In compliance with Title VI of the Civil Rights Act and Title II of the Americans with Disabilities Act, it is the policy of the City of Portland that no person shall be excluded from participation in, denied the benefits of or be subjected to discrimination in any City program, service or activity on the grounds of race, color, national origin or disability. To help ensure access to City programs, services and activities, the City of Portland reasonably: provides language translation and interpretation for limited English proficiency individuals; modifies policies and procedures; and provides auxiliary aids, services and/or alternative formats to persons with disabilities.

To request an accommodation, modification, translation, interpretation or language service; to file a complaint; or for additional information or questions on Civil Rights Title VI (race, color, national origin protections) and ADA Title II (protections for people with disabilities) matters (nondiscrimination in public City programs, services, activities) please call 503.222.4200, TTY at 503.823.6868, or Oregon Relay Service at 711, or email info@portlandstreetcar.org.
Over the past two decades, Portland Streetcar has proven to be a vital component of life in Portland’s central city. The streetcar system provides safe, equitable, climate-friendly transit service to a broad cross-section of Portlanders.

After celebrating the twentieth anniversary of Portland Streetcar in 2021, we have taken time to assess the system, our service to riders and our place in the community. This Strategic Plan reflects the results of that examination. It sets out strategies designed to ensure ongoing system success and support community vitality, both in the near term as we recover from the COVID-19 pandemic – and moving forward to meet future opportunities.

In this new strategic plan, Portland Streetcar challenges us as a city to look beyond just the service provided on the rails and consider our broader place in Portland’s story. We have looked hard at how the system’s city-shaping potential can best serve our community into the future.

Portland Streetcar has challenges to meet, from managing an aging fleet to improving the rider experience. And we have opportunities ahead as well, as we work to ensure the system supports affordable housing and economic development in our community and helps alleviate the effects of climate change.

With this Strategic Plan, we aim to position Portland Streetcar to serve our community for many years to come. Over the next five years, the actions set out here will provide a critical foundation for safe, accessible, zero-emission transit to reliably serve Portland’s next generations.

Chris Warner, Director
Portland Bureau of Transportation
For the past two decades, the City of Portland and TriMet have partnered to manage, fund and expand the Portland Streetcar system with operating support from the non-profit Portland Streetcar, Inc. (PSI). We have tracked a range of annual service and financial metrics to measure the success of this growing system.

Moving forward, this five-year strategic plan seeks to build upon that success and go beyond operational concerns, charting a path for Portland Streetcar to advance the City and regional goals for equity, climate change, clean air, smart growth and economic prosperity.

**Structure of Portland Streetcar**

The Portland Streetcar is owned by the City of Portland and operated by the Portland Bureau of Transportation (PBOT), in partnership with TriMet and PSI, a nonprofit that provides management support and private-sector involvement in planning and operations.

The relationship between PBOT, TriMet and PSI is codified in the Streetcar Master Agreement adopted by the parties in 2012, which governs decision making and system funding to ensure long-term success for the system.

**How Portland Streetcar serves our community’s goals**

- **CITY SHAPING**
  - Serves the critical travel needs of many of Portland’s largest institutions and employers including PSU, Legacy Health, OHSU, and OMSI
  - Concentrates development in areas that have potential for growth and investment without major new investments in infrastructure and services
  - Catalyzes vibrant, active streets and concentrates investment to build and revitalize walkable urban neighborhoods

- **CLIMATE FRIENDLY**
  - Produces zero emissions from vehicles
  - Creates walkable communities
  - Concentrates development in places where people can get around without the need to drive

- **EQUITABLE**
  - Serves existing low-income riders
  - Fare policy supports low-income riders
  - Catalyzes housing production-including affordable housing-and concentrates it in areas where people can access services without driving
The Portland Streetcar system grew significantly in its first two decades. The most recent expansion occurred in September 2015, with the opening of the Tilikum Crossing, completing a loop system that links the east and west sides of the city.

Since September 2015, Portland Streetcar has operated three streetcar lines in Portland’s central city: the North South (NS) Line connecting NW Portland with South Waterfront and the A Loop and the B Loop operating in opposite directions, connecting the Lloyd District, OMSI, South Waterfront, PSU, Downtown and the Pearl District with connections across the Broadway Bridge and the Tilikum Crossing.

On a typical weekday, pre-pandemic, 14 streetcars provided over 15,000 rides across the system, making it one of the most-used transit lines in the state. Measured by total ridership, Portland Streetcar is the third-largest transit system in Oregon.
Over the 2015 Strategic Plan’s five-year horizon, several key projects were initiated, including the introduction of transit-priority Rose Lanes, elimination of redundant stations, schedule overhauls and the procurement of three additional streetcars to support the growing demand for service. Portland Streetcar’s safety record improved dramatically with the introduction of a full-time safety manager, leading to a sharp reduction in collisions and overall enhancement of system reliability.

Heading into 2020, Portland Streetcar was poised to see ridership grow as high as 17,000 riders per day with the introduction of more frequent service and a growing central city economy. The COVID-19 pandemic dealt a massive blow to transit ridership across the nation; Portland Streetcar was no exception. Ridership dropped to below 2,000 rides per day in May 2020 while transit agencies scrambled to maintain essential service and keep staff and customers safe in a constantly changing environment where new rules and mandates for transit came from all levels of government.

Since that time, The City of Portland, TriMet and PSI have worked in partnership to stabilize funding and staffing resources to ensure the system is ready to support the Portland community with safe and accessible transit as we move toward recovery from the pandemic.

The 2015–2020 strategic plan laid a foundation for management to support City and regional climate and equity goals. Moving forward, the 2022 strategic plan sets out a series of initiatives aimed at supporting the community through the post-pandemic transition as we move toward future success.

At a Glance

Safety and Security
0.15 collisions per 1,000 hours of service

Planning for the Future
3 new vehicles under construction

Transit Performance
83.3% on-time performance

A Loop 86.3%
B Loop 82.3%
NS Line 82.8%

Development and Public-Private Partnerships
27% of the city’s jobs, 1.9 million square feet of new development in 2021

A full report of the metrics used to track performance from 2015–2022 can be found at portlandstreetcar.org/about-us/ridership-performance
Strategies

The strategies in this plan will focus and chart our work and resources around key improvements that will create a more reliable system and provide community benefits well beyond our service area.

A. Continue operational excellence and enhance the rider experience

1. Continue to invest in system safety and security, including the introduction of on-board cameras, ongoing safety and security training for staff, and partnership with the city traffic engineer to address traffic safety issues.

2. Launch a new Rider Ambassador program in 2022 to support riders and reduce the need for police interventions on Portland Streetcar.

3. Begin station and shelter repairs for all west-side platforms.

4. Seek operational improvements to maintain and enhance travel time across the system as the city and region grow.

5. Upgrade customer communication systems and apps, including new digital signage at platforms, and improve availability of customer information across all modes of travel.

6. Promote ridership using customer-facing incentives, linkages to other modes of transportation and local business partnerships.

B. Ensure equitable access to the streetcar system and support access to housing, jobs and social services

1. Continue to partner with TriMet on Hop Fastpass program and the promotion of low-income fares in the region.

2. Expand the PBOT Transportation Wallet program to reach new, diverse audiences across the central city through public-private partnerships.

3. Review and update the Equitable Fare Policy adopted in 2015 and chart a path toward a fare-free system by 2025.

4. Implement an equitable development strategy to accompany the growth expected around Montgomery Park and expand the streetcar system to help catalyze and organize that growth.
C. Prepare Portland Streetcar for a rapidly changing climate

1. Continue to provide a clean, zero-emission vehicle transit system powered by 100% renewable energy.
2. Adopt a Climate Fare Policy for riders seeking access to safe, comfortable travel during extreme weather events.
3. Support the growth of walkable communities across the central city where people can meet their daily travel needs without driving. Examples include the Broadway Corridor, Lower Albina, OMSI, South Waterfront, Lloyd District and Montgomery Park.
4. Review capital asset needs and refine assumptions for extreme weather, incorporating climate change into system management and life expectancy calculations.

D. Manage capital assets and seek financial stability through targeted investments and partnerships

1. Develop a strategy to manage fleet replacement for streetcars after 30 years of revenue service.
2. Actively monitor and update the Portland Streetcar Transit Asset Management Plan and seek funding for federal State of Good Repair Programs investments as appropriate.
3. Perform a full review of the needs and space requirements for the Maintenance and Operations Facility and make recommendations to support a growing and aging system.
4. Develop public-private partnerships to identify stable and ongoing funding for capital improvements and operations.
5. Work with regional partners to ensure the continued success of streetcar service, including design and construction as part of major capital projects such as the I-5 Rose Quarter Improvement Project and the Burnside Bridge replacement.
6. Leverage the sale of advertising on vehicle exteriors as a means to generate revenue for operations and maintenance now and into the future.
As Portland Streetcar enters its third decade, the system remains an essential component of the central city fabric, providing accessible and affordable transit service to a broad cross-section of Portlanders. The coming years will present the challenges of maintaining an aging system. This plan sets the stage to tackle those challenges - and, equally important, to rise to opportunities for city-shaping at a time when equitable, climate friendly travel is ever more critical.

**Performance Evaluation Metrics**

(2022 - 2027)

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<th>Safe</th>
<th>Reliable</th>
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<td>$205 $ per Revenue Hour</td>
<td>0 Serious/fatal injuries</td>
<td>&gt;85% On-time performance</td>
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<tr>
<td>20% Farebox recovery improved to 20% or make system free</td>
<td>&lt;0.4 Collisions per 1,000 hours of service</td>
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