



**NATIONAL ARTS CENTRE
CENTRE NATIONAL DES ARTS**

Canada is our stage. Le Canada en scène.

National Arts Centre

Accessibility Progress Report, 2023

Message from the National Arts Centre

Located in the National Capital Region on the unceded territory of Anishinabe Algonquin Nation, the National Arts Centre (NAC) is Canada's bilingual, multi-disciplinary home for the performing arts. We present, create, produce, and co-produce performing arts programming, with a focus on nurturing the next generation of audiences and artists from across Canada.

The NAC is committed to building a more diverse, equitable, and inclusive future for the performing arts in Canada. We seek to deliver an exceptional and welcoming environment for all our patrons, performers, employees, and members of our communities. To help ensure that everyone can fully participate in society, the NAC continues to identify, remove, and prevent barriers for persons who identify as Deaf, disabled, or neurodivergent.

As part of our commitment to meeting our requirements under the *Accessible Canada Act* (ACA) and as part of our goal to increase accessibility in our organization, we have prepared this 2023 Accessibility Progress Report. This Progress Report will serve as a status update on the goals in our 2022-2025 Accessibility Plan. It will also help the NAC continue to work towards becoming a more diverse and inclusive organization.

We value the collaboration and input of members of the disability community, including patrons, volunteers, performers, and community members. The NAC welcomes feedback on an ongoing basis on how we provide accessible programs, services, and opportunities. During development of this Progress Report, we invited additional feedback through outreach to NAC individual contacts and organizations working with the disability community. Content also has been reviewed by the NAC Accessibility Advisory Committee, which includes representatives from over twenty NAC departments and teams. The NAC senior management team is responsible for approving and publishing the final Progress Report.

We commit to reviewing the NAC Accessibility Plan annually, to providing progress reports as required by the ACA, and to updating our Accessibility Plan a minimum of every three years. We will use our Accessibility Plan and progress reports as resources to help us comply with accessibility and human rights legislation and to help us meet accessibility goals established by the NAC and our stakeholders.



Christopher Deacon
President and CEO
National Arts Centre

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General

As part of our commitment to meeting our requirements under the *Accessible Canada Act* (ACA) and as part of our goal to increase accessibility at the National Arts Centre (NAC), the NAC consulted with employees, patrons, and other stakeholders to prepare our Accessibility Plan and our annual progress reports.

To provide accessibility feedback or request information in an alternate format, contact the NAC Visitor Experience Team by email, phone, mail, or in person. Feedback can also be provided using our online Accessibility Feedback form at <https://nac-cna.ca/en/visit/accessibility>.

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National Arts Centre Statement of Commitment to Accessibility

Engaging people in the performing arts is our passion. As Canada's home for the performing arts, we make space for a diversity of voices, perspectives and lived experiences both on the national stage and within all the circles of people we touch, including audiences, artists, arts workers, and volunteers. The National Arts Centre is committed to providing a safe, dignified, and welcoming environment for everyone. We believe in integration, equality of opportunity, independent access, and participation for persons with disabilities. We will ensure compliance with all applicable accessibility legislation by identifying, preventing, and removing barriers to accessibility. We are committed to meeting the needs of persons with disabilities in a timely manner.

NAC Accessibility Policies, Plans, and Procedures

The National Arts Centre Accessibility Plan, the NAC Accessibility Policy, and our Accessibility Feedback form are available on our website.

The NAC Accessibility page (<https://nac-cna.ca/en/visit/accessibility>) includes a link to our Accessibility Policy (<https://nac-cna.ca/en/legal/accessibility-policy>) and related information.

Our Accessibility Policy includes information related to service animals, support persons, assistive devices, and how to provide accessibility feedback and accommodation requests. or contact us at for a copy of our Accessibility Policy in alternate formats, available upon request.

For more information on National Arts Centre accessibility services, or to request any of our public documents in an alternate format, email us at accessibility@nac-cna.ca. The NAC will make every effort to provide this information in an alternate format, upon request.

Alternate print, large print, plain text, and electronic formats for most documents can be provided within 15 days of a request. Requests for braille or audio format for content may require longer to arrange, however information will be provided in as timely a manner as possible.

Progress in Achieving Accessibility Plan Goals

The NAC Advisory Committee and NAC management and staff, in consultation with patrons and community members who identify as Deaf, disabled, or neurodivergent, identified accessibility goals for inclusion in its Accessibility Plan. These stakeholders also assist in monitoring and assessing the progress of accessibility goals, provide accessibility feedback on an ongoing basis, and contribute to progress report status updates for each Accessibility Plan goal.

Employment

The National Arts Centre is committed to providing fair and accessible employment opportunities at all stages of the employment cycle. This includes ensuring accessible recruitment and selection processes, creating individualized workplace emergency response plans, and providing formal written accommodation and return to work plans. The NAC is also committed to informing all employees of policies and procedures that support employees with disabilities.

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
Review job descriptions prior to posting to ensure requirements are accurate and potential accessibility barriers are removed where possible.	Human Resources	Ongoing, with annual reviews	Prior to posting a job opportunity, job descriptions are reviewed and updated when necessary, including accessibility requirements as needed.
Include accommodation request information and	Human Resources	Ongoing, required	Accommodation requests are invited

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
commitment to accessibility in job applications, when scheduling interviews, and at all stages during the recruitment process.			when creating a job applicant profile and when recruiters contact applicants to schedule an interview.
Increase outreach and collaboration with disability organizations, recruitment agencies and job boards for persons who identify as Deaf, disabled, or neurodivergent, to increase promotion of employment opportunities in the disability community.	Human Resources, Diversity, Accessibility, Equity, and Inclusion (EDI) team	Ongoing, with annual reviews	NAC HR is currently in discussion with various local and national disability organizations, seeking support for increasing employment opportunities for persons with disabilities.
Ensure that employee accessibility and accommodation requests are addressed and reviewed on a regular basis, upon request by employees, and during annual performance reviews.	Human Resources	Ongoing required, with annual reviews	Individual accommodation requests are addressed as needed. The procedure for receiving and addressing new or updated employee accessibility and accommodation requests is being reviewed in 2024, with input from HR, management, and EDI team members.
Ensure that individual accommodation plans including emergency and evacuation procedures are in place for employees who request support.	Human Resources	June 2024 (Updated from June 2023)	The current procedure for employees and others working on-site at the NAC to request support during emergencies or evacuations is being reviewed.

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
			When updated and finalized, all new and current employees will be made aware of how to request emergency and evacuation support.
Ensure NAC DEI strategy and initiatives related to equity-deserving groups clearly define and include persons who identify as Deaf, disabled, or neurodivergent as part of such initiatives.	EDI, Accessibility Advisory Committee (AAC)	Deferred to June 2024	<p>The Director of Equity, Diversity, and Inclusion position is currently unfilled.</p> <p>The Action Owner and Target Completion Date for this goal have been updated. This goal will be addressed when the EDI position is filled.</p>
Ensure emergency floor wardens and emergency response teams review and are aware of individual accommodation plans for individuals requesting support during emergencies or evacuations.	Health & Safety Coordinator, HR, EDI, Emergency Response Team	June 2023	<p>NAC employees have been advised to inform their managers if they might require assistance during an emergency or evacuation.</p> <p>Emergency floor wardens have been trained on their responsibilities to support persons with disabilities and employees with individual accommodation plans.</p>

Training

The National Arts Centre is committed to ensuring that its employees and volunteers receive training on NAC accessibility policies and procedures. Refresher training is

provided when changes are made to accessibility legislation or to NAC accessibility policies and procedures.

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
Provide training resources for NAC content creators regarding how to create accessible information and communication.	Audience Engagement, EDI	December 2022	Resources for creating accessible information and communication are available online for all NAC employees.
Provide customer service training incorporating accessibility and accommodation information, including training on NAC assistive devices, to new customer service employees.	Human Resources, Visitor Experience, EDI	Ongoing, during onboarding period for new employees	<p>General and role-specific accessibility training is delivered to new hires in FOH, Box Office, Reception, and customer service roles.</p> <p>Customized NAC board member and senior management accessibility training was delivered in 2023.</p> <p>Each NAC department is responsible for providing appropriate role-specific accessibility training to new and current employees.</p> <p>HR is responsible for ensuring that required NAC policies and procedures are reviewed by all new employees. This includes the NAC Accessibility Policy.</p> <p>Ongoing access to CSPS (Canada School of Public Service) courses, including the Accessibility Learning</p>

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
			Series, is available, with mandatory training expected and recorded for all NAC employees.
Provide managers and HR team members with training to communicate with employees to help develop and maintain effective individual accommodation plans and emergency and evacuation procedures.	Human Resources	June 2024	Role-specific management training regarding communication and support for employees regarding individual accommodation plans and emergency and evacuation procedures is in development.
Develop an updated NAC Volunteer Manual and Ushers' Manual to incorporate new policies and procedures, best practices, plain language, and accessible format.	Visitor Experience	December 2022	<p>The NAC Volunteer Manual and Ushers' Manual have both been updated, in accessible format and using plain language.</p> <p>Content in both manuals includes policy and procedure information on role-specific accessible services and procedures.</p> <p>One area still in progress is ensuring that Ushers' Manual alt-text descriptions for all images are reviewed and created or updated as needed (target date: June 2024).</p>
Review NAC team responsibilities and requirements to provide mental health first aid	Health and Safety, Visitor Experience	June 2023	Wellness Committee members have received mental health first aid training.

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
training to designated employees as needed.			Additional discussion is required to determine if other NAC employees will be provided with similar training.
Develop and provide employee training to help increase sensitivity and awareness of barriers, appropriate language use, the need for inclusion, unconscious bias, and other content related to attitudinal barriers.	EDI, HR, AAC	December 2024	Additional training resources are being reviewed and developed as needed, to help increase awareness of how to identify, remove, and prevent attitudinal barriers.
Provide “lunch and learn” sessions on accessibility and DEI topics (for example, training on use of various accessibility resources; introduction of new accessibility features; inclusive communication and interviewing practices; planning accessible meetings or community events; presentations by guest speakers with lived experience).	EDI, AAC	Deferred to 2024	<p>The Director of Equity, Diversity, and Inclusion position is currently unfilled.</p> <p>The Action Owner and Target Completion Date for this goal have been updated. This goal will be addressed when the EDI position is filled.</p>
Provide opportunities for employees to participate in training events, webinars, and conferences, to increase knowledge about accessibility resources and best practices, and to increase networking opportunities with disability arts organizations.	Senior Management Committee, EDI, AAC	Ongoing	<p>Arts Alive provided several accessibility networking, learning, and research opportunities for its team in 2023.</p> <p>The Arts Alive Acting Director attended the National Access Arts Centre in Calgary in April 2023, toured their</p>

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
			facility, and met with several artists and staff.
Ensure accessibility training is part of regular Arts Alive professional development for teaching artists, for both in-person and virtual events.	EDI, Arts Alive, Music Department, Dance	Ongoing	<p>The Arts Alive website featured a professional development webinar on inclusive and collaborative artist practices from the H'Art Centre in Kingston.</p> <p>Arts Alive also partnered with the Community Arts Mentorship Program (CAMP) in late May 2023 to support a Therapeutic Aggression Control Techniques (TACT) course for teaching artists.</p>

Information and Communication Technologies (ICT)

The National Arts Centre is committed to making information and communications accessible to all persons, including individuals who identify as Deaf, disabled, or neurodivergent. This includes a commitment to ensuring both print and online information is accessible to employees and the public, including emergency and safety information and website content. The NAC is also committed to making every effort to provide information in alternate formats when requested.

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
Provide resources to ensure that all National Arts Centre content creators have access and training regarding how to create information in accessible formats (for example, accessible Word and PowerPoint documents) and with accessible content (for	IMS, Audience Engagement, EDI	March 2023	<p>All NAC employees have access to online accessibility resources and accessible document creation tools related to Microsoft 365.</p> <p>Training is available on accessible formatting and adaptive technology via</p>

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
example, clear language and appropriate terminology).			Microsoft's online support and training modules. In addition, office hours and lunch and learn sessions are held regularly to address employee questions regarding information technology.
Publish the NAC Accessibility Policy and Accessibility Plan online, ensuring that each version meets the Web Content Accessibility Guidelines (WCAG) 2.1 AA-level success criteria (or the most recent version of WCAG that is available in both English and French).	Digital Experiences and Design, AAC, EDI	December 2022 and 2025, with annual status updates, required	The NAC Accessibility Policy and Accessibility Plan are published and available online, in accessible format, in both English and French.
Ensure that all new NAC website content is reviewed and confirmed to meet Web Content Accessibility Guidelines (WCAG) 2.1 AA-level success criteria (or the most recent version of WCAG that is available in both English and French).	Digital Experiences and Design, Information Management Systems	June 2024	The NAC verifies all new website content meets WCAG 2.1 AA guidelines before publishing.
New goal to address full NAC website, including historical content: Ensure that the NAC website is reviewed and updated to meet Web Content Accessibility Guidelines (WCAG) 2.1	Digital Experiences and Design, Information Management Systems, EDI	June 2025	Budget and resources still need to be secured (1) to hire an external company to perform the website audit and (2) to allow time to implement required and

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AA-level success criteria (or the most recent version of WCAG that is available in both English and French).			recommended audit changes.
<p>Original goal: Create accessible templates for common document formats (Word and PowerPoint) for NAC content creators.</p> <p>Updated goal: Ensure that NAC content creators producing documents in Microsoft Word and PowerPoint meet accessibility requirements for documents.</p>	IMS, Communications	June 2024	<p>All NAC content creators are responsible for ensuring they are creating documents using available accessibility features and guidelines correctly.</p> <p>IMS is responsible for training content creators on how to use Microsoft Word and PowerPoint accessibility features and directing them to resources (provided by Microsoft, the Government of Canada, and NAC).</p>
<p>Original goal: Create an accessibility style guide and formatting checklist for use by NAC content creators.</p> <p>Updated goal: Create and promote usage of a formatting checklist with hints and tips for creating accessible content.</p>	IMS, Communications	June 2024	<p>Raise awareness among NAC content creators about resources and training available related to creating accessible MS Word and PowerPoint documents.</p> <p>All NAC content creators are responsible for ensuring they are creating documents using available accessibility features and guidelines correctly.</p> <p>IMS is responsible for training content creators</p>

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
			on how to use Microsoft Word and PowerPoint accessibility features and directing them to resources (provided by Microsoft, the Government of Canada, and NAC).
Original goal: Provide training where needed for NAC employees on use of accessibility style guide, formatting checklist, and accessible templates.	IMS, Communications	N/A	N/A – Style guide and templates are no longer planned. A separate goal now exists regarding creation and training for use of an accessible formatting checklist for MS Word and PowerPoint documents.
Ensure that the planning schedule for preparation and distribution of public documents includes adequate timing to create accessible content and format (particularly for public-facing documents such as annual reports, statements, and financial information).	Communications, EDI	March 2023	All new public-facing documents are prepared and reviewed as needed to confirm accessible formats are provided, as well as alternate formats upon request.
Provide resources to ensure that National Arts Centre staff have access and training regarding the process to request and respond to employee and public requests for information in alternate formats.	EDI, Human Resources, Visitor Experience	December 2022	FOH, Reception, and Artistic Disciplines team members have been trained regarding how to respond to requests for information in alternate formats.

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
Ensure that new employee and customer software purchases include accessibility requirements and apply where possible, ensuring accommodation procedures are in place to provide similar access where software accessibility is not possible.	IM/IT, Finance, Senior Management Committee	Ongoing, required	<p>A new software procurement directive is being developed that will contain mandatory elements for all software that include both accessibility and Official Language requirements.</p> <p>A new finance software system is being implemented. A review of accessibility features embedded in the software is planned for early 2024.</p>
Ensure that closed captioning is available in public videos posted online, in the languages used in original content.	Digital Experiences and Design Artistic Disciplines	Ongoing	<p>Videos that Digital Experiences and Design is responsible for producing and publishing have closed captions provided for spoken words.</p> <p>Each NAC department that is responsible for creating and publishing videos online is responsible for ensuring they provide closed captioning for their videos.</p>
Ensure that alt-text on images is available in public content posted online, in the languages used in original content.	Digital Experiences and Design, individual departments creating and publishing online content	Ongoing	<p>Changes were made to the Content Management System (CMS) to allow the addition of alt text.</p> <p>An audit of current NAC website content was done to identify the areas where alt text needed to</p>

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
			<p>be added. Updates (involving input from content owners, copywriting, and translation) are ongoing to add alt text to older online images.</p> <p>Content owners are aware that all new images require alt text descriptions prior to online posting.</p>
Ensure that described video is available where needed for pre-recorded public videos posted online, in the languages used in original content (not required for interviews or speech-to-camera videos).	Artistic Disciplines, Digital Engagement, Translation Services, Communications	December 2024, for all new public videos	<p>Digital Experiences and Design is working towards developing standards to include descriptive video details for non-spoken information.</p> <p>A dedicated budget and resources are required for trained resources to create video descriptions.</p>
Ensure all scanned materials are provided to researchers or published with optical character recognition (OCR) in both official languages.	Exhibits and Archives, Digital Experiences and Design, EDI	December 2023	Exhibitions and Archives enables OCR when providing requested materials to researchers.
Redesign the Resource sections of the Arts Alive website to ensure accessibility for PDF documents, images, audio, and video content.	Digital Engagement, Arts Alive	September 2024	While digital accessibility is ensured by Digital Engagement, Arts Alive is continuing to carry out extensive consultation with both internal and external stakeholders. The goal is to help

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
			<p>ensure accessible and inclusive resources are creation and that presentations are following current best practices.</p> <p>For example, Arts Alive has created additional accessible sites for individual events or activities (including the NAC Orchestra's <i>Reggae Roots</i>, and <i>The Great Canadian Orchestra Field Trip</i>, an accessible video-on-demand learning series).</p> <p>Plans for 2024 include assessing the need for changes to accessibility settings of some existing PDF documents, especially those that are lengthy and include numerous resources.</p> <p>Plans include development of a new website infrastructure (beginning Fall 2023), ensuring accessible text and images (estimated March 2024), and ensuring accessible multimedia resources (estimated September 2024).</p>

Information and Communication (other than ICT)

National Arts Centre management and staff are committed to maintaining and reviewing the NAC Accessibility Policy and Accessibility Plan annually. Reviewing the documents annually will help ensure that the NAC continues to work towards greater accessibility, diversity, and inclusion and accomplishes its accessibility goals as planned. It also enables the organization to produce accurate and informative accessibility progress reports when required.

In addition, any National Arts Centre policies that present barriers to accessibility, diversity, and inclusion will be revised to remove identified barriers.

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
Ensure that the National Arts Centre Statement of Commitment to Accessibility is shared broadly within the organization and made available to the public.	EDI, AAC	December 2022	The Statement of Commitment is included in the Accessibility Policy, Accessibility Plan, posted on the Accessibility page of the NAC website, and reviewed during employee training.
Ensure that current facility emergency evacuation plans are in place and available in an accessible format for both employees and members of the public.	Operations, Health and Safety	March 2024 (updated from March 2023)	All NAC employees have access to current NAC evacuation plans. Updates are being made to evacuation plans and information (based on building code accessibility requirements) and will be shared with employees following approval and completion (anticipated January/February 2024). FOH procedures will be updated and reviewed

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
			with FOH employees in 2024, to include queries regarding support during an emergency or evacuation, when selling accessible seating tickets or providing on-site assistive devices.
Review existing NAC policies and procedures with an accessibility, diversity and inclusion lens and develop and implement action plans to address identified barriers.	EDI, AAC	Deferred to December 2024	<p>The Director of Equity, Diversity, and Inclusion position is currently unfilled.</p> <p>The Action Owner and Target Completion Date for this goal have been updated. This goal will be addressed when the EDI position is filled.</p>
Review the NAC Accessibility Plan and status of accessibility goals annually.	EDI, AAC	Annually, required	Accessibility Plan goals are being reviewed throughout the year and annually with members of the Accessibility Advisory Committee and Action Owners of goals.
Update the NAC Accessibility Plan minimum of every three years and notify the ACA regulator when updated accessibility plans are published.	EDI, AAC	December 2022, 2025, required	<p>The Accessibility Plan was last updated and published in 2022, as required.</p> <p>Feedback and content updates in annual progress reports are being noted for inclusion in future Accessibility Plans.</p>

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Provide ACA progress reports based on stated deadlines in the ACA. Notify the ACA regulator when updated accessibility progress reports are published.	EDI	Annually, in interim years to Plan updates, 2023, 2024, required	The Accessibility Progress Report is being prepared and updated for publishing in 2023, as required.

Design and Delivery of Programs and Services

The National Arts Centre is committed to providing its programs and services in a way that respects the dignity and independence of all persons, including individuals who identify as Deaf, disabled, or neurodivergent. The NAC is also committed to ensuring that it provides people with disabilities with integrated and equitable services and access to our goods and services in the same place and in similar way as other members of the public.

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
Provide resources to all NAC program designers and developers regarding how to create and deliver accessible programs, services, and events (for example, accessible meetings, community consultation and engagement, procurement, marketing, and promotion).	Communications, Audience Engagement	December 2022	Current and new accessibility resources are available online for all NAC employees to use and share. Employees can raise awareness about resources through the AAC and other NAC communication channels.
Create and maintain an Accessibility Resources folder on Teams for all NAC departments.	EDI, AAC	January 2023	Accessibility resources can be added to shared Teams folders and accessed by all NAC employees.

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
<p>Coordinate with NAC departments and collaborate with disability arts organizations and contacts working with Deaf, disabled, and neurodivergent communities, to develop, promote, and deliver National AccessAbility Week activities and awareness events annually.</p>	<p>EDI, AAC, Communication, Audience Engagement</p>	<p>Ongoing, with program delivery annually, during National AccessAbility Week</p>	<p>On May 29 (the beginning of National AccessAbility Week 2023), NAC Corporate Communications issued an all-staff memo that highlighted the NAC's Accessibility Plan and Policy, as well as several initiatives, including the NAC's hosting of the Dance and Disability Digital Network dance residency project led by NAC Dance.</p> <p>While some National AccessAbility Week events and activities were held in 2023, areas for improvement were identified. These included greater coordination of NAC efforts, increased planning time, and increased marketing and promotion to raise both employee and public awareness of events and activities. These areas will be addressed in 2024.</p>
<p>Ensure equity and accessibility in pricing of accessible seating for NAC-hosted events.</p>	<p>Visitor Engagement</p>	<p>Ongoing</p>	<p>Access 2 Entertainment and other programs currently exist to provide financial support where cost to attend NAC programs might be a barrier for</p>

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
			<p>persons with disabilities.</p> <p>NAC Orchestra and Arts Alive provide free or low-cost tickets to families from the Lotus Centre for Special Music Education to all Orchestra Family Adventures concerts during the 2022-23 and 2023-24 season.</p> <p>NAC Dance offers free or low-cost tickets for certain performance events and dates (including for scheduled relaxed performances).</p> <p>The Dance for All series is a free series of dance activities for persons of all abilities.</p> <p>It is a general NAC goal to review the awareness, use, and effectiveness of accessible pricing and seating programs and consider additional or alternative options.</p>
Broaden and clarify criteria for those eligible for accessible programs and services; clarify descriptions of services available; increase marketing, promotion, and	Visitor Engagement, Visitor Experience	June 2023	NAC website content was updated in 2023 (Accessibility page, Frequently Asked Questions) to describe NAC accessibility services, policies, and

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
training to ensure greater awareness of accessible programs and services available.			procedures in more detail. Opportunities for expanded accessibility programs and supports are being considered on an ongoing basis.
Follow up, where possible, on previous research results to address areas of inequity and areas rated lower for inclusion (for example, diversity of voices, perspectives, experiences, and abilities on and off the stage); set measurable goals and objectives to improve areas of concern.	EDI, Senior Management	Deferred to 2024	The Director of Equity, Diversity, and Inclusion position is currently unfilled. The Action Owner and Target Completion Date for this goal have been updated. This goal will be addressed when the EDI position is filled.
Include accommodation request information and commitment to accessibility in content for visiting performers and companies, school visits, and event information and ticket sales (online, at box office).	EDI, AAC, Health & Safety, Audience Engagement, Visitor Experience	December 2022	Accommodation request information is included on Arts Alive registration forms, for student matinee performances, as well as in-person and remote school workshops.
Ensure that the NAC website Accessibility page (and other online content, where appropriate) is updated regularly to include current, accurate information.	Audience Engagement, Digital Engagement, EDI	Ongoing	The Accessibility page continues to be updated and improved in both format and content, incorporating public feedback and outreach feedback from persons with lived experience.

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			<p>The NAC reached out to several known contacts with lived experience to request feedback on updated Accessibility page website content. Feedback was gathered and incorporated where possible. Additional feedback has been noted for possible future website and information updates.</p>
<p>Develop pre-assessment and post-event feedback tools to help identify, remove, and prevent accessibility barriers.</p>	<p>Production, Artistic Disciplines, EDI, Visitor Experience</p>	<p>December 2023</p>	<p>It is the responsibility of each NAC artistic discipline to create and disseminate feedback tools to identify, remove, and prevent accessibility barriers. The Arts Alive program provides an assessment survey for participants of Arts Alive school workshops, which includes opportunities to provide feedback on accessibility barriers.</p> <p>The Creation Fund has added questions related to accessibility and accommodation requirements to the Fund's submission form and to milestone reports for successful applicants who receive funding.</p>

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
			Financial support is offered to Creation Fund artists who require accessibility support.
Develop and share checklists and resources to address common accommodation requests where accessibility currently is not in place for performers or patrons.	Production, Artistic Disciplines, EDI, Visitor Experience	Ongoing (updated from December 2023)	<p>Individual NAC departments respond to accommodation requests on a case-by-case basis.</p> <p>The Creation Fund is continuing to develop and share best practices and resources to support the NAC in creating more accessible opportunities for artists. This includes engaging resources for booking and setting up CART captioning, booking, and setting up live interpretation for video meetings, and adopting accessible meeting communication practices.</p> <p>The AAC will include general information sharing and accessibility feedback as a more regular topic of discussion at meetings (re: accommodation requests and accessibility resources).</p>

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Review fellowships and funding programs (for example, ThisGen Fellowship, National Creation Fund) to identify and remove barriers, to ensure programs are as accessible as possible.	Artistic Disciplines, Creation Fund	Ongoing	<p>The Creation Fund regularly reviews its processes, engaging members of the disability community and actively inviting feedback.</p> <p>All applicants for NAC Orchestra auditions are granted an audition time slot. The audition process is anonymous to the jury panel. While accommodation requests are still addressed by NAC Orchestra administration, applicant resumes are not screened by the jury panel beforehand.</p>
When developing performances or events, ensure that teams are considering accessibility at the planning, budgeting, and design stages; engage with the community to offer more inclusive performances and events (for example, delivering relaxed performances; working with Deaf, disabled, or neurodiverse performers and artists; providing tactile information and exhibits in public spaces; delivering additional performances with ASL and QSL	Artistic Disciplines, Creation Fund, EDI, AAC	Ongoing	<p>English Theatre has an Audience Access budget that it applies to accessibility initiatives (for example, in 2022-23, funding was used to program ASL-interpreted and live audio described performances).</p> <p>English Theatre continues to engage with accessibility consultants and professionals with lived experience, as paid consultations.</p>

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
<p>interpreters; ensuring accessibility of production, scripts, stages, and effects; increasing promotion and marketing of accessibility features and awareness of how to make accommodation requests).</p>			<p>English Theatre continues to provide opportunities for audience feedback following various accessible performances or events and when planning future accessible events.</p> <p>Indigenous Theatre has an accessibility budget for every show in their upcoming season and will be exploring how to provide additional accessible offerings.</p> <p>Upcoming outreach and education activities also include a panel on Indigenous sign languages.</p> <p>The Creation Fund requests that all artists who submit requests for funding consider accessibility when developing their performances. The Fund provides accessibility recommendations and considerations from our curators.</p> <p>Artists supported by the Fund have directed portions of their funds received towards accessibility features</p>

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
			for performance development and delivery.
Ensure that all new and existing teacher resources on the Arts Alive website meet WCAG accessibility standards within the next two years. Make accessibility part of the standard resource development and evaluation process for Arts Alive.	Digital Experiences and Design, Arts Alive	December 2024	Work is in progress towards completing this goal by the target deadline.
Include accessibility feedback and accommodation requests as part of ongoing front-of-house reports.	Visitor Experience, EDI	Ongoing	<p>General feedback, including accommodation requests and accessibility feedback, is reviewed during FOH reports.</p> <p>A process to track and document ongoing issues is being developed (target date of June 2024).</p>
Ensure accessible emergency and safety information for patrons is available; ensure that information on emergency evacuation procedures for persons with disabilities is provided on the Accessibility page; ensure that Visitor Experience team members are trained in how to provide	Visitor Experience	June 2023, with additional improvements planned for 2024	Accessible emergency routes have been added to the NAC's daily calendar for employees and volunteers. However, these routes are not yet documented in an accessible format on the Accessibility web page.

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
emergency evacuation support for persons with disabilities; ensure that emergency resources and information are available in formats accessible for persons who identify as Deaf, disabled, or neurodivergent.			Four FOH teams (Ushers, Coat Check, Supervisors, Welcome Centre) have received training on providing customer service for guests with dementia. Additional FOH training on supporting persons with disabilities in an emergency or evacuation is planned for the 2023-24 season.

Procurement of Goods, Services, and Facilities

The NAC is committed to ensuring that, wherever possible, accessibility of goods, services, and facilities is considering when procuring items and services. Accessibility requirements will be included in NAC NFPs, service agreements, and other documents related to procurement.

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
Review NAC legal agreements regarding procurement of accessible goods, services, and facilities and incorporate wording on accessibility requirements into NAC agreements.	Finance Department	December 2022	Review completed in December 2022. Accessibility requirements have been incorporated into NAC performance and non-performance agreement templates.
Ensure managers and RFP developers and assessors understand how to describe and assess accessibility requirements related to procurement of	Finance, EDI, AAC	March 2024 (updated from December 2022)	The Procurement team is implementing a directive stating that accessibility considerations must be included when specifying requirements

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
goods, services, and facilities.			for goods, services, and construction.
<p>Goal clarified to reflect current NAC process to ensure accessibility requests are incorporated in Artistic Disciplines productions:</p> <p>NAC Artistic Disciplines communicate with presenting companies prior to</p> <p>Ensure that production riders from presenting company are reviewed and discussed in advance, to ensure that accommodation requests are met wherever possible and accessibility barriers are identified and removed wherever possible.</p>	Artistic Disciplines, Production, EDI, Finance	December 2023	<p>Thorough discussions take place with presenting companies to ensure that all access needs are fully understood and documented in agreements.</p> <p>All accessibility needs are communicated to Production, who then communicate requirements to the crew. Crew members interact with the presenting company and its artists to ensure safe and accessible productions.</p> <p>Accommodation, accessibility, and inclusion information communicated among all teams can include physical, communication, and mental health needs, as well as respect for gender diversity and pronouns).</p> <p>Necessary accommodations are made in all backstage spaces, dressing rooms, bathrooms, and locations where required. If any</p>

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
			<p>accommodations cannot be made, Producers, Technical Director, and Company Manager ensure that communication around any barriers is shared with presenting companies in advance so alternative solutions can be explored.</p> <p>These steps have been incorporated into English Theatre and other production processes in 2023 and continue to be carried out on an ongoing basis.”</p>
Review requirements and policies related to Union hiring practices and accessibility and inclusion for crews and performers.	HR, EDI	Ongoing	Accessibility is discussed during each collective bargaining contract renewal session.
Ensure new CRM, Finance, Payroll, HR, SharePoint, Teams, and other employee communication systems are accessible and meet WCAG standards; ensure staff are aware of and trained in accessibility features available.	Senior Management Committee, Information Management Systems, EDI	Ongoing	A new finance software system with required accessibility features is being implemented in early 2024.
Clarify and document expectations for NAC partners regarding accessibility of partner-	EDI, Artistic Disciplines, Creation Fund, Arts Alive	December 2023	The Creation Fund is consulting with accessibility professionals with lived experience to clarify

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
<p>produced events across the country.</p> <p>Confirm contract language to ensure accessibility where possible.</p>			<p>accessibility expectations for potential Fund projects.</p> <p>Arts Alive contract templates are currently being reviewed and will be revised by year-end 2023 with updated contract language for partner contracts.</p> <p>For any joint productions with producing partners, English Theatre has conversations around accessible performances to encourage awareness and share resources and practices. The NAC is unable to mandate expectations for accessibility when shows tour to other producing partners' venues.</p> <p>The NAC covers the expenses of its accessible performances, ensuring there are no financial obligations re: accessibility or accommodation needs for presenters after a contract has been signed.</p> <p>English Theatre is considering the addition</p>

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
			of an accessibility clause for its production contracts. This clause would include plans for accessible performances in connection with productions regarding accessible deliverables for creative teams. This clause is in development, with a target completion date of February 2024, to align with contracts in our 2024-25 season.

Built Environment

The NAC is committed to ensuring that, wherever possible, newly constructed or redeveloped built environments are designed in a way that takes into consideration the prevention or removal of barriers.

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
Improve wayfinding and signage to create a more accessible patron experience.	Visitor Experience, Communications, Facilities	June 2023	<p>An additional screen was added to the Elgin Street Atrium, dedicated to providing wayfinding information.</p> <p>Three new permanent wayfinding signs installed: in the Canal Street lobby, the Southam Hall entrance, and the NAC Theatre lobby.</p>

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
Ensure that TTY (tele-typewriter) and telephone relay services are available, and that staff are trained on use of hardware and software and how to respond to requests for TTY use.	Visitor Experience, IM /IT	December 2023	The NAC is implementing TTY with its new telephony system. Further enhancements to the system and physical devices are required. A fully integrated solution is planned for the end of 2023.
Install tactile attention indicators for walking surfaces (TWSIs) where the design of artwork in public spaces might present a hazard.	Visitor Experience, Facilities	June 2023	In 2023, TWSIs were installed near the artwork, Dawn, by Rebecca Belmore. No other artworks currently present a hazard.
Work towards creating an accessible environment in all public, backstage or performances areas and employee spaces (for example, assistive hearing devices and support in all theatres, accessible seating and wheelchair accessibility in all spaces, accessible elevators and washrooms).	Facilities, Visitor Experience, HR, EDI	Ongoing	<p>Some 2023 built environment improvements were made (for example, a raised toilet seat was added to the Canal Street foyer universal washroom).</p> <p>Plans for 2024 include providing public reception desks with a lower, accessible counter.</p> <p>While individual accommodation requests are met wherever possible, it remains a challenge to create a broader accessible physical environment at the NAC. Physical barriers remain and more substantial changes or renovations remain an ongoing goal that require</p>

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
			additional funding and inclusion in future plans.
Review the September 2022 Accessibility Simplified audit report of the NAC built and landscape environments; develop a plan to address items identified as accessibility priorities (particularly remedial actions that impact the safety of building users).	Facilities, Operations, EDI	June 2024	Target completion date for goal has been extended. While a list of audit report items is available, including estimated cost requirements, the AAC and NAC team members plan to review the status to recommend current priorities and schedule improvements.

Transportation

The NAC is committed to ensuring that any transportation it manages or controls will be accessible, upon request. Currently, management of transportation services is not an NAC area of operation.

Accessibility Goal	Action Owner	Target Completion Date	Status as of December 2023
N/A with current services; however, the NAC is committed to ensuring that any transportation it manages or controls will be accessible, upon request.	Visitor Experience	Ongoing	N/A

Consultations

National Arts Centre Accessibility Advisory Committee

The NAC Accessibility Advisory Committee (AAC) has been an active advisory committee since 2022, with broad representation of NAC departments and stakeholders. The Committee is responsible for providing guidance to NAC management and teams and helping ensure that the NAC meets all ACA compliance requirements.

In 2023, Accessibility Advisory Committee members met monthly to discuss ongoing ACA requirements and current and planned NAC accessibility initiatives.

Stakeholder Consultations

Stakeholder feedback has been incorporated in this Progress Report to assess and document the status of specific goals assigned to NAC departments. Assessment of goal status includes consultation with NAC department owners related to target dates and success or barriers in progress and activity of departmental goals. Individuals with lived experience and organizations serving disability communities were also invited to provide feedback on accessibility goals, target completion dates, status descriptions, and summary information.

Feedback

The NAC welcomes and responds to accessibility feedback on an ongoing basis. Numerous feedback methods are available and promoted to stakeholders and the broader community. We recognize and appreciate that this feedback – particularly from patrons, employees, and others with lived experience addressing accessibility barriers – assists the NAC in identifying, removing, and preventing accessibility barriers.

Ongoing Feedback

Several of the Artistic Disciplines regularly reach out to patrons and artists who identify as Deaf, disabled, or neurodivergent to request feedback (for example, through informal discussions and formal evaluations) on their program participation and NAC accessibility. This feedback is used to develop and improve future programming.

The NAC maintains a confidential list of contacts (for example, NAC patrons, guests, employees, artists) with lived experience who have offered to provide accessibility feedback for various NAC activities. For example, several members of this group of contacts contributed feedback following a brief review of the NAC Accessibility website page updates. Input was gathered and incorporated where possible, with comments retained for possible future website and information updates.

The NAC Orchestra Senior Manager of Community Partnerships and Programming Diversity is in ongoing consultations with people with relevant lived experience and accessibility professionals. Some examples of feedback included a request to program the NAC lobby elevator doors to remain open longer to accommodate people in scooters, and a request to add curb cuts to the sidewalk under the bridge. Elevator doors are now programmed to remain open longer, as requested. The request to add curb cuts has been noted but deferred (due to budgetary and planning constraints).

Progress Report Consultations

Progress Report consultations included the following methods:

- Departmental reviews of accessibility goal progress throughout the year
- NAC website announcement posted in November 2023, informing the community of the availability of the draft 2023 Progress Report for review, upon request

- Direct outreach to NAC contacts with lived experience who provided previous feedback on 2022-2025 Accessibility Plan
- Direct outreach to NAC contacts who provided previous accessibility feedback (through various means) in 2023
- Review and inclusion of Progress Report feedback from respondents with lived experience, with accommodations provided by the NAC where requested (updates to final Progress Report content were made where possible, based on email comments, feedback, and phone discussions)
NOTE: Where specific accessibility feedback, requests, or suggested goals for future consideration were determined to require additional consultation or review, these items have been noted and will be reviewed further by the NAC prior to the next Progress Report update.
- Accessibility Advisory Committee review (at multiple meetings throughout the year, with final draft Progress Report reviewed for AAC approval at the November 29 meeting)
- Final review and approval of Progress Report by NAC Senior Management Committee (SMC)

Summary and Next Steps

New Accessibility Initiatives and Accomplishments in 2023

- In 2023, English Theatre’s artistic programming featured artists with disabilities in the production of *I Forgive You*. Accessibility was considered, planned for, and budgeted for, at all stages of the production planning, development, and delivery, including auditions, travel, accommodation, rehearsal, and performances. This production also included the first professionally live-audio-described performance at the NAC.
- In 2023, the Creation Fund continued to deepen its relationship with various disability communities. Primary achievements included: making alternate formats of our submission form available online, growing our disability curatorial team, shifting our curatorial process so that disability is a consideration for each investment decision, increasing the financial application assistance offered to artists, and investing in disability-led projects, including the National Arts Access Centre’s ICONIC+. Each achievement was the result of significant conversation with our disability curatorial team, who offers generous and rigorous feedback on all aspects of the Creation Fund’s work. Community feedback was also sought and incorporated wherever possible, reviewing responses to an added question about access needs on our submission form. Responses from artists both within the disability community and beyond have informed our communications with each artist and reinforced the Creation Fund’s “one fits one” approach.
- NAC Arts Alive completed a year-long resource consultation period in September 2023. This consultation period was repeatedly extended to ensure that needs

assessments from stakeholders were conducted thoroughly, with the support of the NAC Digital Team. Information from this consultation period (including statistical data, individual testimonies) will be reviewed during a collaborative Discovery Meeting in November 2023. Responses to the 2023 information review will include program development and sharing of information and resources with other NAC departments.

- The NAC Orchestra is developing a Social Impact Plan which will help realize its NAC Accessibility Plan goals by incorporating specific actions into existing Orchestra operations. The Social Impact Plan will also document challenges and obstacles to success.
- In 2023, NAC Orchestra staff attended the League of American Orchestras National Conference in Pittsburgh, PA. The event included a half-day seminar that focused upon the Pittsburgh Symphony's 10-year journey of designing and developing programming (including relaxed, sensory-friendly performances) for members of their local disability community. Resources to support best practices for relaxed performances were also shared with NAC staff (for example, from the Tobin Center for the Performing Arts, in San Antonio, Texas).
- In 2023, the NAC Orchestra featured three visually-impaired artists as part of its regular programming. In November 2023, the NAC Orchestra's subscription performances and livestream featured a guest international soloist with physical disabilities. Accessibility was considered, planned for, and budgeted for, at all stages of the production planning, development, and delivery, including travel, accommodation, rehearsal, performances, and intermission interview.
- The NAC Music Circle program provides a public video series and program guidebook available on the NAC's Arts Alive web pages. This content is provided to share information and strategies for fostering musical engagement for autistic and neurodivergent youth and adults.
- Arts Alive and NAC Dance partnered to support a successful CanDance grant application for the Creative Exchange Project. The project brought together several disability organizations and disabled artists. In 2024, this group will participate in a creative exchange, peer-networking, and professional and artistic growth in the field of disabled and integrated dance.
- Both NAC Dance and the NAC Orchestra have created a Teams Accessibility channel to share resources on disability, equity, accessibility, and relaxed performance guidelines. Dance staff also regularly consult with and share resources provided by Propeller Dance accessibility experts and disabled artists, including engaging accessibility consultants in preparation for a relaxed performance in October 2023.

- In 2023, Audience Engagement established an Equity Diversity Inclusion Accessibility Champions Circle, including diverse employee representation from equity-deserving groups. The group focuses on developing resources and training to contribute to expanding and serving diverse audiences and communities.
- During National AccessAbility Week 2023, NAC Dance and Propeller Dance co-produced and presented *This is Happening*, a unique, dramatic dance production. With special guests from Stopgap Dance Company from the UK, this show celebrated the diversity of minds, bodies, and skills and underscored the belief that all modes of performance, including dance, are for everyone.
- During National AccessAbility Week, several stories were published on the NAC website focusing on disability and the arts. This included a story entitled *Deepening Our Inclusive Artistic Work: The Pan-Canadian Disability, Dance, Digital project* (<https://nac-cna.ca/en/stories/story/pan-canadian-disability-dance-dig>).

New Barriers Identified in 2023

- The Director of Equity, Diversity, and Inclusion position is currently unfilled. Several Accessibility Plan goals were dependent on leadership and action of the EDI team, with these goals being deferred to 2024 or when the EDI position is filled.
- Event or program cost may still be a barrier to some patrons, particularly those who require a support person to attend NAC activities. While the NAC participates in the Access 2 Entertainment program (where registered cardholders can purchase a companion ticket at a reduced cost), participants must be identified and verified by a registered healthcare professional or service provider as requiring a support person. The NAC plans to investigate other opportunities for affordable participation for persons with disabilities or others where cost is a barrier to participating.
- Lack of budget or resources was identified as a roadblock to achieving several Accessibility Plan goals (for example, providing a full website accessibility audit and update; ensuring creation of effective described video content; providing broader accessible programming; ensuring greater community outreach for promoting artistic and employment opportunities at the NAC). The AAC (and the individual filling the currently open EDI position) will continue to communicate the need for dedicated accessibility support and resources.
- Limited staff capacity and difficulty coordinating commitment and adequate availability between the various internal groups involved (for example, Arts Alive and the Digital Team) remains a barrier to achieving departmental accessibility goals.

- Improved communication and information sharing of accessibility research and resources across departments is needed.
- Improved communication and information sharing regarding programming of accessible performances across the NAC. This presents a barrier for patrons as well as employees. The AAC (and the individual filling the currently open EDI position) could be tasked with developing a process to track plans for upcoming accessible programming (for example, a template for event descriptions, an internal calendar of all ASL, AD, Relaxed performances). This information could then be posted on the website (for example, on the Accessibility page, with links to Accessible Performances).
- A clearer understanding of the impact of accessibility barriers and the impact of addressing and removing barriers is needed. More input from accessibility professionals and those with lived experience is needed to help prioritize ongoing accessibility plans and improvements to NAC accessibility services, features, and facilities. More NAC awareness of and engagement with broader disability communities is needed, including input from persons with invisible, temporary, and episodic disabilities and conditions.
- The NAC continues to encounter issues where external demand for inaccessible resources persists (for example, content that does not meet WCAG guidelines). Lack of capacity and lack of clear NAC guidelines in this area has prevented any substantial content updates, other than those carried out together with the NAC Digital Team.

Lessons Learned and Next Steps in 2024

- Ensure that Accessibility Plan goals are a regular agenda item at AAC meetings, reviewing progress and identifying and addressing roadblocks throughout the year, as needed.
- Review the September 2022 Accessibility Simplified audit report of the NAC built and landscape environments. Develop a plan to address items identified as accessibility priorities (particularly remedial actions that impact the safety of building users).
- Ensure that NAC team members involved in software procurement are aware of how to apply updated procurement directives with mandatory elements for all new software to include both accessibility and Official Language requirements.
- Raise awareness among NAC content creators about the accessibility resources and training available to support creation of accessible MS Word and PowerPoint documents.

- Review the awareness, use, and effectiveness of accessible pricing and seating programs and consider additional or alternative options. Increase marketing and promotion campaigns in 2024 to promote accessible pricing and seating programs.
- Develop and deliver role-specific management training regarding communication and support for employees regarding individual accommodation plans and emergency and evacuation procedures.
- Update and raise awareness about accessible emergency and safety information and procedures for accessible emergency routes. Consult with accessibility professionals and individuals with lived experience to determine preferred accessible formats for emergency information on the NAC website and Accessibility web page. Provide additional FOH training on supporting persons with disabilities in an emergency or evacuation.
- Continue to reach out to NAC contacts with lived experience when developing updated NAC accessibility programs and services (including Accessibility website content). Track and address feedback as needed.
- Ensure that additional time is scheduled for more organized planning and coordination of certain ACA and accessibility activities, including:
 - Event planning, coordination, promotion, and delivery of National AccessAbility Week (to begin earlier in 2024, with actions assigned, and support and review provided by AAC members);
 - Broader community consultation with persons who identify as Deaf, disabled, or neurodivergent, as well as broader outreach and collaboration with disability organizations, with additional time provided for review of future accessibility progress reports and plans; and
 - Increased and earlier marketing and promotion of NAC performances, events, and activities with accessible features and supports for persons who are Deaf, disabled, or neurodivergent.