



# **Carson Air Ltd. and Southern Interior Flight Centre (1993) Ltd.**

## **Accessibility Plan Update 2026-2029**

**May 2026**

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## Section 1. Administration

### Purpose

This Accessibility Plan has been developed in accordance with the requirements of the Accessible Canada Act (ACA). It outlines Carson Air Ltd. and Southern Interior Flight Centre (1993) Ltd.'s commitment to identifying, removing, and preventing barriers to accessibility across all areas of its operations.

### Document Control and Distribution

The Accessibility Plan is a controlled document maintained electronically to ensure accuracy, version control, and accessibility. The current version is available at the following locations:

- Company Intranet (Library Drive): [Company Library - Company Library Documents - Accessibility Plan - All Documents](#)
- Company Website: [Accessibility Plan – Carson Air](#)

All official versions of this document are maintained in accessible formats and will be designed to be compatible with assistive technologies.

Any printed or downloaded copy of this document is considered an uncontrolled copy. Users are responsible for verifying that they are referencing the most current version. Uncontrolled copies should not be relied upon for operational or compliance purposes.

### Amendments and Version Control

This plan will be formally reviewed and updated every three (3) years and supported by annual progress reports outlining progress made against identified goals and actions.

Interim updates may be made as required to address emerging barriers, regulatory changes or organizational needs.

All amendments to this Accessibility Plan are authorized by the Human Resources (HR) Manager or designate. When updates are completed:

- A new revision number and effective date will be assigned
- Changes will be clearly identified (e.g. Change bars)

- The Amendment Record Sheet will be updated accordingly
- Updated versions will be published on the intranet and website
- Employees will be notified of significant changes through internal communication channels

Where applicable, training or guidance will be provided to support implementation of updates.

Previous versions of the Accessibility Plan will be retained for record-keeping and audit purposes.

## Amendment Record Sheet

Rev No.	Date of Amendment	Description Change	Approved by	Date Entered	Entered By
2023-01	Original	Initial Release	HR Manager		Marilu Medina
2023-02	2023-11-30	Plan updates and revisions	HR Manager	2023-12-1	Marilu Medina
2026-01	2026-04-30	2026 Update Accessibility Plan	HR Manager	2026-04-30	Marilu Medina

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## Glossary

### **Accessibility Plan**

A formal document required under the Accessible Canada Act that outlines how an organization identifies, removes, and prevents barriers to accessibility.

### **Accessible Format**

Any format that enables information to be accessed and understood by persons with disabilities, including large print, Braille, audio, and screen-reader compatible electronic formats.

### **Accommodation**

Adjustments or modifications provided to enable individuals with disabilities to fully participate in the workplace or access services, up to the point of undue hardship.

### **Assistive Technology**

Devices, software, or equipment used to maintain or improve the functional capabilities of persons with disabilities (e.g., screen readers, speech recognition software).

### **Barrier**

Anything—including physical, architectural, technological, attitudinal, informational, or systemic factors—that hinders the full and equal participation of persons with disabilities.

### **Barrier Category**

A classification used to group barriers (e.g., physical, technological, communication, attitudinal, systemic) for tracking and reporting purposes.

### **Controlled Document**

A document that is formally approved, version-controlled, and maintained in an official system to ensure accuracy and compliance.

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## **Disability**

Any impairment, including physical, mental, intellectual, cognitive, learning, communication, or sensory impairments—or functional limitations—that, in interaction with a barrier, hinders full participation in society. Disabilities may be permanent, temporary, or episodic.

## **Feedback Process**

A formal mechanism through which individuals can provide input on accessibility barriers and the implementation of the Accessibility Plan.

## **Inclusive Design**

An approach to designing environments, products, and services that are usable by the widest range of people without the need for adaptation.

## **Plain Language**

Communication that is clear, concise, and easy to understand for a broad audience, including individuals with cognitive or learning disabilities.

## **Progress Report**

An annual report required under the Accessible Canada Act that details progress made in implementing the Accessibility Plan.

## **Undue Hardship**

The limit of an organization's obligation to accommodate, based on factors such as cost, health, and safety.

## **WCAG (Web Content Accessibility Guidelines)**

Internationally recognized standards for making web content more accessible. WCAG 2.1 Level AA is the commonly accepted compliance level.

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## Section 2. General

### Executive summary

Carson Air Ltd. and Southern Interior Flight Centre (1993) Ltd. (the “Company”) is a leading provider of fixed-wing air ambulance services in British Columbia. The Company operates from its head office in Kelowna, with additional bases in Fort St. John, Prince George, and Vancouver. In addition to its air ambulance operations, the Company provides cargo services out of Calgary, Alberta, and delivers comprehensive flight training programs from its Kelowna facility.

The Company’s 2023 Accessibility Plan set out our initial priorities and commitments to improve accessibility across our organization. Since then, we have made progress in several areas, and we continue to learn from employee feedback and lived experience.

Our 2026 Accessibility Plan builds on the commitments made in 2023. Rather than restarting our efforts, it continues and strengthens the work already underway to identify, remove, and prevent barriers in our workplace and services. This plan places greater emphasis on reporting progress to date and identifying the barriers that remain. It also establishes clear, practical next steps, supported by defined timelines and accountability measures. More importantly, it reflects our continued commitment to delivering meaningful, practical improvements that support full accessibility for everyone.

We remain dedicated to fostering a culture of diversity and inclusion that enables the full participation of all employees in the delivery of our work. This document sets out the Company’s plan to identify, remove, reduce, and prevent barriers across seven priority action areas.

1. Employment
2. Design and Delivery of Programs and Services
3. The Built Environment
4. Information and communication Technologies
5. Communication other than ICT
6. Procurement of goods, services, and facilities
7. Transportation

The Company continue to developed our Accessibility Plan following the identifying organizational goals:

<b>Goal 1</b>	Promote a culture of accessibility, where respect and inclusion are embedded in all aspects of the workplace and where all employees and students are empowered and supported to achieve their full potential.
<b>Goal 2</b>	Implement accessible practices to eliminate and prevent barriers to the recruitment, retention, and promotion of persons with disabilities.
<b>Goal 3</b>	Ensure that the Company's employees are sufficiently trained.
<b>Goal 4</b>	Create a workplace free of physical barriers to improve the working environment for all the Company's employees of various abilities.
<b>Goal 5</b>	Ensure that all employees have a safe environment to work in.
<b>Goal 6</b>	Ensure that all staff have access to the tools and platforms that they need to perform their work.
<b>Goal 7</b>	Share knowledge and best practices widely to reduce barriers across the workplace environment.

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## Section 3. Background

### The Accessible Canada Act

The Government of Canada held consultations with persons with disabilities and the disability community and heard about what an accessible Canada means to them. This consultation informed the creation of the *Accessible Canada Act (ACA)*.

Under the ACA, federally regulated entities must report regarding their policies and practices in relation to the identification and removal of barriers by publishing their accessibility plans, feedback processes and progress reports.

Each department, agency and federally regulated employer is also required to develop an accessibility plan and report on progress made against this plan annually.

### Organization Overview

The Company has approximately 180 employees dedicated to providing essential services and Flight Training.

Due to the specialized nature of our operations, access to facilities is restricted. However, the Company recognizes its responsibility to ensure an accessible workplace environment and to accommodate employees, students, and visitors as required.

As a medevac airline, cargo and flight training provider, our facilities are not open to the public, with all passengers transported aboard company aircraft having completed pre-screening processes via outside agencies prior to transport. Therefore, our plan focuses primarily to maintain and ensure continued access to our employees and students.

### Principles

The Company is committed to comply with the Accessible Canada Act and the Canadian Transportation Agency. While the Company has had employment equity practices for many years that apply to all aspects of employment with the Company, including recruitment, hiring, training, transfer, promotion, job benefits, pay, dismissal, educational assistance,

and social activities, we recognize the need to strengthen workplace initiatives to reach our goals.

The Company's aim with the accessibility plan is twofold: identify, remove, and prevent accessibility barriers and continue to address the accessibility needs based on the following principles:

- All persons must be treated with dignity regardless of their disability.
- All persons must have the same opportunity to make for themselves the lives that they are able and wish to have regardless of their disability.
- All persons must have barrier-free access to full and equal participation in society, regardless of their disability.
- All persons must have meaningful options and be free to make their own choices, with support if they desire, regardless of their disability.
- Laws, policies, programs, services, and structures must take into account the disabilities of persons, the different ways that persons interact with their environments and the intersecting forms of marginalization and discrimination faced by persons.
- Persons with disabilities must be involved in the development and design of laws, policies programs, services, and structures.
- The development and revision of accessibility standards and the making of regulations must be done with the objective of achieving the highest level of accessibility for person with disability.

We seek to provide alternate ways when a barrier is identified. Any alternatives identified will meet the requirements of the Canadian Air Regulations (CARs), as well as the requirements of Airside Security.

The Company's Accessibility Plan is updated as new initiatives are introduced. We continue to consult and review any developments or suggestions for improvements received collaborating as needed to remedy any future barriers identified.

The sections below set out the planned activities identified to achieve its accessibility goals over the next 3 years, including activities that the Company already performs to support accessibility.

## Feedback Mechanisms

The Human Resources Manager is designated to receive accessibility feedback and will coordinate to meet new obligations described under the ACA as required.

The Company welcomes feedback from employees, students, and groups representing the interests of persons with disabilities on:

- The way the Company is implementing its Accessibility Plan.
- The barriers to accessibility encountered by our employees, students and people accessing our facilities.

## Methods

- Annual accessibility survey
- Direct feedback channels
- Participation in accessibility roundtables

## Measurement

- Survey participation rate
- Number of accessibility-related feedback submissions
- Identified barriers per year

## Contact Information

Feedback may be provided to the Human Resources Manager (Person designated to receive feedback):

- **Accessibility Feedback form** – available in our Intranet and also upon request. The form is available in our website [2025-01-Accessibility-Feedback-Form.pdf](#)
- **E-mail address:** [hr@carsonair.com](mailto:hr@carsonair.com)
- **Telephone number:** 250 765 7776 extension 2016
- **Mailing address:**  
Human Resources Manager  
200 – 6197 Airport Way, Kelowna BC V1V 2S2

Anonymous feedback is accepted.

Acknowledgement of receipt will be provided in 5 days in the same manner as the feedback was received unless it is requested using a different channel or format.

Feedback may be provided anonymously, in which case acknowledgement of receipt will not be issued.

## Alternate Formats

The Company will provide any information relating to its Accessibility Plan and/or feedback process in an electronic format that is compatible with adaptive technology that assists persons with disabilities upon request, including:

- Accessible PDF
- Large print
- Audio format
- Braille

Requests for documentation in Braille or audio format must be fulfilled within 45 business days of the request. All other requests must be fulfilled within 15 business days.

## Tracking & Reporting

All feedback is logged in the Company's Safety Management System (SMS) and:

- Categorized by barrier type
- Assigned for action
- Tracked to resolution

## Section 4. Priority Areas

### Employment

The Company continues to follow our Equal Opportunity Employment practices, which apply to all aspects of employment, including recruitment, hiring, training, transfer, promotion, job benefits, pay, dismissal, educational assistance, and social activities.

It is the responsibility of our senior management team to review any instances where an employment barrier is identified, by either an applicant or existing employee. The receipt, discussion, feedback, and any corrective actions taken are led by Human Resources Manager.

<b>IDENTIFIED BARRIERS -</b>	
1	Need for ongoing accessibility and bias training

**Goal 1 –Promote a culture of accessibility, where respect and inclusion are embedded in all aspects of the workplace and where all employees are empowered and supported to achieve their full potential.**

	SUPPORTING ACTION	Lead	Target Date	Measure
1	Promote accessibility and bias training	HR	2027	≥ 90% of employees complete training
2	Promote mechanisms for employees to raise concerns.	All Managers	Ongoing	Feedback submissions
3	Conduct Employment Systems Review	HR	2028	100% completion by target year

**Goal 2 - Implement accessible practices to eliminate and prevent barriers to the recruitment, retention, and promotion of persons with disabilities.**

	SUPPORTING ACTION	Lead	Target Date	Measure
1	Review available workforce data to gain insight into gaps	HR	Ongoing	Annual workforce analysis completed

2	Promote the self-identification questionnaire.	HR	Ongoing	≥ 75% participation rate
3	Conduct an Employment Systems Review of internal policies and practices to identify barriers.	All managers	2027	100% of policies reviewed
4	Ensure recruiting and onboarding practices are accessible.	HR	2028	100% completion by target year

## Design and Delivery of Programs and Services

This section sets out information about how the Company identifies and removes barriers, and prevents new ones by the way it designs and delivers its programs and services.

This section includes the details about how the Company considers and includes accessibility when designing and delivering its programs to its employees and students. This section includes feedback received from the Company’s s personnel on the design and delivery of the Company’s programs.

<b>IDENTIFIED BARRIERS</b>	
	<b>No barriers have been identified at this time, ongoing monitoring in place.</b>

### Goal 3 – Ensure that the Company employees are sufficiently trained.

	<b>SUPPORTING ACTION</b>	<b>Lead</b>	<b>Target Date</b>	<b>Measure</b>
1	Monitor accessibility in training programs	HR – Training Department	2027	100% of training programs reviewed for accessibility
2	Ensure the use of plain language for Company’s training material.	All departments	2026	≥ 90% of reviewed materials meet plain language standards

## The Built Environment

This section contains the organization’s policies, programs, practices, and services designed to identify, remove, and prevent barriers in the built environment.

The built environment refers to human-made structures, features, and facilities that can have a material impact on health and wellbeing and, if optimized, can ensure that all employees have equal and fair access to and use of internal infrastructure.

IDENTIFIED BARRIERS	
1	Administration office located in Kelowna base is on the second floor – long set of stairs to access the office without alternative access.
2	No marked areas on designated parking areas for blue badge holders.

**Goal 4 – Create a workplace free of physical barriers to improve the working environment for all employees of various abilities.**

	SUPPORTING ACTION	Lead	Target Date	Measure
1	Re assessment of accessibility	HR	2026	100% of facilities assessed by target date.
2	Implement accessibility parking signage	HR	2027	100% of required signage installed by target date
3	Develop accommodation process for mobility needs	HR	Ongoing	100% of accommodation requests assess within 30 business days

**Goal 5 – Ensure that all employees have a safe environment to work in.**

	SUPPORTING ACTION	Lead	Target Date	Measure
1	Document and review evacuation plans with employees with disabilities.	HR – Safety Committees	On Going	100% of employees with disabilities have

				documented evacuation plans
2	Ensure that smoke, fire and other emergency alarms have visual as well as auditory alerts.	HR- Safety Committees	2028	Sites equipped with compliant alarm systems
3	Continue with the integration of the Accessibility Plan in the Company's Safety Management System to ensure we can identify risk and hazards to employees with disabilities.	Safety Department	Ongoing	≥ 100% of accessibility-related hazards tracked and resolved

## Information and Communications Technology (ICT)

This section contains the policies, programs, practices, and services designed to identify, remove and prevent barriers related to ICT, which includes the accessibility of all telecommunication systems and computer systems operated or controlled by the Company.

<b>IDENTIFIED BARRIERS</b>	
	No systemic barriers identified; continuous improvement required.

### Goal 6 – Ensure that all staff have access to the tools and platforms that they need to perform their work.

	<b>SUPPORTING ACTION</b>	<b>Lead</b>	<b>Target Date</b>	<b>Measure</b>
1	Ensure website meets WCAG 2.1 AA	IT	2028	Assessment completed by target date
2	Consult and join communities of practice through Exchange Income Corporation's to share best practices	IT	Ongoing	≥ 2 engagements per year
3	Conduct annual accessibility Website scan	IT	Annual	100% of identified issues tracked with timeline to be resolved

## Communications other than ICT

This section contains the policies, programs, practices, and services designed to identify, remove, and prevent barriers with respect to non-ICT aspects of communication.

This section sets out information about how the Company addresses communicating, in language that is informed, respectful and accessible to persons with disabilities. This includes spoken, written, signed, and other forms of communication.

<b>IDENTIFIED BARRIERS</b>	
1	No systemic barriers identified; continuous improvement required.

### Goal 7 – Share knowledge and best practices widely to reduce barriers across the workplace environment.

	<b>SUPPORTING ACTION</b>	<b>Lead</b>	<b>Target Date</b>	<b>Measure</b>
1	Provide documents in accessible formats	HR	Ongoing	100% of requests fulfilled within legislated timelines
2	Promote plain language	All Departments	Ongoing	≥ 90% of reviewed documents meet plain language standards
3	Train staff on accessible communication	HR	2026-2027	Training completion rate

### The procurement of goods, services, and facilities

This section contains the policies, programs, practices, and services designed to identify, remove, and prevent barriers in its procurement of goods, services, and facilities.

Procurement refers to the act of purchasing, including the overall evaluation process leading up to the purchase. The procurement of goods, services and facilities can include purchasing equipment putting contracts

or arrangements in place for the provision of services and for specifications and requirements related to newly built or renovated terminals and any related facilities.

<b>IDENTIFIED BARRIERS</b>	
1	Limited accessibility training in procurement

	<b>SUPPORTING ACTION</b>	<b>Lead</b>	<b>Target Date</b>	<b>Measure</b>
1	Develop procurement accessibility guidelines.	Stores / HR	2028	Guidelines published + implemented by Q3 2028
2	Train staff involved in procurement	Stores/ HR	On going	≥ 90% of relevant staff trained

## Transportation

As a medevac, cargo and flight training provider, our facilities are not open to public and medevac transportation already follows specific requirements to assist patients.

The Company transportation-related accessibility requirements under the Accessible Canada Act are limited due to the nature of its operations.

The Company will continue to monitor regulatory requirements and update this section as needed.

## Section 5. Progress Overview: Comparative Summary

The Company’s Accessibility Plan has evolved from establishing foundational accessibility commitments (2023–2025) to a more structured, measurable, and accountability-driven approach in 2026. The focus has shifted from identifying actions to actively tracking progress, closing gaps, and strengthening long-term compliance with accessibility legislation, including the Accessible Canada Act.

Significant progress has been made in embedding accessibility into core business areas. While several foundational initiatives are complete or embedded, a number of structural and infrastructure-related improvements remain in progress.

### Employment

Area	Old Plan (2023–2025)	2026 Plan Status
<b>Equal opportunity practices</b>	Embedded across employment processes	Continued (no change, fully maintained)
<b>Barrier review (HR / leadership)</b>	Informal senior management review process	Strengthened (clear HR-led intake and accountability)
<b>Accessibility &amp; bias training</b>	Introduced; limited rollout	Expanded (higher participation targets, formal tracking)
<b>Workforce data analysis</b>	Ongoing, no defined metrics	Enhanced (annual analysis and clearer expectations)
<b>Self-identification questionnaire</b>	Promoted, voluntary participation	Increased focus (higher target participation rate)
<b>Employment Systems Review</b>	Planned 2023–2024	Extended to 2027–2028 with full completion target
<b>Accessible onboarding</b>	Updated in 2023	Further improved with compliance tracking

## Programs & Services

Area	Old Plan (2023–2025)	2026 Plan Status
<b>Accessibility in training design</b>	Introduced in soft skills training	Continued and embedded
<b>Barriers in program delivery</b>	None identified	Still none identified. Ongoing monitoring.
<b>Plain language use</b>	Encouraged in reports	Strengthened with formal compliance targets added.
<b>Monitoring effectiveness</b>	Informal monitoring	More structured evaluation introduced

## Built Environment

Area	Old Plan (2023–2025)	2026 Plan Status
<b>Physical barriers identified</b>	Kelowna stairs, parking gaps	Confirmed and retained in plan
<b>Facility accessibility review</b>	Initial consultation planned	Formal reassessment scheduled (2026)
<b>Accessible parking signage</b>	Not implemented	Planned (2027 target)
<b>Mobility accommodations</b>	Case-by-case approach	Formalized including the 30-day assessment target
<b>Emergency evacuation plans</b>	Started development	Expanded coverage for employees with disabilities
<b>Visual emergency alarms</b>	Planned	Targeted completion by 2028
<b>Safety system integration</b>	Not formalized	Fully integrated into Safety Management System

## ICT (Technology & Systems)

Area	Old Plan (2023–2025)	2026 Plan Status
<b>Accessible technology procurement</b>	Initial consideration	Continued and embedded
<b>System accessibility improvements</b>	2023–2025 implementation phase	Ongoing modernization
<b>Software development accessibility</b>	Introduced in SDLC (2024)	Embedded in process
<b>Website accessibility (WCAG)</b>	Review initiated	Formal WCAG 2.1 AA target (2028)
<b>Annual accessibility audits</b>	Not formalized early on	Now structured annually
<b>Industry collaboration</b>	Ad hoc participation	Formal participation established

## Communications (Non-ICT)

Area	Old Plan (2023–2025)	2026 Plan Status
<b>Communication method diversity</b>	Traditional-only identified	Gap remains; improvements in progress
<b>Accessible communication training</b>	Limited awareness training	Formal training introduced (2026–2027)
<b>Plain language usage</b>	Encouraged	Strengthened compliance targets
<b>Accessible document formats</b>	Not formalized	Now standard request-based requirement

## Procurement

Area	Old Plan (2023–2025)	2026 Plan Status
<b>Accessibility in procurement</b>	Recognized but informal	Moving toward formalized framework
<b>Procurement training</b>	Not implemented	Now planned (≥90% target coverage)
<b>Accessibility guidelines</b>	Not developed	Scheduled for 2028 completion
<b>Facility procurement checks</b>	Informal assessment	Becoming standardized process

## Transportation

Area	Old Plan (2023–2025)	2026 Plan Status
<b>ACA applicability</b>	Not applicable	Confirmed still not applicable
<b>Medevac accessibility compliance</b>	Already regulated	Maintained
<b>Public transportation</b>	Not part of operations	Unchanged

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## Section 6. Consultations

### Methodology

This plan was updated based on a variety of information sources. We have been collecting information since 2023 and consulting employees and students to identify barriers, as well as developing and implementing measures to eliminate them.

### Data exchange

- Assessing barriers faced by employees, and specific training and measures that can be taken to improve.
- Developing and integrating feedback and response mechanism into our policy regarding accessibility.
- Training to support leadership and employees.
- Importance of communication about our policy to ensure participation to meet the goals.

### Training

The Company provides training by the internal learning platform which assigns specific modules to each employee. This system keeps records of employees completing the training assigned.

Ongoing training related to the Accessibility Plan is assigned through the platform.

### Progress

The Company continues to rely on these sources to monitor implementation of this plan and to measure its progress. We are committed to continue to ensure targeted consultation of persons with disabilities.

We will closely monitor all priority areas to measure progress on the activities mentioned herein and to identify any lingering or emerging barriers. We will adjust and implement new initiatives as needed and will develop indicators to help measure our success.

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## Section 7. Governance and Accountability

### Roles

The Human Resources Manager is designated as the Accessibility Lead and is responsible for:

- Maintaining and updating this plan
- Monitoring compliance with ACA requirements
- Coordinating accessibility initiatives
- Receiving and responding to accessibility feedback

Oversight is supported by:

- Safety Committee – monitoring barriers and workplace risks
- Senior Management – ensuring organizational accountability and resource allocation

### Monitoring & Reporting

The Company will:

- Publish annual **Progress Reports**
- Track:
  - Barriers identified and resolved
  - Training completion rates
  - Feedback trends