



Moving In the Right Direction

HandyDART Survey Results

February 2017



OFFICE OF THE
SENIORS ADVOCATE
BRITISH COLUMBIA

Contents

Message from the Seniors Advocate.....	1
Background	2
Methodology	3
Response Rate.....	3
Summary of Survey Results	4
Survey Results.....	7
Profile of Respondents.....	7
Overall Assessment of HandyDART.....	10
Usage.....	13
Booking Process and Customer Service.....	15
Ride Availability	17
Cost.....	19
Rider Familiarity with Services.....	20
Ride Experience	22
HandyDART Vehicle.....	22
HandyDART Taxi.....	24
Do you know when HandyDART is sending a taxi to pick you up?	25
Is it easy for you to identify a taxi that HandyDART has sent for you?.....	25
HandyDART Areas for Improvement.....	29
Conclusion	31
Appendix A: Consultative Group Membership	32
Appendix B: Survey Invitation and Survey	33

Message from the Seniors Advocate

February 2017

In travelling around the province, hearing from seniors and their caregivers, it is evident that the need for appropriate and affordable transportation is critical. As of 2015, more than 59,000 British Columbians relied on HandyDART service for over 2.3 million rides.

HandyDART is a vital service for individuals with physical and/or cognitive impairments who are unable to use conventional public transit without assistance. For many seniors we hear from, this is a true lifeline – it allows them to visit spouses in care facilities, get to important appointments, and participate in their diverse communities, helping to prevent social isolation.

Knowing the importance of the service to its users, the Office of the Seniors Advocate identified a need to systematically test how well HandyDART is meeting its intended goals and we conducted a comprehensive survey of HandyDART users from September to November 2016. The survey was informed by a consultation group which included senior HandyDART users from across the province, representatives from TransLink and BC Transit, HandyDART drivers representing various unions, and representatives from regional community groups. The survey asked a range of questions on the HandyDART service from the booking process to the ride experience.

It is encouraging to see that across many areas of HandyDART service clients are satisfied, however, we must acknowledge that almost one-third of riders feel HandyDART is either not meeting their transportation needs or only moderately meeting them. Survey results also show that we need to be doing a better job particularly in the areas of ride availability, wait times, and HandyDART services provided by taxis. The survey also highlights that we need to ensure that the cost of the service is not a barrier. Results show that 53% of HandyDART users have an annual income of less than \$20,000. Of those users with an income of less than \$10,000, 28% said they would use the service more if it cost less.

Moving forward, the findings from this survey will inform the Office of the Seniors Advocate's full review of transportation services for seniors, which will be released later in 2017. The goal of this work is to highlight where service gaps exist and to make recommendations to government and service providers for system improvements.

In closing, I would like to extend my gratitude to everyone who helped us with this latest survey, including all members of the survey consultation group, BC Transit, BC Stats and TransLink for their support, and finally to the almost 7,500 HandyDART users in the province who took the time to complete the survey. Thank you for helping us in our collective goal of ensuring seniors in B.C. are getting the best quality of services possible.

Sincerely,



Isobel Mackenzie
Seniors Advocate
Province of British Columbia

Background

HandyDART is a shared ride service for passengers with physical or cognitive disabilities who are unable to use conventional public transit without assistance. HandyDART offers door-to-door service providing assistance with boarding and exiting the vehicle, a small bus or taxi, as well as with reaching the destination safely.

In October 2014, the Seniors Advocate announced in her report *The Journey Begins, Together We Can Do Better* that the Office of the Seniors Advocate would undertake a survey of HandyDART clients in B.C. to determine what is working, and what could be improved. The HandyDART survey was developed by BC Stats in collaboration with the Office of the Seniors Advocate in 2016 to meet this mandate. Survey design was informed by feedback from a consultation group made up of HandyDART users, interested stakeholders, and transit authority members who met in June of 2016 (See Appendix A for list of participants).

The survey was designed to meet three primary objectives:

1. Develop a profile of HandyDART users
2. Assess clients' experience with various aspects of HandyDART service, including the application and booking processes, ride availability, and ride experience (including rides provided by taxi)
3. Identify areas for service improvement

This report summarizes the findings of the survey and highlights key areas of improvement for HandyDART services. These findings, along with other seniors' transportation issues, will be addressed in a more comprehensive review of transportation services that the Office of the Seniors Advocate is currently undertaking.

Methodology

The target audience for this survey was clients who had used HandyDART services within the past 18 months, approximately March 2015 to August 2016. The mail-out survey (with an option to complete online) was conducted from September 28 to November 7, 2016, with a sample drawn from client lists provided by TransLink and BC Transit. A total of 30,000 surveys were sent to clients across six regions in B.C., subsequently followed by a reminder letter on October 18, 2016. Depending on the size of the client lists, in some regions all clients were contacted, while in others a random sample was invited to participate. The invitation letter and survey are included in Appendix B.

Response Rate

In total, 7,487 people responded to the survey, for a response rate of 30% after taking into account notifications of deceased and undeliverable mail. With a total response sample of 7,487 out of an estimated population of 42,250 clients who had used the service in the past 18 months, the margin of error is plus or minus 1% with a confidence interval of 95%. All responses are weighted by region to ensure the responses are representative of the total HandyDART client base.

Summary of Survey Results

Key findings of the 2016 HandyDART Survey are summarized in this section followed by a more complete overview of the findings using charts and figures. The full results of the survey may be found online at www.seniorsadvocatebc.ca.

Overall Assessment of HandyDART

A high proportion of respondents (91%) are satisfied with the overall quality of HandyDART services. This is especially true for the 78% of respondents who are 65 years and older. Moreover, 98% of all clients would recommend HandyDART services to those who need it. However, when asked whether or not HandyDART meets transportation needs, the responses were less favorable. Almost one-third of clients stated that their transportation needs are met moderately, not very well or not at all. The survey results suggest that while most clients are satisfied with the service when they receive it, there are aspects of the service (e.g. availability) that prevent it from meeting all of their transportation needs. The 22% of clients that were under 65 years of age and the 25% of clients who use the services infrequently were more likely to report dissatisfaction.

Usage

Most respondents:

- Used HandyDART services recently: Sixty-five per cent (65%) of respondents used HandyDART services in the past month, while 19% had not used HandyDART at all in the past 3 months.
- Use HandyDART services frequently: Almost half of respondents use HandyDART services weekly, while one quarter of respondents use the services once every two to four months or less.
- Have been using HandyDART services over an extended period of time: 81% of respondents had been using services for at least one year, with 31% using services for 5 or more years.
- Use HandyDART to get to medical appointments: 71% of respondents used the service to get to medical appointments. The next most frequent responses were: social outings, medical treatments and running errands.
- Use other forms of transportation besides HandyDART for transportation needs: Only 6% of respondents reported that they only use HandyDART to get around. Many clients also rely on friends and family members and taxis for transportation.

Application, Booking Process & Customer Service

Almost all HandyDART clients find booking agents to be respectful and knowledgeable; however, improvements could be made to ease the use of the automated phone system and processes to inform clients of changes to pick-up times.

Most clients feel that the acceptable amount of time to reach a customer service agent is 5 minutes or less. Seventy-one per cent (71%) of TransLink clients reported reaching agents promptly most of the time or always, compared to 91% for BC Transit.

Ride Availability

Almost 80% of HandyDART clients are able to book a one-time roundtrip when needed always or most of the time. Availability of standby (same day) trips is more challenging. Twenty-six per cent (26%) of respondents reported that they are never or rarely able to get a ride when placed on standby.

Of the 28% of respondents who indicated the service was not convenient, the highest percentage of clients wanted increased availability on weekends.

Cost

Fifty-three per cent (53%) of HandyDART clients have an annual income of less than \$20,000 and 15% earn less than \$10,000. Although 83% of HandyDART clients stated that cost does not affect their ability to use the services, 28% of the lowest-income clients (annual income under \$10,000) reported they would use the service more often if it cost less.

Likewise, almost 80% of HandyDART clients support the current flat rate fee structure; however, preference for a fee structure based on income increases as income decreases. For those HandyDART clients with an income of \$20,000 or less, approximately one-third would prefer a fee structure based on income level.

Rider Familiarity with Services

Most HandyDART clients are familiar with the amount of time they need to be ready for pick-up; however, 24% of clients are totally or somewhat unaware of who to contact if their ride is late and 38% of clients are somewhat or not at all familiar with the no-show or cancellation policies. Only 75% of BC Transit clients and 69% of TransLink clients agree that they know how to provide feedback around services. Better communication may be required around these particular policies and processes.

Ride Experience

Most clients are satisfied with their HandyDART experiences most or all of the time, especially regarding vehicle suitability and driver behaviour, including ensuring client safety, respectfulness, and provision of assistance. However, only 60% of clients report they always reach appointments

SUMMARY OF SURVEY RESULTS

on time and only 46% report that they are always picked up within the 30-minute window or that the amount of time required to reach their destination was reasonable. TransLink scored lower than BC Transit on these aspects of rider experience.

Two-thirds of respondents also had a HandyDART ride provided by a taxi within the past year. Taxi services provided by HandyDART were not rated as highly as services provided by HandyDART vehicles. Areas for improvement include: identification of the taxi as a HandyDART dispatched taxi upon arrival; knowledge about when HandyDART has sent a taxi instead of a HandyDART vehicle; drivers ensuring the client is secured for a safe ride; and provision of assistance by the driver to and from the taxi. Overall, the scores for ride experience were lower for taxi services provided by TransLink compared to BC Transit.

Almost half of respondents (48%) use the Taxi Saver program, a program that allows for discounted taxi services when purchasing vouchers in bulk. Of those who don't use the program, over half would be interested in using it.

Areas for Improvement

The survey asked two open-ended questions that allowed respondents to provide feedback on the HandyDART program and identify areas of improvement. Respondents identified these top five areas for improvement:

1. Increase availability of HandyDART vehicles – including more service areas and more services during specific periods of the day and week
2. Reduce wait times – for the time period required to be ready in advance of pick-up, for the time period between drop off and appointments, and for the time period waiting for pick-up following appointments
3. Reduce the amount of time required to book rides in advance – although there is variation across the province, there is general agreement that this time period could be shorter
4. Improve the booking experience – suggestions ranged from online booking systems to improving usability of the automated phone service
5. On-time pick-up – comments received suggest that many clients are not picked up within the 30-minute window and often arrive late to appointments

Survey Results

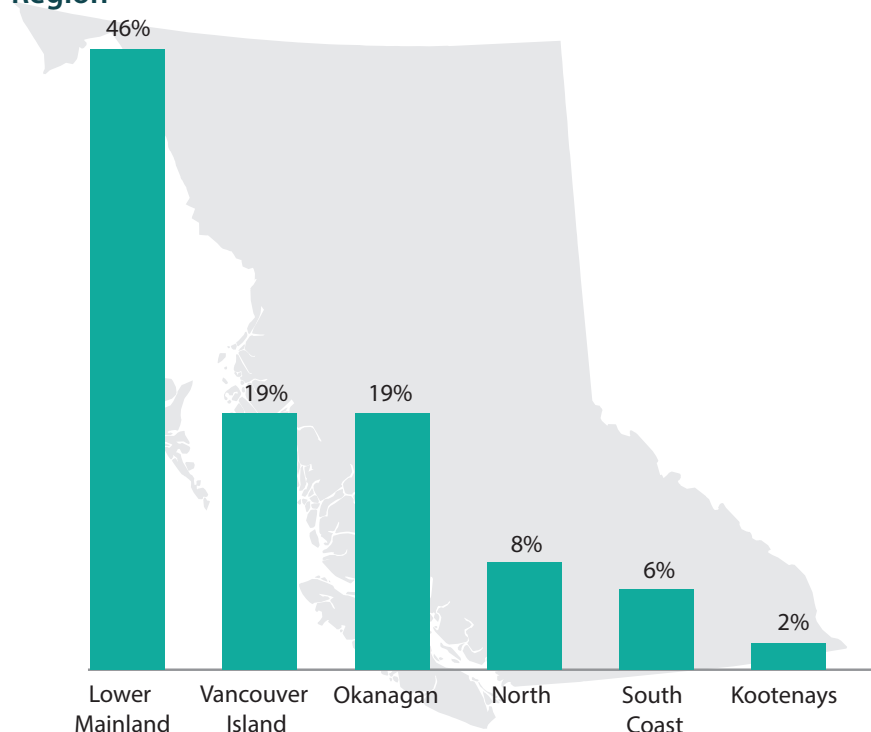
This section presents the results of the Office of the Seniors Advocate 2016 HandyDART Survey. The results are presented by survey question and are sometimes separated by age, gender, region, income level, frequency of use or Transit Authority when responses differed within these categories. Percentages represent the proportion of all respondents who provided a valid answer, thereby excluding blank or disqualified responses (i.e. responses of “don’t know” or “don’t remember”). Due to rounding, results may not add to 100% and numbers in charts and summary values in text may not align.

The results of the survey are organized into the following sections: profile of respondents, overall assessment of HandyDART, usage, booking process and customer service, ride availability, cost, familiarity with services, ride experience, and areas for improvement.

Profile of Respondents

The charts included in this section provide a breakdown of respondents by region, age, gender, household income, type of residence and reasons for eligibility. Almost half of respondents (46%) were from the Lower Mainland and 70% were female. Seventy-five per cent (75%) of respondents have an annual income of under \$30,000, while 15% earn under \$10,000 per year. The majority of clients use HandyDART because of mobility limitations that require them to use canes, walkers and other types of supports.

Region

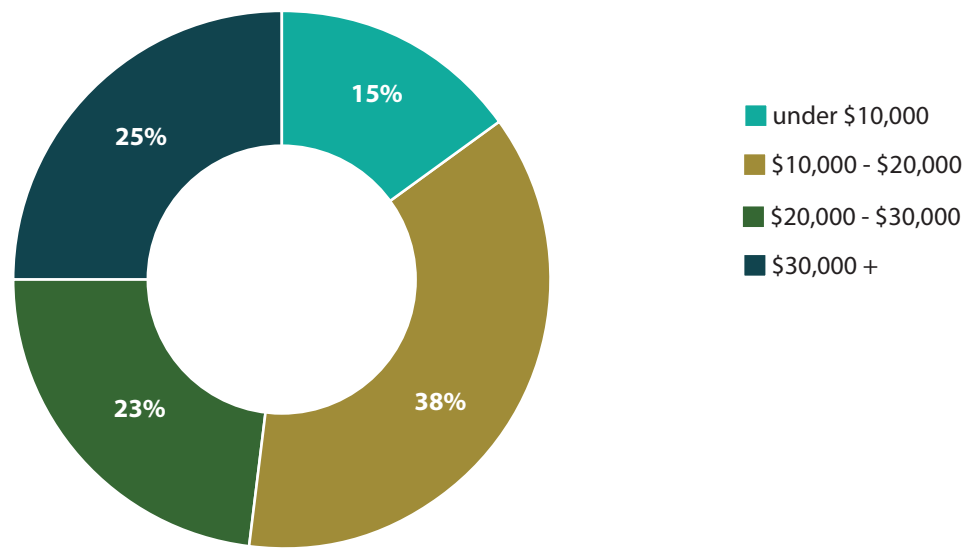


SURVEY RESULTS

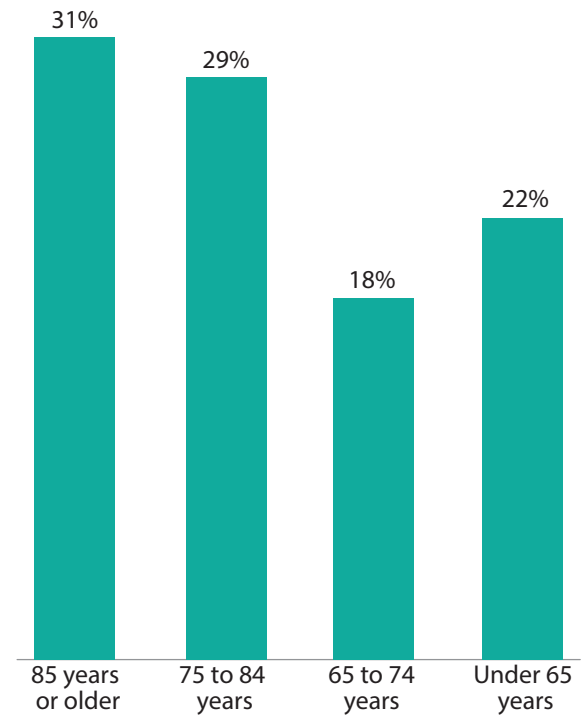
Gender



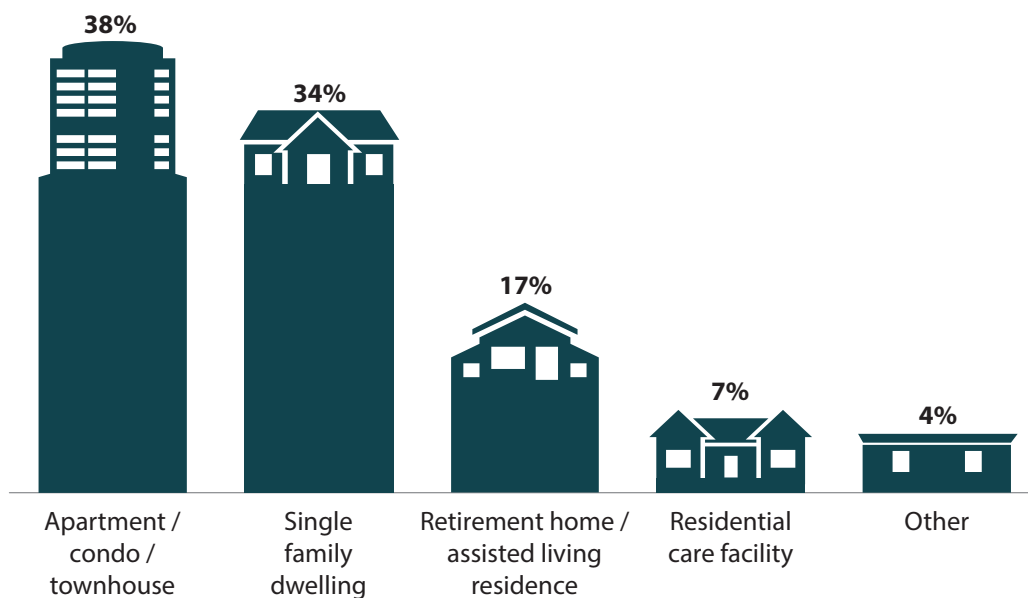
Household Income



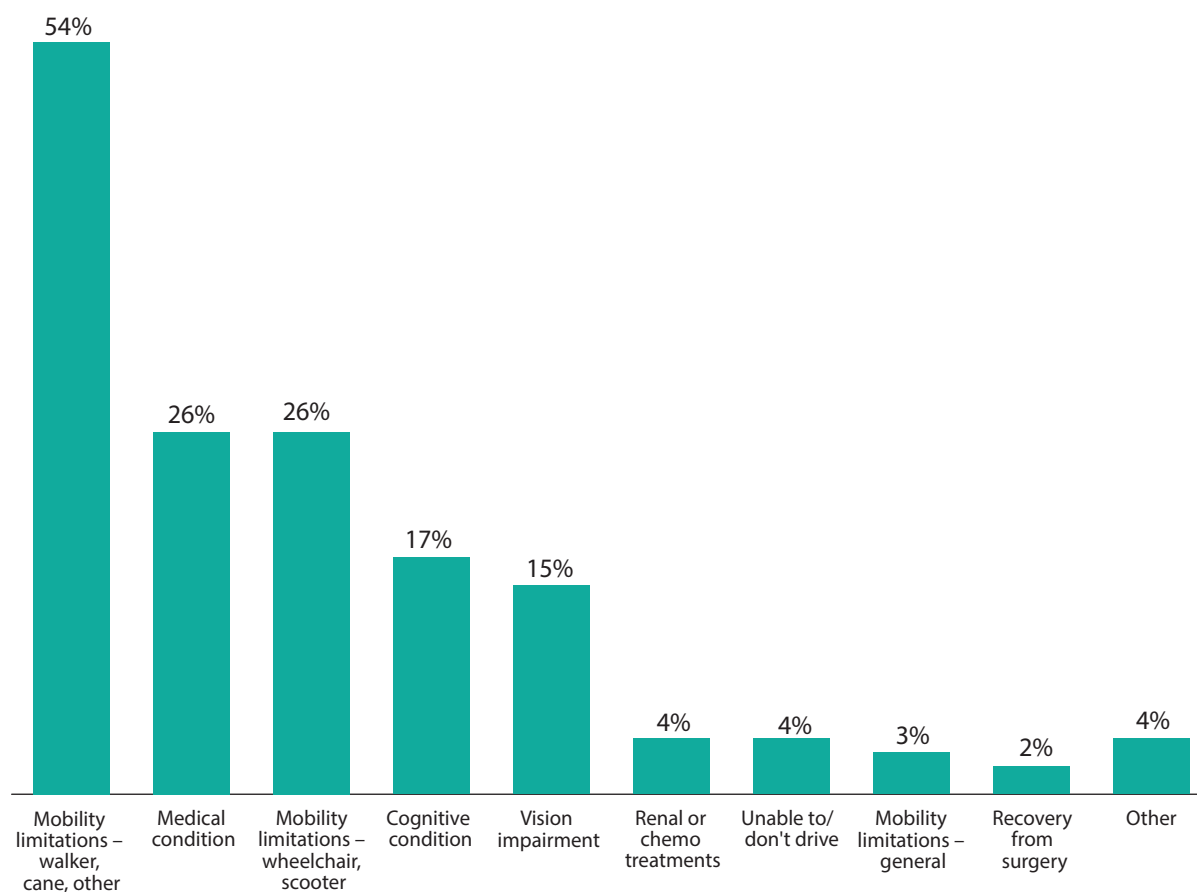
Age



Type of Residence



HandyDART Eligibility Reasons

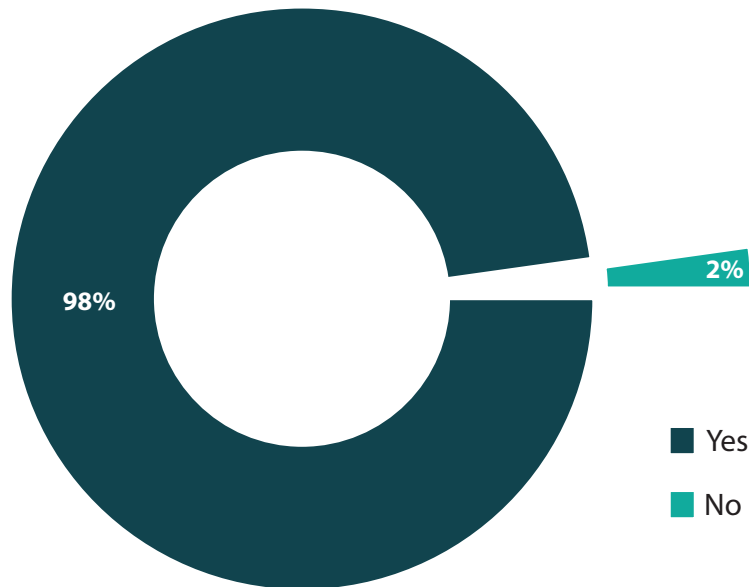


Overall Assessment of HandyDART

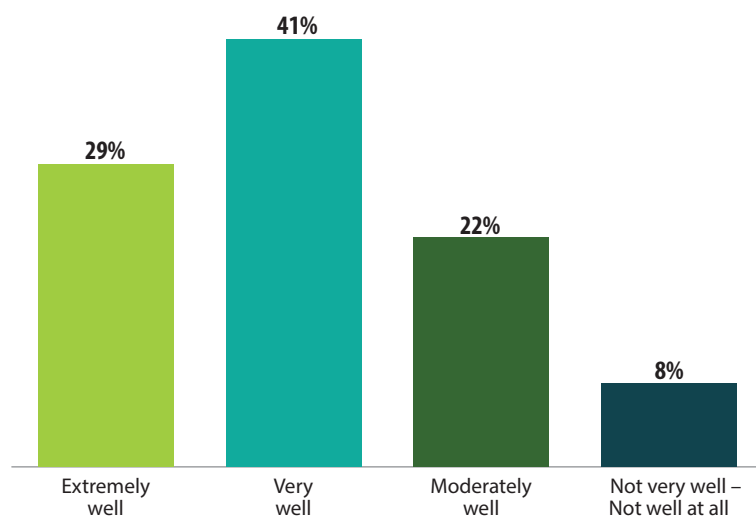
The survey included three questions to better understand if HandyDART clients are satisfied with services provided and if their needs are being met. The survey found that 91% of clients are satisfied with the overall quality of HandyDART always or most of the time and that 98% of HandyDART clients would recommend the HandyDART service to others that need it. Older users are more likely to report satisfaction with the service than younger users.

Despite positive satisfaction ratings, nearly one-third (30%) of clients report that HandyDART service meets their needs only moderately well, not very well, or not well at all. The 22% of clients who were under 65 years of age, and the 25% of clients who use the services infrequently were less likely to report that HandyDART services were meeting their needs very well or extremely well.

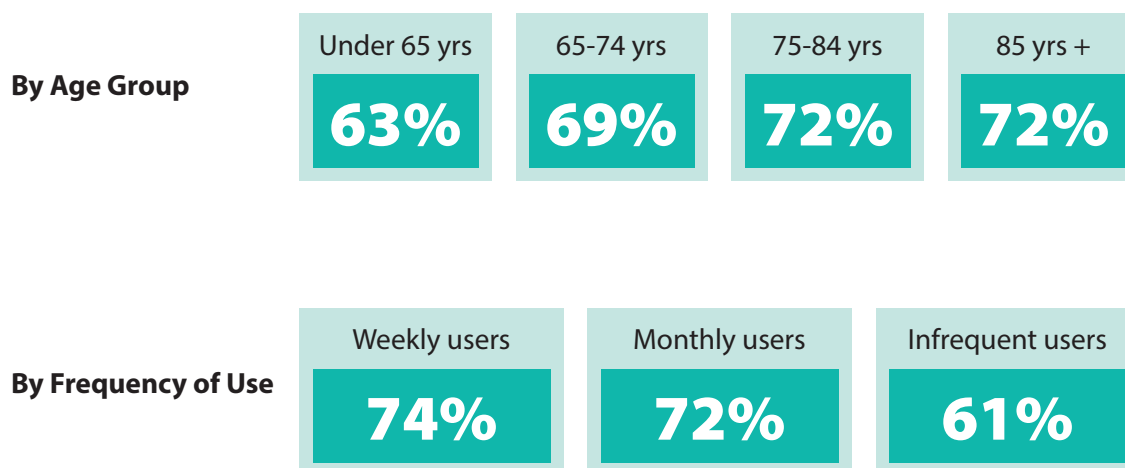
I would recommend HandyDART services to those who need it



Overall, how well is HandyDART meeting your transportation needs?

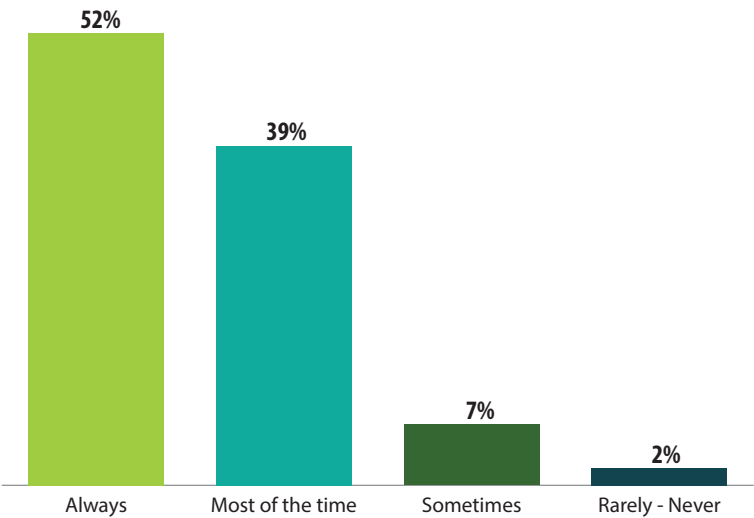


HandyDART is meeting my transportation needs, very well or extremely well

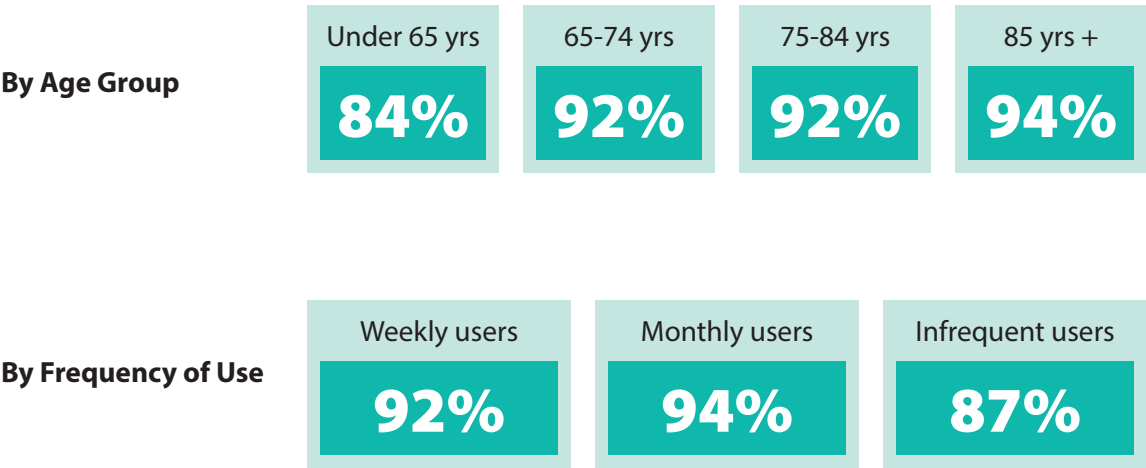


SURVEY RESULTS

I am satisfied with the overall quality of HandyDART services



I am satisfied with the overall quality of HandyDART Services, always or most of the time



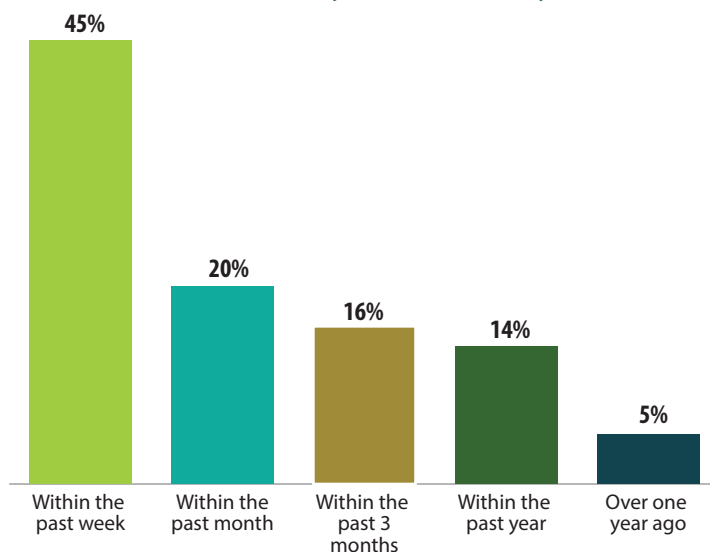
Usage

To better understand the needs and travel patterns of clients, the survey included questions around why and when clients are accessing the HandyDART service.

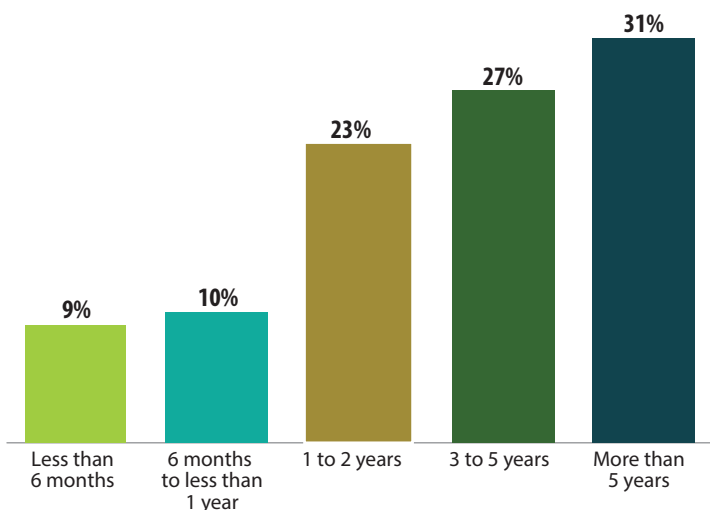
The majority of clients used HandyDART services in the past month, with 45% using the service in the past week. Many clients are long-time users of HandyDART, and nearly one-third have used the service for five years or more. The 48% per cent of clients who use HandyDART on a weekly basis are also more likely to be long-term users. Seventy-one per cent (71%) of weekly users are over 65 years of age and 18% have an income of under \$10,000 per year.

The majority of clients (71%) access HandyDART in order to get to medical appointments. Only 6% of clients rely solely on the HandyDART service for their travel needs, meaning the majority of clients also use alternative sources of transportation. Almost two-thirds of clients (62%) also use friends or family members for their transportation needs and 49% use taxis.

When was the last time you used HandyDART?

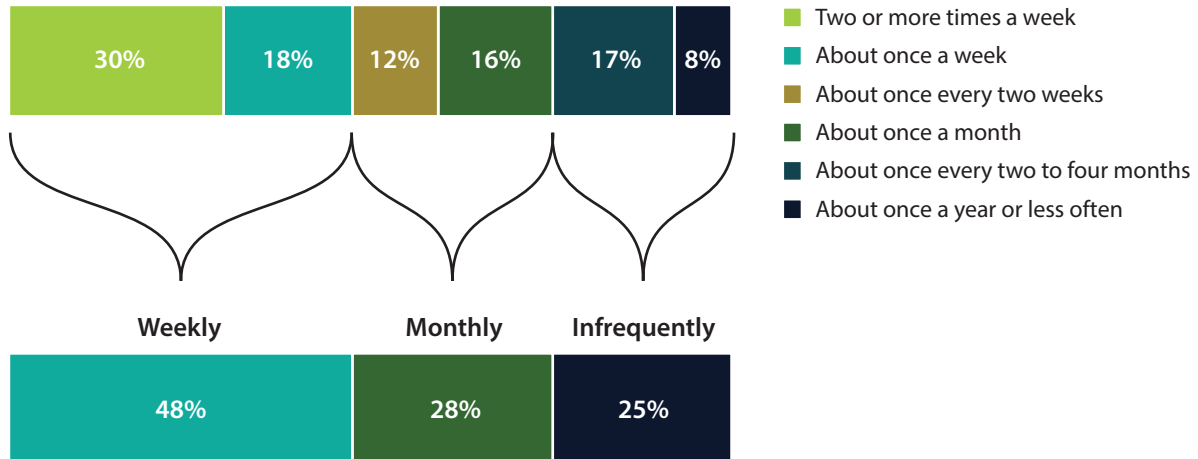


How long have you been using HandyDART?

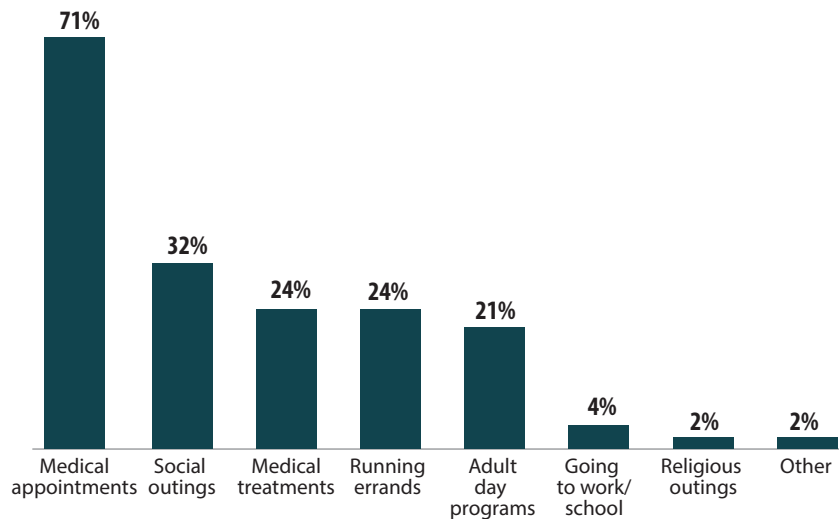


SURVEY RESULTS

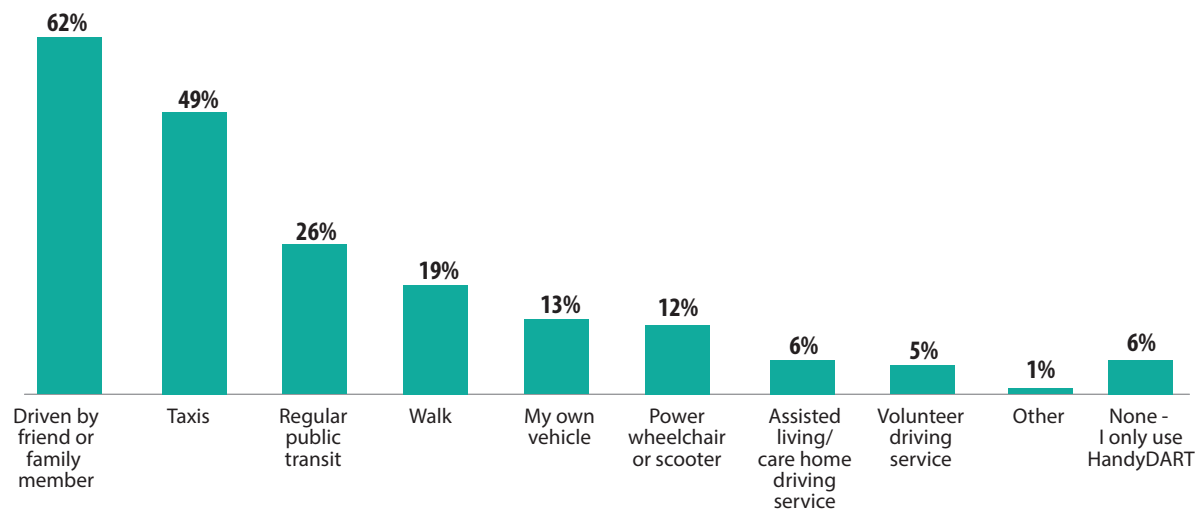
Generally speaking, how often do you use HandyDART services?



What are the reasons that you use HandyDART?



In addition to HandyDART, what other methods of transportation do you use?



Booking Process and Customer Service

An important element of the HandyDART service is the process of reserving a trip. Currently, HandyDART trip reservations can be made via telephone throughout the province, while online booking is available in at least one region.

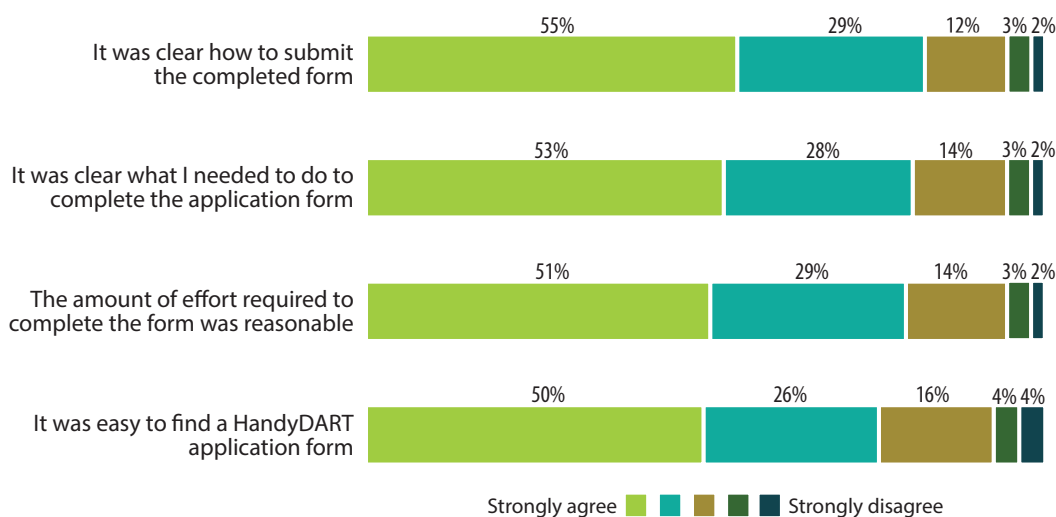
The majority of HandyDART clients are satisfied with the various aspects of the application process from finding the application form to the level of ease completing and submitting it. Older users tend to view the application process more positively than younger clients.

Overwhelmingly, HandyDART clients find the customer service agents knowledgeable and respectful.

Across the province, 77% of clients feel that under five minutes is an acceptable amount of time to wait before reaching a customer service agent to book a ride. Only 71% of TransLink clients reported reaching agents promptly most of the time or always, compared to 91% for BC Transit.

Eighty-eight per cent (88%) of clients report that it is easy to book a HandyDART ride always or most of the time; however, one area where service could be improved is in informing clients of changes to their pick-up times, especially in the South Coast region where over 20% of clients rarely or never know when their pick-up time changes. Another potential area of improvement is the automated phone system, which 9% of users find is never or rarely easy to use.

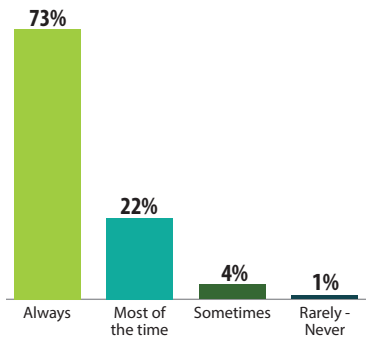
Ease of Use of Application Process



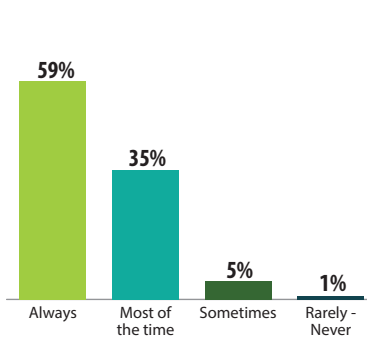
SURVEY RESULTS

Customer Service & Booking Process

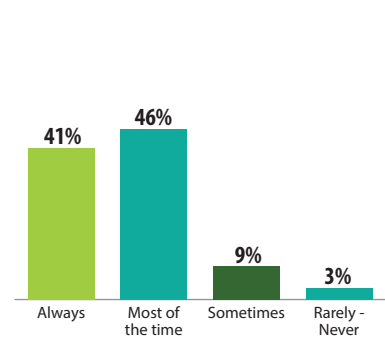
Agents are respectful



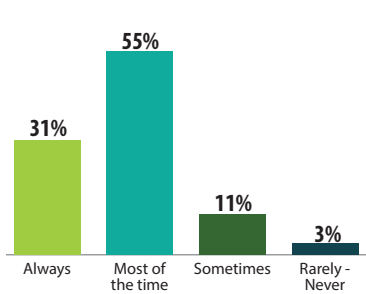
Agents are knowledgeable



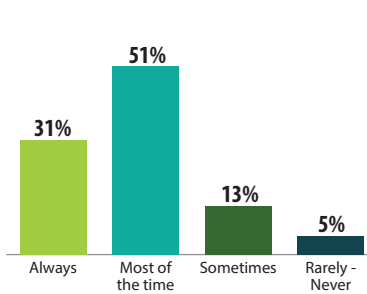
Easy to book a HandyDART ride



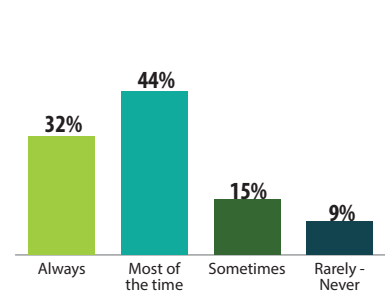
Customer service hours are convenient



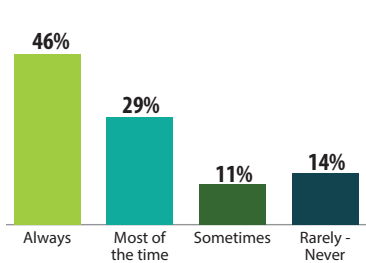
Agents are reachable promptly



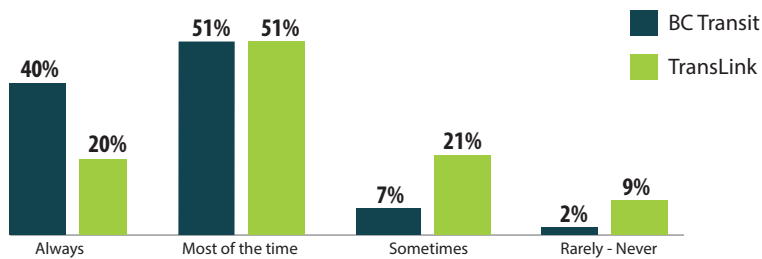
Automated phone system is easy to use



Informed of changes to pick-up time



Promptness of Reaching a Booking Agent – by Transit Authority



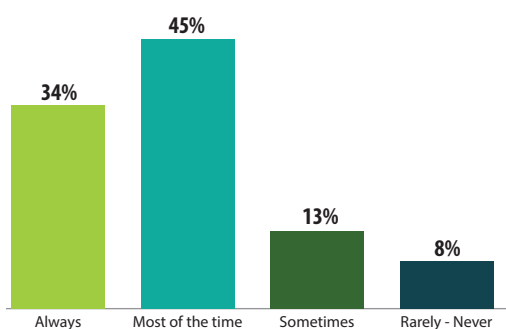
Ride Availability

BC Transit and TransLink allow clients to book trips in advance or book day-of trips (also referred to as standby trips). While almost 80% of clients stated that they were able to book in advance for one-time roundtrips always or most of the time, only 48% of clients report the same for standby rides. Fifty-five per cent (55%) of BC Transit clients report they are able to book a standby ride always or most of the time as compared to 41% for TransLink clients.

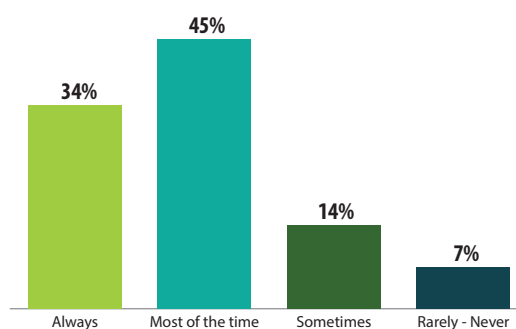
Seventy-two per cent (72%) of clients find the HandyDART service convenient. The remaining 28% would like the service extended, with the highest percentage of clients wanting increased availability on weekends.

Ride Availability for Various Trip Types

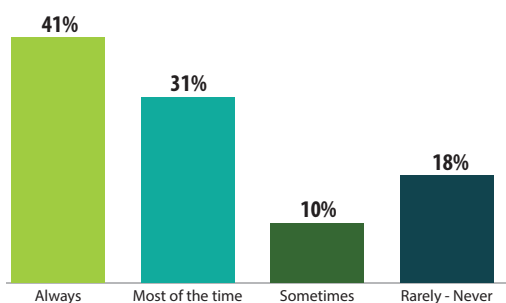
Able to book a one-time HandyDART roundtrip when needed



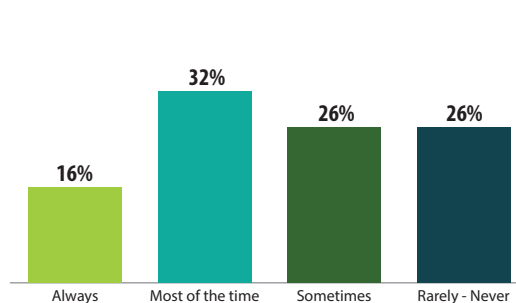
Number of days able to book rides in advance meets rider's needs



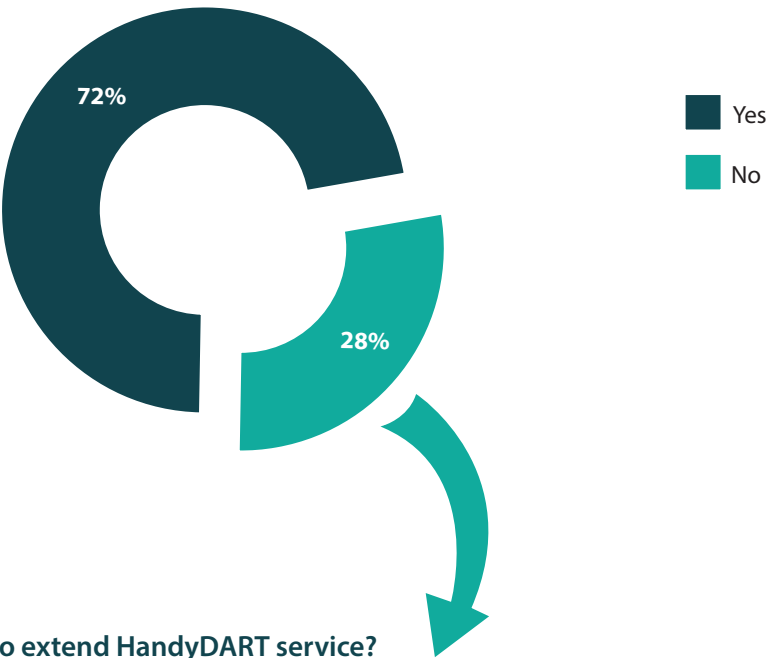
Able to book a HandyDART subscription trip when needed



Able to get a ride when placed on standby



Is HandyDART convenient for you in terms of your travel requirements?



How would you like to extend HandyDART service?

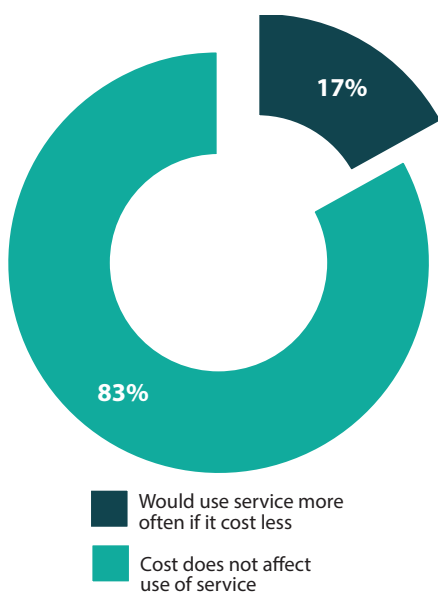


Cost

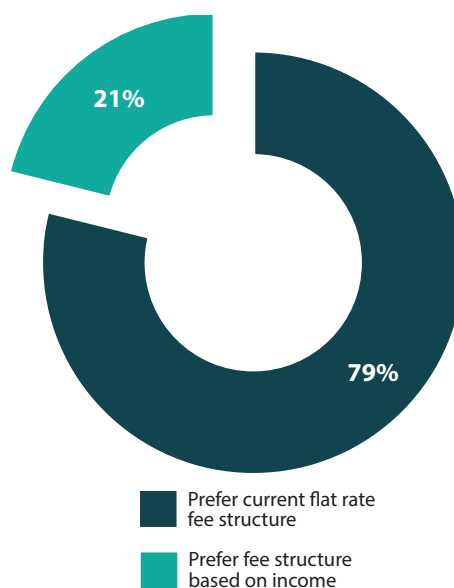
The survey questions around cost were designed to identify whether the service rates affect use. The single ride rate for HandyDART ranges across the province from \$1.25 to \$3.00. Although most HandyDART clients stated that cost does not affect their ability to use the services, 17% of all respondents stated that they would use the services more if it cost less. This proportion increases to 28% for those whose income is less than \$10,000 per year.

Almost 80% of HandyDART clients support the current flat rate fee structure. However, preference for a fee structure based on income was related to income levels; as income level decreased the preference for a fee structure based on income increased. Of the 53% of HandyDART clients whose income is \$20,000 or less, approximately one-third would prefer a fee based structure based on income level.

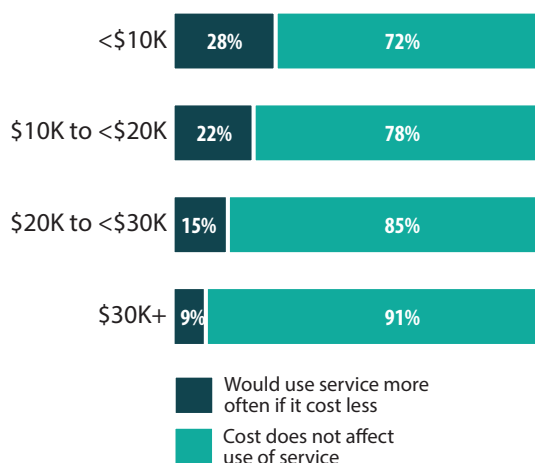
Cost Impact on Usage



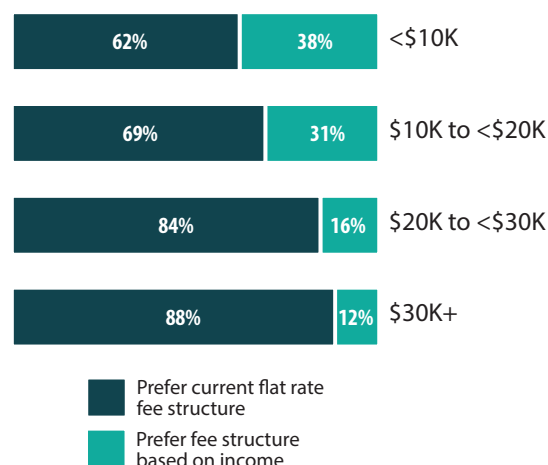
Fee Structure Preference



Cost Impact by Income Level



Fee Structure by Income Level



Rider Familiarity with Services

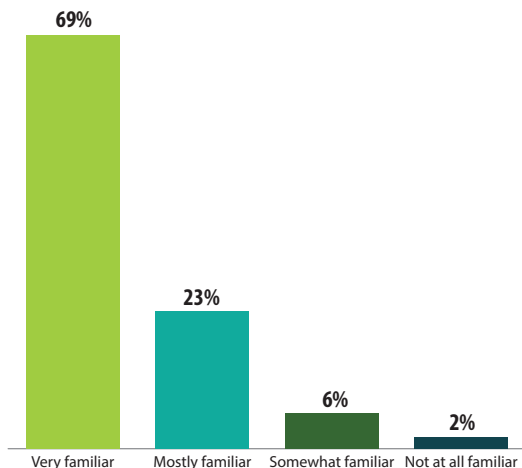
HandyDART has various policies and processes that all clients should be familiar with to ensure ease of use. Ninety-two per cent (92%) of clients are mostly or very familiar with the amount of time they need to be ready for pick-up (30 minutes in both transit authorities). The proportion of clients with this level of familiarity decreases to 88% for knowledge on how to cancel a ride, 75% for knowing who to contact if a ride is late, and 62% for knowledge of HandyDART's no-show or cancellation policies. A fair number of clients (17%) selected "don't know" for knowledge of no-show or cancellation policies, potentially indicating that a greater percentage of people are unfamiliar with these policies than what is reflected in the chart below.

Seventy-five per cent (75%) of BC Transit clients and 69% of TransLink clients agree that they know how to provide feedback around services and 84% of clients agree that they are comfortable giving honest feedback to HandyDART.

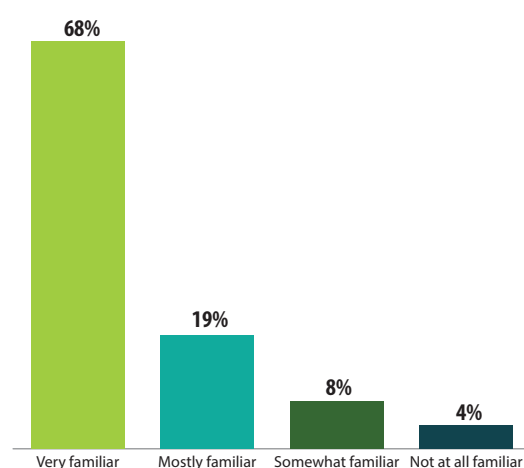
The results of the survey suggest that increased education around HandyDART's no-show or cancellation policies and who clients should contact if a ride is late could be beneficial to users. Multiple no shows or failures to cancel trips in advance may result in suspension of service.

Knowledge of Policies and Processes

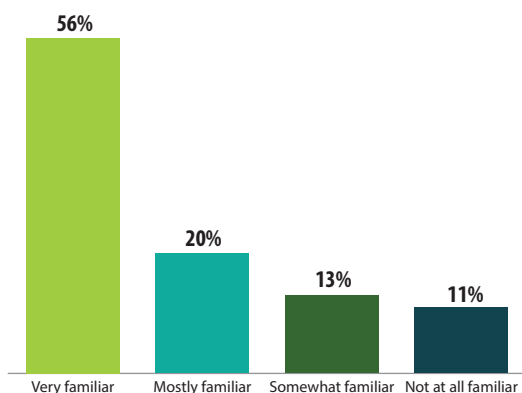
Amount of time I need to be ready for pick up



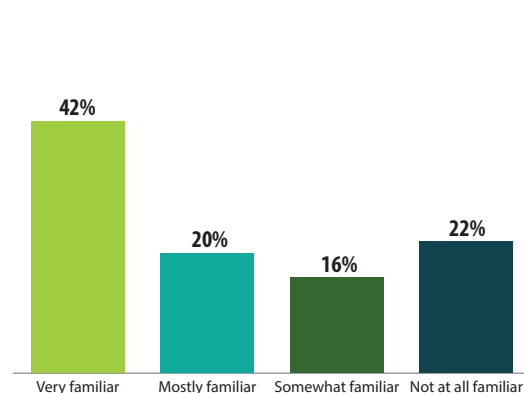
How to cancel a ride



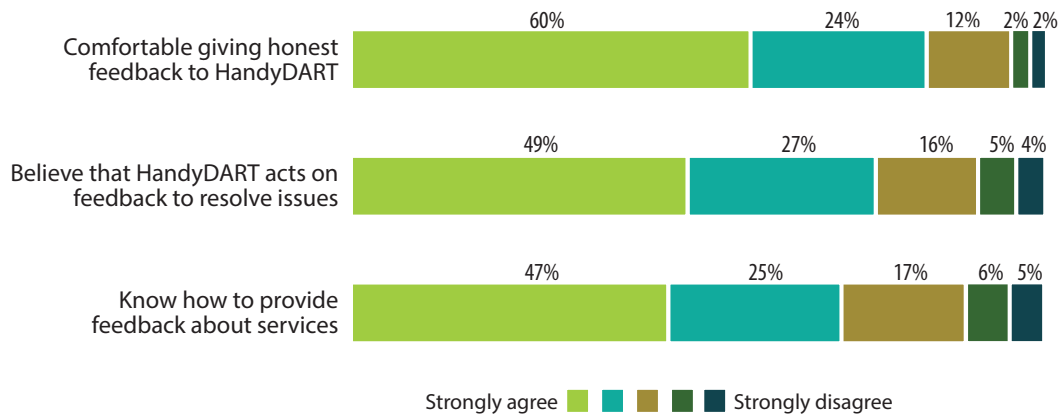
Who to contact if my ride is late



HandyDART's no-show cancellation policies

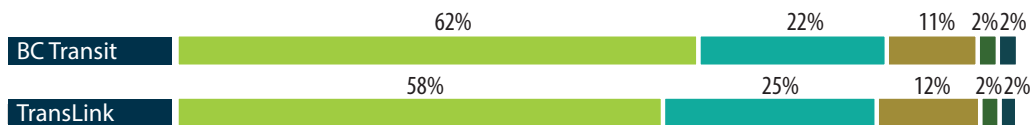


Providing Feedback on Service



Providing Feedback on Service – by Transit Authority

Comfortable giving honest feedback to HandyDART



Believe that HandyDART acts on feedback to resolve issues



Know how to provide feedback about services



Strongly agree Strongly disagree

Ride Experience

Survey respondents were asked to rate their experience with services provided by HandyDART vehicles and taxis provided by HandyDART. HandyDART uses buses to pick up HandyDART clients; however, if they anticipate schedule disruptions on the day of service, such as vehicle breakdowns, traffic delays or staff shortages due to illness, they may send taxis to pick up pre-scheduled clients. These types of taxis are separate from those that can be accessed through the Taxi Saver program. The survey responses are presented separately for HandyDART vehicles and taxis provided by HandyDART.

The Taxi Saver Program allows HandyDART clients with a HandyCard (TransLink) or a handyPASS (BC Transit) to purchase discounted taxi vouchers that they can use to book and pay for rides directly with their preferred taxi company. This program is not available in all communities. Currently 48% of all clients use the Taxi Saver program. Fifty-six per cent (56%) of clients who do not use this service, and who reside in a region where it is available, were interested in using Taxi Saver vouchers.

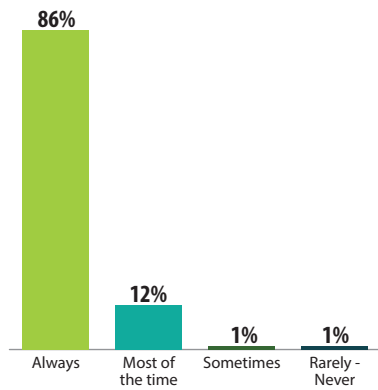
HandyDART Vehicle

The overwhelming majority of clients rate HandyDART vehicle suitability and level of assistance and behaviour of the HandyDART driver positively.

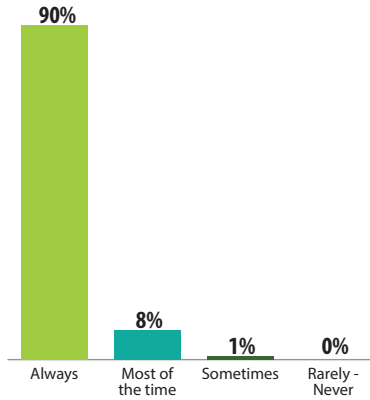
The survey results suggest that HandyDART could make improvements to ensure pick-up occurs within the 30-minute pick-up window and that the time required to reach a destination is reasonable. This is especially true for TransLink, which scored lower than BC Transit on these two measures. Fifty-five per cent (55%) of BC Transit clients reported that they are always picked up within the 30-minute pick-up window compared to 35% of TransLink clients. Likewise, 55% of BC Transit clients reported that the amount of time required to reach their destination is always reasonable, compared to 37% for TransLink clients.

HandyDART Ride Experience

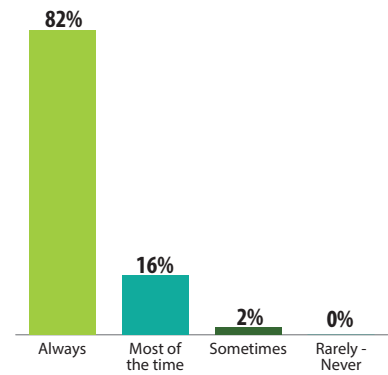
Vehicles are suitable for rider's mobility needs



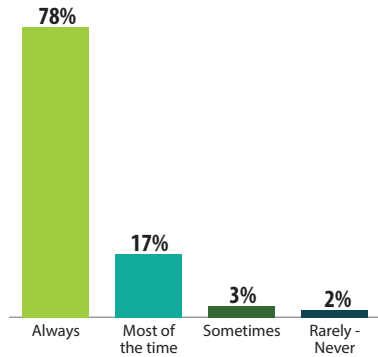
Drivers ensure rider is safely secured in vehicle



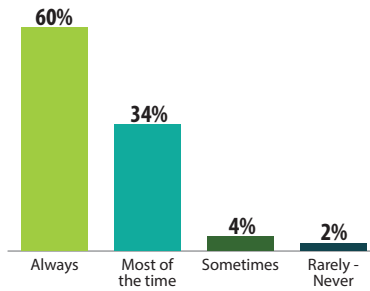
Drivers are respectful



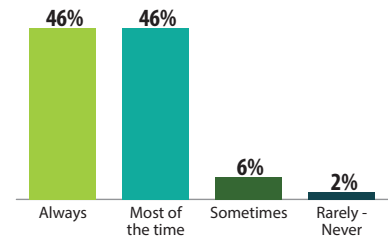
Drivers provide assistance to and from vehicle



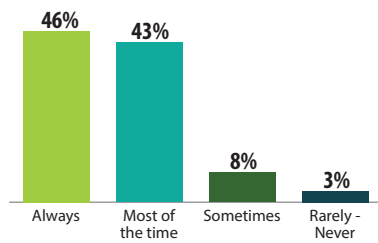
Reach appointments on time



Pick-up within 30-minute window



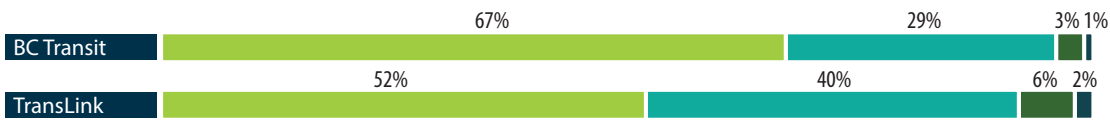
Reasonable time to reach destination



SURVEY RESULTS

HandyDART Ride Experience – by Transit Authority

Reach appointments on time



Pick-up within 30-minute window



Reasonable time to reach destination

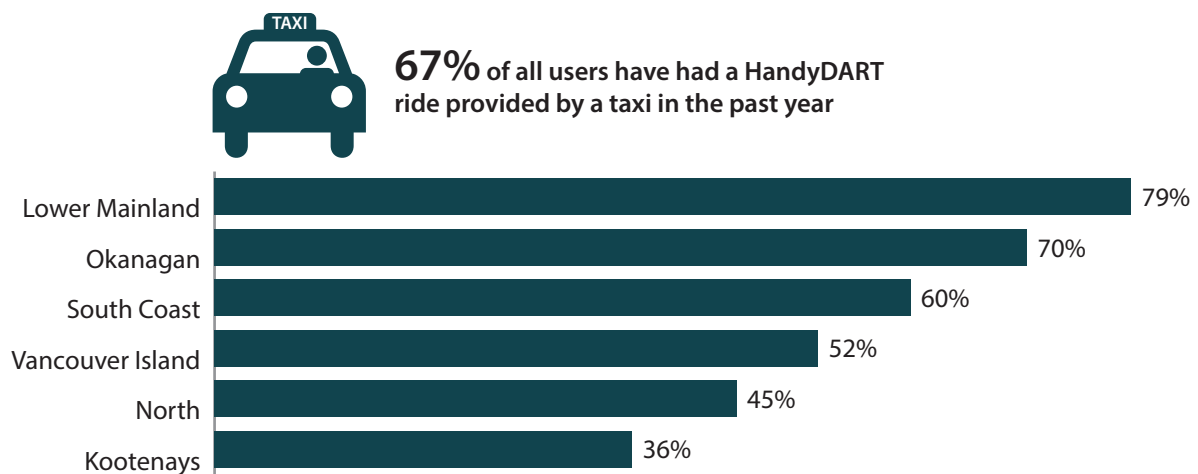


Always Sometimes Rarely - Never

HandyDART Taxi

The survey also asked clients about their experience on rides that are provided by HandyDART taxis. Two-thirds of all users (67%) had a HandyDART ride provided by a taxi in the past year, although this varied substantially by region from 79% in the Lower Mainland to 36% in the Kootenays.

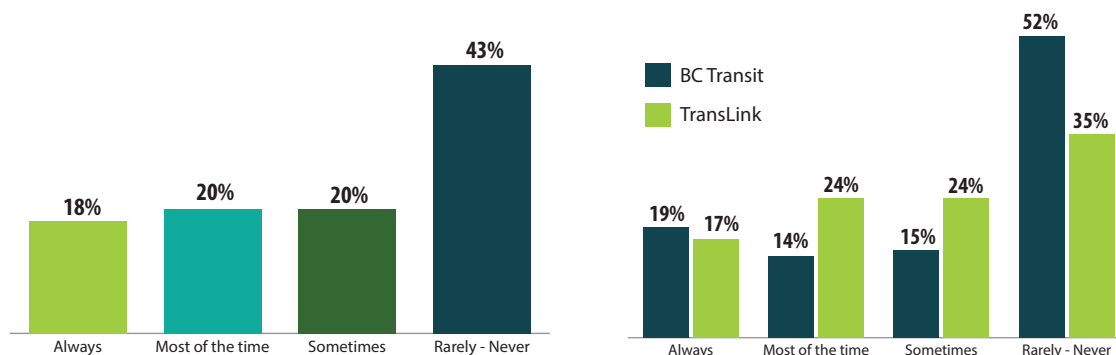
Taxi-Provided HandyDART Ride Usage



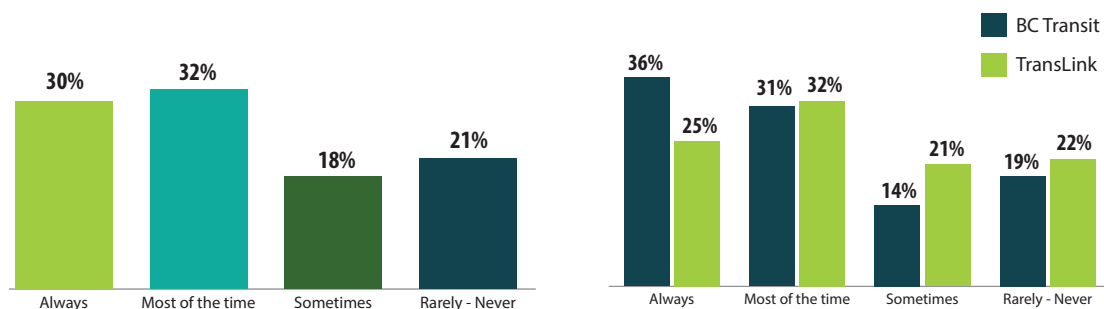
As depicted below, 43% of clients (52% of BC Transit and 35% of TransLink clients) rarely or never know when HandyDART is sending a taxi to pick them up.

Taxi-Provided HandyDART Ride Identification

Do you know when HandyDART is sending a taxi to pick you up?



Is it easy for you to identify a taxi that HandyDART has sent for you?

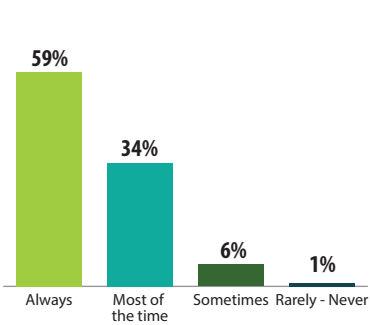


SURVEY RESULTS

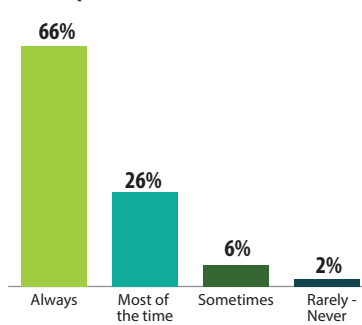
With regard to taxis provided by HandyDART, there is room for improvement in ensuring riders are safely secured in the vehicle and drivers are providing assistance to and from the vehicle. Overall clients rate BC Transit more favourably than TransLink on all measures of rider experience.

Taxi-Provided HandyDART Ride Experience

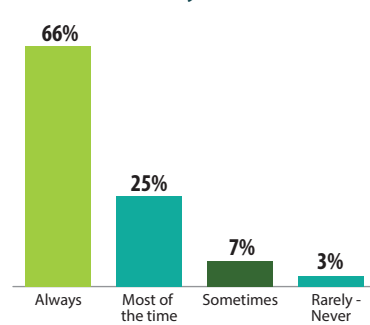
Reach appointments on time



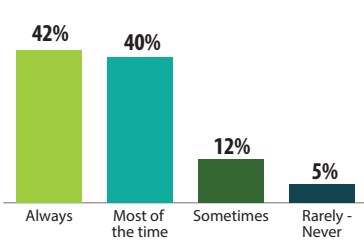
Drivers pick up and drop off at expected location



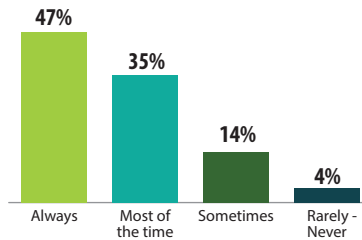
Vehicles are suitable for rider's mobility needs



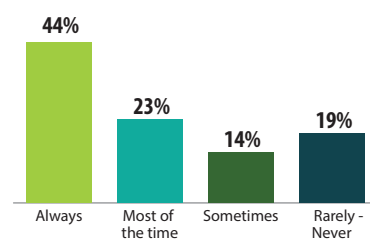
Pick-up within 30-minute window



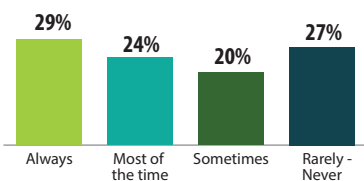
Drivers are respectful



Drivers ensure rider is safely secured in vehicle

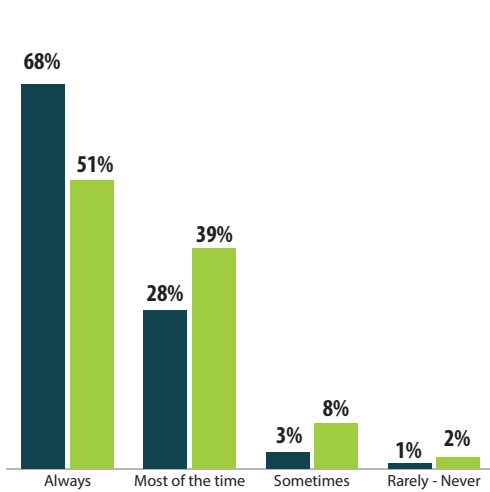


Drivers provide assistance to and from vehicle

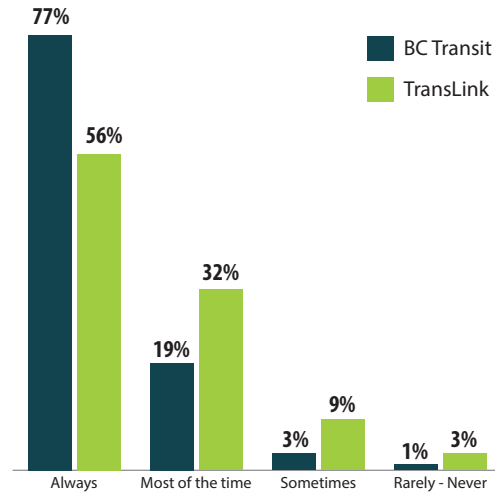


Taxi-Provided HandyDART Ride Experience – by Transit Authority

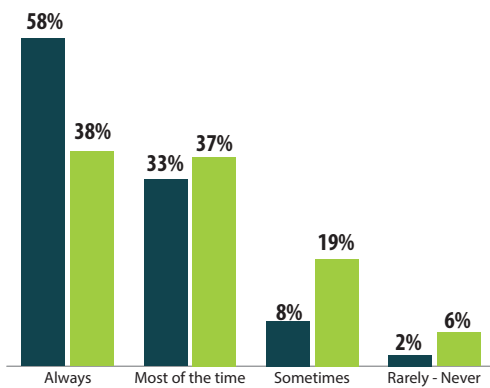
Reach appointments on time



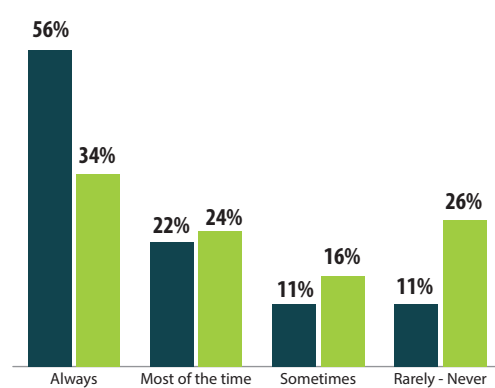
Drivers pick up and drop off at expected location



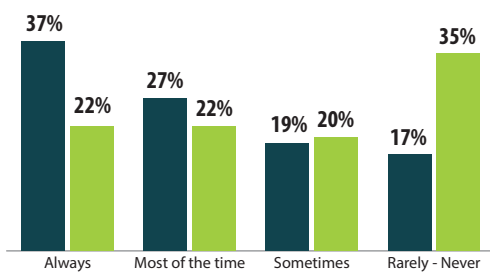
Drivers are respectful



Drivers ensure rider is safely secured in vehicle



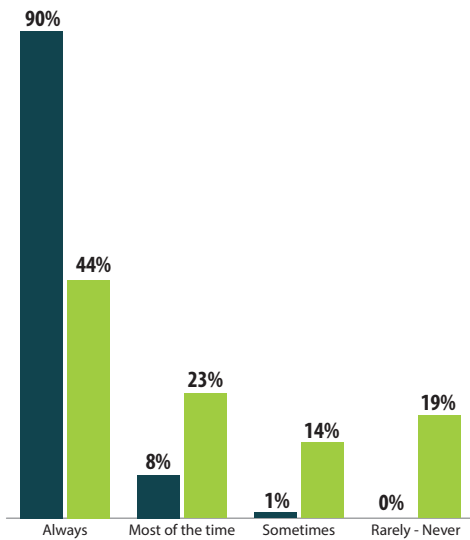
Drivers provide assistance to and from vehicle



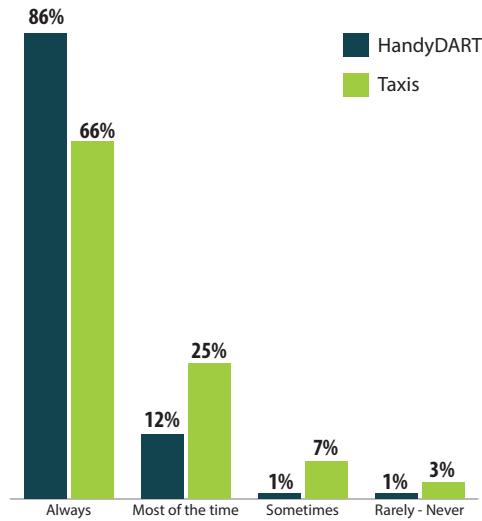
Ride Experience – HandyDART vs. Taxi

Overall, clients rated HandyDART rides provided by taxis less positively on almost all service areas compared to rides provided by traditional HandyDART vehicles. The greatest differences were noted for drivers ensuring rider is safely secured in the vehicle and providing assistance to and from the vehicle.

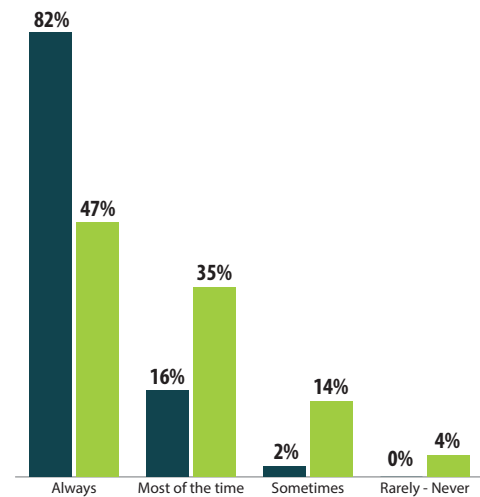
Drivers ensure rider is safely secured in vehicle



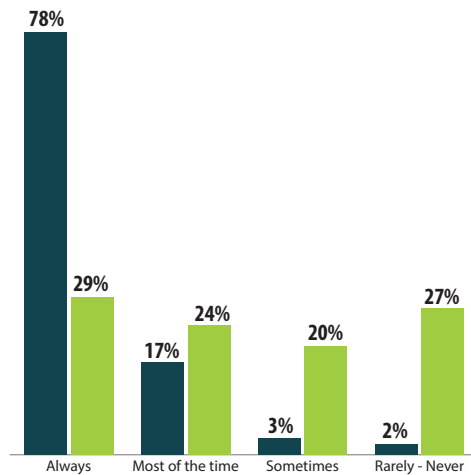
Vehicles are suitable for rider's mobility needs



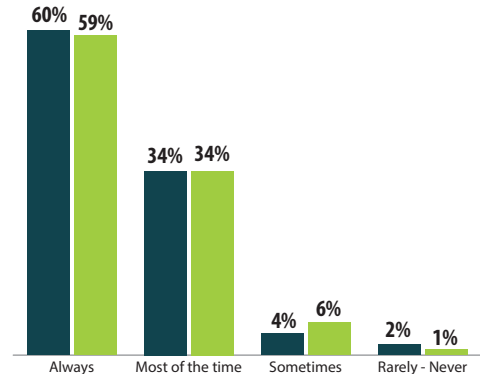
Drivers are respectful



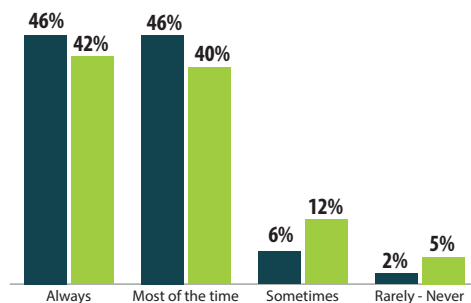
Drivers provide assistance to and from vehicle



Reach appointments on time



Pick-up within 30-minute window



HandyDART Areas for Improvement

One of the primary objectives of this survey was to identify areas of improvement for the HandyDART service. To that end, two open-ended questions were included in the survey that allowed respondents to provide feedback to HandyDART and make recommendations for improvement. One question focused on changes that HandyDART could make to better meet transportation needs, and the other asked respondents to provide the top three areas of improvement that they would like HandyDART to focus on. The responses from each question were coded and a summary of the most frequent suggestions and areas for improvement are presented below. Both questions resulted in the same top five responses.

Increased ride availability

Increasing ride availability is the top priority for HandyDART clients. Suggestions related to ride availability included more services in specific areas (e.g. downtown or rural areas) and more services during specific periods of the day or week. There is also a general sense that demand is outweighing supply and therefore more rides are needed as a result.

Reduce wait times

Thirteen per cent (13%) of clients feel that the wait times associated with service are too long. This includes the 30-minute window within which a client must be ready for a pick-up, the amount of time between being dropped off and the start of appointments, and the amount of time after an appointment ends before being picked up for a return trip. Respondents mentioned challenges with waiting in cold weather, having nowhere to sit while waiting and feeling unsafe waiting at the pick-up location.

Reduce the amount of time necessary to book rides in advance

Thirteen per cent (13%) of clients would like the amount of time required to book in advance reduced. Clients reported having to book up to two weeks ahead of time in order to secure a ride. While there is variation across the province, there is general agreement that a shorter time period is preferred.

Improve the booking experience

Ten per cent (10%) of clients want to see improvements in the booking process. Suggested improvements ranged from having access to an online or electronic booking system to improvements in the usability of the automated phone system.

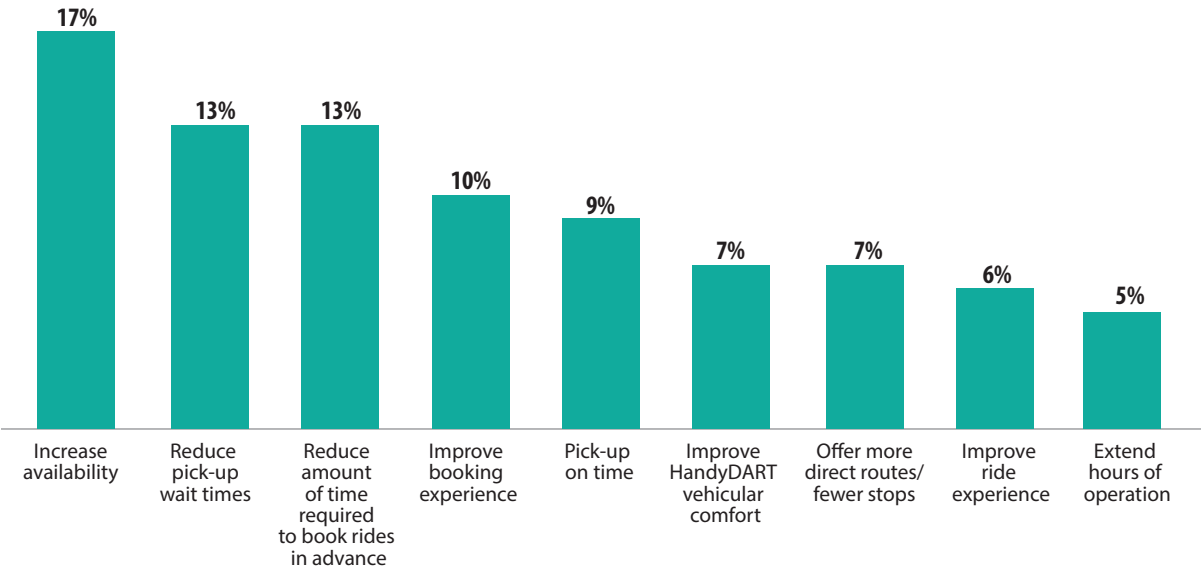
Pick up on time

Nine per cent (9%) of clients list on-time pick-ups as a top area for HandyDART improvement. Since only 46% of clients report always being picked up within their 30-minute pick-up window, there is room for improvement in this area.

SURVEY RESULTS

Other suggestions include improving the comfort of HandyDART vehicles, offering more direct routes with fewer stops, and improving the ride experience for both HandyDART provided rides and rides provided by taxis.

Top Areas for Improvement – Open Response



Conclusion

The 2016 HandyDART Survey asked individuals who had used HandyDART in the past 18 months their opinion on this service in order to inform the Office of the Seniors Advocate of the areas that are working and the areas that require improvement.

Overall, the results of the 2016 HandyDART Survey suggest that clients are satisfied with the quality of services they receive, especially regarding HandyDART vehicle suitability, and the level of assistance and respect they receive from the drivers of HandyDART vehicles. However, the service is either not meeting or only moderately meeting the transportation needs of nearly one-third of clients. The survey results suggest this could be a result of challenges with availability, wait times and the time required to book rides in advance.

Areas of improvement to HandyDART services include: rider experiences with taxi services, particularly in TransLink's service area; improving communication with riders, especially around who to contact if ride is late and no-show and cancelation policies; improving availability of standby services; picking up clients within the 30-minute pick-up window; and getting them to their destination within a reasonable time frame. Also, some low-income clients may not be utilizing the services to the extent they could due to cost.

The Office of the Seniors Advocate will be incorporating the results of this survey into a larger review of transportation services for seniors in the province that is currently underway. The intent of this review, in combination with results from this survey, is that overall service improvements will be made.

Appendix A: Consultative Group Membership

Membership

Isobel Mackenzie
 Bruce Ronayne
 Margaret Kun
 Cathy Stock
 Trish Wetterberg
 Chris Fudge
 Sarah Chung
 John Bienert
 Steve Campbell
 Beth McKellar
 Lorraine Logan
 Stephanie Williams
 Shirley Eriksen
 Yvonne Stewart
 Morris Myhre
 Marlene White

Organization

Office of Seniors Advocate
 Office of Seniors Advocate
 Office of Seniors Advocate
 BC Stats
 BC Stats
 BC Transit
 TransLink
 Unifor Local 333 BC
 Amalgamated Transit Union – Local 1724
 HandyDART Riders' Alliance
 Council of Senior Citizens' Organizations of BC
 Seniors Transportation Access and Resources
 HandyDART Client
 HandyDART Client
 HandyDART Client
 HandyDART Client

Appendix B: Survey Invitation and Survey

September 29, 2016

Re: Invitation to the HandyDART Client Survey

Dear <Firstname>,

The Office of the Seniors Advocate is conducting a survey of HandyDART clients (both seniors and non-seniors) across B.C. We are sending you this letter to invite you to participate and provide feedback about your experiences using HandyDART.

You may or may not know about the Office of the Seniors Advocate. We are an independent office of the provincial government and we monitor seniors' services. We know how important transportation can be, so we are interested in evaluating HandyDART services across the province. I hope you will take this opportunity to voice your opinions about HandyDART, and I invite you to answer frankly.

The survey will take approximately **15 minutes** to complete. Please follow the instructions for responding to each question and **use a blue or black pen**. Please return your completed survey in the postage-paid envelope provided by **Monday, November 7, 2016**.

You may complete the survey on the web instead by typing the following link into your web browser: <https://secureresponses.gov.bc.ca/HandyDART>. Then type in your confidential userID: **<USERID>**. Since every survey participant has received his/her own personal survey invitation, please **do not** share your userID with others.

The survey is being conducted by BC Stats on behalf of the Office of the Seniors Advocate. The information in this survey is collected and kept confidential in accordance with the *Statistics Act*. Your answers will be used for statistical and research purposes only and will be shared with the Office of the Seniors Advocate. When survey results are published, your responses will be combined with the responses of others so that you cannot be identified. Individual responses **will not** be shared with HandyDART staff.

I apologize if this letter reaches families of clients who have passed away. If you are a grieving family member receiving this letter, please accept my heartfelt condolences.

If you have any questions or need help in completing this survey you are welcome to call the Office of the Seniors Advocate at 1-877-952-3181, Monday to Friday, 8:30 am – 4:30 pm, excluding statutory holidays.

Sincerely,

Isobel Mackenzie
Seniors Advocate

handyDART Usage

1. When was the last time you used handyDART? *Check one of the following.*

- ☐ Within the past week
- ☐ Within the past month
- ☐ Within the past 3 months
- ☐ Within the past year
- ☐ Over one year ago
- ☐ Over 18 months ago
- ☐ I don't know

2. How long have you been using handyDART services? *Check one of the following.*

- ☐ Less than 6 months
- ☐ 6 months to less than 1 year
- ☐ 1 to 2 years
- ☐ 3 to 5 years
- ☐ More than 5 years
- ☐ I don't know

3. Generally speaking, how often do you use handyDART services? *Check one of the following.*

- ☐ Two or more times a week
- ☐ About once a week
- ☐ About once every two weeks
- ☐ About once a month
- ☐ About once every two to four months
- ☐ About once a year or less often
- ☐ I don't know

4. What are the reasons that you use handyDART? *Check all that apply.*

- ☐ Social outings (e.g., meeting friends/family, going to community centre)
- ☐ Adult day programs
- ☐ Running errands (e.g., going to the mall, grocery store)
- ☐ Medical appointments (e.g., doctors, specialists)
- ☐ Medical treatments (e.g., chemo, renal)
- ☐ Going to work/school
- ☐ Other: _____

5. In addition to using handyDART, what other methods of transportation do you use? *Check all that apply.*

- | | |
|--|--|
| <input type="checkbox"/> Regular public transit (e.g., buses, SkyTrain, SeaBus, WestCoast Express) | <input type="checkbox"/> Volunteer driving service |
| <input type="checkbox"/> Taxi | <input type="checkbox"/> Assisted living/care home driving service |
| <input type="checkbox"/> My own vehicle | <input type="checkbox"/> Walk |
| <input type="checkbox"/> Power wheelchair or scooter | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Driven by friend or family member | <input type="checkbox"/> None – I only use handyDART |

6. Overall, how well is handyDART meeting your transportation needs? *Check one of the following.*

- ☐ Extremely well
- ☐ Very well
- ☐ Moderately well
- ☐ Not very well
- ☐ Not well at all

7. What changes could be made to handyDART to better meet your transportation needs?

8. Do you currently participate in the Taxi Saver program, which allows you to buy vouchers to pay for taxi fares at half-price? These would be taxis that you would book on your own, not taxis sent by handyDART. *Check one of the following.*

☐ No, the Taxi Saver program is not available where I live

☐ Yes, I use the Taxi Saver program

☐ I have heard of the Taxi Saver program, but don't use it

☐ I have never heard of the Taxi Saver program

☐ I don't know

9. Would you be interested in using Taxi Saver vouchers?

☐ Yes

☐ No

handyDART Application Process

Circle a number to show how much you agree with the following statements about the handyDART application process, ranging from strongly agree to strongly disagree:

		Strongly Agree					Strongly Disagree	Don't Know	Don't Remember
10	It was easy to find a handyDART application form.	5	4	3	2	1	DK	DR	
11	It was clear what I needed to do to complete the application form.	5	4	3	2	1	DK	DR	
12	The amount of effort required to complete the form was reasonable.	5	4	3	2	1	DK	DR	
13	It was clear how to submit the completed form.	5	4	3	2	1	DK	DR	

handyDART Telephone Booking Process

14. What do you think is an acceptable number of minutes to wait before you reach a customer service agent to book rides? *Check one of the following.*

No wait	Less than 2 minutes	2 to 5 minutes	6 to 10 minutes	11 to 15 minutes	16 to 20 minutes	More than 20 minutes	I don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. Are handyDART customer service hours convenient for you? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

16. If your handyDART office uses one, is the automated phone system easy to use? *Check one of the following.*

- | | |
|---|---|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |
| | <input type="checkbox"/> Not applicable |

17. Are you able to speak to a customer service agent promptly? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

18. Are customer service agents respectful? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

19. Are customer service agents knowledgeable? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

20. Are you informed when your pick-up time changes? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

21. Overall, is it easy to book a handyDART ride? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

handyDART Ride Availability

22. Are you able to book a **one-time** handyDART roundtrip when you want it? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

23. Are you able to book a handyDART **subscription trip** when you want it? *Subscription trips are scheduled once a week or more at the same location and time for an extended period. Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

24. Are you able to get a ride when you are placed on standby? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

25. Does the number of days you are able to book rides in advance meet your needs? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

26. Is handyDART convenient for you in terms of your travel requirements?

☐ Yes

☐ No

IF NO

27. How would you like to extend handyDART service?

Check all that apply.

☐ Earlier on weekdays

☐ Later on weekdays

☐ Earlier on weekends

☐ Later on weekends

☐ Available on weekends

☐ Available on holidays

☐ More rides available in the morning (before noon)

☐ More rides available in the afternoon (noon to 5pm)

☐ More rides available in the evening (after 5pm)

handyDART Cost

28. Does the cost of handyDART impact your decision to use it? *Check one of the following.*

☐ Yes – I would use handyDART more often if it cost less

☐ No – it does not affect how often I am currently using handyDART

☐ I don't know

29. Please indicate which handyDART payment system you would prefer. *Check one of the following.*

☐ The current fee structure that charges a flat rate for all people

☐ A fee structure that charges based on income, meaning people who have higher incomes would pay higher rates and low income people would pay less

☐ I don't know

handyDART Ride Experience

The next questions are about your general experience on handyDART rides that are **provided by a handyDART vehicle**, and would not include situations where a taxi has been provided by handyDART to complete your trip.

30. Does handyDART pick you up within your 30 minute pick-up window? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

31. Does handyDART get you to appointments on time? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

32. Is the amount of time it takes to get to your destination reasonable? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

33. Are drivers respectful? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

34. Do drivers provide the required assistance to help you from your door into the vehicle, and from the vehicle to the doorway of your destination? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

35. Do drivers make sure you are secured for a safe ride (e.g., seatbelt fastened, walker/chair secured)? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

36. Are the vehicles that are used suitable for your mobility needs? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

Circle a number to show how familiar you are with the following aspects of using handyDART services, from very familiar to not at all familiar.

		Very familiar	Mostly familiar	Somewhat familiar	Not at all familiar	Don't Know	Not Applicable
37	Amount of time I need to be ready for pick up	4	3	2	1	DK	N/A
38	How to cancel a ride	4	3	2	1	DK	N/A
39	handyDART's no-show/cancellation policies	4	3	2	1	DK	N/A
40	Who to contact if my ride is late	4	3	2	1	DK	N/A

The next set of questions is about your general experience on handyDART rides that are **provided by taxi**. This is when a taxi has been provided by handyDART to complete your trip, and **would not** include your experience using regular taxi service (that is, taxi rides you have booked yourself directly with the taxi company).

41. Have you had a handyDART ride provided by a taxi in the past year?

☐ Yes
☐ No →
☐ I don't know →

IF "NO" OR "I DON'T KNOW", SKIP DIRECTLY TO QUESTION 51

IF YOU ANSWERED "YES" TO QUESTION 41, PLEASE ANSWER QUESTIONS 42-50

42. Do you know when handyDART is sending a taxi to pick you up? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

43. Is it easy for you to identify a taxi that handyDART has sent for you? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

44. Do taxis provided by handyDART pick you up within your 30 minute pick-up window? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

45. Do taxis provided by handyDART get you to appointments on time? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

46. Are taxi drivers respectful? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

47. Do taxi drivers provide the required assistance to help you from your door into the vehicle, and from the vehicle to the doorway of your destination? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

48. Do taxi drivers make sure you are secured for a safe ride (e.g., seatbelt fastened, walker/chair secured)? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

49. Do taxi drivers pick you up and drop you off where you expect them to? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

50. Are the taxi vehicle types sent for you suitable for your mobility needs? *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

Overall Assessment of handyDART

51. I am satisfied with the overall quality of handyDART services. *Check one of the following.*

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Rarely |
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Never |
| <input type="checkbox"/> Sometimes | <input type="checkbox"/> I don't know |

52. I would recommend handyDART services to others who need it.

- ☐ Yes
- ☐ No
- ☐ I don't know

Providing Feedback to handyDART

Circle a number to show how much you agree with the following statements about providing customer feedback to handyDART, ranging from strongly agree to strongly disagree:

		Strongly Agree					Strongly Disagree	Don't Know	Not Applicable
53	I know how to provide feedback to handyDART about their services.	5	4	3	2	1	DK	N/A	
54	I would feel comfortable providing honest feedback to handyDART about their services.	5	4	3	2	1	DK	N/A	
55	I believe that handyDART acts on customer feedback to resolve issues.	5	4	3	2	1	DK	N/A	

Demographics

The following questions will help us understand more about users of handyDART. All of the information you provide is completely confidential. If you are not comfortable answering any question, leave it blank.

56. What is your approximate total annual household income, before taxes?

- ☐ Under \$10,000
☐ \$10,000 to \$19,999
☐ \$20,000 to \$29,999
☐ \$30,000 to \$49,999
☐ \$50,000 to \$69,999
☐ \$70,000 to \$89,999
☐ \$90,000 or more

57. Gender:

- ☐ Male
☐ Female

58. Please confirm your postal code:

____ _

59. What is your age?

- ☐ Under 45
☐ 45 to 54
☐ 55 to 64
☐ 65 to 74
☐ 75 to 84
☐ 85 or older

60. Did you complete this survey:

- ☐ On your own
☐ With assistance from someone else
☐ Someone else completed it on your behalf

61. Please indicate the type of residence you live in.

- ☐ Single family dwelling
☐ Apartment/condo/townhouse
☐ Retirement home/assisted living residence
☐ Residential care facility
☐ Other: _____

62. Why do you use handyDART services?

This is only being asked so that we can better understand how handyDART is meeting the specific needs of its customers. *Check all that apply.*

- ☐ Mobility limitations – use wheelchair or scooter
☐ Mobility limitations – use walker, cane or other supports
☐ Vision impairment
☐ Cognitive condition (e.g., confusion, disorientation)
☐ Medical condition (e.g., heart or respiratory condition)
☐ Renal or chemo treatments
☐ Other: _____

handyDART Areas for Improvement

63. What are your top three areas for improvement that you would like handyDART to focus on?

- ☐ Nothing – no improvements required
- ☐ I don't know

Thank you for completing this survey! The information in this survey is jointly collected under Section 26 of the *Freedom of Information and Protection of Privacy Act* (FOIPPA), and under Section 7 of the Seniors Advocate Act for the purposes of program planning and evaluation. It is collected and kept confidential in accordance with the *Statistics Act* for statistical and research purposes. When survey results are published, your responses will be combined with the responses of others so that you cannot be identified. Your answers will be shared with the Office of the Seniors Advocate, unless you give notice in writing to the Director of Statistics before November 11, 2016.

Contact information for the Director of Statistics:

Martin Monkman
Provincial Statistician and Director, Service BC
PO BOX 9410 STN PROV GOVT
VICTORIA, BC V8W 9V1
Martin.Monkman@gov.bc.ca 250-216-5848

By phone:

Toll-free 1-877-952-3181

In Victoria: 250-952-3181

Open Monday to Friday, 8:30-4:30

Translation services available in more than 180 languages.

By fax: 250-952-2970

By Mail:

Office of the Seniors Advocate

1st Floor, 1515 Blanshard Street

PO Box 9651 STN PROV GOVT

Victoria BC V8W 9P4

Website: seniorsadvocatebc.ca

Email: info@seniorsadvocatebc.ca

Facebook: facebook.com/SeniorsAdvocateBC

Twitter: [@SrsAdvocateBC](https://twitter.com/SrsAdvocateBC)



OFFICE OF THE
SENIORS ADVOCATE
BRITISH COLUMBIA

