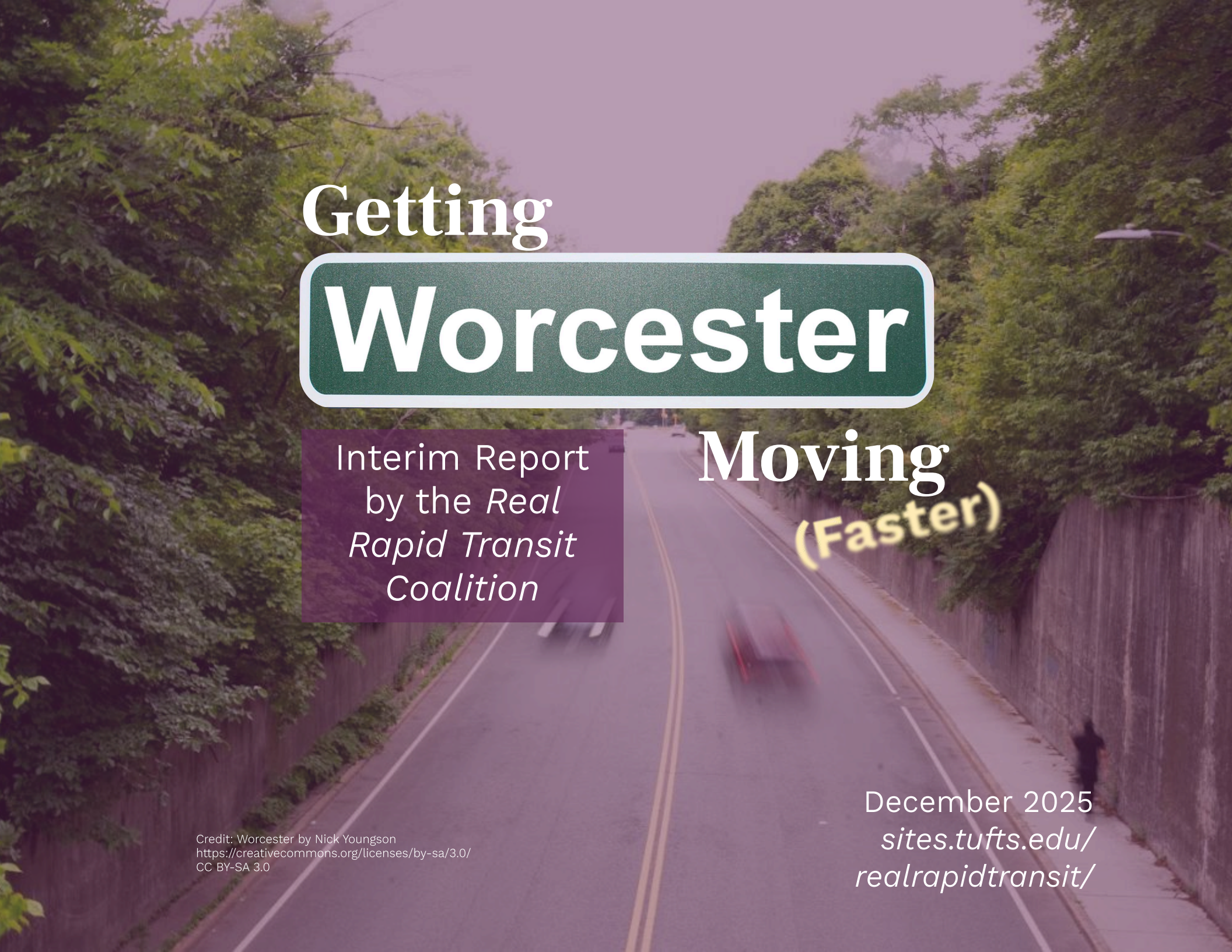
Getting Worcester Moving (Faster)

Interim Report by the *Real Rapid Transit Coalition*



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December 2025

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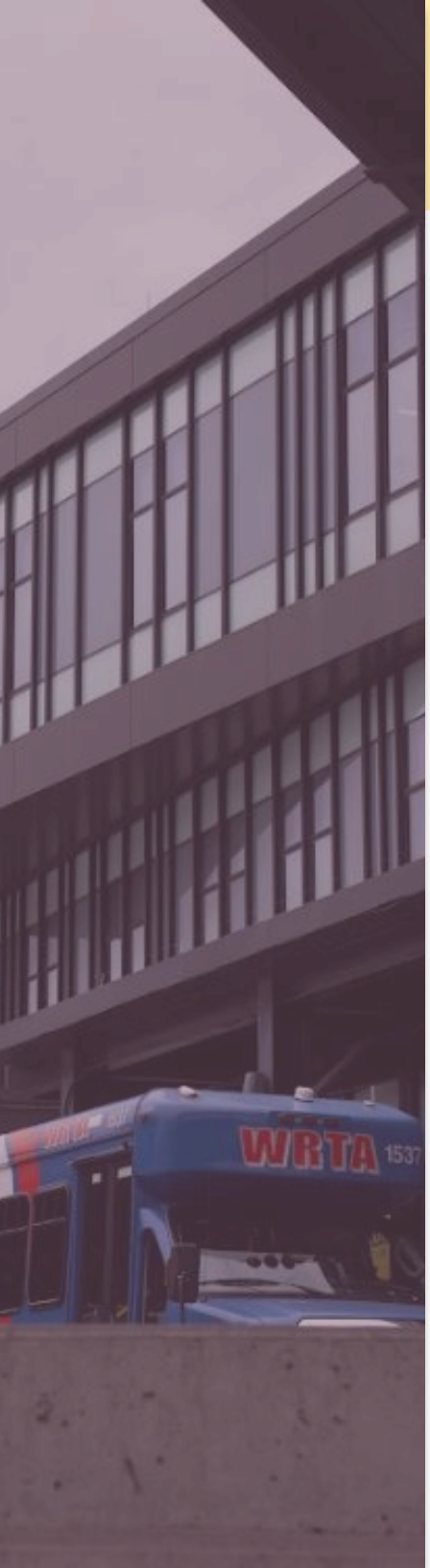


Introduction

A houseplant doesn't need a lot to survive; with the right amount of sunlight and water, and maybe some fresh soil or fertilizer, it will grow and thrive. However, when the plant outgrows its container, it may survive, but it will plateau– without a new pot, the plant cannot grow.

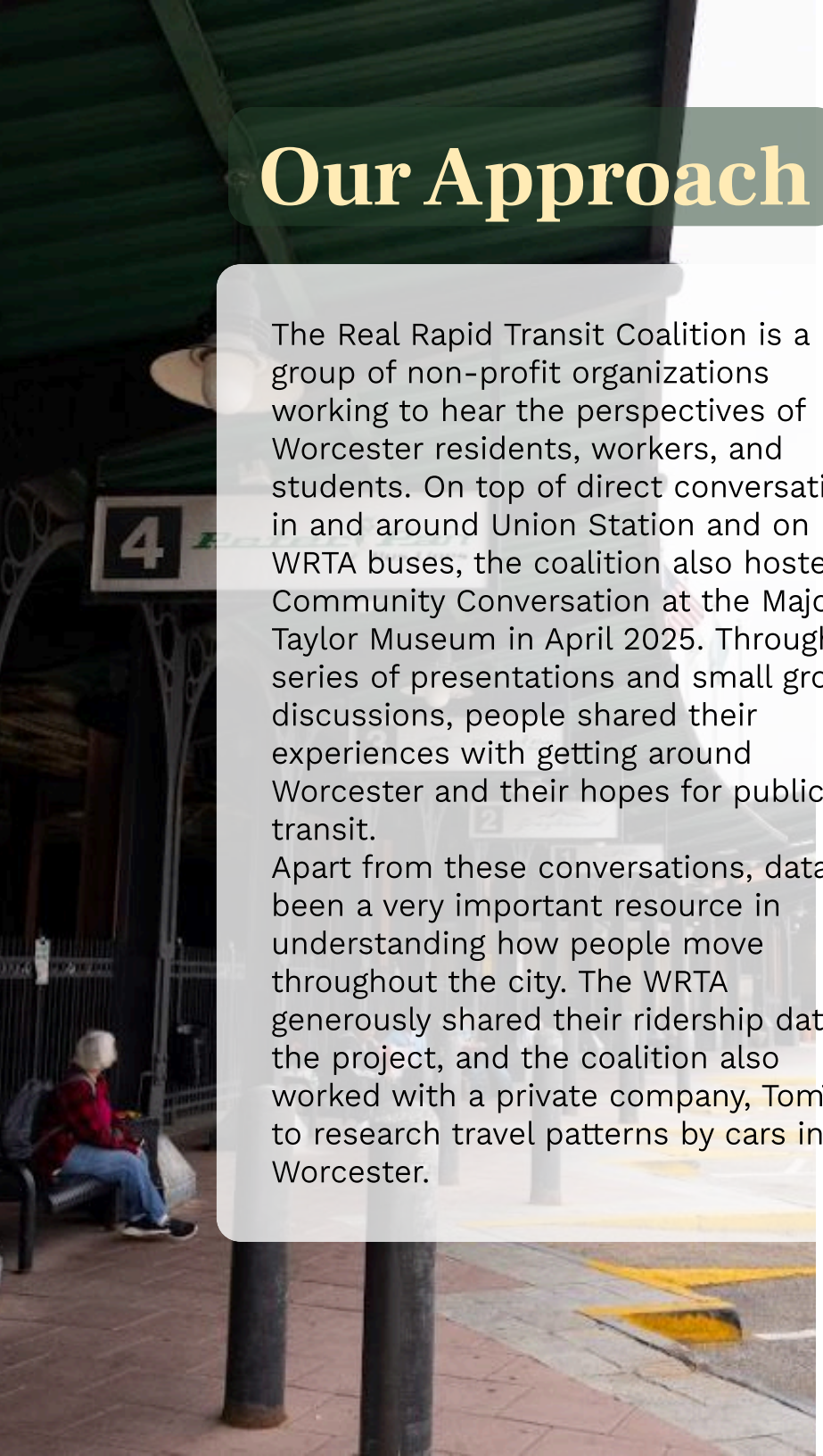
Worcester has outgrown its transit system, just like the plant that has gotten too big for its container.

Transportation has been a major topic of discussion for communities and politicians during the last several years. When the CARES Act was enacted in 2020, the entire service of the Worcester Regional Transit Authority (WRTA) became fare-free. Five years later, WRTA has become the longest running fare-free transit system in the United States.
And none of this could have been accomplished without support and pressure from the community. Worcester is an extremely engaged and organized city— you can find a working group or report for almost any issue you can think of. And yet, when it comes to its transit system, Worcester hits a wall. Even though the WRTA has even more riders than before the pandemic, it's not out of enjoyment of the transit experience. Buses are often delayed or confined to limited routes, causing commuters to doubt whether the Worcester transit system will make the big changes it needs to improve. Walkability remains an issue in Worcester, with missing sidewalks, limited crosswalks, and a lack of protective barriers between pedestrians and traffic making it difficult for residents to get around safely. These conditions put pedestrian safety at risk in many parts of the city.

On paper, the WRTA service helps community members travel around Worcester without breaking the bank, offering free transportation to work, school, healthcare, food, friends, and family. In practice, however, just because bus fares are free doesn't mean they are easier than using a car. For example, buses generally run every 30 to 60 minutes, the routes don't serve several areas people need to get to, and many still have negative attitudes towards riding public transit.

As Worcester's population continues to grow, it becomes more important to improve the WRTA and better support new community members. One of the first steps in upgrading public transit should be buses arriving more often, leading more commuters to choose the bus instead of a car, reducing any extra traffic. It's a solution transportation experts call "high-frequency" bus service. When it is easy to navigate Worcester, people have more opportunities to reach healthcare and spend money at local businesses, boosting public health and the economy. This report offers an overview of the work done by the Real Rapid Transit Coalition, offering a vision of what this kind of high-frequency bus service in Worcester might look like.

Our Approach



The Real Rapid Transit Coalition is a group of non-profit organizations working to hear the perspectives of Worcester residents, workers, and students. On top of direct conversations in and around Union Station and on WRTA buses, the coalition also hosted a Community Conversation at the Major Taylor Museum in April 2025. Through a series of presentations and small group discussions, people shared their experiences with getting around Worcester and their hopes for public transit.

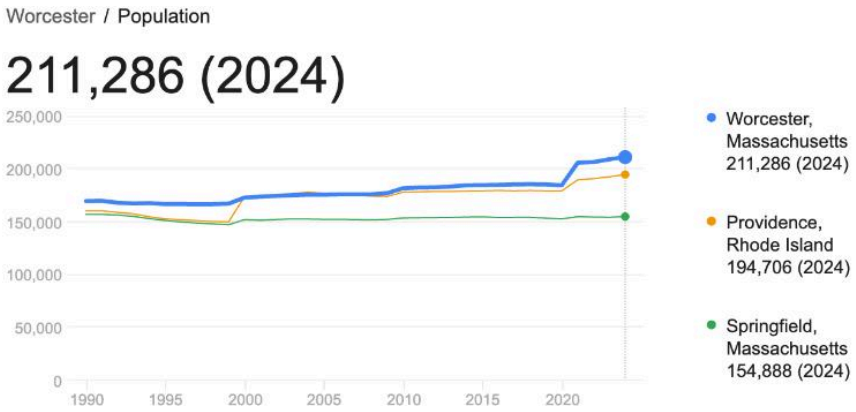
Apart from these conversations, data has been a very important resource in understanding how people move throughout the city. The WRTA generously shared their ridership data for the project, and the coalition also worked with a private company, TomTom, to research travel patterns by cars in Worcester.

Of course, Worcester isn't the only city to have issues with their transportation design, so when comparing other cities of a similar size to Worcester, researchers looked at how much money was invested in their individual bus systems. This report shares the highlights of this work, informing the public on how they can use their voice to make Worcester move, faster!

What does Bus Service in Worcester Look Like Today?

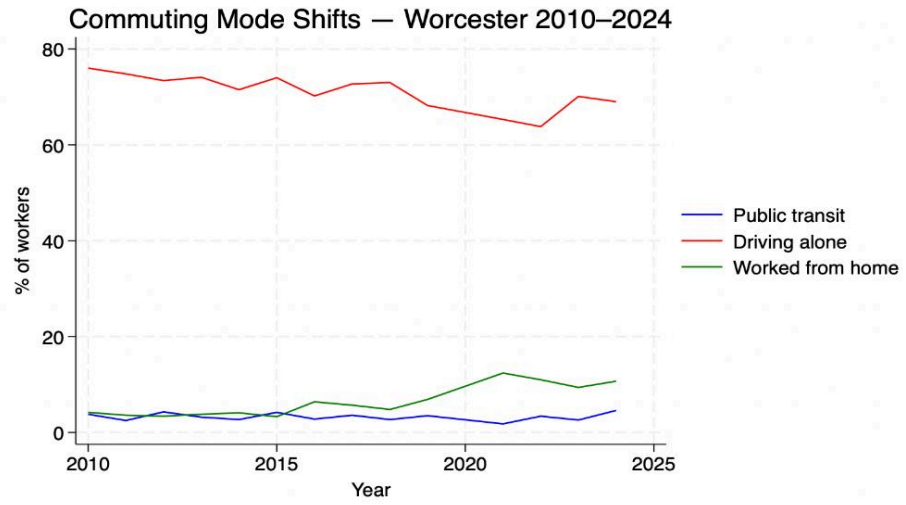
Worcester boasts the longest running fare-free transit system in the US, a program which has run since 2020 thanks to advocacy work by the Worcester Zero Fare Coalition. This program along with a growing support for transit-focused development in Worcester has led to a large increase in WRTA riders and overall positive community feedback.

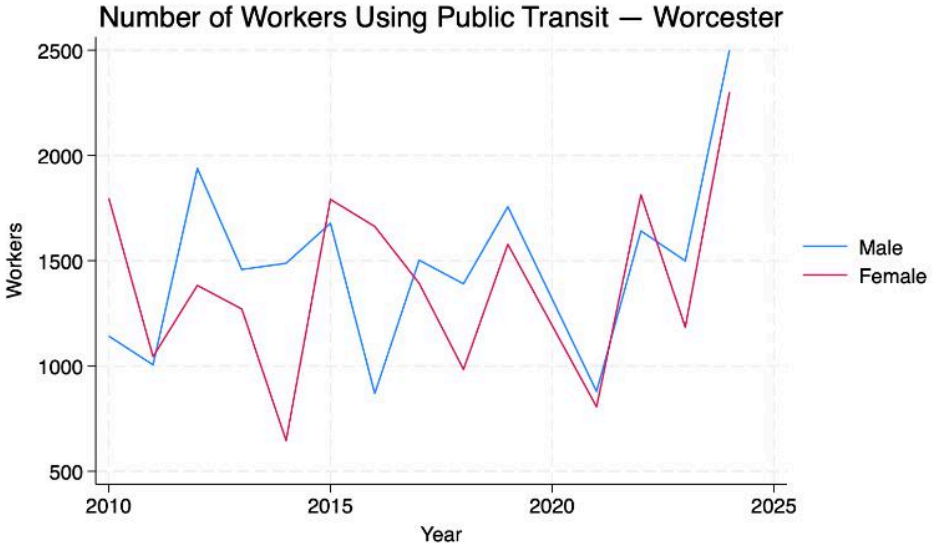
Worcester grew from about 175,000 people in 2010 to about 211,000 in 2024, yet the number of people using buses rose only a little and not in line with population growth. Buses remain essential but are still not competitive with driving for most trips. Since 2010, driving alone eased from the mid-seventies to the upper sixties, working from home jumped after 2020 and sits near ten percent, and transit held at roughly two to four percent with a small 2024 increase. Male and female transit rates moved together without a persistent gap. The rate of commuters walking stayed around five to seven percent, bicycling remained under one percent, and carpooling trended down. Fare-free service by itself did not dramatically change riders' choices to use buses, since their concerns about transit



Population of Worcester in 2024.

were based on issues with frequency, reliability, and network design, not the price of a ticket. The most effective path forward seems to be adding new high-frequency bus routes. Priority bus corridors will have dedicated lanes in areas with heavy traffic, transit signal priority to get buses through lights faster, and all-door boarding. These corridors will also offer 'turn up and go service,' where riders can just show up at the station without worrying about timing; buses arrive every 10-15 minutes, seven days a week, so transit users never have to wait long.





At the network level, these high-frequency buses can make direct cross-town links and offer extended service during heavy traffic times, specifically, in the early morning, at night, and on weekends. These upgrades reduce how long people wait and spend on the bus. Even more, they help buses stay on time and make transit a reliable option for everyday trips while supporting the people of Worcester in accessing jobs, education, healthcare, and daily needs. This new corridor system can easily start on a smaller scale, with the main tools being paint, signal timing, schedule changes, and an increased number of stops. This pilot program can show results quickly, and better reliability, more riders, and easier access to transit will help make the case for expanding the corridor system to other parts of Worcester.

In reviewing the WRTA, there are two main questions:

1. For people who are transit dependent (have limited other options for getting around), does the system provide affordable, accessible, and high-quality service?

2. For people who are not dependent on transit, is the system convenient and large enough to compete with or replace driving?

This leads to narrower questions:

1. From a rider's point of view, what are the biggest struggles in navigating Worcester's transit system right now?

2. What is stopping those who do not ride the bus from choosing to do so?

Across conversations with Worcester residents, people clearly identified three main problems with transit in Worcester: buses don't come very often, the routes need updating, and residents still carry negative attitudes toward public transit.

The first issue is frequency– only 4 of the WRTA's 26 routes ever run more than every half hour. Many people mentioned that if you happened to miss your bus, there would be no good option to get to your destination— rideshare is very expensive, and the next bus usually doesn't come for 30 to 60 minutes. Because of this issue, commuters taking the bus to work or school have to wake up extremely early to make their ride, on top of extra time to make up for delays.

Moving on to the second concern, riders repeatedly mentioned worries about outdated bus routes. In fact, since the WRTA began its service 50 years ago, there have been no major route updates, other than some route reductions in the last five years due to staffing shortages. The "hub and spoke" model was also brought up, and it is clear to see its presence in the 23 of 26 bus routes that all end at or pass through the Central Hub at Union Station[1].

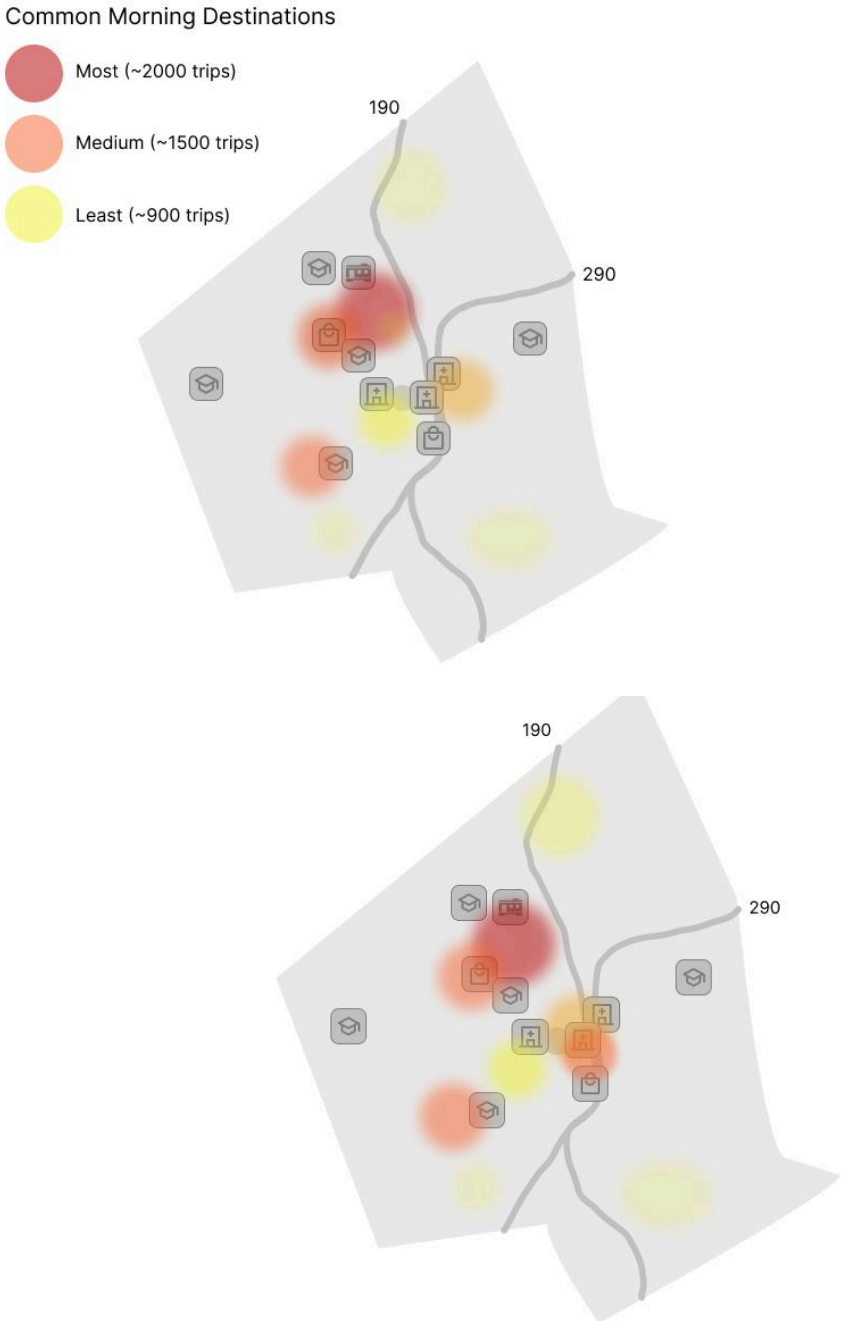
If the system is poorly designed for the people who use it, any changes in accessibility or quality of service will fail to have a significant impact.

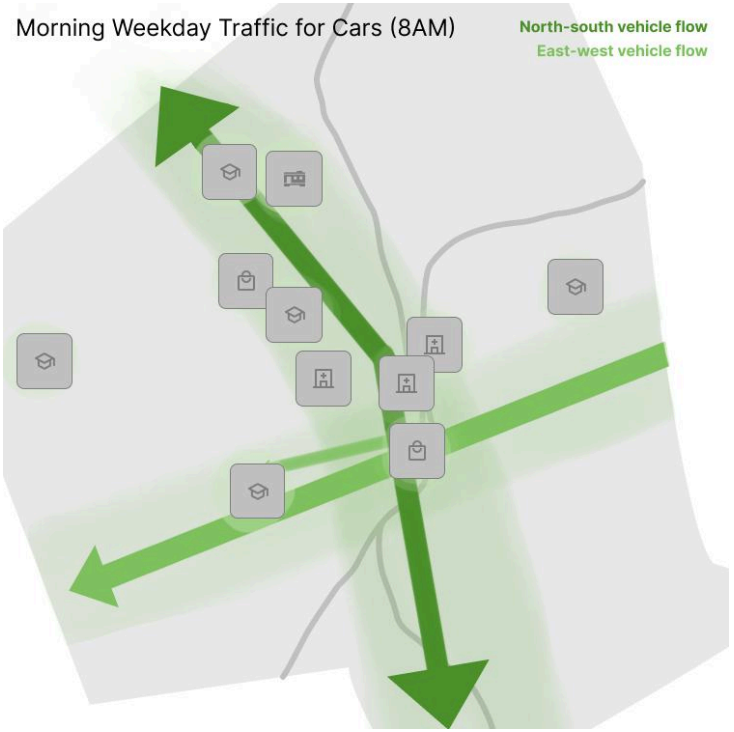
The third issue, which is a bit more difficult to define, is the stigma surrounding riding the bus. "People think 'crazy people' are on the bus." Many view the bus as charity, rather than an essential service— especially now that the buses are fare-free. In 2023, less than 3% of Worcester households reportedly commuted to work on public transportation, suggesting that a large part of the community has no personal stake in the quality of the city's transit system.
All of these are made worse by what feels like disinterest and slow-moving changes from the local government and leadership. Multiple people cited

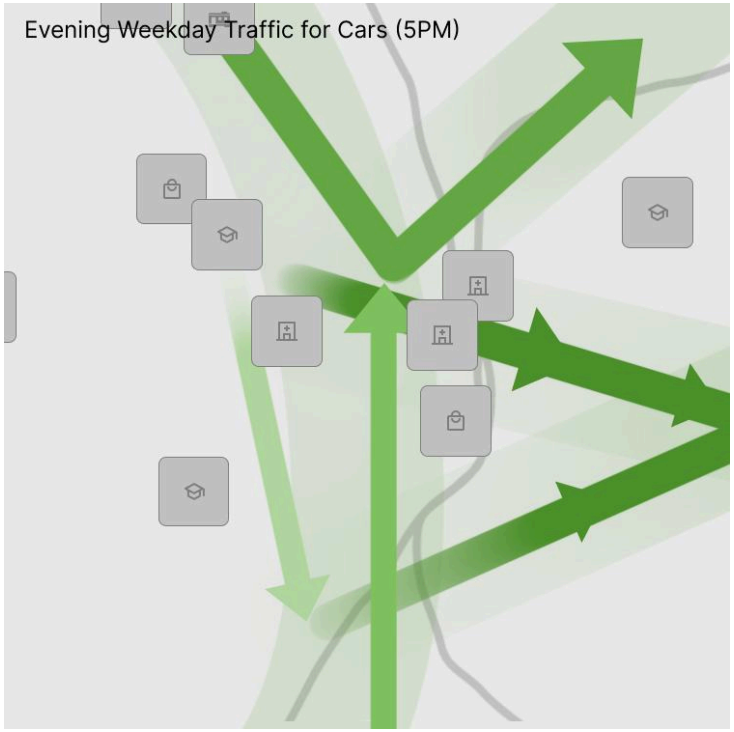
bureaucratic challenges and organizational limitations that make transit progress difficult. For example, the WRTA's advisory board has 37 members, one from each municipality served by the regional transit system. While it is important for the WRTA to address the needs of all communities it serves, this structure makes it hard for leaders in Worcester to fight for improvements that benefit the city and the urban community. At the same time, it also provides no direct value to the surrounding suburban and rural areas. Many also described administrators and officials as being "out of touch" with the experience of regular bus riders. On top of that, some city councilors even argue against focusing on Worcester transit, arguing that the city should instead improve car infrastructure since so many of the city's residents already drive regularly.

Mapping Worcester's Travel Patterns

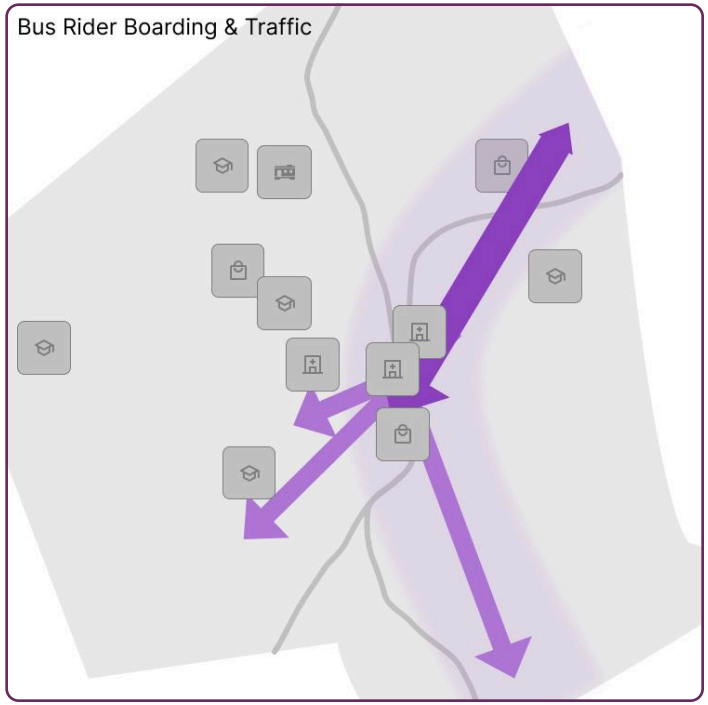
Using data from the company TomTom, we collected passenger vehicle travel data for cars driving within Worcester for the month of August 2024. Assuming that peak rush hour times are 8 a.m. in the morning and 5 p.m. in the afternoon on weekdays, we created a map of the most popular origin/destination locations in the City of Worcester, coupled with specific points of interest. According to the figure on the bottom, 2,279 trips were taken to an area north of Downtown, located near the Bancroft School and AllegroMicrosystems, with another popular location near the Park Avenue Shopping Center. Other popular areas are located near Clark University, Saint Vincent Hospital, WPI, and Fallon Health.

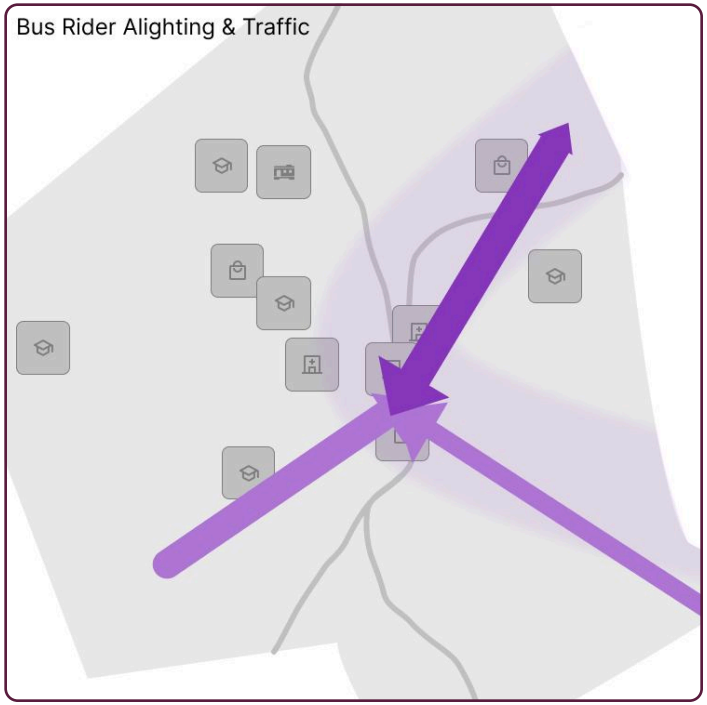






An arrow representation of the origin to destination movement was also created to better show movement with points of interest included on the previous page. This is shown for 8 a.m. and 5 p.m. in the figures to the left and below respectively, specifically for weekdays. The data mostly showed a north-south and east-west pattern, with a few exceptions. These maps suggest that just two high-frequency bus routes in those directions could offer an attractive transportation option for car drivers.



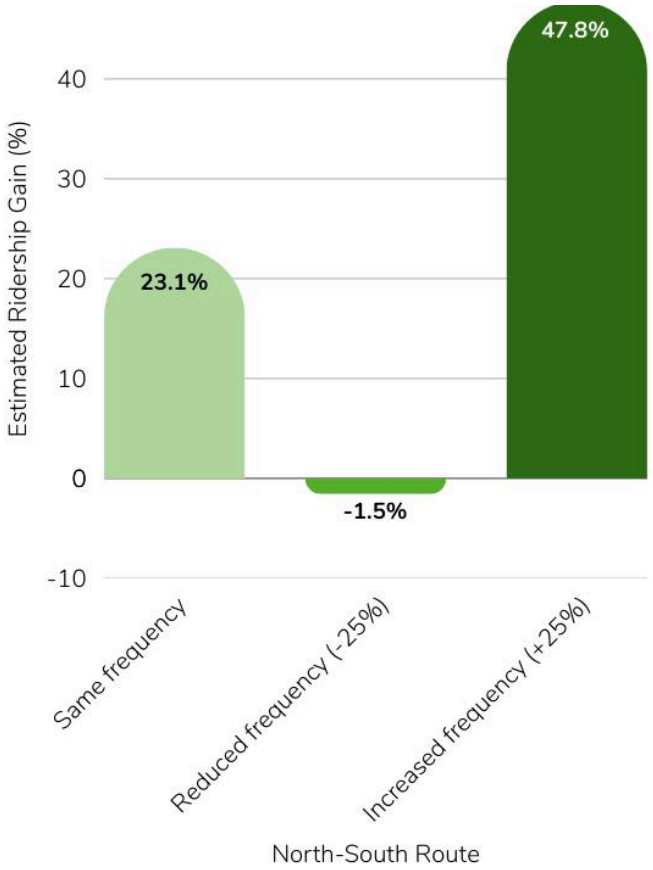


Bus ridership data was also used to perform the same analysis to map the flows of bus riders. The above figures show the morning commute (8 to 10 a.m.) and the evening commute (2 to 6 p.m.), with all hours combined. In these maps, it is also clear that travel during these periods of the day moves towards the city center and other points of interest.

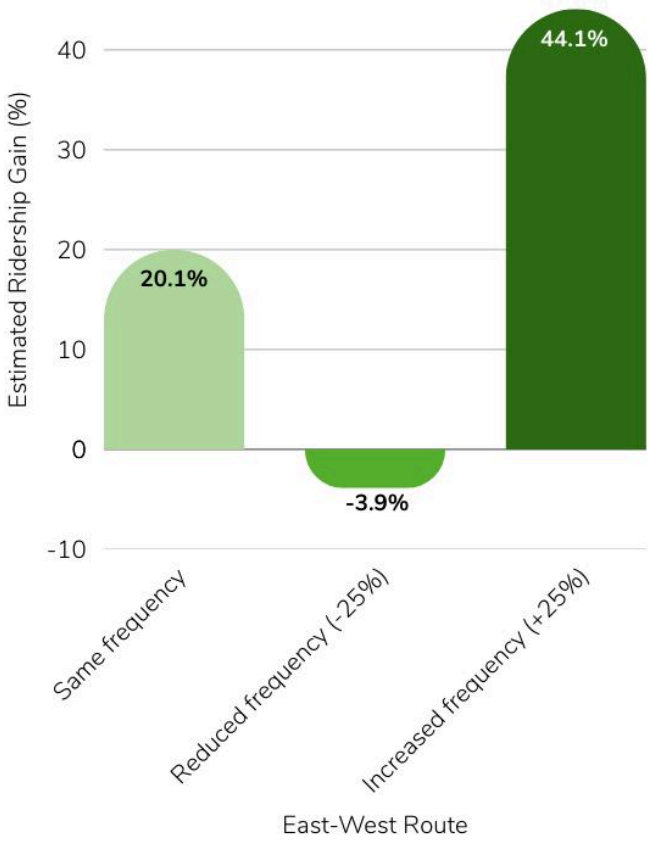
Time Savings

Using a computer language called Python, researchers simulated trips in a new high-frequency bus service, with lines running north-south and east-west (see figure above). The simulation looked at 883 possible trips in the regular network with data pulled from the Worcester Regional Transit Authority (WRTA). The results are shown on the following table below, which estimates the amount of time that riders can save with the corridor system. More specifically, the WRTA has provided the exact locations of all the current bus stops in Worcester, along with times of bus arrivals and departures on specific days. Overall, this data shows an approximation of how long it would take to travel between different places in the city.

Projected Ridership Gains from Express Service



North-South Route



East-West Route

The simulation assumes that the dwell time (the amount of time a bus stays at a stop to allow riders on and off the vehicle) for the rapid bus system is 20 seconds. Realistically, this dwell time can only be achieved (or even made shorter) if some ways of reducing dwell time are introduced. These include prepaid boarding (in the case of a system that is not fare-free) and priority bus lanes. For instance, in New York City, more than half of time the bus was operating was spent waiting at red lights or picking up passengers at stops. Allowing prepaid boarding and bus-only lanes can reduce dwell times by around 40%, which increases the efficiency, speed, and desirability of the rapid bus system. According to New York City's Department of Transportation (DOT), 74% of the public approved a change to the rapid bus system when the improvement was carried out in an inexpensive manner[2].

High-Frequency Service as a Catalyst for Economic Growth

Worcester is experiencing a major wave of economic transformation, with over $3 billion in public and private investment reshaping its urban core. From CitySquare and Gateway Park to the Theatre District and South Worcester Industrial Park, new developments are fueling growth in biotechnology, advanced manufacturing, higher education, and the arts.

This growth draws in young professionals and recent graduates from the city's eight colleges and universities, which is one of its greatest economic assets. However, to keep progressing and stay competitive with Boston and other regional hubs, Worcester must ensure that housing and jobs are connected through reliable rapid transit.

Recent housing projects like Alta on the Row, The Cove, and 145 Front at CitySquare demonstrate how transit access drives development and investment. Areas with frequent service have become magnets for new housing and business, while underserved neighborhoods remain disconnected from opportunity. Expanding rapid transit would strengthen these economic ties, expand access to jobs, and secure Worcester's position as a thriving, connected regional economy.

Benefits of Public Transportation

An accessible, useful public transportation system can make huge contributions to the physical, emotional, and social health of a community. There were five broad themes of transit benefits examined in this project, specifically in relation to how they can be applied to Worcester.

Work and School

One of the main uses of vehicular transportation is to commute to and from work. The WRTA acknowledges that currently, its greatest challenge for on-time service is during rush hour, 2-5pm on weekdays. If some of these commuting drivers were to become transit users instead, traffic congestion would decrease, shortening commute times for bus riders and car drivers alike.

For several decades there has been the theory of 'spatial mismatch,' in other words, the idea that there is a massive gap between where people live and where jobs are located. This theory suggests that such a distance has been the cause of low incomes and high unemployment rates of historically marginalized groups in the US[3]. Improving access to public transit could be apossible solution for this mismatch—as an example in the negative situation, joblessness peaked after temporary closure of the Brooklyn R train following flooding during Hurricane Sandy in 2012, showing how important access to public transit is for people to keep their jobs[4].

Worcester's student population cannot be forgotten, either. Worcester Public Schools provides bus service to all students K-12 who live more than 1 mile from school. Many students who live within that mile radius depend on public transit to get to school, especially during the colder New England winters. Besides the risk of tardiness due to bus delays, Worcester students face the specific challenge of the hub-and-spoke model mentioned earlier, in which students could end up traveling much more than a mile into the central hub and back out to school, even though they are excluded from the school bus service. In other cities, it seems that more complicated commutes to school are connected with higher amounts of absences, affecting lower-income students more than others[5].


View of St. Vincent Hospital from Union Station.

With eight colleges and universities and several graduate and vocational schools located in Worcester, there is also a large population of students in higher education. Although the campuses of these schools are usually designed to be largely in their own bubble and walkable, students can still benefit greatly from well-designed public transit. Through a developed bus system, students from Worcester will have better access to higher education opportunities while commuting as a day student. Many students in undergraduate and graduate degree programs are also part of off-campus internships and jobs that they will need to commute to. Since there are so many universities within the general Worcester area, students have expressed the need for routes that link campuses to one another and to Downtown. Improving bus transportation and helping young adults access transit can strengthen connections between the city's student population and the broader community. In general, universities and the WRTA should work together to increase student awareness of all the bus services available to them.

Healthcare and Social Services

An individual's ability to access public transit is extremely connected to the health of a community. The main focus area for this issue is transportation to medical appointments– from June 2022 to June 2023, it was estimated that about 5% of nonelderly adults in the United States without access to a car had to give up on necessary medical care because they had trouble getting to transportation[6]. A survey of largely low-income, immigrant patients of New York City suburban clinics found that almost a quarter of respondents had missed at least one

appointment in the past due to unreliable public transportation, and that regular bus riders were twice as likely to have to reschedule appointments compared to patients with access to a vehicle[7]. Elderly patients, people with disabilities, and minorities are all more likely to experience transportation challenges when trying to access healthcare.
However, there are other methods that can help fix these barriers, such as paratransit or third-party shuttle services.
Unfortunately, patients generally do not utilize these services, either because they do not know about them, they are not eligible to use them, or the services are not receiving enough funding. It is also important to consider other parts of healthcare, such as long-term mental health care, specialty care, rehabilitation, and pharmacies, or other social services and community organizations, like housing assistance, immigration employment assistance, or temporary shelter.

Food Access

Food and nutrition is an extremely important branch of community health, especially when it comes to chronic disease management.

In 2020, about 17.7% of Worcester's population were food insecure, and use of SNAP benefits was quite low[8]. Across the United States, only about half of public transit systems are designed with food access in mind[9]. As WRTA routes have mostly stayed the same since they were created, it is hard to imagine that the routes established in 1975 are the best fit for affordable food access in 2025. A 2015 analysis of public transportation and food access in Cincinnati, Ohio, showed that it was easier to find healthy foods if they were being sold somewhere on the way home from work, a concept known as trip chaining. It was also important to note that relying on transit to access healthy food limited an individual's ability and freedom to choose cheaper options[10].

Transporting groceries on buses is another battle by itself; the WRTA's code of conduct states that occupying multiple connected seats is against the rules. Although it is not explicitly stated that grocery bags are not allowed, following this rule would make using the bus for a grocery trip difficult– a problem also seen in other transit systems in the US. (It's worth noting that

currently, this rule is not consistently enforced, allowing most riders to keep their bags on or beneath their bus seats during grocery trips). The WRTA also runs an Elder Shopper program to help older folk get to local grocery stores, but this service does not serve the general population. In the future, Worcester transit planning must discuss food access as a key part of designing new routes and systems.

Physical and Social Health

With growing attention on the built environment, it cannot be ignored that strong public transit use has a huge effect on the physical and social wellbeing of a community. The clearest example of this is that transit-riding commuters are almost always guaranteed to walk, bike, or engage in some other form of exercise on their way to and from stations. Even in cities with commuter systems, where people may drive and park at a station and take public transit for the last leg of their commute, there is likely still a distance to walk from station to destination. Although previous research has shown that transit users are not more likely to participate in physical activity outside of their commute, this does not challenge the fact that transit users are far more likely to meet the weekly amount of physical activity recommended by the World Health Organization[11-13]. Of course, if planners and policymakers are trying to promote physical activity in new designs, the safety of cyclists and pedestrians commuting around Worcester should be considered. Dedicated bus and bike lanes not only reduce the risk of car-bike collisions and

promote physical activity but having a well-developed transit system creates a smoother, more reliable transportation option for pedestrians to increase their safety.

If you continue to imagine a commuter experience from end to end, it also follows that commuting on public transit would lead to more opportunities for social interaction than driving. In Japan, older adults in Kobe City who had stopped driving but used public transit scored much lower in loneliness than those who did not use transit[14], though researchers are not completely sure if public transit was the social experience or if transit just provided an environment for more social interaction. In Brisbane, Australia, developments planned around transit showed the strongest social bonds—community members felt both more connected and more trusting. A different study in Japan found that, along with transit, driving was linked with improving connectedness, however, it was negatively associated with lower levels of trust[15].

Environment and Sustainability

The environmental benefits of public transit, although they are discussed often, are sometimes difficult for individuals to understand since there is usually a delayed effect of changes like this. The estimated emissions of passenger vehicles in the U.S. is about 400 grams of CO2 per passenger mile. On the other hand, regular diesel buses operate at about 300 grams of emitted CO2 per passenger mile, and both light rail and high-efficiency bus rapid transit (BRT) are closer to 200 grams[16]. In general, transportation in the U.S. is responsible for about 28% of the country's total greenhouse gas emissions[17]. As permanent climate change appears in more extreme weather patterns, sea level rise, devastation to plants and wildlife, and worsening air quality, it is so much more important to design our cities and transit with a strong focus on sustainability.

High-Frequency Bus Service is a Growing Option for Cities Like Worcester

High-frequency bus service is increasingly becoming a popular option for city governments and transit agencies to boost capacity and speeds on busy routes. Recently, many mid-size American cities have made major investments in these kinds of projects. Worcester has a similar population to the seven cities highlighted in the table below. The number of daily riders varies, reaching almost 7,000 per day, demonstrating that the high-frequency service introduced in each place offers more choices for citizens and improves the operation of the transportation network.

COMPARISON: TABLE OF CITIES

City	[1 Population]	Population Density [2] (sq/mi)	Transit Network Ridership (daily)	Transit Ridership as % of Population	BRT Ridership (daily)	BRT % of Transit Ridership	Vehicles per [Household 3]	Fare	Transit Investment Characteristics
Worcester, MA	207,621	**5401**	[4] 12,328	5.94%	———	———	1.71	Free	N/A
Fort Collins, CO	170,376	2914	[5] 7,208	4.23%	[6] 1,236	17.15%	1.94	Free	Transit-only guideway, bike parking
Eugene, OR	177,899	4016	[7] 17,476	9.82%	[8] **6,998**	**40.04%**	1.75	$1.75	60% full right-of-way, real time announcements
Grand Rapids, MI	196,608	4309	[9] 18,084	9.20%	[10] 2,300	12.72%	1.80	$1.75	Elevated stations, signal priority
San Bernardino, CA	223,728	3583	[11 19,811]	8.85%	[12] 6,849	34.57%	**1.99**	$2.00	Dedicated lanes, stations, and signal priority
Richmond, VA	229,247	3664	**[13 32,289]**	**14.08%**	[14] 4,896	15.16%	1.84	Free	Dedicated lanes, real-time arrivals
Birmingham, AL	196,644	1315	[15] 5,479	2.79%	[16] 525	9.58%	1.85	Free	Dedicated lanes, real-time arrivals
Spokane, WA	**229,447**	3301	[17 29,208]	12.73%	[18] 2,400	8.21%	1.84	$2.00	Elevated stations, pre-boarding fare

Potential Options for Bringing Real Rapid Transit to Worcester

There are a wide variety of possible transit investments that could bring various benefits to Worcester. Because Worcester's current system is completely bus-based, it is much more flexible, making it easier to change routes in creative ways. Here we discuss some of those options.

Express High-Frequency Buses

Express bus service is a fixed route service that has a limited number of stops to improve service speed. This type of transit offers higher-frequency service; buses arrive every 15-20 minutes. While this is one of the most inexpensive changes to make, it faces the same issues that traditional fixed route buses do. Without a dedicated lane, express buses could still be delayed by heavy traffic, and without a route redesign, the same neglected areas will continue to lack transit access.

Bus Rapid Transit

Bus rapid transit (BRT) brings the features of express bus service and light rail together. Specifically, BRT will have dedicated bus lanes, platform-level boarding, off-board fare collection, and higher frequency service that makes it more like rail service. Fortunately, it needs a much lower upfront investment since it still only uses buses. Because of these elements, it could be a more appropriate solution for a growing urban area like Worcester.

Light Rail

Light rail is an electric powered rail system that operates on fixed tracks, often above-ground. Because of new infrastructure needed – tracks and new vehicles – there is a higher initial cost to building a light rail system, but since it can carry more passengers than a bus,

it generally leads to lower overall operating costs. Some studies also suggest that people feel differently about rail transit compared to buses, which can affect how they think and act. In one survey about 75% of respondents expressed a preference for rail transit over bus transit[18].

Route Redesign

We repeatedly heard from Worcester community members that the current bus routes are “outdated” and do not serve the needs of their riders. One of the most common comments was that the “hub-and-spoke” model doesn’t work well, suggesting the need for more creative design of routes. Additionally, planners need to find a balance between efficiency and “one seat rides,” where riders can get to and from their destination without having to switch lines. Designing multiple types of connections to support biking, walking, and driving infrastructure is another challenge to be considered. Since September 1st, 2025, the WRTA has been leading a Comprehensive Service Analysis project to analyze the current transit system and gather feedback from the community.

This report and other efforts by the Real Rapid Transit Coalition have the potential to influence and guide the WRTA's own planning process.

Demand Responsive Transit

In some smaller cities, the demand for transit isn't large enough to justify spending more money on new routes. A possible solution is demand responsive transit (DRT), which offers flexibility in routing and scheduling. One version of DRT is paratransit; a shared-ride service already provided by the WRTA that provides transportation for people with disabilities, the elderly, or any others who cannot use current transit like buses and trains. Another option is microtransit, which is a rideshare system operated with smaller vehicles and more efficient routes. The Salem Skipper in Salem, Massachusetts, is a great example of this. While this system requires some intense organization, it solves many of the issues of other forms of transport by filling service gaps and avoiding the "last-mile problem," Where riders still end up far from their intended destination.

Improve Rider Experience

There are several other improvements that can be made to make public transit use more desirable. Several Worcester residents who usually drive commented that there is no incentive to take the bus instead of driving, especially in the winter months. Adding bus shelters and benches at bus stops, real time tracking at stations, and improving pedestrian and biking infrastructure are all ways to encourage transit use, which is especially important to convince drivers to choose public transportation over driving. It is important to note that the WRTA is currently in the process of adding a new tracking system for buses, which is predicted to be completed by January 1st, 2026, and could make navigating the Worcester transit system much easier. Overall, these could be lower cost ways to improve transit, but they should not replace other opportunities to fund transportation changes.

Conclusion

Worcester is a city with deep roots and a strong, engaged community; residents care about local policy and are positive advocates for improving parts of city life. Yet when it comes to public transit, residents have had fewer opportunities to lead conversations. The Worcester Regional Transit Authority has shown real progress in recent years, but there is now an opportunity to build on this momentum through smart investments and teamwork. With leadership from the City and collaboration among community members, transit organizations, and local institutions, Worcester can take the next step toward a system that meets the needs of a growing, dynamic population.

High-frequency bus service is one of the most promising paths forward. Reliable, regular north-south and east-west routes, with bus priority lanes would increase mobility for residents, improve pedestrian safety, strengthen the city's economic competitiveness, and support its continuing growth. Cities such as Cleveland, Eugene, and Albuquerque have shown that these types of investment are usually inexpensive and very attractive to new businesses. As a result, nearby property values are raised, and community members will have better access to jobs and education. Worcester is already experiencing record levels of growth and redevelopment, and it now has the right conditions to recreate these successes in bringing rapid transit to city life.

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Data resources:
U.S. Census https://data.census.gov/table/ACSST1Y2024.S0801?q=S0801+Worcester+city,+Massachusetts
https://therta.com/wp-content/uploads/2024/07/WRTA-AB-Minutes-9.19.24.pdf
https://www.apta.com/wp-content/uploads/2024-Q4-Ridership-APTA.pdf
https://en.wikipedia.org/wiki/MAX_Bus_Rapid_Transit_(Colorado)
https://www.apta.com/wp-content/uploads/2024-Q4-Ridership-APTA.pdf
https://www.transit.dot.gov/sites/fta.dot.gov/files/transit_agency_profile_doc/2023/00007.pdf
https://www.apta.com/wp-content/uploads/2024-Q4-Ridership-APTA.pdf https://elpc.org/blog/the-midwest-is-on-a-roll-with-bus-rapid-transit/
https://www.apta.com/wp-content/uploads/2024-Q4-Ridership-APTA.pdf
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https://www.apta.com/wp-content/uploads/2024-Q4-Ridership-APTA.pdf
https://www.spokanetransit.com/wp-content/uploads/2024/05/2023-Annual-Performance-Report-1.pdf

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