



People traveling on the exterior connector between Vancouver Convention Centre's East and West buildings.

**2026 -  
2029**

# **BC Pavilion Corporation's Accessibility Plan**



**BC PLACE**

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# Introduction

B.C. Pavilion Corporation (PavCo) is a provincial Crown corporation with a mandate to generate economic and community benefit for the people of British Columbia through the management and operation of its world-class venues, BC Place and the Vancouver Convention Centre. As an organization that welcomes people from across the world, our primary commitment is to provide the best possible experience for every patron and visitor, no matter their background or accessibility needs. Delivering outstanding experiences and events means anticipating the needs of every individual – they are our guide and our inspiration. Over the years, we have made significant progress in accessibility, but we know there's always more we can do.

Our understanding of accessibility continues to evolve, and we see accessibility not as an endpoint but as a continuous journey. Through ongoing conversations with staff, clients and guests, and with input from expert consultants and organizations working to remove barriers, we're committed to continually improving our practices.

As part of our journey, we have established an Accessibility Committee, which is committed to:

- 1 Helping and advising PavCo on how to identify, remove and prevent barriers for individuals in or interacting with PavCo;
- 2 Providing input and feedback on how to implement PavCo's Accessibility Plan; and
- 3 Continuing the conversation and building awareness around what accessibility means to PavCo.

Our Accessibility Plan outlines key actions that will be taken over the next three years, driven by our Accessibility Committee, in conjunction with the Accessible British Columbia Act.



# Land Acknowledgment

PavCo and its venues operate on the traditional, ancestral and unceded territories of the xʷməθkʷəy̓əm (Musqueam Indian Band), Skwxwú7mesh (Squamish Nation) and səliłwətał (Tsleil-Waututh Nation). We see ourselves as stewards of gathering places that bring together people from across the province and beyond, and believe in creating inclusive and respectful spaces that acknowledge this land and the Peoples who have cared for it since time immemorial.

An aerial photograph of Vancouver, British Columbia, taken during the golden hour. In the foreground, the BC Place Stadium is prominent, showing its distinctive white, ribbed retractable roof. The stadium is surrounded by dense urban development, including various high-rise buildings and commercial structures. In the background, the city gives way to a waterfront area with more buildings and a bridge crossing the water. The far side of the water is dominated by a range of rugged, forested mountains under a clear sky. The lighting creates long shadows and highlights the textures of the buildings and the landscape.

Aerial view of Vancouver with BC Place Stadium in the foreground.





## Message from Rehana Din President and CEO

On behalf of B.C. Pavilion Corporation (PavCo), the owner and operator of BC Place and the Vancouver Convention Centre, I am pleased to share our Accessibility Plan 2026-2029. This strategic plan reflects our commitment to creating inclusive environments for all who visit, work in and partner with our venues.

Informed by feedback from visitors, clients, community members, employees and accessibility partners, our plan identifies opportunities to remove barriers and improve access across our services, workplaces and facilities.

Our accessibility efforts will build on the significant progress that PavCo has made in recent years, including enhanced training, expanded guest support and investments in accessible infrastructure. These updates have strengthened our ability to deliver exceptional service and foster a greater sense of belonging for the guests we welcome.

Over the next three years, PavCo will focus on five key areas: delivery of service, the built environment, information and communications, workforce support, and procurement. Through these priorities, we will continue to advance accessibility, strengthen accountability and implement inclusive practices throughout our operations.

I would like to thank everyone who contributed their perspectives and expertise to this important work. Together, we will continue to build environments where British Columbians and visitors alike can fully participate in the events, services and experiences delivered by PavCo.

**Rehana Din**  
**President & CEO**  
**B.C. Pavilion Corporation (PavCo)**



# Key Terms/Definitions

**Accessibility:** Accessibility means making sure everyone, including people with disabilities, can use a service, participate in an activity, or access information. This could mean providing wheelchair ramps, offering information in different formats (like Braille or audio), or adapting policies or procedures.

**Accommodation:** An accommodation is a change or support that helps a person with a disability so that they can participate fully. This could include things like providing a sign language interpreter or installing a ramp for wheelchair access.

**Barrier:** A barrier is something that prevents a person from fully participating in all aspects of society. Barriers include but are not limited to those that are physical (like a step that prevents wheelchair access), informational or communicational (like using complex over plain language in communications), or attitudinal (like assuming a person cannot do a certain task because they have a disability).

**Disability:** A disability is an outcome of the interaction between an individual's impairment and the barriers they encounter, which can limit their abilities to perform certain tasks or participate in various activities. This impairment can manifest in different forms, such as difficulties with moving, seeing, hearing, speaking, learning, or understanding information. However, it is the interplay between these impairments and barriers that constitutes a disability, as it restricts an individual's full and effective participation in society on an equal basis with others.

**Diversity Equity Inclusion (DEI):** DEI stands for Diversity, Equity, and Inclusion. Diversity means having a range of different people involved. Equity means making sure everyone has a fair opportunity to participate and succeed. Inclusion means making sure everyone feels welcome and valued.

**Impairment:** An impairment is a loss of normal function of part of the body, like losing sight or hearing, having difficulty moving, or having a mental health condition. It is the physical or mental condition that a person has.

# Our Framework

In accordance with the Accessible British Columbia Act, this Accessibility Plan embraces the principles of inclusion, adaptability, diversity, collaboration, self-determination and universal design. Each stage of our plan incorporates these principles to create an environment where everyone, especially people with disabilities, can participate and contribute.



**Inclusion:** Emphasizes acceptance, respect and equal opportunity for all. In our plan, this means proactively removing barriers to our services and facilities.



**Collaboration:** Ensures stakeholders contribute to every stage of our accessibility work. We're committed to including stakeholder voices in our decision-making.



**Adaptability:** Means using flexible systems that meet a range of needs and circumstances, and reassessing our processes and adopting new approaches to improve accessibility.



**Self-Determination:** Allows individuals to make their own choices. Our plan supports choice, autonomy and agency in how people interact with our services.



**Diversity:** Acknowledges human differences, including but not limited to race, ethnicity, gender, age, ability and religion. We're committed to valuing these differences and building a respectful, celebratory environment.



**Universal Design:** Means designing products and services that everyone can use without needing to adapt them. This principle guides us to create accessible spaces and services that are easy to understand and use.





## Key Legislation

The Province of British Columbia and PavCo are committed to helping people with disabilities meaningfully participate in their communities. In 2021, the government passed the Accessible British Columbia Act, with the goal of making the province more accessible. The legislation provides a framework to identify, remove and prevent barriers to people participating fully and meaningfully in society.

While the Accessible British Columbia Act is the primary legislative driver of this plan, another key framework is the 2019 Accessible Canada Act, which aims to make Canada barrier-free by 2040. This federal legislation guides how organizations identify, remove and prevent barriers for all Canadians, especially people with disabilities. It follows Canada's 2010 ratification of the United Nations Convention on the Rights of Persons with Disabilities.

## Existing Policies

PavCo has existing employee policies related to accessibility:

- Diversity, equity and inclusion are core organizational values that guide our culture and how we connect with one another.
- Workplace Diversity and Inclusion Policy, which prohibits discrimination or discriminatory practices among team members, partners, vendors, suppliers or clients.
- Reasonable Accommodations of Persons with Disabilities Policy, which recognizes PavCo's duty to accommodate persons with disabilities in a way that respects dignity, privacy and inclusion.
- Respectful Workplace Policy, which sets out rules and guidelines for professionalism.

Other documents that have informed this plan include the Canadian Charter of Rights and Freedoms and the United Nations Declaration on the Rights of Indigenous Peoples.

## PAVCO'S DEI VISION

At PavCo, we are committed to sustaining and strengthening an inclusive culture that reflects the communities we serve. We value the diverse experiences, talents, skills and perspectives of our team, which help us deliver outstanding client and guest experiences. Each of us plays an important role in ensuring every team member has the opportunity to contribute fully, bring their authentic selves to work, and feel a true sense of belonging.



PavCo employees smiling and standing in front of waterfall.



# PavCo's Commitment to Accessibility

## Vision:

To be as accessible and inclusive as possible throughout our venues and our organization.

## Values:

### Inspirational Experiences

We create an environment where meaningful connections and inspiration thrive through welcoming and anticipating the needs of everyone who experiences our iconic venues.

### Teamwork & Transparency

Together we are stronger. By collaborating, having open communication and accountability, we bring together diverse perspectives that fuel innovation, creativity and understanding. We empower our teams to make informed decisions.

### Courage & Resilience

We choose positivity. We approach challenges with optimism and prioritize creating a positive and inclusive environment where everyone is treated with dignity.

### Positivity

We understand that growth often requires stepping into the unknown, and we support individuals who embrace challenges with courage. We value the courage to innovate, pushing boundaries to find new and impactful solutions that drive success.



## Approach

PavCo's 2023–2026 Accessibility Plan set out the actions and strategies we would take to identify, remove and prevent barriers, shaped by input from our Accessibility Committee, our team members and the public. Over the past three years, we have developed a range of ways for people to tell us what's working and what isn't, so that this plan reflects real experience rather than assumptions. Those channels include:

- Our internal Pledge to Measure survey, which checks in with PavCo employees each year
- A public survey, open to guests, clients and community members
- A dedicated email inbox for accessibility feedback
- A phone line staffed during match days and major events
- In-person feedback shared directly with our staff at both venues
- Post-event surveys sent out following major events

This report reflects the progress we've made and the insights we've gathered from front-line staff, guests and clients through these channels – insights that continue to guide us as we work to make our venues more accessible, welcoming and safe for everyone to enjoy.

Together, these consultations gave us a firsthand look at how people experience our venues, from the guest arriving for a match to the staff member supporting them. They surfaced recurring themes that shape the priorities in this plan and continue to guide our Accessibility Committee's work. As we deepen our collaboration with experts, consultants and organizations dedicated to removing barriers, these insights remain central to how we approach accessibility across the organization.

To demonstrate its commitment to accessibility, PavCo created a Sr. Accessibility Manager role to lead accessibility initiatives across the organization. This role helps ensure accessibility remains a priority and supports the creation of welcoming, inclusive and accessible experiences for guests, clients, employees and event organizers.

Each year, we also distribute our Pledge to Measure survey to PavCo employees, including supplier partners, to establish a baseline understanding of accessibility demographics and barriers within the organization.



## Pledge to Measure Results

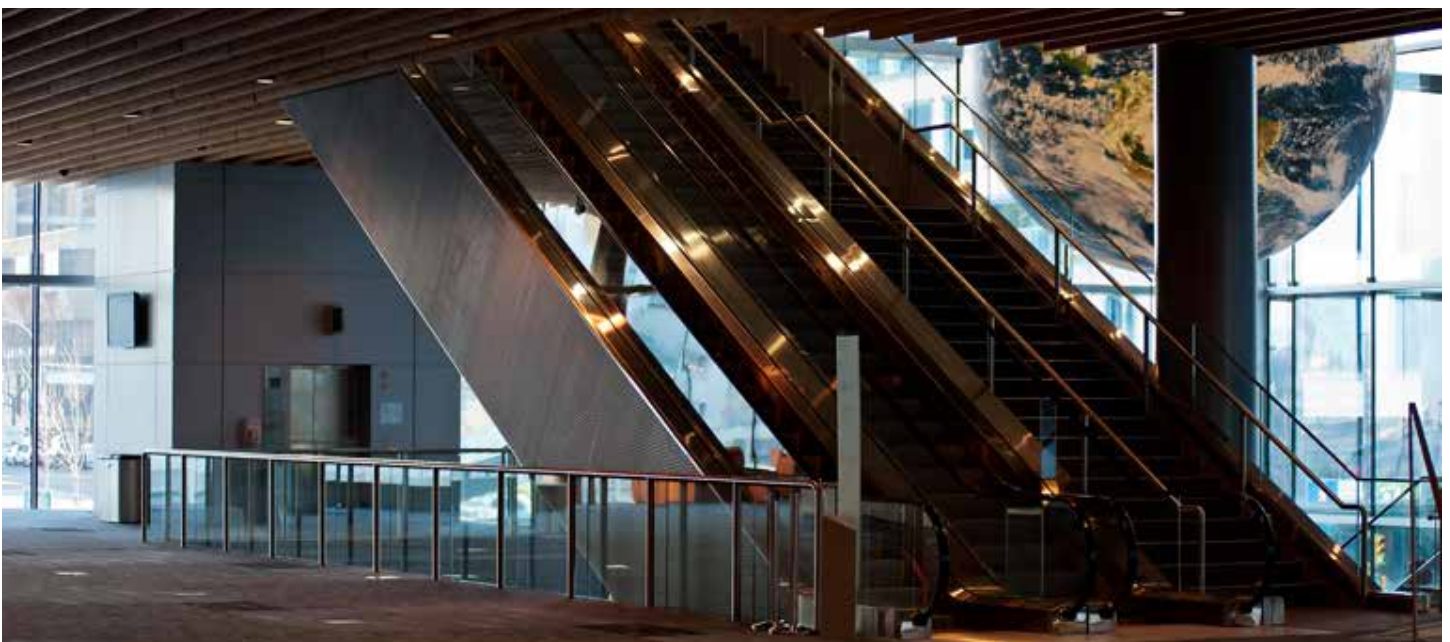
Since 2023, PavCo has asked our team members to weigh in through the Pledge to Measure survey, tracking not just who identifies as having a disability but what's getting in the way of a fully accessible workplace. In 2024, 139 employees completed the survey. Of those respondents, 51 people (37 per cent) identified as living with a physical or non-visible disability. Nine of the 23 senior leaders who responded (39 per cent) also identified as living with a disability. Participation dipped sharply in 2025 (126 respondents, a 12 per cent response rate) before rebounding strongly in 2026, when 390 employees responded, a 34 per cent response rate and the strongest participation rate to date. The share of respondents identifying as having a disability held steady at 17-18 per cent across both years, even as the overall number of voices nearly tripled.

Recurring themes across all three years point to wayfinding, physical access, signage, sensory supports, staff training and accessible communication formats. As one team member put it:

**“ Education for PavCo Leadership on each type of disability, and what the ‘do’s and don’ts’ are when managing people living with those disabilities. ”**

Others spoke to the day-to-day reality of accommodation:

**“ Ensure accommodations are honoured, and for some people, things can vary depending on the day. ”**



A set of escalators and stairs at the Vancouver Convention Centre

## Pledge to Measure Trend Data

| MEASURE                                           | 2023         | 2024                                 | 2025     | 2026                                 | TREND / OBSERVATION                                                                                                                                   |
|---------------------------------------------------|--------------|--------------------------------------|----------|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| Total PavCo employees                             | 840          | 1,071                                | 1,071    | 1,145                                | PavCo's workforce increased from 2023 to 2026.                                                                                                        |
| Survey respondents                                | 203          | 139                                  | 126      | 390                                  | Participation decreased in 2025, then increased significantly in 2026.                                                                                |
| Response rate                                     | Approx. 24%  | Approx. 13%                          | 12%      | 34%                                  | 2026 had the strongest response rate.                                                                                                                 |
| Respondents identifying as having a disability    | 76           | 51 / 37%                             | 22 / 17% | 71 / 18%                             | 2024 had the highest percentage of respondents who identified as having a disability. In 2026, the number increased because more employees responded. |
| Senior leaders responding                         | Not provided | 23                                   | 22 / 17% | 33 / 8%                              | Senior leader participation was similar in 2024 and 2025, then increased in 2026.                                                                     |
| Senior leaders identifying as having a disability | 10           | 9 / 39% of senior leader respondents | 5 / 4%   | 6 / 18% of senior leader respondents | In 2024, 39 per cent of senior leader respondents shared that they lived with a disability.                                                           |
| Prefer not to disclose                            | Not provided | 3 / 2%                               | 4 / 3%   | 12 / 3%                              | The percentage of respondents who preferred not to disclose remained low and consistent.                                                              |

## Public Survey and Feedback Channels

On June 1, 2026, we distributed a public survey through our venue newsletters. We wanted to hear directly from the public and our guests, especially those with lived experience, to better understand what's working well and where we can improve. The feedback we gathered directly shaped several items in the 2026–2029 Action Plan.

***"There needs to be a better way for mobility-impaired persons to access the stadium."***

*– Public survey respondent, June 2026*

***"Unfortunately, I have found the process of purchasing accessible tickets to be extremely frustrating. I had a very difficult experience during the FIFA World Cup ticket sales, and I am now experiencing the same issues again for this concert."***

*– Public survey respondent, June 2026*

Through our dedicated accessibility inbox, we received over 700 emails, ranging from help with accessible ticketing to pre-event venue information and feedback about a recent visit. Combined with feedback from our stadium fan phone line, this has given us valuable, ongoing insight directly from the guests we serve. As part of this plan, we're looking to expand ways we gather feedback directly from clients and guests.



View of BC Place at dusk





# Accessibility Committee

The PavCo Accessibility Committee is an independent subcommittee of the existing PavCo Diversity Council, which contributes to the organization's DEI objectives. This structure was established because we believe in the close relationship between accessibility and diversity, equity and inclusion.

## What the Committee Does

The committee's work spans practical, hands-on projects across both venues, including:

- Walkthroughs and accessibility assessments of all buildings, viewed through an accessibility lens
- Feedback on the design and use of new quiet rooms at the Vancouver Convention Centre
- A Vancouver Convention Centre accessibility fact sheet (a companion fact sheet for BC Place is in development)
- Mandatory accessibility staff training for both BC Place and the Vancouver Convention Centre
- A growing accessibility Resource Hub for staff and guests

Recruitment of members was conducted through a series of presentations and other accessible communications, and in accordance with the Accessible British Columbia Act's committee composition requirements:

- At least half of members are:
- Persons with disabilities; or
- Individuals who support or are from organizations that support persons with disabilities
- The members described above reflect the diversity of persons with disabilities in British Columbia
- At least one of the members identifies as Indigenous
- The committee reflects the diversity of persons in British Columbia



## Message from the Committee

We are honoured to serve as members of the PavCo Accessibility Committee and proud to contribute to work that is deeply meaningful to each of us.

Our committee brings together employees from across the organization, representing a range of cultures, professional backgrounds, perspectives and lived experiences. Some members live with disabilities, while others have experience supporting people with disabilities. What unites us is a genuine passion for creating inclusive spaces where everyone feels welcomed, respected and able to participate fully.

Since the committee's creation, we have approached our role with curiosity, care and a sincere desire to make a difference. We listen closely to clients, guests, community members and industry experts, using their feedback to uncover gaps and find practical solutions. We bring forward ideas, challenge assumptions and ask thoughtful questions to ensure accessibility and inclusion are considered from every angle.

Our work has helped advance accessibility across both venues through enhanced emergency planning, animal relief areas, multi-purpose quiet rooms, changes to the built environment, the Hidden Disabilities Sunflower Program, development of central learning tools for internal team members and planning for significant events with unique accessibility requirements. These experiences have deepened our understanding of what is possible when people come together with compassion and purpose.

At the heart of our work is a simple belief: everyone deserves to feel that they belong and to experience our venues fully. Accessibility is not about treating people as separate or different; it is about recognizing and removing barriers within our spaces, systems and practices that can stand in the way of participation. We are proud of how far we have come and humbled by how much there is still to learn and accomplish. While no single committee can represent every perspective, we remain committed to seeking out diverse voices and turning what we learn into meaningful change.

Together, we will continue building a lasting culture of accessibility, inclusion and belonging – one shared idea, one important question and one meaningful change at a time.

With care and commitment,  
**The PavCo Accessibility Committee**

## Committee Members



**Dora Patkos**, *Chair & Senior Accessibility Manager, PavCo*



**Yurim Park** *Event Coordinator, Vancouver Convention Centre*



**Jake Hamilton** *Event Operations Manager, BC Place*



**Cassia Hadden** *Event Coordinator, Vancouver Convention Centre*



**Patria Kishida** *Event Manager, Vancouver Convention Centre*



**Lindsay Bainbridge**  
*Facilities Operations Coordinator, Vancouver Convention Centre*



**Quinci Camazzola** *Senior Manager, Events, Vancouver Convention Centre*



Through my work at BC Place and the Vancouver Convention Centre, I have seen how thoughtful planning, inclusive design and compassionate customer service can remove barriers and make a lasting difference in someone's day. I believe accessibility should be embedded in everything we do, not treated as an afterthought, and that listening to people with lived experience is essential to continually improving our venues. My hope is that we continue to build environments where every guest, regardless of ability, feels they belong, can navigate our spaces with confidence and dignity, and leaves knowing they were valued as much as every other visitor. ”



**Jake Hamilton**, *Event Operations Manager, BC Place*



Accessibility, to me, means making sure everyone has the opportunity to participate, connect and feel included. It's about being thoughtful, learning about and anticipating different needs and creating spaces where people feel they belong. ”



**Cassia Hadden**, *Event Coordinator, Vancouver Convention Centre*



When it comes to accessibility, bringing together a diversity of thought and lived experience is everything – it's often the difference between initiatives that improve things for only a select few, versus those that aim to level the playing field for everyone. The PavCo Accessibility Committee is a brain trust of dedicated and passionate individuals who care deeply about making PavCo and our venues welcoming to all. ”



**Quinci Camazzola**, *Senior Manager of Events, Vancouver Convention Centre*



# Summary of our Progress

Since the launch of the 2023-2026 Accessibility Plan, PavCo has made significant improvements to accessibility at BC Place and the Vancouver Convention Centre.

In addition to feedback from staff, clients and stakeholders, we conducted a Rick Hansen Foundation Accessibility Assessment to identify accessibility barriers throughout our facilities. The assessment provided a comprehensive review of our buildings and helped us create a prioritized list of improvements. It also identified accessibility needs that may not have been raised through feedback, helping us plan for a more accessible and inclusive future.

New features, such as hearing loop technology, service animal relief stations and more accessible washrooms, have helped create a better experience for guests with a wide range of accessibility needs across both venues. Evacuation chairs were also purchased for the Vancouver Convention Centre to provide additional support during emergencies and help ensure the safe evacuation of people with mobility disabilities.

Through our partnership with KultureCity, BC Place introduced a dedicated sensory room and sensory kits, and expanded staff training to better support guests with sensory sensitivities and a wide range of non-visible disabilities.



The animal relief station overlooks Jack Poole Plaza. It includes a waste disposal receptacle and provides a designated space for guests and their pets.



A sign at the Vancouver Convention Centre West Information Desk shows that hearing loops are installed in this location.



Sensory kits are provided at BC Place



A Guest Experience ambassador wears the Hidden Disabilities Sunflower Program lanyard while on duty.

PavCo has also launched the Hidden Disabilities Sunflower program at both the Vancouver Convention Centre and BC Place, expanded staff training and worked closely with people with disabilities and community partners to help guide accessibility improvements.

As part of preparations for the FIFA World Cup 2026™, BC Place completed several accessibility upgrades, including new elevators, additional universal washrooms and improvements to pre-mium hospitality spaces. Hearing assistive technology and tactile wayfinding features were also added to support guests who are blind, have low vision, are Deaf, deafened or hard of hearing.

To support staff awareness and understanding of accessibility, PavCo launched a dedicated Accessibility Hub for internal teams. The Hub provides information on organizational procedures, resources, articles and other accessibility-related updates, and is available to team members at BC Place and the Vancouver Convention Centre.

The Vancouver Convention Centre also developed a client-facing Accessibility Fact Sheet that serves as a reference guide for clients, event organizers, guests and team members. BC Place is developing a similar accessibility fact sheet to give guests and event organizers easy access to information about the venue's accessibility features, services and supports.

**The 2023-2026 Accessibility Plan provided PavCo with a clear roadmap over the past three years. Since then, we have completed 18 of its 24 commitments, with the remaining six moving forward into our next phase of work. Five are already underway, and one has been carried forward into this plan.**

A [detailed Progress Report](#) outlining the accessibility initiatives completed as of October 2025 is available on the PavCo website.



“Accessibility at PavCo has advanced rapidly over the past years, but what excites me most is the momentum we have created for the future. We have moved beyond individual projects and are building a long-term foundation for inclusion across our venues. Helping people with disabilities access events, services and opportunities on an equal basis, whether as guests attending our venues or employees contributing to our organization, is not just part of my role, it’s what motivates me every day. The work ahead is significant, and so is our commitment to continuing to remove barriers and make a positive difference for people with disabilities.”



**Dora Patkos,**  
*Senior Accessibility  
Manager, PavCo*

A gentleman in a wheelchair taking a selfie  
in front of the Olympic cauldron



# Memorable Moments for Accessibility

## Invictus Games – Elevating Accessibility at PavCo Venues

The Invictus Games Vancouver Whistler 2025 brought together more than 500 competitors from over 20 countries, along with thousands of family members, supporters, volunteers and visitors. As host venues, BC Place and the Vancouver Convention Centre welcomed a diverse community of people with a wide range of accessibility needs. The Games provided an important opportunity to learn directly from athletes, guests and organizers about what makes an experience truly accessible and inclusive.

In preparation for the Games, BC Place and the Vancouver Convention Centre added several new accessibility features. Hearing loop technology was installed at key locations in both venues, improving the experience for guests who are Deaf, deafened or hard of hearing. New service animal relief stations were also added at the Vancouver Convention Centre to support guests travelling with service animals. These practical additions reflected the Games' broader commitment to inclusivity.



Canadian Paralympic and Olympic track and field athlete Rick Hansen visits the Invictus Games



PavCo employees and guests attend the launch of the Invictus Games display located in the Harbour Concourse at the Vancouver Convention Centre



The Invictus Games at BC Place



## Building Accessibility Awareness Across Leadership

We recognized that accessibility and inclusion need to be supported at every level of the organization. To help create that foundation for leadership, PavCo partnered with Canadian Partners in Workforce Innovation (CAN WiN) to deliver the Four Pillars of Accessible and Inclusive Employment Practices training to our leadership team, covering:

- Inclusive hiring and retention strategies
- Understanding accessibility legislation
- Identifying and mitigating bias and stereotypes
- Exploring the range of disabilities and how they intersect with DEI

All PavCo people leaders also completed an online Leading Culture Change module through Accessible Employers ahead of the session, building the foundational mindset needed to drive lasting change.

## Customized Front-Line Accessibility Training

Ahead of the Invictus Games Vancouver Whistler 2025, PavCo again partnered with CAN WiN to develop PavCo-specific accessibility training for front-line team members at both venues, building the skills, knowledge and awareness needed to deliver an inclusive guest experience, including the use of respectful and inclusive language.

At BC Place, an online training module was created for front-line event-time staff.

At the Vancouver Convention Centre, CAN WiN facilitated in-person sessions to deepen understanding and engagement, which later became our mandatory online accessibility training for all staff.



PavCo employees attend a seminar

“Accessibility is always evolving, and it’s important that we keep learning along with it. When we better understand the different needs and experiences of the guests we welcome into our venues, we’re better able to live our value of creating inspirational experiences and truly making sure every person who comes through our doors feels included, supported and valued.”



**Saadeea Islam,**  
*Director of People & Culture, PavCo*

An automatic door opener at the front of the Vancouver Convention Centre

## Hidden Disabilities Sunflower Program Launch

In October 2025, PavCo became a participating venue in the Hidden Disabilities Sunflower (HDS) program at both BC Place and the Vancouver Convention Centre. The HDS is a global initiative that uses the Sunflower symbol to discreetly indicate that a person has a non-visible disability and may need extra support, understanding or time. Participants wear a Sunflower lanyard, sticker or pin to signal their needs in public spaces, helping to build greater awareness, inclusion and empathy for people whose disabilities may not be immediately apparent.

### Why the Sunflower Matters

The Sunflower brings several benefits to PavCo and our venues:

- Awareness – building greater understanding of non-visible disabilities among guests and team members
- Support – helping individuals share their needs in a way that feels comfortable to them
- Inclusivity – reinforcing our commitment to a more accessible, inclusive and welcoming environment for all

Guests and staff can borrow or keep a Sunflower lanyard or sticker at the following locations:

**BC Place:** Guest Services desks at Level 2 and Level 4 (sections 234 and 446)

**Vancouver Convention Centre:** East and West lobby Information Desks

All current PavCo team members are required to complete the HDS training.

“The sunflower lanyard program is a wonderful addition to the movement towards inclusivity. As we work with the public we are better able to identify who may need a bit more of a helping hand more smoothly.”



**Bernadeta Abromaitis,**  
*Guest Experience Ambassador*



A young man in a white shirt wearing a sunflower lanyard



## Inclusive Hiring Fair

In 2025, PavCo hosted the inaugural Diverse Abilities Discovery Fair at the Vancouver Convention Centre, in partnership with the Tourism Workforce Accessibility Clinic. Designed to put job seekers with disabilities – visible or not – at the centre of the process, the event flipped the traditional hiring model: instead of candidates lining up for interviews, employers approached them, creating space for genuine, person-centred conversations. Voices, stories and abilities took centre stage, with every interaction highlighting the strengths and potential of each candidate.

The day opened with remarks from Stephanie Cadieux, Canada's Chief Accessibility Officer, alongside PavCo President and CEO Rehana Din. More than 40 candidates and 15 employers – including TransLink, London Drugs, Holiday Inn Hotels, Capilano University and E-Comm 9-1-1 – came together to explore opportunities in a welcoming, inclusive space.



The Vancouver Convention Centre hosts the inaugural Diverse Abilities Discovery Fair.

From left to right: Jamie Miller-Dixon, event co-host, Tourism HR Canada, Maggie MacLean, PavCo Talent Acquisition Manager, PavCo CEO Rehana Din. Front: Stephanie Cadieux, Canada's Chief Accessibility Officer



A reverse hiring fair in the Vancouver Convention Centre East ballroom

**“ We don’t always have to have these big, glamorous events. We can do the small, intimate ones with just a small group of people. Breaking down those barriers, every step makes a difference for candidates who aren’t normally getting their fair chance. We need to continue to educate hiring managers. ”**



**Maggie MacLean,**  
*PavCo Talent Acquisition Manager*

## FIFA World Cup 2026™

### Building Upgrades

As part of preparations for FIFA World Cup 2026™, BC Place completed several accessibility improvements throughout the stadium. These upgrades included new elevators to improve access, additional universal washrooms and accessibility enhancements in premium hospitality spaces. Hearing assistive technology was added in hospitality spaces, along with features such as tactile indicators, to support guests who are blind, have low vision or are hard of hearing.

### Accessible Services

The FIFA World Cup 2026™ allowed PavCo to showcase accessibility at BC Place and pilot several features and technologies beyond what the venue normally offers.

During all matches, Audio Descriptive Commentary (ADC) was available through the FIFA app. This service provided live narration of on-field action, player movements and key moments to support fans who are blind or partially sighted. Guests could access ADC through the FIFA app, or by scanning a QR code at Fan Information Points and listen using their own headphones.

American Sign Language (ASL) interpretation was also available for all matches. Remote ASL interpretation allowed Deaf and hard of hearing guests to watch an interpreter feed through a link within the FIFA app on their own devices.

BC Place hosting team members wore non-verbal communication lanyards to help communicate with guests who are non-verbal or facing language barriers.

**“ The Audio Descriptive Commentary app during the FIFA World Cup 2026™ match was extremely helpful in following the flow and action of the game. ”**

*- In-person comment to guest services staff*



The graphics on the FIFA website show accessibility services available at BC Place during the matches.  
Photo Credits: FIFA World Cup 2026 Vancouver Host Committee

A limited number of OneCourt devices were available during all matches. OneCourt is a tactile assistive technology that lets fans who are blind or have low vision follow live game action through touch. The device uses vibrations and tactile feedback to communicate ball movement, player positioning and key game events such as passes, shots and goals.

Mobility Assistance Points (MAPs) were set up throughout the stadium to support guests with limited mobility. At these designated locations, guests could get wayfinding help or request wheelchair transportation to their seats. Guests needing assistance outside a MAP location could also ask any BC Place team member for support. Benches were also placed along the pedestrian route to the stadium to give guests a place to rest on their way to and from the venue. Mobility assistance services were used heavily and met an important need for many guests.

Throughout the tournament, BC Place's wheelchair assistance teams completed 397 guest transfers to seats and 412 transfers following matches. Demand exceeded initial projections during early matches, resulting in longer wait times for some guests. In response, BC Place expanded its wheelchair fleet, increased staffing levels and introduced a mobile response team to provide more flexible support. These changes significantly reduced wait times and improved the team's ability to accommodate additional requests while maintaining service levels.

The experience reinforced an important lesson: accessibility services need the flexibility to scale in real time as demand evolves. What PavCo learned from FIFA World Cup 2026™ operations will help shape mobility assistance planning and service delivery for future major events.

These enhancements gave PavCo a chance to test new technologies and services, gather feedback, and better understand our guests' accessibility needs, while improving the event experience for a wider range of fans.



A non-verbal lanyard



Fans heading to BC Place for a match.

*Photo Credits: FIFA World Cup 2026 Vancouver Host Committee*





# Accessibility Action Plan

This plan is organized around five priority categories: Delivery of Service, the Built Environment, Information and Communications, Workforce Support and Procurement. For each category, we've identified the barriers our consultations surfaced and the actions we're committing to over the next three years.

## Delivery of Service

### Overarching goal

Create consistent accessibility service standards, feedback processes and accommodation practices across all venues, departments, events and partner organizations.

### Priority Area: Guest Experience & Service Delivery

| ORGANIZATION/<br>VENUE | BARRIER                                                                                                                                                                                                                                                                                                                                                                        | ACTION ITEM                                                                                                                                                                                                                        |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PavCo                  | Guests and clients may have limited opportunities to provide accessibility feedback, making it more difficult to identify barriers and improve accessibility.                                                                                                                                                                                                                  | Create meaningful opportunities for guests and clients to provide feedback that helps improve accessibility priorities, services and facilities.                                                                                   |
| PavCo                  | Guests and clients may experience inconsistent accessibility support and service when accessibility practices, procedures, and resources vary across PavCo and its service partner organizations. Differences in service delivery can create confusion, reduce confidence in available supports and result in inequitable access to facilities, programs, services and events. | Develop and implement consistent accessibility service guidelines, procedures and resources across PavCo and its service partner organizations to support a consistent and equitable experience for guests, clients and employees. |
| BC Place               | Guests may encounter barriers when accessing, selecting or modifying accessible seating due to gaps in ticketing processes, communication, and staff guidance, which impact their overall event experience.                                                                                                                                                                    | Improve accessible ticketing and easy-access seating by making it easier for guests to purchase, exchange or modify tickets and request accommodations.                                                                            |

| ORGANIZATION/<br>VENUE             | BARRIER                                                                                                                                                                                                                                                                           | ACTION ITEM                                                                                                                                                                                                         |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>BC Place</b>                    | Guests may experience barriers during events if specialized accessibility support is not readily available, resulting in challenges in accessing accommodations, information and assistance when needed.                                                                          | Improve front-line accessibility support during events by providing dedicated resources, clear service procedures, and trained staff to assist guests with disabilities and respond to accessibility-related needs. |
| <b>BC Place</b>                    | The absence of a structured external advisory committee may reduce the organization's ability to identify emerging accessibility barriers, validate proposed solutions and ensure accessibility initiatives are informed by diverse lived experiences and community perspectives. | Establish an External Accessibility Advisory Committee to provide ongoing feedback and guidance on accessibility priorities, initiatives and improvements.                                                          |
| <b>Vancouver Convention Centre</b> | Accessibility needs may not be identified or addressed early enough in the event planning process, resulting in barriers for attendees, speakers, exhibitors and guests with disabilities.                                                                                        | Integrate accessibility requirements into event planning and booking processes so accessibility needs are identified early and addressed throughout the event.                                                      |
| <b>Vancouver Convention Centre</b> | The absence of standardized procedures for sensory kits and quiet rooms may lead to inconsistent service delivery, making it more difficult for guests to access sensory-friendly supports when needed.                                                                           | Establish standardized procedures for sensory kits and quiet rooms to provide consistent, reliable and accessible sensory supports for guests across all events.                                                    |

## The Built Environment

### Overarching goal

Advance phased accessibility improvements and integrate accessibility into facility planning, operations and capital projects.

### Priority Area: Accessibility Infrastructure & Safety

| ORGANIZATION/<br>VENUE | BARRIER                                                                                                                                                                                                                                                                   | ACTION ITEM                                                                                                                                                                                            |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PavCo</b>           | Guests and visitors who are blind, have low vision, or experience mobility challenges may have difficulty navigating the facility when tactile indicators and high-contrast markings are not consistently available at stairs, level changes and other potential hazards. | Install tactile walking surface indicators and high-contrast stair markings to improve navigation and support safer movement throughout the facility.                                                  |
| <b>PavCo</b>           | Accessibility barriers in back-of-house spaces and staff washrooms may limit the ability of employees, contractors, and event staff with different disabilities and genders to independently and safely access workplace facilities                                       | Improve the accessibility of back-of-house spaces and staff washrooms to support equitable access, participation and workplace inclusion for employees, contractors and event staff with disabilities. |
| <b>PavCo</b>           | Emergency information may not be accessible to all occupants when visual notification systems are limited or unavailable, particularly in back-of-house, noisy environments, creating barriers to safety and emergency preparedness.                                      | Improve visual emergency notification systems in back-of-house areas to increase access to emergency information for people who are Deaf, deafened, hard of hearing, or working in noisy environments. |
| <b>PavCo</b>           | The absence of hearing assistive technologies may create barriers for guests who are Deaf, deafened, or hard of hearing in accessing event content, announcements and presentations.                                                                                      | Assess hearing-assistive technologies and audio-description solutions to improve access to presentations, announcements and event content.                                                             |





| ORGANIZATION/<br>VENUE                     | BARRIER                                                                                                                                                                                                                             | ACTION ITEM                                                                                                                                                                          |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PavCo</b>                               | Limited access to amenities that support personal care may create barriers for some guests with disabilities, affecting their ability to participate in events comfortably, safely and with dignity.                                | Explore ways to improve guest amenities, including an adult changing station, to support personal care needs and encourage equitable participation in events and activities.         |
| <b>PavCo</b>                               | Guests may experience difficulty finding and navigating spaces when signage, navigation systems and environmental cues do not meet diverse accessibility needs.                                                                     | Enhance wayfinding throughout the venue through clear signage, consistent navigation cues, tactile features and other accessibility improvements.                                    |
| <b>BC Place<br/>PavCo</b>                  | Accessibility needs may not be identified or addressed early enough in the event planning process, resulting in barriers for attendees, speakers, exhibitors and guests with disabilities.                                          | Integrate accessibility requirements into event planning and booking processes so accessibility needs are identified early and addressed throughout the event.                       |
| <b>Vancouver<br/>Convention<br/>Centre</b> | Limited access to modern, inclusive and flexible quiet spaces, including outdated nursing rooms, may create barriers for guests seeking sensory relief, privacy for nursing, prayer or other personal needs while attending events. | Create dedicated multi-purpose quiet rooms that offer a calm, inclusive and accessible space for guests seeking sensory relief, privacy for nursing, prayer or other personal needs. |

Information and Communications

Overarching goal

Ensure digital, printed and verbal information is accessible, consistent and easy to use.

Priority Area: Accessibility Infrastructure & Safety

| ORGANIZATION/<br>VENUE | BARRIER                                                                                                                                                                                                       | ACTION ITEM                                                                                                                                                                                                 |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PavCo                  | Limited or inconsistent accessibility information across websites, marketing materials, and client resources may make it harder for people to find accessibility information and plan for events.             | Expand and maintain accessible, up-to-date accessibility information across digital platforms, marketing materials and client-facing resources.                                                             |
| PavCo                  | Without a clear framework, resources, and accessibility best practices to guide content development, Marketing & Communications teams may face challenges creating and maintaining accessible communications. | Develop and implement an accessibility roadmap for Marketing and Communications that provides clear guidance, tools, resources and best practices for creating accessible digital and print communications. |

Priority Area: Internal Communications

|       |                                                                                                                                                              |                                                                                                                      |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| PavCo | Teams and employees may lack the guidance needed to consistently create accessible communications, resulting in barriers to accessing workplace information. | Provide employees with clear guidance, resources and best practices for creating accessible internal communications. |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|

## Workforce Support

### Overarching goal

Provide ongoing accessibility education, awareness, onboarding and role-specific training for employees, contractors, suppliers and partners.

### Priority Area: Staff Training & Awareness

| ORGANIZATION/<br>VENUE | BARRIER                                                                                                                                                                                                                                                                                     | ACTION ITEM                                                                                                                                                                         |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PavCo                  | Accessibility training is not consistently included in employee onboarding and ongoing learning programs, resulting in varying levels of understanding of accessibility responsibilities and practices across the organization.                                                             | Integrate accessibility into onboarding, mandatory training programs and annual refresher training for all employees.                                                               |
| PavCo                  | Accessibility improvements, new initiatives and best practices are not always communicated consistently across departments. As a result, employees may not be aware of accessibility features, services and expectations, leading to inconsistent experiences for people with disabilities. | Implement role-specific accessibility briefings and training to raise awareness of accessibility improvements, new initiatives and evolving best practices across the organization. |
| PavCo                  | Service partners and their frontline teams may have different levels of accessibility awareness and knowledge, leading to inconsistent experiences for guests with disabilities.                                                                                                            | Support accessibility awareness and knowledge sharing with key service partners to promote consistent and inclusive experiences for guests.                                         |

### Priority Area: Staff Training & Awareness

|       |                                                                                                                                                                                  |                                                                                                                                                                |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PavCo | The lack of a formal accommodation policy, combined with varying levels of management knowledge and confidence, can lead to inconsistent approaches to workplace accommodations. | Conduct consultation to develop and formalize a PavCo accommodation policy and support its implementation across BC Place and the Vancouver Convention Centre. |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|



## Procurement

### Overarching goal

Include accessibility requirements in procurement, contracts, supplier management, technology selection and project approval processes.

### Priority Area: Procurement & Supplier Management

| ORGANIZATION/<br>VENUE | BARRIER                                                                                                                                                                                                                                            | ACTION ITEM                                                                                                                                                                                        |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PavCo</b>           | Without clear accessibility requirements in procurement and contracting processes, products, services, technologies and partnerships may not meet accessibility needs, creating barriers for people with disabilities.                             | Integrate accessibility requirements and evaluation criteria into RFPs, contracts and partner agreements to promote accessible services, programs and procurement practices                        |
| <b>PavCo</b>           | Without clear and consistent accessibility expectations for suppliers, contractors and service providers, accessibility practices and service delivery may vary across operations, creating inconsistent experiences for people with disabilities. | Establish clear accessibility expectations for suppliers, contractors and event service providers to support consistent accessibility practices and shared accountability across PavCo operations. |



## Performance Measurement & Continuous Improvement

### Overarching goal

Monitor and report on accessibility performance to support continuous improvement and accountability across both venues.

| PRIORITY AREA           | MEASURE                                                                                                      |
|-------------------------|--------------------------------------------------------------------------------------------------------------|
| Service Delivery        | Accessibility complaints, feedback and service requests.                                                     |
| Training & Awareness    | Accessibility training completion rates.                                                                     |
| Workplace Accessibility | Accommodation process effectiveness and staff awareness.                                                     |
| Built Environment       | Accessibility improvements completed through projects and operations and use of improved features or spaces. |
| Procurement             | Accessibility requirements incorporated into procurements and contracts.                                     |
| Engagement              | Feedback from guests, clients, employees, committees and advisory groups.                                    |
| Reporting               | Accessibility action plan review and progress reporting by December 31, 2027, and September 1, 2029.         |

# Summary

Over the past three years, PavCo has moved from setting out its first accessibility commitments to living them out across two of the province's busiest, most visible venues. We have completed 18 of its 24 commitments, with the remaining six moving forward into our next phase of work. Five are already underway, and one has been carried forward into this plan. That momentum grew as we prepared to welcome the world for FIFA World Cup 2026™, hosted the Invictus Games Vancouver Whistler 2025, and introduced new initiatives including our Hidden Disabilities Sunflower program to guests and staff alike.

None of this progress happened in isolation. It came from listening, through our Accessibility Committee, our Pledge to Measure survey, public consultations and the hundreds of emails, calls and conversations we have with guests and staff every year. That listening told us where we've made a real difference and where barriers still remain, and it shaped the five priorities in this plan: Delivery of Service, the Built Environment, Information and Communications, Workforce Support and Procurement.

The work ahead is significant. Over the next three years, we're committing to consistent accessibility service standards across our venues and partner organizations, phased improvements to our physical spaces, clearer and more accessible communications, deeper accessibility training for our people and accessibility built into how we buy and contract for goods and services. We'll measure our progress the way we always have – by tracking what we complete and by continuing to ask the people who use our venues whether it's working.

Accessibility isn't a destination for PavCo. It's a continuous journey, and one that moves forward only with the people who trust us with their feedback, their time, and their lived experience. We're grateful for that trust, and we're committed to earning it again with this plan.



BC Place Stadium's accessible seating platform.



# We Welcome Your Feedback

Hearing from our team, clients, guests and community is the best way for us to understand what we are doing well and where we need to improve. If you have any comments or feedback regarding this plan or other accessibility-related topics, there are several ways to connect with us. Feedback received will be reviewed by the PavCo Accessibility Committee and considered for incorporation into future iterations of the Accessibility Plan. All feedback sent to us will be acknowledged within 30 days. Feedback provided anonymously or without contact information cannot be responded to but will be reviewed and carefully considered for action.

If you are interested in obtaining this plan in an alternate format, please contact [accessibility@bcpavco.com](mailto:accessibility@bcpavco.com).

|                 |                                                                                                                                                                                                   |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Email           | Email us at <b>accessibility@bcpavco.com</b> . Feel free to attach videos, photos or other types of documents.                                                                                    |
| Mail            | Send us a letter to the following address:<br>Accessibility Committee,<br>B.C. Pavilion Corporation<br>Suite 200 – 999 Canada Place<br>Vancouver, BC<br>V6C 3C1 Canada                            |
| Venue Telephone | If you would like to leave a voice message, please call us at: <ul style="list-style-type: none"><li>• BC Place: +1 604-669-2300</li><li>• Vancouver Convention Centre: +1-604-689-8232</li></ul> |
| Website Form    | Visit the “Contact Us” page on the <b>Vancouver Convention Centre</b> or <b>BC Place</b> websites.                                                                                                |



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