NSCC Accessibility Plan Evaluation

PROJECT CHARTER

February, 2025

Contents

[Section 1. Charter Introduction 2](#_Toc2138066524)

[1.1 Document Change Control 3](#_Toc1354686674)

[1.2 Executive Summary 3](#_Toc455712991)

[1.2.1 Project Initiation 4](#_Toc1346511830)

[1.2.2 Impact and Beneficiaries 4](#_Toc1784810179)

[1.2.3 Objectives 4](#_Toc1380462474)

[1.2.4 Major Milestones 4](#_Toc286949959)

[1.2.5 Key Deliverables 5](#_Toc74398915)

[1.2.6 Key Risks 5](#_Toc36445668)

[1.3 Authorization 5](#_Toc766817994)

[Section 2. Project Overview 6](#_Toc93565890)

[2.1 Project Summary 7](#_Toc2071617595)

[a. Background Information 7](#_Toc1814848055)

[b. Key Purpose 7](#_Toc1579976278)

[c. Key Stakeholders 8](#_Toc663137488)

[2.1.1 Goals, Objectives, and Business Outcomes 8](#_Toc1376751787)

[2.1.2 Scope 9](#_Toc1463119127)

[2.1.3 Scope Definition 10](#_Toc1875816938)

[2.1.4 Boundaries 10](#_Toc1533317059)

[2.2 Milestones 11](#_Toc327682973)

[2.3 Deliverables 11](#_Toc193138006)

[2.4 Risks, Assumptions, and Constraints 12](#_Toc141006167)

[2.4.1 Risks 13](#_Toc1052640738)

[2.4.2 Assumptions 13](#_Toc417185164)

[2.4.3 Constraints 14](#_Toc978769040)

[2.4.4 KPIs 14](#_Toc2699002)

[3.1 Project Governance 16](#_Toc1643400817)

[3.2 Team Structure 16](#_Toc920392700)

[3.3 Roles and Responsibilities 17](#_Toc114019390)

[Section 4. Project References 18](#_Toc2063444833)

[Table 1 - Change Control 3](#_Toc189985071)

[Table 2 - Milestones 5](#_Toc189985072)

[Table 3 - Goals, Objectives, and Outcomes 9](#_Toc189985073)

[Table 4 - Boundaries 11](#_Toc189985074)

[Table 5 – Milestones 11](#_Toc189985075)

[Table 6 – Deliverables 12](#_Toc189985076)

[Table 7 - Risks 13](#_Toc189985077)

[Table 8 - Assumptions 14](#_Toc189985078)

[Table 9 - Constraints 14](#_Toc189985079)

[Table 10 - Roles and Responsibilities 18](#_Toc189985080)

# Section 1. Charter Introduction

## 1.1 Document Change Control

|  |  |  |  |
| --- | --- | --- | --- |
| Revision Number | Date of Issue | Author(s) | Brief Description of Change |
| 1.0 | 2025-02-07 | Elaine da Silva | First version of the project charter |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

Table 1 - Change Control

## 1.2 Executive Summary

The **2025-2028 Accessibility Plan Performance Analysis** provides a comprehensive evaluation of the Nova Scotia Community College’s (NSCC) accessibility initiatives. This report examines the progress made against the accessibility goals, identifies gaps, and presents recommendations to enhance accessibility efforts in accordance with the ***Nova Scotia’s Accessibility Act***, which mandates a barrier-free province by 2030.

## 1.2.1 Project Initiation

This project was initiated as part of NSCC’s commitment to equity, inclusion, and accessibility. The institution recognizes accessibility as a social justice issue and is dedicated to transforming policies, practices, and infrastructure to remove barriers for students, faculty, and staff. The project aligns with the ***Post-Secondary Accessibility Framework***, which emphasizes a human rights-based approach to education.

## 1.2.2 Impact and Beneficiaries

The project directly impacts:

* **Students with disabilities** who rely on accessible learning environments, digital resources, and support services.
* **Faculty and staff** who require workplace accommodations to foster an equitable employment experience.
* **Prospective students and community members** who benefit from an inclusive education system that removes barriers to participation.

## 1.2.3 Objectives

* **Evaluate Progress**: Measure the status of the 55 commitments in the NSCC Accessibility Plan (2022-2025) collected through structured performance metrics from the spreadsheet.
* **Narrative insights:** Derived from the **MS Forms submissions** currently active and the **Survey results** from the accessibility feedback process conducted in June.
* **Identify Barriers**: Highlight accessibility challenges still present at NSCC.
* **Findings & Recommendations**: Guide the 2025-2028 Accessibility Plan with evidence-based improvements.
* **Ensure Compliance**: Meet the April 1, 2025, deadline for reporting under the Nova Scotia Accessibility Act.
* **Promote Transparency**: Communicate findings to stakeholders, ensuring accountability.

## 1.2.4 Major Milestones

| Milestone | Completion Date |
| --- | --- |
| Project Kickoff | Jan 31, 2025 |
| Project Charter | Feb 7, 2025 |
| Data Gather, Compilation and Analysis | Feb 14, 2025 |
| Draft Report | Feb 21, 2025 |
| Final Report | Feb 28, 2025 |

Table 2 - Milestones

## 1.2.5 Key Deliverables

* **Accessibility Performance**: Evaluation of NSCC’s progress using the Red/Yellow/Green (R/Y/G) system.
* **Storytelling**: A compilation of qualitative information derived from the **survey** submitted in June, and the **MS Forms** document submitted to NSCC staff.
* **Final Report**: A comprehensive performance analysis, including identified gaps and recommendations for the 2025-2028 Accessibility Plan. This report should include metrics collected from the spreadsheet.

## 1.2.6 Key Risks

* **Delayed data collection**: Set clear deadlines and follow up with department leads.
* **Timeline constraints**: Limited deadline for completing the Report and storytelling.

## 1.3 Authorization

This project charter formally authorizes the existence of the project, *NSCC Accessibility Plan Evaluation*, and provides the project manager with the authority to apply organizational resources to project activities described herein. If there is a change in the project scope, the project charter will be updated and submitted for re-approval.

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HREI - Human Rights, Equity and Inclusion Date

**Project Sponsor**

Nova Scotia Community College (NSCC)

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Jamus Dorey Date

**Senior Advisor**

Nova Scotia Community College (NSCC)

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Beth Easson Date

**Project Manager**

Nova Scotia Community College (NSCC)

# Section 2. Project Overview

## 2.1 Project Summary

This project aims to evaluate and report on the performance of the **NSCC Accessibility Plan (2022-2025)** by measuring progress against the **55 key commitments** outlined in the plan. The assessment aligns with the **Nova Scotia Accessibility Act**, which requires post-secondary institutions to **remove barriers** and contribute to the province’s goal of full accessibility by **2030**.

The evaluation will utilize a **Red/Yellow/Green (R/Y/G) scorecard** to track accessibility improvements across **eight key standards**, ensuring a data-driven approach to monitoring progress. Additionally, qualitative insights will be incorporated from **MS Forms submissions**, **survey results from June**, and feedback collected from **department leads** to provide a comprehensive analysis.

The final **performance report**, due by **April 1, 2025**, will highlight NSCC’s advancements in accessibility, identify remaining gaps, and offer strategic recommendations for continued progress. This report will serve as a critical tool for demonstrating **NSCC’s commitment to inclusion, equity, and compliance with accessibility regulations**.

## a. Background Information

The NSCC Accessibility Plan was developed as part of Nova Scotia’s initiative to improve accessibility across post-secondary institutions. It identifies eight priority areas:

1. **Awareness and Capacity Building**
2. **Teaching, Learning, and Research**
3. **Information and Communication**
4. **Delivery of Goods and Services**
5. **Employment**
6. **Transportation**
7. **Built Environment**
8. **Implementation, Monitoring, and Evaluation**

Since its launch, multiple initiatives have been implemented, including:

* Training and awareness programs
* Improved digital accessibility
* Facility upgrades
* Enhanced student support services

However, a structured **evaluation process** is required to ensure accountability, measure progress, and refine strategies for the **2025-2028 Accessibility Plan Update**.

## b. Key Purpose

The main objectives of this project are:

* **Evaluate Progress:** Measure the status of the 55 commitments in the NSCC Accessibility Plan (2022-2025) collected through structured performance metrics from the spreadsheet.
* **Narrative insights:** Derived from the MS Forms submissions currently active and the Survey results from the accessibility feedback process conducted in June.
* **Improve Institutional Transparency:** Demonstrate NSCC’s commitment to accessibility and equity.

## c. Key Stakeholders

| Stakeholders | Roles & Responsibilities |
| --- | --- |
| NSCC Executive Team | Approve the final report and integrate findings into future plans. |
| HREI - Human Rights, Equity and Inclusion | Sponsor of the project |
| Department Leads | Provide updates on accessibility initiatives within their areas. |
| Accessibility Advisory Committee | Reviews and validates findings from an accessibility perspective. |
| Students & Faculty | Provide feedback on accessibility experiences at NSCC. |
| Communications Team | Ensures the final report is effectively communicated to the public. |
| Nova Scotia Government | Receives the final report for compliance verification. |

## 2.1.1 Goals, Objectives, and Business Outcomes

| Goals | Objectives | Business Outcomes |
| --- | --- | --- |
| Assess Accessibility Plan Performance – Evaluate the implementation of the NSCC Accessibility Plan (2022-2025) by measuring progress against the 55 key commitments and eight accessibility standards. | Data Collection & Review – Gather accessibility progress reports from department leads and compile them into a standardized evaluation framework by February 14, 2025. | Enhanced Accessibility Planning – The evaluation will provide actionable insights to improve the 2025-2028 Accessibility Plan, ensuring continuous progress toward accessibility goals. |
| Identify and Address Gaps – Highlight areas where accessibility barriers persist and recommend improvements for the 2025-2028 Accessibility Plan update. | Scorecard Development – Implement a Red/Yellow/Green rating system to assess the status of accessibility initiatives across the eight key standards. | Regulatory Compliance – Ensures NSCC meets legal requirements outlined in the Nova Scotia Accessibility Act, reducing risk of non-compliance. |
| Improve Institutional Transparency – Provide stakeholders with clear insights into accessibility progress, promoting accountability and continuous improvement. | Analysis & Reporting – Conduct a comprehensive analysis of the collected data, identifying trends, challenges, and success stories. | Increased Stakeholder Confidence – Transparent reporting will strengthen trust and engagement with students, faculty, and external regulatory bodies. |
| Enhance Data-Driven Decision-Making – Utilize a structured Red/Yellow/Green (R/Y/G) scorecard to track performance and inform future accessibility strategies. and inform future accessibility strategies. | Executive Approval & Submission – Finalize the evaluation report and submit it to the NSCC Executive Team for review by March 22, 2025, ensuring timely publication and compliance with legislative deadlines. | Stronger Institutional Commitment to Inclusion – Demonstrates NSCC’s leadership in accessibility and equity, reinforcing its reputation as an inclusive academic institution. |

Table 3 - Goals, Objectives, and Outcomes

## 2.1.2 Scope

The **NSCC Accessibility Plan Evaluation** aims to assess the progress and effectiveness of the **2022-2025 Accessibility Plan**, measuring compliance with the **Nova Scotia Accessibility Act** and identifying areas for improvement. This evaluation will use a **Red/Yellow/Green (R/Y/G) scorecard** to track performance against the 55 key commitments and eight accessibility standards. The final report will provide **data-driven recommendations** to inform the **2025-2028 Accessibility Plan update** while ensuring compliance with legislative requirements.

## 2.1.3 Scope Definition

1. **Data Collection, Compilation & Analysis:** Gathering reports from department leads on accessibility initiatives and verifying their accuracy.
2. **Scorecard Development:** Implementing a Red/Yellow/Green assessment framework for accessibility progress tracking.
3. **Narrative insights:** Analyzing qualitative and quantitative findings derived from the survey results.
4. **Final Report Submission:** Delivering a structured performance report with findings, recommendations, and a roadmap for future accessibility improvements.

## 2.1.4 Boundaries

| Activities In Scope | Activities Out of Scope |
| --- | --- |
| Data Collection & Validation: gathering reports from department leads on accessibility initiatives and verifying their accuracy. | Creating new data sources: The project will use existing reports and stakeholder input but will not generate new data collection systems. |
| Scorecard Development: Implementing a Red/Yellow/Green (R/Y/G) assessment framework for accessibility progress tracking. | Modifying existing evaluation criteria: The project will assess progress using the defined 55 key commitments but will not alter the existing evaluation framework. |
| Data Analysis & Reporting: Analyzing qualitative and quantitative findings to identify gaps, successes, and areas for improvement. | Implementing new accessibility measures: The project will provide recommendations, but actual changes will be planned and executed separately. |
| Final Report Submission: Delivering a structured performance report with findings, recommendations, and a roadmap for future accessibility improvements. | Decision-making on future accessibility plans: The project will provide insights and recommendations, but approval and execution of changes will be handled by NSCC leadership. |

Table 4 - Boundaries

## 2.2 Milestones

| Project Milestone | Description | Expected Date |
| --- | --- | --- |
| Project Kickoff | Initial meeting with key stakeholders to define scope, objectives, and expectations. | Jan 31, 2025 |
| Project Charter Finalization | Formalize the project charter, detailing the scope, objectives, stakeholders, and methodology. | Feb 7, 2025 |
| Data Gather, Compilation and Analysis | Gather reports from department leads and validate data accuracy. | Feb 14, 2025 |
| Draft Report | Prepare and submit the initial draft of the evaluation report for internal review. | Feb 21, 2025 |
| Final Report | Review and finalize the report for submission to the NSCC Executive Team. | Feb 28, 2025 |

Table 5 – Milestones

## 2.3 Deliverables

| Project Deliverable 1: Project Charter | |
| --- | --- |
| **Stakeholder:** | Senior Advisor and Project Manager |
| **Description:** | Create the project charter using the template provided. Formal document outlining the project’s goals, scope, stakeholders, and execution plan. |
| **Acceptance Criteria:** | Topic is approved by the sponsor. Completed project charter meets the template requirements and includes all required sections. |
| Due Date: | February 7th, 2025 |
| Project Deliverable 2: Data Gather, Compilation and Analysis | |
| **Stakeholder:** | Senior Advisor and Project Manager |
| **Description:** | Gather reports from department leads and validate data accuracy. Compiled and validated data on the 55 key commitments. |
| **Acceptance Criteria:** | Data accuracy confirmed, all required fields populated, and consistency checks completed. |
| **Due Date:** | February 14th, 2025 |
| **Project Deliverable 6: Draft Report** | |
| **Stakeholder:** | Project Sponsor, Senior Advisor and Project Manager |
| **Description:** | Structured document outlining findings, trends, and recommendations. It includes the data from the spreadsheet and the surveys. |
| **Acceptance Criteria:** | Draft report meets scope requirements, reviewed by key stakeholders, and ready for final revisions. |
| **Due Date:** | February 21st, 2025 |
| **Project Deliverable 7: Final Report** | |
| **Stakeholder:** | Project Sponsor, Senior Advisor and Project Manager |
| **Description:** | Approved and finalized version of the accessibility evaluation report and storytelling. |
| **Acceptance Criteria:** | Report formally approved, meeting all legislative and compliance requirements. |
| **Due Date:** | February 28th, 2025 |

Table 6 – Deliverables

## 2.4 Risks, Assumptions, and Constraints

## 2.4.1 Risks

Risk management is a proactive strategy aimed at identifying, analyzing, and addressing potential events that could affect a project's success. It helps teams anticipate challenges and create plans to avoid or minimize their impact. As the project progresses, new risks may arise, making risk management an ongoing process that requires regular review and updates. This approach ensures that risk management stays relevant, effective, and aligned with the evolving nature and changing goals of the project.

| **Risk Description** | **Probability** **(H/M/L)** | **Impact** **(H/M/L)** | **Risk Management Plan** | **OPI** |
| --- | --- | --- | --- | --- |
| Delayed data submission from department leads | M | H | Set clear deadlines, send reminders, and establish escalation procedures for late submissions. | Senior Advisor |
| Quality of the survey data | M | H | The survey data consists of free-text responses, which may be challenging to categorize and analyze. | Senior Advisor |
| Limited stakeholder engagement | M | M | Prioritize key stakeholders and schedule early meetings to gather insights efficiently. | Senior Advisor |
| Limited timeline | M | H | A limited timeline may affect the depth and quality of the analysis. | Senior Advisor |

Table 7 - Risks

## 2.4.2 Assumptions

Assumptions are essential factors taken as true for the planning and execution of the project. These elements provide a foundation for decision-making and help define the project's scope, timeline, and resources. Although assumptions offer clarity and direction, they carry inherent uncertainty and may need to be adjusted as the project evolves.

| Assumptions |
| --- |
| All department leaders will provide accurate and timely data submissions. |
| The SharePoint system will be accessible throughout the project duration. |
| Stakeholders will be available for consultations within the scheduled timeframes. |

Table 8 - Assumptions

## 2.4.3 Constraints

Constraints represent the restrictions and boundaries that define how the project can be carried out. These limitations influence decision-making, planning, and execution, impacting factors such as scope, timeline, resources, and deliverables. Recognizing these constraints early in the project is crucial for setting realistic expectations and enabling efficient management during the development process.

| No. | Category | Constraints |
| --- | --- | --- |
| 1 | Time | The final report must be submitted by Feb 28, 2025, limiting flexibility for extensions. |
| 2 | Resources | Project team availability is restricted due to other institutional commitments. |
| 3 | Technology | Power BI must support data processing without major technical failures. |

Table 9 - Constraints

## 2.4.4 KPIs

**Accessibility Plan Adherence**

How well the NSCC Accessibility Plan is being implemented based on the 55 commitments and the 8 priority areas.

Percentage of commitments marked as “Green” (Completed/On Track) in the (Red/Yellow/Green) scorecard.

Which of the “Completed” or “On Track” items comply with the Nova Scotia Accessibility Act in key areas such as infrastructure, education, employment and digital accessibility.

**Formula:** Adherence = 47 / 55 \* 100 ==> 85.45%

**Goal:** 85% or higher adherence.

Section 3. Project Organization

## 3.1 Project Governance

Governance bodies

* **Project Sponsor: HREI** – Human Rights, Equity, and Inclusion
* **Key Stakeholder: Jamus Dorey** – Senior Advisor
* **Project Manager: Beth Easson** – Research Coordinator
* **Development Team:** Dylan (DBA), Elaine (Data Analyst)

Approval process

* **Key Stakeholder:** Jamus Dorey – Senior Advisor

Approves high-level deliverables and major changes.

Ensures deliverables align with goals.

* **Project Manager:** Beth Easson – Research Coordinator

Support the development team and facilitate communication.

* **Development Team:** Bray, Elaine

Approves technical deliverables and ensures implementation meets specifications.

## 3.2 Team Structure

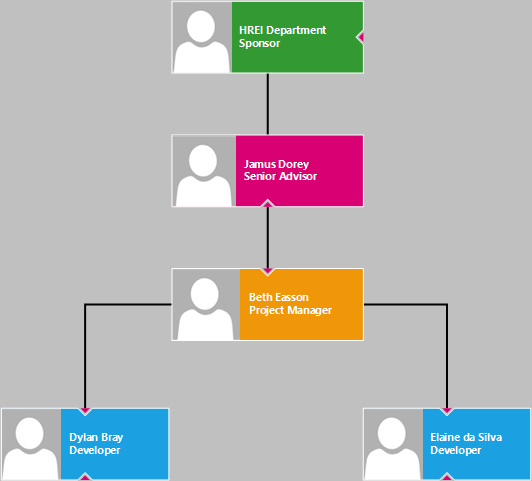


Figure 1 - Team Structure

## 3.3 Roles and Responsibilities

|  |  |  |
| --- | --- | --- |
| Project Role | Responsibilities | Assigned to |
| **Project Sponsor** | Ensures compliance with the Nova Scotia Accessibility Act, oversees resource allocation, and aligns accessibility initiatives with NSCC’s equity and inclusion strategies. | HREI |
| **Key Stakeholder** | Provides strategic oversight, ensure alignment with NSCC’s accessibility and equity goals, and grant final approval on major deliverables and changes. They may also support decision-making, resource allocation, and stakeholder engagement. | Jamus |
| **Project Manager** | Oversees project progress, manages stakeholders, and ensures goals are met. Also, facilitates communication between teams, support the development team, and ensure deliverables align with the project timeline and objectives. | Beth |
| **Development Team** | Performs technical work, including processing, analyzing, and organizing data from spreadsheets and surveys to generate insights to support decision-making. | Dylan, Elaine |

Table 10 - Roles and Responsibilities

# Section 4. Project References

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