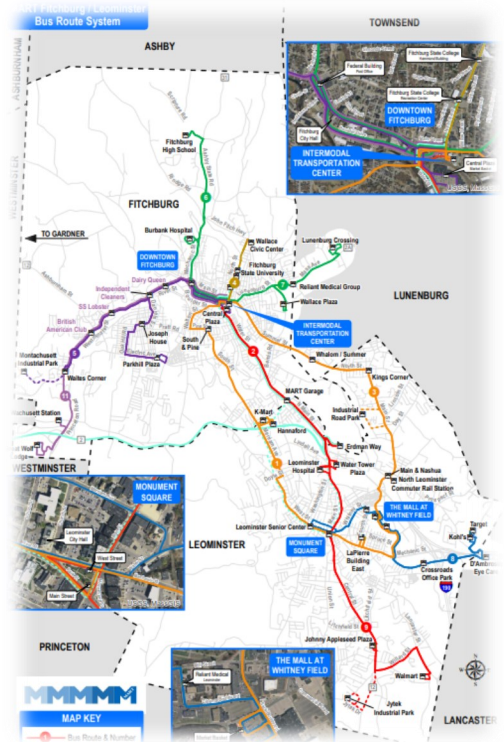




# COORDINATED PUBLIC TRANSIT - HUMAN SERVICES TRANSPORTATION PLAN UPDATE - 2018



**MONTACHUSETT METROPOLITAN PLANNING ORGANIZATION**

MPO Endorsed September 19, 2018

Prepared by the  
**MONTACHUSETT REGIONAL PLANNING COMMISSION**  
FFY 2018 PROGRAM YEAR

Prepared in cooperation with the Massachusetts Department of Transportation and the U.S. Department of Transportation. The views and opinions of the Montachusett Regional Planning Commission expressed herein do not necessarily state or reflect those of the Massachusetts Department of Transportation or the U.S. Department of Transportation.



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# MONTACHUSETT

## REGIONAL PLANNING COMMISSION

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(978) 345-7376 Fax: (978) 348-2490

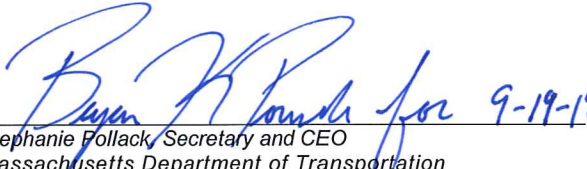


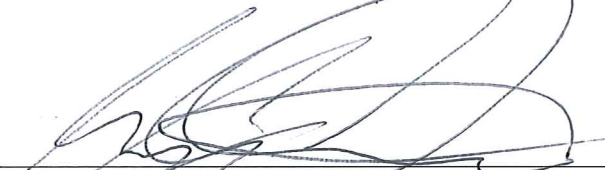
### Montachusett Metropolitan Planning Organization Endorsement of the Coordinated Public Transit – Human Services Transportation Plan 2018 Update

Federal legislation requires that for those areas that wish to access certain funding programs, the Metropolitan Planning Organizations (MPO) must develop a Coordinated Public Transit - Human Services Transportation Plan (CPT-HSTP). The 2018 Update of the CPT-HSTP must reflect federal legislation, provisions and requirements. The CPT-HSTP Plan documents the Montachusett Metropolitan Planning Organizations (MMPO) unmet human services transportation needs for individuals with disabilities, low-income individuals (or persons below the poverty level) and the elderly.

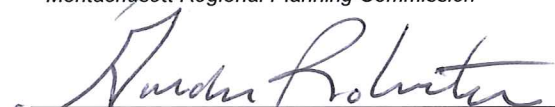
The 2018 Update of the CPT-HSTP has been developed by the MRPC as a tool to help local transportation providers and communities improve transportation services, increase efficiency of service delivery and expand outreach to meet growing needs. It provides the framework to guide the investment of existing transportation resources and the acquisition of future funds.

Therefore, the Committee of Signatories representing the Montachusett Metropolitan Planning Organization (MMPO) by a majority vote hereby endorses the 2018 Update of the Montachusett Coordinated Public Transit - Human Services Transportation Plan.

  
Stephanie Pollack, Secretary and CEO  
Massachusetts Department of Transportation

  
John Telepcjak, Chairman  
Montachusett Regional Planning Commission

\_\_\_\_\_  
Mark Hawke, Mayor  
City of Gardner


  
Dean Mazarella, Chairman  
Montachusett Regional Transit Authority

\_\_\_\_\_  
Stephen DiNatale, Mayor  
City of Fitchburg

\_\_\_\_\_  
Barbara Anderson, Selectmen, Town of Winchendon  
Representative, Sub Region 1

\_\_\_\_\_  
Kyle Johnson, Selectmen, Town of Ashburnham  
Representative, Sub Region 2

  
Jaime Toale, Selectmen, Town of Lunenburg  
Representative, Sub Region 3

  
Stanley B. Starr, Jr., Selectmen, Town of Lancaster  
Representative, Sub Region 4

9/19/18  
\_\_\_\_\_  
Date

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## MONTACHUSETT METROPOLITAN PLANNING ORGANIZATION SIGNATORIES

Massachusetts Department of Transportation (MassDOT) Secretary	Stephanie Pollack
MassDOT Highway Division Administrator	Jonathan L. Gulliver.
Montachusett Regional Planning Commission (MRPC) Chairman	John Telepciak
Montachusett Regional Transit Authority (MART) Chairman	Mayor Dean Mazzarella
Mayor City of Gardner	Mayor Mark Hawke
Mayor City of Fitchburg	Mayor Stephen DiNatale
Winchendon Board of Selectmen <i>Subregion 1</i>	Barbara Anderson
Ashburnham Board of Selectmen <i>Subregion 2</i>	Kyle Johnson
Lunenburg Board of Selectmen <i>Subregion 3</i>	Paula Bertram
Lancaster Board of Selectmen <i>Subregion 4</i>	Stanley B. Starr, Jr.

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## MPO SUB-SIGNATORY COMMITTEE MEMBERS

David Mohler, Director OTP, MassDOT, for Secretary Stephanie Pollack  
Arthur Frost, Project Development Engineer for Administrator Jonathan L. Gulliver  
Glenn Eaton, Executive Director, MRPC, for Chairman Telepciak  
Mohammed H. Khan, Administrator, MART, for Chairman Mayor Dean Mazzarella

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## EXOFFICIO MEMBERS

Jeffrey H. McEwen, Administrator	Federal Highway Administration
Mary Beth Mello, Administrator	Federal Transit Administration

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## MONTACHUSETT REGIONAL PLANNING COMMISSION (MRPC) OFFICERS

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Guy Corbosiero, Vice Chairman	Winchendon
Michael Pineo, Secretary	Sterling
Alan Pease, Treasurer	Ashby
Roger Hoyt, Asst. Treasurer	Ashburnham

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## MONTACHUSETT JOINT TRANSPORTATION COMMITTEE (MJTC) OFFICERS

Jon Wyman, Chairman	Westminster
Paula Bertram, Vice Chairman	Lunenburg
Doug Walsh, Secretary	Athol

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## MONTACHUSETT REGIONAL PLANNING COMMISSION STAFF

Glenn Eaton, Executive Director	John Hume, Planning & Development Director
Linda Parmenter, Administrative/Human Resources Director	Karen Chapman, Principal Planner
Brad Harris, Transportation Director	Molly Belanger, Regional Planner
George Snow, Principal Transportation Planner	Jason Stanton, GIS/IT Director
Sheri Bean, Principal Planner	Kayla Kress, GIS Technician
Brian Doherty, Principal Transportation Planner	David Fee, Regional Planner
George Kahale, Transit Director	
Holly Ford, Executive Assistant	

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## MONTACHUSETT JOINT TRANSPORTATION COMMITTEE

### COMMUNITY

Ashburnham  
Ashby  
Athol  
Ayer  
Clinton  
Fitchburg  
Gardner  
Groton  
Harvard  
Hubbardston  
Lancaster  
Leominster  
Lunenburg  
Petersham  
Phillipston  
Royalston  
Shirley  
Sterling  
Templeton  
Townsend  
Westminster  
Winchendon

### APPOINTED BY SELECTMEN/MAYOR

Jessica Caouette  
  
Doug Walsh  
  
Phil Duffy  
  
Treavor Beauregard  
  
Travis Brown  
Noreen Piazza  
David DiGiovanni  
Paula Bertram  
Nancy Allen  
Gordon Robertson  
Roland Hamel  
  
John Kilcoyne  
Eric Pollitt  
  
Keith Hickey

### APPOINTED BY PLANNING BOARD

Richard Wright  
Alan Pease  
Doug Walsh  
Mark Archambault  
  
Paula Caron  
  
Russell Burke  
Erin McBee  
  
Kenneth Chenis  
  
Bonnie Lawrence  
Michael Pineo  
Charles Carroll  
  
Jon Wyman  
Tracy Murphy

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## EXOFFICIO MEMBERS

Bryan Pounds	Office of Transportation Planning (OTP) and Massachusetts Department of Transportation (MassDOT)
Pamela Stephenson	Federal Highway Administration (FHWA), Administrator
Mary Beth Mello	Federal Transit Administration (FTA), Administrator
	Department of Environmental Protection (DEP)
Jeffery Hoynoski	MassDOT Highway Division - District 2
Arthur Frost	MassDOT Highway Division - District 3
	Montachusett Regional Planning Commission (MRPC)
Mohammed Khan	Montachusett Regional Transit Authority (MART)

---

## ORGANIZATION MEMBERS

Al Futterman	Nashua River Watershed Association (NRWA)
Tony Salerno	Amalgamated Transit Union #690 (ATU 690)
Kit Walker	Fitchburg Airport Commission
	North Central MA Chamber of Commerce
	Fitchburg Council on Aging
	Mass Development
Peter Lowitt	Devens Enterprise Commission (DEC)
Patricia Pistone	Montachusett Opportunity Council, Inc.
	The ARC of Opportunity

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## EXECUTIVE SUMMARY

The Coordinated Public Transit–Human Services Transportation Plan (CPT-HSTP) documents the Montachusett Metropolitan Planning Organizations (MMPO) region’s unmet human-service transportation needs of individuals with disabilities, low-income individuals (or persons below the poverty level) and the elderly.

The CPT-HST Plan has been developed by the MMPO as a tool to help local transportation providers and communities improve transportation services, increase efficiency of service delivery, and expand outreach to meet growing needs. It provides a framework to guide the investment of existing transportation resources and the acquisition of future funds.

As such a resource, this plan:

- Evaluates community demographics related to the target populations
- Assesses the transportation gaps and needs of the target populations
- Identifies strategies to address the gaps in transportation services
- Establishes relative priorities of the strategies

### A. Demographics of Region

The Montachusett region is located in north central Massachusetts and is comprised of 22 communities covering approximately 685 total square miles. The cities of Fitchburg, Gardner and Leominster comprise the major urbanized areas of the region. Total population according to the U.S. Census Bureau’s 2012-2016 American Community Survey (2016 ACS) 5 Year Estimates for the Montachusett Region is 246,435. This is an increase of 4,119 (or 4.15%) from the 2010 U.S. Census population of 236,475.

The communities served by MART have also grown steadily over the years. Initially comprised of Fitchburg, Gardner, Leominster and their immediate neighbors, MART now serves 22 communities in and out of the MRPC region. Total population of the MART region is 227,672 according to the 2016 ACS.

#### 1. Target Populations

According to federal guidance related to the development of a *Coordinated Public Transit - Human Services Plan*, the target populations for consideration are individuals with disabilities, low-income persons and the elderly. For the purposes of this plan, 2016 ACS data was reviewed and analyzed for the target populations and area communities. Definitions related to the identification of the populations discussed are derived from those utilized by the U.S. Census Bureau.

##### Target Population - Individuals with Disabilities

Within the MRPC region, 12.98% of the total civilian non-institutionalized population is categorized as disabled in 2016 ACS 5-Year Estimate. In the 2000 Census, the total population over the age of 5 with a disability stood at 17.28%. For 2016, more than half (14) of the 22 MRPC communities had disability rates of over 10% with the communities of Athol, Gardner and Phillipston having the highest percentages (18.69%, 15.49% and 14.34%, respectively).

For the MART region in 2016, 12.45% of the population is categorized as disabled also slightly above the statewide average of 11.57%. The MART communities with the highest percentage of disabled population are Athol (18.69%), a recent member of MART, and Gardner (15.49%).

##### Target Population - Low-Income Individuals

The Statewide average percent of the population below the poverty level is 11.39% (source: ACS 2012-2016) which is an increase of 0.68% from ACS 2007-2011 (10.71%). Within the MRPC and MART regions, 2012 ACS data shows

an average that falls just slightly above the statewide average at 11.93% and 11.87%, respectively. When placed next to the 2011 ACS figures, both regions also saw a change of just over 1.88% and 1.91%, respectively. For those communities in the MART region, seven municipalities have a population percentage below the poverty level that exceeds the statewide average: Athol, Ayer, Fitchburg, Gardner, Hardwick, Leominster, Shirley, and Royalston. Fitchburg, as in the MRPC region, has the highest level at 19.38%.

#### Target Population – Elderly Individuals

Within both the MRPC and the MART regions, the percentage of elderly individuals has increased between 2010 and 2016. In the MRPC communities, 14.44% of the population in 2016 is over age 65 which is an increase of 2.44% from 2010. MART communities had 14.64% of the population over age 65, a significant increase from 2010 to 2016 of 2.71%.

#### LEP Persons in the Montachusett Region

Approximately 4.55% (or 10,352 people) of the MRPC population age five and older speak English less than very well, not well or not at all. The majority of those individuals reside in Leominster and Fitchburg (respectively).

### **B. Transit Services**

#### **1. Montachusett Regional Transit Authority (MART)**

The Montachusett Regional Transit Authority (MART) Region is made up of twenty-two (22) member communities and provides a variety of transportation services for its residents, as well as other areas throughout the Commonwealth. MART has dual functions; while providing public transit services with its buses, it also acts as the Commonwealth's largest transportation broker. Fixed route bus services, ADA paratransit and subscription services are operated mainly by Management of Transportation Services, Inc., a private management company.

#### Transit Improvements

MART has been striving to accomplish many of the goals that were set established in the 2015 RTP. Below are some bullets points on the many changes and growth experienced – or perhaps not experienced over the last four years.

1. MART, as a result of the Comprehensive Service Analysis, revised its bus schedules for all local routes in Fitchburg/Leominster and Gardner effective in September 2015.
2. Route 11 was re-routed to the new Great Wolf Lodge resort to accommodate the workforce of that business.
3. Brokerage services continue to increase in volume every year. Services have grown from \$105 million in 2014 to \$160 million in 2018.
4. MART added three new fixed route shuttles since the last RTP:
  - a. Wachusett Shuttle began on 9/30/2016 to coincide with the opening of Wachusett Station.
  - b. On April 24, 2017 MART began a pilot project to provide service between Fitchburg/ Leominster and the Devens Enterprise Zone. The service was designed by a public-private collaborative between MART, the Devens Enterprise Commission, Mass Development, and private companies.
  - c. On June 4, 2018 MART began a “last mile” commuter rail shuttle service. This shuttle travels between the MBTA Littleton Commuter Rail Station and run along Route 110 in Littleton and Westford out to the Westford Technology Park.

#### Commuter Rail

Commuter rail service is managed by the Massachusetts Bay Transportation Authority (MBTA). In September 2016, MBTA extended service 4.5 miles of the Fitchburg Line with the opening of the Wachusett Station in Fitchburg. The service operates from Wachusett to Boston. The trains stop in the following Montachusett communities: Fitchburg, Leominster, Shirley, Ayer

and Littleton. The Montachusett Regional Transit Authority (MART) provides a transit service from Gardner to Wachusett designed for commuters that wish to travel to Boston by train, as there is no service available from Gardner.

#### Commuter Rail Improvements

Improvements were made along the Fitchburg Commuter Rail Line since the last Regional Transportation Plan in 2015 in order to reduce the travel time between Fitchburg and Porter Square in Cambridge, to one hour or less. Improvements included the following:

- a. \$159M Federal Small Starts funding (includes Rt 62 Bridge which is the additional 9M)
- b. \$10M CPF 43 (ARRA funding)
- c. \$42M Double tracking (ARRA / EOHED funding)
- d. \$55M Wachusett Extension & Layover Facility (TIGER Funding)

\$266M Total Investment

#### **C. Transit Challenges**

Fixed route bus service is limited with the MART operating in only six out of the twenty-two-member communities (includes three communities on the Link Routes). Commuter rail service from the region to Metro Boston is limited to seventeen inbound and outbound trips on weekdays and seven round trips on both Saturdays and Sundays. Interstate bus service is no longer offered as of 2017 within the region. Taxi service is provided in six Montachusett communities; however, fares may be a deterrent to use.

The greatest single need in the region is for out of town transportation to medical appointments and work sites for individuals with disabilities and low income. The major medical and rehabilitation centers are located in cities like Worcester and Boston. In 2011, MART implemented three daily set schedule shuttle services between Fitchburg and the Worcester and Boston area hospitals and opened it to the general public (from the previous on-demand veteran/COA appointment service).

A serious deterrent to cooperative planning and the development of coordinated service in the region relates to policies prohibiting inter-agency ridesharing agreements. The following is an examination of alternatives that could be considered when developing a coordinated transportation service:

- Do Nothing - To do nothing would only perpetuate the unmet needs already identified.
- Ridesharing - Ridesharing is the result of formal or informal agreements made to provide transportation to be shared by more than one person. However, cooperative van sharing could work effectively for councils on aging.
- Join a Regional Transit Authority (RTA) – Towns, located not more than one town away from existing Montachusett Regional Transit Authority communities, are eligible to join MART. Membership establishes a town's eligibility to receive both capital and operating assistance.
- Brokerage - Brokerage arrangements are uniquely tailored to accommodate each situation. Basically, brokerage involves the use of a broker or "middleman" to coordinate persons or agencies needing service with providers of that service.

#### **D. Priorities and Recommendations**

Based upon the issues identified during the development of this Coordinated Public Transit - Human Services Transportation Plan update, a series of priorities and recommendations can be established. In general, priorities determined through this Plan can be summarized as follows:

- Extension of Existing Fixed Route Service Hours and Days of Operation.
  - a. Extend/Expand Transit Services
  - b. Sustain Existing Services and Maintenance of Vehicles

- Medical Transportation Services in Both the Fixed Route Areas and in the Rural Communities
  - a. Seek to Extend Medical Services to Rural Communities
- Expansion and Connection of Fixed Route Service to Additional Communities.
- Education and Training of Available Services
  - a. Expand Outreach and Training of Transit Services to Target and LEP Populations

## E. Other Areas of Emphasis

Based upon the information developed, the following are additional priority areas that more general in nature but are no less important.

- Encourage Employer Vanpools
- Expand and Increase Commuter Rail Options
- Explore Additional Funding Options
- Explore Fare Options to Encourage Additional Commuter Rail Ridership
- Explore Additional Scheduling Methods for the Individuals with Disabilities and Target Populations
- Encourage More Cooperation Between Communities and Agencies

Where possible, gaps or overlaps in transportation provider service areas may be addressed through Community Compacts. In 2015, Massachusetts Governor Charlie Barker established the initiative to enhance cooperation with the Commonwealth and among local governments. The program offers grants and technical assistance at the state level for those communities which have signed the Community Compact. Nearly all of the MRPC/MART communities are signatories with the exception of Ashby, Clinton and Petersham.

Communities must choose a best practice area they want to implement. Best practice areas fall under the following categories with the most relevant categories highlighted in bold font:

- Education — Areas include professional development, higher education, and early education.
- Energy and Environment — Areas include maximizing energy efficiency and renewable options, climate change mitigation and adaptation, and promoting local agriculture.
- **Financial Management** — Areas include capital planning, reviewing financial management structure, and long-range planning/forecasting.
- Housing and Economic Development — Areas include housing, infrastructure, and job creation and retention.
- Information Technology — Areas include cyber security, citizen engagement, and transparency.
- **Transportation and Citizens Safety** — Areas include adopting Safe Routes to School programs, adapting streets to accommodate people using all modes of transportation, and promoting safety and mobility for older drivers.
- **Regionalization/Shared Services** — Includes compacts for municipalities who have submitted jointly with another community.

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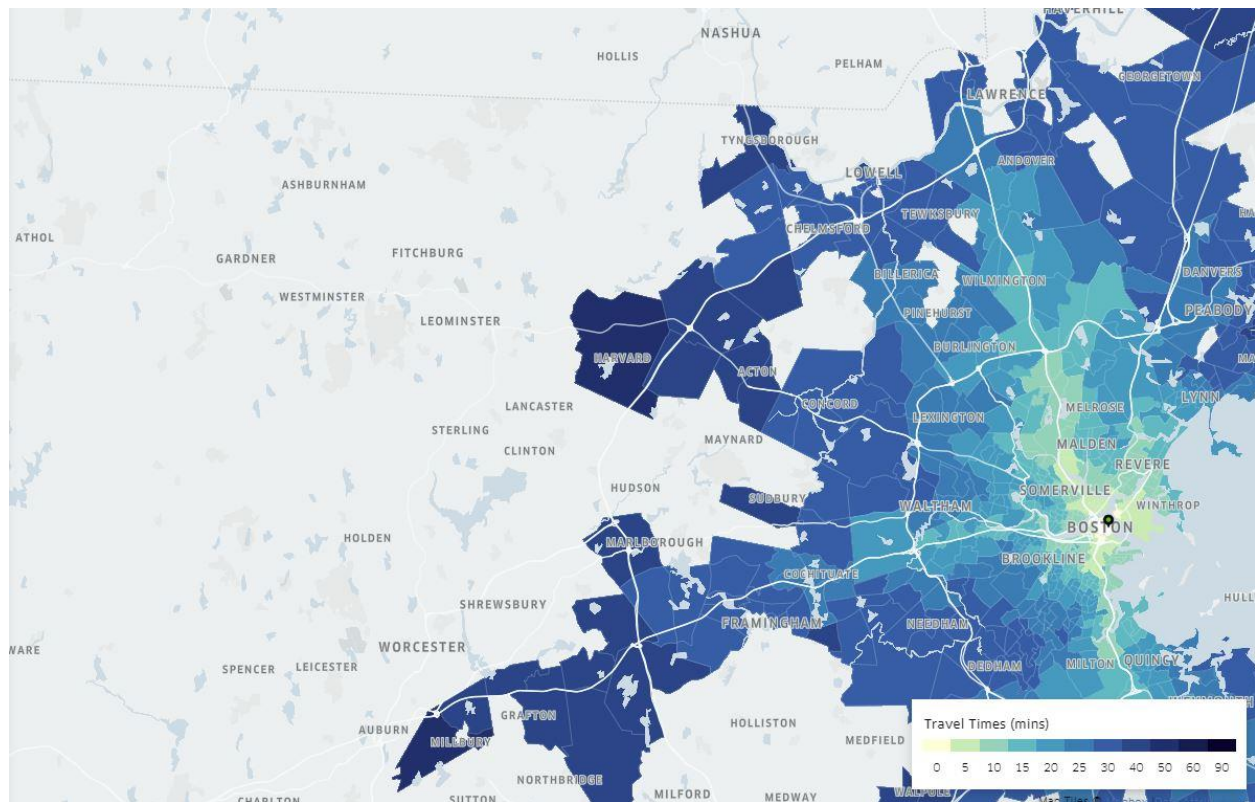
## INTRODUCTION

The scope of this report generally is concerned with non-emergency public transportation issues under the definition of public transportation below:

**Bus:** Includes intercity buses, mass transit systems, and shuttle buses that are available to the general public. Also includes Dial-A-Bus and Senior Citizen buses that are available to the public. Does not include shuttle buses operated by a government agency or private industry for the convenience of employees, contracted or chartered buses or school buses. **Commuter Trains:** Includes commuter trains and passenger trains other than elevated trains and subways. Includes local and commuter train service. Does not include intercity service by Amtrak. **Streetcar/Trolley:** Includes trolleys, streetcars, and cable cars. **Elevated Rail/Subway:** Includes elevated and subway trains in a city. Source: Bureau of Transportation Statistics

The definition above excludes taxicabs, private airport shuttle, carpooling or transportation network companies such as Uber or Lyft which are not shared by the general public without private arrangement. It is interesting to note the Uber website has a map of the Greater Boston area where there is enough data collected from riders and drivers to determine average travel times (from July 2016-October 2016). Uber and Lyft have been considered as alternative travel modes given that they operate in less densely populated areas but they currently have limited market penetration in the Montachusett Regional Planning Commission and the Montachusett Regional Transit Authority (MRPC/MART) region (see Figure 1).

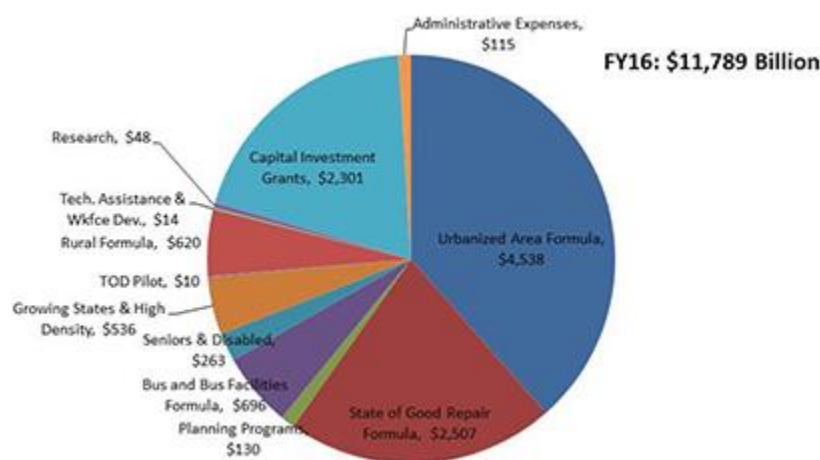
**Figure 1 - Uber Movement Map of Greater Boston Area Average Travel Times by Census Tracts Where Uber Frequently Operates**



On December 4, 2015, President Obama signed into law the Fixing America's Surface Transportation Act, or "FAST Act." It is the first law enacted in over ten years that provides long-term funding certainty for surface transportation, meaning States and local governments can move forward with critical transportation projects, like new highways and transit lines, with the confidence that they will have a Federal partner over the long term. The FAST Act authorizes \$305 billion over fiscal years 2016 through 2020 for highway, highway and motor vehicle safety, public transportation, motor carrier safety, hazardous materials safety, rail, and research, technology, and statistics programs. For transit alone, the FAST Act authorizes \$61.1 billion for programs administered by the Federal Transit Administration (FTA). The law authorizes \$11.8 billion for public transit programs (Figure 2) in FY 2016, and increases the total authorization to \$12.6 billion in FY 2020, an increase of 17.7 percent over the FY 2015 level. The FAST Act maintains our focus on safety, keeps intact the established structure of the various highway-related programs we manage, continues efforts to streamline project delivery and, for the first time, provides a dedicated source of federal dollars for freight projects. Overall, the FAST Act largely maintains current program structures and funding shares between highways and transit.

The immediate predecessor to the current Fixing America's Surface Transportation Act (FAST) was Moving Ahead for Progress in the 21st Century Act (MAP-21) which was signed into law on July 6, 2012, replacing SAFETEA-LU (the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users) as the federal legislation that funds surface transportation.

**Figure 2 - FAST Funding Allocation for FY 2016**



Source: U.S Department of Transportation

SAFETEA-LU established a law requiring that projects selected for funding under the FTA's Enhanced Mobility for Individuals and Individuals with Disabilities (Section 5310) Program be "included in a locally developed, coordinated public transit-human services transportation plan," and that the plan be "developed and approved through a process that included participation by seniors, individuals with disabilities, representatives of public, private, and nonprofit transportation and human services providers and other members of the public" utilizing transportation services. These coordinated plans identify the transportation needs of individuals with disabilities, older adults, and people with low incomes, provide strategies for meeting these needs, and prioritize transportation services for funding and implementation.

A coordinated plan should maximize the programs' collective coverage by minimizing duplication of services. A coordinated plan may incorporate activities offered under other programs sponsored by Federal, State, and local agencies to greatly strengthen its impact. FTA also encourages participation in coordinated service delivery as long as the coordinated services will continue to meet the purposes of all programs.

Note that MAP-21 mandated that public transportation projects that improve access to fixed route service and decrease reliance by individuals with disabilities on complementary paratransit. MAP-21 requires that no less than 55 percent of a recipient's Section 5310 funds be available for capital projects that are "traditional" Section 5310 projects. A recipient may use more of its Section 5310 funds for these capital projects but may not use less.

The Coordinated Public Transit–Human Services Transportation Plan (CPT-HST) Update aims to reduce the gap of the human-service transportation needs of individuals with disabilities, low-income individuals (or persons below the poverty level), the elderly living with transportation assets available within the Montachusett Regional Planning Commission's boundaries

The CPT-HST Plan is a tool to help local transportation providers and communities improve transportation services, increase efficiency of service delivery, and expand outreach to meet growing needs. It provides a framework to guide the investment of existing transportation resources and the acquisition of future funds.

The methodology behind the CPT-HST is as follows:

- Evaluate community demographics related to the target populations
- Assesses the transportation needs of the target populations
- Identify strategies to address the gaps in transportation services
- Prioritize recommendations based on data and observations gathered regardless of available or potential program funding.

#### **F. Enhanced Mobility of Seniors and Individuals with Disabilities Program (Section 5310)**

This program provides grant funds for capital and operating expenses to recipients for:

- Public transportation projects planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable;
- Public transportation projects that exceed the requirements of the Americans with Disabilities Act (ADA) of 1990 (42 U.S.C. 12101 et seq.);
- Public transportation projects that improve access to fixed route service and decrease reliance on complementary paratransit; and
- Alternatives to public transportation projects that assist seniors and individuals with disabilities with transportation.

Funds are apportioned based on each state's share of the population for these two groups. The program aims to improve mobility for seniors and individuals with disabilities by removing barriers to transportation service and expanding transportation mobility options. This program supports transportation services planned, designed, and carried out to meet the special transportation needs of seniors and individuals with disabilities in all areas – large urbanized (over 200,000), small urbanized (50,000-200,000) (the MRPC falls under this category), and rural (under 50,000). Eligible projects include both "traditional" capital investment and "nontraditional" investment beyond the Americans with Disabilities Act (ADA) complementary paratransit services.

Traditional Section 5310 project examples include:

- buses and vans
- wheelchair lifts, ramps, and securement devices
- transit-related information technology systems, including scheduling/routing/one-call systems
- mobility management programs
- acquisition of transportation services under a contract, lease, or other arrangement

Nontraditional Section 5310 project examples include:

- travel training
- volunteer driver programs

- building an accessible path to a bus stop, including curb-cuts, sidewalks, accessible pedestrian signals or other accessible features
- improving signage, or way-finding technology
- incremental cost of providing same day service or door-to-door service
- purchasing vehicles to support new accessible taxi, rides sharing and/or vanpooling programs
- mobility management programs

The federal share of eligible capital costs may not exceed 80 percent, and 50 percent for operating assistance. The 10 percent that is eligible to fund program administrative costs including administration, planning, and technical assistance may be funded at 100 percent federal share.

#### **G. Urbanized Area Formula Grants (Section 5307)**

The Urbanized Area Formula Funding program makes federal resources available to urbanized areas and to governors for transit capital and operating assistance in urbanized areas and for transportation-related planning. An urbanized area is an incorporated area with a population of 50,000 or more that is designated as such by the U.S. Department of Commerce, Bureau of the Census. Funding is apportioned on the basis of legislative formulas. For areas of 50,000 to 199,999 in population, the formula is based on population and population density.

Eligible activities include: planning, engineering, design and evaluation of transit projects and other technical transportation-related studies; capital investments in bus and bus-related activities such as replacement, overhaul and rebuilding of buses, crime prevention and security equipment and construction of maintenance and passenger facilities; and capital investments in new and existing fixed guideway systems including rolling stock, overhaul and rebuilding of vehicles, track, signals, communications, and computer hardware and software. In addition, associated transit improvements and certain expenses associated with mobility management programs are eligible under the program. All preventive maintenance and some Americans with Disabilities Act complementary paratransit service costs are considered capital costs. For urbanized areas with populations less than 200,000, operating assistance is an eligible expense.

The federal share is not to exceed 80 percent of the net project cost for capital expenditures. The federal share may be 90 percent for the cost of vehicle-related equipment attributable to compliance with the Americans with Disabilities Act and the Clean Air Act. The federal share may not exceed 50 percent of the net project cost of operating assistance.

The FAST Act preserves the existing formula program and its distribution factors, including separate factors based on population growth and density, but it increases the percentage, from 10 percent to 20 percent, of formula funding that can be used for operating expenses associated with providing non-fixed route paratransit service under the Americans with Disabilities Act, under certain circumstances. The measure also makes clear that bus systems operating less than 100 buses during peak hour service, and demand response systems that are not providing complementary paratransit service, are both eligible to use a portion of their formula funds for operating expenses.

#### **H. Formula Grants for Rural Areas (Section 5311)**

The Formula Grants for Rural Areas program provides capital, planning, and operating assistance to states to support public transportation in rural areas with populations of less than 50,000, where many residents often rely on public transit to reach their destinations. The program also provides funding for state and national training and technical assistance through the Rural Transportation Assistance Program.

Eligible activities include planning, capital, operating, job access and reverse commute projects, and the acquisition of public transportation services.

The federal share is 80 percent for capital projects, 50 percent for operating assistance, and 80 percent for Americans with Disabilities Act (ADA) non-fixed route paratransit service. Funds are apportioned to States based on a formula that includes land area, population, revenue vehicle miles, and low-income individuals in rural areas.

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## DEMOGRAPHICS OF REGION

### I. Montachusett Regional Planning Commission (MRPC)

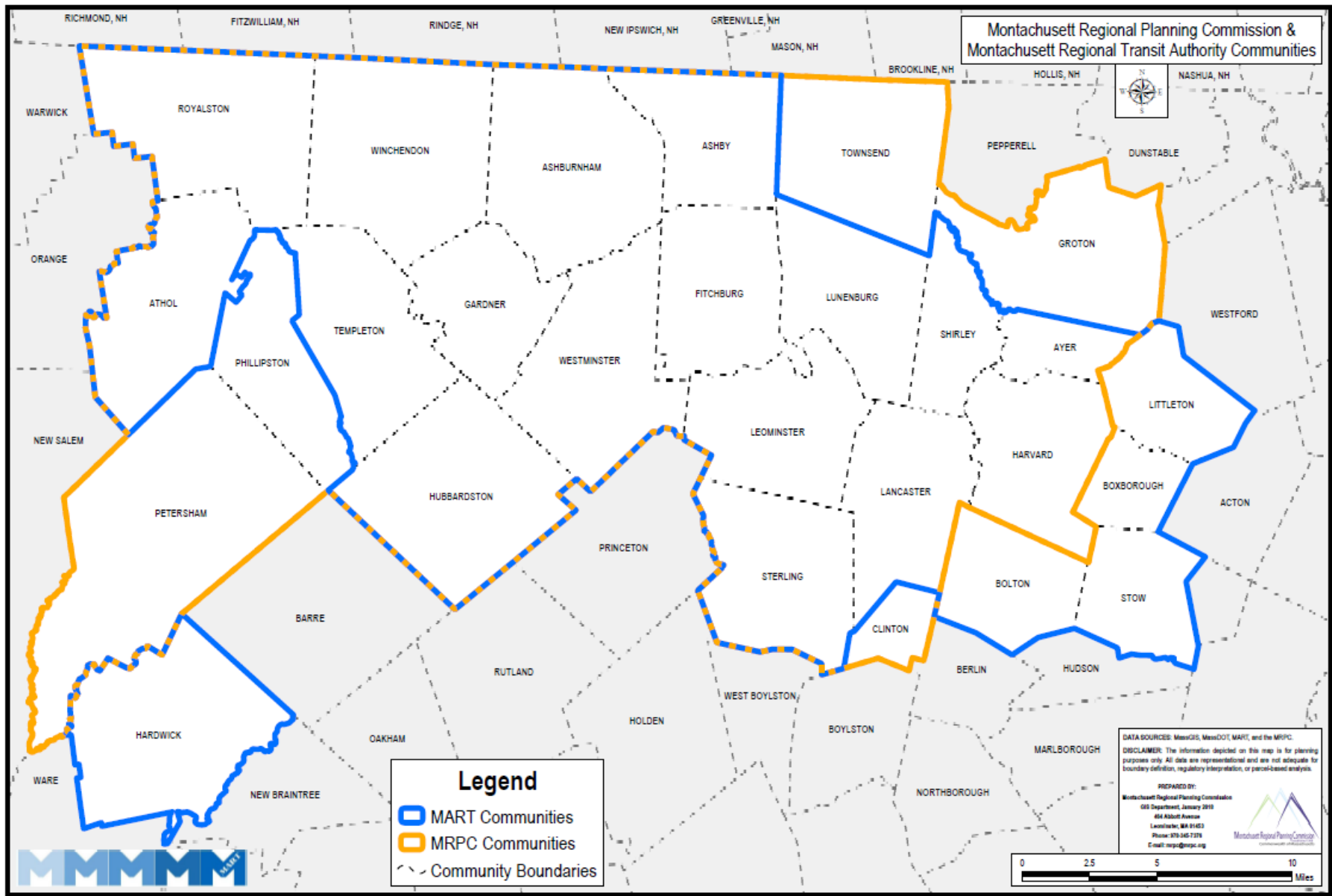
The Montachusett region is located in north central Massachusetts and is comprised of 22 communities covering approximately 685 total square miles. The cities of Fitchburg, Gardner and Leominster comprise the major urbanized areas of the region. The remaining communities, with the exception of a few designated small urbanized areas (as defined by the census), are rural in nature. Total population according to the U.S. Census Bureau's 2012-2016 American Community Survey (2016 ACS) 5 Year Estimates for the Montachusett Region is 246,435. This is an increase of 4,119 (or 4.15%) from the 2010 U.S. Census population of 236,475.

The region is located in Middlesex and Worcester counties and is bordered by New Hampshire to the north. Located north of the city of Worcester and west of Boston, the region is served by Route 2 and I-190. Of greatest importance to the area is Route 2, running east-west throughout the entire region. This limited access roadway provides the area with a direct link to Boston in the east and to the western half of the state. Consequently, this highway is a major thoroughfare for the state as well as for the region. The region's major urban communities, Fitchburg, Leominster and Gardner, all border Route 2. In the early 1980's, the completion of I-190 added a second major limited access highway to the region. This roadway provides direct access to Worcester, I-290 and I-90 (the Massachusetts Turnpike).

### J. Montachusett Regional Transit Authority (MART)

The communities served by MART have grown steadily over the years. Initially comprised of Fitchburg, Gardner, Leominster and their immediate neighbors, MART now serves 22 communities in and out of the MRPC region. In 2013, the town of Athol formally became a member of MART thereby increasing the number of in common MRPC/MART communities to 17 in northern Worcester County. Communities outside of the MRPC region include Bolton, Boxborough, Littleton and Stow in northwestern Middlesex County and Hardwick in Worcester County. Total population of the MART region is 227,672 according to the 2016 ACS.

**Figure 3 - MPRC and MART Communities**  
**Regional Boundaries Do Not Correspond to One Another Especially Among the Communities Along the Eastern and Southwestern Borders.**



## K. Target Populations

According to federal guidance related to the development of a *Coordinated Public Transit - Human Services Plan*, the target populations for consideration are individuals with disabilities, low-income persons and the elderly. For the purposes of this plan, 2016 ACS data was reviewed and analyzed for the target populations and area communities. Definitions related to the identification of the populations discussed are derived from those utilized by the U.S. Census Bureau.

In addition, several population characteristics that were originally collected as part of prior ten-year census counts were not part of the 2010 census tabulations. This includes information on disability and poverty levels. These data characteristics have become part of the American Community Survey (ACS). According to the Census Bureau:

“After the 2000 Census, the long form became the ACS and will continue to collect long-form-type information throughout the decade. The ACS includes not only the basic short-form questions, but also detailed questions about population and housing characteristics. It is a nationwide, continuous survey designed to provide communities with reliable and timely demographic, housing, social, and economic data every year. Since its start, the ACS has been providing a continuous stream of updated information for states and local areas...

By focusing on quality geographic coverage, the ACS can produce a good picture of the community’s people and housing by surveying a representative sample of the population. The Census Bureau selects a random sample of addresses to be included in the ACS. Each address has about a 1-in 480 chance of being selected in a month, and no address should be selected more than once every 5 years.

The Census Bureau mails questionnaires to approximately 295,000 addresses a month across the United States. This is a small number of households considering there are more than 180 million addresses in the United States and an address that receives ACS instructions will not likely find a neighbor or friend who has also received them.”

(Source: American Community Survey Information Guide – U.S. Census Bureau [www.census.gov/acs/www/Downloads/ACS\\_Information\\_Guide.pdf](http://www.census.gov/acs/www/Downloads/ACS_Information_Guide.pdf))

Because of the use of sample data, various margins of error are also provided as part of the ACS data. These margins can be significant depending on the data obtained. Some numbers/data may not be listed due to sample sizes and confidentiality requirements. Yet another distinction is that some census questions are not asked on every survey or they divided into different categories such as different age groupings.

Because of these data issues, as well as discrepancies in the way the data is broken down, it is difficult to make a one-to-one comparison between the 2000 Census, the 2010 Census and the 5 Year ACS Estimates.

### **1. Target Population - Individuals with Disabilities**

According to the Census Bureau website, “The Census Bureau collects data on disability primarily through the American Community Survey (ACS) and the Survey of Income and Program Participation (SIPP). The definitions of disability are not always alike so caution should be taken when making comparisons across surveys. Generally, the ACS has a more narrow definition (of disability) but is capable of producing estimates for states, counties, and metropolitan areas. Because the ACS has replaced the decennial long-form as the source for small area statistics, there is no disability data in the 2010 Census. Questions on disability status continue to be used on the ACS estimates. The last time data disability was available at the county subdivision level a decennial census was the 2000 Census. County subdivisions are cities and towns within a county and this report primarily uses this category to compare MRPC/MART communities. Additionally, The U.S. Bureau advises against making comparisons between overlapping census years because the same years are counted twice. For this reason, the 2012-2016 ACS 5-Year Estimates and 2000 Census are used as the most recent available data and last previous data set that covers disability status at the county subdivision level respectively.

### American Community Survey (ACS) – History

The ACS was started as a way to provide a “continuous measurement of the U.S. population and to reduce the ... complexity of the decennial census”. The ACS replaces the former Census “long-form” thus allowing “the decennial count to focus on a basic headcount and minimal demographic data”.

After the 2000 Census, the ACS questions on disability were reviewed and revised. New questions were developed and six disability types were identified.

- **Hearing difficulty** - deaf or having serious difficulty hearing (DEAR).
- **Vision difficulty** - blind or having serious difficulty seeing, even when wearing glasses (DEYE).
- **Cognitive difficulty** - Because of a physical, mental, or emotional problem, having difficulty remembering, concentrating, or making decisions (DREM).
- **Ambulatory difficulty** - Having serious difficulty walking or climbing stairs (DPHY).
- **Self-care difficulty** - Having difficulty bathing or dressing (DDRS).
- **Independent living difficulty** - Because of a physical, mental, or emotional problem, having difficulty doing errands alone such as visiting a doctor’s office or shopping (DOUT).

For this report, disability data was obtained from the 2012-2016 ACS 5 Year Estimates. Those responding to the disability questions of the ACS were compiled into the following age groups:

- Those under 18 with a disability.
- Those aged 18 to 64 with a disability.
- Those over age 65 with a disability.

The following table identifies population statistics for persons with disabilities for MRPC and MART communities.

**Table 1 - Individuals with Disabilities Population**

	2012-2016 ACS 5 Year Estimates								2000 Census							2000 Census		
MRPC/MART Communities	2016 ACS Total Civilian Non- Institutionalized Population	Population 5 and Under	Total w/ Disability 5 to 17	Total w/ Disability 18 to 64	Total w/ Disability ≥ 65	Total Population w/ Disability 5 to 64	2016 ACS Percent w/ Disability ≥ 65	2016 ACS Percent of Total Population w/ Disability Over 5	2000 Population	Population 5 and Under	Total w/ Disability 5 to 20	Total w/ Disability 21 to 64	Total w/Disability ≥ 65	% of Total Population w/Disability Age ≥ 65	Total Population w/Disability 5 and Over	2000 Census Percent w/ Disability ≥ 65	2000 Census Percent of Total Population w/Disability 5 yrs and Over	Change in % of Total Population w/Disability Age ≥ 65; 2016 ACS vs 2000 Census
Ashburnham	6,171	229	131	354	152	485	19.8%	10.32%	5,546	332	90	459	200	3.61%	749	41.50%	14.37%	-21.70%
Ashby	3,188	121	39	167	134	206	31.3%	10.66%	2,845	166	40	176	119	4.18%	335	43.60%	12.50%	-12.30%
Athol	11,421	627	125	1,273	737	1,398	42.7%	18.69%	11,299	648	n/a	n/a	n/a	na/	2,225	41.60%	20.89%	n/a
Ayer	7,807	528	149	373	282	522	30.3%	10.30%	7,287	513	175	878	293	4.02%	1,346	40.40%	19.87%	-10.10%
Fitchburg	40,031	2,816	635	3,439	1565	4,074	30.8%	14.09%	39,102	2637	1,036	5,098	2,386	6.10%	8,520	45.20%	23.36%	-14.40%
Gardner	19,229	1,208	191	1,699	1089	1,890	39.1%	15.49%	20,770	1244	454	2,507	1,295	6.23%	4,256	42.60%	21.80%	-3.50%
Harvard	5,522	189	7	223	192	230	21.6%	7.64%	5,981	342	91	265	106	1.77%	462	23.50%	8.19%	-1.90%
Hubbardston	4,537	120	70	153	111	223	20.3%	7.36%	3,909	293	77	306	81	2.07%	464	30.50%	12.83%	-10.20%
Lancaster	6,774	390	16	301	235	317	20.6%	8.15%	7,380	367	78	646	225	3.05%	949	31.70%	13.53%	-11.10%
Leominster	41,018	2,364	440	2,496	2180	2,936	34.9%	12.47%	41,303	2929	777	4,531	1,878	4.55%	7,186	35.30%	18.73%	-0.40%
Lunenburg	11,082	401	146	442	390	588	22.3%	8.83%	9,401	554	215	701	418	4.45%	1,334	37.20%	15.08%	-14.90%
Royalston	1,356	32	19	78	65	97	31.1%	11.95%	1,254	71	41	107	53	4.23%	201	42.70%	16.99%	-11.60%
Shirley	5,863	327	40	237	341	277	39.6%	10.54%	6,373	379	85	597	187	2.93%	869	32.90%	14.50%	6.70%
Sterling	7,927	642	34	228	337	262	27.9%	7.56%	7,257	483	64	435	332	4.57%	831	49.70%	12.27%	-21.80%
Templeton	7,946	408	115	488	274	603	21.7%	11.04%	6,799	457	131	699	356	5.24%	1,186	51.40%	18.70%	-29.70%
Westminster	7,480	251	67	313	251	380	23.5%	8.44%	6,907	415	71	449	234	3.39%	754	30.80%	11.61%	-7.30%
Winchendon	10,613	814	90	505	715	595	43.4%	12.34%	9,611	690	274	1,048	348	3.62%	1,670	35.50%	18.72%	7.90%
Subtotal	197,965	11,467	2,314	12,769	9,050	15,083	29.46%	12.19%	193,024	12,520	3,699	18,902	8,511	4.41%	31,112	38.41%	17.24%	-8.94%

Note- Athol joined MART in 2013.

Source: U.S. Census Bureau

-S1810: Disability Characteristics

2012-2016 American Community Survey 5-Year Estimates

-DP-2: Profile of Selected Social Characteristics

Census 2000 Summary File 3 (SF 3) - Sample Data

**Table 1 Individuals with Disabilities Population (cont.)**

<b>MRPC Communities Only</b>	2016 ACS Total Civilian Non- Institutionalized Population	Population 5 and Under	Total w/ Disability 5 to 17	Total w/ Disability 18 to 64	Total w/ Disability ≥ 65	Total Population w/ Disability 5 to 64	2016 ACS Percent w/ Disability ≥ 65	Percent of Total Population w/ Disability Over 5	2000 Population	Population 5 and Under	Total w/ Disability 5 to 20	Total w/ Disability 21 to 64	Total w/Disability ≥ 65	% of Total Population w/Disability Age ≥ 65	Total Population w/Disability 5 and Over	2000 Percent w/ Disability ≥ 65	Percent of Total Population w/Disability 5 yrs and Over	Change in % of Total Population w/Disability Age ≥ 65; 2016 ACS vs 2000 Census
Athol	11,421	627	125	1,273	737	1,398	42.70%	18.69%	11,299	648	260	1,238	727	6.43%	2,225	41.60%	20.89%	1.10%
Clinton	13,759	694	156	892	648	1,048	33.80%	12.33%	13,435	803	287	1,883	802	5.97%	2,972	41.30%	23.53%	-7.50%
Groton	11,113	518	134	355	471	489	31.10%	8.64%	9,547	837	139	730	249	2.61%	1,118	35.80%	12.84%	-4.70%
Petersham	1,202	50	4	57	71	61	26.30%	10.98%	1,180	60	189	385	82	6.95%	177	40.80%	15.80%	-14.50%
Phillipston	1,618	65	10	180	42	190	23.20%	14.34%	1,621	96	25	70	50	3.08%	145	40.00%	9.51%	-16.80%
Townsend	9,357	656	120	496	255	616	22.60%	9.31%	9,198	647	18	169	235	2.55%	422	38.40%	4.94%	-15.80%
<i>Subtotal</i>	<i>48,470</i>	<i>2,610</i>	<i>549</i>	<i>3,253</i>	<i>2,224</i>	<i>3,802</i>	<i>29.95%</i>	<i>7.84%</i>	<i>46,280</i>	<i>3,091</i>	<i>918</i>	<i>4,475</i>	<i>2,145</i>	<i>4.63%</i>	<i>7,538</i>	<i>39.65%</i>	<i>17.45%</i>	<i>-9.70%</i>
<b>MART Communities Only</b>	ACS Total Civilian Non- Institutionalized Population	Population 5 and Under	Total w/ Disability 5 to 17	Total w/ Disability 18 to 64	Total w/ Disability ≥ 65	Total Population w/ Disability 5 to 64	2016 ACS Percent w/ Disability ≥ 65	Percent of Total Population w/ Disability Over 5	2000 Population	Population 5 and Under	Total w/ Disability 5 to 20	Total w/ Disability 21 to 64	Total w/Disability ≥ 65	% of Total Population w/Disability Age ≥ 65	Total Population w/Disability 5 and Over	2000 Percent w/ Disability ≥ 65	Percent of Total Population w/Disabili ty 5 yrs and Over	Change in % of Total Population w/Disabilit y Age ≥ 65; 2016 ACS vs 2000 Census
Bolton	5,113	271	40	150	116	190	20.70%	5.98%	4,148	331	44	282	116	3.04%	442	24.80%	11.58%	-4.10%
Boxborough	5,287	199	8	173	78	181	13.20%	4.90%	4,868	358	32	275	53	1.18%	360	32.30%	7.98%	-19.10%
Hardwick	2,882	190	47	148	195	195	33.50%	13.53%	2,622	139	89	219	120	4.83%	428	25.10%	17.24%	8.40%
Littleton	9,398	459	41	558	534	599	35.80%	12.06%	8,184	671	79	429	281	3.74%	789	45.00%	10.50%	-9.20%
Stow	7,027	502	67	181	249	248	22.40%	7.07%	5,902	510	50	252	120	2.23%	422	34.30%	7.83%	-11.90%
<i>Subtotal</i>	<i>29,707</i>	<i>1,621</i>	<i>203</i>	<i>1,210</i>	<i>1,172</i>	<i>1,413</i>	<i>25.12%</i>	<i>4.76%</i>	<i>25,724</i>	<i>2,009</i>	<i>294</i>	<i>1,457</i>	<i>690</i>	<i>2.91%</i>	<i>2,441</i>	<i>32.30%</i>	<i>10.29%</i>	<i>-7.18%</i>
TOTAL ALL MRPC Communities	246,435	14,077	2,863	16,022	11,274	18,885	29.59%	12.98%	239,304	15,611	4,617	23,377	10,656	4.45%	38,650	38.87%	17.28%	-9.28%
TOTAL ALL MART Communities	227,672	13,088	2,517	13,979	10,222	16,496	28.48%	12.45%	218,748	14,529	3,993	20,359	9,201	4.21%	33,553	37.16%	16.43%	-8.69%
Massachusetts	6,665,525	363,600	60,606	387,416	322,886	448,022	33%	11.57%	6,349,097	397,268	116,151	663,354	305,241	4.81%	1,084,746	37.80%	18.23%	-4.80%

Figure 4 - Percent of Population Over the Age of Five (5) with a Disability 2000 Compared to 2016

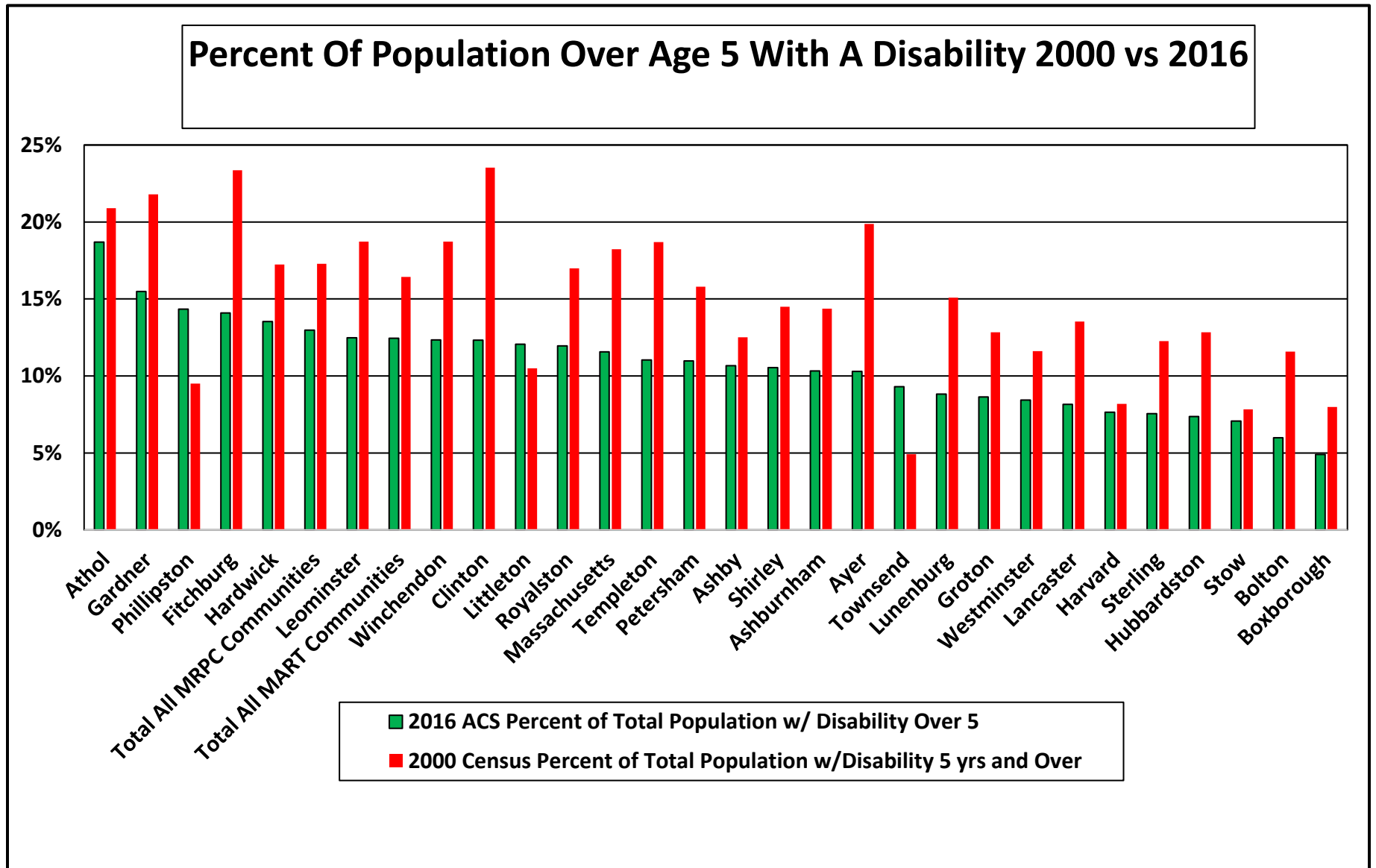
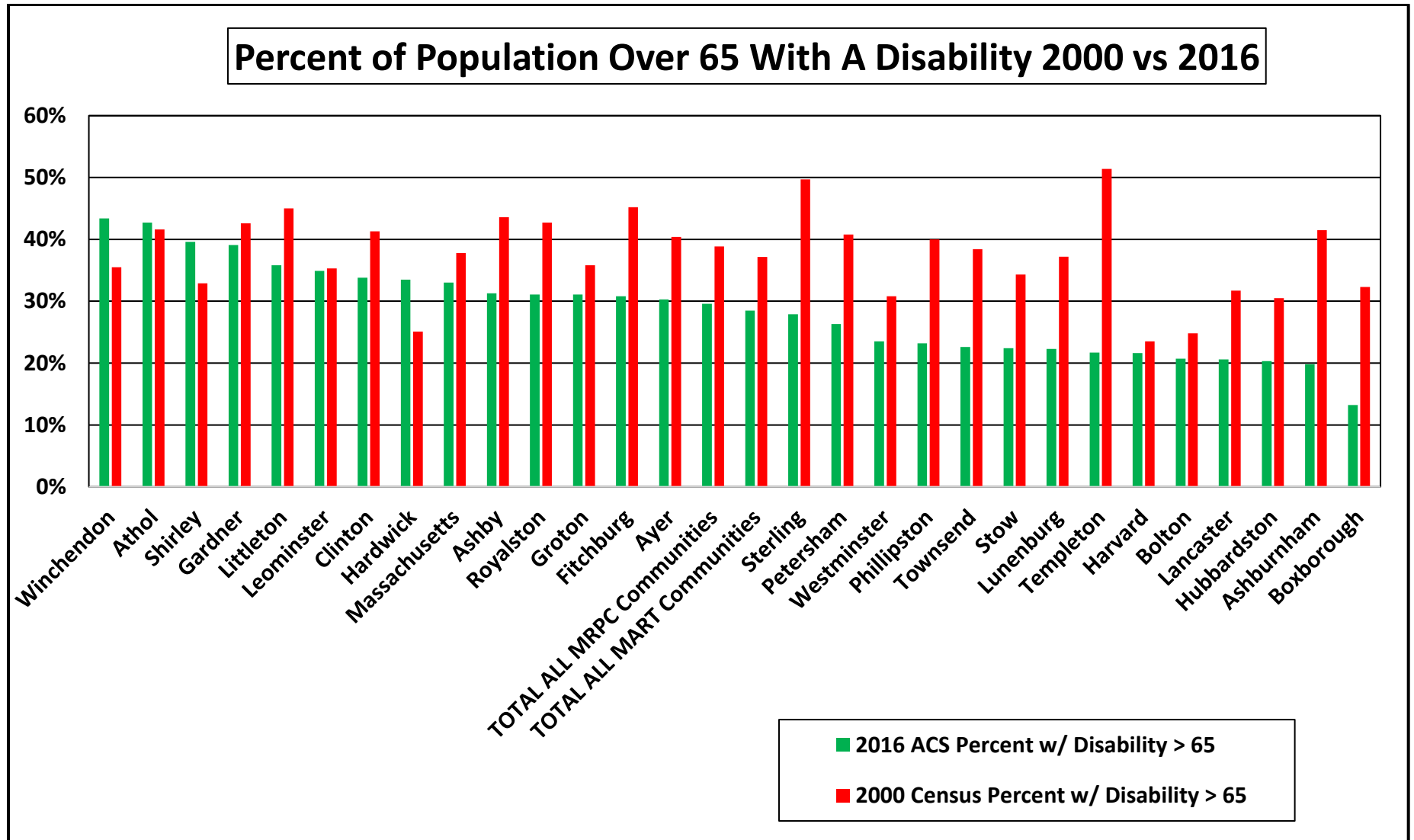


Figure 5 - Percent of Population Over the Age of 65 with a Disability 2000 Compared to 2016



Within the MRPC region, 12.98% of the total civilian non-institutionalized population is categorized as disabled in 2016 ACS 5-Year Estimate. In the 2000 Census, the total population over the age of 5 with a disability stood at 17.28% (Table 1). Limitations with the census versus the ACS disability breakdowns likely account for the discrepancies in the total population percentages. For 2016, more than half (14) of the 22 MRPC communities had disability rates of over 10% with the communities of Athol, Gardner and Phillipston having the highest percentages (18.69%, 15.49% and 14.34%, respectively). Statewide, the Commonwealth of Massachusetts has an average of 11.57% of the population identified as disabled. The MRPC region therefore is slightly higher than the statewide average, 12.98% to 11.57%.

It should be noted that those with disabilities are not spread evenly throughout the population. With advancing age comes more people living with disabilities and this is especially true for those over age 65. Generally speaking, disability rates have fallen. In 2016, the towns of Winchendon, Athol and Shirley had disability rates over 40% for the over 65 age group with Winchendon reaching 43% (Table 1).

For the MART region in 2016, 12.45% of the population is categorized as disabled also slightly above the statewide average of 11.57%. The MART communities with the highest percentage of disabled population are Athol (18.69%), a recent member of MART, and Gardner (15.49%). Of the MART only communities, the second smallest community in the region, Hardwick, has a disabled population percentage of 13.53%.

## **2. Target Population - Low-Income Individuals**

The definition of “low-income” can vary depending on the agency or program in question as well as by other factors, i.e. region or state. For the purposes of this plan, “low-income” or “poverty” as defined by the Census Bureau was utilized since the census data is the basis for analysis.

The Congressional Research Service Report “Poverty in the United States: 2013 by Thomas Gabe states the following:

“The Census Bureau’s poverty thresholds form the basis for statistical estimates of poverty in the United States. The thresholds reflect crude estimates of the amount of money individuals or families, of various size and composition, need per year to purchase a basket of goods and services deemed as “minimally adequate,” according to the living standards of the early 1960s. The thresholds are updated each year for changes in consumer prices.”

From the Census Bureau, the following table was identified that provides 2016 income figures to help determine poverty levels.

**Table 2 - Poverty Thresholds for 2016 by Size of Family**

<b>Size of family unit</b>	<b>Weighted average thresholds</b>
One person (unrelated individual):	\$12,228
Under age 65.....	\$12,486
Aged 65 and older.....	\$11,511
Two people:	\$15,569
Householder under age 65.....	\$16,151
Householder aged 65 and older.....	\$14,522
Three people.....	\$19,105
Four people.....	\$24,563
Five people.....	\$29,111
Six people.....	\$32,928
Seven people.....	\$37,458
Eight people.....	\$41,781
Nine people or more.....	\$49,721

Source: U.S. Census Bureau, Poverty Thresholds for 2016 by Size of Family

Statewide the average percent of the population below the poverty level is 11.39% (source: ACS 2012-2016) which is an increase of 0.68% from ACS 2007-2011 (10.71%). Within the MRPC and MART regions, 2012 ACS data shows an average that

falls just slightly above the statewide average at 11.93% and 11.87%, respectively. When placed next to the 2011 ACS figures, both regions also saw a change of just over 1.88% and 1.91%, respectively.

Within the MRPC region, six communities have a population percentage below the poverty level that exceeds the statewide average: Athol, Ayer, Fitchburg, Gardner, Leominster, Shirley and Royalston. Of these, Fitchburg has the highest percentage at 19.38%. Not surprisingly, the more urban and densely populated communities have a higher percentage of individuals below the poverty level.

For those communities in the MART region, seven municipalities have a population percentage below the poverty level that exceeds the statewide average: Athol, Ayer, Fitchburg, Gardner, Hardwick, Leominster, Shirley, and Royalston. Fitchburg, as in the MRPC region, has the highest level at 19.38%.

The following tables identify population statistics for low-income or poverty level individuals for MRPC and MART communities.

**Table 3 - Low Income Individuals Population**

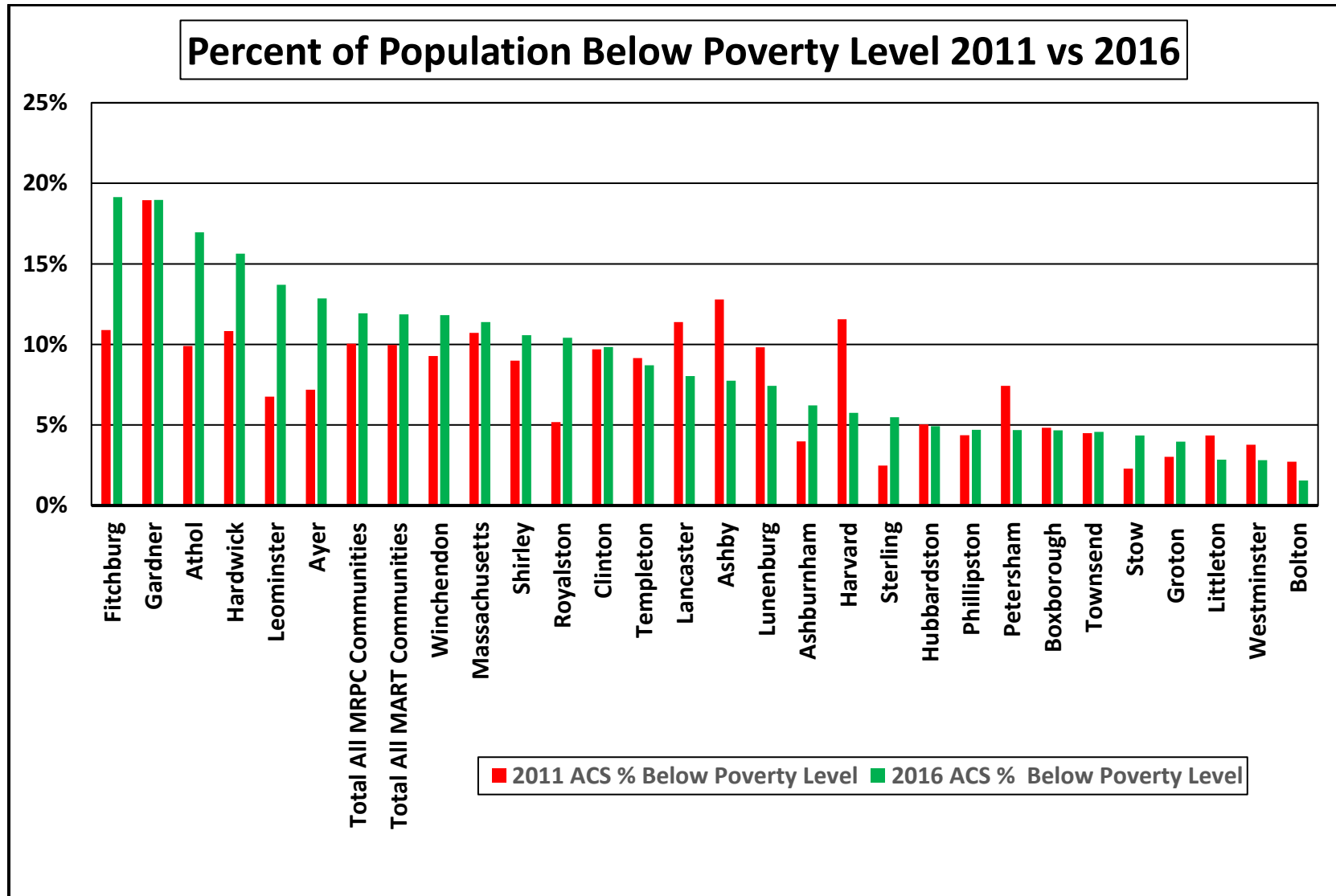
	2007-2011 ACS 5 Year Estimate			2012-2016 ACS 5 Year Estimate			Change in % Population Below Poverty Level 2016 ACS vs 2011 ACS
	Population 2011 ACS Estimate	Number Below Poverty	% Below Poverty Level	Population 2016 ACS Estimate	Est Below Poverty Level	% Est Below Poverty Level	
<b>MRPC/MART Communities</b>							
Ashburnham	2,993	119	3.98%	6,029	375	6.22%	2.24%
Ashby	7,169	917	12.79%	3,176	246	7.75%	-5.05%
Athol	5,586	553	9.90%	11,460	1,944	16.96%	7.06%
Ayer	5,987	430	7.18%	7,919	1,018	12.86%	5.67%
Fitchburg	11,328	1,233	10.88%	38,482	7,368	19.15%	8.26%
Gardner	37,981	7,198	18.95%	19,179	3,637	18.96%	0.01%
Harvard	19,166	2,217	11.57%	5,496	316	5.75%	-5.82%
Hubbardston	5,467	275	5.03%	4,537	223	4.92%	-0.12%
Lancaster	4,341	494	11.38%	6,685	537	8.03%	-3.35%
Leominster	6,477	438	6.76%	40,885	5,604	13.71%	6.94%
Lunenburg	40,549	3,981	9.82%	10,897	809	7.42%	-2.39%
Royalston	9,980	517	5.18%	1,326	138	10.41%	5.23%
Shirley	1,056	95	9.00%	5,882	622	10.57%	1.58%
Sterling	7,727	192	2.48%	7,910	433	5.47%	2.99%
Templeton	7,655	700	9.14%	7,928	690	8.70%	-0.44%
Westminster	7,123	269	3.78%	7,451	210	2.82%	-0.96%
Winchendon	10,056	933	9.28%	10,370	1,225	11.81%	2.53%
Subtotal	190,641	20,561	10.79%	195,612	25,395	12.98%	2.20%

Source: U.S. Census Bureau- S1701 Poverty Status in the Past 12 Months, 2012-2016 American Community Survey 5-Year Estimates  
-B17001 Poverty Status in the Past 12 Months by Sex by Age, 2007-2011 American Community Survey 5-Year Estimates

**Table 4 - Low Income Individuals Population**

	2007-2011 5 Year Estimate			2012-2016 ACS 5 Year Estimate			
<b>MRPC Communities Only</b>	Population 2011 ACS Estimate	Number Below Poverty	% Below Poverty Level	Population 2016 ACS Estimate	Est Below Poverty Level	% Est Below Poverty Level	Change in % Population Below Poverty Level 2016 ACS vs 2011 ACS
Athol	11,328	1,233	10.88%	11,460	1,944	16.96%	6.08%
Clinton	13,394	1,298	9.69%	13,752	1,354	9.85%	0.15%
Groton	10,383	313	3.01%	11,104	441	3.97%	0.96%
Petersham	1,198	89	7.43%	1,173	55	4.69%	-2.74%
Phillipston	1,880	82	4.36%	1,618	76	4.70%	0.34%
Townsend	8,787	394	4.48%	9,293	425	4.57%	0.09%
Subtotal	46970	3409	7.26%	48400	4295	8.87%	1.62%
	2007-2011 5 Year Estimate			2012-2016 ACS 5 Year Estimate			
<b>MART Communities Only</b>	Population 2011 ACS Estimate	Number Below Poverty	% Below Poverty Level	Population 2016 ACS Estimate	Est Below Poverty Level	% Est Below Poverty Level	Change in % Population Below Poverty Level 2015 ACS vs 2010 ACS
Bolton	4,814	131	2.72%	5,113	79	1.55%	-1.18%
Boxborough	4,957	239	4.82%	5,287	247	4.67%	-0.15%
Hardwick	2,901	314	10.82%	2,867	448	15.63%	4.80%
Littleton	8,721	379	4.35%	9,407	268	2.85%	-1.50%
Stow	6,469	148	2.29%	7,027	305	4.34%	2.05%
Subtotal	27,862	1,211	4.35%	29701	1347	4.54%	0.19%
Total All MRPC Communities	226,283	22,737	10.05%	232552	27746	11.93%	1.88%
Total All MART Communities	218,503	21,772	9.96%	225,313	26742	11.87%	1.90%
Massachusetts	6,288,679	673,467	10.71%	6,506,029	740,836	11.39%	0.68%

Figure 6 - Percent of Population Below Poverty 2011 Compared to 2016



### 3. Unemployment in the Region

Unemployment rates in the MRPC/MART communities have reflected the trends seen statewide over the years from 2013 to 2017. Unlike the numbers for 2013-2016 which are official annual unemployment rates, the 2017 rate is an average of the 12-month rates because the Executive Office of Labor and Workforce Development (EOLWD) had not release the annual 2017 figure at the time of publication\*. In general, all communities witnessed a drop in the unemployment rate in the last five years due to a stronger economy; however, unofficial annual unemployment figures 2017 may indicate a slight uptick in unemployment in some communities.

The numbers on the chart for Figure 7 are for the MRPC communities only for the sake of clarity. The other lines for MART communities and the State of Massachusetts too closely track one another making it difficult to assign all of them their respective annual unemployment rates.

**Table 5 - Unemployment Rate by Community 2013-2017**

MRPC/MART Communities	2013	2014	2015	2016	2017*
Ashburnham	6.5%	5.7%	4.9%	3.6%	3.7%
Ashby	6.8%	5.1%	4.0%	3.3%	3.0%
Athol	9.1%	7.8%	6.5%	5.0%	4.9%
Ayer	7.2%	6.2%	5.3%	4.2%	4.3%
Fitchburg	10.0%	8.3%	6.8%	5.1%	5.2%
Gardner	9.2%	7.6%	6.6%	5.2%	5.0%
Harvard	5.1%	4.2%	3.6%	2.7%	2.9%
Hubbardston	6.6%	5.4%	4.4%	3.3%	3.3%
Lancaster	5.5%	4.6%	3.9%	2.8%	3.2%
Leominster	8.0%	6.8%	5.7%	4.3%	4.3%
Lunenburg	6.2%	5.1%	4.3%	3.3%	3.6%
Royalston	6.7%	6.1%	5.3%	4.4%	4.3%
Shirley	7.8%	6.9%	5.4%	4.2%	4.9%
Sterling	5.9%	5.2%	4.5%	3.2%	3.6%
Templeton	7.5%	6.2%	5.3%	4.1%	3.9%
Westminster	6.5%	5.3%	4.3%	3.5%	3.7%
Winchendon	7.9%	6.7%	5.5%	4.2%	4.2%
Subtotal	7.2%	6.1%	5.1%	3.9%	4.0%

MRPC Communities Only	2013	2014	2015	2016	2017*
Clinton	8.0%	6.5%	5.6%	4.3%	4.2%
Groton	5.2%	4.4%	3.6%	2.8%	3.1%
Petersham	6.2%	6.1%	4.5%	3.4%	3.2%
Phillipston	7.8%	6.9%	5.2%	4.0%	4.1%
Townsend	6.3%	5.5%	4.5%	3.3%	3.5%
Subtotal	6.7%	5.88%	4.68%	3.56%	3.62%

**Table 5 - Unemployment Rate by Community 2013-2017 (cont.)**

MART Communities Only	2013	2014	2015	2016	2017*
Bolton	5.0%	4.2%	3.2%	2.5%	2.8%
Boxborough	5.3%	4.2%	3.5%	2.8%	3.1%
Hardwick	6.3%	5.6%	5.4%	3.9%	3.7%
Littleton	5.1%	4.6%	3.6%	2.9%	3.1%
Stow	4.8%	3.9%	3.5%	2.7%	2.9%
Subtotal	5.3%	4.5%	3.8%	3.0%	3.1%

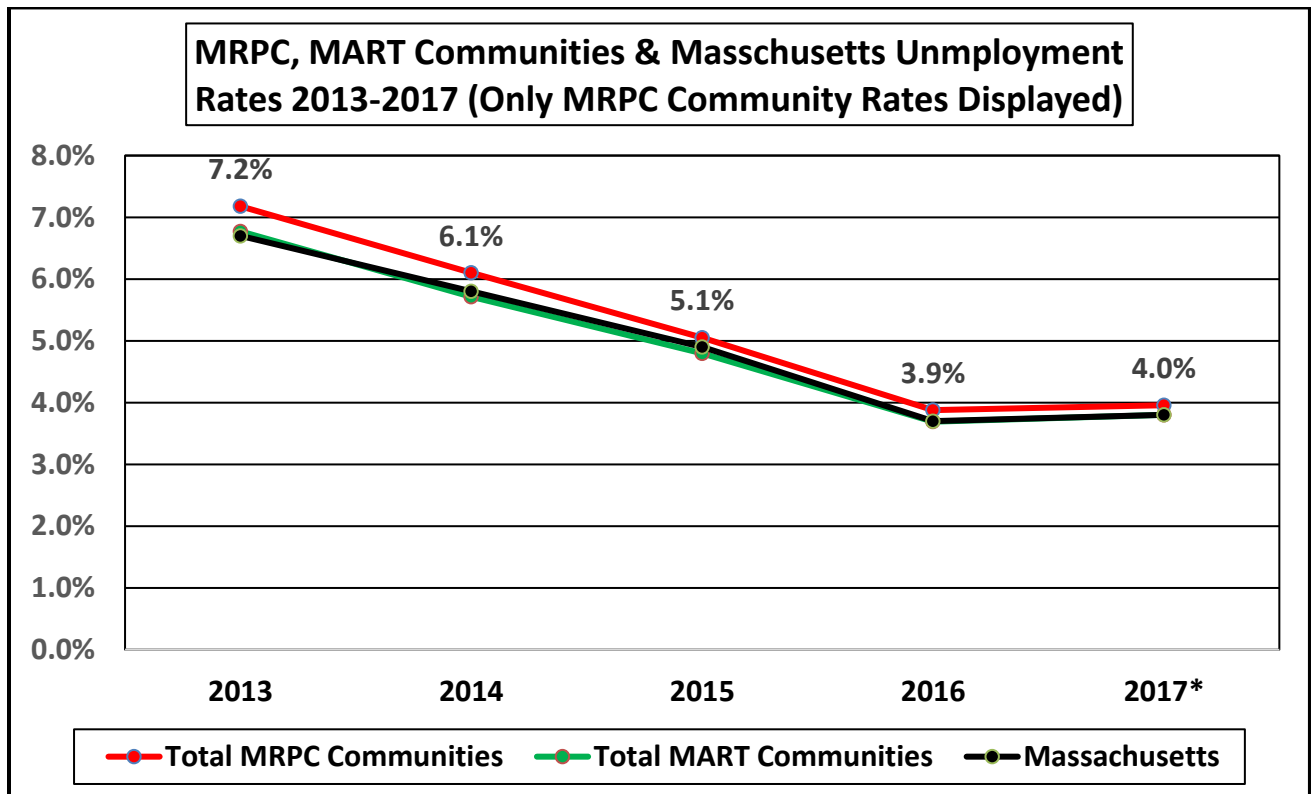
Total MRPC Communities	7.2%	6.1%	5.1%	3.9%	4.0%
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Total MART Communities	6.8%	5.7%	4.8%	3.7%	3.8%
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Massachusetts	6.7%	5.8%	4.9%	3.7%	3.8%
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Source: Commonwealth of Massachusetts, Executive Office of Labor and Workforce Development (EOLWD)

**Figure 7 - MRPC, MART Communities and Massachusetts Unemployment Rates 2013-2017**



#### **4. Target Population – Elderly Individuals**

Elderly individuals are identified as those persons aged 65 or older. The following table identifies elderly population statistics for MRPC and MART communities for the 2010 Census and the 2012-2016 American Community Survey 5-Year Estimates. Breakdowns related to male/female are also provided as well as a calculation on the percent change to the population for those identified as elderly between the two census data sets.

Within both the MRPC and the MART regions, the percentage of elderly individuals has increased between 2010 and 2016. In the MRPC communities, 14.44% of the population in 2016 is over age 65 which is an increase of 2.44% from 2010. MART communities had 14.64% of the population over age 65, a significant increase from 2010 to 2016 of 2.71%. The increased percentage of elderly in communities are probably the result of the general “graying” of developed countries due to better healthcare and fewer children being born. Statewide, the Commonwealth of Massachusetts had an increase in the elderly population from 13.79% in 2010 to 15.08% in 2016, a change of 1.29%. Compared to the statewide figures, both the MRPC and MART regions were slightly below the state average in 2016 of 15.08% with MRPC and MART being nearly identical at 14.44% and 14.64% respectively.

For the MRPC region according to the 2016 ACS, ten communities have a higher percentage of elderly population than the state average of 15.08%. This is fairly typical as it to be expected that around half of the 22 communities would be above the Massachusetts’s average and half below that average. Petersham stood out with the highest percentage of 22.46% with the second highest community being Templeton at 17.32%.

In the MART region, 12 communities exceed the 2016 ACS state average of 15.08%. Three communities exceeded 16%, led by Hardwick at 19.38%, followed by Templeton at 17.32% and Littleton at 16.82%.

**Table 6 -Elderly Individuals Population**

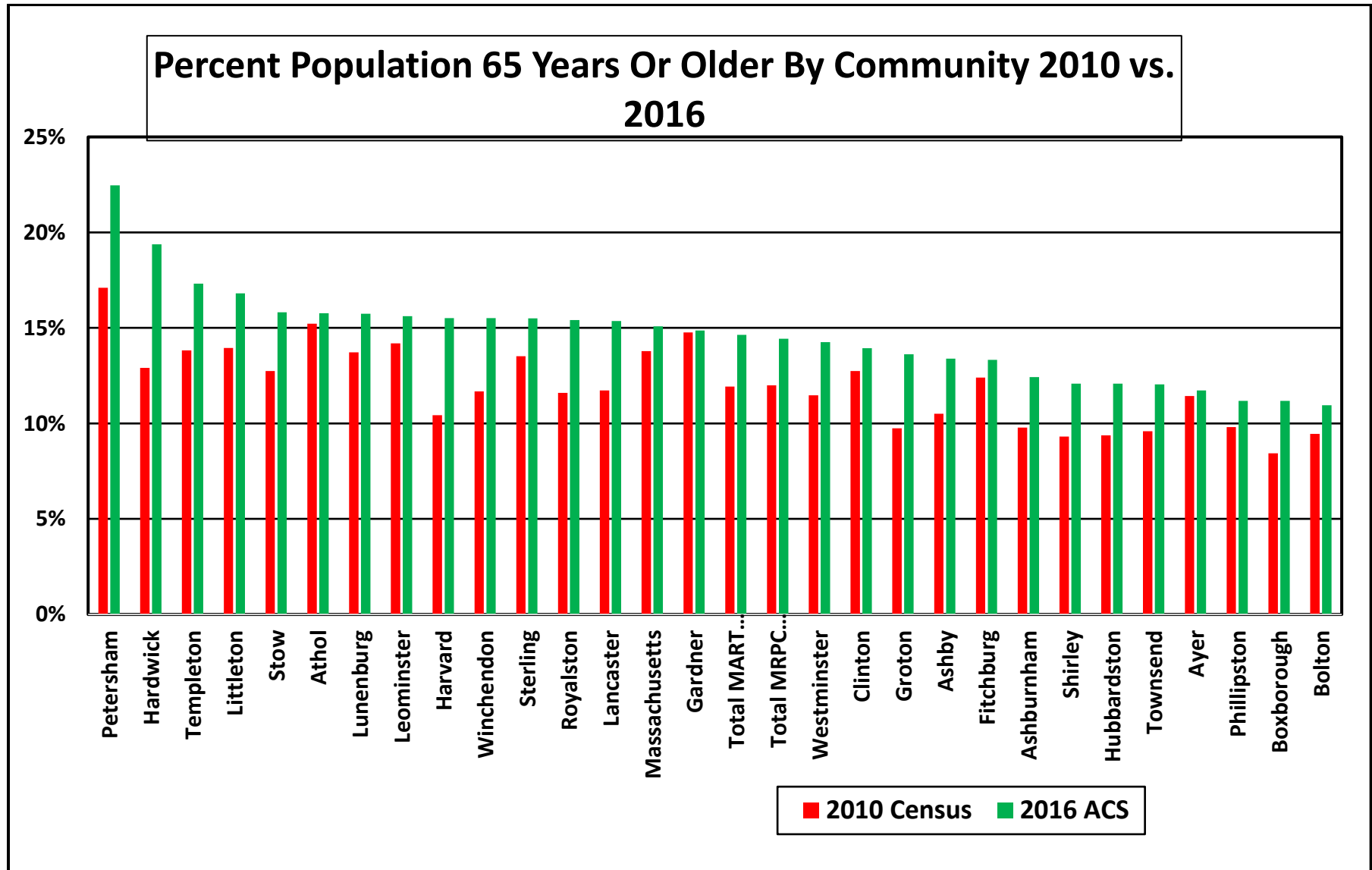
<b>MRPC/MART Communities</b>	2016 ACS Survey 5 Year Estimate							2010 Census % Total Population 65 and Over	Change 2010 to 2016
	2016 Population	5 and Under	Between 5 and 64	Male 65 and over	Female 65 and over	2016 ACS Total 65 and Over	2016 ACS % of Total Population 65 and Over		
Ashburnham	6,171	229	5,175	412	355	767	12.43%	9.78%	2.64%
Ashby	3,196	121	2,647	205	223	428	13.39%	10.51%	2.88%
Athol	11,625	627	9,165	848	985	1833	15.77%	15.22%	0.55%
Ayer	7,929	528	6,471	414	516	930	11.73%	11.43%	0.30%
Fitchburg	40,441	2816	32,236	2297	3092	5389	13.33%	12.40%	0.92%
Gardner	20,334	1208	16,104	1251	1771	3022	14.86%	14.76%	0.10%
Harvard	6,570	189	5,362	620	399	1019	15.51%	10.43%	5.08%
Hubbardston	4,537	120	3,869	302	246	548	12.08%	9.38%	2.70%
Lancaster	8,092	390	6,459	628	615	1243	15.36%	11.73%	3.63%
Leominster	41,304	2364	32,489	2713	3738	6451	15.62%	14.20%	1.42%
Lunenburg	11,087	401	8,941	762	983	1745	15.74%	13.72%	2.02%
Royalston	1,356	32	1,115	98	111	209	15.41%	11.61%	3.81%
Shirley	7,433	327	6,208	448	450	898	12.08%	9.32%	2.76%
Sterling	7,954	642	6,079	486	747	1233	15.50%	13.52%	1.98%
Templeton	8,131	408	6,315	701	707	1408	17.32%	13.83%	3.49%
Westminster	7,480	251	6,163	520	546	1066	14.25%	11.47%	2.78%
Winchendon	10,613	814	8,153	746	900	1646	15.51%	11.68%	3.83%
Subtotal	204,253	11467	162,951	13451	16384	29835	14.46%	12.06%	2.40%

Source: U.S. Census Bureau- B01001 Sex by Age Universe: Total Population, 2012-2016 American Community Survey 5-Year Estimates-DP-1 Profile of General Population and Housing Characteristics: 2010 Demographic Profile Data

**Table 6 - Elderly Individuals Population (cont.)**

	2016 ACS Survey 5 Year Estimate								
	2016 Population	5 and Under	Between 5 and 64	Male 65 and over	Female 65 and over	2016 ACS Total 65 and Over	2016 ACS % of Total Population 65 and Over		
<b>MRPC Communities Only</b>								2010 Census % Total Population 65 and Over	Change 2010 to 2016
Athol	11,625	627	9,165	848	985	1833	15.77%	15.22%	0.55%
Clinton	13,759	694	11,148	796	1121	1917	13.93%	12.74%	1.19%
Groton	11,182	518	9,141	699	824	1523	13.62%	9.74%	3.88%
Petersham	1,202	50	882	127	143	270	22.46%	17.10%	5.36%
Phillipston	1,618	65	1,372	97	84	181	11.19%	9.81%	1.38%
Townsend	9,369	656	7,584	552	577	1129	12.05%	9.59%	2.46%
Subtotal	48,755	2610	39,292	3119	3734	6853	14.84%	12.37%	2.47%
	2016 ACS Survey 5 Year Estimate								
	2016 Population	5 and Under	Between 5 and 64	Male 65 and over	Female 65 and over	2016 ACS Total 65 and Over	2016 ACS % of Total Population 65 and Over		
<b>MART Communities Only</b>								2010 Census % Total Population 65 and Over	Change 2010 to 2016
Bolton	5,113	271	4,282	256	304	560	10.95%	9.45%	1.50%
Boxborough	5,287	199	4,497	295	296	591	11.18%	8.43%	2.75%
Hardwick	3,003	190	2,231	359	223	582	19.38%	12.91%	6.47%
Littleton	9,538	459	7,475	655	949	1604	16.82%	13.95%	2.87%
Stow	7,027	502	5,413	531	581	1112	15.82%	12.75%	3.07%
Subtotal	29,968	1621	23,898	2096	2353	4449	14.83%	11.50%	3.33%
Total All MRPC Communities	241,383	13,450	193,078	15,722	19,133	34,855	14.44%	12.00%	2.44%
Total All MART Communities	234,221	13,317	186,849	15,547	18,737	34,284	14.64%	11.93%	2.71%
Massachusetts	6,742,143	363,610	5,361,854	434,883	581,796	1,016,679	15.08%	13.79%	1.29%

Figure 8 - Percent of Population Over Age 65 By Community 2000 Compared to 2016



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## TITLE VI AND THE COORDINATED PLAN

The Montachusett Metropolitan Planning Organization (MMPO) is committed to assisting individuals, for whom English is not their primary language, understand and have access to MPO programs, activities or services. Language for many Limited English Proficiency (LEP) individuals can be a barrier to accessing important benefits or services, understanding and exercising important rights, complying with applicable responsibilities or understanding other information provided by federally funded programs and activities. This can also be a barrier to accessing transit options especially if a LEP individual is also a member of one or more of the Coordinated Plan's target populations.

In response to Title VI concerns related to language issues, the Montachusett MPO has developed a Limited English Proficiency (LEP) Plan to identify reasonable steps to provide language assistance for LEP persons who seek meaningful access to MPO programs as required by Executive Order 13166. A Limited English Proficiency person is one who does not speak English as the primary language and who has a limited ability to read, speak, or write, or understand English. Please refer to the Montachusett *Limited English Proficiency (LEP) Access Plan* endorsed by the MPO in February 2013 for a more complete discussion and presentation on LEP.

### A. LEP Persons in the Montachusett Region

Approximately 4.55% (or 10,352 people) of the MRPC population age five and older speak English less than very well, not well or not at all. The majority of those individuals reside in Leominster and Fitchburg (respectively). The communities of Shirley and Clinton also have high LEP populations (Table 7). The first table below highlights the percentage of each communities' population aged 5 and over that are identified as speaking "English Less Than Very Well" (ELTVW). The second table provides information on the most common foreign languages of those identified as speaking ELTVW. Spanish speakers who are less than fluent in English number over 2,000 residents each in Fitchburg and Leominster while seven communities surveyed had no Spanish speakers who were not fluent in English. Leominster has a sizeable number of Portuguese speakers while Fitchburg has smaller number of residents who speak Hmong with both groups having people who are not fluent in English. Census data sets for 2016 have not been released for this section at the time of publication. Specific native foreign languages spoken are not detailed for 2016.

**Table 7 - Population Age 5+ Who Speak English Less Than Very Well**

<b>Community</b>	<b>Total Population Age 5 and Older</b>	<b>Speak English Less Than Very Well</b>	<b>% Speak English Less Than Very Well</b>
Ashburnham	6,005	0	0.00%
Ashby	3,077	33	1.07%
Athol	11,079	87	0.79%
Ayer	7,345	232	3.16%
Clinton	12,873	648	5.03%
Fitchburg	37,575	3305	8.80%
Groton	10,583	151	1.43%
Gardner	19,122	614	3.21%
Harvard	6,296	268	4.26%
Hubbardston	4,348	24	0.55%
Lancaster	7,676	235	3.06%
Leominster	38,956	3311	8.50%
Lunenburg	10,644	222	2.09%
Petersham	1,114	14	1.26%
Phillipston	1,675	16	0.96%
Royalston	1,257	12	0.95%
Shirley	7,125	664	9.32%
Sterling	7,246	146	2.01%
Templeton	7,668	42	0.55%
Townsend	8,628	126	1.46%
Westminster	7,104	33	0.46%
Winchendon	9,928	169	1.70%
<b>Total</b>	<b>227,324</b>	<b>10352</b>	<b>4.55%</b>

Source: U.S. Census Bureau, 2011-2015 American Community Survey B16001 Language Spoken at Home by Ability to Speak English For the Population 5 Years and Over, Universe: Population 5 years and over

**Table 8 - Population Age 5+ Who Speak English Less Than Very Well by Language**

Community	Total Population Over 5	Speaks English Less Than Very Well (ELTVW)	Spanish or Spanish Creole ELTVW	French ELTVW	Portuguese ELTVW	Chinese ELTVW	Hmong ELTVW	Vietnamese ELTVW
Ashburnham	6,005	0	0	0	0	0	0	0
Ashby	3,077	33	26	0	0	0	0	0
Athol	7,345	232	34	21	39	0	0	0
Ayer	11,079	87	39	9	12	0	0	0
Clinton	12,873	648	404	0	107	0	0	0
Fitchburg	37,575	3305	2,287	98	20	102	140	123
Gardner	19,122	614	238	187	19	51	0	7
Groton	10,583	151	22	5	0	62	0	0
Harvard	6,296	268	85	10	0	34	0	0
Hubbardston	4,348	24	0	0	0	8	0	0
Lancaster	7,676	235	68	19	37	0	0	8
Leominster	38,956	3311	2,173	111	373	10	63	81
Lunenburg	10,644	222	82	70	0	0	0	0
Petersham	1,114	14	0	0	6	8	0	0
Phillipston	1,675	16	0	7	0	0	0	6
Royalston	1,257	12	0	0	6	6	0	0
Shirley	7,125	664	450	83	0	0	0	0
Sterling	7,246	146	59	32	8	0	0	27
Templeton	7,668	42	6	22	0	0	0	0
Townsend	8,628	126	0	0	44	0	59	0
Westminster	7,104	33	0	33	0	0	0	0
Winchendon	9,928	169	98	29	0	0	0	0
<b>TOTALS</b>	<b>227,324</b>	<b>10,352</b>	<b>6,071</b>	<b>736</b>	<b>671</b>	<b>281</b>	<b>262</b>	<b>252</b>
<b>Percentage</b>	-	-	<b>58.65%</b>	<b>7.11%</b>	<b>6.48%</b>	<b>2.71%</b>	<b>2.53%</b>	<b>2.43%</b>

Source: U.S. Census Bureau, 2011-2015 American Community Survey, B16001 Language Spoken at Home by Ability to Speak English For the Population 5 Years and Over, Universe: Population 5 years and over

### **1. LEP Populations**

Language accessibility as an issue was highlighted in some of the responses to passenger surveys conducted for the MART fixed route system. In addition to English, surveys were conducted in Spanish with a language assistant available to those in need. Although the response rate was small, the comments received regarding any system issues did contain several references to the need for improved translation services, schedules and training. Please refer to the Gaps, Needs and Comments section A later in this report for more detailed information regarding survey results.

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## FACILITIES

The goal of any transit service is to provide service to any number of attractions or destinations that will serve the target audience. For the target populations of the Coordinated Plan, several types of facilities were identified as potential attractions. These facilities were collected through various sources by the MRPC and are categorized by their function and location. Note- the number of facilities indicated is cumulative meaning facilities within .25 of a transit line is included within the .5 mile figures. The combined numbers may exceed the given total number of facilities because some facilities are counted twice as being within both radii of a facility.

### A. Senior Facilities

Facilities categorized as Senior and Elderly are assumed to serve the elderly population. They include assisted living centers, elderly housing complexes and centers, and nursing and rest homes. See appendix for a detailed list of facilities.

For the MART and MRPC regions, the following table summarizes the identified senior facilities.

**Table 9 - Senior Facilities Within Distance from Transit**

Community	Type of Facility	Number of Facilities	Within .25 Miles of Transit Service?	Within .5 Miles of Transit Service?
Ashburnham	Elderly Housing	1	N	N
Athol	Elderly Housing	4	Y (3)	Y (3)
Athol	Nursing Home	1	N	N
Athol	Rest Home	1	Y (1)	Y (1)
Ayer	Assisted Living	1	N	Y (1)
Ayer	Elderly Housing	2	Y (2)	Y (2)
Ayer	Nursing Home	1	Y (1)	Y (1)
Bolton	Elderly Housing	3	N	N
Boxborough	Elderly Housing	5	N	N
Clinton	Assisted Living	1	N	N
Clinton	Elderly Housing	4	N	N
Fitchburg	Assisted Living	1	Y (1)	Y (1)
Fitchburg	Elderly Housing	8	Y (8)	Y (8)
Fitchburg	Nursing Home	3	Y (2)	Y (3)
Fitchburg	Rest Home	2	Y (2)	Y (2)
Gardner	Assisted Living	1	Y (1)	Y (1)
Gardner	Elderly Housing	7	Y (7)	Y (7)
Gardner	Nursing Home	2	Y (1)	Y (2)
Groton	Elderly Housing	3	N	N
Groton	Nursing Home	1	N	N
Hardwick	Elderly Housing	1	N	N
Harvard	Elderly Housing	3	N	N
Hubbardston	Elderly Housing	1	N	N
Lancaster	Assisted Living	1	N	N
Lancaster	Elderly Housing	1	N	N
Lancaster	Nursing Home	1	N	N
Leominster	Assisted Living	3	Y (3)	Y (3)
Leominster	Elderly Housing	6	Y (5)	Y (6)
Leominster	Nursing Home	2	Y (2)	Y (2)
Leominster	Rest Home	1	Y (1)	Y (1)
Littleton	Elderly Housing	3	Y(1)	Y(1)
Littleton	Nursing Home	1	Y(1)	Y(1)
Lunenburg	Elderly Housing	1	Y (1)	Y (1)
Shirley	Elderly Housing	1	N	Y (1)
Sterling	Elderly Housing	1	N	N
Sterling	Nursing Home	1	N	N
Stow	Elderly Housing	1	N	N
Templeton	Elderly Housing	2	N	Y (2)
Templeton	Nursing Home	1	N	N
Townsend	Elderly Housing	2	N	N
Westminster	Elderly Housing	1	Y (1)	Y (1)
Winchendon	Assisted Living	1	N	Y (1)
Winchendon	Elderly Housing	5	Y (3)	Y (4)
<b>TOTAL</b>		<b>93</b>	<b>45</b>	<b>53</b>

Source: Executive Office of Elder Affairs, Department of Public Health, MassGIS, & MRPC, 2017

Of the 93 elderly facilities identified in the MART and MRPC regions, 44 or 47% are located within 0.25 miles of an existing transit service, i.e. a fixed route, or commuter rail line. It is assumed users of existing transit services regardless of age or target group within a quarter mile of service have adequate access to the system. If this access assumption is expanded an additional quarter mile, then an additional 8 elder facilities, or 57% of all identified facilities, are within 0.5 miles of existing transit service in the region.

## B. Medical Facilities

Medical facilities are important destinations for all members of the population, but to those who depend upon transit services, accessibility becomes a paramount concern. Facilities within this category include hospitals, medical offices, community health centers, clinics, and medical centers. See Appendix A for a detailed list of facilities.

The following table summarizes the medical facilities within the MART and MRPC regions. Some facilities or locations contain multiple medical offices, i.e. professional medical buildings. These locations are listed once but with a note that they contain multiple offices. They are counted as only one facility.

**Table 10 - Medical Facilities Within Distance from Transit**

Community	Facility Name	Facility Type	Multiple Offices	Within .25 Miles of transit services?	Within .5 Miles of transit services?
Ashburnham	Ashburnham Family Practice	Medical Center		N	N
Athol	Athol Medical Clinic	Medical Center		Y	Y
	North Quabbin Family Physician	Medical Center		Y	Y
	Foley Family Practice	Medical Center		Y	Y
	Women Care Health	Medical Center		Y	Y
	Athol Memorial Hospital	Hospital		Y	Y
Ayer	Nashoba Medical Office Building	Medical Center	Y	Y	Y
Bolton	Nashoba Valley Medical Center	Hospital		Y	Y
	Bolton Family Practice	Medical Center		N	N
	Bolton Primary Care	Medical Center		N	N
Clinton	Clinton Eye Center	Medical Center		N	N
	Edward M Kennedy Community Health Center	Medical Center		N	N
	Clinton Hospital	Hospital	Y	N	N
Devens	FMC Devens	Federal Medical Center		Y	Y
Fitchburg	Nashoba Surgical Assoc Inc	Medical Center		Y	Y
	Fitchburg Family Practice	Medical Center		Y	Y
	Parkhill Family Practice	Medical Center		Y	Y
	Community Healthlink Lipton Counseling Center	Medical Center		Y	Y
	33 Electric Avenue	Medical Center	Y	Y	Y
	Commonwealth Psychiatrics	Medical Center		Y	Y
	Reliant Clinic	Medical Center		Y	Y
	All Family Care	Medical Center		Y	Y
	551 Electric Avenue	Medical Center	Y	Y	Y
	Alfredson Ambulatory Care	Medical Center		Y	Y
	76 Summer Street	Medical Center	Y	Y	Y
	881 South Street	Medical Center	Y	Y	Y
	Healthalliance Hospital - Burbank Campus	Hospital		Y	Y
Gardner	Medical Arts Building	Medical Center	Y	Y	Y
	Wachusett Radiology Inc	Medical Center		Y	Y
	Center for Wound Care	Medical Center	Y	Y	Y
	Allergy & Arthritis Family Center	Medical Center		Y	Y
	Central New England Foot Care	Medical Center		Y	Y
	D'Ambrosio Eye Care Inc	Medical Center		Y	Y
	Cataract & Laser Center Central LLC	Medical Center		Y	Y
	Family Vision Care	Medical Center		Y	Y
	Heywood Hospital	Hospital		Y	Y

**Table 10 - Medical Facilities Within Distance from Transit (cont.)**

Community	Facility Name	Facility Type	Multiple Offices	Within .25 Miles of transit services?	Within .5 Miles of transit services?
Groton	Nashoba Family Medicine	Medical Center	Y	N	N
	Groton Medical Assoc	Medical Center		N	N
	Nashoba Vision Assoc	Medical Center		N	N
	Nashoba Valley Health Care Group	Medical Center		N	N
	Groton School	Medical Center		N	N
Harvard	Concord Hillside Medical Assoc	Medical Center		N	N
	Acton Medical Assoc PC	Medical Center		N	N
	Life Management Assoc Inc	Medical Center		N	N
	Nashoba Neurology	Medical Center		N	Y
Hubbardston	Institute for Pro Practice	Medical Center		N	N
Lancaster	North County Health Center	Medical Center		N	N
	D'Ambrosio Eye Care Inc	Medical Center		Y	Y
Leominster	UMass Medical Group	Medical Center	Y	Y	Y
	Center for Digestive Wellness	Medical Center		Y	Y
	Cpc South Leominster Family Practice	Medical Center		Y	Y
	Reliant Clinic	Medical Center		Y	Y
	New England Eye Center	Medical Center		Y	Y
	Leominster Optometric Assoc	Medical Center		Y	Y
	Bay State Eye Assoc	Medical Center		Y	Y
	Always on Call Health Services Inc	Medical Center		Y	Y
	VNA Care Network Inc	Medical Center		Y	Y
	Health Alliance Medical Building 50 Memorial Drive	Medical Center	Y	Y	Y
	Wachusett Emergency Physicians	Medical Center		Y	Y
	Twin City Eye Care	Medical Center		Y	Y
	Family Medical & Maternity Care	Medical Center		Y	Y
	Health Alliance Hospital - Leominster	Hospital		Y	Y
Littleton	Acton Medical Assoc	Medical Center		Y	Y
	Littleton Family Medicine	Medical Center		N	Y
	New England Center for Mental Health	Medical Center		N	Y
Lunenburg	Lunenburg Family Practice	Medical Center		N	N
	Lunenburg Primary Care	Medical Center		Y	Y
Sterling	Nashaway Medical Center	Medical Center	Y	N	N
	St Vincent Medical Group	Medical Center		N	N
	Sterling Family Medicine	Medical Center		N	N
Templeton	Mountain View Family Practice	Medical Center		N	N
	Narragansett Family Medicine	Medical Center		N	N
Townsend	Townsend Family Medicine	Medical Center		N	N
	Sprague Family Practice	Medical Center		N	N
Westminster	Meetinghouse Family Practice	Medical Center	Y	N	N
	Sonoma Square	Medical Center		Y	Y
	South Street Chapel	Medical Center		Y	Y
	Westminster Family Practice	Medical Center		Y	Y
Winchendon	Eye & Lasik Center	Medical Center		Y	Y
	Winchendon Health Center	Medical Center		N	N
	Total	80		50	51

Source: MA Department of Public Health, MA Health and Human Services, & MRPC, 2017

From the identified facilities, 5 of the 6 area hospitals (or 83%) are within a quarter mile of existing transit services. These include Athol Memorial Hospital, Health Alliance Hospital – Burbank Campus in Fitchburg, Heywood Hospital in Gardner,

Health Alliance Hospital – Leominster Campus and the Nashoba Valley Medical Center in Ayer. The only facility not included in this group is the Clinton Hospital in Clinton.

Of the other identified medical centers, i.e. offices and clinics, 63-64% are either within 0.25 or 0.5 miles of current transit services in 15 of the MART and MRPC communities. As can be expected, the larger urban municipalities with fixed route service, Athol, Fitchburg, Gardner and Leominster, have all of their identified medical facilities within the quarter and half mile buffers around the transit services.

### C. Early Education and Childcare Facilities

Important to individuals who utilize public transit services is the ability to access places of employment as well as those facilities that provide services for their families. Early education and childcare facilities provide the supervised child support needed to allow individuals to seek out and maintain employment. For this review, early education and childcare facilities were limited to those that provide services to 6 or more children. Data collection of these types of facilities provided sub-categories of daycare centers. The facilities were identified as Family Child Care, Group Child Care and School Age Child Care. These sub-categories are not used for this analysis. All facilities are simply identified as Early Education and Childcare Facilities without distinctions related to the type and age group of supported by the facility.

The following table summarizes the early education and childcare facilities within the MART and MRPC regions.

**Table 11 - Early Education & Childcare Facilities (For Six (6) Or More Children)  
Within Walking Distance to Transit Services**

Community	No. Facilities	Within .25 Miles of Transit Service	Within .5 Miles of Transit Service
Ashburnham	5	N	N
Ashby	2	N	N
Athol	15	Y (6)	Y (11)
Ayer	8	Y (5)	Y (6)
Bolton	2	N	N
Boxborough	3	N	N
Clinton	18	N	N
Devens/Harvard	4	Y (2)	Y (2)
Fitchburg	69	Y (54)	Y (63)
Gardner	30	Y (21)	Y (25)
Groton	9	N	N
Hubbardston	5	N	N
Lancaster	3	N	N
Leominster	64	Y (36)	Y (52)
Littleton	5	N	Y(1)
Lunenburg	9	Y (2)	Y (2)
Petersham	1	N	N
Phillipston	2	Y (1)	Y (1)
Shirley	8	Y (4)	Y (6)
Sterling	9	N	N
Stow	4	N	N
Templeton	12	Y (4)	Y (8)
Townsend	7	N	N
Westminster	13	Y (4)	Y (5)
Winchendon	15	Y (5)	Y (8)
<b>TOTAL</b>	<b>322</b>	<b>144</b>	<b>190</b>
		<b>45%</b>	<b>59%</b>

Source: MA Department of Early Education and Care, 2017

There are 322 early education and childcare facilities identified. Of those, 45% of the region's facilities are within 0.25 miles of current transit services. This number jumps to 59% when that buffer is extended to 0.5 miles. When examining the cities of Fitchburg, Gardner and Leominster, the percentages under both scenarios exceeds the regional averages. The same holds true for: Ayer, Athol, Phillipston, Shirley, Templeton and Winchendon. In the case of Fitchburg and Gardner, the percentages exceed 60% of the facilities within either 0.25 or 0.5 miles of transit services.

#### D. Major Employers and Industrial Park Facilities

For the review of employment facilities, locations were limited to those classified as major employers, i.e. with 250 or more employees, or to industrial parks. These sites were deemed to be significant attractions that could support or need transit service. The following table summarizes the major employers and industrial park facilities within the MART and MRPC regions.

**Table 12 - Major Employers within Walking Distance to Transit Services**

Community	Type of Facility	No. Facilities	Within .25 miles of Transit Services	Within .5 miles of Transit Services
Ashburnham	Major Employer	1	N	N
	Industrial Park	1	N	N
Athol	Major Employer	8	Y (6)	Y (6)
Ayer	Major Employer	9	Y (5)	Y (6)
	Industrial Park	1	N	N
Bolton	Major Employer	5	N	N
Boxborough	Major Employer	8	N	N
Clinton	Major Employer	12	N	N
Devens	Major Employer	6	Y (6)	Y (6)
Fitchburg	Major Employer	34	Y (30)	Y (34)
	Industrial Park	3	Y (2)	Y (3)
Gardner	Major Employer	22	Y (15)	Y (21)
	Industrial Park	5	Y (1)	Y (4)
Groton	Major Employer	11	N	N
Hubbardston	Major Employer	1	N	N
Lancaster	Major Employer	4	N	N
Leominster	Major Employer	40	Y (33)	Y (38)
	Industrial Park	6	Y (5)	Y (5)
Littleton	Major Employer	13	Y (3)	Y (9)
Lunenburg	Major Employer	2	Y (2)	Y (2)
Shirley	Major Employer	6	Y (4)	Y (6)
Sterling	Major Employer	4	N	N
	Industrial Park	2	N	N
Stow	Major Employer	4	N	N
Templeton	Major Employer	4	Y (1)	Y (1)
Townsend	Major Employer	5	N	N
Westminster	Major Employer	6	Y (3)	Y (4)
Winchendon	Major Employer	3	N	N
<b>Regional Totals</b>	<b>Major Employer</b>	<b>208</b>	<b>108</b>	<b>133</b>
	<b>Industrial Park</b>	<b>18</b>	<b>8</b>	<b>12</b>
	<b>Total</b>	<b>226</b>	<b>116</b>	<b>145</b>

Source: InfoGroup (2016) & MRPC (2017)

There are 226 major employers within the MART and MRPC regions. Regionwide 51% of the facilities were within 0.25-mile buffer established. This number increased to 64% when the buffer was increased to 0.5 miles. Again, in the urban cities of Fitchburg, Gardner and Leominster, most of the facilities fell within 0.5 miles of existing transit services.

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## TRANSIT SERVICES

The following information provides an overview of the existing transit services in the MRPC region. The majority of the services are run by or administered by the Montachusett Regional Transit Authority. Services range from fixed route bus systems in the major urban communities, to on demand paratransit service and to commuter rail train service to Boston.

### A. Montachusett Regional Transit Authority (MART) Overview

The Montachusett Regional Transit Authority (MART) Region is made up of twenty-two (22) member communities and provides a variety of transportation services for its residents, as well as other areas throughout the Commonwealth. MART has dual functions; while providing public transit services with its buses, it also acts as the Commonwealth's largest transportation broker. A transportation broker tailors the transportation needs of a passenger who may not be able to utilize traditional fixed bus routes and uses transportation paid for by a government agency. (See section H below for Brokerage Services.) Fixed route bus services, ADA paratransit and subscription services are operated chiefly by Management of Transportation Services, Inc., a private management company. Member communities are provided a MART van to provide transportation through their Council-On-Aging centers for senior and disabled individuals. 16 of the 22 communities provide this service for its residents, while MART's operating company provides this service directly for 5 of them. All brokered transportation is operated by a variety of private vendors in Massachusetts. The Massachusetts Bay Transportation Authority (MBTA) is responsible for commuter rail services from Wachusett Station (Fitchburg) to Boston.

#### 1. Fixed Route

##### Fitchburg/Leominster and Gardner

The local transit bus service is the most prominent method of public transportation in the region. Local fixed route bus services operate along set routes and follows a set schedule Monday through Saturday. Twelve (12) routes are available in the three cities: Fitchburg, Leominster and Gardner. There is also a supplemental route to Lunenburg in the afternoon. MART offers six (6) weekday only regional bus routes: the Wachusett Shuttle (Gardner to Wachusett Station), two Link routes (Gardner to Athol and Gardner to Winchendon), the Devens Regional Shuttle, the Intercity Route (Gardner, Westminster, Fitchburg & Leominster), and the brand-new Littleton-Westford Commuter Rail Shuttle. In addition, supplemental routes are offered during peak service hours in the mornings and afternoons. These supplemental routes run during school days only to Reingold Elementary School, McKay Arts Academy and South Street Elementary; all in Fitchburg. Buses also run more frequently (15 minutes) to and from Fitchburg State University during the campus school year on weekdays. Bus services are not offered on Sundays and holidays. The cost for adults to ride the fixed route service is \$1.25. For the elderly, disabled and students (with proper identification), the cost is 60 cents. Children under the age of five ride for free with an accompanying adult. Local bus transfers are free with paid fare and are valid for two (2) hours. Pass products are available. Fixed route bus service in Fitchburg and Leominster is available every 20 – 60 minutes, depending on the route. In the City of Gardner bus service is available every 60 minutes. Regional frequencies vary depending on the route.

Fixed Routes	Fixed Routes Yearly Ridership				Percent Change 2014 to 2017
	2014	2015	2016	2017	
Leominster/Fitchburg	634,323	605,952	591,374	496,005	-21.81%
Gardner	59,435	57,193	58,852	47,548	-20.00%

Source: Montachusett Regional Transit Authority

The above yearly ridership figures show a dramatic decline in ridership. The biggest single decline is from 2016 to 2017 with a 16% drop in Leominster/Fitchburg ridership and a 19% drop in Gardner ridership. Although we do not have a completed year for 2018, 11-month figures seem to indicate that the decline has leveled off between FY 2017 and 2018.

### Link Service

Bus service is also available along the Route 2-2A between Greenfield and Gardner, with stops in the towns of Gardner, Templeton, Phillipston, and Athol. The Athol Link connects to Route 32 operated by the Franklin Regional Transit Authority (FRTA) which brings consumers west to Greenfield. Free transfers between MART and FRTA buses are available at the Hannaford Market on the Athol/Orange town line. The Athol Link runs from 5:30am to 7:00 pm on weekdays only at a 90-minute frequency. MART also operates the Winchendon Link which travels along state routes 68 & 202 from Gardner thru Baldwinville and into Winchendon Center. This route runs a 1-hour loop from 6:00 am to 4:30 pm with breaks at variable intervals throughout the day.

Link Route	Link Yearly Ridership Fiscal Year				Percent Change 2014 to 2017
	2014	2015	2016	2017	
Athol Link	29,559	31,238	19,559*	13,883	**
Winchendon Link	5,916	5,760	6,022	5,388	-8.92%

Source: Montachusett Regional Transit Authority

Ridership on the Athol Link continued to grow until the service in Athol was changed. \*The dramatic drop between 2015 and 2016 was due to a change in services. In November 2015 (which is part of FY16) the Athol-Orange Fixed Route Shuttle (see Section C below) began. This service replaced an old Dial-A-Ride service and instituted a local fixed route between Athol and Orange at \$1.25 a trip for adult and \$0.60 for Seniors/Disabled. This is an alternative for locals to paying the \$2.00 fare for the Link bus with a faster frequency. Therefore, the ridership was not truly lost, just diverted to a different route. The Winchendon Link continues to have its ups and downs; peaking in FY16 at 6,022 riders and bottoming out at 5388 in FY17.

### Intercity Bus Service

Intercity bus service is provided by MART from Fitchburg and Leominster to Gardner. Main stops in Gardner are Mount Wachusett Community College (MWCC) and the City Hall. This service operates at peak times from 6:15 a.m. to 5:40 p.m. and is on weekdays only from Labor Day thru Memorial Day.

The Wachusett Shuttle began on 9/30/16 and runs between Gardner City Hall, (transfer point in Gardner), and the Wachusett Commuter Rail Station in West Fitchburg (just off Route 2). This route is 20 minutes one way. It runs from 5:15 am to 7:40 pm with breaks at variable intervals throughout the day. The trips are timed to connect with the arrival and departures of the commuter rail service at this station. This service also replaced the Commuter AM & PM runs of the Intercity bus route which would run during the summer. Although the 9 months only saw 1800 riders, the FY2018 figures have more than doubled at 3668.

Intercity Routes	Intercity Yearly Ridership Fiscal Year				Percent Change 2014 to 2017
	2014	2015	2016	2017	
Intercity Bus	23,170	18,409	16,690	10,863*	-45.33% <sup>!</sup>
Wachusett Shuttle	N/A	N/A	N/A	1,804	**

Source: Montachusett Regional Transit Authority

\* This figure includes the Commuter Bus runs through May, and excludes the riders diverted to the new Wachusett Shuttle. The Wachusett Shuttle only ran for 9 months.

<sup>!</sup> 45% decrease includes the Wachusett Shuttle riders.

Peter Pan Transit Line, a long distance/commuter bus company, previously offered service from the bus stop at 528 North Main Street in Leominster to destinations such as New York City or Logan Airport via Worcester. As of July 23, 2017, Peter Pan no longer offers service from Leominster.

**B. Regional Shuttles**

In late April of 2017 MART began a pilot project to provide service between Fitchburg/ Leominster and the Devens Enterprise Zone. The service was designed by a public-private collaborative between MART, the Devens Enterprise Commission, Mass Development, and private companies with their businesses located in the Zone. The shuttle brings works from Fitchburg and Leominster and stops in Shirley, throughout Devens, and Ayer. The service is structured around the 12-hour work day of most business in the Zone. It starts at 6:00am and runs until 10am, then restarts just before 4pm and finishes between 8:30 and 9pm. The 10 weeks of FY17 only saw 416 riders, but the ridership continued to grow will reach around 4,700 for FY2018.

MART also, through a grant initiative of the Cross Town Connect TMA, the Town of Littleton and the Town of Westford, began a “last mile” commuter rail shuttle service. This shuttle travels between the MBTA Littleton Commuter Rail Station and goes along Route 110 in Littleton and Westford out to the Westford Technology Park (Juniper Networks). The service only runs at AM peak and PM peak commuting hours and is designed to meet the commuters coming off and going to the commuter train. This service began on June 4, 2018 and in the first month had a great ridership of 256.

**C. Athol-Orange Van Shuttle**

The MART demand response service (Dial-A-Ride) has been changed to a regularly scheduled shuttle between Athol and Orange. Orange is outside of the MRPC/MART region to the west. The service is for low-income, disabled and senior residents in Athol/Orange region for transportation to employment, medical appointments, educational facilities, life needs shopping, etc. The operation also provides feeder services to MART fixed route link services to Gardner and Winchendon as well as connections to the Franklin Regional Transit Authority (FRTA) fixed route services to Greenfield.

	Yearly Ridership				
	Fiscal Year				
	2014	2015	2016	2017	2018
Athol Orange Shuttle	N/A	N/A	10,318*	18,124	22,043

Source: Montachusett Regional Transit Authority  
\* 8 Months Only – service began in November.

Continuation of this service is an ongoing goal of the RTA. MART was able to work with the state legislature to secure funding for this service thru SFY18. This service will now be funded purely through MART’s regular operating budget and therefore service in the town of Orange will be turned over to the FRTA beginning in SFY 2019. This shuttle, thru MART, will serve only the Town of Athol, with free transfers to FRTA.

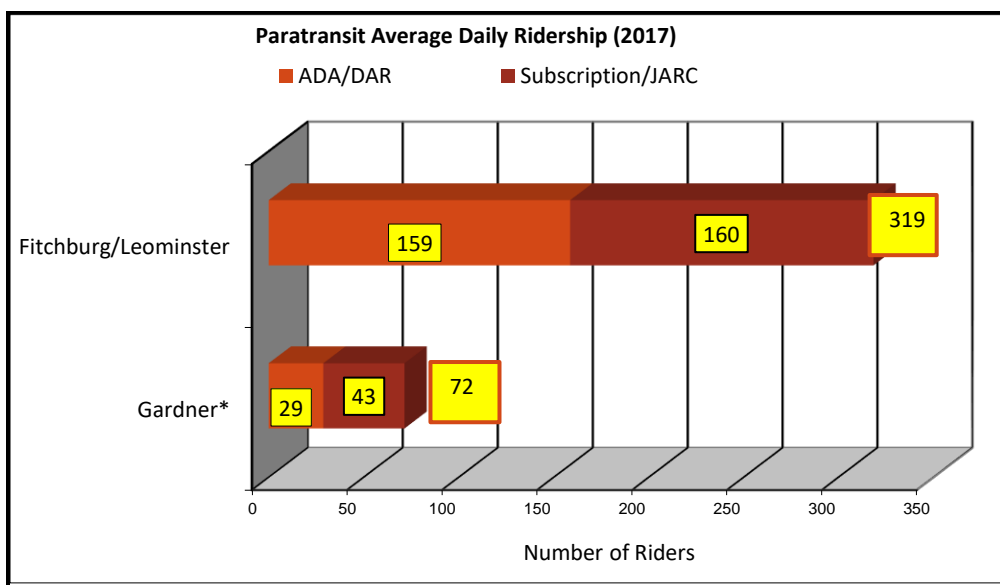
**D. Para Transit Services**

MART has a fleet of 165 vans and small buses for paratransit service: 107 are garaged in Fitchburg with 28 in Gardner, 13 in Athol, and 17 to various council on aging centers in the area. MART’s complementary paratransit service includes origin to destination transportation for citizens with disabilities who are eligible under the criteria of the Americans with Disabilities Act (ADA). Service is demand-responsive (meaning the passenger must apply to have the bus go to a destination not on a regular schedule) and available in conjunction with fixed route bus service. Mandated ADA service area must fall within a ¼ mile area surrounding each of MART’s fixed bus routes; however, MART’s ADA service has been expanded to the whole cities of Fitchburg, Leominster and Gardner, as well as the town of Athol. Lunenburg Lancaster, Westminster, Templeton, and Winchendon are still restricted to the ¼ mile boundary. Paratransit services are available Monday to Friday from 5:00 a.m. to 7:30 p.m. and 9:00 a.m. to 6:30 p.m. on Saturday. There is no service available to other communities on Saturdays with the exception of the aforementioned communities. The service is not offered on Sundays or on holidays. Cost to the disabled

is \$2.00 for rides within Fitchburg/Leominster or within Gardner. A \$4.00 fare is charged between the Gardner area and Fitchburg/Leominster area. In other communities in the region, twenty-two (22) member Councils on Aging (COA) provide service for seniors and the disabled; however, Royalston does not have MART affiliated COA transportation available. Prices and times of operation vary per community.

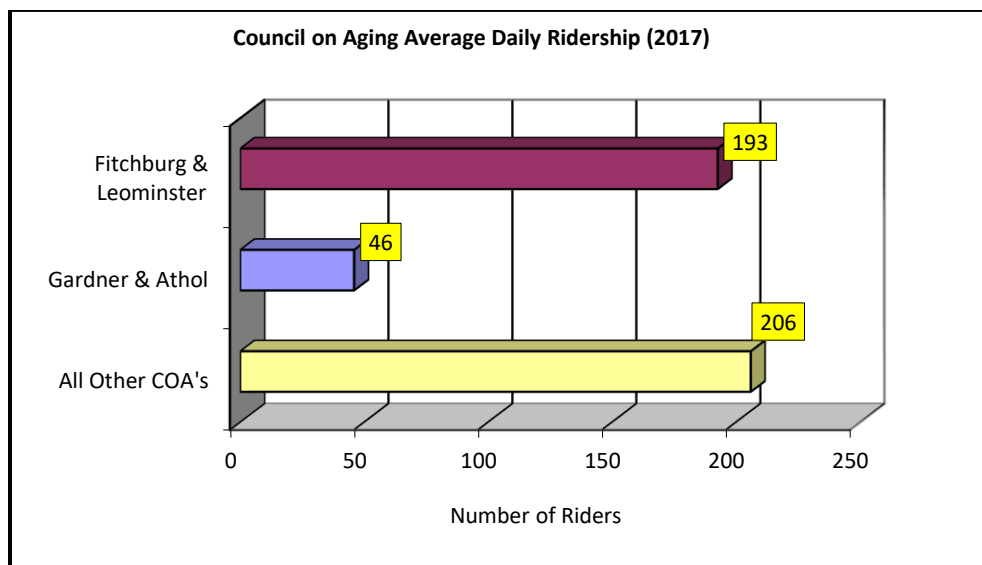
During 2014, paratransit and COA ridership peaked, but since then has seen a gradual decline. The following charts (Figures 9 and 10) highlight average daily paratransit (not including contracted social service agency rides) and COA ridership across different services and communities.

**Figure 9**



Source: Montachusett Regional Transit Authority 2017 Data

**Figure 10**



Source: Montachusett Regional Transit Authority 2017 Data

**Paratransit Yearly Ridership (not including COA)**

Communities	Fiscal Year				Percent Change 2014 to 2017
	2014	2015	2016	2017	
Leominster/Fitchburg	92,338	93,655	74,095	68,606	-25.70%
Gardner	20,575	18,707	15,341 <sup>†</sup>	16,367	-20.45%
Athol	50,489	51,081	17,760 <sup>‡</sup>	1485	**
Dial-A-MART Services*	159,135	155,958	158,758	155,627	-2.2%

Source: Montachusett Regional Transit Authority

\* Includes traditional Dial-A-MART for social service agencies such as GVNA & 7 Hills, as well as HST services such as MassHealth rides and routes for DDS. DDS routes account for 65% of the rides.

<sup>†</sup> Westminster ADA new service added.

<sup>‡</sup> Athol services changed from full scale Dial-A-Ride to breakout into Athol ADA, Athol COA & Athol Fixed Route shuttle beginning in November 2015. This # reflects 4 months of full Dial-A-Ride and 8 months of Athol ADA only. About 40% of the ridership was diverted to the fixed route shuttle in the first year. FY17 reflects a full year of Athol ADA Only. Athol COA ridership is about 10% of the original Dial-A-Ride (~5100 rides per year).

#### **E. Subscription Service**

Subscription service allows for transportation to work and school within a fixed schedule, with fare payment prepaid on a regular, monthly basis Monday through Friday. In order to utilize this service, an individual must make a monthly commitment. For an additional fee, MART will drop a subscriber's child off at daycare along the way to their workplace. Curb-to-curb service is available in Fitchburg, Leominster, Lunenburg and Lancaster runs from 5:00 am to 7:00 pm. Service in Gardner/Westminster runs from 6:00 am to 6:00 pm. Intercity services from Fitchburg/Leominster to Gardner/Westminster or vice versa run from 6:00 am to 6:00 pm. The service ranges from \$45.00 to \$115.00 per month with stepped thresholds dependent on destination, city of origin, number of trips per week and number of legs. In the Fitchburg and Leominster region, 160 average daily trips are provided by MART (2017).

#### **F. Job Access Reverse Commute (JARC)**

Late night evening transportation is available throughout the cities of Fitchburg, Leominster and Gardner. The goal is to provide transit access to/from employment after the buses stop to those who work outside a traditional 9 to 5 shift; although MART does not limit trip purpose. The service is offered Monday through Saturday; there is no JARC service available on Sunday. All rides are scheduled through MART, although transport may be from a MART van or Leominster Taxi. The cost of JARC is \$2.00 per ride. Users need to call MART 24 hours in advance to utilize this service. The hours of service in the Fitchburg/Leominster or Gardner area is Monday-Saturday from 9:00 p.m. to 11:30 p.m. The service hours for Gardner are the same Monday through Saturday. MART services approximately 44 JARC rides per day, all of which are performed by a taxi.

#### **G. Boston and Worcester Shuttles**

MART provides transportation to veterans, elderly, individuals with disabilities and the general public to medical facilities in Worcester or Boston. The fare to Worcester is \$20.00 (\$10 one way) round trip and to Boston \$24.00 round trip for general public with discounts for seniors, individuals with disabilities, and PCA's. Through an agreement between MART and the cities of Fitchburg and Leominster, veterans from these communities' ride at no charge to the individuals. These shuttles now run on a set schedule Monday through Friday and are open to the general public on a first come first served basis originating at the MART Intermodal Transportation Center (ITC) in Fitchburg. The Boston shuttle now has an intercity zone fare of \$3.00 (\$1.50 half fare) for riders as far as the Littleton Commuter Rail Station. The Worcester shuttle now connects to the Worcester Regional Transit Authority (WRTA) at its bus hub at Union Station and also stops at the Worcester Regional Courthouse on every shuttle run. Riders on either shuttle must provide the driver with the name of their destination, which determines fare

and routing in the Boston and Worcester regions. Riders must phone the MART offices to notify staff for their return ride home on the next shuttle giving their location. Average riders per day are twenty-four (24).

#### H. Dial-A-Mart Van Service

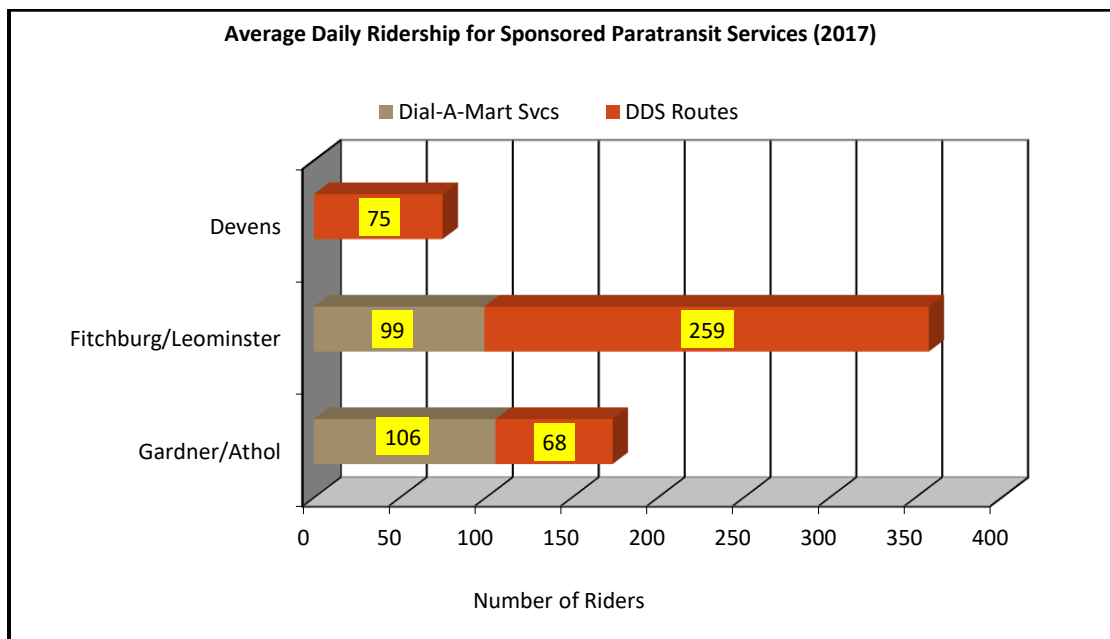
Dial-A-MART service is transportation that serves the needs of either human service agencies or targeted populations (elderly, individuals with disabilities, and/or low-income individuals) through eligible agency sponsored trips. Service is provided Monday through Friday from 5:00 a.m. - 7:00 p.m. and is provided on a negotiated cost basis with the agencies. MART utilizes the Dial-A-Mart Services to allow its operating company to act as a private vendor to the Brokerage Services Division of MART. This allows for cost savings to the brokerage program and increased revenue to support paratransit operations.

- 1) MART currently has contracts with Child Care Resources North Central (Seven Hills Foundation) in Fitchburg and Gardner Visiting Nurses Association (GVNA) in Fitchburg, Gardner & Athol to provide transportation for their clients. MART also has a seasonal contract with Seeds of Solidarity of Athol from April thru August, as well as an on-demand contract with Our Father's House on Devens.

The following chart (Figure 11) highlights average daily ridership figures for the Dial-A-Mart services and the Department of Developmental Services (DDS) routes brokered by MART. Overall, average daily ridership has decreased by approximately 2 percent. However, as you can see in table below. Ridership is down one year and up the next.

Communities	Yearly Ridership				Percent Change 2014 to 2017
	Fiscal Year 2014	2015	2016	2017	
Dial-A-MART Services*	159,135	155,958	158,758	155,627	-2.2%

Figure 11



Source: Montachusett Regional Transit Authority 2017 Data

## **I. Brokerage Services**

MART is one of 6 Regional Transit Authorities contracted with the Executive Office of Health and Human Services (EOHHS) as a transportation broker to provide Human Service Transportation (HST) to eligible consumers receiving services from the following state agencies: Office of Medicaid (MassHealth), Department of Developmental Services (DDS), Department of Public Health (DPH), Department of Mental Health (DMH), Massachusetts Rehabilitation Commission (MRC) and Massachusetts Commission for the Blind (MCB). MART currently transports approximately 70% of HST consumers throughout 75% of the state of Massachusetts under a current contract with EOHHS. Transportation is provided by private transportation operators. The travel is funded by the state agencies.

### **1. Department of Developmental Services (DDS)**

MART continues to provide broker transportation services for the Department of Developmental Services. MART provides services in the Central/West Massachusetts region, which includes North and South-Central MA areas, the Pioneer Valley area, and the entire Metro Boston region including the North and South Shore areas.

Based upon FY 2018 information:

- In the Pioneer Valley region, identified by DDS as Region I Human Services Transportation (HST) Area 03, MART utilizes 8 transportation providers to transport approximately 959 clients daily to 13-day programs.
- In the North and South-Central regions, identified by DDS as Region II HST Areas 04 and 05, MART utilizes 27 transportation providers to transport approximately 1,867 clients daily to 32-day programs.
- In the Northeast region, identified by DDS as Region III HST Areas 04 and 09, MART utilizes 33 transportation providers to transport approximately 2,270 clients daily to 34-day programs.
- In the Southeast region, identified by DDS as Region V HST Area 09, MART utilizes 18 transportation providers to transport approximately 695 clients daily to 22-day programs.
- For the Metro region, identified by DDS as Region VI HST Area 09, MART utilizes 35 transportation providers to transport approximately 1,882 clients daily to 56-day programs.

MART currently provides transportation brokerage services for the Department of Developmental Services (DDS) for approximately \$88 million, (\$71 million funded thru the Mass Health Day Habilitation), over all of the above-mentioned areas. In FY 2018, approximately 7,700 individuals were transported daily to 177 programs across the state through 120 private vendors subcontracted to MART. This is up from 2015 figures of 7,500 individuals transported to 169 programs.

### **2. Mass Health Transportation Program**

MART provides brokerage services for Mass Health transportation for the Greater Metro Boston Area, which includes Woburn and Cambridge/Somerville (HST 09 Area), Pioneer Valley Area (HST 03), North Central Area, which includes Fitchburg and Lowell (HST 04), and the South-Central Area, which includes Worcester (HST 05).

MART currently services the transportation needs of the Mass Health consumers in two hundred and twenty-three (223) cities and towns, with an approximate annual budget of \$41 million. Transportation averages approximately 9000 one-way trips per day with the highest volume in the Metro Boston area. MART currently has one hundred ninety (230) vendors contracted to provide the transportation for the above-mentioned areas via a low-cost bid system.

### **3. Department of Mental Health (DMH)**

MART currently provides DMH services for five (5) regions across the state and utilizes 16 transportation providers to transport approximately 425 clients to 14 DMH clubhouses, with an annual budget of approximately \$1.6 million.

#### **4. Department of Public Health (DPH) Early Intervention (EIP) Program**

MART manages EIP transportation within four regions, Pioneer Valley (HST 03), North (HST 04) and South (HST 05) Central, and Greater Boston (HST 09) areas, with an annual budget of approximately \$3.5 million. Service is accomplished through a quoting process that brokers services with 20 private transportation providers that transport approximately 500 children from birth to age three to 87 active Early Intervention Programs averaging approximately 5000 trips per month. In previous years, MART has achieved a reduction in the overall cost of these services of 15 percent. MART continues to develop the most efficient and cost-effective system possible.

#### **5. Massachusetts Rehabilitation Commission (MRC)**

MART provides transportation services to MRC consumers through a primarily demand response service with the majority of transportation for individuals going to meetings, conferences and job sites. Currently to date this model consists of 60 to 70 active consumers going to various appointments in the (HST 03, 04, 05 and 09) areas, with an annual budget of approximately \$635 thousand using 13 private transportation providers.

#### **6. Mass Commission for the Blind (MCB)**

MART provides transportation brokerage services for the Massachusetts Commission for the Blind (MCB) the transportation is requested for eligible consumers by the agency on and as needed basis. Currently, transportation services are only required in the HST 03 area for five consumers going to various appointments. MART manages the transportation needs of eligible consumers via a competitive bids process using 6 private transportation providers.

#### **7. Integrated Care Options (ICO)**

MART provides transportation services for the Integrated Care Options (ICO) program. This service is for dual enrolled members that receive both Medicaid and Medicare benefits and recipients are between the ages of 21-64. the member is able to change their insurance coverage from MassHealth to an ICO insurance company. Under MART current HST Brokerage contract with EOHHS, MART is required to provide transportation to eligible members for a 90-day continuity of care period. There are two ICO health care companies, Commonwealth Care Alliance and Tufts Network Health. Following the 90-day continuity of care period the health care company then takes over all transportation coordination for the eligible member.

### **J. Summary of Transit Improvements Since 2015 RTP**

MART has been striving to accomplish many of the goals that were set established in the 2015 RTP. Below are some bullets points on the many changes and growth experienced – or perhaps not experienced over the last four years.

5. MART, as a result of the Comprehensive Service Analysis, revised its bus schedules for all local routes in Fitchburg/Leominster and Gardner effective in September 2015.
6. Route 11 was re-routed to the new Great Wolf Lodge resort to accommodate the workforce of that business.
7. In order to ensure continued service levels a fare increase was implemented in July 2015. MART had not previously increased fares in eight years. Due to the increasing demand and the no increase in Commonwealth funding, this fare increase was an important part of the overall financing of MART. This may have had a negative impact on ridership. Although downward ridership is being experienced all over the country.
8. Brokerage services continue to increase in volume every year. Services have grown from \$105 million in 2014 to \$160 million in 2018.
9. MART received a TIGGER II grant in 2011 to implement projects to reduce its carbon footprint. MART since then built two solar arrays, replaced all lighting in all our facilities with LEDs, replaced its HVAC systems with new high

efficiency systems in its Water Street and Main Street facilities, and installed a BackNet Energy Management system in all its facilities, as well as installed Thermal Destratification Fans in all its vehicle storage facilities. This has resulted in a substantial energy savings overall.

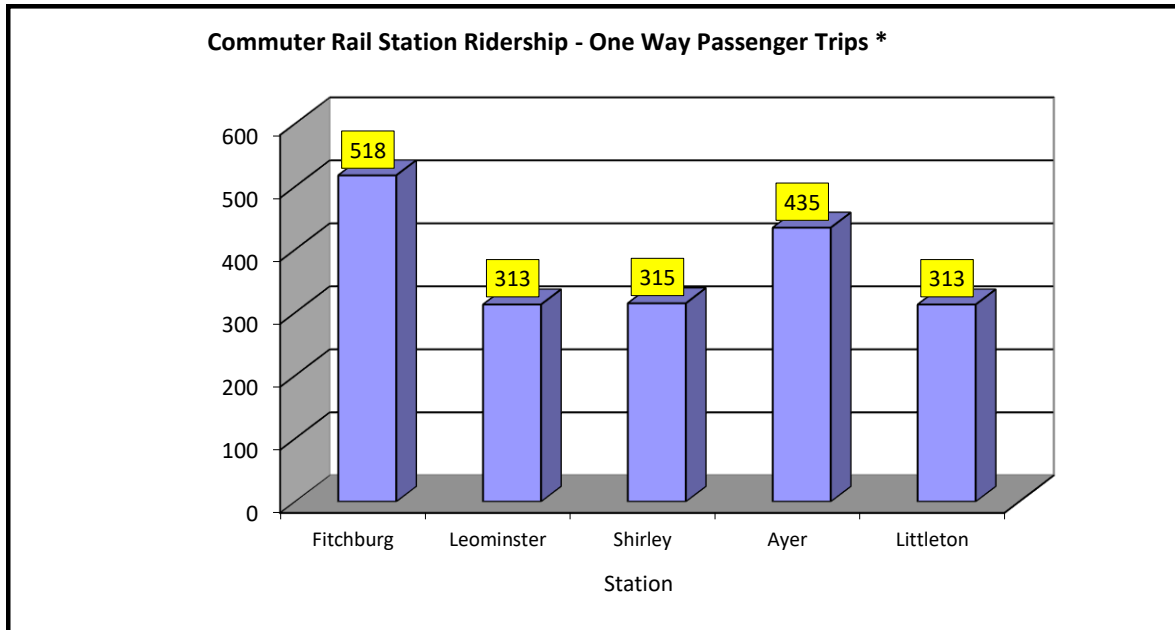
10. Wachusett Station was completed and opened for commuter rail and commuter shuttle service on September 30, 2016. The Wachusett Shuttle runs from Gardner City Hall in a 20-minute one-way run from 5:15am to 7:40pm with break intervals throughout the day. The service times are meant to coincide with train arrival and departure times.
11. MART added three new fixed route shuttles since the last RTP:
  - a. Wachusett Shuttle began on 9/30/2016 to coincide with the opening of Wachusett Station.
  - b. On April 24, 2017 MART began a pilot project to provide service between Fitchburg/ Leominster and the Devens Enterprise Zone. The service was designed by a public-private collaborative between MART, the Devens Enterprise Commission, Mass Development, and private companies with their businesses located in the Devens Zone. The shuttle brings workers from Fitchburg and Leominster and stops in Shirley, throughout Devens, and Ayer. The service was made into a normal route in October 2017.
  - c. On June 4, 2018 MART began a “last mile” commuter rail shuttle service. This shuttle travels between the MBTA Littleton Commuter Rail Station and goes along Route 110 in Littleton and Westford out to the Westford Technology Park (Juniper Networks). The service only runs at AM peak and PM peak commuting hours and is designed to meet the commuters coming off and going to the commuter train.

## **K. Commuter Rail**

Commuter rail service is managed by the Massachusetts Bay Transportation Authority (MBTA). In September 2016, MBTA extended service 4.5 miles of the Fitchburg Line with the opening of the Wachusett Station in Fitchburg. The service operates from Wachusett to Boston. The trains stop in the following Montachusett communities: Fitchburg, Leominster, Shirley, Ayer and Littleton. The Montachusett Regional Transit Authority (MART) provides a transit service from Gardner to Wachusett designed for commuters that wish to travel to Boston by train, as there is no service available from Gardner. A one-way fare from Wachusett to Boston is \$11.50 one-way or \$363 for a monthly pass.

On weekdays, MBTA provides seventeen (17) trips leaving from Wachusett to Boston (inbound) and seventeen (17) trips from Boston back to Wachusett (outbound). Inbound service starts at 4:50 a.m. and ends at 10:35 p.m. (in Boston at 12:04 a.m.). Outbound service (Boston to Wachusett) starts at 6:25 a.m. and finishes with its last trip leaving Boston at 12:10 a.m. and arriving in Wachusett at 1:44 a.m. Saturday and Sunday service has seven (7) inbound trips to Boston and seven (7) outbound trips to Wachusett. A map of the MBTA commuter rail lines is included in this document (see Figure 13).

Figure 12



Source: MBTA 2014 Blue Book 14<sup>th</sup> Edition (Ridership & Service Statistics)

The Fitchburg Line transports nearly 12,000 trips (inbound and outbound) on a typical weekday (FY2013 Annual Average). The stations within our member communities service about 3,800 of those trips. The graph above (Figure 12) shows the average number of riders that board the commuter rail train at each station within the Montachusett Region going inbound (one-way) to Boston. More recent data on ridership on the Fitchburg Line is unavailable as MBTA no longer publishes the Blue Book with statistics on trip reliability, financial information, customer satisfaction and ridership. Ridership data on the MBTA website now groups all commuter lines ridership and individual rail lines such as the Fitchburg Line cannot be parsed out.

Figure 13 - Massachusetts Bay Transportation Authority (MBTA) Commuter Rail Map With Stations in MRPC/MART Region Highlighted In Red



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## SUMMARY OF IMPROVEMENTS

### A. Commuter Rail Improvements

Improvements were made along the Fitchburg Commuter Rail Line since the last Regional Transportation Plan in 2015 in order to reduce the travel time between Fitchburg and Porter Square in Cambridge, to one hour or less. Improvements included the following:

1. Fitchburg Commuter Rail Line Improvements Project (Small Starts)
2. ARRA CPF-43 Project
3. ARRA Double Track Project
4. Wachusett Station and Layover Facility (TIGER Funding)

#### **1. Fitchburg Commuter Rail Line Improvements Project (Small Starts)**

\$150M project funded through FTA Small Starts - \$75M State/\$75M Federal plus the Rt. 62 Bridge - \$ 9 M

##### Project Description

The project goals include reduced travel time (varies by train) and increase reliability (on-time performance). Scope of work included:

- Signal system improvements include double directional running between Acton and North Station (25 miles) with the existing control center being relocated from Waltham to Somerville. The signal equipment was in this section of the line dates from the early 20<sup>th</sup> Century. The balance of the signal equipment is being upgraded from 1970s vintage equipment.
- Upgrade horizontal and vertical alignments to achieve 79 mph track speeds Install fiber optic cable Cambridge to Acton
- Double track 1.7 miles in Acton Construct High Level Platforms South Acton Station
- Upgrade 13 at-grade crossings
- Repair/Replace Six Bridges
- Transfer Waltham Tower Operations to MBTA Control Center
- Nine New/Updated Interlockings
- Reconfigure Track Willows Freight Yard
- Drainage and Right of Way Improvements

#### **2. ARRA CPF-43 Project**

\$10.2M project funded 100% through FTA ARRA funds

##### Project Description

Provide commuter rail operational flexibility and to minimize conflicts with freight in the Ayer segment of the FML. The scope of work includes:

- Installation of a new #20 universal interlocking
- Installation of a new #10 crossover to a new 1,000' freight switching lead service two existing freight consignees and new 1,000' maintenance of way track

#### **3. ARRA Double Track Project – Ayer to Acton**

\$39.81M project funded 100% through FTA ARRA funds + \$2M EOHED funds for station parking

#### Project Description

The installation of double track will improve on-time performance and increase reliability for the commuter rail service. The scope of work includes:

- Reinstall 8 miles of double track in the communities of Ayer, Littleton, Boxboro, and Acton.
- Reconstruct 8 at-grade crossings
- Replace Littleton Station with High Level Platform, and coordinate with state funded parking lot expansion.

#### **4. Wachusett Station and Layover Facility (TIGER Funding)**

\$55M project funded 100% through FTA TIGER funds

#### Project Description

Construct new MBTA Station and Layover Facility to provide commuter rail operational flexibility and to minimize headways. The scope of work includes:

- New MBTA Station with High-Level Platform
- Commuter Rail Parking Lot for 360 parking spaces
- 6 miles of Track Improvements
- Drainage and Right of Way Improvements
- Repair/Replace Two Bridges
- Layover Facility for 6 sets of Train

#### **5. Summary of Total Investments of Completed Projects**

\$159M Federal Small Starts funding (includes Rt 62 Bridge which is the additional 9M)

\$10M CPF 43 (ARRA funding)

\$42M Double tracking (ARRA / EOHED funding)

\$55M Wachusett Extension & Layover Facility (TIGER Funding)

\$266M Total Investment

### **B. Fixed Route Service Analysis (From 2015 RTP)**

The State Legislature, in response to requirements of the Transportation Finance Bill passed in 2013, tasked each Regional Transit Authority (RTA) in the Commonwealth of Massachusetts to conduct a Comprehensive Service Analysis and create their own Regional Transit Plan. The purpose of this plan is to:

- Examine MART's existing service,
- Identify local markets with potential ridership, and
- Provide recommendations on ways to improve service operations

The consultant firm of AECOM was selected to prepare this plan with assistance provided by MART, MassDOT, and local stakeholders. Through the development of this plan, MART identified the following six specific goals to guide future improvements to the service:

- Goal 1: Support economic development through better service options
- Goal 2: Promote mode-shift from para-transit to fixed route
- Goal 3: Enhance public information and educate the public on transit benefits
- Goal 4: Improve transit access for the public
- Goal 5: Enhance the safety and comfort levels of the system to increase ridership
- Goal 6: Improve efficiency and cost-effectiveness of the system

The result of the analysis is a 3-phased approach to improving MART's fixed route services and meeting the challenges facing our region. Implementing the phased recommendations would provide benefits to MART and aid them in meeting their goals and objectives to provide a cost-efficient system while maintaining a high level of service to its riders. The phased service improvements would result in the following benefits:

1. Implementing fixed route alignment changes would allow MART to provide service to areas that demonstrate demand for transit service or increase bus frequency on the more heavily used routes.
2. Standardizing headways and implementing clock face frequencies would create a simpler, user-friendly system for MART riders.
3. Expanding service to new areas, extending hours of operation on Saturday, and implementing service on Sunday would expand mobility in the region.

MART began working on Phase 1 – implementing suggested route alignment changes right away. The Fitchburg and Leominster routes were aligned per the consultants' recommendations. The Gardner Main Line changes were studied extensively but not implemented as suggested. Rather some realignment was done to incorporate the Public Library, the Gardner Court House and streets closer to the schools. The changes to the 'Intercity' route were not implemented until the Wachusett Station opened and the change to the Winchendon Link has yet to be done. Since these realignments were a major change to services, MART decided that we would implement an extra hour of service on all local bus routes (Fitchburg/Leominster 1-9 and Gardner 1&2) at the same time. This was done for weekdays as well as Saturday. (This is a partial implementation of phase 3.) MART also decided to revamp the entire schedule with a new colorful look and more information about their services and using the schedules. The new schedules were released on 2/27/17.

As part of the Comprehensive Service Analysis, MART had formed a "Study Advisory Committee" that was comprised of stakeholders throughout different aspects of the community. Mass Development was a part of this committee and was very excited about the possible expansion of service to the Devens Enterprise Zone (1 of the 3 service expansion routes suggested in Phase 3). Mass Development and Devens Enterprise Commission were champions in creating a public-private partnership between MART, the Devens Enterprise Zone, Mass Development, and the businesses on Devens to develop and launch the Devens Regional Shuttle in April 2017. This allowed MART to use private and public combined funds for this service to reduce the reliance upon unreliable state transportation funding.

The Town of Littleton and the Crosstown Connect TMA also began collaborating on a way to fund one of the other two expansion routes. The Littleton-Westford Commuter Rail Shuttle, which began in June 2018, used the Littleton-IBM suggested route and expanded it all the way to the Westford Technology Business Park. This is funded through MART, Littleton, Westford (part of LRTA) and a grant from MassDOT. The towns of Littleton and Westford have pledged to maintain funding for this service that would have been otherwise lost when the grant expires.

However, the second phase and the remaining items of the third phase of the plan cannot be implemented without additional operating and capital funding which is required to expand service to the last new area (Boxborough), increase frequency, and adding Sundays.

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## RECOMMENDATIONS AND NEEDS

### A. Transit Recommendations and Needs

In order to provide increased mobility for Montachusett area residents that do not own automobiles or that choose to be less dependent on a personal vehicle, MART will need to continue to refine and implement appropriate and innovative public transit programs designed to increase ridership. It will be necessary to examine the routes and schedules to determine the most efficient and effective service. MART is open to expanding services wherever possible to fill service gaps, meet unmet regional needs and increase accessibility to health facilities and social services. Where it becomes apparent that certain services are needed, for example evening transportation to local colleges (Mount Wachusett Community College, Fitchburg State University, etc.), MART should continue to work with those institutions to examine requests, organizational involvement and ways to help defray the cost of the additional services. Continued participation of local industries, businesses, major shopping centers and schools in developing appropriate schedules, routes and promotional programs is an important part of this ongoing planning and implementation of services.

Special service provided to the elderly and the disabled will need to be monitored to insure continuation of appropriate levels of service in light of MART's complementary ADA plan. Continue brokerage programs with the Department of Public Health, Department of Developmental Services, MassHealth, Department of Mental Health, MRC, and MCB.

In addition to increased and improved routing and scheduling, it will be necessary for MART to maintain and improve the operating condition of its vehicle fleet. The present vehicle fleet is constantly being replaced with new lift equipped ADA compliant equipment. In 2008, MART completed a brand-new dispatch & maintenance facility in Gardner. This allowed MART to reduce downtime and the wear and tear of bringing the vehicles to Fitchburg for repairs or preventative maintenance. This facility also services the vehicles stored in Athol. In 2011, MART completed the storage facility expansion for 100 buses and vans with a bus wash at 840 North Main Street in Leominster. This facility allows MART to keep the vehicles out of the snow for easier maintenance and longer viability. The Montachusett TIP process should continue to be utilized to upgrade and replace buses and vans for the MART fleet, as well as continue to upgrade maintenance facilities.

Most of the above actions are designed to improve efficiency and lower overall demand on the highway system at a relatively low cost. In summary, there are several key and identifiable avenues by which the MART system can be both properly maintained and improved. They are:

- Continued monitoring of routes and schedules so that any beneficial changes can be identified and implemented;
- Alternative sources of funding for continued transit operations must be developed and instituted;
- The marketing effort must be upgraded and increased to inform the public of transit availability and efficiency;
- Additional equipment such as radios, lift equipped trolleys, lift equipped buses, lift equipped vans, etc., should be acquired;
- Driver safety, CPR, first aid, and sensitivity courses should be maintained;
- Transit services for the elderly and disabled should continue to be upgraded as necessary to insure both availability and accessibility in compliance with MART's ADA complementary paratransit plan;
- Paratransit services provided by MART to social service agency clients should continue to be monitored for coordination of effort;
- Brokerage programs with Department of Public Health, MassHealth, Department of Mental Health, MRC, MCB, and Department of Developmental Services should be monitored for greater coordination and continued use of private enterprises.
- MAP Purchases for Elderly and Disabled Services (Section 5310).

### B. Commuter Rail Recommendations and Needs

Within the RTP, several future improvements were identified for the commuter rail system. These included several capital improvements to the line. The following are recommendations limited to operations and that likely effect the identified target populations.

- Increase available parking at the Shirley, Ayer and Littleton commuter rail stations. ***Forty parking spaces were added to the Littleton Station to bring it to a total of 240 parking spaces. The station is at capacity on a daily basis.***
- Extend train service to Gardner.
- Improve Handicapped accessibility at Shirley and Ayer Train Stations.
- Train service from Boston to Fitchburg between 1:15 p.m. and 4:30 p.m. ***This service has been implemented***
- Reverse commute train from Boston arriving in Fitchburg by 8:00 a.m. ***This service has been implemented***
- Explore possibility of a regional commuter rail facility in the Devens Enterprise Zone.

### C. Target Populations vs Transit Services

As part of the review of this Coordinated Plan, an analysis was conducted of the identified target populations, as well as the minority population, versus the current existing transit services. The methodology for this analysis is as follows:

1. Census tract information for the communities was established.
2. Existing fixed route and commuter rail transit services were mapped according to current information.
3. A 0.25 and 0.5-mile buffer was established around the current fixed route and commuter rail transit services. Paratransit service is not part of this analysis due to a lack of regular established and identifiable routing.
4. An analysis of where the 0.25 and 0.5-mile buffers and the census tract intersected was compiled. The amount of area within the two buffer zones was calculated and compared to the entire area of the census tract. This produced a percentage of the census tract area covered by the buffer (coverage percentage). Example: Census Tract 1A has an overall area of 10,000 square meters. The 0.25-mile buffer encompasses 2,500 square meters of Census Tract 1A while the 0.5-mile buffer encompasses 3,450 square meters of Census Tract 1A. Therefore, the 0.25-mile buffer covers 25.0% (2,500 square meters/10,000 square meters) of Census Tract 1A. For the 0.5-mile buffer, 34.5% (3,450 square meters/10,000 square meters) of Census Tract 1A would be covered. These coverage percentages were then summed for the entire community resulting in a community coverage percentage.
5. Exact address locations of the target populations within the individual block groups is not available. Therefore, it is assumed that the population is evenly distributed throughout the Census Tract area. The community coverage percentages related to the two buffer zones was therefore used to estimate the amount of the target population in the community that was encompassed by the 0.25 and 0.5-mile buffers. Example: For the community that contains Census Tract 1A from the example above, the elderly population is 15,750 individuals. The community coverage percentage was calculated at 25.0% for the 0.25-mile buffer and 34.5% for the 0.5-mile buffer. Thus, the portion of the community's elderly population estimated to be within 0.25 miles of the existing transit services is 3,938 (15,750 elderly individuals X 25.0% community coverage percentage) and the amount estimated within 0.5 miles is 5,434 (15,750 elderly individuals X 34.5% community coverage percentage).

This methodology was used to estimate the percentage of the target populations that could possibly be serviced by the existing transit services. Please note that this method is used to present a general overview and picture of current services and should be used for planning purposes only. Limitations in the available data prevent any type of precise calculation.

#### **1. Individuals with Disabilities - Target Populations vs Transit Services**

The following table lists the MRPC communities and the estimated target population of individuals with disabilities that are within the 0.25 and 0.5-mile buffers established around existing transit services.

**Table 13 - 2016 Population with a Disability by Census 2010 Tracts**

Community	Tract ID	Total Population with a Disability	% of Total Population with a Disability	Estimated Population with a Disability within .25-mile buffer	Estimated Population with a Disability within .5-mile buffer
Ashburnham	7001	637	10.32%	0	0
Ashby	3001	340	10.64%	0	0
Athol	7031	820	18.59%	120	253
Athol	7032	659	17.91%	49	102
Athol	7033	656	18.56%	49	88
Ayer	3251	804	10.14%	205	344
Bolton	7151	306	5.98%	0	0
Boxborough	3881	259	4.90%	0	0
Clinton	7161	984	12.74%	0	0
Clinton	7162	277	10.51%	0	0
Clinton	7163	490	14.41%	0	0
Fitchburg	7101	490	12.98%	333	490
Fitchburg	7102	819	11.96%	292	507
Fitchburg	7103	372	11.99%	139	208
Fitchburg	7104	259	11.42%	212	259
Fitchburg	7105	560	16.51%	539	560
Fitchburg	7106	1,000	14.69%	865	1000
Fitchburg	7107	436	28.37%	436	436
Fitchburg	7108	799	17.39%	622	799
Fitchburg	7110	444	14.53%	342	444
Fitchburg	7111	559	11.05%	64	147
Gardner	7071	526	12.18%	191	313
Gardner	7072	505	24.61%	505	505
Gardner	7073	865	21.80%	413	637
Gardner	7074	500	11.06%	122	235
Gardner	7075	583	10.64%	169	291
Groton	3261.01	344	8.11%	1	7
Groton	3261.02	616	8.88%	0	0
Hardwick/New Braintree	7231	531	12.92%	0	0
Harvard	7614	422	6.42%	42	67
Hubbardston	7061	334	7.36%	0	0
Lancaster	7131	552	6.82%	5	18
Leominster	7091	267	6.51%	5	17
Leominster	7092.01	979	14.58%	263	512
Leominster	7092.02	925	12.42%	389	714
Leominster	7094	673	14.62%	613	673
Leominster	7095.01	126	5.79%	29	71
Leominster	7095.02	637	11.14%	332	492
Leominster	7096	486	17.78%	387	486
Leominster	7097.01	609	11.91%	484	608
Leominster	7097.02	414	15.36%	412	414
Littleton	3241.01	590	11.95%	101	85
Littleton	3241.02	543	11.80%	2	31
Lunenburg	7121.01	650	9.68%	51	105
Lunenburg	7121.02	328	7.51%	0	0
Petersham/Phillipston	7042	364	12.91%	6	12
Royalston/West Winchendon	7022	372	10.96%	7	15
Shirley	3882	618	8.31%	49	98
Sterling	7191	599	7.53%	0	1

**Table 13 - 2016 Population with a Disability by Census 2010 Tracts (cont.)**

Community	Tract ID	Total Population with a Disability	% of Total Population with a Disability	Estimated Population with a Disability within .25-mile buffer	Estimated Population with a Disability within .5-mile buffer
Stow	3231	497	7.07%	0	0
Stow	9800	No Data	No Data	No Data	No Data
Templeton	7051	877	10.79%	130	249
Townsend	3011.01	376	9.19%	0	0
Townsend	3011.02	495	9.38%	0	0
Westminster	7081	631	8.44%	32	76
Winchendon (east)	7011	1,100	12.83%	73	144
<b>Regional Total</b>		<b>29804</b>		<b>9,080</b>	<b>12,513</b>
			<b>% of Regional Total</b>	<b>29%</b>	<b>40%</b>

Source: U.S. Census Bureau, ACS 5-Year Estimates 2012-2016 - Age and Sex, Disability Characteristics

Not surprisingly, the communities with the highest amount of estimate coverage within the buffers are those with existing fixed route services, i.e. Fitchburg, Gardner, Leominster and Athol (G-Link). Overall, for both the MRPC and MART communities, it is estimated that approximately 29 to 40 percent of the disabled population are within 0.25 to 0.50 miles, respectively, of some form of fixed route service.

## **2. Low Income Individuals - Target Populations vs Transit Services**

The following table lists the MRPC communities and the estimated target population of individuals below the poverty level that are within the 0.25 and 0.5-mile buffers established around existing transit services.

**Table 14 - 2016 Population Below Poverty Level by Census 2010 Tracts**

Community	Tract ID	Population below poverty level	Percentage of people whose income is below the poverty line	Estimated Population Below Poverty Level Within .25 Mile Buffer	Estimated Population Below Poverty Level Within .5 Mile Buffer
Ashburnham	7001	383	6.2%	0	0
Ashby	3001	246	7.7%	0	0
Athol	7031	811	18.4%	119	250
Athol	7032	784	21.3%	59	122
Athol	7033	378	10.7%	28	50
Ayer	3251	1023	12.9%	261	437
Bolton	7151	77	1.5%	0	0
Boxborough	3881	248	4.7%	0	0
Clinton	7161	510	6.6%	0	0
Clinton	7162	319	12.1%	0	0
Clinton	7163	524	15.4%	0	0
Fitchburg	7101	630	16.7%	428	630
Fitchburg	7102	952	13.9%	339	589
Fitchburg	7103	425	13.7%	159	238
Fitchburg	7104	367	16.2%	301	367
Fitchburg	7105	899	26.5%	866	899
Fitchburg	7106	1076	15.8%	931	1076
Fitchburg	7107	699	45.5%	699	699
Fitchburg	7108	1645	35.8%	1280	1645
Fitchburg	7110	596	19.5%	458	596
Fitchburg	7111	420	8.3%	48	111

**Table 14 - 2016 Population Below Poverty Level by Census 2010 Tracts (cont.)**

Community	Tract ID	Population below poverty level	Percentage of people whose income is below the poverty line	Estimated Population Below Poverty Level Within .25 Mile Buffer	Estimated Population Below Poverty Level Within .5 Mile Buffer
Gardner	7071	1230	28.5%	446	733
Gardner	7072	458	22.3%	458	458
Gardner	7073	1040	26.2%	496	766
Gardner	7074	330	7.3%	81	155
Gardner	7075	740	13.5%	214	369
Groton	3261.01	195	4.6%	1	4
Groton	3261.02	250	3.6%	0	0
Hardwick/New Braintree	7231	530	12.9%	0	0
Harvard	7614	374	5.7%	37	59
Hubbardston	7061	222	4.9%	0	0
Lancaster	7131	647	8.0%	6	21
Leominster	7091	439	10.7%	8	27
Leominster	7092.01	759	11.3%	204	397
Leominster	7092.02	1221	16.4%	514	942
Leominster	7094	1091	23.7%	994	1091
Leominster	7095.01	52	2.4%	12	29
Leominster	7095.02	257	4.5%	134	198
Leominster	7096	456	16.7%	363	456
Leominster	7097.01	935	18.3%	742	933
Leominster	7097.02	445	16.5%	443	445
Littleton	3241.01	133	2.7%	23	42
Littleton	3241.02	138	3.0%	1	9
Lunenburg	7121.01	658	9.8%	52	106
Lunenburg	7121.02	166	3.8%	0	0
Petersham/Phillipston	7042	133	4.7%	2	5
Royalston/West Winchendon	7022	288	8.5%	5	12
Shirley	3882	788	10.6%	62	125
Sterling	7191	437	5.5%	0	1
Stow	3231	302	4.3%	0	0
Stow	9800	No Data	No Data	No Data	No Data
Templeton	7051	707	8.7%	105	200
Townsend	3011.01	254	6.2%	0	0
Townsend	3011.02	174	3.3%	0	0
Westminster	7081	209	2.8%	10	25
Winchendon (east)	7011	1106	12.9%	74	145
<b>Region Total</b>		<b>29070</b>		<b>11,463</b>	<b>15,462</b>
			<b>% of Regional Total</b>	<b>38%</b>	<b>51%</b>

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates 2012-2016 - Age and Sex, Selected Economic Characteristics

Again, those communities with some form of fixed route service have the highest percentage of coverage for those below the poverty level. Overall, 38 to 51 percent of this particular target population are within 0.25 or 0.50 miles of service.

### **3. Elderly Individuals - Target Populations vs Transit Services**

The following table lists the MRPC and MART communities and the estimated target population of elderly individuals that are within the 0.25 and 0.5-mile buffers established around existing transit services.

**Table 15 - 2016 Population over 65 by Census 2010 Tracts**

Community	Tract ID	Population over 65	Percent of population over 65	Estimated Population Over 65 Within .25 Mile Buffer	Estimated Population Over 65 Within .5 Mile Buffer
Ashburnham	7001	765	12.40%	0	0
Ashby	3001	428	13.40%	0	0
Athol	7031	688	15.60%	101	212
Athol	7032	548	14.90%	41	85
Athol	7033	597	16.90%	45	80
Ayer	3251	928	11.70%	237	397
Bolton	7151	562	11.00%	0	0
Boxborough	3881	592	11.20%	0	0
Clinton	7161	1081	14.00%	0	0
Clinton	7162	343	13.00%	0	0
Clinton	7163	490	14.40%	0	0
Fitchburg	7101	378	10.00%	257	378
Fitchburg	7102	1157	16.90%	413	716
Fitchburg	7103	267	8.60%	100	149
Fitchburg	7104	329	14.50%	270	329
Fitchburg	7105	393	11.60%	378	393
Fitchburg	7106	763	11.20%	660	763
Fitchburg	7107	243	15.80%	243	243
Fitchburg	7108	460	10.00%	358	460
Fitchburg	7110	315	10.30%	242	315
Fitchburg	7111	1083	21.40%	123	285
Gardner	7071	570	13.20%	207	340
Gardner	7072	345	16.80%	345	345
Gardner	7073	595	15.00%	284	438
Gardner	7074	601	13.30%	147	282
Gardner	7075	909	16.60%	263	453
Groton	3261.01	484	11.40%	2	10
Groton	3261.02	1041	15.00%	0	0
Hardwick/New Braintree	7231	736	17.90%	0	0
Harvard	7614	1018	15.50%	102	161
Hubbardston	7061	549	12.10%	0	0
Lancaster	7131	1246	15.40%	12	41
Leominster	7091	566	13.80%	11	35
Leominster	7092.01	1142	17.00%	307	598
Leominster	7092.02	1177	15.80%	495	908
Leominster	7094	566	12.30%	516	566
Leominster	7095.01	314	14.40%	71	176
Leominster	7095.02	932	16.30%	485	719
Leominster	7096	350	12.80%	279	350
Leominster	7097.01	935	18.30%	742	933
Leominster	7097.02	469	17.40%	467	469
Littleton	3241.01	1007	20.40%	173	317
Littleton	3241.02	598	13.00%	2	36
Lunenburg	7121.01	1182	17.60%	93	190
Lunenburg	7121.02	564	12.90%	0	0
Petersham/Phillipston	7042	451	16.00%	8	15
Royalston/West Winchendon	7022	414	12.20%	8	17
Shirley	3882	899	12.10%	71	142
Sterling	7191	1233	15.50%	0	2
Stow	3231	1110	15.80%	0	0
Stow	9800	558	10.60%	0	0
Templeton	7051	1407	17.30%	209	399

**Table 15 - 2016 Population over 65 by Census 2010 Tracts (cont.)**

Community	Tract ID	Population over 65	Percent of population over 65	Estimated Population Over 65 Within .25 Mile Buffer	Estimated Population Over 65 Within .5 Mile Buffer
Townsend	3011.01	499	12.20%	0	0
Townsend	3011.02	628	11.90%	0	0
Westminster	7081	1070	14.30%	54	129
Winchendon (east)	7011	1441	16.80%	96	189
<b>Regional Total</b>		<b>40016</b>		<b>8,917</b>	<b>13,065</b>
			<b>% of Regional Total</b>	<b>22%</b>	<b>33%</b>

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates 2012-2016 - Age and Sex

Overall, 22 to 33 percent of the elderly target population is estimated to be within 0.25 or 0.50 miles of fixed route service.

#### **4. Minority Population vs Transit Services**

Fitchburg and Leominster have the highest percent of minority population within the buffer zones analyzed. Overall, the percent of the MRPC and MART regions minority populations within 0.25 and 0.50 miles of established fixed route service is from 39% to 52%, respectively.

**Table 16- 2016 Minority Population by Census 2010 Tracts**

Community	Tract ID	Minority Population	Percent Minority	Estimated Minority Population with .25 Mile Buffer	Estimated Minority Population with .5 Mile Buffer
Ashburnham	7001	232	3.76%	0	0
Ashby	3001	110	3.44%	0	0
Athol	7031	304	6.89%	44	94
Athol	7032	548	14.89%	41	85
Athol	7033	275	7.78%	21	37
Ayer	3251	1,349	17.01%	344	576
Bolton	7151	483	9.45%	0	0
Boxborough	3881	1,309	24.76%	0	0
Clinton	7161	1,251	16.20%	0	0
Clinton	7162	789	29.93%	0	0
Clinton	7163	873	25.68%	0	0
Fitchburg	7101	1,913	50.68%	1299	1912
Fitchburg	7102	1,596	23.30%	569	987
Fitchburg	7103	694	22.37%	259	388
Fitchburg	7104	706	31.14%	578	706
Fitchburg	7105	1,495	44.09%	1439	1495
Fitchburg	7106	3,207	47.10%	2774	3207
Fitchburg	7107	702	45.67%	702	702
Fitchburg	7108	2,172	47.27%	1690	2172
Fitchburg	7110	1,137	37.21%	875	1137
Fitchburg	7111	1,152	22.77%	131	303
Gardner	7071	457	10.59%	166	272
Gardner	7072	275	13.40%	275	275
Gardner	7073	273	6.88%	130	201
Gardner	7074	369	8.17%	90	173
Gardner	7075	1,699	31.01%	492	848
Groton	3261.01	483	11.39%	2	10
Groton	3261.02	443	6.38%	0	0
Hardwick/New Braintree	7231	248	6.04%	0	0
Harvard	7614	1,632	24.84%	163	258

**Table 16 - 2016 Minority Population by Census 2010 Tracts (cont.)**

Community	Tract ID	Minority Population	Percent Minority	Estimated Minority Population with .25 Mile Buffer	Estimated Minority Population with .5 Mile Buffer
Hubbardston	7061	256	5.64%	0	0
Lancaster	7131	1,684	20.81%	16	55
Leominster	7091	633	15.44%	12	39
Leominster	7092.01	1,013	15.09%	273	530
Leominster	7092.02	2,241	30.09%	943	1729
Leominster	7094	1,962	42.62%	1788	1962
Leominster	7095.01	261	11.98%	59	147
Leominster	7095.02	1,339	23.41%	697	1034
Leominster	7096	973	35.60%	775	973
Leominster	7097.01	1,597	31.24%	1268	1593
Leominster	7097.02	558	20.70%	556	558
Littleton	3241.01	501	10.15%	86	158
Littleton	3241.02	628	13.65%	2	38
Lunenburg	7121.01	700	10.42%	55	113
Lunenburg	7121.02	545	12.47%	0	0
Petersham/Phillipston	7042	163	5.78%	3	6
Royalston/West Winchendon	7022	124	3.65%	2	5
Shirley	3882	2,868	38.58%	226	454
Sterling	7191	730	9.18%	0	1
Stow	3231	553	7.87%	0	0
Stow	9800	No Data	No Data	No Data	No Data
Templeton	7051	312	3.84%	46	88
Townsend	3011.01	283	6.92%	0	0
Townsend	3011.02	173	3.28%	0	0
Westminster	7081	381	5.09%	19	46
Winchendon (east)	7011	449	5.24%	30	59
<b>Regional Total</b>		<b>49,103</b>		<b>18,940</b>	<b>25,426</b>
			<b>% of Regional Total</b>	<b>39%</b>	<b>52%</b>

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates 2012-2016 - Age and Sex, Disability Characteristics

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## **GAPS, NEEDS AND COMMENTS**

Nationally, there is a demand for greater transportation accessibility and reliability among those who do not have a regular means of transportation. In 2017, National Center for Mobility Management released their national survey findings. A total of 92% of 188 health center respondents said that transportation was a “moderate” to “serious problem”. Roughly a third of patients missed medical appointments for various reasons. The estimated average cost of a missed appointment to a doctor’s office is \$175. Of course, the delay in medical treatment can also translate into more negative patient outcomes over time.

As part of the development of gaps and needs in transit service as it relates to the identified target populations, various studies and assessments conducted by the MRPC and other organizations were reviewed. The North Central Regional Coordinating Council (RCC) and its members provided the MRPC with information related to transit services for their particular clientele. This section attempts to summarize information from these sources as they relate to gaps and needs.

### **A. MART Transit Development Program (TDP) Update for Gardner & G-Link September 2015**

This MRPC study took place after the previous Coordinated Transit and Human Services Plan Update was endorsed in January 2015. The study area routes branched out from Gardner to Orange to the west and Winchendon to the northwest. The purpose of the study was to assess existing transit demand in light of possible changing socio-economic changes and guide future transit development in a financially feasible fashion. Passenger and driver surveys were taken with demographic data & land uses analyzed in light of current MART operations and procedures. A tally of the number of passengers boarding and on time performance of buses were taken by staff members during the onboard surveys.

The rider surveys showed that 52% of bus riders did not own a car and that 44% had an annual income of \$15,000 or less and 21% earned between \$15,000-\$30,000. The major trip purpose was travel between work and home with 73% coming from home and 17% saying home was their destination. A majority, 53%, were daily riders with a further 35% using transit 1 (one) to 3 (three) times a week.

Overall, passengers are generally satisfied with MART bus service. Over 79% of all riders indicated that the bus usually arrives on schedule and only 16% disagree; over 94% of the riders indicated that the fare is reasonable and 2% disagree; 85% indicated that bus service is reliable and 8% disagree; and 73% indicated that the frequency of service is adequate and 20% disagree.

Findings from surveys of the Management of Transportation Services, Inc. Gardner (MTSG) bus drivers indicated that bus service is adequate in terms of reliability, scheduling and frequency of service. However, they feel that the buses were not well maintained. Driver suggestions included:

1. A policy for snow and winter conditions should be developed. The drivers have the greatest difficulty on the steep terrain and crowded neighborhoods in Gardner, Winchendon and Athol. During snow conditions a policy should be developed to eliminate the difficult portions of these routes and improve road conditions with salt/sand and plowing the snow while enforcing no parking ordinances.
2. Less frequency to High-rise Building and Heywood Hospital in Gardner.
3. To adopt a designated bus stop location with posted bus schedules instead of the flag down system especially on congested city streets.

Overall, the staff has concluded that the proposed routes and schedules will meet existing demand and possibly attract new riders with increased coverage to Athol, Mt. Wachusett Community College, Gardner District Court, Heywood Memorial Library, housing complex and industrial park at Suffolk Lane and Hyde Park Elderly Housing in Winchendon.

### **Question 24 - Asked riders for their comments or suggestions for the Gardner & G Link Service.**

- 47% of those surveyed had comments. Comments varied as depicted below.

### **Gardner Rtes. 1 and 2**

- *More Gardner to Fitchburg buses during summer*
- *I rely on bus to get to and from work. Please keep it*
- *Raise the fare in Gardner. Fine, understandable, but leave the routes alone.*
- *The drivers are awesome*
- *Schedule should run longer.*
- *Would like bus to run later in town until 7:00 PM at least.*
- *More buses added to route, less wait time*
- *Please make website more user-friendly*
- *Court House*
- *Put a bus station in Ashburnham*
- *It is a great service*
- *I am very satisfied. Bus drivers are kind and sociable. Thank you for this service.*
- *Wish the bus service to other towns to and from were hourly. Westminster, Templeton, Athol, Fitchburg.*
- *I would like to see service to and from Worcester*
- *Buses to Leominster shopping centers.*
- *Afternoon routes are early and late constantly*
- *More buses for the Gardner/Fitchburg stops*
- *Bus to Fitchburg from Gardner during summer would be greatly useful*

### **Gardner to Athol**

- *Less times between buses*
- *Run later at night*
- *Please consider discount fares for everyone with Mass health or that new healthcare option that combines Mass health and Medicare. Some people on Mass health are poorer than those on Medicare*
- *Bus routes should run until 9-10 PM for younger groups of people*
- *More expanded routes*
- *Come more often out to Athol*
- *Bus drivers are very friendly and very helpful*
- *I'd prefer if the bus could come to MWCC-Athol every 2 hours from 11 AM till transportation stopped. Such as MWCC departures at 11 AM, 1 PM, 3 PM, 5 PM, instead of 12 PM to 3 PM gap.*
- *If the bus does not run, no job*
- *Routes to high populated areas should run until 10 PM. You will be targeting more young people that need these services*
- *To run on the weekends would be ideal*
- *Should provide schedules at libraries or maps to homes*
- *Great service.*
- *Hybrid Bus=alternative fuel. Need bus-stop shelter winter is bad, shade in summer in right spot. More and more will use public transportation*
- *Do not make Athol Orange bus go to the high rise in Gardner. It is a big a waste of time*

### **Gardner to Winchendon**

- *Keep doing what you are doing*
- *Later bus route from Winchendon to Gardner. Maybe some weekend routes from town to town.*
- *Need buses on weekends, Baldwinville (Templeton) to Gardner*
- *I know money is always a problem but more runs will be nice*
- *Don't change the routes*

## **B. 2016 Montachusett Regional Transportation Plan**

In July 2015, the Montachusett MPO formally endorsed the 2016 Montachusett Regional Transportation Plan (RTP). As part of the outreach effort for the RTP, the MRPC conducted a series of public meetings and events to solicit comments and input. From these activities, comments were received on various transportation related topics from infrastructure to transit. Please refer to the complete 2016 RTP (available online at [www.mrpc.org](http://www.mrpc.org)) for a complete synopsis of comments received. The following identified needs and issues from the 2016 RTP are related to transit services.

### **1. Challenges - Fixed Route**

Transit Development Programs (TDP) are routinely conducted in Fitchburg, Leominster and Gardner to assess the needs of the economically disadvantaged and elderly populations. As part of this plan development, a survey is conducted of riders to assess the services available, determine user impressions and to identify additional needs. The latest passenger surveys done in mid-2013 (summer) and early 2014 (winter) were also done in Spanish in order to solicit input from other populations that utilize the system. Two open ended questions in the survey asked respondents their feelings and opinions regarding service expansion and overall comments on the system. The comments received were grouped into four general categories: Extended Weekend Hours and/or Sunday Service; Later Hours of Operation for Weekday Service Including

2<sup>nd</sup> and 3<sup>rd</sup> Shift Hours; Service Issues (i.e. passenger congestion, schedule comprehension, timeliness, etc.); and Route Expansion within the cities or with other communities. Some 600 to 700 responses were recorded to these survey questions. Based upon these responses and the public outreach meetings conducted by MRPC in 2015; the following gaps, needs and issues were identified.

- Expand weekday and weekend operating hours to accommodate working individuals both at night and in the early morning.
- Initiate Sunday service to shopping and cultural centers, etc.
- Expand service routes, frequency and hours of operation to existing shopping centers and residential neighborhoods.
- Expand service between Fitchburg, Leominster, Gardner and neighboring communities.
- Expand service to Worcester.
- Improve on time operation to assist individuals on medical trips.
- Improve service connections and times to commuter rail stations to align with trains.
- Improve marketing and outreach to public regarding services, schedules, routes and policies.
- Review transfer procedures and policies to eliminate confusion and mistakes as well as assist riders.
- Conduct/provide training for users on how to read and follow bus schedules.
- Examine/institute web access for bus routes and schedules.
- Institute bus tracking applications for users to monitor bus times and locations.
- Review Spanish language schedules and instructions throughout system.

However, concerns have been raised by members of the community – specifically in the Cleghorn Neighborhood of Fitchburg and in Leominster, regarding MART's rate of frequency for the routes that service these areas. What limits MART from making these service changes is the ability to receive adequate operational and capital funding now and in future years. MART's Link Service, although ridership is on the increase, has concerns due to the instability of available funds. MART is examining alternatives proposed by private transit companies to form a partnership that will reduce costs and improve services. Demands for fixed route services have increased from towns such as Westminster, Lunenburg, and the working community on Devens. The towns of Littleton and Boxborough would also like to see shuttle services to the commuter rail stations in Littleton and Acton. The problem remains of where to obtain the funds to increase and maintain these services.

### **2. Fixed Route Services**

- Rate of frequency, timings and connections within neighborhoods in Fitchburg and Leominster.
- Consistency of funding for services.

- Demand for fixed route services to additional communities and Devens.
- Establishment of commuter rail shuttle services.

### **3. Challenges – Paratransit**

As part of the outreach effort for the RTP, the MRPC conducted a series of public meetings and events to solicit comments and input. From these activities, comments were received on various transportation related topics from infrastructure to transit. The following identified needs and challenges related to paratransit services:

- Coordinate and promote Councils On Aging (COA's) van service for individuals with disabilities in communities.
- Promote changes to COA policies in order to expand services to meet other community needs.
- Expand COA van services to operate on weekends and nights.
- Expand COA van services to commuter rail shuttles and job access.
- Expand MART van utilization within member communities for paratransit service.
- Seek funding resources to maintain and expand operations.
- Improve outreach and information dissemination regarding veteran services that are available.

The transportation systems operated by Councils on Aging (COA's) are among the greatest potential resources in the area. However, except in a few cases, few disabled individuals were being served even though all Councils on Aging that utilize MART owned vehicles are mandated to transport individuals with disabilities. Few towns coordinate or share services between each other in any way. A noticeable improvement over the years has been the willingness of Councils on Aging to expand their transportation services beyond just medical and nutritional trips; COA's are now servicing the individuals with disabilities in their communities.

MART would like to see more COA's change their policies to expand their services to meet other needs of their community – while still staying within the regulations promulgated by the Mobility Assistance Program (MAP) which often funds the vans that MART supplies to the member COA's. Currently most Councils-on-Aging do not run van service on weekends or at night. Some communities would like to see these resources shared for commuter rail shuttles and job access.

MART would also like to better utilize the vans which are used for sponsored trips within its member communities for paratransit services. However, the biggest challenge in meeting these needs remains finding the resources to fund and maintain operations and interagency approval.

### **C. Challenges - Other Transit**

Fixed route bus service is limited with the MART operating in only six out of the twenty-two-member communities (includes three communities on the Link Routes). Commuter rail service from the region to Metro Boston is limited to seventeen inbound and outbound trips on weekdays and seven round trips on both Saturdays and Sundays. Interstate bus service is no longer offered as of 2017 within the region. Taxi service is provided in six Montachusett communities; however, fares may be a deterrent to use.

The greatest single need in the region is for out of town transportation to medical appointments and work sites for individuals with disabilities and low income. The major medical and rehabilitation centers are located in cities like Worcester and Boston. In 2011, MART implemented three daily set schedule shuttle services between Fitchburg and the Worcester and Boston area hospitals and opened it to the general public (from the previous on-demand veteran/COA appointment service). The Worcester shuttle connects to the WRTA at its bus hub near Union Station. The Boston shuttle includes guaranteed stops to Devens (MWCC Campus) and Littleton Station. There has been an increase in demand for greater frequency from Fitchburg/Leominster to Devens and Worcester, and reverse commute from Littleton to Devens. A study needs to be done on whether service frequency would bring in greater ridership on these shuttles and while lowering the subsidy costs.

A serious deterrent to cooperative planning and the development of coordinated service in the region relates to policies prohibiting inter-agency ridesharing agreements. The following is an examination of alternatives that could be considered when developing a coordinated transportation service:

- Do Nothing - To do nothing would only perpetuate the unmet needs already identified.

- Ridesharing - Ridesharing is the result of formal or informal agreements made to provide transportation to be shared by more than one person. As previously stated, agency policies preventing such arrangements have been in place for years. Also, many government programs restrict trip purposes and client use making it illegal to transport clients of unaffiliated agencies. However, cooperative van sharing could work effectively for councils on aging. Although they fear that sharing would result in loss of control over their vehicles, such obstacles need not be insurmountable. Contracts ensuring all parties their proper rights and financial responsibilities can be written. In fact, Federal regulations do not prohibit shared rides (Office of Management and Budget circulars [OMB A-21, A-87, A-122], [www.whitehouse.gov/omb/circulars\\_default](http://www.whitehouse.gov/omb/circulars_default)) unless the federal program's own statutory provisions specifically restrict program funds for shared transportation services. In other words, equipment can be shared, but sharing cannot interfere with the work of the program for which the grant was originally provided; nor can vehicle sharing compete unfairly with private companies that provide equivalent service. For details, see *Vehicle Resource Sharing Final Policy Statement, October 2006* at [wdr.doleta.gov/directives/attach/TEN/TEN36-06a1.pdf](http://wdr.doleta.gov/directives/attach/TEN/TEN36-06a1.pdf). In Massachusetts, the Human Service Transportation Office's brokerage system encourages providers of non-emergency transportation services to develop shared rides or grouped trips to the maximum extent possible. However, there are restrictions based on particular consumer needs, such as the rule that young children traveling to Early Intervention programs can only be grouped with children of similar ages. Shared rides are also limited by the maximum amount of time allowed in transit. Although no state regulations prohibit commingling of passengers of various human service agencies with each other or the general public, it is always important to review any contractual requirements regarding the parameters for ride sharing.
- Join a Regional Transit Authority (RTA) – Towns, located not more than one town away from existing Montachusett Regional Transit Authority communities, are eligible to join MART. Since transit authorities are conduits for state and federal transportation funds, several benefits accrue to RTA member towns. Membership establishes a town's eligibility to receive both capital and operating assistance.
- Brokerage - Brokerage arrangements are uniquely tailored to accommodate each situation. Basically, brokerage involves the use of a broker or "middleman" to coordinate persons or agencies needing service with providers of that service. Responsibility for management, administration, establishing policy, contracting with operators, funding, bookkeeping, scheduling/dispatching, and vehicle maintenance can be delegated in a variety of ways. MART currently operates as a brokerage for some of its services.

#### **D. Challenges - Other Areas of Emphasis**

Based upon the information developed, the following are additional priority areas that more general in nature but are no less important.

- Encourage Employer Vanpools  
Employer vanpool options should be encouraged for businesses in the Montachusett Region. Some employers have had success with these services and it would decrease the burden placed on other public transportation services. In addition, connections between existing transit services and vanpool routes can be coordinated to enhance both public and private entities.
- Expand and Increase Commuter Rail Options  
Connections with existing services to commuter rail stations should be examined, expanded and improved as necessary. Since the previous report, the opening of the Wachusett Station and the accompanying shuttle service have provided more commuter options; as well as, more connectivity between different modes of transportation.
- Explore Additional Funding Options  
Limited funding and resources is a barrier to meeting the needs of the target populations. Funding is particularly important for RTAs. Continued efforts to identify and seek out additional funding sources would help to implement service expansion and improvement.
- Explore Fare Options to Encourage Additional Commuter Rail Ridership  
Current fare pricing along the commuter rail system may contribute to ridership issues. Comments received on this report stated that due to the high cost of rail passes from Zone 1A (urban core), several employers supported shuttles

run to Alewife Station. To encourage reverse commute ridership, a discounted pass option should be considered by the MBTA. The Montachusett MPO supported this comment and its inclusion as a recommendation.

- Explore Additional Scheduling Methods for the Individuals with Disabilities and Target Populations  
Comments received supported the valuable service provided to the individuals with disabilities and targeted populations by local providers. However, it was mentioned that the available scheduling methods for the individuals with disabilities cliental can be difficult and can require assistance on the individuals end. It was recommended that an electronic or computerized, i.e. email, type of system would be beneficial to all users, especially those with any type of speech impediment.

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## OVERALL TRANSIT RECOMMENDATIONS AND NEEDS

### A. Coordinated Public Transit-Human Services Transportation Update 2015

- Continued monitoring of routes and schedules so that any beneficial changes can be identified and implemented;
- Alternative sources of funding for continued transit operations must be developed and instituted;
- The marketing effort must be upgraded and increased to inform the public of transit availability and efficiency;
- Additional equipment such as ITS equipment, lift equipped buses, lift equipped vans, etc., should be acquired;
- Driver safety, CPR, first aid, and sensitivity courses should be maintained;
- Transit services for the elderly and disabled should continue to be upgraded as necessary to insure both availability and accessibility in compliance with MART's ADA complementary paratransit plan;
- Paratransit services provided by MART to social service agency clients should continue to be monitored for coordination of effort;
- Brokerage programs thru the Executive Office of Health & Human Services' (EOHHS) Human Service Transportation (HST) Office, and local school districts, should be monitored for greater coordination and continued use of private enterprises.

### B. North Central Regional Coordinating Council (RCC) Record of Area Needs-Assessments

In April 2011, Gov. Deval Patrick signed Executive Order 530 that established a Commission to develop recommendations to maximize "efficiencies in the provision of these critical services utilized by persons with disabilities, persons with low incomes, persons with Limited English Proficiency, and seniors and visitors to the Commonwealth." ([www.mbtta.com](http://www.mbtta.com))

One recommendation was the formation of Regional Coordinating Councils (RCCs) under the Executive Office of Health and Human Services was to "address paratransit and community transportation service gaps and recommendations ... at the local level." In the Montachusett and MART regions, this is done by the North Central RCC (NCRCC). (<http://www.massdot.state.ma.us/>). Since the previous 2015 report, the NCRCC has:

- Hosted a training in partnership with local hospitals to educate staff on transportation options in the region
- Launched a travel instruction program for the region that is a partnership between transit and local human service agencies, which includes a 'How to Ride MART' video series.
- Collaborated with the Community Health Network of North Central Massachusetts (CHNA9) on healthcare transportation coordination
- Helped to update the Coordinated Public Transit – Human Services Plan Update in 2018

### C. Central Massachusetts Agency on Aging (CMAA) Area Plan 2018-2021 Draft Area Plan

The Research Unit of the Massachusetts Executive Office of Elder Affairs estimates that the 2020 elder population for Central Massachusetts will be 201,326. Barring substantial changes in migration patterns and birth rates, we expect that the 60+ portion of the population of Central Massachusetts will increase from 17.8% of total population in 2010 to about 28% in 2030 due to the aging of the baby boomer generation. At the same time, we expect the 75+ portion of the population to remain approximately level or even decline somewhat from 2010 until 2021 when the baby boomers once again will produce rapid growth in this age cohort.

In the Fall of 2016 the Central Massachusetts Agency on Aging began a Needs Assessment to determine funding priorities for FY18-21. This process included Focus Groups, Surveys, and Fact-Finding Missions. Their findings on emerging trends are as follows:

- There is an increase in younger senior citizens seeking services
- More issues related to mental illness are occurring. This can be attributed to a variety of factors such as financial stress caused by the economic crisis, better diagnosis of mental illness than in the past, and the fact that mental illness holds less of a stigma for Baby Boomers than for prior generations

- The Opioid Crisis is having an impact on elders. This trend manifests itself in terms of seniors being addicts themselves, exploitation by family members who have an addiction, and being forced into the role of caregiver for grandchildren because their children are not capable of being an effective parent. Substance abuse in nursing homes is also a growing problem. Staff at many facilities lack adequate training to confront this issue effectively.
- There appears to be a knowledge gap with regards to available services and consumers' awareness of these services. This issue transcended socio-economic status and ethnic categorizations.
- The major transportation issues that cut across these sessions included transportation reliability and inadequate infrastructure such as lack of sidewalks in many communities.

#### **D. 2018 Heywood/Athol Hospital Healthcare Community Needs Assessment**

At the publication, the MRPC was conducting a regional study of the state of healthcare and residents' overall health to address unmet needs and provide recommendations. Part of the data gathered consisted of focus group surveys from September 2017 to January 2018. Here, the number of instances transportation issues were mentioned by multiple focus groups are characterized as follows:

- The transportation (bus) systems do not align with many local shifts, no transportation on Sundays, people can't get to work, no transportation at all. (7 focus groups mentioned)
- Lack of transportation to healthier food stores. (7 focus groups mentioned)
- No transportation to Worcester available. (3 focus groups mentioned)
- MART won't go out and get seniors in remote areas. (2 focus groups mentioned)
- Transportation: Lack of public transportation, Limits access to jobs (possibly in the healthcare system), Limits access to childcare (for guardians to attend healthcare appointments and jobs), limits access to healthcare. (2 focus groups mentioned)
- Transportation: Public transit is relatively non-existent outside the metropolitan area (Leominster, Fitchburg,); Hospital bus service shuts down early (5PM); Hospital bus service does not operate in timely, predictable manner; Hospital bus service does not operate enough, stops are spaced too far apart; Fear or anxiety over public transit use (particularly during winter); Planned transport programs require 36-hour notice and is unreliable. (1 focus group mentioned)

#### **E. Montachusett Opportunity Council, Inc. (MOC) Community Assessment Report & Strategic Plan 2018-2020**

"A community needs assessment was recently carried out by MOC. They sent surveys in 2017 to three groups – community members, staff, MOC clients and stakeholder interviews as to the most pressing problems for low-income families. Focus groups were asked follow up questions. "Access to transportation" was in the top three (3) to five (5) needs [(out of twelve (12) suggested needs)] for every group that received the survey. Incidentally, "lack of good work paying a livable wage" and "housing costs are too high" topped the lists.

Stakeholder survey respondents speculated that the access to transportation was a barrier for some community residents and had several possible causes among them: lower income individuals could not afford a car, a lack of public funding for transit, region has small businesses and rural areas making it difficult to design a public transportation system and a lack of interconnectivity between regional transportation networks. Stakeholders also listed possible solutions: adopt the New Hampshire model ["Wheels to Work" program advocated by "Good News Garage" (a private charity) which also exists in Massachusetts], which provides low-income people with a car and a driver's license, seek state/private funding for public transportation and building transit-oriented housing.

#### **F. Challenges – Coordinated Public Transit-Human Services Transportation Update 2015**

In January 2015, the MMPO formally endorsed the Coordinated Public Transit – Human Services Transportation Plan (CPT-HST) Update needed to reflect MAP-21's provisions and requirements. Based upon the outreach effort conducted by MRPC challenges arose on transit needs and how to address gaps in service with recommendations.

- **Extension of Existing Fixed Route Service Hours and Days of Operation**

1. Extend/Expand Transit Services

MART and other RTAs should continue to explore options to expand existing routes, service areas and hours and days of operation. Many of the responses to the needs question highlighted in the CPT-HST Plan have indicated a desire to see service expanded both in terms of hours and days of operation. Expansion of service hours are seen as important to those individuals employed, or seeking employment, during non-typical work hours, i.e. late night, weekends, etc. Expanded service will also benefit those seeking to access colleges, employment training centers and commercial activities. In 2017, MART extended their hours of operation by one hour in the PM. However, due to funding issues, MART is currently examining whether to continue with these additional hours.

2. Sustain Existing Services and Maintenance of Vehicles

Given the uncertain nature of operating and capital funding for transit services, it is important to continue to maintain the existing system and its fleet. The importance of the current services is demonstrated by the ridership figures and the survey responses that indicate the reliance a number of individuals have on the system. These services are important to the target populations as other means of transport are often limited and scarce. Every effort should be made in order maintain, at least, the current level of operation. In particular, the focus should be on ensuring the continuation of MART, Council on Aging vans, and paratransit services.

- **Medical Transportation Service in Both the Fixed Route Areas and In the Rural Communities.**

Seek to Extend Medical Services to Rural Communities

The lack of a reliable or consistent service to assist elderly, individuals with disabilities and low-income individuals in the more rural communities of the region was a consistent point of concern. Often individuals are unaware of transit options through MART, their COA, etc. and consequently may suffer unnecessarily. Expansion of information on the availability of these services, clarification with COA's on their roles and what can be done with their vans can address some of these concerns. Expansion of services through additional funding and resources should also be sought where appropriate.

- **Expansion and Connection of Fixed Route Service to Additional Communities.**

Expand Transit Services to Other Communities

Several comments related to the current fixed route services not only indicated a desire for expanded hours of operation but also to additional locations and communities.

Linkages to communities such as Lunenburg, Shirley, Devens, Westminster, Clinton and Worcester are often mentioned as a need by respondents. An expansion of routes into other communities will allow for additional access to services, medical and otherwise, that reside in the more urban communities of Fitchburg, Leominster and Gardner. Residents of the more rural communities would thus see an increase in opportunities for employment, education, work and shopping. Some services have expanded into Devens, Ayer, Shirley, Littleton, Westford, Lunenburg and Westminster. For further details, refer to the Transit Services section of this report.

- **Education and Training of Available Services.**

Expand Outreach and Training of Transit Services to Target and LEP Populations

Several comments were received on the need to educate individuals on the fixed route and paratransit services available in the region. RTAs should examine the establishment of training material and resources for the target populations of this plan as well as to those with Limited English Proficiency (LEP). These education and outreach services should include the councils-on-aging as they are often the initial contact for many of the individuals covered in this plan.

MART has taken a step to redress this deficiency with travel training videos available in both English and Spanish on the MART website and YouTube.com. Travel trainers can also address target group audiences in person. The

video on YouTube may be found with the search function under “How to Ride MART Channel”. Topics covered include: How to Read the Bus Schedule, Flagging Down the Bus, Bikes on MART Buses, Using the Fare Box, Wheelchair/Mobility Devices on Buses, Bus Etiquette, Service Animals, How to Handle an Emergency, Exiting the Bus and Using the MART Trip Planner. MART has also instituted the policy to attend and have a booth/table at local community outreach and job fairs to educate the general public about MART services.

**G. Sidewalk Inventory & Pedestrian/Bicycle Connections for Fitchburg & Leominster MART Bus Routes-  
September 2017**

The MRPC conducted a sidewalk inventory examining the location and condition of sidewalks within ¼ mile of fixed bus routes as part of a wider aim of promoting MassDOT’s Complete Streets policy. This policy includes three goals – reducing greenhouse gas emissions, promoting healthy transportation options of bicycling, walking, and public transit, and supporting smart growth development. The MRPC wanted to find gaps in sidewalk connectivity and prioritize focus areas in need of sidewalks. Data was gathered regarding special populations and points of interest were noted. All of these data sets were mapped and assisted in the prioritization of key areas.

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## PRIORITIES AND RECOMMENDATIONS

Based upon the issues identified during the development of this Coordinated Public Transit - Human Services Transportation Plan, a series of priorities and recommendations can be established. Please note that the priorities and recommendations listed are not intended to be all-inclusive. It is assumed that additional needs, gaps and priorities will be identified and established through further iterations of this plan.

The guiding principles of effectiveness, efficiency and accessibility should be considered when establishing priorities and recommendations: effective, in that they get people where they're going; efficient, in that they use public dollars economically; and accessible, in that services are easy for travelers to navigate and use.

In general, priorities determined through this Plan can be summarized as follows:

### **A. Extension of Existing Fixed Route Service Hours and Days of Operation.**

#### **1. Extend/Expand Transit Services**

MART and other RTAs should continue to explore options to expand existing routes, service areas and hours and days of operation. Many of the responses to the needs question highlighted in this Plan have indicated a desire to see service expanded both in terms of hours and days of operation. Expansion of service hours are seen as important to those individuals employed, or seeking employment, during non-typical work hours, i.e. late night, weekends, etc. Expanded service will also benefit those seeking to access colleges, employment training centers and commercial activities.

Recommendation: Seek funding and alternative sources to extend and expand the days and hours of operation for current fixed route and paratransit services. This includes extended daily hours of operation, establishment of Sunday service, refinements and expansion of routes to employment training centers, commercial malls/areas, industrial parks, etc.

#### **2. Sustain Existing Services and Maintenance of Vehicles**

Given the uncertain nature of operating and capital funding for transit services, it is important to continue to maintain the existing system and its fleet. The importance of the current services is demonstrated by the ridership figures and the survey responses that indicate the reliance a number of individuals have on the system. These services are important to the target populations as other means of transport are often limited and scarce. Every effort should be made in order maintain, at least, the current level of operation. In particular, the focus should be on ensuring the continuation of MART, Council on Aging vans, and paratransit services.

Recommendation: Public transportation providers should seek to maintain current funds for operations and services and repair or replace vehicles as needed. JARC and New Freedom types of activities and MAP funding should be maintained and expanded to address the identified needs and services.

### **B. Medical Transportation Services in Both the Fixed Route Areas and in the Rural Communities**

#### **1. Seek to Extend Medical Services to Rural Communities**

The lack of a reliable or consistent service to assist elderly, disabled and low-income individuals in the more rural communities of the region was a consistent point of concern. Often individuals are unaware of transit options through MART, their COA, etc. and consequently may suffer unnecessarily. Expansion of information on the availability of these services, clarification with COA's on their roles and what can be done with their vans can address some of these concerns. Expansion of services through additional funding and resources should also be sought where appropriate.

Recommendation: Improve the dissemination of information related to current services by MART, RTAs, taxi companies, COA's, etc. to rural communities. Improvements to appropriate websites for MART and the communities regarding available services are strongly recommended. Non-traditional services such as web-based ride sharing may also prove beneficial.

One possible solution in the near future may rest with private shared rides services such as Uber or Lyft. Uber announced the Uber Health platform in March 2018 designed for healthcare providers to call for rides for patients. It operates in 250 cities with most of the MRPC/MART region as part of the Worcester area. Uber's competitor, Lyft joined forces with National MedTrans Network to expand their coverage network. Both companies tend to have more drivers and customers in more densely populated cities so the actual availability in most of our region remains limited for the time being.

Lastly, it should be stressed to riders in the event of a medical emergency they should call for an ambulance as the public transit and private transportation is for non-emergency travel only and less expensive than a trip in an ambulance. There are a limited number of emergency vehicles so riders without an immediate medical problem should opt for non-emergency transportation to free up ambulances for life-threatening conditions.

### **C. Expansion and Connection of Fixed Route Service to Additional Communities.**

Several comments related to the current fixed route services not only indicated a desire for expanded hours of operation but also to additional locations and communities. Linkages to communities such as Lunenburg, Shirley, Devens, Westminster, Clinton and Worcester are often mentioned as a need by respondents. An expansion of routes into other communities will allow for additional access to services, medical and otherwise, that reside in the more urban communities of Fitchburg, Leominster and Gardner. Residents of the more rural communities would thus see an increase in opportunities for employment, education, work and shopping.

Recommendation: Seek funding and alternative sources to extend and expand fixed route and paratransit services to other communities around Fitchburg, Leominster and Gardner. Route expansion should include linkages to commercial, employment, medical and cultural centers.

### **D. Education and Training of Available Services**

#### **1. Expand Outreach and Training of Transit Services to Target and LEP Populations**

Several comments were received on the need to educate individuals on the fixed route and paratransit services available in the region. RTAs should examine the establishment of training material and resources for the target populations of this plan as well as to those with Limited English Proficiency (LEP). These education and outreach services should include the councils-on-aging as they are often the initial contact for many of the individuals covered in this plan.

Recommendation: Seek to develop targeted training resources for the target populations as well as those in the LEP communities. Materials could include training workshops at various neighborhood centers, a train the trainer seminar, web-based videos, and alternative language information. Outreach should be provided to all social service agencies linked to MART as well as through newspaper campaigns through articles/advertisements, radio advertising and promotional marketing. In addition, several comments made reference to smartphone apps related to schedule availability, system text alerts and real time bus/vehicle tracking. Development and implementation of such technology should be explored and implemented with appropriate funding.

Continued outreach efforts are needed as some segments of the public remain unaware of existing transit services. For example, during the 2018 Heywood/Athol Hospital Healthcare Community Needs Assessment study multiple focus groups mentioned transportation was not available to places of employment but there are buses going to those destinations with return trip home with the JARC program beyond regular service hours. Others lamented that there is no service to Worcester but three (3) vans daily go to Worcester and Boston largely for medical appointments but other riders may share the van. Lastly, seniors noted there is no service for northern rural communities yet the councils on aging maintain vans in all communities except for Royalston.

Another barrier to using fixed route buses lies in the unfamiliarity with how to use the transit system. How do I get from here to there? The MART website has a webpage devoted to the MART Trip Planner. A bus route map (see Figure 14) is shown and the user merely types in his or her location and desired destination along with the time of departure or arrival. A Google generated map is shown with trip information beside the map. To aid seniors and the disabled (others groups may qualify), MART has Travel Training to explain how to use the bus network. A video presentation was recently produced to help visualize various aspects of bus travel. The aim to wean riders away from the more expensive to operate demand response vans if they are able to use the fixed route buses with the additional training.

In 2018, FTA award MART a grant to fund a research program “Rides 2 Wellness” website, <http://martr2w.org/> and the booking webpage, <http://martr2wstg.qryde.com/v25/QRyde.html> to examine if this is a viable option of service in the region. The purpose to pair riders with existing transit services and allow them to book the time and place of arrival and departure at an affordable price below private ride share companies. The target market is for medical or wellness trips but other members can use the service as well. Reminders can be issued to users of upcoming appointments and same day service is possible as well.

Outside the MART website, it should be stressed that some other valuable information is now available on the internet but it may not be widely known among the public. One website, for example, that is user-friendly and can help various types of riders choose their preferred mode of transportation is called “Ride Match” (<http://www.massridematch.org/>) which has a state-wide data base of transportation providers since 2016. Riders cannot book rides on the website.

## **E. Other Areas of Emphasis**

Based upon the information developed, the following are additional priority areas that more general in nature but are no less important.

### **1. Encourage Employer Vanpools**

Employer vanpool options should be encouraged for businesses in the Montachusett Region. Some employers have had success with these services and it would decrease the burden placed on other public transportation services. In addition, connections between existing transit services and vanpool routes can be coordinated to enhance both public and private entities.

Recommendation: Identify and encourage employer-based vanpool options as well as connections to existing services.

### **2. Expand and Increase Commuter Rail Options**

Connections with existing services to commuter rail stations should be examined, expanded and improved as necessary. Commuter rail expansion and improvement in the region also provide the target populations with more options for medical, employment and shopping. As such, coordination between existing transit services and the commuter rail stations and schedules would enhance opportunities.

Recommendation: Seek to improve and expand connections and coordination between transit services and the commuter rail stations in the region. Expansion options should address areas such as reverse commute, service frequency, and rail line extension. Both fixed route and demand responsive services should be examined if funding is available.

### **3. Explore Additional Funding Options**

Limited funding and resources is a barrier to meeting the needs of the target populations. Funding is particularly important for RTAs. Continued efforts to identify and seek out additional funding sources would help to implement service expansion and improvement. An increase in funding may be difficult to justify with budget constraints but in 2008 Florida State published the *Florida Transportation Disadvantaged Programs Return on Investment Study* that on found that if 1 percent of total medical trips resulted in avoiding an emergency room visit, the state could save up to \$11 for each dollar spent in non-emergency medical transportation.

Recommendation: Continue all efforts to seek out additional funds to assist in the support and expansion of the various transit systems in the region.

#### **4. Explore Fare Options to Encourage Additional Commuter Rail Ridership**

Current fare pricing along the commuter rail system may contribute to ridership issues. Comments received on this report stated that due to the high cost of rail passes from Zone 1A (urban core), several employers supported shuttles run to Alewife Station. To encourage reverse commute ridership, a discounted pass option should be considered by the MBTA. The Montachusett MPO supported this comment and its inclusion as a recommendation.

Recommendation: Encourage the MBTA to review commuter rail fare options, in particular as they relate to reverse commute, to determine potential discounts for users to promote additional ridership and access to this region and its employers.

#### **5. Explore Additional Scheduling Methods for the Disabled and Target Populations**

Comments received supported the valuable service provided to the disabled and targeted populations by local providers. However, it was mentioned that the available scheduling methods for the disabled clientele came be difficult and can require assistance on the individuals end. It was recommended that an electronic or computerized, i.e. email, type of system would be beneficial to all users, especially those with any type of speech impediment.

Recommendation: Encourage local providers and MART to investigate the possible establishment of a more automated scheduling or “booking” system for individuals to utilize. This would assist those persons with a communication limitation or challenge.

#### **6. Encourage More Cooperation Between Communities and Agencies**

Where possible, gaps or overlaps in transportation provider service areas may be addressed through Community Compacts. In 2015, Massachusetts Governor Charlie Barker established the initiative to enhance cooperation with the Commonwealth and among local governments. The program offers grants and technical assistance at the state level for those communities which have signed the Community Compact. Nearly all of the MRPC/MART communities are signatories with the exception of Ashby, Clinton and Petersham.

Communities must choose a best practice area they want to implement. The chosen best practice will be implemented within two (2) years. Best practice areas fall under the following categories with the most relevant categories highlighted in bold font:

- Education — Areas include professional development, higher education, and early education.
- Energy and Environment — Areas include maximizing energy efficiency and renewable options, climate change mitigation and adaptation, and promoting local agriculture.
- **Financial Management** — Areas include capital planning, reviewing financial management structure, and long-range planning/forecasting.
- Housing and Economic Development — Areas include housing, infrastructure, and job creation and retention.
- Information Technology — Areas include cyber security, citizen engagement, and transparency.
- **Transportation and Citizens Safety** — Areas include adopting Safe Routes to School programs, adapting streets to accommodate people using all modes of transportation, and promoting safety and mobility for older drivers.
- **Regionalization/Shared Services** — Includes compacts for municipalities who have submitted jointly with another community.

One example of implementation is CrossTown Connect, a transportation management association, which covers the MART communities of Littleton, Boxborough and Stow among other communities. The member towns were served by two (2) Regional Transit Authorities (RTA) both were hesitant to pick up riders in another RTA service area. CrossTown Connect

worked with MassDOT and the Community Compact program and the RTAs to complete a Memorandum of Understanding to allow COA vehicles to pick up residents from other towns on the way to a common destination.

**Figure 14 - Bus Route System Map Shown on the MART Trip Planner Webpage**

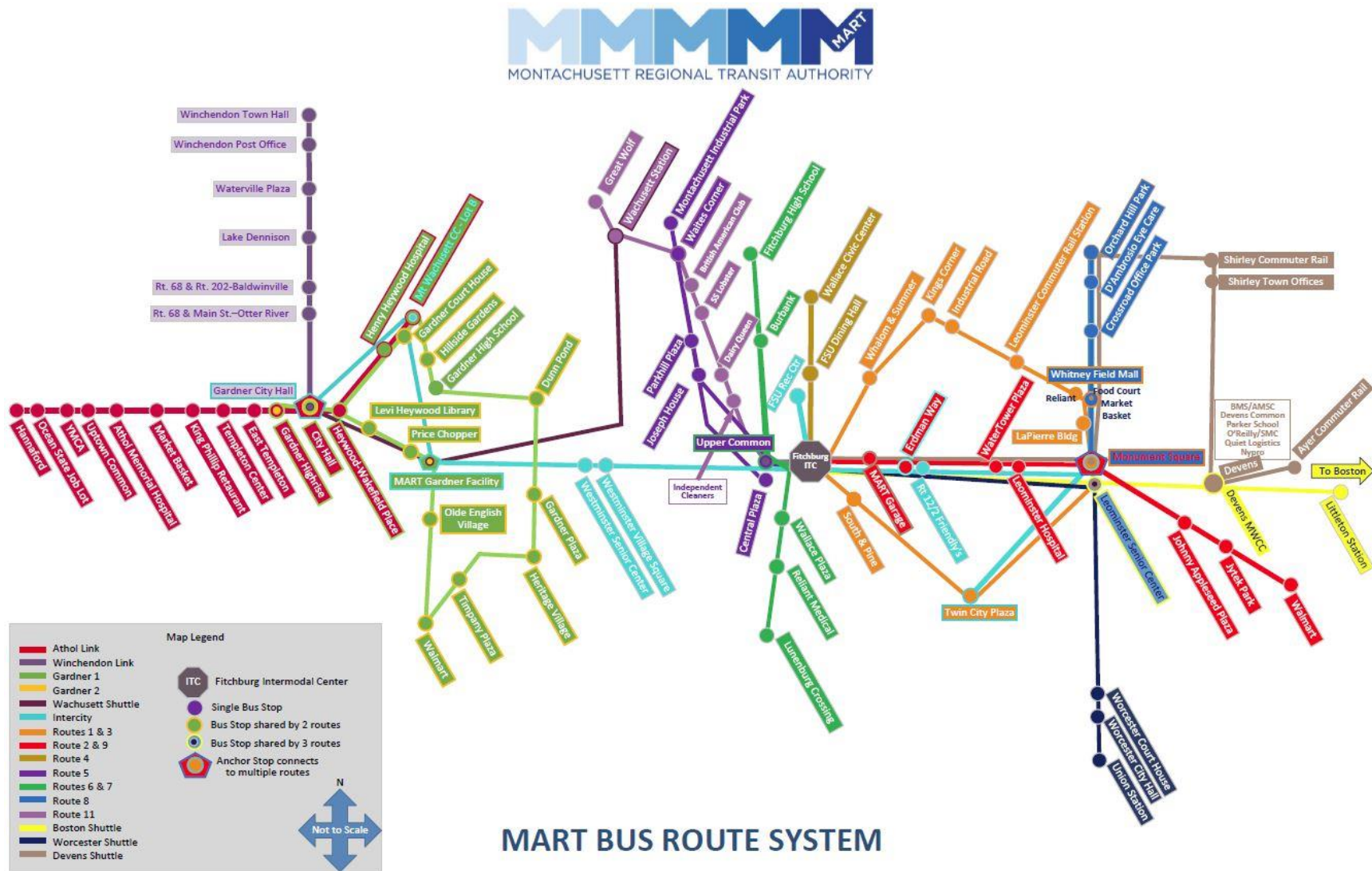


Figure 15 - Rides 2 Wellness Booking Webpage

The screenshot shows the QRyde website interface. At the top, there is a green header with the QRyde logo on the left and a 'Select Language' dropdown and 'Login' link on the right. Below the header, the main heading asks 'Where would you like to go?'. Underneath this, there are input fields for 'From', 'To', 'Time', and 'Date', along with a person icon. To the right of these fields are two green buttons: 'Mobility Options' and 'Search'. Below the input fields, there is a large blue 'M' logo with 'MART' written inside. To the right of the logo, the text reads 'One Community at a time' and 'Rides 2 Wellness Mobilizing Healthcare'. On the far right, there is a blue button that says 'Discover MART R2W'.

Figure 16 - Ride Match Website Home Page

The screenshot shows the Ride Match website home page. On the left, there is a logo for 'RIDE MATCH' with a location pin icon and the text 'Massachusetts Transportation Options'. Below the logo, a tagline reads 'A one-stop searchable directory of public, private and accessible transportation options in Massachusetts'. To the right of the tagline is a large search form titled 'Where are you going?'. The form includes input fields for 'From:\*' and 'To:\*', both with the placeholder text 'Please enter location or address'. Below these are dropdown menus for 'Day:' (with '-Day-' selected) and 'Time:' (with '-Time-' selected). There is also a dropdown for 'Purpose:' with '-Trip Purpose-' selected. Below the dropdowns, there is a section titled 'Any special needs for this trip? Select all that apply.' followed by a list of checkboxes: 'I'm a senior 60+', 'I'm a student', 'I'm a veteran', 'I'm a person with a disability', 'I need to travel with a wheelchair', 'I need a lift to access the vehicle', and 'I need a personal care attendant'. A note below the list says '\* required'. At the bottom right of the form is an orange 'go' button. On the left side of the page, there is a large photo of a smiling woman with short grey hair, and the text 'The choice is yours' is overlaid on the bottom of the photo.

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## REIMAGINE TRANSIT

This recommendation is somewhat outside the scope of coordinated transit but it is offered as a consideration for a future Transit Development Plan to improve the delivery of transit services without increasing MART's budget a great deal. The MRPC bought the reader-friendly book, *Human Transit* by Jarret Walker, which asks transit professionals, elected officials and the public reexamine existing transit operations from the ground up. For example, Like Aristotle who believed that form follows function, Walker asks what is the purpose of a local transit system? Is the goal to have maximum ridership or to provide the most coverage of the area of desired destinations or is a mixture of the two goals? The book makes a compelling case that the frequency, range and days of bus services can be increased if the bus routes use a logical grid street pattern to cover the area with pedestrians still walking a reasonably standard distance of  $\frac{1}{4}$  of a mile or less to the nearest bus stop. Again, this may be accomplished without a large increase in the budget. Clear examples of the difference in existing transit operations and a reimagined system are shown in Figures 17 - 20 for the City of Houston but a scaled down version, taking into account local conditions, should be considered for its feasibility within the MRPC.

Figure 17 - City of Houston Existing Frequency of Bus Service

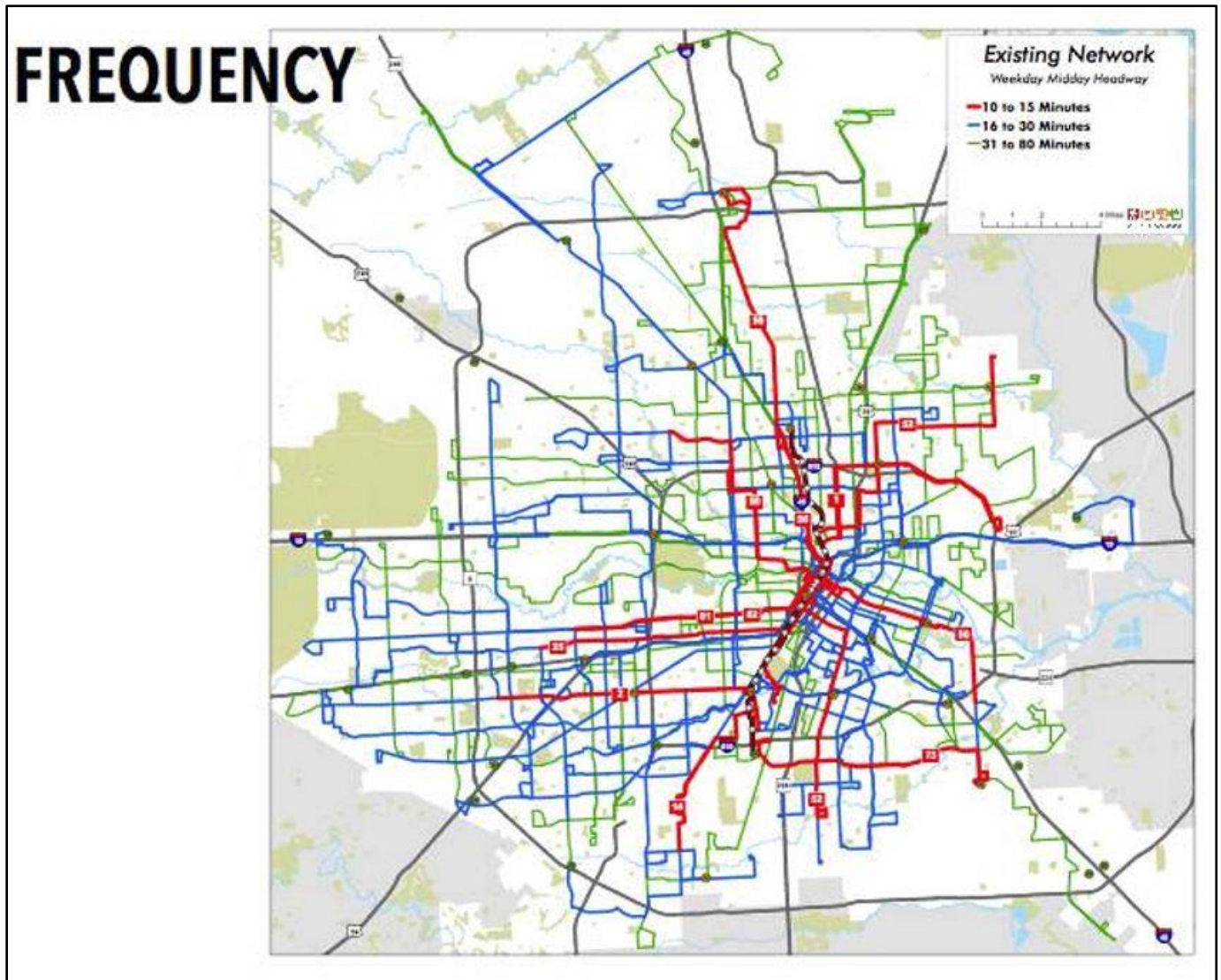
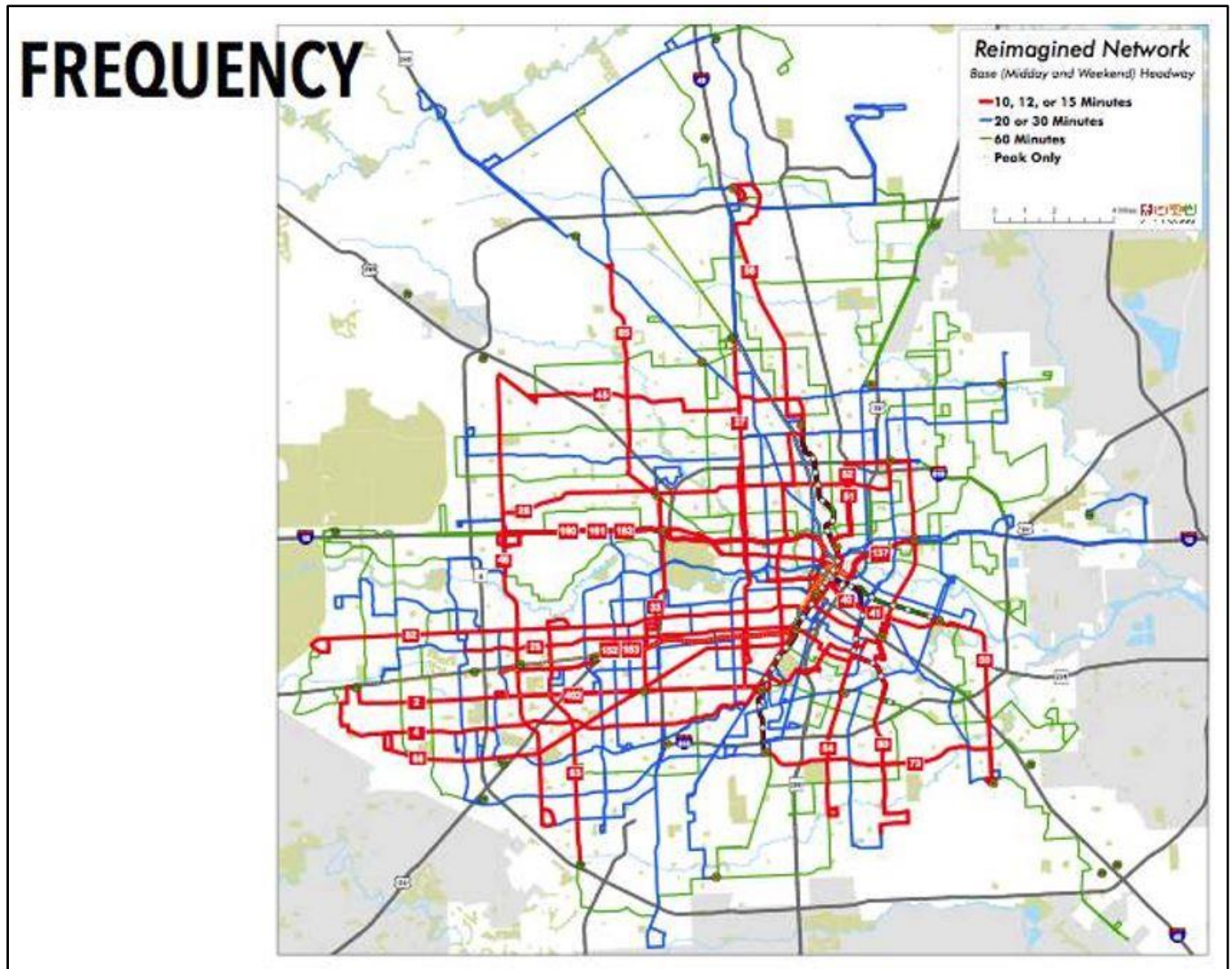


Figure 18 - City of Houston Reimagined Frequency of Bus Service



[illegible]

# GRID

**SYSTEM REIMAGINING**  
PROPOSED FREQUENT NETWORK  
(AUGUST PLAN UPDATE)

**LEGEND:**

- Icons:** Pedestrian, Bus, Bicycle, Train.
- Line Types:**
  - Thick red line: Frequent service (10-15 min)
  - Thin red line: Frequent service (15-20 min)
  - Thin red line: Frequent service (20-30 min)
  - Thin red line: Frequent service (30-45 min)
  - Thin red line: Frequent service (45-60 min)
- Other Symbols:**
  - Blue circle: Transit station
  - Blue circle: Transit station (bus stop)
  - Blue circle: Transit station (bike share)
  - Blue circle: Transit station (parking)
  - Blue circle: Transit station (bicycle share)
- Other Symbols:**
  - Green circle: Transit station (bicycle share)
  - Green circle: Transit station (parking)
  - Green circle: Transit station (bicycle share)
  - Green circle: Transit station (parking)

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## APPENDIX A – FACILITIES

<b>Elderly Facilities</b>			
<b>Facility Type</b>	<b>Facility Name</b>	<b>Address</b>	<b>Community</b>
Elderly Housing	Ashley Court Apts	27 School Street	Ashburnham
Elderly Housing	Lakeside Apartments	21 Gibson Drive	Athol
Elderly Housing	Morton Meadows	1-30 Bickford Drive	Athol
Elderly Housing	Riverbend Woods/ Miller's Woods	739 Daniel Shays Highway	Athol
Elderly Housing	Pequoig House	416 Main Street	Athol
Nursing Home	Quabbin Valley Healthcare	821 Daniel Shays Highway	Athol
Rest Home	Applewood-A Home For Elders	171 S. Royalston Road	Athol
Elderly Housing	Ayer Housing Authority	18 Pond Street	Ayer
Elderly Housing	Pleasant Street School Apartments	62 Pleasant Street	Ayer
Assisted Living	Nashoba Park	15 Winthrop Avenue	Ayer
Nursing Home	Apple Valley Center	400 Groton Road	Ayer
Elderly Housing	Bolton Woods	Bolton Wood Way	Bolton
Elderly Housing	Bolton Manor Senior Housing	600 Main Street	Bolton
Elderly Housing	Regency at Bolton	893 Main Street	Bolton
Elderly Housing	Summerfields	122 Summer Road	Boxborough
Elderly Housing	Sheriff's Meadow	89 Stow Road	Boxborough
Elderly Housing	Tisbury Meadow	121 Stow Road	Boxborough
Elderly Housing	Hilburg Lane	1112 Hill Road	Boxborough
Elderly Housing	Enclave at Boxborough	750 Massachusetts Avenue	Boxborough
Elderly Housing	Prescott Mill	24 Water Street	Clinton
Elderly Housing	Presentation Apartments	309 Church Street	Clinton
Elderly Housing	Shaughnessy Apartments	271 Chesnut Street	Clinton
Elderly Housing	Water Street Elderly Housing	367 Water Street	Clinton
Assisted Living	Corcoran House	40 Walnut Street	Clinton
Elderly Housing	C.J.Durkin Apts.	50 Day Street	Fitchburg
Elderly Housing	Wallace Tower	54 Wallace Avenue	Fitchburg
Elderly Housing	Joseph's House	279 Daniels Street	Fitchburg
Elderly Housing	The Sundial	29 Merriam Parkway	Fitchburg
Elderly Housing	Daniel Heights	16 Daniel Street	Fitchburg
Elderly Housing	Groop/Town View Tower / Fitchburg	16 Prichard Street	Fitchburg
Elderly Housing	Hotel Raymond	35 Day Street	Fitchburg
Elderly Housing	Fitchburg Green	350 Water Street	Fitchburg
Assisted Living	The Gables of Fitchburg	935 John Fitch Highway	Fitchburg
Nursing Home	Highlands, The	335 Nichols Road	Fitchburg
Nursing Home	Fitchburg Healthcare	1199 John Fitch Highway	Fitchburg
Rest Home	Penny Lane	222 South Street	Fitchburg
Rest Home	Caldwell Home - Extended Care	10 Prospect Street	Fitchburg

Elderly Facilities (cont)			
Nursing Home	Fitchburg Gardens For Nursing and Rehabilitation	94 Summer Street	Fitchburg
Elderly Housing	High Rise/Gardner West	116 Church Street	Gardner
Elderly Housing	Heritage Village	55 Sunrise Lane	Gardner
Elderly Housing	Binnall House	125 Connors Street	Gardner
Elderly Housing	Colonial Apts	19 City Hall Avenue	Gardner
Elderly Housing	Heywood Place Apartments	61 Lake Street	Gardner
Elderly Housing	Hillside Gardens	137 Blanchard Street	Gardner
Elderly Housing	Heywood Commons	50 Pine Street	Gardner
Assisted Living	Heywood Wakefield Commons	50 Pine Street	Gardner
Nursing Home	Wachusett Manor	32 Hospital Hill Road	Gardner
Nursing Home	Gardner Rehabilitation and Nursing Center	59 Eastwood Circle	Gardner
Elderly Housing	Groton Commons	74 Willowdale Road	Groton
Elderly Housing	Petapawag Place	19 Lowell Road	Groton
Elderly Housing	Winthrop Place (some of elderly)	371-375 Main Street	Groton
Nursing Home	Seven Hills Pediatric Center	22 Hillside Avenue	Groton
Elderly Housing	Quabbin Estates	41 Church Lane	Hardwick
Elderly Housing	The Elms at Stow Rd	105 Stow Road	Harvard
Elderly Housing	Bowers Brook	196 Ayer Road	Harvard
Elderly Housing	Foxglove Apartments	253 Ayer Road	Harvard
Elderly Housing	Hubbardston House Apts	1 Old Princeton Road	Hubbardston
Elderly Housing	Bigelow Gardens	449 Main Street	Lancaster
Assisted Living	Davis Manor	200 Harvard Road	Lancaster
Nursing Home	River Terrace and Healthcare Rehabilitation Center	1675 North Main Street	Lancaster
Elderly Housing	Heritage Green Apartments	58 Heritage Lane	Leominster
Elderly Housing	Anne O'Connor Village	23 George Street	Leominster
Elderly Housing	Laurie Drive Housing	47 Laurie Drive	Leominster
Elderly Housing	Notre Dame Street Housing	22 Notre Dame Street	Leominster
Elderly Housing	La Pierre East	161 Spruce Street	Leominster
Elderly Housing	Sunset Towers	100 Main Street	Leominster
Assisted Living	Leominster Crossings	1160 Main Street	Leominster
Assisted Living	Manor on the Hill	450 North Main Street	Leominster
Assisted Living	Sunrise of Leominster	6 Beth Avenue	Leominster
Nursing Home	Keystone Center	44 Keystone Drive	Leominster
Nursing Home	Life CareCenter of Leominster	370 West Street	Leominster
Rest Home	Village Rest Home	446 Main Street	Leominster
Elderly Housing	Mill Pond (Littleton)	50 Mill Road	Littleton
Elderly Housing	Littleton Housing Authority	19 Shattuck Street	Littleton
Elderly Housing	Pondside at Littleton	147 King Street	Littleton

<b>Elderly Facilities (cont)</b>			
Nursing Home	Life Care Center of Nashoba Valley	191 Foster Steet	Littleton
Elderly Housing	Pearl Brook Estates	131 White Street	Lunenburg
Elderly Housing	Shaker Meadows	32 Harvard Road	Shirley
Elderly Housing	Sholan Terrace	7 Bird Street	Sterling
Nursing Home	Sterling Village	18 Dana Hill Road	Sterling
Elderly Housing	Plantation Apts	1 Johnston Way	Stow
Elderly Housing	Pine View	79 Bridge Street	Templeton
Elderly Housing	Phoenix Court	99 Bridge Street	Templeton
Nursing Home	Alliance Health at Baldwinville	51 Hospital Road	Templeton
Elderly Housing	Atwood Acres	66 Dudley Road	Townsend
Elderly Housing	Townsend Woods	70 Dudley Road	Townsend
Elderly Housing	The Wellington House	5 Meeting House Road	Westminster
Elderly Housing	Hyde Park Elderly Housing	67 Hyde Park Drive	Winchendon
Elderly Housing	Ipswich Drive Elderly Housing	108 Ipswich Drive	Winchendon
Elderly Housing	Family & Elderly Housing	1 Ready Drive	Winchendon
Elderly Housing		16 Ready Drive	Winchendon
Elderly Housing	Elderly Housing	144 Glen Allen Street	Winchendon
Assisted Living	Broadview	547 Central Street	Winchendon
Source: Executive Office of Elder Affairs, Department of Public Health, MassGIS, & MRPC, 2017			

Medical Facilities			
Facility Type	Facility Name	Address	Community
Hospital Satellite	MCLEAN AMB TREATMENT CENTER@NAUKEAG	216 LAKE ROAD-1ST FLOOR	Ashburnham
Medical Center	Ashburnham Family Practice	61 Main St	Ashburnham
Clinic Satellite	CLINICAL & SUPPORT OPTIONS INC	491 MAIN STREET 2ND FLOOR	Athol
Adult Day Health Agency	NORTH QUABBIN ADULT DAY HEALTH SERVICES	1471 MAIN STREET REAR	Athol
Acute Hospital	ATHOL MEMORIAL HOSPITAL	2033 MAIN STREET	Athol
Medical Center	Foley Family Practice	78 Brickyard Rd	Athol
Medical Center	Women Care Health	14 Grove St	Athol
Medical Office	Tully Family Medicine	81 Reservoir Drive	Athol
Clinic	North Quabbin Family Physician	201 S Main St	Athol
Medical Office	D'Ambrosio Eye Care Inc	413 Main St	Athol
Clinic	Athol Medical Clinic	1467 Main St	Athol
Acute Hospital	NASHOBA VALLEY MEDICAL CENTER	200 GROTON STREET	Ayer
Medical Center	Spn Women's Health of Nashoba	198 Groton Rd # 3	Ayer
Medical Center	Anesthesia Assoc Of Nashoba Pc	200 Groton Rd	Ayer
Medical Office	Central Mass Otolaryngology	190 Groton Rd #120	Ayer
Medical Center	Ayer & Westford Dermatology	190 Groton Rd # 180	Ayer
Medical Office	Dermatology at Nashoba	190 Groton Rd #120	Ayer
Medical Center	Diabetes & Endocrine Center	200 Groton Rd	Ayer
Medical Office	Merrimack Urology Assoc Pc	190 Groton Rd #250	Ayer
Medical Office	Middlesex Gastronenterlogy PC	190 Groton Rd #190	Ayer
Medical Office	Lotus Med, LLC	190 Groton Rd # 290	Ayer
Medical Office	Primary Care Specialists	190 Groton Rd #110	Ayer
Medical Center	Massachusetts Acute Care Specialists Pc	200 Groton Rd	Ayer
Medical Office	Nashoba Valley Urology Inc	190 Groton Rd #230	Ayer
Medical Office	Primary Care Cardiology Research	190 Groton Rd #270	Ayer
Medical Center	Nashoba Radiology Group, LLC	200 Groton Rd	Ayer
Medical Center	The Garvin Center for Geriatric Psychiatry	200 Groton Rd	Ayer
Medical Office	Valley Eye Physicians & Surgeons Pc	190 Groton Rd # 240	Ayer
Medical Center	Steward Emergency Physicians, Inc	200 Groton Rd	Ayer
Medical Office	Valley Orthopedic Assoc	190 Groton Rd #160	Ayer
Medical Center	Associated Physicians of Hmfp at Bidmc	200 Groton Rd	Ayer
Medical Center	Smg Bolton Primary Care	146 Hudson Rd	Bolton
Medical Center	Bolton Family Practice	563 Main St	Bolton
Certified Home Health Agency	GRACIOUS CARE AGENCY LLC	1175 MAIN STREET	Clinton
Clinic Satellite	MINUTECLINIC	792 MAIN STREET	Clinton
Clinic Satellite	EDWARD M KENNEDY COMMUNITY HLTH CTR	200 HIGH STREET	Clinton
Acute Hospital	CLINTON HOSPITAL ASSOCIATION	201 HIGHLAND STREET	Clinton
Medical Center	Sound Physicians of Massachusetts, Inc	201 Highland St	Clinton
Medical Center	Nashaway Pediatrics/Ummmng	201 Highland St	Clinton
Clinic	Comm Healthlink Lipton Couns Center	221 Greeley Rd	Clinton
Medical Center	Umass Memorial Radiology Phys Serv Fund	201 Highland St	Clinton
Medical Office	Clinton Eye Center	248 Chestnut St	Clinton
Federal Medical Center	FMC Devens	42 Patton Rd	Devens

<b>Medical Facilities (cont)</b>			
Renal Dialysis (ESRD)	PHYSICIANS DIALYSIS-FITCHBURG	551 ELECTRIC AVENUE	Fitchburg
Clinic Satellite	MULTICULTURAL WELLNESS CENTER	515 MAIN STREET 3RD FLOOR	Fitchburg
Adult Day Health Agency	FITCHBURG ADULT DAY HEALTH SERVICES	481 ELECTRIC AVENUE	Fitchburg
Clinic	COMMUNITY HEALTH CONNECTIONS FAM HL	326 NICHOLS ROAD	Fitchburg
Clinic	NEW DAWN INTEGRATED BEHAVIORAL HEALTH CENTER INC	33 ELECTRIC AVENUE, SUITE 3B	Fitchburg
Certified Home Health Agency	EQUALIZER HOME HEALTH SERVICES INC	76 SUMMER STREET, STE 325	Fitchburg
Clinic Satellite	COMM HEALTHLINK LIPTON COUNS CENTER	275 NICHOLS ROAD	Fitchburg
Clinic	L U K BEHAVIORAL HEALTH CLINIC	545 WESTMINSTER STREET	Fitchburg
Clinic	CARE NET PREGNANCY RESOURCE CTR NOR	515 MAIN STREET, SUITE 1000	Fitchburg
Clinic Satellite	COUNSELING & ASSESSMENT CLINIC WORC	76 SUMMER STREET, SUITE 200	Fitchburg
Clinic Satellite	COUNSELING & ASSESSMENT CLINIC-WORC	33 ELECTRIC AVENUE, SUITE 204	Fitchburg
Clinic Satellite	UMASS MEMORIAL MRI&IMAGING CTR PET	275 NICHOLS ROAD 1ST FLOOR	Fitchburg
Clinic Satellite	MINUTECLINIC	57 ROLLSTONE ROAD	Fitchburg
Hospital Satellite	HEALTHALLIANCE FITCHBURG FAMILY PRC	326 NICHOLS ROAD	Fitchburg
Hospital Satellite	HEALTHALLIANCE HOSP-BURBANK CAMPUS	275 NICHOLS ROAD	Fitchburg
Hospital Satellite	RADIOLOGY PROGRAM @HLTHALL CANCER C	275 NICHOLS ROAD	Fitchburg
Mobile/Portable Clinic Satellite	ACTION HEALTH SERVICES	326 NICHOLS ROAD	Fitchburg
Clinic Satellite	RIVERFRONT COUNSELING CENTER	76 SUMMER STREET SUITE 139	Fitchburg
Mobile/Portable Clinic Satellite	CARING FOR KIDS	326 NICHOLS ROAD	Fitchburg
Clinic Satellite	PLANNED PARENTHOOD LEAG MA FITCHBUR	391 MAIN STREET	Fitchburg
Medical Office	Physician Onsite, Inc.	335 Nichols Rd	Fitchburg
Medical Center	Fitchburg Family Practice	275 Nichols Rd	Fitchburg
Medical Center	Allied Medical Associates Pc	214 Lunenburg St	Fitchburg
Medical Center	Nashoba Surgical Assoc, Inc	104 Whalon St #1D	Fitchburg
Medical Center	Eye & Lasik Center	33 Electric Ave	Fitchburg
Medical Center	Fitchburg Adult Medicine/Ummmg	76 Summer St # 230	Fitchburg
Clinic	Multicultural Wellness Center	76 Summer St #42	Fitchburg
Medical Office	Fitchburg Pediatrics Pc	881 South St # 1	Fitchburg
Clinic	Spectrum Health Systems Inc	76 Summer St	Fitchburg
Clinic	Reliant Medical Group - Fitchburg	370 Lunenburg St	Fitchburg
Medical Center	Behavioral Health Assoc	275 Nichols Rd	Fitchburg
Medical Center	All Family Care	47 Ashby State Rd #102	Fitchburg
Medical Center	Central Orthopaedics	33 Electric Ave #B03	Fitchburg
Medical Center	Commonwealth Psychiatrics	348 Lunenburg St #102	Fitchburg
Medical Center	Fallon Clinic	370 Lunenburg St	Fitchburg
Medical Center	Child Heart Assoc	881 South St	Fitchburg
Medical Center	Alfredson Ambulatory Care	655 Main St	Fitchburg

Medical Facilities (cont)			
Medical Center	North County Family Practice	275 Nichols Rd	Fitchburg
Medical Center	Ramsey Rehabilitation Inc	33 Electric Ave #104	Fitchburg
Medical Center	Neighborhood Pediatrics	881 South St #2	Fitchburg
Medical Center	North County Nephrology Assoc	551 Electric Ave	Fitchburg
Medical Center	Pediatrics West	19 Pierce Ave # B	Fitchburg
Medical Center	Central Mass Otolaryngology	33 Electric Ave #202	Fitchburg
Medical Center	Parkhill Family Practice	155 Franklin Rd	Fitchburg
Medical Center	Simonds-Sinon Regional Cancer	275 Nichols Rd	Fitchburg
Medical Center	Physical Therapy Plus	275 Nichols Rd	Fitchburg
Medical Center	Fitchburg Family Practice	155 Franklin Rd	Fitchburg
Clinic	Care Net Pregnancy Resources Center	515 Main St	Fitchburg
Clinic	Fitchburg VA Outpatient Clinic	881 Main St	Fitchburg
Clinic	Community Health Connections - Fitchburg	275 Nichols Rd	Fitchburg
Clinic	Carewell Urgent Care	380 John Fitch Hwy	Fitchburg
Ambulatory Surgical Ctr.	CATARACT & LASER CENTER CENTRAL LLC	95 MECHANIC STREET	Gardner
Adult Day Health Agency	GARDNER ADULT DAY HEALTH SERVICES	34 PEARLY LANE	Gardner
Certified Home Health Agency	GVNA HEALTHCARE INC	34 PEARLY LANE	Gardner
Acute Hospital	HEYWOOD HOSPITAL -	242 GREEN STREET	Gardner
Clinic Satellite	GREATER GARDNER COMMUNITY HEALTH CT	175 CONNORS STREET, 1ST & 2ND	Gardner
Temporary Nursing Agency	HOMELINK STAFFING	985 W BROADWAY	Gardner
Clinic Satellite	COMM HLTHLINK LIPTON COUNSELING CTR	31 LAKE STREET, SUITE 106	Gardner
Clinic Satellite	CLINICAL & SUPPORT OPTIONS	205 SCHOOL STREET SUITE 301	Gardner
Clinic Satellite	YOU INC FAMILY CENTER - GARDNER	205 SCHOOL STREET 1ST FLOOR	Gardner
Hospice	GVNA HEALTHCARE INC	34 PEARLY LANE	Gardner
Hospital Satellite	HEYWOOD REHABILITATION CENTER	69 PEARSON BOULEVARD	Gardner
Hospital Satellite	HEYWOOD HOSP - PARTIAL HOSP PROG	235 GREEN STREET	Gardner
Medical Office	Heywood Oncology Physicians	242 Green St	Gardner
Medical Office	Heywood Health Center for Women	250 Green St #107	Gardner
Medical Office	Heywood Orthopedics	242 Green St	Gardner
Medical Office	Heywood Pulmonology	250 Green St #109	Gardner
Medical Office	In His Image Family Medicine	250 Green St #200	Gardner
Medical Center	Gardner Family Medicine, Inc	57 City Hall Ave	Gardner
Medical Office	Wachusett Radiology Inc	29 Union Sq	Gardner
Medical Center	Cornerstone Family Medicine, Inc	250 Green St # 200	Gardner
Medical Center	Chair City Family Medicine	250 Green St # 202	Gardner
Medical Center	Heywood Athol Inpatient Specialists PLLC	242 Green St	Gardner
Medical Center	Heywood Primary Care	266 Main St	Gardner
Clinic	Heywood Urgent Care	266 Main St	Gardner
Medical Office	Mercy Family Practice Pc	250 Green St # 200	Gardner
Medical Office	Central Mass Pulmonary, Pc	374 Elm St	Gardner
Medical Center	Eye & Lasik Center	354 Main St # 1	Gardner
Medical Office	D'Ambrosio Eye Care Inc	74 Main St	Gardner

<b>Medical Facilities (cont)</b>			
Clinic	North Central Human Services	31 Lake St	Gardner
Medical Center	Allergy & Arthritis Family Center	358 Elm St	Gardner
Medical Office	Center for Wound Care	242 Green St	Gardner
Medical Office	Central New England Foot Care	52 Central St	Gardner
Medical Office	Heywood Medical Group	242 Green St	Gardner
Clinic	Comm Healthlink Lipton Couns Center	10 Parker St	Gardner
Medical Office	Heywood Cardiology	250 Green St	Gardner
Medical Office	Family Vision Care	34 Connors St	Gardner
Medical Office	Gardner Eye Assoc	250 Green St #106	Gardner
Hospital Satellite	AQUATIC THER PRG GROTON SCH ATHLE C	GROTON SCHOOL FARMERS ROW	Groton
Clinic	RICHARD & SUSAN SMITH FAM FDN DEN C	22 HILLSIDE AVENUE	Groton
Hospital Satellite	EMERSON HOSPITAL HEALTH CENTER	100 BOSTON RD 1ST FL STE B	Groton
Adult Day Health Agency	COOPERATIVE ELDER SERVICES INC	8 WEST MAIN STREET, STE 2	Groton
Medical Office	Spn Nashoba Family Medicine	1 Forge Village Rd #C	Groton
Medical Center	Spn Groton Internal Medicine	497 Main St #4B	Groton
Medical Center	Groton Medical Assoc	100 Boston Rd	Groton
Medical Center	Nashoba Vision Assoc. Pc	140 Main St	Groton
Medical Center	Pediatrics West, Pc	120 Boston Rd # 1	Groton
Medical Center	Emerson Practice	100 Boston Rd #A	Groton
Medical Center	Spn Nashoba Specialty Suite	190 W Groton Rd #250	Groton
Medical Office	Nashoba Valley Health Care Group	497 Main St #4B	Groton
Clinic Satellite	ADVOCATES COMMUNITY COUNSELING	257 AYER ROAD	Harvard
Medical Center	Concord Hillside Medical Assoc	16 Lancaster County Rd	Harvard
Medical Office	Harvard Primary Care/Ummmg	198 Ayer Rd	Harvard
Medical Center	Healthalliance Neurology	198 Ayer Rd #1	Harvard
Medical Center	Life Management Assoc Inc	257 Ayer Rd	Harvard
Medical Center	Nashoba Neurology	325 Ayer Rd #B120	Harvard
Medical Center	Acton Medical Assoc PC	231 Ayer Rd #5	Harvard
Medical Office	Institute for Professional Practice	49 Healdville Rd	Hubbardston
Hospital Satellite	PHYSICAL THERAPY PLUS @ ORCHARD HIL	100 DUVAL ROAD GROUND FLOOR	Lancaster
Medical Office	D'Ambrosio Eye Care Inc	479 Old Union Turnpike	Lancaster
Medical Center	North County Health Center	136 High St	Lancaster
Clinic Satellite	SOUTH BAY COMMUNITY SERVICES	80 ERDMAN WAY SUITE 208	Leominster
Acute Hospital	HEALTHALLIANCE HOSP-LEOMINSTER CAMP	60 HOSPITAL ROAD	Leominster
Clinic Satellite	MINUTECLINIC	246 MILL STREET	Leominster
Clinic Satellite	SPECTRUM HEALTH SYSTEMS INC	40 SPRUCE STREET	Leominster
Ambulatory Surgical Ctr.	CENTRAL MASSACHUSETTS AMBULATORY ENDOSCOPY CENTER	105 ERDMAN WAY	Leominster
Certified Home Health Agency	HEALTH ALLIANCE HOME HEALTH AND HOSPICE	60 HOSPITAL ROAD	Leominster
Certified Home Health Agency	ICK-ASSURANCE HOME HEATHLH CARE INC	5 PARK STREET	Leominster
Clinic	UMASS MEM HLTH ALLIANCE MRI CENTER	100 HOSPITAL ROAD	Leominster
Clinic Satellite	COMM HEALTHLINK LIPTON COUNS CENTER	100-110 ERDMAN WAY	Leominster

Medical Facilities (cont)			
Adult Day Health Agency	ADULT DAY HEALTH CENTER AT MANOR ON THE HILL	450 NORTH MAIN STREET	Leominster
Certified Home Health Agency	BETTER CARE HOME HEALTH INC	90 MAIN STREET 3RD FL	Leominster
Clinic Satellite	COMM HEALTHLINK LIPTON COUNS CENTER	40 SPRUCE STREET 3 FLOOR	Leominster
Hospice	HEALTH ALLIANCE HOME HEALTH AND HOSPICE	60 HOSPITAL ROAD	Leominster
Clinic Satellite	LEOMINSTER COMUNITY HEALTH CENTER	14 MANNING AVENUE SUITE #402	Leominster
Certified Home Health Agency	OUTLOOK HEALTHCARE SERVICES LLC	853 NORTH MAIN STREET, SUITE 2	Leominster
Hospice	BEACON HOSPICE, AN AMEDISYS COMPANY	36 WILLIAM STREET	Leominster
Hospital Satellite	PT PLUS @ WHITNEY FIELD	21 CINEMA BOULEVARD	Leominster
Hospital Satellite	URGENT CARE LEOMINSTER	510 NORTH MAIN STREET	Leominster
Temporary Nursing Agency	ALWAYS ON CALL HEALTH SERVICES, INC	285 CENTRAL STREET SUITE 214	Leominster
Medical Office	Commonwealth Hematology Onclogy	50 Memorial Dr	Leominster
Medical Office	Cardiology Associates of NE	100 Hospital Rd #3A	Leominster
Medical Office	Montachusett Women's Health	100 Hospital Rd #1B	Leominster
Medical Office	Dermatology Associates	100 Hospital Rd #2D	Leominster
Medical Center	Visionary Eye Care LLC	875 Merriam Ave	Leominster
Medical Office	New England Eye Center	20 Commercial St	Leominster
Medical Office	Cpc South Leominster Family Practice	1069 Central St	Leominster
Medical Office	Twin City Eye Care	865 Merriam Ave #121	Leominster
Medical Office	Tak Medical Group Pc	60 Hospital Rd	Leominster
Medical Office	Wachusett Emergency Physicians Pc	60 Hospital Rd	Leominster
Medical Office	Allure Family Dental, Inc	80 Erdman Way	Leominster
Medical Office	Physician Onsite, Inc.	370 West St	Leominster
Medical Center	Center for Digestive Wellness, Pc	105 Erdman Way	Leominster
Medical Office	Bay State Eye Assoc	25 Sack Blvd	Leominster
Medical Office	D'Ambrosio Eye Care Inc	865 Merriam Ave #119	Leominster
Medical Center	VNA Care Network Inc	305 Whitney St	Leominster
Medical Office	Wachusett Orthopedic Surgery	50 Memorial Dr #209	Leominster
Medical Center	Longview Orthopeadic Center LLC	100 Hospital Rd #3C	Leominster
Medical Office	Family Medical & Maternity Care Pc	87 N Main St	Leominster
Medical Center	Mass Heart & Rhythm	100 Hospital Rd #3A-B	Leominster
Medical Center	Mass Lung & Allergy Pc	100 Hospital Rd #2A	Leominster
Medical Office	Leominster Optometrics Associates Inc	23 Mill St	Leominster
Medical Center	Medical Associates Pediatrics Pc	100 Hospital Rd #4A	Leominster
Medical Center	North Worcester Gastroenterology Pc	105 Erdman Way	Leominster
Medical Center	Northeast Allergy Asthma & Immunology, Pc	79 Erdman Way #101	Leominster
Medical Center	Montachusett Internal Medicine	80 Erdman Way #207	Leominster
Medical Office	Wachusett Emergency Physicians Pc	510 N Main St	Leominster
Medical Center	Pratt Ophthalmology Associates Inc	60 Hospital Rd	Leominster
Medical Center	Pratt Medical Group Inc	100 Hospital Rd #3C	Leominster
Medical Center	Pratt Pediatrics Assc Inc.	100 Hospital Rd	Leominster

<b>Medical Facilities (cont)</b>			
Medical Center	Umass Memorial Radiology Phys Serv Fund	100 Hospital Rd	Leominster
Medical Center	Pratt Ophthalmology Associates Inc	20 Commercial St	Leominster
Medical Center	Umass Memorial Radiology Phys Serv Fund	60 Hospital Rd	Leominster
Medical Center	Ramsey Rehabilitation Inc	39 Cinema Blvd	Leominster
Medical Center	Urology Central Pc	50 Memorial Dr #108	Leominster
Medical Office	Cardio Internist of Leominster	100 Hospital Rd #3B	Leominster
Medical Center	Umass Medical Group	100 Hospital Rd #1C	Leominster
Medical Center	Reliant Medical Group	165 Mill St	Leominster
Medical Center	Umass Memorial Radiology Phys Serv Fund	510 N Main St	Leominster
Clinic	New England Center for Mental Health	119 Russell St #23	Littleton
Medical Office	Acton Medical Assoc	592 King St	Littleton
Medical Office	Littleton Family Medicine	235 Great Rd	Littleton
Clinic	Lunenburg Primary Care	324 Massachusetts Ave	Lunenburg
Medical Center	Lunenburg Family Practice	697 Massachusetts Ave	Lunenburg
Medical Office	Core Communication Center LLC	24 Massachusetts Ave	Lunenburg
Clinic	QUABBIN RETREAT-DANA DAY RETREAT	211 NORTH MAIN STREET	Petersham
Certified Home Health Agency	NASHOBA NURSING SERVICE	3 PATTERSON ROAD SUITE 3	Shirley
Hospice	HOSPICE OF NASHOBA NURSING SERVICE	3 PATTERSON ROAD, SUITE 3	Shirley
Medical Center	St Vincent Medical Group	104 Leominster Rd	Sterling
Medical Center	Sterling Family Medicine	50 Leominster Rd	Sterling
Medical Center	Nashaway Medical Center	225 Leominster Rd	Sterling
Temporary Nursing Agency	KEYSTONE HOMECARE SERVICES	132 GREAT ROAD	Stow
Clinic Satellite	TUFTS DENTAL @ TEMPLETON DVLPMNTL	212 FREIGHT SHED RD MED BLD FE	Templeton
Medical Center	Mountain View Family Practice	570 Baldwinville Rd	Templeton
Medical Office	Narragansett Family Medicine	570 Baldwinville Rd	Templeton
Medical Office	St Vincent Radiological Associates	14 Rice Rd	Templeton
Medical Office	Spn Townsend Family Medicine	18 Main St	Townsend
Medical Office	Sprague Family Practice	120 Highland St	Townsend
Medical Center	Meetinghouse Family Practice	16 Wyman Rd	Westminster
Medical Center	South Street Chapel	22 South St	Westminster
Medical Center	Sonoma Square	2 Narrows Rd	Westminster
Medical Center	Westminster Family Practice	116 Main St	Westminster
Medical Office	Eye & Lasik Center	13 Walnut St	Winchendon
Hospital Satellite	WINCHENDON HEALTH CENTER	55 HOSPITAL DRIVE	Winchendon
Hospital Satellite	MURDOCK HEALTH CTR MIDDLE SCH/HS	3 MEMORIAL DRIVE 2ND FL	Winchendon
Source: MA Department of Public Health, MA Health and Human Services, & MRPC, 2017			

Early Education Facilities (6 or more children)			
Note: Daycare Family Provider Name replaced with *****			
Facility Name	Address	Community	Program Type
*****	*****	Ashburnham	Family Child Care
*****	*****	Ashburnham	Family Child Care
*****	*****	Ashburnham	Family Child Care
*****	*****	Ashburnham	Family Child Care
Blossoming Buds Preschool and Daycare	33 MAIN ST	Ashburnham	Large Group and School Age Child Care
*****	*****	Ashby	Family Child Care
The Children's Garden Nursery School	247 LOCKE RD	Ashby	Large Group and School Age Child Care
*****	*****	Athol	Family Child Care
*****	*****	Athol	Family Child Care
*****	*****	Athol	Family Child Care
*****	*****	Athol	Family Child Care
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*****	*****	Athol	Family Child Care
*****	*****	Athol	Family Child Care
*****	*****	Athol	Family Child Care
Little Tot Day Care	107 PARK ST	Athol	Large Group and School Age Child Care
MOC Child Care & Head Start Services	925 MAIN ST	Athol	Large Group and School Age Child Care
Athol Area YMCA	1064 Pleasant St.	Athol	Large Group and School Age Child Care
*****	*****	Ayer	Family Child Care
*****	*****	Ayer	Family Child Care
*****	*****	Ayer	Family Child Care
*****	*****	Ayer	Family Child Care
*****	*****	Ayer	Family Child Care
*****	*****	Ayer	Family Child Care
Ayer Kiddie Depot	33 SHIRLEY ST	Ayer	Large Group and School Age Child Care
Ayer Community School, Inc.	21A WASHINGTON ST	Ayer	Large Group and School Age Child Care
*****	*****	Baldwinville	Family Child Care
*****	*****	Baldwinville	Family Child Care
*****	*****	Baldwinville	Family Child Care
*****	*****	Baldwinville	Family Child Care
*****	*****	Baldwinville	Family Child Care
*****	*****	Baldwinville	Family Child Care
*****	*****	Bolton	Family Child Care
*****	*****	Bolton	Family Child Care
Bright Horizons Family Solutions at Boxborough	20 CODMAN HILL RD	Boxborough	Large Group and School Age Child Care
Boxboro Children Center	726 Massachusetts Ave.	Boxborough	Large Group and School Age Child Care
The Taylor School	8 Hill Rd.	Boxborough	Large Group and School Age Child Care
*****	*****	Clinton	Family Child Care

[illegible]

Early Education Facilities (6 or more children) (cont)			
*****	*****	Fitchburg	Family Child Care
*****	*****	Fitchburg	Family Child Care
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*****	*****	Fitchburg	Family Child Care
Sacred Heart Preschool and Child Care Center	59 Vernon St.	Fitchburg	Large Group and School Age Child Care
Busy Bees Preschool Center, Inc.	3 HARUGARI ST	Fitchburg	Large Group and School Age Child Care
The Kid Stop	184 CLARENDON ST	Fitchburg	Large Group and School Age Child Care
MOC Child Care & Head Start Services Center / Hosmer	110 SOUTH ST	Fitchburg	Large Group and School Age Child Care

Early Education Facilities (6 or more children) (cont)			
Guild of St. Agnes - Fitchburg	62 DOVER ST	Fitchburg	Large Group and School Age Child Care
Messiah Lutheran Preschool & Learning Center	780 RINDGE RD	Fitchburg	Large Group and School Age Child Care
Children's Aid Child Care Center	1480 JOHN FITCH HWY	Fitchburg	Large Group and School Age Child Care
*****	*****	Gardner	Family Child Care
*****	*****	Gardner	Family Child Care
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*****	*****	Gardner	Family Child Care
*****	*****	Gardner	Family Child Care
*****	*****	Gardner	Family Child Care
*****	*****	Gardner	Family Child Care
*****	*****	Gardner	Family Child Care
*****	*****	Gardner	Family Child Care
*****	*****	Gardner	Family Child Care
*****	*****	Gardner	Family Child Care
Coleman Child Care & Head Start Center	68 COLEMAN ST	Gardner	Large Group and School Age Child Care
MOC Child Care & Head Start Services - Garrison Ctr. for ECE	444 GREEN ST	Gardner	Large Group and School Age Child Care
Klever Kids Preschool & Extended Day Program	1055 WEST ST	Gardner	Large Group and School Age Child Care
Guild of St. Agnes - Gardner	155 GREEN ST	Gardner	Large Group and School Age Child Care
Meridian Gymnastics and Youth Fitness Preschool	871 W BROADWAY	Gardner	Large Group and School Age Child Care
MOC Child Care & Head Start Services/School Age Program	95 MECHANIC ST.	Gardner	Large Group and School Age Child Care
*****	*****	Groton	Family Child Care
*****	*****	Groton	Family Child Care
*****	*****	Groton	Family Child Care
*****	*****	Groton	Family Child Care
Sunshine School of Groton, Inc.	1 POWDERHOUSE RD	Groton	Large Group and School Age Child Care
The Children's Center At Groton, Inc.	20 JOY LN	Groton	Large Group and School Age Child Care



Early Education Facilities (6 or more children) (cont)			
*****	*****	Leominster	Family Child Care
*****	*****	Leominster	Family Child Care
*****	*****	Leominster	Family Child Care
*****	*****	Leominster	Family Child Care
*****	*****	Leominster	Family Child Care
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*****	*****	Leominster	Family Child Care
*****	*****	Leominster	Family Child Care
*****	*****	Leominster	Family Child Care
*****	*****	Leominster	Family Child Care
Piccolo Mondo Child Care and Learning Center	680 MECHANIC ST	Leominster	Large Group and School Age Child Care
1-2-3 Grow Child Center Inc.	109 ALLEN ST	Leominster	Large Group and School Age Child Care
Academy for Little People	2 WEATHERVANE DR	Leominster	Large Group and School Age Child Care
Adventures After School Program	84 PLEASANT ST	Leominster	Large Group and School Age Child Care
Pre-Adventures Early Childhood Center	80 PLEASANT ST	Leominster	Large Group and School Age Child Care
The Bonjour Too Preschool	50 HALL ST	Leominster	Large Group and School Age Child Care
The Northwest Child Development Center	194 ARLINGTON ST	Leominster	Large Group and School Age Child Care
Adventure Kids	116 2ND ST	Leominster	Large Group and School Age Child Care
Hands On Learning Pre School	248 LINCOLN ST	Leominster	Large Group and School Age Child Care
Teaching Wonders Child Learning Center, Inc.	59B NEW LANCASTER RD	Leominster	Large Group and School Age Child Care
Kings Corner Learning Center II	24 NORWOOD AVE	Leominster	Large Group and School Age Child Care
*****	*****	Littleton	Family Child Care
*****	*****	Littleton	Family Child Care
*****	*****	Littleton	Family Child Care
*****	*****	Littleton	Family Child Care
The Learning Experience	206 GREAT RD	Littleton	Large Group and School Age Child Care
*****	*****	Lunenburg	Family Child Care
*****	*****	Lunenburg	Family Child Care
*****	*****	Lunenburg	Family Child Care
*****	*****	Lunenburg	Family Child Care
*****	*****	Lunenburg	Family Child Care
*****	*****	Lunenburg	Family Child Care
Village Playschool	30 OAK AVE	Lunenburg	Large Group and School Age Child Care
St. Boniface Early Education School	817 MASSACHUSETTS AVE	Lunenburg	Large Group and School Age Child Care

Early Education Facilities (6 or more children) (cont)			
The Bonjour School	742 MASSACHUSETTS AVE	Lunenburg	Large Group and School Age Child Care
Petersham Montessori School	28 NEW SALEM RD	Petersham	Large Group and School Age Child Care
*****	*****	Phillipston	Family Child Care
Blissful Beginnings Preschool	395 ROYALSTON RD	Phillipston	Large Group and School Age Child Care
*****	*****	Shirley	Family Child Care
*****	*****	Shirley	Family Child Care
*****	*****	Shirley	Family Child Care
*****	*****	Shirley	Family Child Care
*****	*****	Shirley	Family Child Care
*****	*****	Shirley	Family Child Care
*****	*****	Shirley	Family Child Care
Wonderful World of Children	43 Peabody Rd.	Shirley	Large Group and School Age Child Care
*****	*****	Sterling	Family Child Care
*****	*****	Sterling	Family Child Care
*****	*****	Sterling	Family Child Care
*****	*****	Sterling	Family Child Care
*****	*****	Sterling	Family Child Care
*****	*****	Sterling	Family Child Care
*****	*****	Sterling	Family Child Care
Village Green Preschool	6 MEETING HOUSE Rd	Sterling	Large Group and School Age Child Care
Sterling Nursery School	123 ROWLEY HILL RD	Sterling	Large Group and School Age Child Care
*****	*****	Stow	Family Child Care
*****	*****	Stow	Family Child Care
Kids A Lot	109 RED ACRE RD	Stow	Large Group and School Age Child Care
Childrens Horizons Preschool	353 Great Rd.	Stow	Large Group and School Age Child Care
*****	*****	Templeton	Family Child Care
*****	*****	Templeton	Family Child Care
*****	*****	Templeton	Family Child Care
*****	*****	Templeton	Family Child Care
Little People Nursery School	156 LORD RD	Templeton	Large Group and School Age Child Care
Little Explorer's Day Care	1107 PATRIOTS RD	Templeton	Large Group and School Age Child Care
*****	*****	Townsend	Family Child Care
*****	*****	Townsend	Family Child Care
*****	*****	Townsend	Family Child Care
*****	*****	Townsend	Family Child Care
*****	*****	Townsend	Family Child Care
*****	*****	Townsend	Family Child Care
Village Common Children's Center	5 BROOKLINE ST	Townsend	Large Group and School Age Child Care
Rainbow Childcare	27 MAIN ST	Townsend	Large Group and School Age Child Care
*****	*****	Westminster	Family Child Care
*****	*****	Westminster	Family Child Care
*****	*****	Westminster	Family Child Care
*****	*****	Westminster	Family Child Care

Early Education Facilities (6 or more children) (cont)			
*****	*****	Westminster	Family Child Care
*****	*****	Westminster	Family Child Care
*****	*****	Westminster	Family Child Care
*****	*****	Westminster	Family Child Care
*****	*****	Westminster	Family Child Care
*****	*****	Westminster	Family Child Care
*****	*****	Westminster	Family Child Care
*****	*****	Westminster	Family Child Care
Appleseed Academy of Child Development	138 MAIN ST	Westminster	Large Group and School Age Child Care
*****	*****	Winchendon	Family Child Care
*****	*****	Winchendon	Family Child Care
*****	*****	Winchendon	Family Child Care
*****	*****	Winchendon	Family Child Care
*****	*****	Winchendon	Family Child Care
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*****	*****	Winchendon	Family Child Care
*****	*****	Winchendon	Family Child Care
*****	*****	Winchendon	Family Child Care
*****	*****	Winchendon	Family Child Care
MOC Child Care & Head Start Services - Winchendon Center	32 ELMWOOD RD	Winchendon	Large Group and School Age Child Care
Clark Memorial YMCA Afterschool	175 GROVE ST.	Winchendon	Large Group and School Age Child Care
Source: MA Department of Early Education and Care, 2017			

Major Employers (100 and Greater)				
Company Name	Address	Community	# of Companies	Employee Size
Tyco Fire & Security	50 Technology Dr	Westminster	3	1507
Future Electronics Corp	41 Main St	Bolton	2	1250
Automated Assemblies Corp	101 Union St	Clinton	4	1109
Mountainside Ski Shop	499 Mountain Rd	Princeton	2	1020
Heywood Hospital	242 Green St	Gardner	25	1016
Mall at Whitney Field - Multiple	100 Commercial Rd	Leominster	64	983
Twin City Plaza - Multiple	881 Merriam Ave	Leominster	48	964
Nashoba Valley Medical Center	200 Groton Rd	Ayer	27	883
Cisco Systems	500 Beaver Brook Rd	Boxborough	1	700
Fire Marshal	PO Box 1025	Stow	3	630
Sterilite Corp	PO Box 8001	Townsend	2	627
L S Starrett Co	121 Crescent St	Athol	1	600
Mci Shirley Complex	PO Box 1218	Shirley	1	566
Peltonen Dining Svc Inc	500 Main St	Groton	2	553
Fitchburg State College Book	160 Pearl St	Fitchburg	3	513
2 Shaker Road - Multiple	2 Shaker Rd	Shirley	61	491
100 Erdman Way - Multiple	100 Erdman Way	Leominster	19	476
Leominster Hospital - Multiple	100 Hospital Rd	Leominster	43	437
Clinton Manor	18 Dana Hill Rd	Sterling	2	415
Templeton Developmental Ctr	212 Freight Shed Rd # A	Baldwinville	1	400
Cycles Inc	16 Chocksett Rd	Sterling	3	397
Shaw's Supermarket	25 Water Tower Pl	Leominster	18	393
Central Plaza - Multiple	90 Water St	Fitchburg	8	355
North Central Corrections Inst	500 Colony Rd	Gardner	1	350
Orchard Hill Park Plaza	56 Orchard Hill Park Dr	Leominster	14	329
Franklin Perkins Dr School	971 Main St	Lancaster	4	324
Clinton Hospital	201 Highland St	Clinton	4	316
Fitchburg Civil Defense	33 North St	Fitchburg	4	315
80 Erdman Way - Multiple	80 Erdman Way	Leominster	24	303
Middlesex Corp	1 Spectacle Pond Rd	Littleton	1	300
Stow Shopping Center - Multiple	117 Great Rd	Stow	24	299
Mount Wachusett Community College - Multiple	444 Green St	Gardner	3	298
Age	335 Nichols Rd	Fitchburg	3	288
Narragansett Dist Education As	464 Baldwinville Rd	Baldwinville	3	275
TRW Automotive	180 State Rd E	Westminster	2	270
Fort James Corp	149 Hamilton St	Leominster	2	265
Athol Memorial Hospital	2033 Main St	Athol	3	264
Leominster High School - Multiple	122 Granite St	Leominster	2	262
Burbank	275 Nichols Rd	Fitchburg	12	259
Lunenburg Crossing - Multiple	301 Massachusetts Ave	Lunenburg	10	258
Dunkin' Donuts	150 Great Wolf Dr	Fitchburg	2	257
Parkhill Plaza - Multiple	72 Franklin Rd	Fitchburg	40	252
Hollingsworth & Vose Co	PO Box 168	West Groton	1	250
Athol-Royalston School Dist	PO Box 968	Athol	1	250

Major Employers (100 and Greater)				
Gateway Business Center - Multiple	435 Lancaster St	Leominster	30	247
Timpany Plaza - Multiple	384 Timpany Blvd	Gardner	20	233
295 Foster Street - Multiple	295 Foster St	Littleton	4	230
Leominster Plaza - Multiple	285 Central St	Leominster	38	227
Dunkin' Donuts	11 Jungle Rd	Leominster	5	226
Crossroads Office Park - Multiple	680 Mechanic St	Leominster	9	222
Bunzl Extrusion Mass	PO Box 659	Athol	2	220
Market Basket Plaza (Sack Blvd) - Multiple	71 Sack Blvd	Leominster	5	218
Clinton Adult Learning Ctr	150 School St	Clinton	4	215
Garlock Printing & Converting	164 Fredette St	Gardner	1	215
Seven Hills at Groton	22 Hillside Ave	Groton	3	215
H&R Block	677 Timpany Blvd	Gardner	5	211
City-Fitchburg-Police Dept Gen	20 Elm St	Fitchburg	5	209
Dollar Rent A Car	5 Littleton Rd	Ayer	3	206
Montachusett Regional Vctnl	1050 Westminster St	Fitchburg	1	205
Home Depot	135 Commercial Rd	Leominster	2	204
American Superconductor Corp	64 Jackson Rd	Devens	2	203
Aubuchon Realty Corp	95 Aubuchon Dr	Westminster	2	203
Bemis Associates Inc	1 Bemis Way	Shirley	1	200
Market Basket	1125 Templeton Rd	Athol	1	200
Cains Foods LP	114 E Main St	Ayer	1	200
Weetabix Co	12 Industrial Dr	Sterling	1	200
Life Care Ctr of Nashoba Villy	191 Foster St	Littleton	1	200
Weetabix Co Inc	20 Cameron St	Clinton	1	200
Quabbin Valley Healthcare	821 Daniel Shays Hwy	Athol	1	200
Maki Corp	160 Massachusetts Ave	Lunenburg	1	199
Fire Prevention Bureau	19 Church St	Leominster	4	196
Wallace Plaza - Multiple	375 John Fitch Hwy	Fitchburg	7	193
River Terrace Operator Llc	1675 Main St	Lancaster	3	191
Hannaford Plaza - Multiple	1560 S Main St	Athol	9	190
Armistice Homestead	16 Pearl St	Leominster	2	190
Legend Center-Nursing & Rehab	59 Eastwood Cir	Gardner	1	190
Groton School	PO Box 991	Groton	3	190
BJ'S Optical	115 Erdman Way	Leominster	2	188
Alpha Gary Corp	170 Pioneer Dr	Leominster	1	187
Tech Central - Multiple	80 Central St	Boxborough	11	185
Fireplace Room	159 Ballville Rd	Bolton	3	183
159 Swanson Road - Multiple	159 Swanson Rd	Boxborough	3	180
Radant Technologies Inc	255 Hudson Rd	Stow	1	180
Stow Acres Country Club	58 Randall Rd	Stow	2	179
Leominster Public Works	109 Graham St # 2	Leominster	3	175
Life Care Ctr of Leominster	370 West St	Leominster	1	174
Woodruff Plaza - Multiple	1175 Main St	Clinton	14	168
Magne Motion Inc	137 Barnum Rd	Devens	4	168
Atlas Copco Inc	75 Water St	Leominster	4	168
205 School Street - Multiple	205 School St	Gardner	11	167

Major Employers (100 and Greater)				
Harbor Village Shopping Plaza - Multiple	18 Main St	Townsend	23	166
Canteen Vending Svc	220 Old Common Rd	Lancaster	5	165
Dollar Tree	1011 Water St	Fitchburg	2	162
Synqor INC	155 Swanson Rd	Boxborough	1	162
Fitchburg City Hall - Multiple	718 Main St	Fitchburg	21	162
Nasoya	1 New England Way	Ayer	2	160
Laddawn Inc	2 Northeast Blvd	Sterling	2	160
Baldwinville Nursing & Rehab	51 Hospital Rd	Baldwinville	1	160
61 Lowell Road - Multiple	61 Lowell Rd	Groton	2	160
I C Federal Credit Union	PO Box 8203	Fitchburg	2	160
Crown Point Office Center - Multiple	76 Summer St	Fitchburg	25	157
CPF Inc	25 Copeland Dr	Ayer	2	156
Mill Run Plaza - Multiple	491 Main St	Groton	24	154
166 Boulder Drive - Multiple	166 Boulder Dr	Fitchburg	10	152
Lowe's Home Improvement	198 New Lancaster Rd	Leominster	1	151
Bemis Associates Inc	100 Ayer Rd	Shirley	1	150
First Student Inc	203 Airport Rd	Fitchburg	1	150
Acton Toyota of Littleton	221 Great Rd	Littleton	2	150
Avery Dennison Corp	224 Industrial Rd	Fitchburg	1	150
Boutwell Owens & Co Inc	251 Authority Dr	Fitchburg	1	150
Olive Garden Italian Rstrnt	3 Orchard Hill Park Dr	Leominster	1	150
Siemens AG	85 Walnut St	Clinton	1	150
Cushing Academy	PO Box 8000	Ashburnham	1	150
Alliance for Resource Mgmt	564 Main St	Fitchburg	3	149
Ranor Inc	1 Bella Dr	Westminster	1	148
Fitchburg High School	140 Arnhow Farm Rd	Fitchburg	2	148
Community Health Connection	34 Pearly Ln	Gardner	2	148
410 Great Road - Multiple	410 Great Rd	Littleton	23	148
Parker Gas Turbine Fuel Sys	14 Robbins Pond Rd	Devens	2	147
Prospect School	62 Waterford St	Gardner	2	147
Sonoma Square - Multiple	2 Narrows Rd	Westminster	10	146
Deluxe Corp	PO Box 643	Townsend	1	145
Colonial Grille	625 Betty Spring Rd	Gardner	2	141
Birchwood Rehab Clinic	1199 John Fitch Hwy	Fitchburg	2	140
Wicheneon School	172 Ash St	Winchendon	2	140
Desing Group Facilities Sltns	25 Patton Rd	Devens	2	140
Shaw's Supermarket	760 Boston Rd	Groton	1	138
Electro Wire Inc	100 Jytek Dr	Leominster	1	135
Lawrance Academy - Multiple	26 Powderhouse Rd	Groton	2	135
Hanford Corp	95 Viscoloid Ave	Leominster	2	135
GAAMHA Inc	208 Coleman St	Gardner	2	133
Fitchburg Special Education	376 South St	Fitchburg	4	133
Hannaford Supermarket	118 Lancaster St	Leominster	4	132
Groton Cable Access	PO Box 730	Groton	3	132
Maki Building Ctr	101 Linus Allain Ave	Gardner	2	130
Curtiss-Wright Controls	151 Taylor St	Littleton	1	130

Major Employers (100 and Greater)				
Wachusett Manor	32 Hospital Hill Rd	Gardner	1	130
Doubletree	99 Erdman Way	Leominster	1	130
Bci Fitchburg	100 Newark Ave	Fitchburg	3	128
Employment & Training Admin	270 Jackson Rd	Devens	2	128
Sealed Air Corp	100 Westford Rd	Ayer	1	125
111 Adams Road - Multiple	111 Adams Rd	Clinton	3	123
305 Foster Street - Multiple	305 Foster St	Littleton	9	123
Holiday Inn	242 Adams Pl	Boxborough	2	121
320 Hamilton Street - Multiple	320 Hamilton St	Leominster	5	121
Nashoba Regional High School	12 Green Rd	Bolton	1	120
Texas Roadhouse	196 New Lancaster Rd	Leominster	1	120
Clinton Football Field	200 W Boylston St	Clinton	3	120
Quad/Graphics Inc	27 Nashua St	Leominster	1	120
Setra Systems Inc	345 Reed Farm Rd	Boxborough	1	120
Ruscito Management LLC	4 Nestlewood Ln	Hubbardston	1	120
75 Green Street - Multiple	75 Green St	Clinton	5	120
Thermofab	76 Walker Rd	Shirley	1	120
Dover Saddlery Inc	PO Box 1100	Littleton	1	120
Florence Sawyer School	100 Mechanic St	Bolton	1	119
Castagna Construction Corp	55 Russell St	Littleton	5	117
1 Monarch Dr - Multiple	1 Monarch Dr	Littleton	7	115
Memorial School	32 Elmwood Rd	Winchendon	3	115
629 Massachusetts Avenue - Multiple	629 Massachusetts Ave	Boxborough	9	115
Bio-Techne	7 Jackson Rd	Devens	2	115
Reingold School	70 Reingold Ave	Fitchburg	2	115
Atrium Windows & Doors Co	10 Parker St	Clinton	2	114
Athol High School	2363 Main St	Athol	2	112
300 Foster Street - Multiple	300 Foster St	Littleton	2	112
Federal Building - Multiple	881 Main St	Fitchburg	3	111
Filac Educational Cllbrtv	1 Hospital Rd	Shirley	2	110
Memorial Middle School	615 Rollstone St	Fitchburg	2	109
Dombrowski & Aveni	780 Main St	Fitchburg	3	109
Claremont Flock Corp	101 Scott Dr	Leominster	2	108
Ayer-Shirley Regl School Dist	115 Washington St	Ayer	3	108
511 Lancaster Street - Multiple	511 Lancaster St	Leominster	27	108
Gardner Plaza Shopping Center - Multiple	34 Pearson Blvd	Gardner	7	108
67-69 Pearson Boulevard - Multiple	67 Pearson Blvd	Gardner	2	108
Leominster Police Dept	29 Church St	Leominster	2	107
Pharmacy	560 Main St	Gardner	3	107
360 Imaging Inc	120 Fredette St	Gardner	2	104
American Baptist Churches-Ma	167 Prescott St	Groton	5	104
31 Lake Street - Multiple	31 Lake St	Gardner	8	103
Hannaford Supermarket	333 Brook St	Clinton	2	103
M Leger Renovation Inc	35 Wilkins Rd	Gardner	2	103
Gardner Educational Television	200 Catherine St	Gardner	2	102
Blanchard Memorial School	493 Massachusetts Ave	Boxborough	2	102

Major Employers (100 and Greater)				
Donelan's Supermarkets Inc - Multiple	PO Box 98	Littleton	2	102
100 Adams Rd - Multiple	100 Adams Rd	Clinton	5	101
North Middlesex Regl High Schl	19 Main St	Townsend	2	101
Renee M Boucher NP	3 Memorial Dr	Winchendon	2	101
Broomfield Laboratories Inc	PO Box 157	Bolton	2	101
Medstar Ambulance	1000 Battles St	Leominster	1	100
Mary Rowlandson Elementary	103 Hollywood Dr	Lancaster	1	100
Emerson College	113 Lindell Ave	Leominster	1	100
Regional Home Care	125 Tolman Ave	Leominster	1	100
Medstar Ambulance	1545 Water St # R	Fitchburg	1	100
Children's Extended Care Ctr	17 Hillside Ave	Groton	1	100
Act Fastening Solutions	245 Suffolk Ln	Gardner	1	100
Ron Bouchard's Mitsubishi	286 Lunenburg St	Fitchburg	1	100
Keystone Center	44 Keystone Dr	Leominster	1	100
Trustees of Reservations	464 Abbott Ave	Leominster	1	100
YMCA	55 Wallace Ave	Fitchburg	1	100
Aggregate Industries	80 Ayer Rd	Littleton	1	100
Johnny Appleseed Elementary	845 Main St	Leominster	1	100
L-3 Henschel	90 Nemco Way	Ayer	1	100
Arthur M Longsjo Jr Middle Sch	98 Academy St	Fitchburg	1	100
Seaman Paper Co of Ma Inc	PO Box 21	Baldwinville	1	100
New England Wire Products	PO Box 276	Weston	1	100
Nashoba Publishing	PO Box 362	Ayer	1	100
Simonds International	PO Box 500	Fitchburg	1	100
Seaboard Folding Box Corp	PO Box 547	Fitchburg	1	100
Townsend Ridge Country Club	PO Box 670	Townsend	1	100
Source: InfoGroup, 2016				

<b>Industrial Parks</b>		
<b>Industrial Park Name</b>	<b>Location</b>	<b>Community</b>
South Pleasant Street Industrial Park	South Pleasant Street	Ashburnham
New England Industrial Area		Ayer
Montachusett Industrial Park	Rt2A & Industrial Rd Intersection	Fitchburg
Blueberry Lane	Blueberry Lane	Fitchburg
231 Industrial Park	Rt2 & 31 Intersection	Fitchburg
Summit Industrial Park	Suffolk Lane	Gardner
East Gardner Industrial Park	Linus Allaine Avenue	Gardner
West Gardner Industrial Park	Fredette Street	Gardner
Industrial Rowe	Industrial Rowe	Gardner
MIDA Industrial Park	East Broadway Street	Gardner
FBC Industrial Park	Mohawk Drive	Leominster
Pioneer Industrial Park	Pioneer Drive	Leominster
Jytek Industrial Park	Jytek Rd & Jytek Dr Intersection	Leominster
Orangewood Industrial Park	Industrial Rd	Leominster
Leominster I-190 Park	Jungle Rd	Leominster
Leominster Industrial Park	Rt117, between Tucker & Willard	Leominster
Pratts Junction Road Industrial Park	Industrial Dr	Sterling
Chocksett Road Industrial Area	Chocksett Road	Sterling
Source: MRPC, 2017		

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## APPENDIX B – SERVICE PROVIDERS

## Inventory from JAN 2016

DIRECTORY OF SOCIAL SERVICE TRANSPORTATION PROVIDERS IN THE MONTACHUSETT REGION						
PROVIDER	TOWN(S) SERVED	CLIENTS	FARES	VEHICLES	HOURS	PRIORITIES
Council on Aging Transportation						
Ashburnham Council on Aging 32 Main Street Ashburnham MA 01430 978 827 5000	Ashburnham, with local trips to Gardiner, Fitchburg, & Leominster. Long distance trips to Lancaster, Worcester & Boston.	Residents of Ashburnham 60+ or younger with disabilities	\$1 in town round trip, \$2 out of town round trip; more for long-distance trips.	Lift-equipped vans, one provided by MART	M-F 7:30AM-4:00PM	Medical and in-town trips. Call for information on shopping trips. 24- hour advance notice required
Ashby Council on Aging 89 Main Street Ashby MA 01431 978 386 2501 x27	Ashby	Residents of Ashby 60+ or younger with disabilities	\$0.75	Lift-equipped van provided by MART	M-Th	Medical and shopping. Call by 2:30PM the day before to schedule a trip.
Ayer Council on Aging Ayer MA 01432 978 772 8260	Ayer, Groton, Harvard, etc.	Residents of Ayer 60+ or younger with disabilities	\$2.00 in town, \$4.00 out of town	Lift-equipped van provided by MART	Medical Appts M-F 8:00AM-3:00PM Shopping T & W 1:30PM-5:00PM	Medical, meals at the Senior Center, Shopping trips
Bolton Council on Aging Bolton Country Manor 600 Main Street Bolton, MA 01740 978 779 3313	Bolton, surrounding towns as far as Worcester/Concord/Ayer	Residents of Bolton 60+ or younger with disabilities	Varies; call for fares	Lift-equipped van provided by MART	M-F 9:00AM-4:00PM	Medical, shopping, meals, etc. (24hr notice required)
Boxborough Council on Aging 29 Middle Road Boxborough, MA 01719 978 264 1717	Boxborough and surrounding towns	Residents of Boxborough 60+ or younger with disabilities	\$2 RT to abutting towns	MART van	M-F 8:30AM-4:00PM	Medical, Grocery shopping, Social
Clinton Council on Aging 200 High Street Clinton, MA 01510 978 365 9416	Clinton, Lancaster, Leominster, Sterling	Residents of Clinton 60+ or younger with disabilities	No fare in town; out of town fares vary	Two lift-equipped vans provided by WRTA	M-F 8:00AM-3:00PM Weds & Fri trips to Worcester	Medical, Social & recreation trips, Shopping (24hr notice required)
Fitchburg Council on Aging 14 Wallace Avenue Fitchburg, MA 01420 978 345 9598	Fitchburg	Residents of Fitchburg 60+ or younger with disabilities	\$.75 in town, \$1.00 out of town	Lift-equipped van provided by MART	M-F 7:00AM-7:00PM	Any purpose (24hr notice required)
Gardner Council on Aging 294 Pleasant Street Gardner, MA 01440 978 632 2839	Gardner	Residents of Gardner 60+ or younger with disabilities	\$.50 each way, monthly pass \$16	Lift-equipped van provided by MART	M-Th: 8:00AM-4:00PM F: 8:00AM-3:30PM	Any purpose
Groton Council on Aging 163 West Main Street West Groton, MA 01450 978 425 0831; 978 448 3660	Groton	Residents of Groton 60+ or younger with disabilities	Varies; call for fares	Road Runner	M-F 9:00AM-3:00PM	Medical, Shopping
Hardwick Council on Aging PO Box 524 Gilbertville, MA 01031 413 477 6707	Hardwick	Residents of Hardwick 60+ or younger with disabilities	Varies by distance	Two lift-equipped vans provided by MART	M-F 7:00AM-3:00PM	Medical
Harvard Council on Aging 13 Ayer Road Harvard, MA 01415 978 456 4100; 978 456 4120	Harvard	Residents of Harvard 60+ or younger with disabilities	\$1.00 in town; \$2.00 adjacent towns; \$10.00 RT to Worcester; \$20.00 RT to Boston	Lift-equipped van provided by MART	M-F 8:00AM-4:00PM	Medical, Shopping, Social, Recreation (48hr notice required)
Hubbardston Council on Aging 7 Main Street, Unit 3 Hubbardston, MA 01452 978 928 1400 x211 or x210	Hubbardston	Residents of Hubbardston 60+ or younger with disabilities	\$.75-\$2.00 one way	Lift-equipped van provided by MART	M-F 8:00AM-4:00PM	Medical (M, W, F) Shopping (T, Th) (24hr notice required)

PROVIDER	TOWN(S) SERVED	CLIENTS	FARES	VEHICLES	HOURS	PRIORITIES
Lancaster Council on Aging PO Box 7 Lancaster, MA 01523 978 773 1249	Lancaster	Residents of Lancaster 60+ or younger with disabilities	\$ .50 in town, \$1.00 neighboring towns	Lift-equipped van provided by MART	M-F 9:00AM-2:00PM	Medical appointments served first, then all other destinations. (24hr notice required)
Leominster Council on Aging 5 Pond Street Leominster, MA 01453 978 534 7511	Leominster, Fitchburg, parts of Lunenburg & Lancaster	Residents of Leominster 60+ or younger with disabilities	\$ .50 in town, \$.75 out of town	Three lift-equipped vans provided by MART	M-F 6:00AM-5:00PM	Medical (24hr notice required)
Littleton Council on Aging 33 Shattuck Street Littleton, MA 01460 978 540 2470	Littleton	Residents of Littleton 60+ or younger with disabilities	\$1.50 in town, \$2.00 out of town, 15 miles or greater \$7.00.	MART van & COA van	M-F 9:00AM-3:00PM	Medical, Shopping (48hr notice required)
Lunenburg Council on Aging 25 Memorial Drive Lunenburg, MA 01462 978 582 4166	Lunenburg	Residents of Lunenburg 60+ or younger with disabilities	\$.50 to Lunenburg, Fitchburg, or Leominster. \$1.00 to Nashoba Deaconess, Ayer	Lift-equipped van	M/W 8:30AM-3:30PM T/Th 8:30AM-2:30PM	Any purpose (24hr notice required)
Pepperell Council on Aging 37 Nashua Road Pepperell, MA 01463 978 433 0236	Pepperell, Harvard, Ayer, Groton; longer distance to Lowell & Nashua NH	Residents of Pepperell 60+ or younger with disabilities	\$1.25 in town, \$1.75 out of town	Lift-equipped van	Appointments must be scheduled between 10:30-12:30 M-F	Medical
Phillipston Council on Aging Phillipston, MA 978 939 4086	No transportation program	N/A	N/A	N/A	N/A	N/A
Royalston Council on Aging Town Hall PO Box 128 Royalston, MA 01368 978 249 8882	Royalston	Residents of Royalston 60+ or younger with disabilities	No fare in town	Contracted	As needed	Medical trips only
Shirley Council on Aging 9 Parker Street Shirley, MA 01464 978 425 1390	Shirley	Residents of Shirley 60+ or younger with disabilities	\$1.00 in town, \$2.00 out of town; donations for volunteers are \$1.00-\$10.00	Lift-equipped van provided by MART; also volunteer driver program	M-F 8:00AM-4:00PM	Any purpose (24hr notice required)
Sterling Council on Aging 1 Park Street Sterling, MA 01564	Sterling	Residents of Sterling 60+ or younger with disabilities	\$1.00 RT in town, \$2.00 RT out of town	Lift-equipped van provided by MART	M-F 8:00AM-4:00PM	Any purpose (48hr notice required)
Stow Council on Aging 380 Great Road Stow, MA 01775 978 897 1880	Stow	Residents of Stow 60+ or younger with disabilities	\$2.00 Stow only, \$3.00 to towns that border Stow	Lift-equipped van owned by Stow	M-F 8:30AM-3:30PM	Medical, Shopping, Errands, Meal sites, Recreation, Hair appointments (24hr notice required)
Templeton Council on Aging 16 Senior Drive Baldwinville, MA 01436 978 894 2780	Templeton, with medical trips to Gardner, Leominster, Worcester, Boston	Residents of Templeton 60+ or younger with disabilities	Donations accepted	Three lift-equipped vans provided by MART	M-F 8:00AM-4:00PM	Medical appointments, Senior lunch
Townsend Council on Aging 16 Dudley Road Townsend, MA 01569 978 597 1710	Townsend	Residents of Townsend 60+ or younger with disabilities	\$1.25 in town, \$1.75 out of town. Bus cards avail with discount	Lift-equipped van provided by LRTA	M, W: 9:00AM-3:00PM Tues: 9:30AM-3:30PM Th, F: 9:00AM-2:00PM	Medical, Shopping, Hair appointments, Banks, Town Hall
Westminster Council on Aging 127 Main Street Westminster, MA 01473 978 874 7402	Westminster, Gardner, Fitchburg, Leominster	Residents of Westminster 60+ or younger with disabilities	\$2.00 RT in town, \$3.00 RT out of town	Lift-equipped van provided by MART	M-F 8:00AM-4:00PM	Medical, Shopping
Winchendon Council on Aging 52 Murdock Avenue Winchendon, MA 01475 978 297 3155	Winchendon, also medical trips to Gardner, Fitchburg, Leominster, & Worcester	Residents of Winchendon 60+ or younger with disabilities	Varies; call for fares	Lift-equipped van & volunteer drivers	M-Th: 9:00AM-2:45PM	Medical, Grocery shopping

PROVIDER	TOWN(S) SERVED	CLIENTS	FARES	VEHICLES	HOURS	PRIORITIES
Other Human Service Providers						
ARC of Opportunity North Central MA 564 Main Street Fitchburg, MA 01420 978 343 6662	Fitchburg, Leominster, Worcester	Residents of residence homes only	N/A	Five lift-equipped vans	M-F 8:00AM-4:00PM	Transportation between residence homes & day programs only
Division of Medical Assistance (MassHealth) 55 Summer Street Boston, MA 02112 1 800 841 2900	Statewide	MassHealth recipients only, to approved services. Must have a PT-1 form from your doctor.	N/A	Contracted through brokerage	As needed	Transportation to approved MassHealth services only
Gardner Community Action Committee 294 Pleasant Street 2nd floor Gardner, MA 01440 978 632 8700	Ashburnham, Gardner, Hubbardston, Templeton, Westminster	Riders must be 60+	Depends on destination, RT fares range from \$7-\$25	Van with no lift	T-F 8:30AM-4:30PM	Medical appointments; call a week in advance. Appointments should be scheduled between 9:30AM-3:00PM.
MA Association for the Blind & Visually Impaired 799 West Boylston Street Worcester, MA 01606 888 613 2777 508 854 0700	All of Worcester County	Blind & visually impaired individuals	Suggested donation of \$4.00 in town and one town over, \$15.00 to Worcester	Volunteer drivers	M-F 8:30AM-4:30PM	One week notice required. Medical appointments are given priority but other trips are possible.
Mass Rehab Commission 76 Summer Street Fitchburg, MA 01420 978 345 1713	Statewide	People with disabilities who want to work	Fee Schedule	Contracted	As needed	Most severely disabled
Montachusett Home Care Corporation 680 Mechanic Street Leominster, MA 01453 978 537 7411	Ashburnham, Ashby, Ayer, Clinton, Fitchburg, Gardner, Groton, Hardwick, Harvard, Hubbardston, Lancaster, Leominster, Littleton, Lunenburg, Shirley, Sterling, Templeton, Townsend, Westminster	Elderly shut-ins	Zoned fares	Contracted	As needed	Medical appointments
Winchendon Community Action Committee 273 Central Street, Suite 1 Winchendon, MA 01475 978 297 1667	Winchendon	Low income people, particularly elderly or people with disabilities	N/A	One lift-equipped van	M-Th 9:00AM-4:00PM	Medical appointments; minimum 24-hour notice but earlier preferred.
GAAMHA 208 Coleman Street Gardner, MA 01440 978 632 0934	Statewide	All individuals except students	Varies	8 lift-equipped vans and 12 non lift-equipped	Office Hours M-F 5:30 a.m. to 5:30 p.m.	Any purpose; prefer 24 hour notice
Public Transportation Providers						
Montachusett Regional Transit Authority (MART) ~ ADA Paratransit service 1427R Water Street Fitchburg, MA 01420 978 345 7711	Fitchburg, Gardner, Leominster, Lunenburg	ADA-certified riders; contact MART to apply.	\$1.50-\$3.00 depending on destination	Lift-equipped vans	M-F 5:00AM-7:00PM Sat 9:00AM-5:45PM	No restrictions on destinations; service provided within 3/4 mile of fixed route bus.
MART Fixed Route Bus Service Intermodal Transit Center 100 Main Street Fitchburg, MA 01420 978 345 7711 www.mrta.us	Fitchburg, Gardner, Leominster, Lunenburg	Public	\$1.25-\$2.00 depending on route; monthly passes available	Accessible bus vehicles	M-F 5:00AM-7:00PM Sat 9:00AM-5:45PM	N/A

PROVIDER	TOWN(S) SERVED	CLIENTS	FARES	VEHICLES	HOURS	PRIORITIES
MART Boston Shuttle Intermodal Transit Center 100 Main Street Fitchburg, MA 01420 978 345 7711	Fitchburg, Littleton, Devens, Alewife, Boston Hospitals	Public	\$10-\$12 one way	Intercity Van-Wheelchair Accessible	7:30am, 12:00pm, 3:00pm Monday-Friday	N/A
MART Athol Link Service Intermodal Transit Center 100 Main Street Fitchburg, MA 01420 978 345 7711	Athol, Gardner Connects to FRTA in Athol. In Gardner, connects to MART bus to the MBTA Commuter Rail.	Public	\$1.00-\$2.00	Accessible bus vehicles	5:30AM-7:00PM	N/A
MART Worcester Shuttle Intermodal Transit Center 100 Main Street Fitchburg, MA 01420 978 345 7711	Clinton, Lancaster, Leominster, Sterling	Public	\$8-\$10 one way	Intercity Van-Wheelchair Accessible	7:30am, 11:30am, 3:30pm Monday-Friday	N/A
MBTA Commuter Rail Service Intermodal Transit Center 100 Main Street Fitchburg, MA 01420 978 345 7711 www.mbta.com	Boston, Fitchburg, & intermediate stops	Public	\$5.75-\$10.50 one way Monthly pass available	Accessible trains	Varies according to the day; check schedule online: www.mbta.com	N/A
FRTA Fixed Route Service 413 774 2262 www.frtat.org	Fixed route services connecting to MART at the Hannaford in Athol, final destination Greenfield	Public	\$1.50 one way	Accessible bus vehicles	M-F 5:00AM-7:00PM	N/A
Max Bus 413 624 7339 800 MAX BUS1 http://www.maxpressbus.com/	Bus service to Worcester, Fitchburg, Orange, & Northampton	Public	\$3-\$12 one way	Intercity Bus -- if you need wheelchair accessibility call them in advance	Two round trips per day	N/A
Peter Pan 800 343 9999 www.peterpanbus.com	Stops in Leominster & Fitchburg on the Concord NH-Worcester MA route	Public	Varies	Intercity Bus -- if you need wheelchair accessibility call them in advance	Varies	N/A
<p>For trip planning assistance, you can also find information about MART bus services on google transit: <a href="http://www.maps.google.com">www.maps.google.com</a>  For transportation inventories like this one that cover other regions, please visit <a href="http://www.tinyurl.com/MA-trip-help">www.tinyurl.com/MA-trip-help</a>  Another good resource is <a href="http://www.massridematch.org">www.massridematch.org</a>  Information in this document was accurate as of May 2016</p>						

**List from 2015 CTP-HST**

<b>Provider Name</b>	<b>Address</b>	<b>City</b>	<b>Zip</b>	<b>Towns Served</b>
Alternatives				
ARC of Opportunity of Central MA	564 Main St	Fitchburg	01420	Ashburnham, Ashby, Ayer, Clinton, Fitchburg, Gardner, Groton, Hardwick, Harvard, Hubbardston, Lancaster, Leominster, Littleton, Lunenburg, Royalston, Shirley, Sterling, Templeton, Townsend, Westminster, Winchendon
Becket Family of Services	144 North Rd., Suite 1200	Sudbury	01776	
The Bridge	4 Mann St	Worcester	01602	
Caldwell Alternative School of FLLAC Education Collaborative	44 Wanoosnoc Road	Fitchburg	01420	Ashburnham, Ayer, Clinton, Fitchburg, Gardner, Lancaster, Leominster, Shirley, Sterling, Townsend, Westminster, Winchendon
CAPS Education Collaborative	53 School Street	Gardner	01440	Ashburnham, Gardner, Hubbardston, Royalston, Templeton, Westminster, Winchendon
Centro	437 Main Street	Fitchburg	01420	
Community Health Links	40 Spruce Street	Leominster	01453	Ashby, Ayer, Clinton, Fitchburg, Groton, Lancaster, Leominster, Shirley, Townsend
Council on Aging	32 Main Street	Ashburnham	01430	Ashburnham
Council on Aging	89 Main Street	Ashby	01430	Ashby
Council on Aging	PO Box 803	Ayer	01432	Ayer
Council on Aging	600 Main Street	Bolton	01740	Bolton
Council on Aging	29 Middle Road	Boxborough	01719	Boxborough
Council on Aging	200 High Street	Clinton	01510	Clinton
Council on Aging	14 Wallace Avenue	Fitchburg	01420	Fitchburg
Council on Aging	294 Pleasant Street	Gardner	01440	Gardner
Council on Aging	163 West Main Street	Groton	01450	Groton
Council on Aging	PO Box 524	Gilbertville	01031	Hardwick
Council on Aging	13 Ayer Road	Harvard	01415	Harvard
Council on Aging	7 Main Street, #3	Hubbardston	01452	Hubbardston
Council on Aging	PO Box 7	Lancaster	01523	Lancaster
Council on Aging	40 Summer Street	Leominster	01453	Leominster
Council on Aging	33 Shattuck Road	Littleton	01460	Littleton
Council on Aging	25 Memorial Drive	Lunenburg	01462	Lunenburg
Council on Aging	PO Box 128	Royalston	01368	Royalston
Council on Aging	9 Parker Street	Shirley	01464	Shirley
Council on Aging	1 Park Street	Sterling	01564	Sterling
Council on Aging	380 Great Road	Stow	01775	Stow
Council on Aging	135 Patriots Road	Templeton	01438	Templeton
Council on Aging	40 Summer Street	Townsend	01469	Townsend
Council on Aging	69 West Main Street	Westminster	01473	Westminster
Council on Aging	52 Murdock Avenue	Winchendon	01475	Winchendon
CRJ (Community Resource for Justice)	2 Shaker Road	Shirley	01464	
Div. of Medical Assistance - MA	55 Summer Street	Boston	02112	Ashburnham, Ashby, Ayer, Fitchburg, Gardner, Groton, Hardwick, Harvard, Hubbardston, Lancaster, Leominster, Littleton, Royalston, Shirley, Sterling, Templeton, Townsend, Westminster, Winchendon
GAAMHA	208 Coleman St Ext	Gardner	01440	
Gardner Community Action Ctr	294 Pleasant Street	Gardner	01440	Ashburnham, Gardner, Hubbardston, Templeton, Westminster

<b>Provider Name</b>	<b>Address</b>	<b>City</b>	<b>Zip</b>	<b>Towns Served</b>
Gardner Visiting Nursing Assoc	34 Pearly Lane	Gardner	01440	Ashburnham, Ashby, Clinton, Gardner, Hubbardston, Lancaster, Leominster, Shirley, Templeton, Townsend, Westminster, Winchendon
Highlands Adult Day Health Center	335 Nichols Road	Fitchburg	01420	Ashburnham, Ashby, Ayer, Clinton, Fitchburg, Gardner, Groton, Harvard, Hubbardston, Lancaster, Leominster, Littleton, Lunenburg, Shirley, Sterling, Townsend, Westminster, Winchendon
HMEA	8 Forge Park East	Franklin	02038	
IPPI	270 Airport Rd	Fitchburg	01420	
Life Skills	44 Morris St	Webster	01570	
MA Assis for the Blind and Visually Impaired	799 West Boylston Street	Worcester	01606	Ashburnham, Ashby, Clinton, Fitchburg, Gardner, Groton, Hardwick, Harvard, Hubbardston, Lancaster, Leominster, Littleton, Lunenburg, Royalton, Shirley, Sterling, Templeton, Townsend, Westminster, Winchendon
Massachusetts Rehabilitation Commission	76 Summer Street	Fitchburg	01420	Ashburnham, Ayer, Clinton, Fitchburg, Gardner, Groton, Hardwick, Harvard, Hubbardston, Lancaster, Leominster, Littleton, Lunenburg, Shirley, Sterling, Templeton, Townsend, Westminster, Winchendon
Mentor	108 Grove Street	Worcester	01605	
Montachusett Home Care Corp.	680 Mechanic Street	Leominster	01453	Ashburnham, Ashby, Ayer, Clinton, Fitchburg, Gardner, Groton, Hubbardston, Lancaster, Leominster, Lunenburg, Shirley, Sterling, Templeton, Townsend, Westminster
Montachusett Regional Transit Authority	1472R Water Street	Fitchburg	01420	Fitchburg, Gardner, Leominster, Lunenburg
North Central Human - A Division of Alternative Unlimited	31 Lake Street	Gardner	01440	Ashburnham, Fitchburg, Gardner, Hardwick, Hubbardston, Leominster, Royalton, Templeton, Westminster, Winchendon
Perkins	971 Main Street	Lancaster	01523	
Road Runner	113 Thorndike Street	Lowell	01852	Groton, Townsend
RRI	PO Box 38, 1 Picker Rd	Sturbridge	01566	
Seven Hills Children's Aid & Family Services	1480 John Fitch Highway	Fitchburg	01420	Fitchburg, Leominster, Lunenburg
Seven Hills Family Support Center	1480 John Fitch Highway	Fitchburg	01420	
Spanish American Center	112 Spruce Street	Leominster	01453	Ayer, Clinton, Fitchburg, Gardner, Lancaster, Leominster, Shirley
Winchendon Community Action Cite	273 Central Street, Ste 1	Winchendon	01475	Winchendon
Work, Inc.	3 Arlington St	Quincy	01450	

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## APPENDIX C – MAPS

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## **APPENDIX D – CURRENT MART FARES AND PASSES**

**Fixed Route Single Trip Fares**

	<b>Fixed Route Fare</b>
Adults (Ages 19-59)	\$1.25
Students (18 and Younger and MWCC Students with College ID)	\$0.60
Elderly (60 and older)	\$0.60
Veterans or Disabled Riders (with Medicare, Statewide, or other proper ID)	\$0.60
Children (5 and under with an adult)	FREE
Fitchburg/Leominster to Gardner MWCC/Commuter Rail Bus	\$2.00
MWCC Commuter Rail Bus Elderly, Disabled Riders, MWCC/FSU Students with proper ID	\$1.00
Regional: Adults (Ages 19-59)	\$2.00
Regional: Elderly, Disabled Riders, Veterans, Students with proper ID	\$1.00

**Local Bus Pass****Pass Fare**

Monthly Regular (Ages 19-59)	\$25.00
Monthly Reduced - Elderly, Disabled Riders, Veterans, Students with proper ID	\$20.00
14 Consecutive Day Pass - regular fare	\$13.00
14 Consecutive Day Pass - reduced fare	\$10.50

**Regional Pass****Pass Fare**

Monthly Regular (Ages 19-59)	\$50.00
Monthly Reduced - Elderly, Disabled Riders, Veterans, Students with proper ID	\$40.00
14 Consecutive Day Pass - regular fare	\$26.00
14 Consecutive Day Pass - reduced fare	\$21.00

**Boston Shuttle Service****Shuttle Fare**

Regular Walk-on (1st Come 1st Served)	\$12.00
Elderly/Disabled (60+ with MART ID, Medicare, Statewide ID), 18 or Younger	\$10.00
PCA	\$6.00
PCA Elderly/18 or Younger	\$5.00
Guaranteed Stop Regular (Boston Shuttle ONLY)	\$3.00
Guaranteed Stop Elderly/Disabled/Student (Boston Shuttle ONLY)	\$1.50
Guaranteed Stop Regular Monthly Pass	\$50.00
Guaranteed Stop Elderly/Disabled/Student Monthly Pass	\$40.00
Guaranteed Stop Regular 2 Week Pass	\$26.00
Guaranteed Stop Elderly/Disabled/Student 2 Week Pass	\$21.00
Veterans with proper ID	FREE

**Worcester Shuttle Service****Shuttle Fare**

Adults	\$10.00
18 or Younger, Elderly, Disabled Riders, Students with proper ID	\$8.00
PCA	\$5.00
PCA: Elderly, 18 and Younger with proper ID	\$4.00
Veterans with proper ID	FREE

### **MART Payment and Service Information**

You may pay for your fixed route single trip fares on your bus or pay for your passes at any of the following MART locations:

100 Main St, Fitchburg, MA  
1427R Water St, Fitchburg, MA  
555 Main Street, Gardner, MA

### **CharlieCard™**

MART buses and shuttle vans accept the CharlieCard™. This fare card is the media for MART's bus passes. Consumers can also put cash stored-value on the card to use for single bus trips. The CharlieCard™ also enables MART consumers to use that stored-value to ride on nine other RTA's (such as WRTA in Worcester) or the MBTA bus or subway system. For more information please see MART's CharlieCard FAQ page.

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## APPENDIX E – COMMENTS AND RESPONSES

Comment	Response
Comment from MRPC staff regarding updated and corrected data for the town of Littleton related to Target Populations, Facilities and Transit Services.	Corrections made to applicable tables.