2025-2028 planning period:

a. New vehicles (2025)

In its lease or acquisition of new vehicles, WDBA will consider accessibility standards and the need to accommodate its employees with disabilities.



Part 3: Consultations and Communications

3.0 Consultation Summary

In preparation of this plan, WDBA conducted consultations with WDBA employees, the public and fellow Crown corporations. The consultation and communications objectives were to:

- Gather feedback from WDBA staff, the public, and people with disabilities to be incorporated into WDBA's federally mandated Accessibility Plan.
- Ensure WDBA staff, the public and people with disabilities are aware of the opportunities to provide feedback on the Accessibility Plan.
- Meet the consultation requirements set out by the *Accessible Canada Act* and *Accessible Canada Regulations*.

Timelines and consultation activities:

Between September and October 2025, WDBA received input and comments from 10 members of the public, 15 WDBA employees and two federal Crown corporations to inform the development of the Multi-Year Accessibility Plan.

The following consultations took place:

- **Crown corporation consultation:** An environmental scan and interview requests occurred to review consultation efforts of similar infrastructure-related Crown corporations.
- **Online employee survey:** A survey gathering feedback on WDBA accessibility was available to staff from September 15 to October 6, 2025. With 15 responses received, five of the respondents self-identifying as having a disability or as being a caregiver to someone with a disability.
- **Online public survey:** A public survey gathering feedback on WDBA accessibility was available September 15 to October 6, 2025. With 10 responses received, four respondents self-identifying as having a disability or as being a caregiver to someone with a disability.

WDBA employees and the general public were asked various questions to assist with identifying existing barriers pertaining to WDBA's employment, built environment, information, communications and technologies, communications outside of ICTs, programs and services, procurement and transportation. Feedback received through consultation has been used to identify the barriers noted within this Plan as well as to inform the actions developed to address them moving forward.

It should also be noted that in addition to utilizing WDBA communications channels, WDBA requested local organizations and agencies who serve people with disabilities in the Windsor-area to support the communication of consultation opportunities, as well as gain their feedback.

3.1 Progress Reporting and Providing Feedback

WDBA will publish progress reports of the Plan by the first (end of 2026) and second (end of 2027) anniversary of the Plan's publication date (December 2025). At this time, WDBA will consult with people with disabilities in the preparation of its progress report.

The progress reports shall include the information required under the Act and the Regulations, including how people with disabilities were consulted and how feedback was used in the preparation of the report.

Providing feedback

Employees and members of the public are encouraged to continue reporting accessibility concerns, providing feedback, or request further information regarding the Plan by contacting WDBA at info@wdbridge.com, or 1-844-322-1733.

3.2 Communication of the Multi-Year Accessibility Plan

WDBA's Multi-Year Accessibility Plan is available in alternate formats upon request and can be viewed:

- on WDBA's website: <https://gordiehoweinternationalbridge.com/corporate/diversity/>
- by written request to: Windsor-Detroit Bridge Authority, 100 Ouellette Ave., Suite 400 Windsor, Ontario, N9A 6T3
- by telephone request at: 1-844-322-1733
- by email request at: info@wdbridge.com.

WDBA will provide print, large print, Braille, audio format or an electronic format compatible with adaptive technology intended to assist persons with disabilities, at the latest, 45 days of a request for a plan in Braille or audio format, or 15 days of a request for a plan in any other format.

Acknowledgements

WDBA would like to recognize the commitment of the Board of Directors, employees and internal working group and the Windsor community for their guidance in the preparation of this Multi-Year Accessibility Plan.

Definitions

As identified in WDBA's Accessibility Policy:

Barrier means anything, including anything physical, architectural, technological, or attitudinal, anything that is based on information or communications or anything that is the result of a policy or a practice, that hinders the full and equal participation in society of persons with an impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation.

Disability 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.



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