



Transit Development Plan Steering Committee Meeting
Wednesday, November 12, 2025, at 2:30 PM
Finance Conference Room 2nd Floor #235, City Hall (10 3rd Ave SW)
Any person needing special accommodation for the meeting is requested to notify the
City Clerk's office at 857-4752.

1. INTRODUCTIONS - ONE LAST TIME

1.1. LOCAL TEAM

1.2. SRF TEAM

2. APPROVAL OF MINUTES

2.1. APPROVAL OF TRANSIT DEVELOPMENT PLAN STEERING COMMITTEE
MEETING #1 MINUTES

**Suggested Motion: I move to approve the minutes of the Transit
Development Plan Steering Committee Meeting #1 as presented.**

3. TRANSIT DEVELOPMENT PLAN GOALS

3.1. SWOT ANALYSIS RESULTS FROM STEERING COMMITTEE MEETING #1
HELD ON SEPTEMBER 24, 2025

Action: Review, Discussion, Modification, if any, and Decision

4. COMMUNITY SURVEY - INITIAL FINDINGS

5. FIXED ROUTE EXISTING CONDITIONS SERVICE ASSESSMENT DRAFT
FINDINGS

5.1. PEER COMPARISON SUMMARY

Discussion Item

5.2. EXISTING CONDITIONS MEMO

Discussion Item

6. OPEN DISCUSSION / QUESTIONS

7. ADJOURNMENT



MEETING MINUTES

SRF Project No. 18988

Project/Meeting Name: Central Dakota MPO Transit Development Plan

Date: September 24, 2025

Time: 1:00 PM – 2:30 PM

Location: City Hall

Meeting Minutes

The slide deck PDF is attached with the notes.

1. Introduction

The list of committee members and their presence is provide at the end of the notes. Public Works Operations Director (Bryan Banfill) was also in attendance. Each person provided a short introduction so SRF staff would understand their association. Brandon Siracuse and Jacob Connor from SRF were attending remotely.

2. Overview of the Transit Development Plan

Bill Troe (SRF Project Manager) covered the primary items the plan will address through posing a series of questions, which are outlined on Slide 5 of the presentation deck. Through the plan development process, we will address questions of the system today and questions that will help us provide for a system that also addresses needs into the future (which could be different from today).

Bill reviewed the steps to conducting the plan - The vision, identifying network gaps, assessment of the organization, evaluation of alternatives, and short/medium/long-term action plans.

The TDP will cover more than the typical review of the routes structure, cost structure, and rearranging routes to align with effective service areas. It will also examine the potential for designated/fixed stops on at least some of the service area, alternative funding sources (especially with the new urban designation), governance structure, and paratransit will all be looked at through this planning process.

Public engagement - public meetings (3 total; one at each major plan milestone), social media, on-line surveys, one-on-one/small group discussions, pop-up events. A public engagement plan will be published. The initial pop-up events have started at the downtown transit center where Bill has been handing out postcards with access to the survey. Postcards were distributed to committee members for handing out to their groups.

3. Community Survey – Request for Assistance in Getting the Word Out

The intent is for the survey to be distributed digitally only. Willy and Scott both requested a paper version as it might work better for their constituent group. SRF will prepare a paper version and send it to John Van Dyke to be then passed on to Scott and Willy. Scott and Willy will distribute to their constituent groups and collect the responses (passing them to the MPO).

4. Strengths/Weaknesses/Opportunities/Threats Workshop

SWOT Analysis was performed by all attending steering committee members. Discussions ensued at each level of SWOT. A summary of the input will be used to refine TDP goals. Input received is included in a table at the end of the notes.

5. Schedule

Bill went over the future schedule briefly. The schedule has been set up to have a finalized plan by October 2026.

6. Open Discussion and Questions

- Who to talk with at Minot State?
- John to provide print version of survey and poster version of postcard to steering committee members.
- Bryan Banfill – City does a Good to Know publication each month. We should use this as another means of getting information about the TDP (including the survey) out to people. Bryan will talk with Darla to see what is on the calendar. Information will be sent to John.
- Brian Horinka – Similar system – Paducah, KY include it in the peer list.
- Through the TDP preparation and development (not just the product of policies and service) we need to make sure council is on-board and informed.
- Create a list of people that are willing/interested in telling their story.
- Need to coordinate fixed route elements and what is going to be defined as paratransit (served today on Souris Basin Transportation).

Actions Needed

Actions Needed	Responsibility
Paper version of Community Survey to John	Bill/SRF (John distributes)
Survey summary	SRF
Current service and peers	SRF
Peer list to Brian Horinka	SRF

Committee Members

	Name	Title	Organization	Attendance
1	Dan Ruby	Representative – District 38	North Dakota Legislature – Transportation Committee Chair	
2	Mike Blessum	Alderman	City of Minot	X
3	Brekka Kramer	President/CEO	Minot Area Chamber-Economic Development Council	
	Mark Lyman (Alternate)	Economic Development Specialist	Minot Area Chamber-Economic Development Council	X
4	Laura Dokken	Business Manager	Minot Public Schools District #1	
	Barry Brooks (Alternate)	Director of Purchasing/ Transportation	Minot Public Schools District #1	X
5	Tim Baumann	Planning Commissioner	City of Minot	X
6	Willy Soderholm	Executive Director	Community Action Partnership – Minot Region	X
7	Scott Burlingame	Executive Director	Independence, Inc.	X
8	Roger Reich	Executive Director	Minot Commission on Aging	X
9	Brian Horinka	Transit Superintendent	City of Minot	X
10	Doug Diedrichsen	Principal Planner	City of Minot	X
11	John Van Dyke	Executive Director	Central Dakota MPO	X

Steering Committee Meeting 1 Minutes



MINOT, NORTH DAKOTA

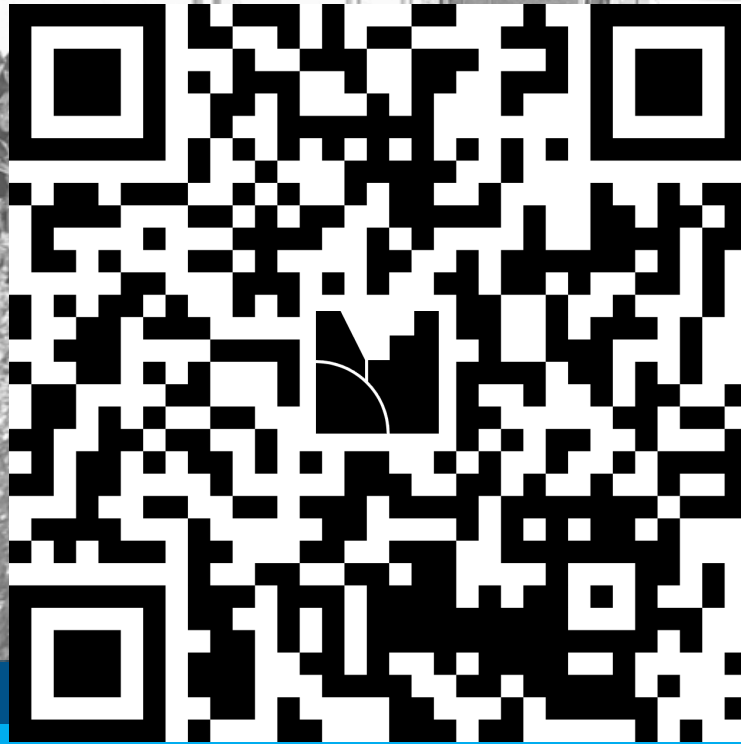
TRANSIT DEVELOPMENT PLAN

STEERING COMMITTEE MEETING 1

September 24, 2025



<https://www.menti.com/al7vi97588tf>



MINOT, NORTH DAKOTA

TRANSIT DEVELOPMENT PLAN

STEERING COMMITTEE MEETING 1

September 24, 2025



Agenda

- Introductions/Role
- What the Plan Includes/Schedule
- Strengths/Weaknesses/Opportunities/Threats Exercise (Mentimeter)
- Community Survey – It is Open
- Discussion/Wrap-up

Plan Covers BOTH Fixed Route and Paratransit Services



Transit Plan – Steering Committee

- Provide Plan Development Oversight
- Brings Perspective from Many Directions
- Have Responsibility for Implementation

Organization Represented	
Central Dakota MPO	Council on Aging
Minot Transit	ND Legislature
City of Minot (Council)	City of Minot (Planning Commission)
Minot School District	Independence, Inc.
Minot Chamber of Commerce	NDDOT (Transit Division)
Community Action Partnership	Federal Transit Administration

Questions Addressed Through the Transit Plan

Today

- Where is There Service?
- When Does Service Run?
- How Often Does Service Run?
- How Many People use the Service?
- How Well Does Service Match Needs?
- What is Service Cost/Cost Effectiveness?
- How is Transit Funded?
- How do we Compare with Similar Cities?
- What do Customers/Other think of our Service?

Tomorrow

- Where Should Service Go?
- When Should Service Run?
- How Frequent Should Service be?
- Are there Different Service Options that Would be Better?
- What More (if any) Service Can we Afford?
- How Could Cost Increases be Funded?

Transit Development Plan

Opportunities for Review and Comment

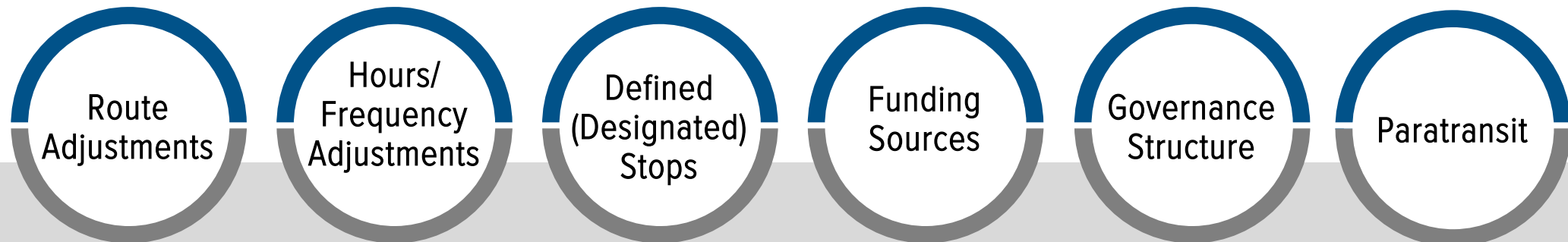
Transit Plan Approach



Transit Plan Approach



AREAS/ITEMS TO STUDY



Public Engagement

- Multiple Methods:
 - Public Meetings
 - Three (Each at a Milestone)
 - Social Media
 - On-line Surveys
 - One-on-one/small group discussions
 - “Pop-up” Events
 - First Group this Week



- Five Meetings
- Includes Diverse Interests



- Public Meetings (3)
- Pop-up Events
- Piggyback on Community Events



- Notice of Information Availability
- Surveys
- Public Meetings and Recordings

SWOT Discussion



SWOT Workshop

Write Down 3 to 5
Strengths
Roundtable of
Responses

What are Minot Transit's STRENGTHS?

- What is Done Well?
 - Service
 - Organization
 - Staff
- Think Internal and External to Building

SWOT Workshop

Write Down 3 to 5
Weaknesses
Roundtable of
Responses

What are Minot Transit's WEAKNESSES?

- Missing Pieces of Service
- Gaps/Unmet Needs

SWOT Workshop

Write Down 3 to 5
Opportunities
Roundtable of
Responses

What OPPORTUNITIES Should Minot Transit Capitalize on?

- What are EXTERNAL Factors Transit Can Take Advantage?
- What are INTERNAL Factors Transit Can Take Advantage?

SWOT Workshop

Write Down 3 to 5
Threats that are Present
Roundtable of
Responses

What are THREATS Minot Transit Needs to Address?

- What are EXTERNAL Factors/ Conditions Transit Needs to Consider?
- What are INTERNAL Factors to Address?

Community Engagement

- Community Survey:
 - Knowledge of Services
 - Transit Use
 - Do not use because?
 - Would You Ride If...?
 - Investment Priorities
- Available NOW

<https://l.ead.me/CD-MPO>



2026 TRANSIT DEVELOPMENT PLAN

OUTREACH EVENTS HAVE STARTED!

COMMUNITY SURVEY IS OPEN

Scan to complete the survey

<https://l.ead.me/CD-MPO>

Logos for Central Dakota MPO and Minot City Transit are displayed at the bottom right.

Transit Plan Schedule

AUG - NOV 2025	DEC 2025 – MAY 2026	JUN – AUG 2026	SEP – OCT 2026
Initiation	New Ideas	Plans	Implementation
- Kick-off - Organize Steering Committee - Interviews - Assess Current Conditions - Peer Assessment - Community Survey - Funding Background	- Future Development - Determine Change is Needed - Service/Governance/ Funding Ideas and Review: - Positives - Negatives - Cost	- Package Ideas: - Provide service - Meet goals - Can afford	- Funding Package - When Needed - Documentation
W/S CO S	PM S	CO W/S Updates S	PM CO W/S S Updates

Discussion/Wrap-up

- Next Steps:
 - Conduct Community Survey
 - Assess Current Services
 - Reviewing Funding
 - Interviews
 - Peers
 - Begin Outreach

Contacts

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701-420-4524

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Bill Troe, Project Manager
SRF Consulting
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btroe@SRFConsulting.com



MINOT, NORTH DAKOTA

TRANSIT DEVELOPMENT PLAN

STEERING COMMITTEE MEETING 1

September 24, 2025





DRAFT TRANSIT DEVELOPMENT PLAN GOALS

The attached DRAFT goals were prepared by:

- Reviewing the goals in the 2012 Transit Study and bringing forward those that remained applicable and logical.
- Incorporating input received from the Steering committee through the SWOT analysis completed at the first meeting.

Goal 1 - Accessibility: Provide a system of transit services that is responsive to the needs of all residents, particularly those for whom transit is a necessity (e.g. youth, seniors, people with disabilities, low-income populations, and people without access to an automobile).

Goal 2 - Quality of Service: Provide safe, convenient, and reliable service to priority commercial centers and residential areas in the community.

Goal 3 – Integrate Transit Into Development Planning: Integrate review of where transit service is currently operated and planned locations and the need for the service to support new development proposals and into development planning and review process.

Goal 4 – Safety and Security: Foster safe and convenient connections among transit, pedestrian, and bicycle facilities to promote convenient and safe first-mile, last-mile connectivity.

Goal 5 - Transit Experience: Consider how each element of service (stop location/coverage, accessibility to stops, stop amenities, vehicle comfort, vehicle reliability, driver interactions, etc.) affects perceptions and use of the service.

Goal 6 - Funding: Balance system service with fiscal, operational, and policy constraints

Agency 5-Year Summary

Operating Statistics, 2020-2024

Year	Passenger Trips	Operating Expenses	Revenue Hours	Fare Revenue	Service Area Population
2020	73,203	\$981,057	10,359	\$63,652	
2021	49,357	\$1,142,740	10,099	\$34,755	
2022	60,560	\$1,176,526	10,344	\$47,350	
2023	80,063	\$1,428,713	10,989	\$68,731	
2024	81,945	\$1,548,621	12,753	\$76,870	50,925

Metric	Total Change	Annual Rate of Change
Fare Revenue	20.8%	4.8%
Operating Expenses	57.9%	12.1%
Unlinked Passenger Trips	11.9%	2.9%
Vehicle Revenue Hours	23.1%	5.3%

Performance Measures, 2020-2024

Year	Operating Expense per Passenger Trip	Operating Expense per Revenue Hour	Passenger Trips per Revenue Hour	Passenger Trips per Capita	Revenue Hours per Capita	Average Fare per Passenger Trip	Operating Ratio	Subsidy per Passenger Trip
2020	\$13.40	\$94.71	7.07	-	-	\$0.87	6.49%	\$12.53
2021	\$23.15	\$113.15	4.89	-	-	\$0.70	3.04%	\$22.45
2022	\$19.43	\$113.74	5.85	-	-	\$0.78	4.02%	\$18.65
2023	\$17.84	\$130.01	7.29	-	-	\$0.86	4.81%	\$16.99
2024	\$18.90	\$121.43	6.43	1.61	0.25	\$0.94	4.96%	\$17.96

Annual
Rate of
Change

8.97%

6.41%

-2.35%

1.91%

-6.48%

9.41%

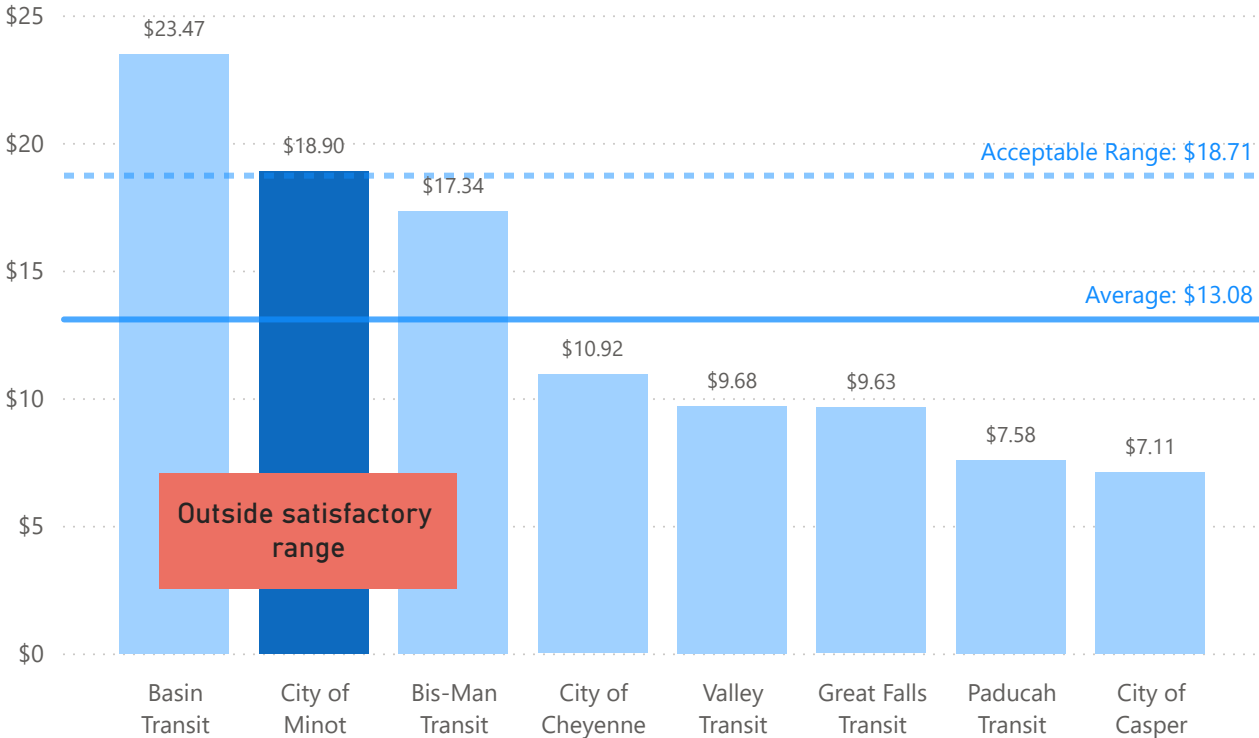
National Peer Summary Operating Statistics

Agency	State	Revenue	Hours	Passenger Trips	Operating Expenses	Fare Revenue	Service Area Population
Basin Transit	OR		14,181	137,674	\$3,231,307	\$103,200	43,038
Bis-Man Transit	ND		21,792	121,538	\$2,107,550	\$80,089	98,198
City of Casper	WY		15,194	134,817	\$958,879	\$39,381	67,751
City of Cheyenne	WY		11,760	73,428	\$801,947		79,250
City of Minot	ND		12,753	81,945	\$1,548,621	\$76,870	50,925
Great Falls Transit	MT		33,478	363,628	\$3,502,891	\$207,332	67,097
Paducah Transit	KY		14,632	158,171	\$1,198,702	\$98,959	50,833
Valley Transit	WA		25,710	459,098	\$4,446,063		50,013
Average			18,688	191,287	\$2,224,495	\$100,972	63,388
Agency as a Percent of Average			68%	43%	70%	76%	80%

National Peer Summary Performance Measures

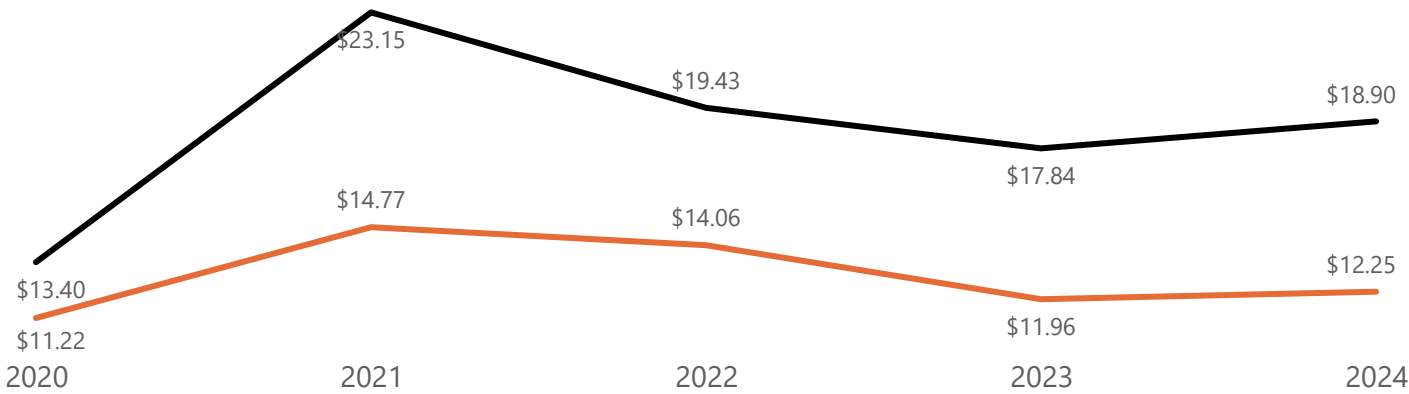
Agency ▲	State	Operating Expense per Passenger Trip	Operating Expense per Revenue Hour	Passenger Trips per Revenue Hour	Passenger Trips per Capita	Revenue Hours per Capita	Average Fare per Passenger Trip	Operating Ratio	Subsidy per Passenger Trip
Basin Transit	OR	\$23.47	\$227.86	9.71	3.20	0.33	\$0.75	3.19%	\$22.72
Bis-Man Transit	ND	\$17.34	\$96.71	5.58	1.24	0.22	\$0.66	3.80%	\$16.68
City of Casper	WY	\$7.11	\$63.11	8.87	1.99	0.22	\$0.29	4.11%	\$6.82
City of Cheyenne	WY	\$10.92	\$68.19	6.24	0.93	0.15			\$10.92
City of Minot	ND	\$18.90	\$121.43	6.43	1.61	0.25	\$0.94	4.96%	\$17.96
Great Falls Transit	MT	\$9.63	\$104.63	10.86	5.42	0.50	\$0.57	5.92%	\$9.06
Paducah Transit	KY	\$7.58	\$81.92	10.81	3.11	0.29	\$0.63	8.26%	\$6.95
Valley Transit	WA	\$9.68	\$172.93	17.86	9.18	0.51			\$9.68
Average		\$13.08	\$117.10	9.54	3.33	0.31	\$0.48	3.78%	\$12.60
Standard Deviation		\$5.63	\$53.06	3.70	2.59	0.12	\$0.32	2.62%	\$5.44
Acceptable Range		\$18.71	\$170.16	5.85	0.75	0.19	\$0.16	1.16%	18.04
		Outside satisfactory range	Within satisfactory range	Within satisfactory range	Within satisfactory range	Within satisfactory range	Better than average	Within satisfactory range	Within satisfactory range

Operating Expense Per Passenger Trip



Operating Expenses per Passenger Compared to Peer Averages, 2020-2024

Peer Type ● Agency ● National



Annual Rate of Change

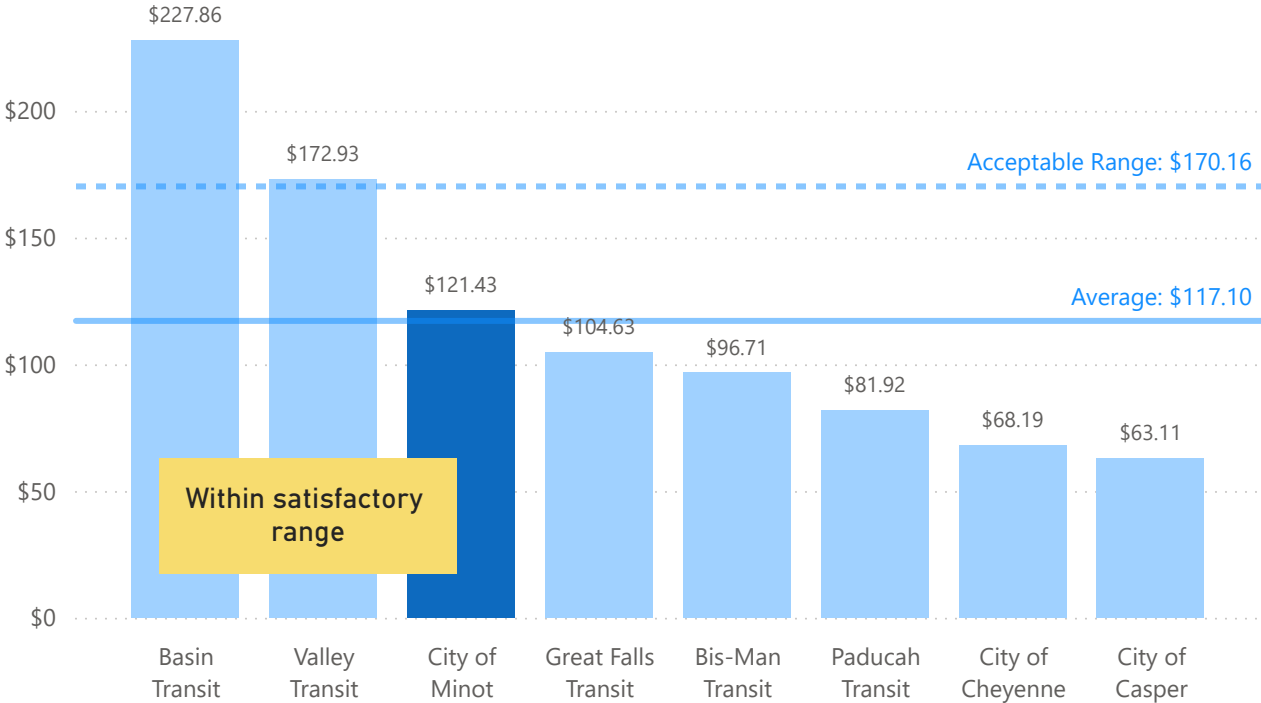
8.97%

National

Average	3.99%
St. Dev.	10.74%
Acceptable Range	14.72%

Within satisfactory range
National Peers

Operating Expense Per Revenue Hour



Annual Rate of Change

6.41%

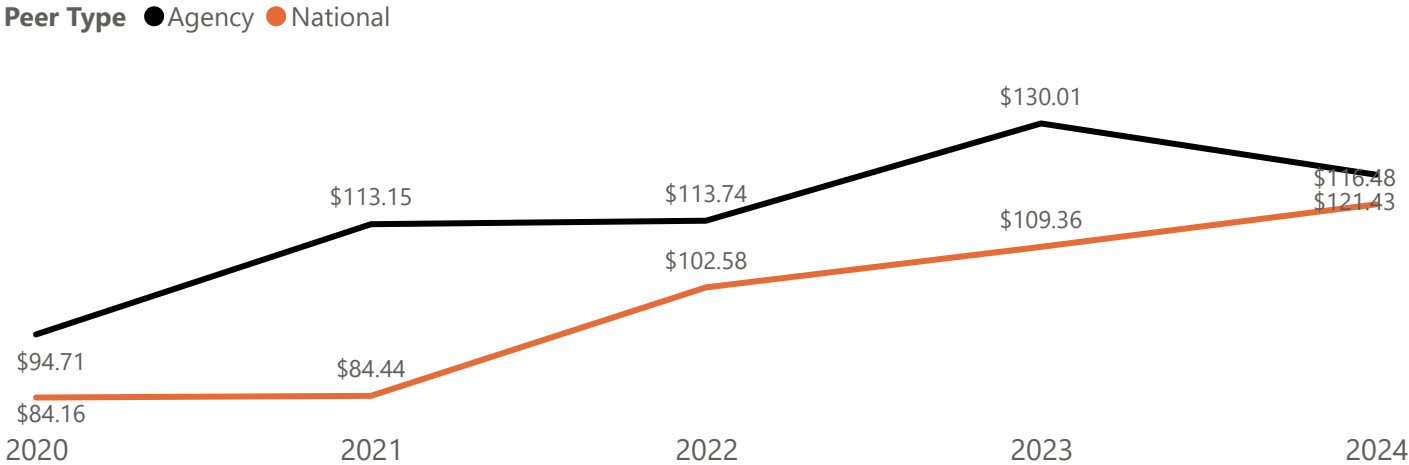
National

Average	8.01%
St. Dev.	5.59%
Acceptable Range	13.61%

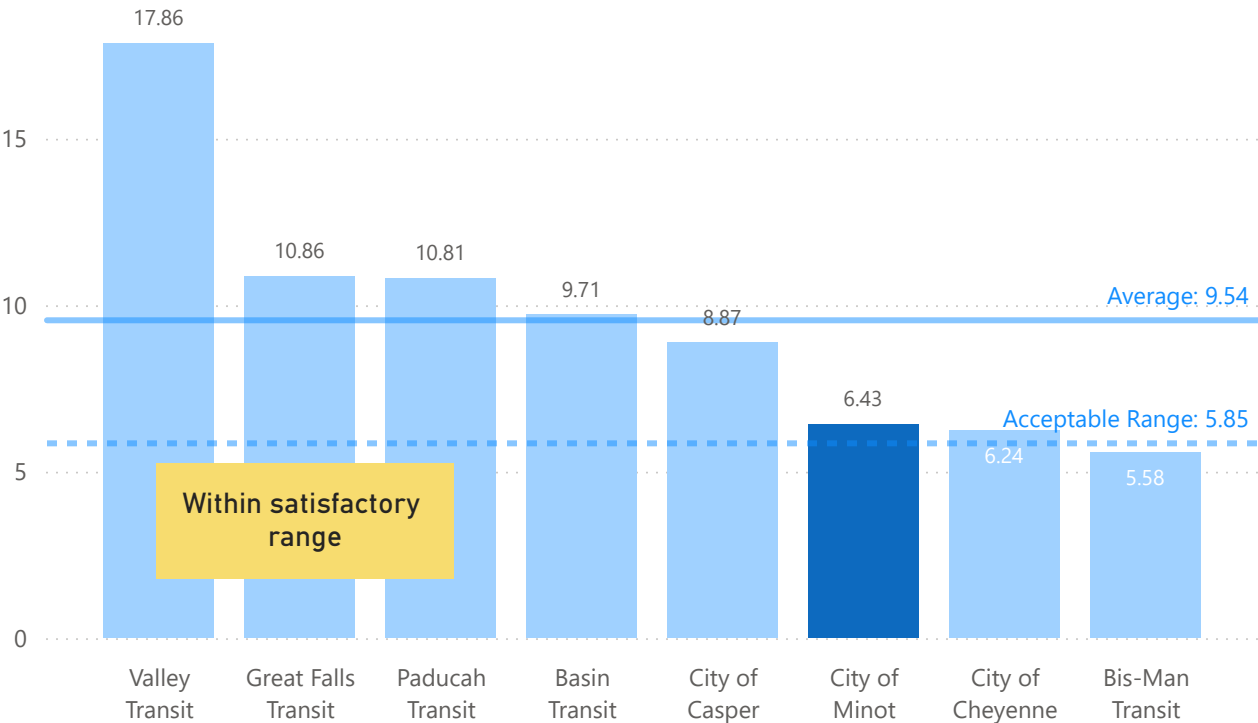
Better than average

National Peers

Operating Expenses per Revenue Hour Compared to Peer Averages, 2020-2024



Passenger Trips Per Revenue Hour



Annual Rate of Change

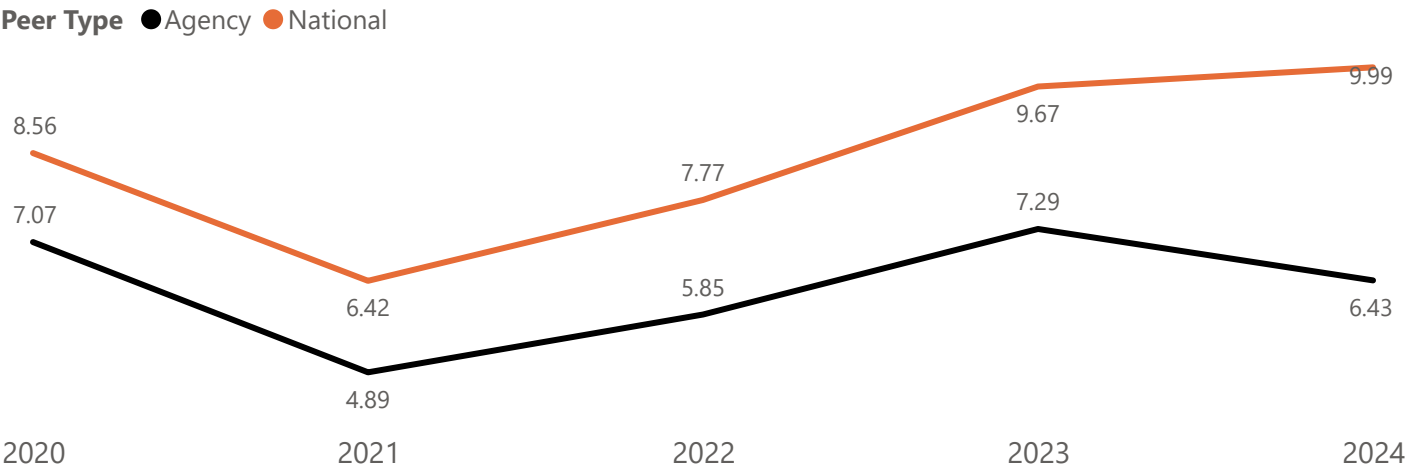
Within satisfactory range
 National Peers

-2.35%

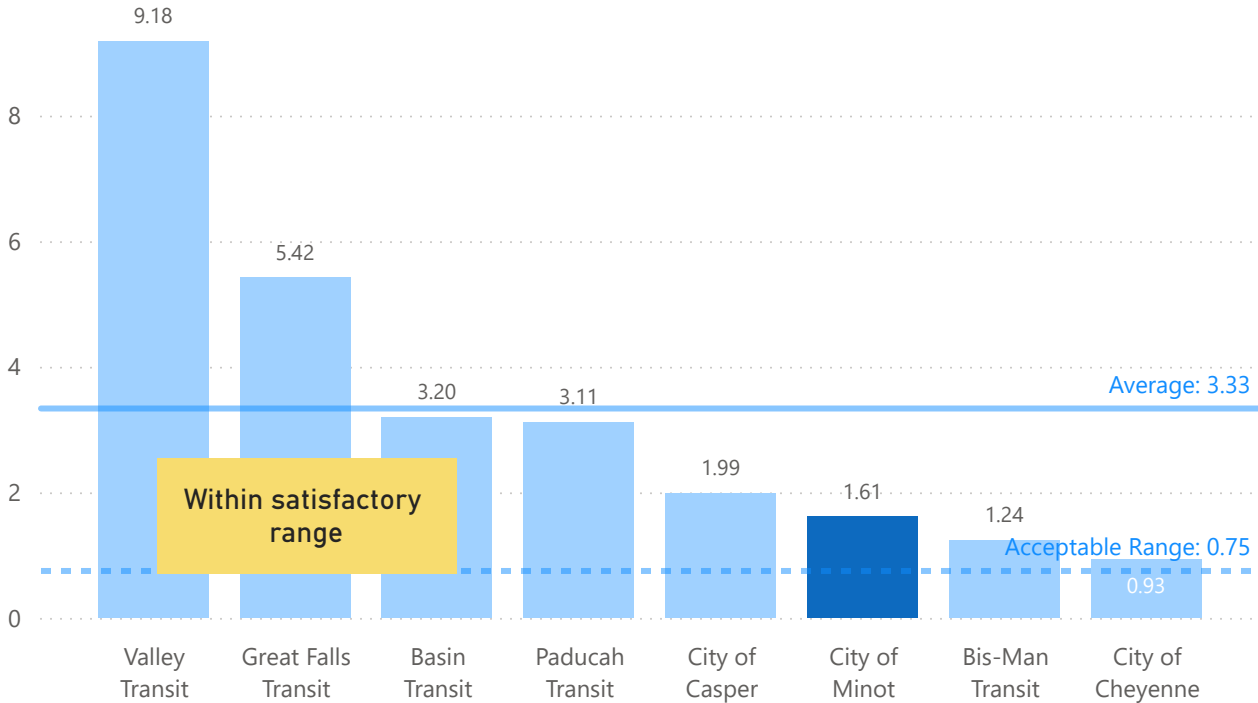
National

Average	4.55%
St. Dev.	7.54%
Acceptable Range	-2.99%

Passenger Trips per Revenue Hour Compared to Peer Averages, 2020-2024



Passenger Trips Per Capita



Annual Rate of Change

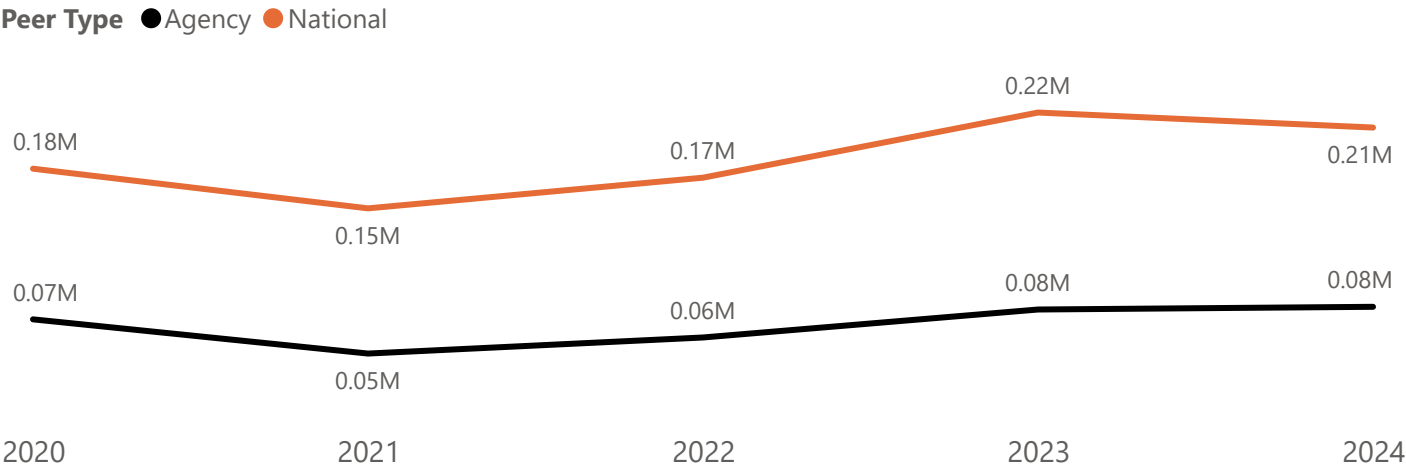
2.86%

National

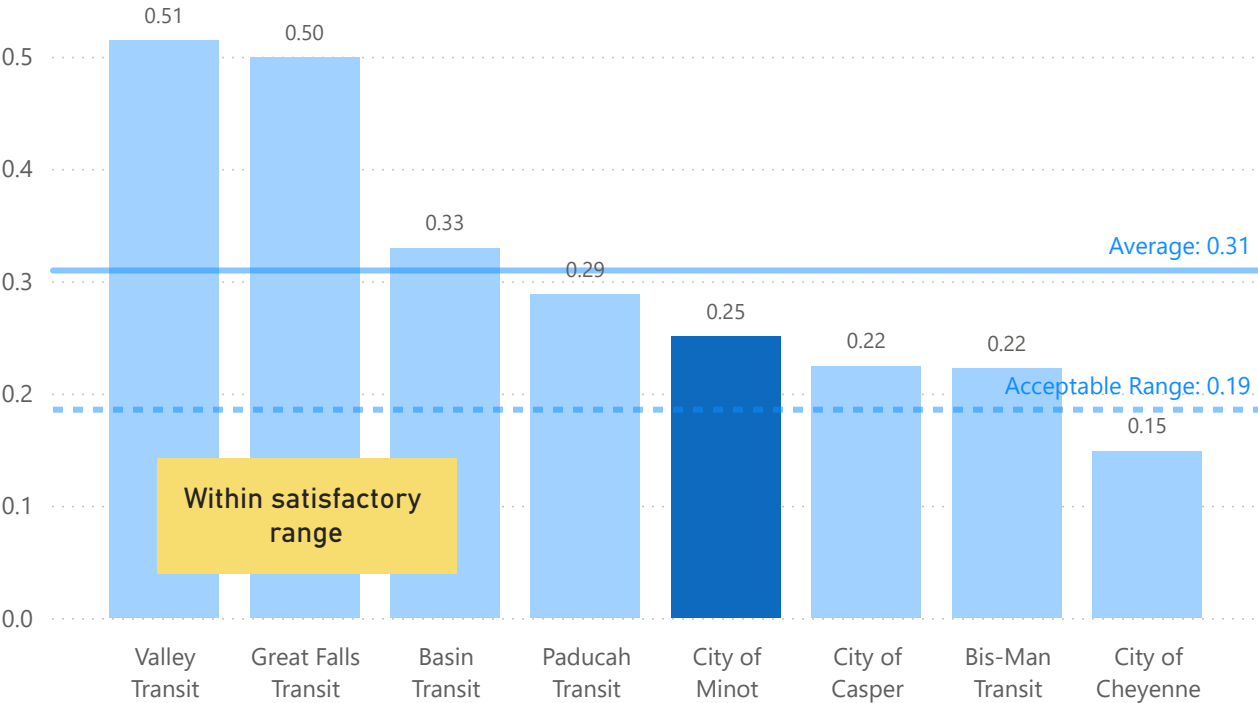
Average	2.92%
St. Dev.	11.74%
Acceptable Range	-8.82%

Within satisfactory range
National Peers

Passenger Trips Compared to Peer Averages, 2020-2024



Revenue Hours Per Capita



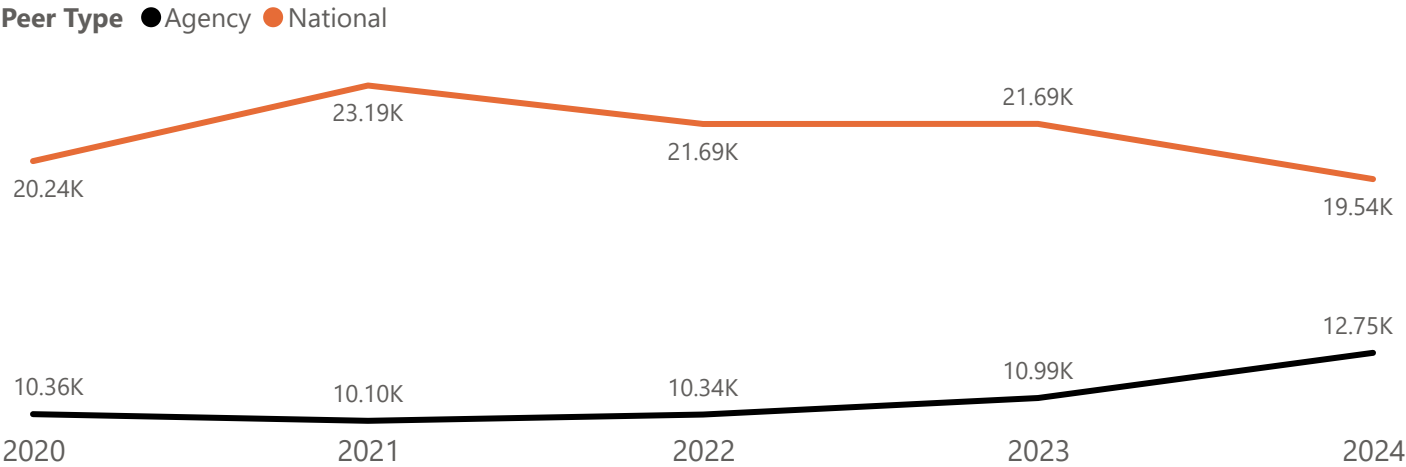
Annual Rate of Change

5.34%

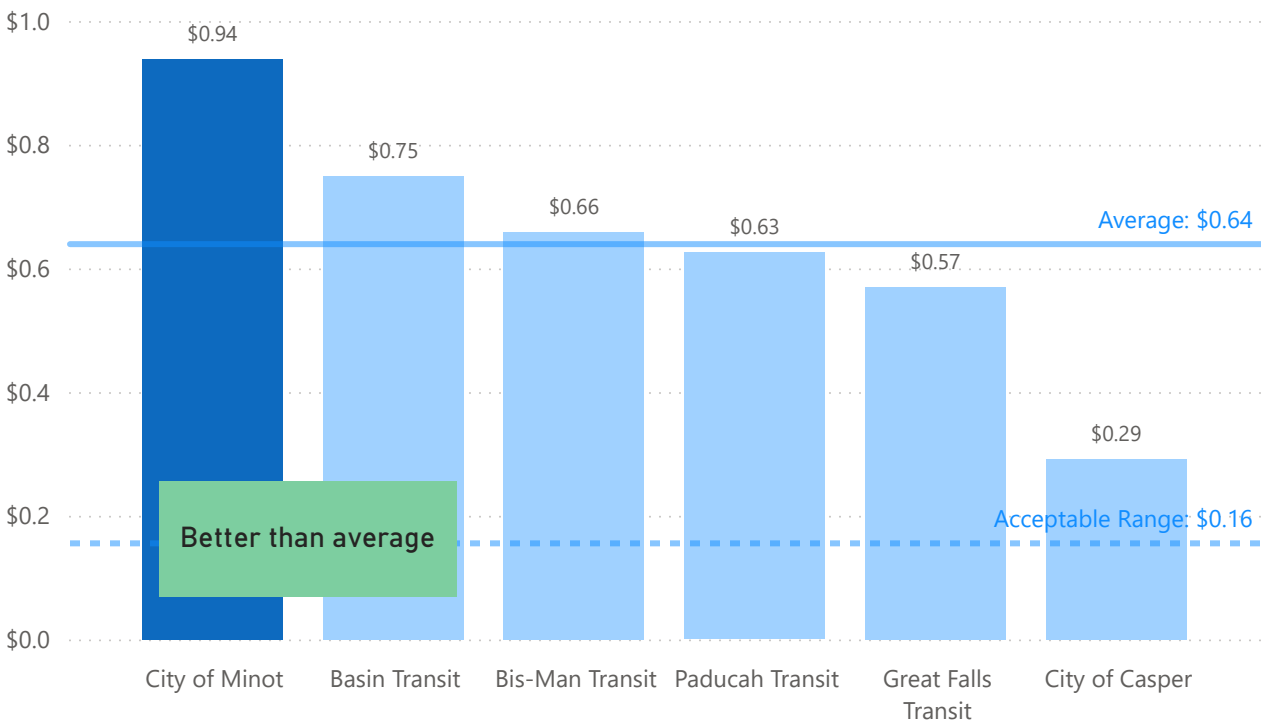
Better than average
National Peers

National	
Average	-1.77%
St. Dev.	5.75%
Acceptable Range	-7.52%

Revenue Hours Compared to Peer Averages, 2020-2024



Average Fare Per Passenger Trip



Annual Rate of Change

1.91%

National

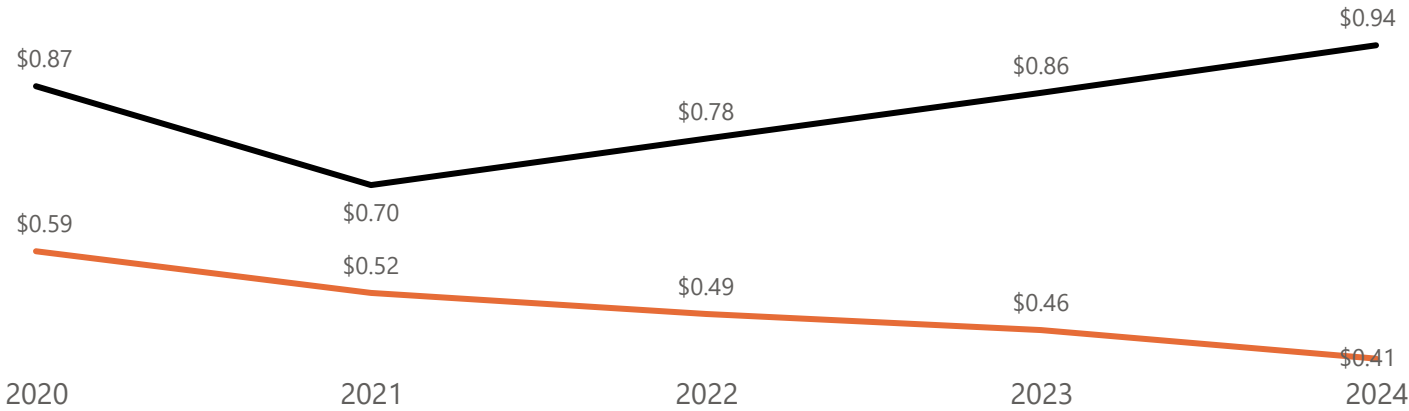
Average	-31.05%
St. Dev.	43.77%
Acceptable Range	-74.82%

Better than average

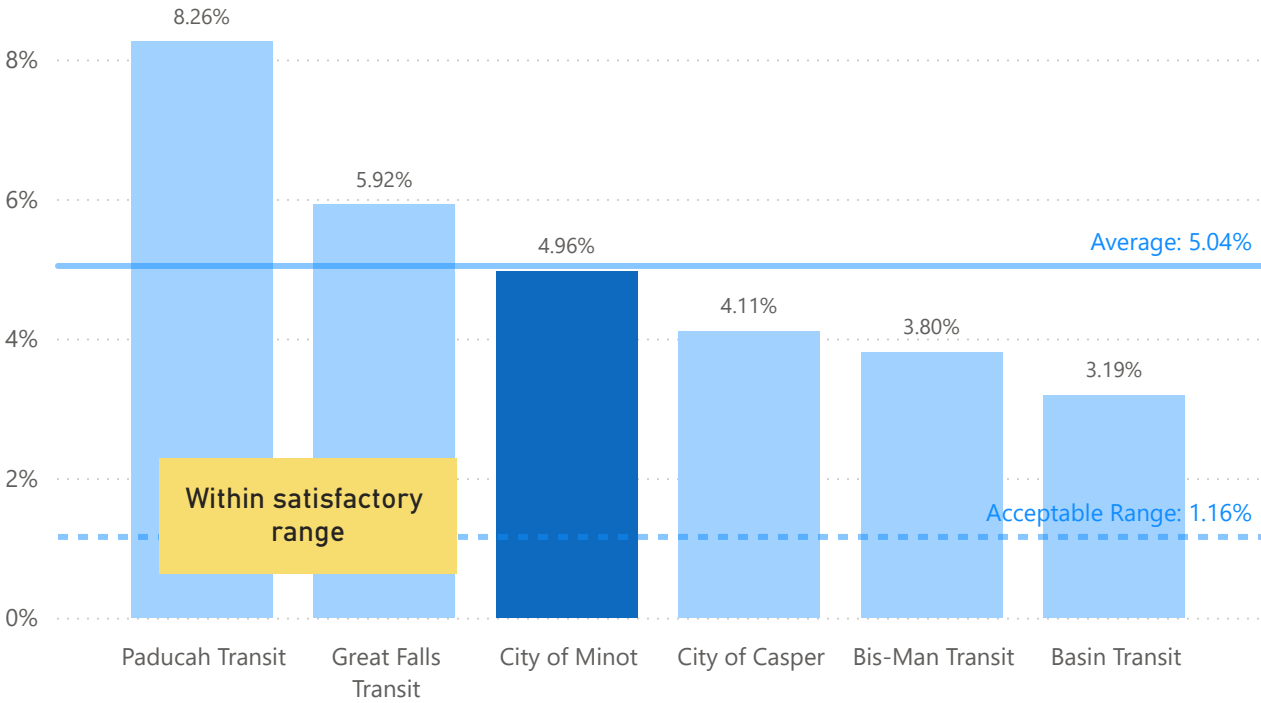
National Peers

Average Fare per Passenger Trip Compared to Peer Averages, 2020-2024

Peer Type ● Agency ● National



Operating Ratio



Annual Rate of Change

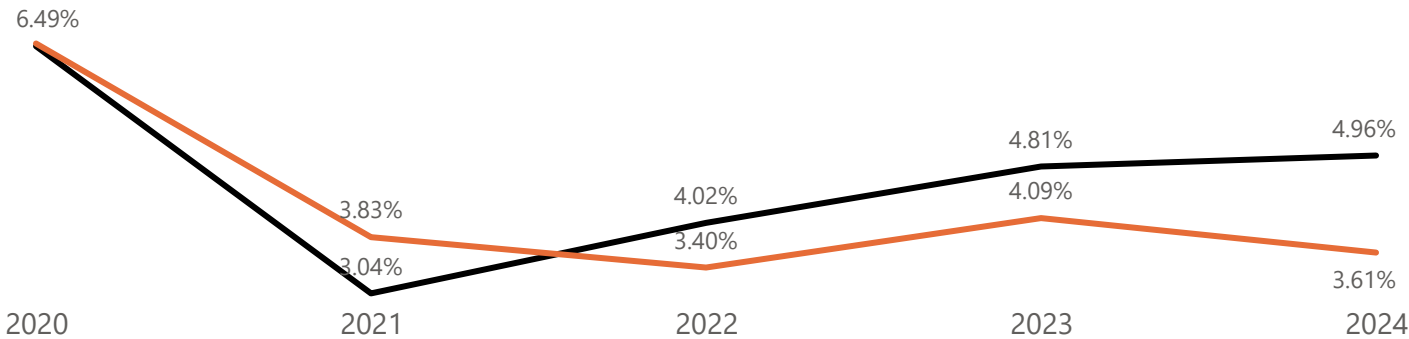
-6.48%

Better than
average
National Peers

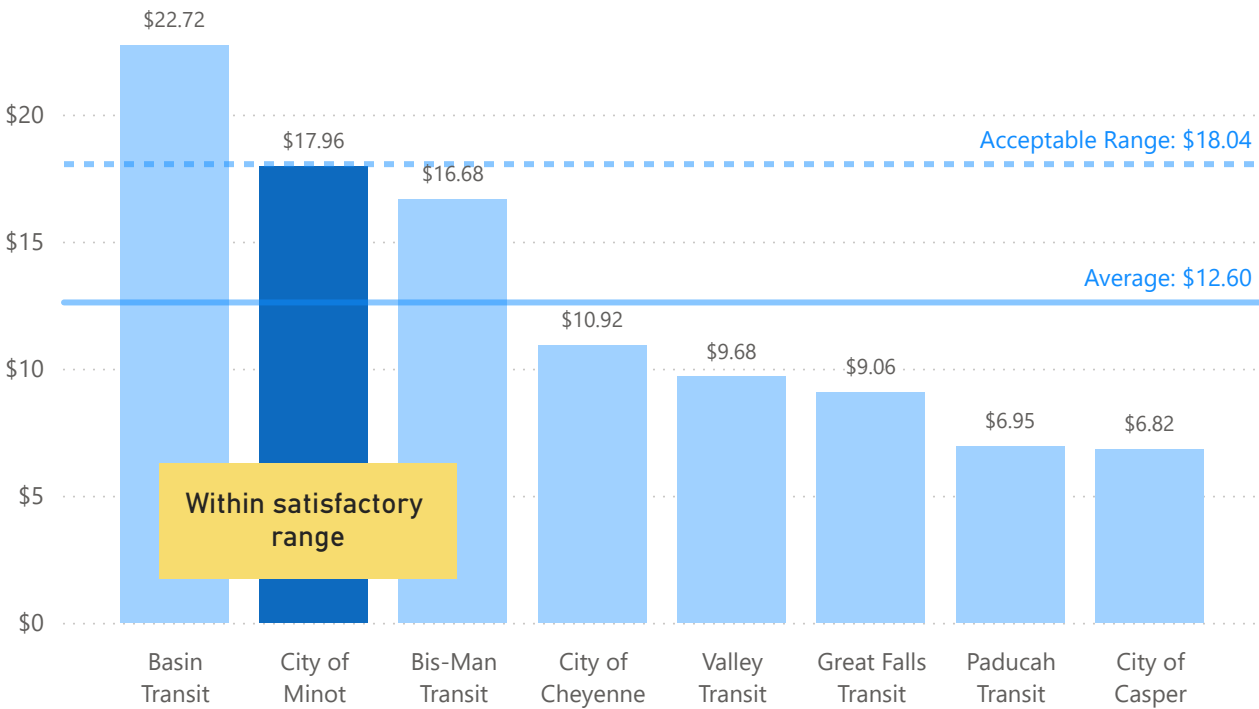
	National
Average	-34.90%
St. Dev.	41.60%
Acceptable Range	-76.50%

Operating Ratio Compared to Peer Averages, 2020-2024

Peer Type ● Agency ● National



Subsidy per Passenger Trip



Annual Rate of Change

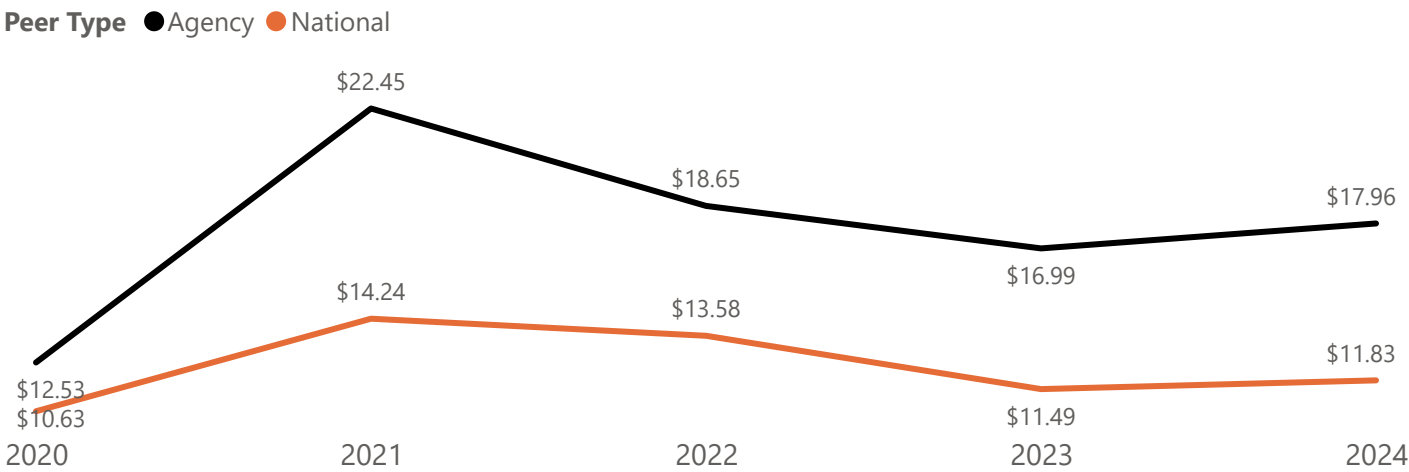
9.41%

National

Average	4.83%
St. Dev.	11.16%
Acceptable Range	15.99%

Within satisfactory range
National Peers

Subsidy per Passenger Trip Compared to Peer Averages, 2020-2024



Agency Summary Relative to Peers

Performance Measure	Single Year (2024)	Trend Analysis (2020-2024)
Average Fare per Passenger Trip	Better than average	Better than average
Operating Expenses per Passenger Trip	Outside satisfactory range	Within satisfactory range
Operating Expenses per Revenue Hour	Within satisfactory range	Better than average
Operating Ratio	Within satisfactory range	Better than average
Passenger Trips per Capita	Within satisfactory range	N/A
Passenger Trips per Revenue Hour	Within satisfactory range	Within satisfactory range
Revenue Hours per Capita	Within satisfactory range	N/A
Subsidy per Passenger Trip	Within satisfactory range	Within satisfactory range

Trend Summary Relative to US Peers

Performance Measure	Agency Average Annual Rate of Change	US Peer Average	US Peer St. Dev.	US Peer Acceptable Range	
Average Fare per Passenger Trip	1.91%	-31.05%	43.77%	-74.82%	Better than average
Operating Expenses per Passenger Trip	8.97%	3.99%	10.74%	14.72%	Within satisfactory range
Operating Expenses per Revenue Hour	6.41%	8.01%	5.59%	13.61%	Better than average
Operating Ratio	-6.48%	-34.90%	41.60%	-76.50%	Better than average
Passenger Trips per Revenue Hour	-2.35%	4.55%	7.54%	-2.99%	Within satisfactory range
Subsidy per Passenger Trip	9.41%	4.83%	11.16%	15.99%	Within satisfactory range

To: John Van Dyke
Central Dakota Metropolitan Planning Organization

From: Bill Troe, Project Director
Brandon Siracuse, Planner II

Date: November 1, 2025

Subject: Minot City Transit TDP – Existing Conditions

Introduction

The Minot Metropolitan Area is served by two transit providers. Minot City Transit, a service of the City of Minot, provides fixed route bus service within city limits. Souris Basin Transportation is a multi-county transit provider that is contracted by Minot City Transit to operate paratransit services designed to fulfil the federal requirement to offer complementary ADA-compliant paratransit for Minot's fixed route system. The Central Dakota Metropolitan Planning Organization is currently in the process of producing a transit development plan (TDP) for the Minot area that will guide the region's transit services into the future. This TDP comes at a particularly important time, as Minot has recently been designated as a metropolitan area based on its 2020 population, meaning that the Minot area is transitioning from rural to urban system that will/is impacting:

- The federal funding program supporting operations for both Minot city Transit and Souris Basin Transportation.
- State funding through the North Dakota Department of Transportation (NDDOT) flowing to the region and service providers.

This technical memorandum offers a review of existing transit services in the Minot MPO area, an analysis of ridership, a review of peer transit agencies, a fare policy analysis, a review of Minot City Transit financial and budget data, and a Minot City Transit asset inventory.

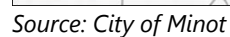
Overview of Existing Transit Services

Minot City Transit

Minot City Transit is a service of the City of Minot and directly operates fixed route transit service within city limits. The agency, housed in the Public Works Department, runs eight (8) fixed routes along with special shuttle services for Norsk Høstfest. A map of the eight standard bus routes is shown in Figure 1.

Minot City Transit's regular routes run on hourly schedules, with each of the routes interlined with another such that buses "pulse" out the downtown transit center every 30 minutes. Six of the eight

Figure 1. Minot City Transit Regular Route Network



Minot City Transit's fare structure includes a variety of fare products, including single ride fares, day passes, reduced fares, etc. Table 1 outlines the fixed route fare structure in Minot.

Table 1. Minot City Transit Fares

Fare Type	Price
Single Ride	\$1.50
Day Pass	\$5.00
10-Ride Ticket	\$10.00
10-Ride Ticket Student/Senior/Disabled	\$8.00
31-Day Pass	\$36.00
31-Day Pass Student/Senior/Disabled	\$28.00
Children under 6 (accompanied by an adult)	Free
All Transfers	Free

Source: City of Minot

Prior to 2023, Minot was considered a micropolitan area, which resulted in Minot City Transit being classified as a *rural provider*, thus was a subrecipient of the FTA's Section 5311 Formula Grants for Rural Areas funds through the North Dakota Department of Transportation (NDDOT). In the 2020 Census, the Minot urbanized area surpassed 50,000 people, leading the Census Bureau in 2023 to reclassify Minot as a metropolitan area. This resulted in Minot City Transit becoming classified as an urban provider. A primary impact of the reclassification was the transition from federal funding through the Section 5311 program to funding through the Section 5307 Urbanized Area Formula Grants. As an urban system, the governor was responsible to identifying the designated recipient of federal formula funding. The City of Minot was identified as the direct (designated) recipient of all federal transit formula funds.

Souris Basin Transportation

Souris Basin Transportation is a provider of demand response transit and regional intercity fixed routes across seven counties, including Burke County, Bottineau County, McHenry County, Mountrail County, Pierce County, Renville County, and Ward County. Areas within the City of Minot, which is located in Ward County, are also served by Souris Basin Transportation as part of a paratransit contract with Minot City Transit.

Service within the city limits has traditionally provided curb-to-curb service, which has functioned as a surrogate for ADA complementary paratransit. As both fixed route and door-to-door demand response service were funded through the same programs and formulas at the federal (Section 5311)

and state levels the two relatively independent operating systems functioned well. With the transition to urban funding programs, new arrangements/agreements need to be developed to determine which portion of Souris Basin's service in Minot represents complementary paratransit and which represents supplemental demand-response service. Critical in this determination is Section 5311 funds cannot be used to provide service solely within the city limits. Thus, a method of providing paratransit will need to be developed as well as a means of funding the service and remaining supplemental demand response service in the urbanized area, which extends beyond the city limits.

In addition to demand response/paratransit, Souris Basin Transportation also operates a number of regional intercity fixed routes with endpoints in Minot. This memo focuses primarily on the paratransit/demand response services provided by Souris Basin Transportation locally in the Minot area.

Souris Basin Transportation charges a flat rate of \$3 each way for paratransit/demand response trips within the City of Minot. This is the maximum amount that can legally be charged for paratransit (i.e. twice the standard fixed route fare). Souris Basin Transportation does not offer any multi-ride passes or discounts.

Quantity of Service

Minot City Transit is a small urban transit service, and this is reflected in the amount of service it provides. This section describes the quantity of service Minot City Transit provides in terms of annual vehicle revenue miles and annual vehicle revenue hours using data from both the City of Minot and the National Transit Database (NTD). Data is presented for the years 2020 through 2024, the most recent five years for which a full year of data is available.

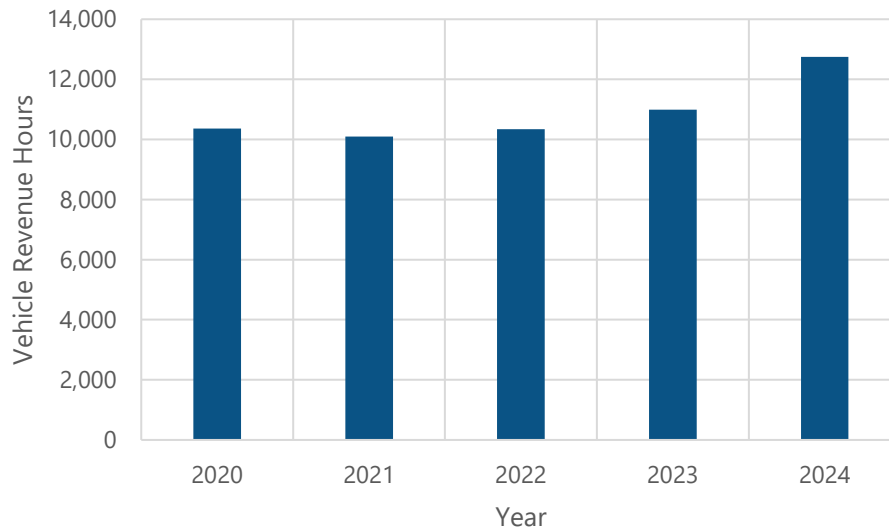
Annual Vehicle Revenue Hours

Annual vehicle revenue hours, the sum total of revenue hours operated by each vehicle in the Minot City Transit fleet, exhibited an increase of about 23 percent over the past five years. In 2024, a total of 12,753 vehicle revenue hours were provided. Norsk Høstfest shuttle service resumed in 2022 after a two-year suspension during the COVID-19 pandemic, leading to a small increase in annual vehicle revenue hours. Then, in 2024, service on the South West and North routes was introduced in July,¹ providing a substantial boost in annual vehicle revenue hours. These two changes explain the vast majority of the increase in annual vehicle revenue hours. As an example, in 2024, the typical daily revenue hours (excluding school trippers) increased by one-third with the addition of two new routes in the last half of the year, while the annual increase was approximately 16 percent. Other smaller fluctuations in revenue hours year to year are likely related to occasional, unplanned service disruptions due to weather, driver availability, equipment availability, etc.

Figure 2 shows the trend in vehicle revenue hours over time. Annual vehicle revenue hours will likely rise in 2025 as the first full year with service on the South West and North routes concludes. Barring any other major service additions, the fixed route system's annual vehicle revenue hours will likely remain stable beyond 2025.

¹ <https://www.minotdailynews.com/news/local-news/2024/07/minot-rolls-out-new-bus-routes/>

Figure 2. Minot City Transit Annual Vehicle Revenue Hours (2020-2024)

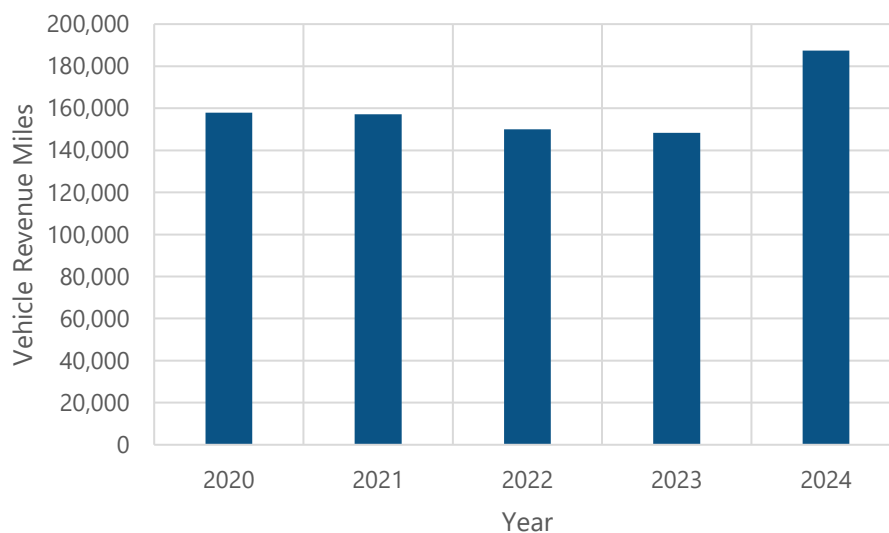


Source: City of Minot and National Transit Database

Annual Vehicle Revenue Miles

Annual vehicle revenue miles, the sum total of revenue miles driven by each vehicle in the Minot City Transit fleet, have similarly increased over the past five years (see Figure 3). The total increase from 2020 to 2024 was about 19 percent, with 2024 representing a five-year high of 187,389 total vehicle revenue miles. The sizeable increase in vehicle revenue miles in 2024 is related to the introduction of the South West and North routes. As with revenue hours, annual vehicle revenue miles are expected to rise again in 2025 to reflect the first full year of service on these two routes.

Figure 3. Minot City Transit Annual Vehicle Revenue Miles (2020-2024)



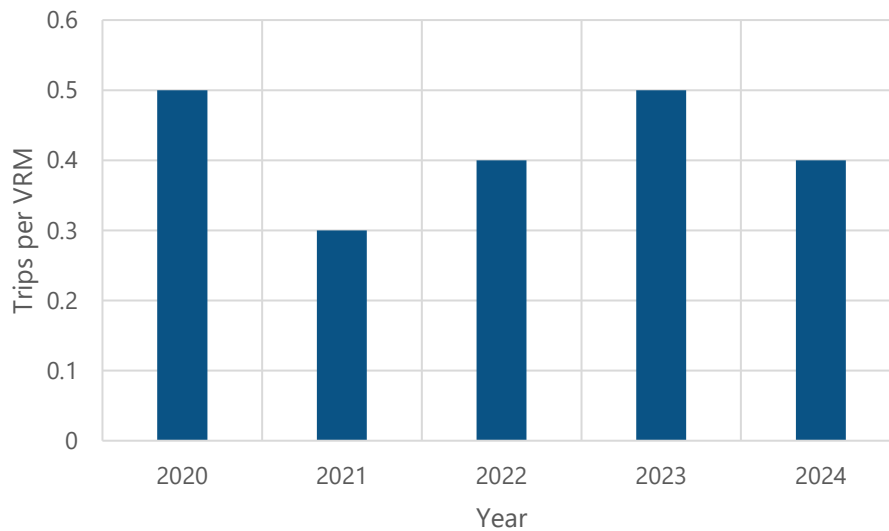
Source: City of Minot and National Transit Database

Service Effectiveness

Measures of service effectiveness are data points that describe how well a transit system meets the needs of its users or community goals. In other words, transit service effectiveness measures focus on outcomes by indicating whether the service is useful when and where people need it. This information can be helpful in analyzing the success of service changes as well. Common measures of transit service effectiveness, as reported in the NTD, include passenger trips per vehicle revenue mile and passenger trips per vehicle revenue hour.

Minot City Transit's trips per vehicle revenue mile have varied between 0.3 and 0.5 over the past five years (see Figure 4). Most recently in 2024, the system exhibited 0.4 trips per vehicle revenue mile. The slight decline in 2024 is likely a reflection of the addition of two new routes in July 2024. The South West and North routes introduced in July 2024 added mileage to the system but have exhibited among the lowest ridership of the eight routes. There may be opportunities to increase the systemwide passengers per revenue mile through service planning efforts aimed at increasing the effectiveness of lower-performing routes.

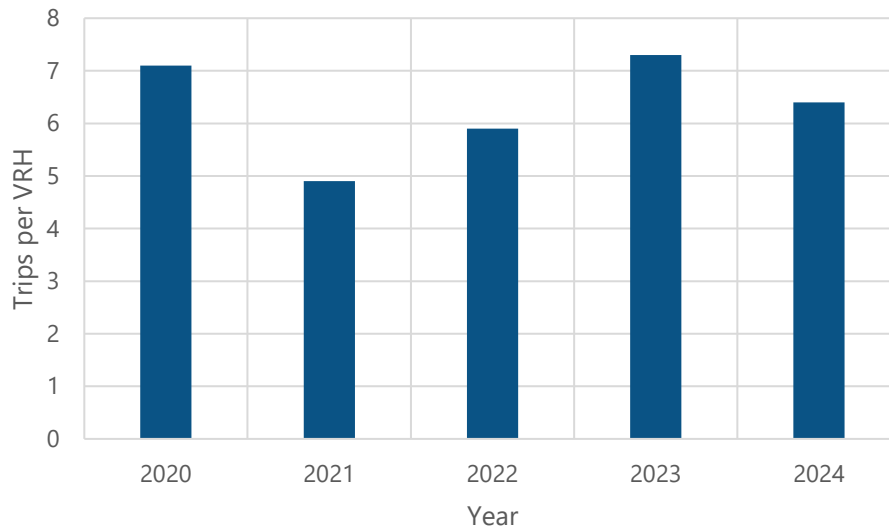
Figure 4. Minot City Transit Trips Per Vehicle Revenue Mile (2020-2024)



Source: City of Minot and National Transit Database

Trips per vehicle revenue hour have also fluctuated over the past five years, ranging from a low of 4.9 in 2021 to a high of 7.3 in 2023 (see Figure 5). Trips per vehicle revenue hour appear to have declined slightly in 2024 for similar reasons as the decline in trips per vehicle revenue mile, i.e. the addition of two new bus routes that have so far exhibited lower than average ridership.

Figure 5. Minot City Transit Trips Per Vehicle Revenue Hour (2020-2024)



Source: City of Minot and National Transit Database

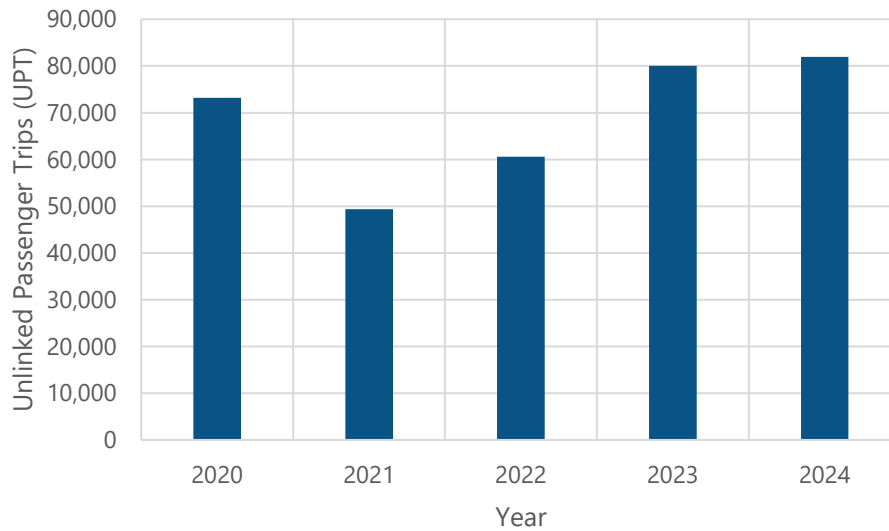
Ridership and Travel Flow Analysis

This section presents a description and analysis of Minot City Transit ridership as observed for the years 2020 through 2024. Both aggregate and route-level data are considered here to the extent possible. Data presented in this section includes systemwide ridership trends, route-level ridership trends, stop-level ridership data, month-by-month ridership trends, and ridership by fare type. An analysis and brief discussion of general community travel patterns is also included.

Systemwide Ridership

In 2024, Minot City Transit provided a total of 81,945 unlinked passenger trips across the fixed route bus network. This is the highest ridership the system has had over the past five years, and the system has exhibited a five-year ridership growth rate of about 12 percent (see Figure 6). In the last five years, transit ridership reached a low point of 49,357 in 2021 before rebounding in subsequent years. Similar trends can be seen in transit ridership data for agencies around the country as a result of the COVID-19 pandemic. While Minot City Transit ridership has been recovering since the pandemic, it has not yet bounced back to the nearly 95,000 rides provided in 2019, the last full year before the pandemic.

Figure 6. Minot City Transit Ridership (2020-2024)



Source: City of Minot and National Transit Database

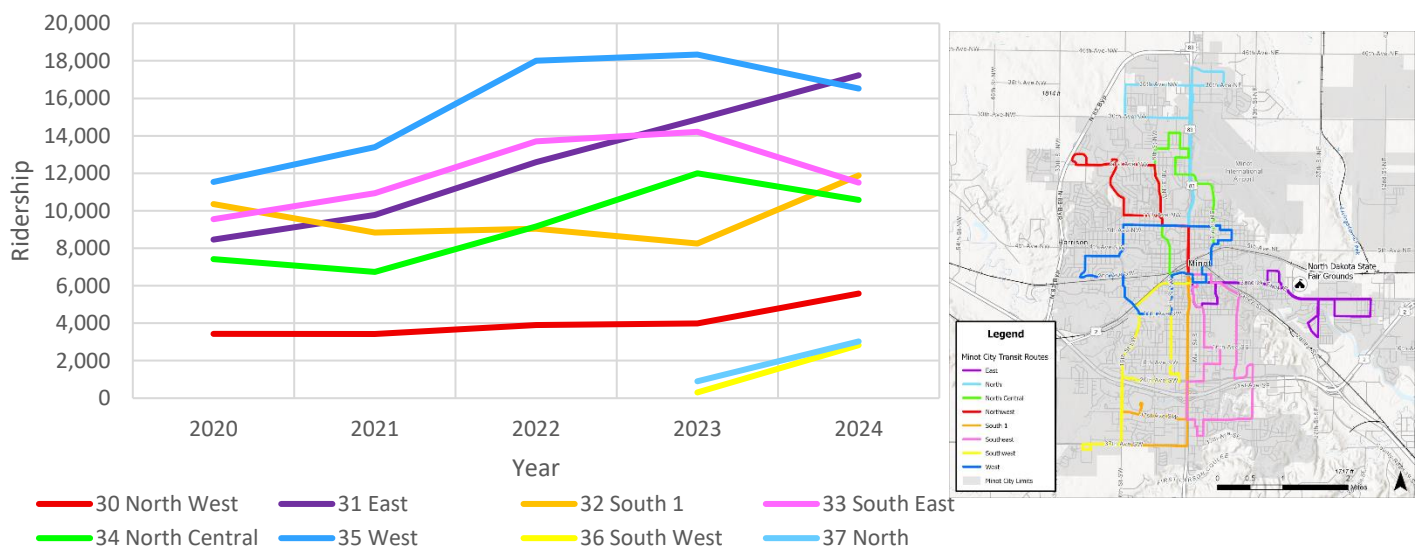
Ridership by Route

While overall system ridership has been increasing every year since 2021, performance of individual routes has varied (see Figure 7). Individual route performance is described below:

- 30 North West:** This is one of Minot City Transit's lower ridership routes, with approximately 5,600 passengers in 2024. Despite this, the North West route's ridership has grown every year since 2020, with the largest growth seen from 2023 to 2024. Overall five-year ridership trend: +63 percent.
- 31 East:** This route currently has the highest ridership in the Minot City Transit system, with over 17,200 riders in 2024. Its ridership has seen rapid growth since 2020. Overall five year ridership trend: +104 percent.
- 32 South 1:** In 2024, this route carried the third highest number of riders in the Minot City Transit system, with about 11,900 riders. Ridership declined slightly from 2020 to 2023, then increased dramatically in 2024. Overall five-year ridership trend: +15 percent.
- 33 South East:** This route had the fourth-highest ridership in 2024, with 11,500 passengers. However, this route used to perform better relative to other routes. In 2021 and 2022, it had the second-highest ridership, and its ridership grew each year from 2020 through 2023. Then in 2024, ridership saw a precipitous decline, making it one of three regular routes to have seen a ridership decline in 2024. Overall five-year ridership trend: +20 percent.
- 34 North Central:** Currently Minot's fifth-highest ridership route, the North Central route carried over 10,500 passengers in 2024. Ridership hit a low point in 2021, then increased significantly through 2023 before declining again in 2024. Overall five-year ridership trend: +42 percent.

- **35 West:** Currently Minot's second-highest ridership, the West route carried over 16,500 passengers in 2024. Formerly the highest-ridership route, it experienced substantial ridership growth in 2022 and minimal growth in 2023, though in 2024 it experienced a notable decline of about 1,800 riders. Overall five-year ridership trend: +43 percent.
- **36 South West:** This route was introduced permanently in 2024. It is currently the lowest ridership route in the system, having served about 2,800 riders in 2024. However, it began permanent service in July, meaning its 2024 ridership only represents half a year of service.
- **37 North:** This route was also introduced permanently in July 2024. In 2024 it had the second-lowest ridership in the Minot City Transit system, with about 3,000 passengers. Like the South West route, this figure represents only half a year of service.

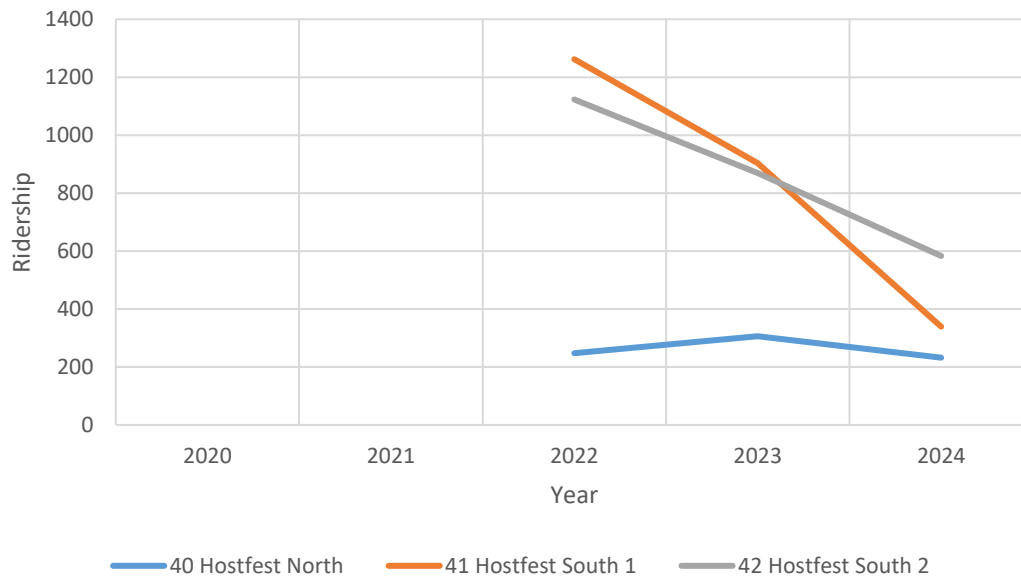
Figure 7. Minot City Transit Regular Route Annual Ridership (2020-2024)



Source: City of Minot

Norsk Høstfest shuttle ridership generates a significant amount of ridership in September during the festival. Shuttle service did not operate in 2020 and 2021 due to the pandemic but resumed in 2022, with the Høstfest South 1 and South 2 routes seeing over 1,000 riders during the 2022 Norsk Høstfest. Ridership declined precipitously in 2023 and 2024 (see Figure 8). The North route consistently generates the lowest ridership. All Norsk Høstfest shuttle routes remain critical for management of traffic during the festival, though declining ridership suggests more could be done in the future to promote the shuttle service to festival attendees.

Figure 8. Norsk Høstfest Shuttle Ridership (2020-2024)



Source: City of Minot

Note: shuttle service suspended in 2020 and 2021 due to the pandemic

Ridership by Stop

In any transit system, ridership will vary greatly by stop because of differences in travel needs around the city. It is common for stop locations to see high boardings and alightings if they are major transfer locations, are located near popular destinations for transit riders, and/or serve areas with a larger transit market base. Analyzing ridership by stop is an important exercise in the early phases of transit service planning, as ridership data at this level is very useful in determining where alterations to service will likely have the largest impacts, either negative or positive.

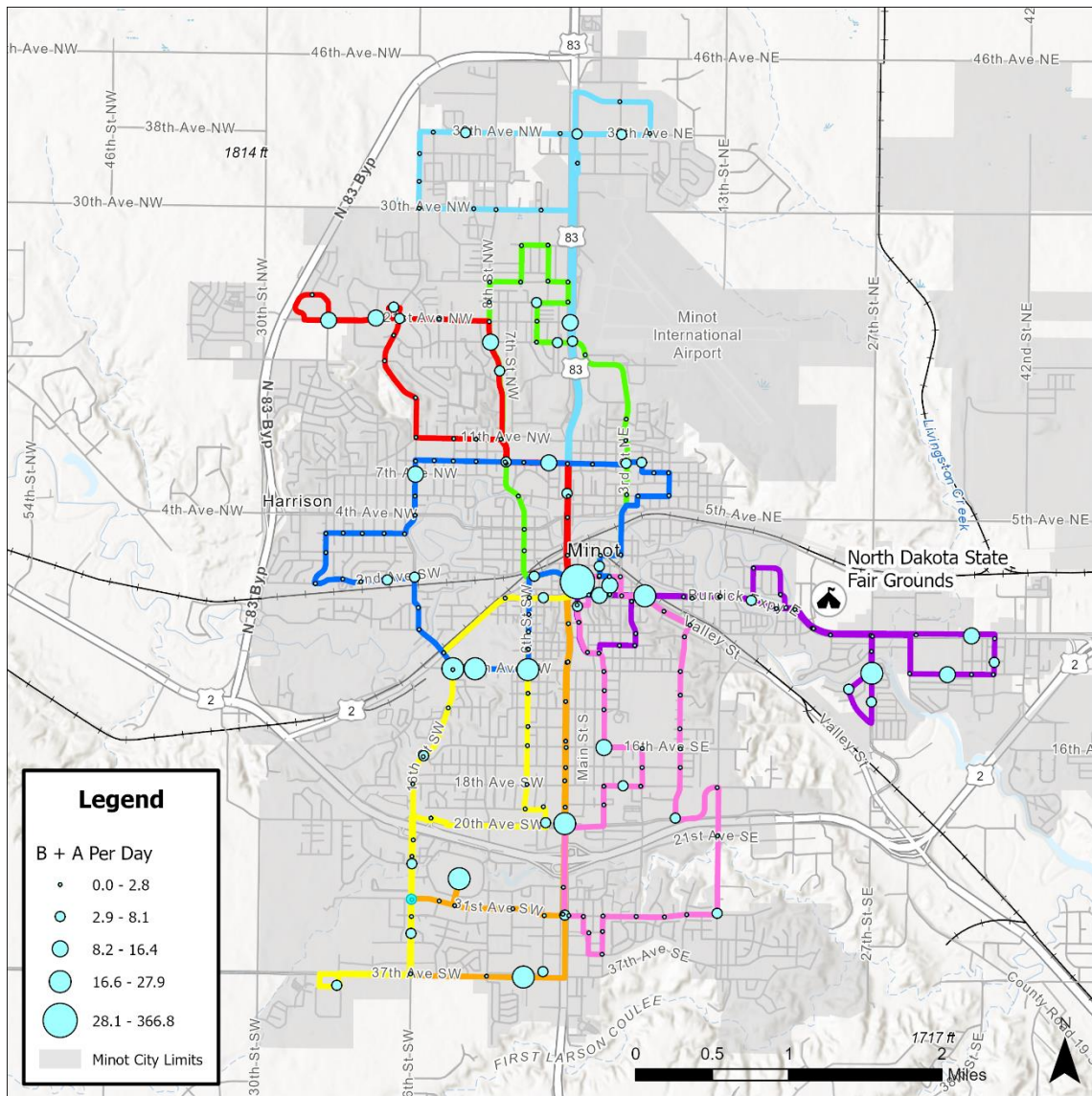
The Minot City Transit system is a flag-stop network, meaning there are few, if any, defined locations where buses stop along each route. Rather, a passenger will “flag down” the bus at a point along a route. The transit agency typically operates on a policy of stopping at a *safe location* along a route, which at times requires coordination with regular passengers to ensure both the agency and rider have a consistent understanding of where they may be picked up and dropped off. While it may initially sound like a flag stop system requires constant coordination to ensure both the rider and driver are on the same page, typically there are only a small number of locations along a route where the agency would have safety concerns.

With the exception of the downtown transfer center, which is a dedicated stop, passengers can board and alight “at any street corner along the route or at a fire hydrant in the middle of the block” according to instructions in the Minot City Transit passenger guide.² As such, stops outside of the downtown transfer center generally are not marked with signage, and all but a handful do not have bus stop amenities such as seating, shelter, route information, etc.

² <https://www.minotnd.gov/DocumentCenter/View/9048/Minot-City-Transit-Guide?bidId=>

However, Minot City Transit's suite of CAD/AVL and passenger counting technology is able to track the number of people that board and alight in each location. The agency's system tracks boardings and alightings at 255 locations across the transit system. These data can be mapped to show specific locations around the city that see high ridership. Figure 9 contains such a map.

Figure 9. Average Boardings and Alightings Per Day by Stop



Source: City of Minot

Within the ridership data, the downtown transfer center stands out as having exceptionally high ridership, which is a common phenomenon in transit systems with a single central transfer point. With an average of 377 boardings and alightings per day in 2025 (based on year-to-date data

through October 22), the transfer center is an outlier among stops. The transfer center alone represents 38 percent of average daily boardings and alightings.

Using the Jenks natural breaks method in GIS software, bus stops can be divided into groups or tiers based on ridership. The next lowest group after the downtown transit center, referred to here as "primary boarding and alighting locations," serve on average approximately 17 to 28 passengers per day. Further down in ridership, the next group, referred to here as "other high performing boarding/alighting locations," serve approximately eight to 16 passengers each day. Information about these stops is shown in Table 2 and

Table 3, respectively.

Table 2. Primary Boarding and Alighting Locations Within the Minot City Transit System

Stop Location	B+A Per Day	Percent of Total Daily B+A
11th Ave SW & 16th St SW (Magic City Campus)	28	2.9%
11th Ave SW & 6th St SW (Jim Hill M.S.)	25	2.6%
Magic City Campus	24	2.4%
Burdick Expwy East & Valley Street (Trinity Health)	21	2.2%
Dakota Square Mall Door 'C'	21	2.2%
37th Ave SW & 4th St SW (WalMart)	21	2.2%
20th Ave & S Broadway (Marketplace Foods)	19	1.9%
27th St SE & El Rio Drive (manufactured home community)	18	1.9%

Table 3. Other High Performing Boarding and Alighting Locations in the Minot City Transit System

Stop Location	B+A Per Day	Percent of Total Daily B+A
Burdick Expwy East & 37th St. SE	16	1.7%
11th Ave SE & 35th St SE (manufactured home community)	16	1.6%
16th Ave SE & 2nd St. SE	15	1.6%
University Ave & 4th St NW (Minot State)	14	1.5%
Burdick Expwy East & 1st St SE (Milton Young Towers, Minot Housing Authority)	13	1.4%
7th Ave NW & 16th St NW (Longfellow Elem.)	13	1.3%
3rd Ave SE & 2nd St SE (Minot H.S. Central Campus, Milton Young Towers)	10	1.1%
20th Ave NW & 8th St NW (Royal Suites Apts)	10	1.1%

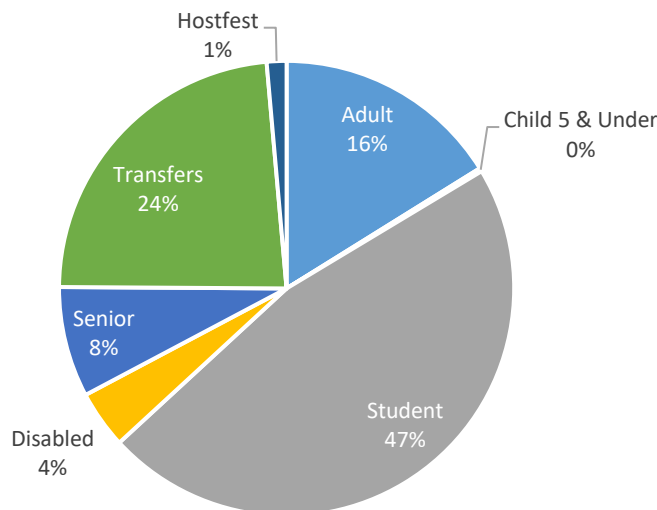
Stop Location	B+A Per Day	Percent of Total Daily B+A
Minot North High School	10	1.1%
21st Ave. NW & North Broadway (Minot Mobile Home Park)	9	0.9%
21st Ave NW & Landmark Circle	9	0.9%
18th Ave SE & 4th St SE (Meadowlark Heights Apts)	8	0.8%

Source: City of Minot

Ridership by Type

Minot City Transit tracks the ridership type across its system. Systemwide, students are the largest group of riders, making up slightly less than 50 percent of all trips in 2024. Full fare adult riders represent 15 percent of trips, while senior and disabled discount fares together make up 12 percent of ridership. Norsk Høstfest shuttle ridership is slightly over one percent of systemwide annual ridership. Children 5 and under are the smallest rider group, making up less than one percent of riders. Figure 10 shows the full annual ridership type breakdown for 2024.

Figure 10. Minot City Transit Ridership By Type (2024)

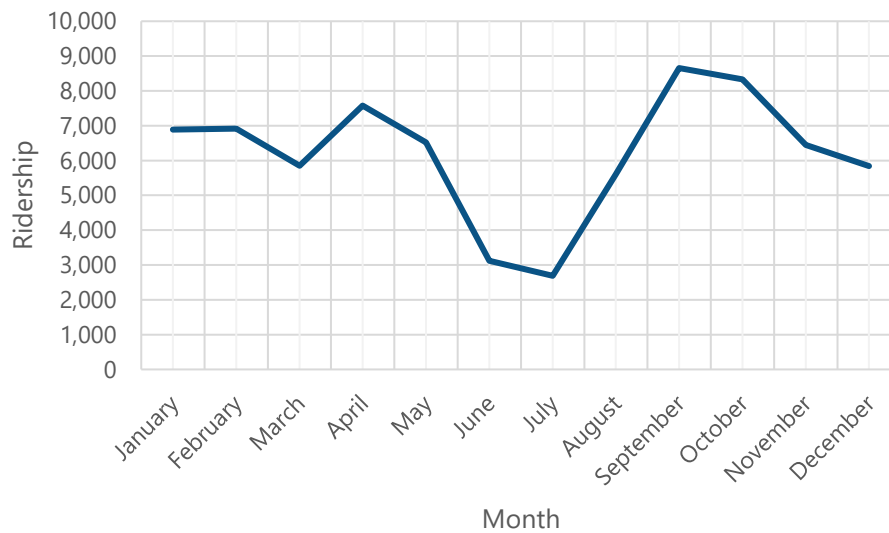


Source: City of Minot

Ridership by Month

Minot City Transit experiences seasonal variability in ridership. Because much of its ridership base is students, ridership is much lower in the summer than in other parts of the year. Ridership is typically highest in September due to the combination of school being back in session and the addition of temporary Høstfest shuttle service. Figure 11 shows the seasonal variation across the year in 2024, excluding data for the South West and North routes since they lack a full year of service data.

Figure 11. Minot City Transit Ridership by Month (2024)



Source: City of Minot

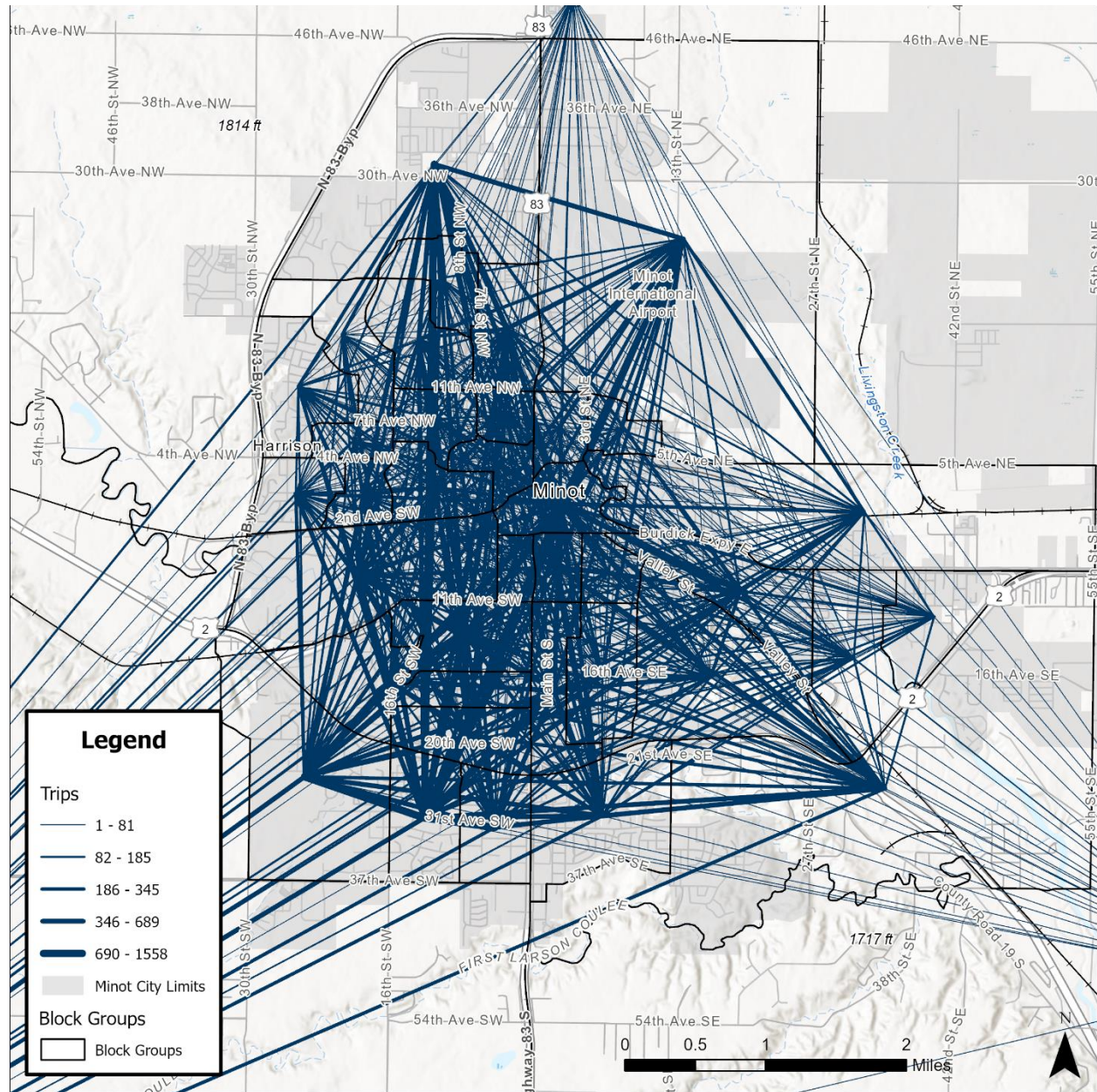
Note: Data excludes South West and North routes, which began operating in July 2024 and do not have a full year of ridership data available.

Travel Flow Analysis

General community travel flow data can be helpful in transit planning to identify common origin and destination areas that may not be served by transit in the most efficient and effective manner possible. For this analysis, travel flow data is sourced from Replica, a data provider that produces a seasonal trip table using a combination of mobile phone location data, consumer/resident data, built environment data, economic activity data, and ground truth data. The model is considered an accurate reflection of travel patterns nationwide, although its trip table represents simulated/modeled trips, rather than actual trips.

Using the Spring 2025 seasonal trip table from Replica, origins and destinations were gathered for all trips that begin and end in census block groups contained wholly or partially within Minot city limits, the primary service area for public transit in Minot and where most trips in the region occur. The trip table reports trip origin and destination (O-D) locations as the centroid of the block group containing either endpoint of the trip. This data is mapped using straight lines that connect each block group centroid, with lines symbolized by the number of daily trips that occur between each block group. The result is a map representing an estimate of all generalized travel that occurs within Minot and its immediate surroundings on a typical weekday (see Figure 12). The map appears visually busy as it represents travel paths in Minot for an entire day.

Figure 12. Weekday Origin-Destination Volumes for All Trips in the Minot Area

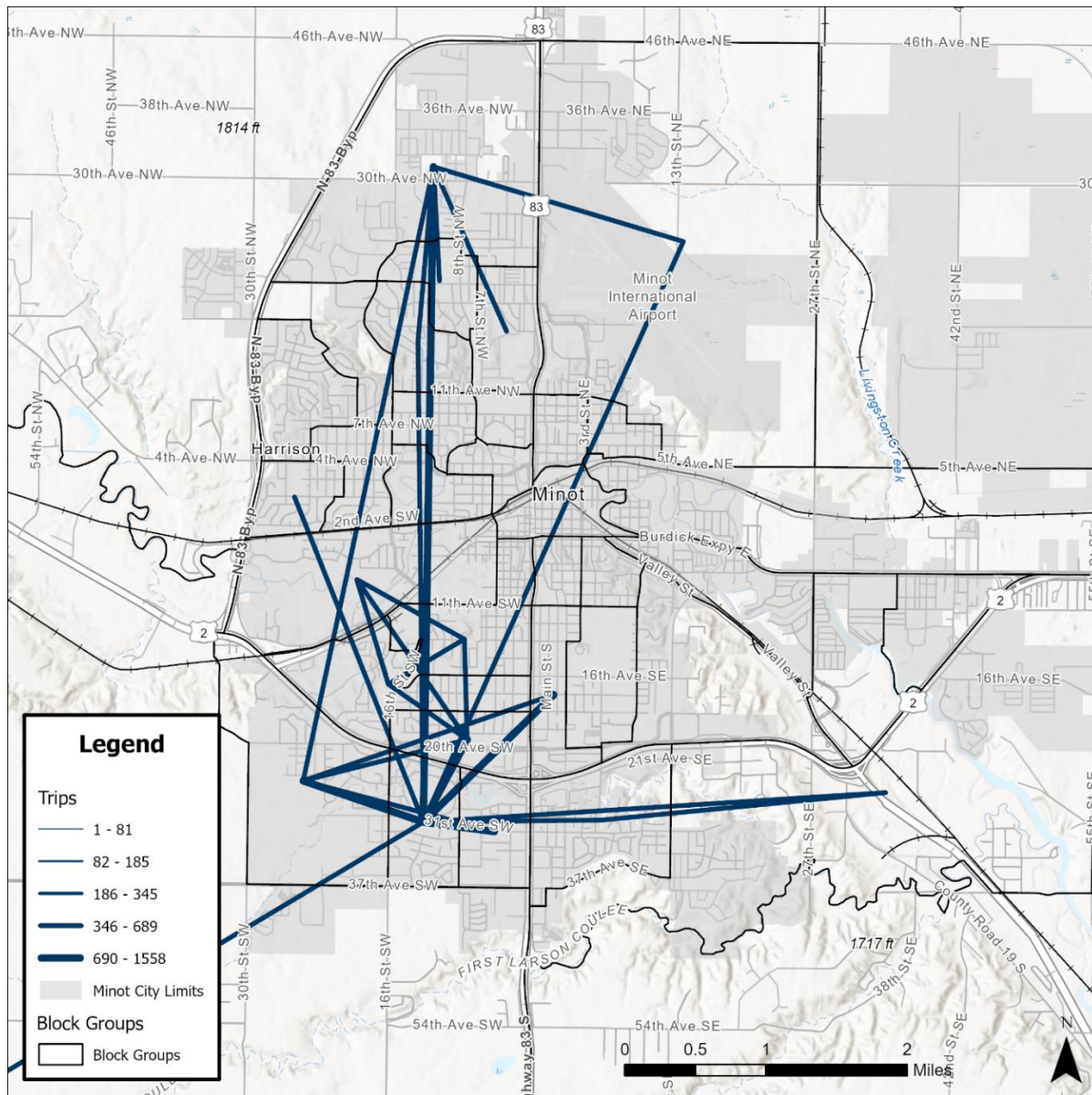


Source: Replica

As part of this TDP process, service planning efforts will involve studying whether current routes support travel desires or is there need to redesign portions of the route network to better serve travel needs. Input received by Minot City Transit has included interest in providing crosstown service without requiring a transfer downtown. The O-D data mapped above can be filtered down to reveal block group O-D connections that have relatively high trip volumes outside downtown. To this end, the O-D lines were queried to show only O-D pairs with greater than 400 trips per day that do not begin or end in the block group containing the downtown transfer center. The result is a map (Figure 13) showing that there is relatively high travel flow between northwest and southwest Minot, roughly

along the 16th Street corridor. There is also relatively high travel flow along an east-west alignment in southern Minot. Future service planning efforts will explore the degree to which efficiencies can be gained by connecting locations along these alignments without passing through the transfer center, potentially reducing the need for some riders to transfer. O-D data also suggests that a high volume of trips flow into and out of the block group containing Dakota Square Mall. This indicates there may be potential to establish a successful secondary bus transfer location at or near the mall if warranted to support any redesigned routes that may emerge in the service planning process.

Figure 13. Origin-Destination Pairs with >400 Daily Trips, Excluding Trips Beginning or Ending Downtown



Transit Market Analysis

A transit market analysis looks at a variety of demographic indicators of transit usage to evaluate what areas of a community may generate the most transit ridership, therefore making the best use of transit resources. Generally, transit is used more often by the following groups:

- People with lower incomes
- People who lack personal vehicle access
- Seniors
- Cost-burdened households
- People with disabilities

Transit is also most useful in areas with higher density, where people and destinations are located closer together and transit trips tend to be shorter. This section presents maps highlighting these transit market indicators at the block group level in the Minot area to define the local transit market. Current bus routes are overlaid on top of the demographic data to demonstrate how well the current market is served.

One common indicator of a stronger transit market is population density. Higher population densities reflect areas where people live closer together and transit trips tend to be shorter overall, making transit a more attractive mode of transportation. Higher population density also means that more people live within a reasonable walking distance of a given bus stop, which further increases the attractiveness of using transit. See Figure 14 for a map of population densities.

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In Minot, population density is generally low across the city, though relatively high densities are found in neighborhoods immediately north and south of downtown. Parts of western Minot also have relatively high densities, and south central Minot exhibits medium density relative to the rest of the area.

As can be seen in the map, Minot's bus routes generally correlate spatially with areas of medium to high population density. There are some exceptions, particularly in areas near the edge of Minot city limits, though service in these areas still plays a critical role in serving communities with other indicators of a good transit market.

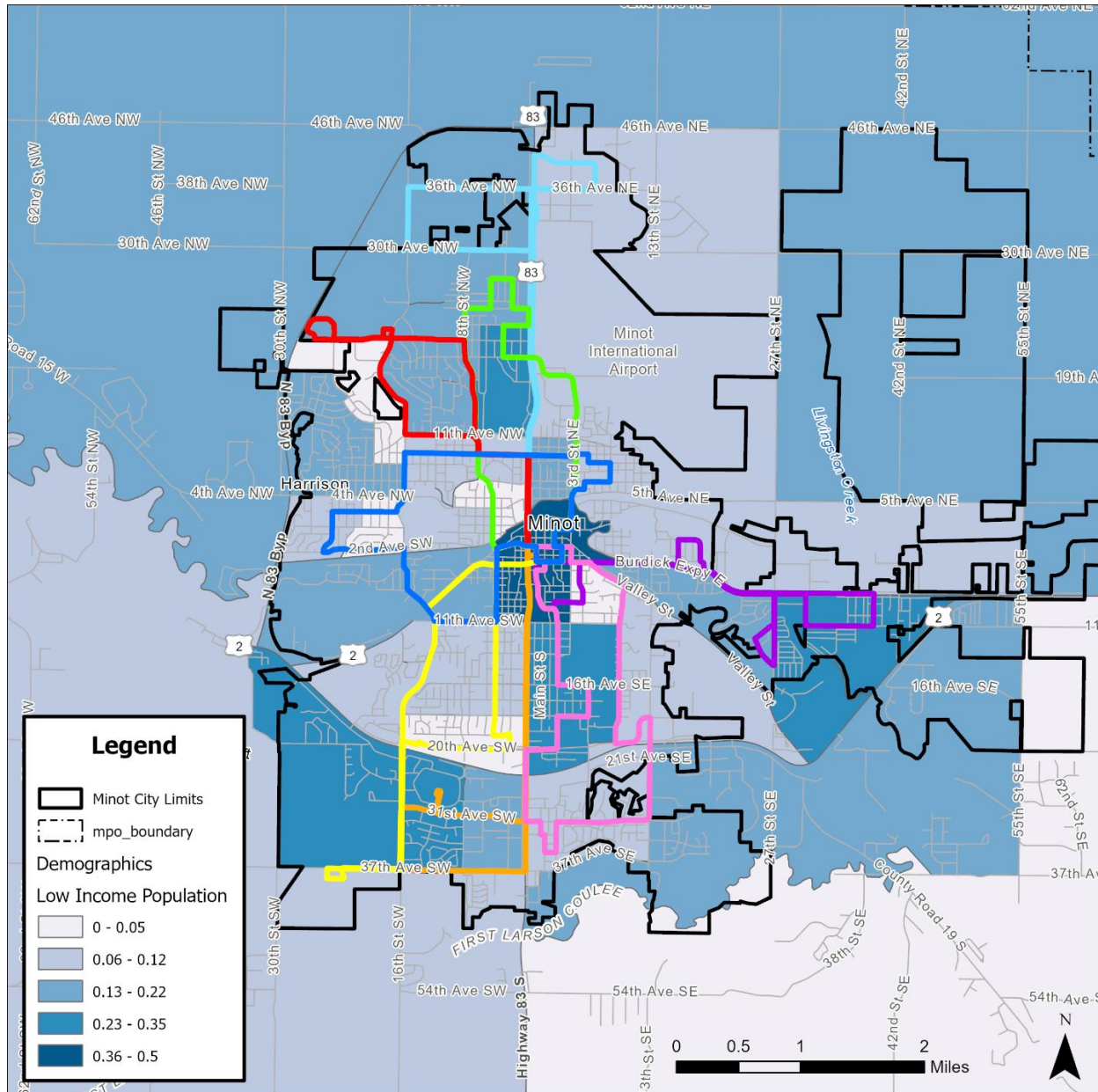
Low-Income Population

People with low-incomes are generally considered to be more transit-dependent than non-low-income individuals, as this population is less likely to own a car and is more prone to being temporarily without a car in the event that an expensive repair must be delayed. Even for low-income individuals who have access to a working vehicle, some may prefer to use transit anyway for some trips, as transit is often a more cost-effective mode of transportation. For the purpose of this market analysis, an individual is deemed to be low-income if they reside in a household whose total household income is below 185 percent of the federal poverty level.

In Minot, the low-income population is most heavily concentrated in downtown and neighborhoods immediately to the south (Figure 15). These also happen to be areas with the highest density of transit routes, as all bus routes converge downtown. Other areas with relatively high concentrations of low-income individuals include parts of east Minot, particularly around the end of the East route, and areas of southwest Minot.

One notable feature of the low-income map, when compared with the population density map, is that some areas with low population density that have bus service are also areas with relatively high concentrations of low-income individuals. This is especially apparent east and south Minot.

Figure 15. Population Earning Incomes < 185% of Federal Poverty Line in the Minot Area – By Block Group



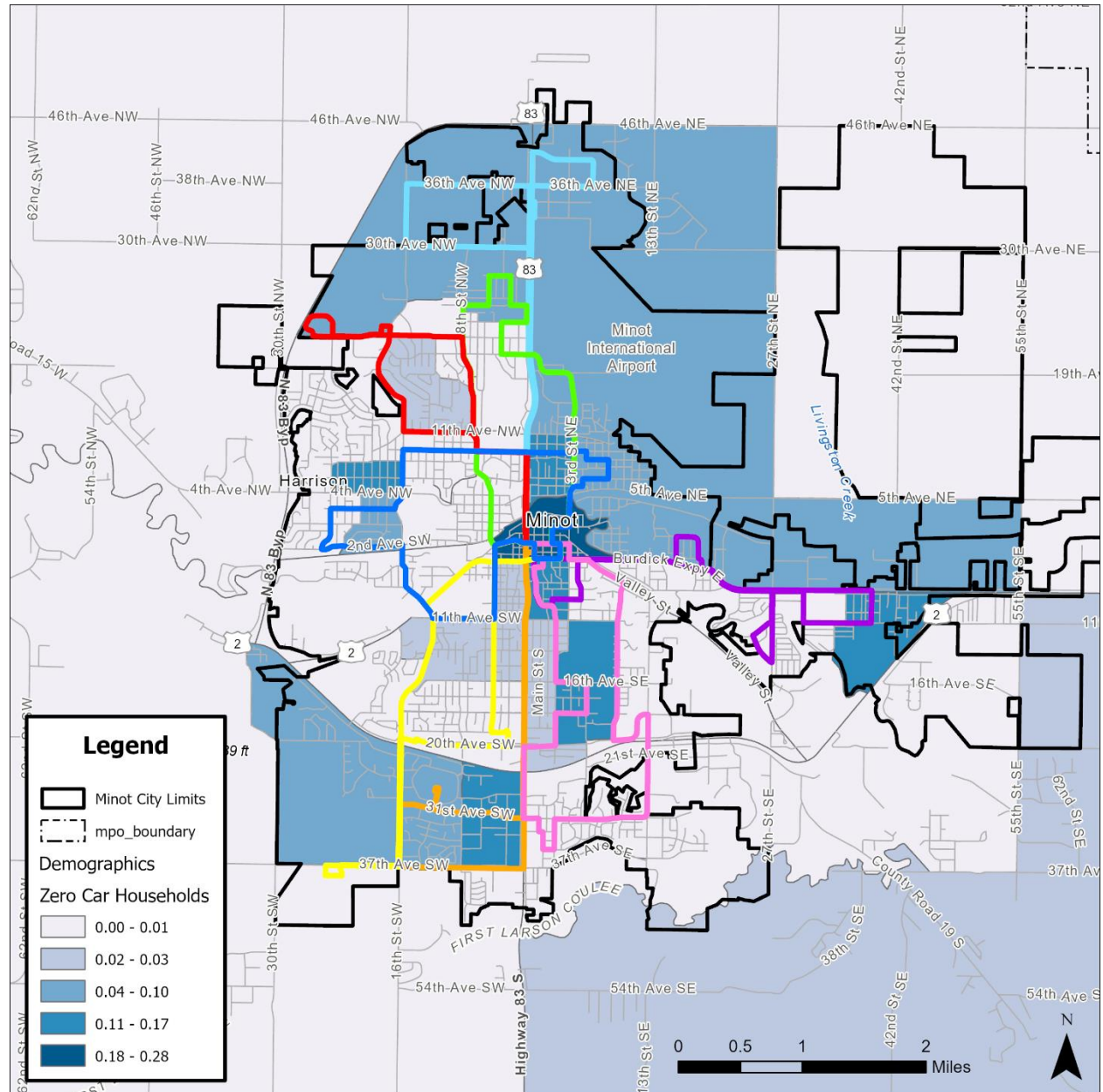
Source: 2023 American Community Survey 5-Year Estimates

Zero-Car Households

In any community, including Minot, some households lack access to a working vehicle. For households without access to a vehicle, transit often serves as a critical connector to jobs, services, family, and friends. Zero-car households are considered among the most transit-dependent populations, because transit is highly likely to be the primary mode of transportation for members of such households.

In the Minot area, the highest proportion of households without vehicle access are found downtown (see Figure 16). In the block group covering downtown Minot, census estimates show that over one-quarter of households do not have access to a vehicle at all. Areas to the immediate north and south of downtown also exhibit somewhat high lack of vehicle access, though not quite as high as downtown itself. This area has among the highest available transit density in the Minot region, which could influence zero-car households' decisions to live in the area.

Figure 16. Zero-Car Households in the Minot Area – By Block Group



Source: 2023 American Community Survey 5-Year Estimates

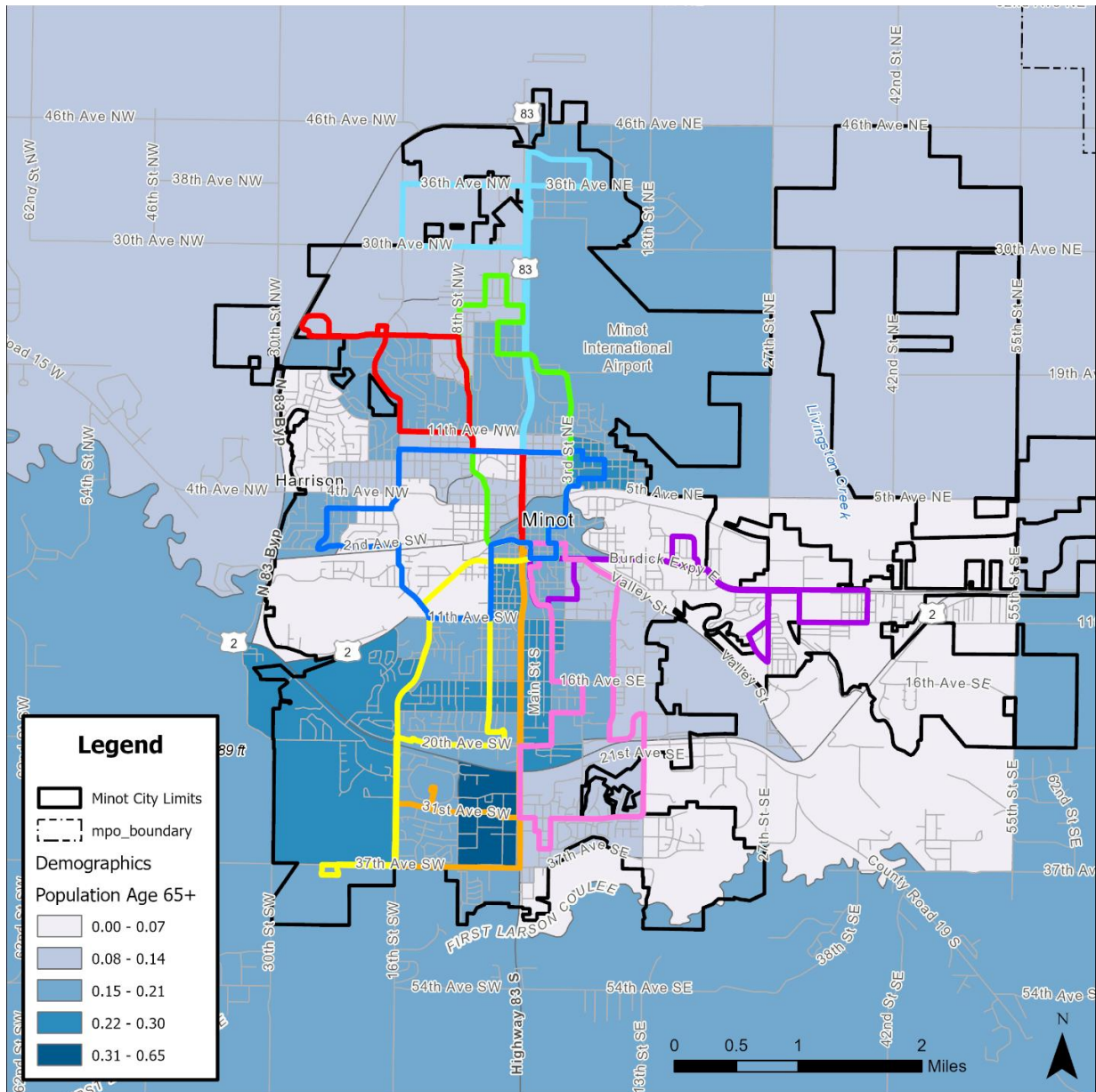
Other areas of Minot with low vehicle access include parts of east, southwest, and west Minot, each of which are located along existing bus routes. Transit routes in Minot correlate spatially well with areas of lower vehicle access, which indicates that the system is well-designed to provide critical access to households without cars.

Seniors (Age 65+)

As a whole, seniors above the age of 65 are considered more transit dependent on average than the general population. While many seniors can and do drive personal vehicles, age related illnesses and disabilities can inhibit one's ability to drive, forcing a person to seek other modes of transportation, including public transportation. Seniors often turn to public transportation when they cannot drive, particularly if they are not able to be driven by a family member or friend. Transit access also tends to be a factor in many seniors' ability to age in place in the event that they lose the ability to safely operate a vehicle.

In Minot, the population age 65 and older is most heavily concentrated in the southwest quadrant of the city, with another small area of high senior concentration northeast of downtown (see Figure 17). Areas with a high proportion of the population age 65+ in Minot are generally served by bus routes, which suggests the Minot City Transit network is well designed to provide access to seniors. Rural block groups along the south side of Minot within the study area have a medium-level concentration of seniors (between 15 and 21 percent). These areas are included in the Minot MPO planning area boundary and should be considered in future service planning to the extent possible. While these block groups will likely not be able to be served effectively by fixed routes, they represent an opportunity to build on the demand response partnership with Souris Basin Transportation.

Figure 17. Population Age 65+ in the Minot Area – By Block Group

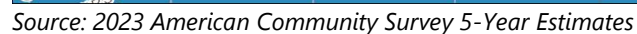


Source: 2023 American Community Survey 5-Year Estimates

Cost-Burdened Households

A cost-burdened household is defined by the Department of Housing and Urban Development as any household spending in excess of 30 percent of its gross monthly income on housing-related expenses, including rent/mortgage, insurance, utilities, and maintenance. This metric is sometimes, but not always, associated with low income populations. This metric is important to consider in transit planning, as households who are cost-burdened can in some cases offset the excessive amount of money they pay toward housing expenses by owning fewer cars and instead making use of other transportation modes, such as transit.

Figure 18. Cost-Burdened Households in the Minot Area – By Block Group



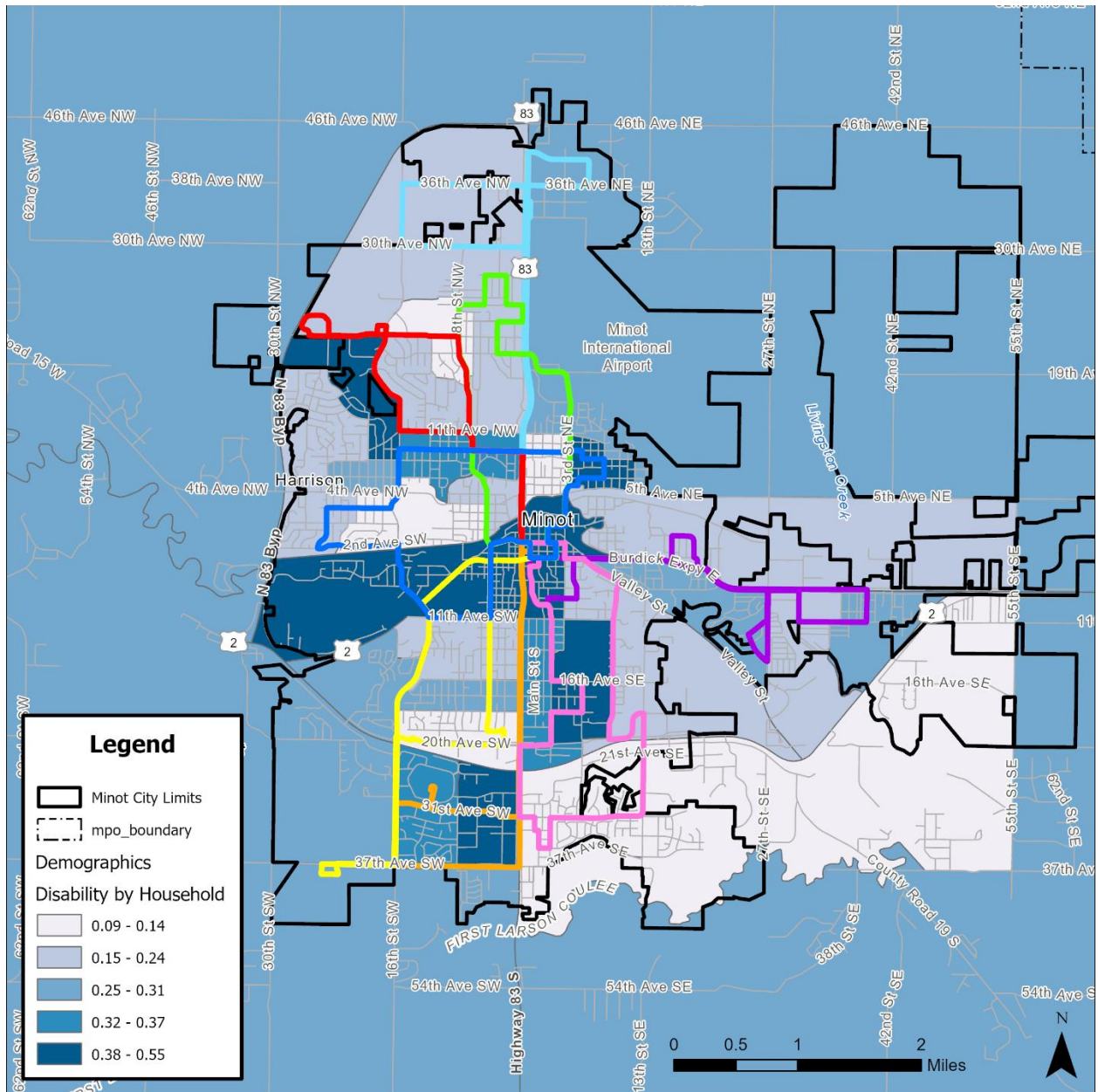
The Minot City Transit network generally runs in or adjacent to all areas within Minot city limits where housing cost burden is high, which indicates that households spending an inordinate amount of money on housing at least have transit options available, should they choose to use them. Rural block groups to the south of the City of Minot also appear to exhibit high rates of housing cost burden. Such areas could be good candidates for demand-response transit through an expanded partnership with Souris Basin Transportation.

Persons with Disabilities

People with disabilities often find themselves unable to drive a car or walk significant distances. This leads many people with disabilities to utilize transit for their transportation needs. Transit access is especially useful for some people with disabilities because transit systems that receive federal funding are required to comply with the Americans with Disabilities Act. The American Community Survey collects disability data at the household level, meaning ACS data can be used to estimate the number of households with at least one person with a disability of any sort.

In Minot, areas with high rates of households containing someone with any disability can be found in many areas (see Figure 19). A large swath of west Minot from downtown to the western city limits fits this description, as do pockets of south and northwest Minot and a neighborhood to the immediate northeast of downtown. The areas where people with disabilities are most prevalent tend to be served by transit, with the exception of some parts of far western Minot. Transit access for persons with disabilities is also supplemented by Souris Basin Transportation, which offers ADA-accessible paratransit/demand response within the City of Minot.

Figure 19. Households With At Least One Person With a Disability in the Minot Area – By Block Group



Source: 2023 American Community Survey 5-Year Estimates

Peer Review

Since there are no recognized industry standards for most measures of transit system performance, a common practice in analyzing the performance and success of a transit agency is to conduct a peer analysis. Evaluating a transit system against peer agencies of similar sizes and serving similar populations helps to put the local agency being studied into context nationally. While no peer agency will be a perfect comparison to Minot City Transit, the results of the peer analysis presented in this section will allow leadership at Minot City Transit as well as decisionmakers at the City of Minot to understand whether local transit is performing at an appropriate level.

The peer analysis in this TDP builds on a previous peer analysis conducted during the most recent transit study in Minot. To that end, all peer agencies used for comparison previously are also used in this analysis. To reflect feedback heard during the first steering committee meeting, one new peer agency has also been added to the peer comparison list. This agency is the Paducah Area Transit System, located in Paducah, Kentucky, a city which received metropolitan area status from the Census Bureau in 2023 around the same time as Minot and is likely facing similar challenges and uncertainties as Minot with the switch from rural to urban funding. Table 4 contains the full list of peer agencies used in this comparison. This section then presents static peer dashboards illustrating performance data, a comparison of fare structures among peer agencies, and a brief fare policy discussion.

Table 4. List of Agencies for Peer Analysis

Agency Name	Service Area
Great Falls Transit District	Great Falls, MT
Valley Transit	Walla Walla, WA
Casper Area Transit Coalition	Casper, WY
Bis-Man Transit	Bismarck, ND
Basin Transit Service	Klamath Falls/Altamont, OR
Cheyenne Transit Program	Cheyenne, WY
Paducah Transit Authority	Paducah, KY

Since Minot City Transit only directly provides fixed route service, this peer performance analysis excludes data on demand response or any other mode that the peer agencies may offer. Analyzing fixed route data alone allows for a more direct comparison with peer transit systems around the country.

The peer analysis assesses Minot City Transit fixed-route service performance in two ways:

- **Single Year: Comparison to peer average for the most current year.** National Transit Database (NTD) data from 2024 are used in this analysis, as this is the most recent year for which NTD data are available at the time of analysis. Performance is considered “satisfactory” within one standard deviation of the peer average. The system’s performance is considered “outside the satisfactory range” (unsatisfactory) if it falls more than one standard deviation from the peer average.
- **Multi-Year Trend Analysis: Comparison to peer average for annual rate of change.** NTD data from 2020 to 2024 are used. The annual rate of change from 2020 to 2024 is calculated as follows:

$$\text{Annual rate of change} = \left(\frac{\text{Value}_{2020}}{\text{Value}_{2024}} \right)^{1/4} - 1$$

The system's annual rate of change is compared to that of the average of the peer group. Similarly to the single-year comparison, the system's trend performance is considered "satisfactory" within one standard deviation of the peer group average. Beyond one standard deviation from the peer group average, the system's trend performance is considered "outside the satisfactory range," i.e. unsatisfactory.

Peer Group

As mentioned above, peer agencies were selected based on a review of the most recent transit study in Minot and input from the steering committee for this TDP. The peer agencies represent mixture of in-state and national peer agencies that operate in cities similar to Minot with similar sized transit systems.

Table 5 contains detailed operating statistics for Minot City Transit and the group of peer agencies.

Table 5. Operating Statistics Among Minot City Transit Peers

System Name	Primary City	Revenue Hours	Passenger Trips	Operating Expenses	Passenger Revenues	Service Area Population ³
Basin Transit	Klamath Falls, OR	14,181	137,674	\$3,231,307	\$103,200	43,038
Bis-Man Transit	Bismarck, ND	21,792	121,538	\$2,107,550	\$80,089	98,198
City of Casper	Casper, WY	15,194	134,817	\$958,879	\$39,381	67,751
City of Cheyenne	Cheyenne, WY	11,760	73,428	\$801,947	N/A – free fares	79,250
Great Falls Transit	Great Falls, MT	33,478	363,628	\$3,502,891	\$202,332	67,097
Paducah Transit	Paducah, KY	14,632	158,171	\$1,198,702	\$98,959	50,533
Valley Transit	Walla Walla, WA	25,710	459,098	\$4,446,063	N/A – free fares	50,013
<i>City of Minot</i>	<i>Minot, ND</i>	<i>12,753</i>	<i>81,945</i>	<i>\$1,548,621</i>	<i>\$76,870</i>	<i>50,925</i>
Average		18,688	191,287	\$2,224,495	\$75,729	63,388
Minot City Transit as Percent of Average		68%	43%	70%	102%	80%

Source: National Transit Database

³ Service area population represents 2020 Census data. The figure will not updated until the 2030 Census.

Peer Comparison Results

This subsection summarizes Minot City Transit service relative to peer groups over the five year period from 2020 to 2024 as well as the results of the single-year and multi-year analyses for each of eight standard performance measures reviewed. Figure 20 summarizes Minot City Transit's performance relative to its peer systems across all measures.

Minot City Transit Five-Year Summary

Table 6 and Table 7 show Minot City Transit operating statistics and performance measures, respectively, for 2020 through 2024. The average annual rate of change for the five-year period is calculated for each statistic and measure.

Table 6. Minot City Transit Operating Statistics (2020-2024)

Operating Statistic	2020	2021	2022	2023	2024	Annual Rate of Change
Revenue Hours	10,359	10,099	10,344	10,989	12,753	5.3%
Passenger Trips	73,203	49,357	60,560	80,063	81,945	2.9%
Operating Expenses	\$981,507	\$1,142,740	\$1,176,526	\$1,428,713	\$1,548,621	12.1%
Passenger Revenue	\$63,652	\$34,755	\$47,350	\$68,731	\$76,870	4.8%

Source: National Transit Database

Table 7. Minot City Transit Performance Measures, 2020-2024

Performance Measure	2020	2021	2022	2023	2024	Annual Rate of Change
Operating Expense per Passenger Trip	\$13.40	\$23.15	\$19.43	\$17.84	\$18.90	9.0%
Operating Expense per Revenue Hour	\$94.71	\$113.15	\$113.74	\$130.01	\$120.43	6.4%
Passenger Trips per Revenue Hour	7.07	4.89	5.85	7.29	6.43	-2.4%
Passenger Trips per Capita (thousands)*	-	-	-	-	1.61	-
Revenue Hours per Capita (thousands)*	-	-	-	-	0.25	-
Average Fare per Passenger Trip	\$0.87	\$0.70	\$0.78	\$0.86	\$0.94	1.9%
Operating Ratio	6.49%	3.04%	4.01%	4.81%	4.96%	-6.5%
Subsidy per Passenger Trip	\$12.53	\$22.34	\$18.65	\$16.99	\$17.96	9.4%

Source: National Transit Database

*Data unavailable for all but 2024 due to insufficient population information within NTD data

Minot City Transit Peer Performance

Figure 20 shows Minot City Transit performance measures for 2024 compared with those of the selected national peers.

Figure 20. Minot City Transit Peer Performance Dashboard

National Peer Summary Performance Measures

Agency	State	Operating Expense per Passenger Trip	Operating Expense per Revenue Hour	Passenger Trips per Revenue Hour	Passenger Trips per Capita	Revenue Hours per Capita	Average Fare per Passenger Trip	Operating Ratio	Subsidy per Passenger Trip
Basin Transit	OR	\$23.47	\$227.86	9.71	3.20	0.33	\$0.75	3.19%	\$22.72
Bis-Man Transit	ND	\$17.34	\$96.71	5.58	1.24	0.22	\$0.66	3.80%	\$16.68
City of Casper	WY	\$7.11	\$63.11	8.87	1.99	0.22	\$0.29	4.11%	\$6.82
City of Cheyenne	WY	\$10.92	\$68.19	6.24	0.93	0.15			\$10.92
City of Minot	ND	\$18.90	\$121.43	6.43	1.61	0.25	\$0.94	4.96%	\$17.96
Great Falls Transit	MT	\$9.63	\$104.63	10.86	5.42	0.50	\$0.57	5.92%	\$9.06
Paducah Transit	KY	\$7.58	\$81.92	10.81	3.11	0.29	\$0.63	8.26%	\$6.95
Valley Transit	WA	\$9.68	\$172.93	17.86	9.18	0.51			\$9.68
Average		\$13.08	\$117.10	9.54	3.33	0.31	\$0.48	3.78%	\$12.60
Standard Deviation		\$5.63	\$53.06	3.70	2.59	0.12	\$0.32	2.62%	\$5.44
Acceptable Range		\$18.71	\$170.16	5.85	0.75	0.19	\$0.16	1.16%	18.04
		Outside satisfactory range	Within satisfactory range	Within satisfactory range	Within satisfactory range	Within satisfactory range	Better than average	Within satisfactory range	Within satisfactory range

Source: National Transit Database

Performance Summary

Table 8 indicates the measures for which Minot City Transit was better than average, worse than average but satisfactory, or outside the satisfactory range.

Table 8. Summary of Minot City Transit Performance Relative to Peers

Performance Objective	Performance Measure	Single Year Comparison: 2024	Trend Analysis Comparison: 2020-2024
Cost Effectiveness	Operating Expenses per Passenger Trip		
Cost Efficiency	Operating Expenses per Revenue Hour		
Market Penetration	Passenger Trips per Capita		-
Market Penetration	Revenue Hours per Capita		-
Passenger Revenue Effectiveness	Average Fare Per Passenger Trip		
Passenger Revenue Effectiveness	Operating Ratio		
Passenger Revenue Effectiveness	Subsidy per Passenger Trip		

Key to Symbols

-  Above the peer average
-  Below the peer average, but within satisfactory range (+/- one standard deviation)
-  Outside satisfactory range

Source: National Transit Database

Note: Trend analysis on market penetration measures is not available because service area population data is not available for all agencies across the study period.

In 2024, Minot City Transit exceeded the peer average or fell within the satisfactory range metrics where they were operating below average, except for operating expenses per passenger trip. This indicates that Minot City Transit generally performs at an acceptable level relative to peer agencies. This high performance reflects well on the thoughtful design of the transit system and its ability to operate effectively and efficiently within its resource limitations. There are two key elements that substantially influence Minot's performance:

- Ridership
- Cost per hour of service

With an annual ridership of less than half of the peer average and expenses at approximately 70% of the peer average, the expectation would be that the system would underperform substantially in

categories using either of the metrics. While Minot does perform below the peer average in many categories, the performance is within the margin of acceptable conditions based on range observed, which is an unexpected condition.

The average operating expense per passenger trip across the peer agencies in 2024 was \$13.08, and the upper limit of the acceptable range was \$18.71. Minot City Transit fell just beyond this acceptable range, with a cost per trip of \$18.90. There are two general approaches that could be taken to improve Minot City Transit's performance on this metric. The first is to focus planning and implementation efforts on increasing ridership. If the system can generate more trips at existing service levels, cost per trip will decrease. This could involve strategic cost-neutral route modifications, improved community advertising, enhanced partnerships with community organizations and employers, transit-oriented development, or first-last mile enhancements. Another approach could involve cutting the least productive service, i.e. lower ridership routes in the system. This approach may be less ideal, as it would decrease service availability that some members of the community rely on. However, poor-performing fixed routes could be replaced with demand response or microtransit services that can ensure a baseline level of transit accessibility remains. The service planning process will explore these options in greater detail.

When looking at five-year trends across peer agencies, it is apparent that Minot City Transit performs very well, with operating expenses per revenue hour, average fare per passenger trip, and operating ratios trending in a more positive direction than the peer average. What this effectively means is that Minot City Transit is seeing its operating expenses per revenue hour grow at a slower rate than many peers, its average fare per passenger trip increase faster than many peers, and the portion of its operating expenses covered by fares grow faster than many peers. Not a single five-year trend measure falls into the unsatisfactory range, indicating Minot City Transit has been on a positive trajectory and managing its resources and operations well in recent years.

Fare Structure

Minot City Transit has a fare structure that is relatively comparable to peer agencies. Its base one-way fare is on the high-end of its peers, though still only \$1.50. The agency also offers discounted 10-ride and 31-day passes for students, seniors, and people with disabilities. Those paying cash fares on board the bus are required to pay with exact change, while passes can be purchased without exact change from certain city offices and retail locations around the City of Minot. Table 9 summarizes fixed route fare policy across Minot City Transit and its peer agencies.

Table 9. Peer Agency Fixed Route Fare Comparison

Agency	Standard One-Way Fare	Discount Programs
Minot City Transit	\$1.50	Discount passes for students, seniors, and disabled
Basin Transit	\$0.75	Reduced fares for seniors and disabled. Youth 18 and under ride free
Bis-Man Transit	\$1.50	Half fares for students, Medicare cardholders, and veterans. Seniors 65+ and paratransit members ride free.

Agency	Standard One-Way Fare	Discount Programs
City of Casper	\$1.25	Reduced fares for students, low income, seniors 62+, disabled, and veterans
City of Cheyenne	FREE	N/A
Great Falls Transit	\$1.00	Reduced fares for students, seniors, disabled, and paratransit riders
Paducah Transit	\$1.00	Reduced fares for ages 6-12, college students, and seniors (55-69). Ages 70+ ride free.
Valley Transit	FREE	N/A

Source: Peer Agency Websites

Minot City Transit relies on Souris Basin Transportation to provide demand response/complementary paratransit service within the City of Minot. Souris Basin's fares within Minot are \$3 each way, which aligns with federal guidance limiting ADA paratransit fares to a maximum of double the standard fixed route fare. Souris Basin Transportation does not offer discount programs, even for demand response riders who are not using the service as ADA paratransit. Souris Basin's fare policy for Minot paratransit and demand response generally mirrors all other peer agencies, which also generally charge twice the fixed route fare and do not offer discounts (Table 10). Exceptions to this among peers include:

- Basin Transit allows veterans to ride paratransit for free.
- The City of Casper allows the general public to use demand response for double the rate of seniors, people with disabilities, and Medicare cardholders. Charging higher fares for general public demand response riders is one way to encourage the general public to use fixed routes instead of demand response, which helps keep operating costs lower.
- Paducah Transit charges a per-mile fare for general public demand response rides. Similar to the higher general public fares in Casper, this fare structure also encourages non-paratransit-eligible riders to use the more cost-effective fixed routes whenever possible.

Table 10. Peer Agency Demand Response/Paratransit Fare Comparison

Agency	Standard One-Way Fare	Discount Programs
Souris Basin Transportation	\$3.00	N/A
Basin Transit	\$1.50	Veterans ride free
Bis-Man Transit	\$3.00	N/A
City of Casper	\$2.50 (seniors, disabled, Medicare); \$5.00 (general public)	\$1.00 fares for children 12 and under
City of Cheyenne	FREE	N/A
Great Falls Transit	\$2.00	N/A

Agency	Standard One-Way Fare	Discount Programs
Paducah Transit	\$2.00 (paratransit) \$1.75 per mile (general public)	N/A
Valley Transit	FREE	N/A

Source: Peer Agency Websites

Fare Policy Discussion

The fares for transit in Minot are generally in line with what peers charge and are deemed to be acceptable fares for a system of its size. Minot's fares are on the higher end of all peers, though the range of fares across agencies is small. Minot having slightly higher fares undoubtedly helps explain its good performance on the operating ratio metric, which measures the percentage of operating expenses recovered through fare revenue.

Two peer agencies provide free fares: the City of Cheyenne and Valley Transit. These agencies are outliers, though they represent an increasing trend of smaller transit agencies implementing free fares. In the case of the City of Cheyenne, free fares are the result of reinstatement of fixed route services after the pandemic, as recommended by a 2023 Transit Development Plan.⁴ The plan noted that eliminating fares can increase ridership 40 to 70 percent while reducing operating costs related to fare collection. At Valley Transit, free fares are specifically funded through Move Ahead Washington, a state-level public transportation funding program that is able to be used to offset fare revenue with a goal of increased ridership.⁵ Minot City Transit could experiment with a free fare program if there is interest and support in the future. However, free fare implementation would be most sensible if Minot can identify a sustainable source of funding to offset fare revenue, or if a free fare study determines that the cost of collecting fares is greater than the revenue that is actually collected, as is sometimes the case with small transit agencies.

Minot City Transit's transition to urban transit funds means that the agency will need to come to an agreement with Souris Basin Transportation for providing paratransit and demand response services, as Souris Basin Transportation will no longer be able to use rural transit funds to operate in the Minot area. The City of Minot will be a direct recipient of the Minot area's Section 5307 funds and will need to distribute funds to Souris Basin Transportation as a subrecipient. If Souris Basin is to continue operating demand response transit for non-paratransit-eligible riders, Minot City Transit should consider fare policies that discourage heavy use of Souris Basin Transportation. Such a policy could involve setting higher fares for non-paratransit-eligible riders, which is permitted under federal regulations. The City may also consider allowing paratransit-eligible riders to ride the fixed route system with discounted fares. Such a policy would recognize that some paratransit riders may only be unable to ride some routes because of their disability and that they might choose to ride certain fixed routes if offered a discounted price. A similar policy is in place at Great Falls Transit.

⁴ https://www.wyomingnews.com/news/local_news/cheyenne-plans-to-resume-fix-route-bus-service-this-summer/article_e664d38-bc74-11ed-baa5-bf24cd031607.html

⁵ <https://www.valleytransit.com/fares/>

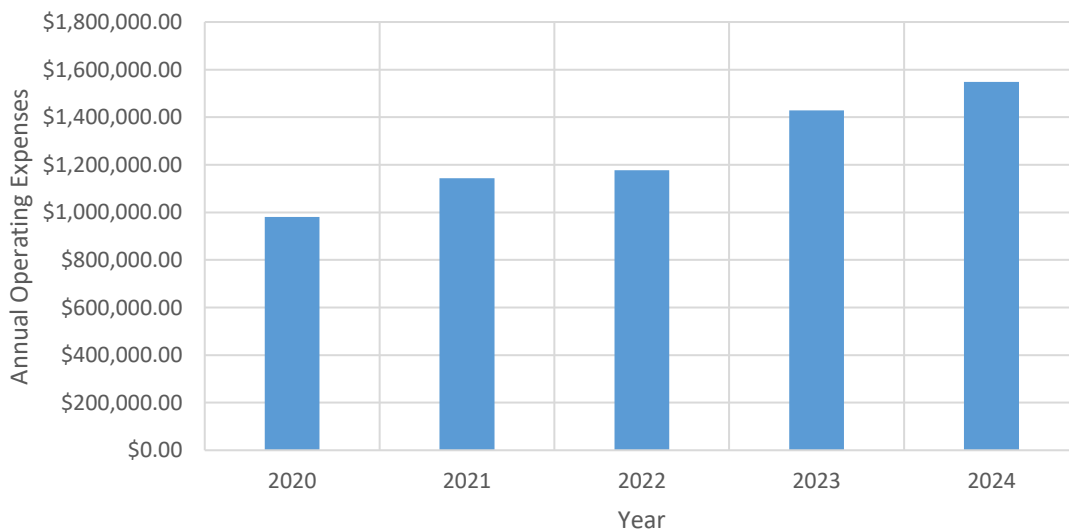
Transit Financials Review

A review of Minot City Transit's financial characteristics helps describe how the agency is using its resources, and metrics on transit service efficiency provide insight into how much Minot City Transit is able to accomplish within the constraints of the funding it receives from federal, state, and local sources plus fare revenue. This section offers a look into Minot City Transit's operating expenses, sources of operating funds, and service efficiency metrics, such as operating expenses per vehicle revenue mile and per vehicle revenue hour.

Operating Expenses

The systemwide operating expenditures for Minot City Transit totaled \$1,548,621 in 2024, according to data from both the City of Minot and the NTD. This is approximately a 58 percent increase since 2020 (see Figure 21). While this increase seems exceptionally large for a five year period, it is important to view the system operating expenses in context. The five year period analyzed for this TDP began during 2020, when the pandemic forced many transit agencies to reduce operations temporarily in response to public health concerns and abnormally low ridership. In the years following, transit operating costs increased due to a combination of service restoration, upward wage pressure due to nationwide labor shortages, a challenging inflation rate, and other macroeconomic factors that contributed to dramatically increased costs of necessary expenses ranging from fuel to vehicle parts to employee health benefits. Additionally, Minot City Transit reintroduced its three Norsk Høstfest shuttle routes in 2022 and added two new fixed routes in July 2024.

Figure 21. Minot City Transit Annual Operating Expenses (2020-2024)



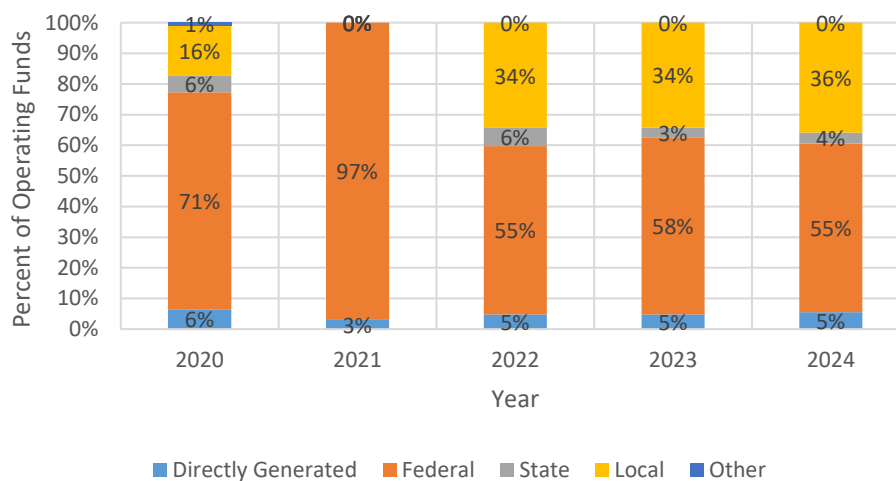
Source: National Transit Database

Operating Revenue Sources

Like most transit agencies, Minot City Transit's operating funds come from a variety of sources (see Figure 22). Currently, about half of the agency's operating funds come from the federal government

through the Section 5311 program, soon to be transitioned to the Section 5307 program, both of which are federal formula grant programs designed to support transit operations. The federal operating support programs have a local match requirement, and in 2024 these match dollars came from a combination of the State of North Dakota (four percent), the City of Minot (36 percent), and directly generated revenue such as fares (five percent). This funding split has been generally stable since 2022. In 2020 and 2021, the federal share of the operating budget represented a much higher percentage of overall operating dollars, making up nearly the entire budget in 2022. This is a reflection of federal pandemic relief dollars being used to support transit. Federal pandemic relief did not have a local match requirement, and these programs have since expired, prompting a return to more typical funding in 2022.

Figure 22. Minot City Transit Operating Revenue Sources (2020-2024)



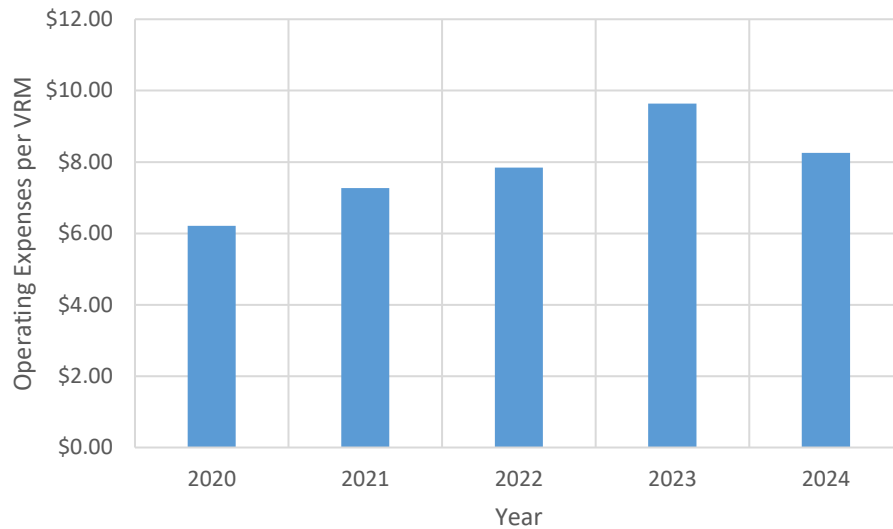
Source: National Transit Database

Service Efficiency

Service efficiency metrics describe the cost per unit of service an agency provides, typically expressed as operating expenses per vehicle revenue mile and per vehicle revenue hour. These metrics help to describe the cost of providing service regardless of the number of passengers served and can be used to estimate the additional costs or savings associated with proposed service changes.

Minot City Transit's systemwide operating expenses per vehicle revenue mile in 2024 were \$8.26. Operating expenses per vehicle revenue mile have risen substantially since 2020, with the metric up about 21 percent over the past five years (see Figure 23). This trend is not unique and has been experienced by transit agencies across the country as the cost of labor, parts, fuel, and other necessary system inputs have risen. However, the data show that Minot City Transit has been able to decrease its costs per vehicle revenue mile from 2023 to 2024, even as total system operating costs have increased. This suggests that Minot City Transit has been able to improve efficiency while increasing service.

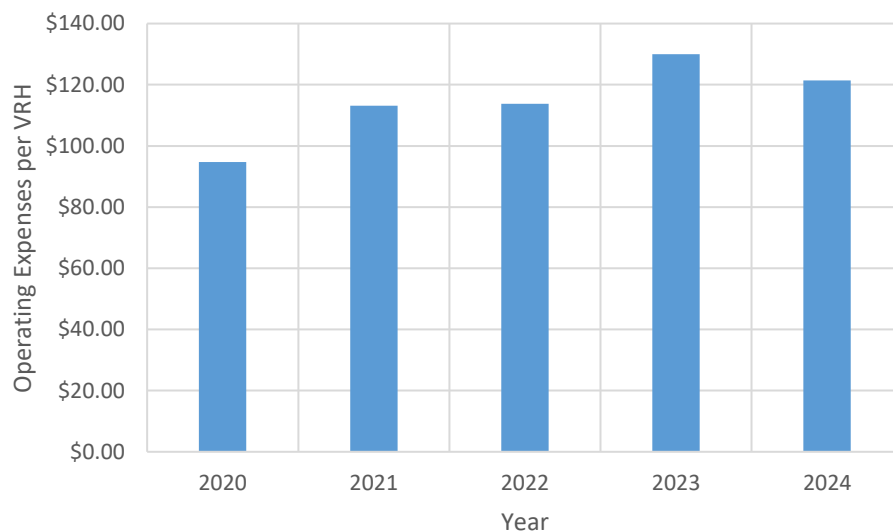
Figure 23. Minot City Transit Operating Expenses per Vehicle Revenue Mile (2020-2024)



Source: National Transit Database

Similar to costs per vehicle revenue mile, operating expenses per vehicle revenue hour have increased over the past five years, with the metric up by about 28 percent since 2020 (Figure 24). This is also largely related to the increase in input costs facing Minot City Transit and other transit agencies nationwide. The cost per vehicle revenue hour has decreased from 2023 to 2024, supporting the above assertion that Minot City Transit has managed to make efficiency gains recently, even while overall costs and service levels have increased.

Figure 24. Minot City Transit Operating Expenses per Vehicle Revenue Hour (2020-2024)



Source: National Transit Database

Operating Budget Analysis

Minot City Transit shared 2023 and 2024 budget line item data with the consultant team for analysis. In reviewing this information, some trends stand out. Firstly, Minot City Transit has experienced moderate year-over-year growth in both its budget and actual spending. From 2023 to 2024, budgeted funds and actual spending both increased by roughly nine percent. This increase is higher than year-over-year inflation for this time period, but it also represents growth during a period when new service was added. When service is added, it is not unusual for budgets and expenditures to grow relatively fast. Additionally, the growth in spending is precisely in line with the growth in budgeted funds.

Minot City Transit has also consistently spent less than its revised budgets in 2023 and 2024. This reflects a commitment by the Minot City Transit leadership to budgetary sensitivity and wise use of funds. In 2024, spending was approximately 12 percent under budget, roughly mirroring 2023.

The bulk of Minot City Transit's spending represents personnel related expenses. Wages and benefits, including health insurance, retirement contributions, etc., account for over half of the agency's expenses. Regular employee pay alone accounted for 43 percent of operating expenses in 2024.

Maintenance and vehicle fuel represent other substantial costs. Vehicle and equipment repair represents nearly nine percent of actual expenditures, while diesel fuel for buses represented about six percent of expenditures.

General fund reimbursements account for seven percent of overall 2024 expenditures. A variety of other miscellaneous expenses make up the rest of the budget, individually representing small portions of overall spending. This includes expenses such as vehicle insurance, utilities, supplies, etc.

One notable item in the budget data is allocations for advertising. In both 2023 and 2024, Minot City Transit budgeted \$5,500 for advertisement of transit services. Across both years, the agency spent virtually nothing on advertising, other than \$12.64 in 2023. This represents a potential area of improvement, as advertising can be an effective way to boost the agency's ridership, relationship with the community, and even awareness of the existence of transit services.

Overall, the detailed budget data paints a picture of fiscal restraint and responsible spending at Minot's primary transit agency. Minot City Transit operations have consistently remained well under budget in recent years, reflecting excellent stewardship of public resources and effective budgeting practices.

Asset Inventory

Minot City Transit owns a variety of capital assets including vehicles and facilities. This section offers an overview of these assets.

Vehicles

Minot City Transit owns 11 transit buses, four accessible minivans, and two support vehicles. Table 11 contains more information about each vehicle in the agency's fleet.

Table 11. Minot City Transit Fleet*

Vehicle Number	Year	Manufacturer	Model	Odometer	Capacity	Minimum Useful Life (Months)	Reached Useful Life?
1000	2017	Ford	PI Explorer	139,520	4	N/A	N/A
1002	2001	AmTran	CD39530	163,191	33	84	Yes
1003	2001	AmTran	CD39530	187,009	33	84	Yes
1004	2001	AmTran	CD39530	165,750	33	84	Yes
1005	2010	Eldorado	EZ Rider II	394,355	28	120	Yes
1006	2010	Eldorado	EZ Rider II	367,270	28	120	Yes
1007	2015	Eldorado	EZ Rider II	343,618	28	120	No
1008	2013	Eldorado	EZ Rider II	317,098	28	120	Yes
1009	2003	AmTran	CD39530	150,395	33	84	Yes
1010	2021	Eldorado	EZ Rider II	150,619	27	120	No
1011	2018	Eldorado	EZ Rider II	266,305	27	120	No
1013	2008	AmTran	CD39530	205,391	33	84	Yes
1015	2014	Ford	F150	31,570	4	120	Yes
1023	2019	Dodge	Entervan	51,871	4	48	Yes
1024	2019	Dodge	Entervan	31,264	4	48	Yes
1026	2018	Dodge	Entervan	61,406	4	48	Yes
1052	2017	Dodge	Entervan	105,085	4	48	Yes

Source: Minot City Transit

*As of October 2025

Facilities

Minot City Transit is a small agency with a limited number of facilities. Minot City Transit operates under the city's Public Works Department and utilizes Public Works facilities for operations, maintenance, and administration. The agency also has a transfer facility in downtown Minot with an indoor waiting area located at 201 1st Street SW. Minot City Transit also maintains a handful of bus shelters at the following locations:

- Lewis & Clark Elementary School (23rd Avenue NW & 8th Street NW)
- Minot State University (University Avenue W & 4th Street NW)
- Jim Hill Middle School (11th Avenue SW & 6th Street SW)
- Meadowlark Heights Apartments (18th Avenue SE & 4th Street SE)
- Walmart (37th Avenue SW & 4th Street SW)

Summary and Key Takeaways

Minot City Transit serves as the core public transportation provider within the City of Minot, operating eight fixed routes with hourly headways and a coordinated pulse system at the downtown transfer center. Souris Basin Transportation complements this network through the provision of ADA paratransit and demand response services. Together, the two agencies contribute to a multimodal transit system that provides critical mobility options for Minot area residents, connecting major destinations such as schools, medical facilities, employment centers, and shopping areas.

Over the past five years, Minot City Transit has demonstrated growth in both service supply and ridership. Between 2020 and 2024, annual vehicle revenue hours increased by roughly 23 percent, while annual vehicle revenue miles rose by 19 percent. Ridership has steadily recovered from pandemic-era lows, increasing 12 percent since 2020 to nearly 82,000 annual passenger trips in 2024, the highest total in the last five years. The addition of the North and South West routes in mid-2024 expanded geographic coverage, though initial ridership on these routes remains lower than the system average, reflecting opportunities to improve route effectiveness and attract new riders.

Financially, Minot City Transit has maintained sound fiscal management, operating consistently under-budget while responsibly expanding service. The agency's operating expenses have grown in line with broader cost pressures in the transit industry, but recent gains in efficiency indicate effective resource use. Personnel costs comprise the largest share of expenditures, while the minimal use of advertising funds highlights a potential avenue for ridership growth and community engagement. The system's performance relative to peer agencies is generally strong, with most performance metrics falling within or better than the satisfactory range. Minot's relatively high average cost per passenger trip in 2024 reflects an area for future improvement but is offset by a positive trajectory in cost efficiency and effectiveness.

Demographic and travel pattern analyses show that Minot's current fixed route network aligns well with areas of higher population density, lower incomes, and households without vehicle access—indicators of strong transit need. However, the city's low overall density and the prevalence of general community travel in west and south Minot travel corridors away from downtown suggest that future service planning may benefit from exploring more direct or crosstown connections, as well as a potential secondary transfer hub near a major trip generator like Dakota Square Mall.

Key findings from the existing conditions review include:

- **Ridership Recovery:** Systemwide ridership has rebounded since the pandemic, though individual route performance has varied.
- **Service Expansion and Efficiency:** The introduction of new routes and the return of special event service have expanded access while maintaining overall operational efficiency.
- **Fiscal Responsibility:** Minot City Transit demonstrates strong budgetary discipline and efficient use of funds, positioning it well for its transition to urban funding under Section 5307.

- **Equitable Coverage:** The fixed route system in most cases appears to effectively serve transit-dependent populations, including low-income residents, seniors, and zero-car households. There may be small areas for improvement during the service planning process to increase access to transit.
- **Peer Competitiveness:** Performance metrics generally compare favorably to peer agencies, though opportunities exist to improve cost per trip through ridership growth or other strategies.
- **Future Coordination Needs:** The transition from rural to urban funding will require a new approach to Minot City Transit's partnership with Souris Basin Transportation for ADA paratransit provision and continued service coordination.

Overall, Minot City Transit exhibits operational strength and financial prudence. The system's stable recovery from pandemic conditions, efficient management, and alignment with community travel needs provide a strong foundation for the forthcoming Transit Development Plan's service planning and policy recommendations. Low ridership is likely the most critical metric to address in the next steps of service planning. While the population and employment density in the metro areas are relatively low, there are not likely dramatically different than most peers with higher ridership. Through the alternatives review, substantial focus will be on ensuring routes access transit supportive areas, try to avoid very low density areas (which can be difficult to accomplish), and that marketing efforts are pushed to increase awareness of the service available to all residents.