

**Master Agreement on Streetcar Between
Tri-County Metropolitan Transportation District of Oregon
(TriMet)
&
City of Portland (City)**

This Agreement, dated this _____ day of _____, 2012, is made and entered into between the Tri-County Metropolitan Transportation District of Oregon (TriMet) and the City of Portland (City).

RECITALS:

- a) The parties desire to enter into this Master Agreement. This Agreement is expected to serve as an overarching agreement covering policy, coordination, and decision-making structure of the current and future Streetcar. It is primarily a policy-level document and is expected to be active for a number of years without significant change. A supporting detailed Operations Agreement will need to be executed between TriMet and the City every one to two years or as often as necessary. The detailed agreement must address funding, operations, personnel, and other details of operating and maintaining the streetcar system. The elements of that detail agreement and the manner in which it is developed and negotiated should be in keeping with the policies and concepts identified in this Master Agreement.
- b) A fundamental guiding policy behind this agreement is the Region 2040 Growth Concept which calls for housing and employment growth to be focused into more active, mixed use, pedestrian-friendly activity centers that are connected by high-capacity transit corridors. One of the key ingredients to success for these activity centers is providing a multi-modal transportation system that ensures transportation choices and the continued mobility of people and goods throughout the region.
- c) The development of the streetcar system and frequent bus network is essential to supporting healthy neighborhoods and districts and creating the "shape" of Portland. The system has strengthened development in the 2040-defined Central City and helped encourage development and activity in keeping with the regional vision.
- d) The City of Portland (COP) desires to deliver on the 2040 vision and has expectations to capture a significant share of the region's projected population growth and to efficiently serve that growth long into the future without a major increase in highway or road capacity. The extent of existing infrastructure makes the City well poised to address its growth potential by increasing transportation capacity with a balanced, multimodal system based on transit,

bicycles, and pedestrians. The transit portion of this system will be a seamless balance of bus, light rail, streetcars, and ADA transportation.

- e) The City of Portland and TriMet have a long history of partnership on the planning, funding, construction and operations of this integrated transit network. The City of Portland has been a major supporter and financial contributor to TriMet transit system expansions. In turn, TriMet has supported the City of Portland's pursuit of developing the Streetcar system.
- f) The City has been entirely responsible for the ownership, planning, construction, management, and capital financing of the streetcar system and has pursued its expansion with the assistance of private and institutional partners convened through Portland Streetcar, Inc. (PSI), a non-profit private corporation, which also assists in securing private funding for construction.
- g) The City and TriMet jointly fund the operations of the existing streetcar network through a City of Portland contract with Portland Streetcar, Inc.
- h) TriMet and Metro, the regional planning entity, assist the City of Portland in the preparation of federal environmental documentation and by making requests to the federal government for construction financing, with the City of Portland as a subrecipient.
- i) The City of Portland completed the Portland Streetcar System Concept Plan, adopted by City Council on September 9, 2009 to help guide the potential expansion of the Streetcar system.
- j) Although the streetcar already has a place in the regional transit network, it is important that this agreement identify activities and responsibilities necessary to pursue the build out to its full potential and manage its ongoing operations.
- k) TriMet recognizes the utility of the Streetcar as a unique contributor to development and mobility. Its fundamental role in encouraging development near the Central City and reducing auto demand directly and through the 'Trip Not Taken' provides a regional benefit that helps to deliver on TriMet's vision and goals and have become an integral part of the regional transit system. Streetcar projects have leveraged transit investment from the City, private entities and the federal government that help shape more sustainable development providing more transit investment without requiring capital investment from TriMet.
- l) TriMet's transit and mobility responsibilities pertain to the entire region, including but not limited to the City of Portland.

- m) As TriMet has faced budget pressures, funding contributions to the Streetcar has shrunk and/or grown at the same percentages as the budget for TriMet's Frequent Service Bus lines.
- n) The City and TriMet have citywide and regional mobility goals as well as Streetcar development goals. The City's goals for development are enhanced by providing mobility and circulation via the streetcar, Frequent Service, and other transit. TriMet's goals are enhanced by focusing development in activity centers and on high-activity corridors.
- o) This agreement between TriMet and the City can also serve as a template for enhanced transit service agreements between TriMet and other units of local government in the region if necessary.

DEFINITIONS:

- Principal Partners - The City of Portland and TriMet - the two signators to the Master Agreement
- Operating Authority - The City of Portland is the Owner and Operating Authority for existing and new Portland Streetcar lines.
- Permanent Executive Group (PEG) is a group made up of representatives from the City, TriMet, and Portland Streetcar, Inc. with responsibilities as detailed in this Agreement.
- Operating Entity – Portland Streetcar, Inc. which provides operations assistance to the City of Portland

AGREEMENT:

I. Term

This Agreement begins on August 1, 2012 and continues indefinitely. Either party may terminate this agreement upon 1 year written notice. The parties may amend the Agreement at any time by their mutual consent.

II. Fundamentals

By entering into this agreement, both parties agree that the following are appropriate underlying assumptions to sustain and, if and when appropriate, expand the streetcar system:

- A. The City owns the streetcar system and all its capital elements. This agreement recognizes, and makes formal TriMet's role in the streetcar and establishes a permanent, continuous, cooperative working relationship between the City and TriMet.
- B. Streetcar service and any streetcar expansions must be part of the region-

wide process of prioritizing projects, including when it comes to potential competition for federal capital funding.

C. TriMet's role is to be the primary provider of public transportation in the region.

D. The City and TriMet agree that for Streetcar-related FTA grants, funds, and other FTA-required activities, TriMet will continue to act as the grantee and the City will act as the sub-recipient, unless determined mutually that a different arrangement would be most beneficial to both parties.

E. The purpose of this Master Agreement is to connect the City of Portland's growth and development activities with the City's and TriMet's mobility objectives through the cooperative operation, construction, and potential future development of the Portland Streetcar.

F. Streetcar and surrounding development have substantially contributed to the livability and long-term economic health of the City and the region. It has helped create vibrant neighborhoods where employees, residents and visitors can meet many of their needs with transit, on foot, or by bike reducing congestion, cutting greenhouse gas emissions, and allowing more population and employment growth in the region with fewer impacts.

G. Both Parties agree on the importance of development-oriented transit, including Streetcar, MAX, and Frequent Service bus. Funding decisions should recognize this shared understanding.

H. Although current financial constraints limit extension plans, both parties expect that in the long-term, there will be other streetcar lines that would provide strong development and mobility benefits, justifying expansion of the streetcar system in the future.

I. TriMet agrees to consider Streetcar lines as part of its Frequent Service network. As such, TriMet will increase or decrease its operations funding for existing Streetcar lines commensurate with Frequent Service bus line service and funding levels to respond to changes in available resources in TriMet's budget.

J. Both Parties recognize that it will be decades before the "build out" of the streetcar lines envisioned in the City's Streetcar System Concept Plan (SSCP) can be accomplished; and longer before that system is mature and can be fully integrated into the Region's public transportation network.

K. The City, as the Region's most significant development agency, will equitably develop, redevelop and improve areas within the city which are selected to be served by lines of the Portland Streetcar System. The City will act to maximize the development potential along any new Streetcar line through policy, infrastructure, and financial actions.

L. Portland Streetcar operations, construction, and development should be guided by the mobility goals of TriMet's Transit Investment Plan (TIP), the City's Transportation System Plan (TSP) the development goals of the Portland Plan and by the Regional Transportation Plan.

M. Among the guiding principles for Streetcar extension would be the goals and objectives set forward in the City's "Portland City Streetcar System Concept Plan." New lines should be consistent with regional growth goals and TriMet's Transit Investment Plan and Capital Improvement Plan.

N. The City and TriMet have citywide and regional mobility goals as well as Streetcar development goals. Given limited resources, these goals may conflict with each other. The City and TriMet will work cooperatively to balance additional Streetcar services with the need for other additional bus and light rail services.

O. This agreement ties the Portland Streetcar to the city's comprehensive plan, TriMet's Transit Investment Plan and the State and Regional land use planning requirements, including the limitations on sprawl provided by the urban growth boundary. It also responds to the theme of sustainability, which permeates the City's planning initiatives.

P. This agreement ties Streetcar extensions to TriMet's Transit Investment Plan thereby emphasizing mobility improvements as well as development support.

Q. Any project agreed to by the parties under this agreement shall be incorporated into the City's TSP, and TriMet's TIP and both parties shall seek to incorporate it into Metro's Regional Transportation Plan.

R. The agreement recognizes the inclusion of the private sector in Streetcar operations and construction as determined by the City and TriMet.

III. Shared Policies and Principles

A. TriMet and the City of Portland agree on the following principles for planning, construction and operations:

1. **Coordination.** The City of Portland, TriMet, and any entity or non-profit engaged in development and/or operations of the streetcar will act in coordination with each other.
2. **Concurrence.** Any project under this agreement requires the concurrence and approval of both the City and TriMet.
3. **Safety, Security and Enforcement.** Both Parties will provide safety, security, and code and fare enforcement on the services they directly operate in a manner that provides a safe and secure trip for passengers on all transit service in Portland.

4. **Operations Funding Concepts.** Operations funding is conceptually tied by policy to ridership needs and ridership results. Funding decisions recognize this conceptual tie.

5. **Fares.** Fare policy, structures, and instruments must be transparent and seamless to transit users.

B. **Streetcar System Development:** The City and TriMet support the development of future streetcar corridors if they can substantially improve and/or increase development and mobility and are consistent with budget availability and regional transportation needs. Any future corridors would be developed incrementally and evaluated based on the following criteria:

1. **Mobility:** Streetcar corridors must be a viable transit option with adequate current and future transit ridership.

2. **Economic Development:** Streetcar is able to act as a catalyst for economic development and organize future growth. Because value capture is an important part of any funding plan, Streetcar corridors must have significant redevelopment potential. Streetcar corridors should have the demonstrated capability to contribute to the capital cost of the project.

3. **Equity:** Both the City and TriMet are committed to ensuring service and projects provide equitable distribution of benefits and impacts, and meet all federal, state and local requirements for Civil rights, environmental justice, Title VI, and equity. Both parties will strive to include policies and activities that actively seek to ensure equitable opportunities to benefit from development and growth.

4. **Community Support:** Corridors should have adequate community support to ensure that associated development and community livability goals are achieved.

5. **Coordination of City and TriMet System Investment:** Streetcar corridor planning and development should be coordinated with the investments of other city bureaus and with other regional and local transit lines.

C. **Both parties recognize and agree on:**

1. As described in TriMet's TIP, TriMet remains committed to strengthening a *culture of safety*, where TriMet staff actions drive toward a safer system. Future costs must be kept in check so that they grow more slowly than future resources, leading to long-term *financial sustainability*. The parties must understand equity implications of decisions, and maintain and increase the *equity* of our system over time consistent with Federal Title VI and EJ/ADA. The TriMet system should help achieve the *region's vision for the future* that is sustainable, economically vibrant, and

livable.

2. The City of Portland has developed the Portland Plan that serves as framework for both the development and transportation goals for the city. Access to transit and the benefits of a complete transit network are critical elements of the Portland Plan. Streetcar development and operations must be supported by and be consistent with City adopted land use, climate change, and transportation plans and policies.

IV. Decision-Making Structure

A. City of Portland decisions are ultimately the responsibility of the PBOT Director and City Council. TriMet decisions are ultimately the responsibility of the General Manager and TriMet Board of Directors. This Agreement creates a formal structure through which these decision-making entities on behalf of each party will coordinate and discuss any decisions deemed necessary regarding the operation, construction and development of the Portland Streetcar System.

B. This agreement creates a Permanent Executive Group and a Streetcar Planning Group made up of both City of Portland and TriMet officials and a representative of a private non-profit designated as the operating entity by contract for the Portland Streetcar.

C. Permanent Executive Group (PEG).

1. The PEG shall consist of the following members:

- a) TriMet: TriMet General Manager and one additional TriMet executive appointed by the General Manager.
- b) City: one City Commissioner appointed by the Mayor and the Director of the Bureau of Transportation (PBOT).
- c) Non-profit: When a private non-profit agency has been designated as the Operating Entity by contract for the streetcar, the board of directors of the non-profit agency will be requested to designate one representative of the private sector to become a member of the PEG.

2. The PEG exercises authority through the City's ownership of the streetcar system and all its assets and through TriMet's financing of its operations.

3. The PEG shall conduct the following activities:

- a) Continuously identify how the development goals of the City and the sustainability and regional mobility goals of the City and TriMet can be made to converge;

- b) Continuously identify competing mobility needs and work cooperatively to balance the allocation of City's and TriMet's operating resources between competing needs.
- c) Identify construction and operations funding;
- d) Review potential future streetcar lines;
- e) Identify the potential public and private opportunities for streetcar funding;
- f) Incorporate streetcar into the TriMet TIP process and City of Portland TSP update process;
- g) Pursue streetcar's role in the City of Portland expectations for transit implicit or stated in the "Portland Plan."
- h) Oversee and direct the efforts of the Streetcar Planning Group and review and approve work plans submitted by the Streetcar Planning Group to carry out the intent of the Master Agreement.

D. Streetcar Planning Group (SPG)

1. The SPG shall consist of the following members:
 - a) TriMet: Two directors or senior managers who can represent collectively both service and capital interests of TriMet, appointed by the General Manager.
 - b) City: Two senior managers from PBOT or Bureau of Planning, appointed by the PBOT Director.
 - c) Private non-profit Operating Entity: one member designated by the non-profit Board, typically but not necessarily the Executive Director.
 - d) The appointed members of the SPG shall bring in other TriMet, City staff and/or staff or board members from any non-profit operating the streetcar by contract on an as-needed basis to adequately address the work plan of the SPG.
2. The SPG provides staff support for the PEG and will develop issues, analyses, and necessary decisions to a sufficient level to allow well-informed and efficient decision-making by the PEG.
3. The SPG shall conduct the following activities:

a) Identify needed processes, procedures, and work program elements to support current and potential future streetcar lines; to analyze, to critique and to develop a service template for any proposed streetcar line. This will include estimates of the fixed cost increase of each new line, and revenue, ridership, and fare recovery estimates and economic development potential.

b) Propose work plans for future analysis, discussion, and decision-making by the PEG. The items, and their order and priority will be determined by the PEG. These shall include, but not necessarily be limited to, items identified and outlined in "Exhibit A- Processes, Procedures and Work Programs" of this Agreement.

V. Process for Decision-Making

A. Consensus

The SPG and the PEG will make decisions based on consensus of all members.

B. Letter Agreement Process

Agreements between the parties may be documented by letter agreement signed by all parties.

VI. Operating Authority

A. This agreement confirms that the City of Portland will continue to be the Operating Authority for the Portland Streetcar System including the ownership of, and operation authority over, the tracks, vehicles and other infrastructure of the streetcar system.

VII. Operating Entity

A. After consultation with the PEG, the City may designate by contract a private non-profit agency as the Operating Entity for the Streetcar system, or for any streetcar line. The Operating Entity must be contracted via City procedures. The PEG does not have the authority to contract as a separate entity.

B. By this agreement the City designates Portland Streetcar, Inc. (PSI) to be the Operating Entity for the Streetcar lines within the City of Portland.

1. By Agreement, PSI will manage the daily operation of the streetcar system, plan and execute its expansion, and contract with other governmental entities and private contractors.

2. PSI, as the Operating Entity, will be asked to represent the interests of the private sector in the streetcar enterprise and assist in securing

private financial assistance. It will work with the PEG and the Streetcar Planning Group (SPG) in planning any extensions of the system.

3. PSI is a public benefit corporation and is organized for the charitable purpose of promoting the development of a public Greater Portland Metropolitan Area Streetcar system to the benefit of the livability and economic vitality of Portland and its Central City.

4. The mission of PSI is to be active in the development of a high quality, livable environment in the region by supporting streetcar service to high density areas and by delivering safe, reliable, clean, cost-effective transit services.

VIII. Financing

A. For any streetcar lines fully within the City of Portland:

1. The City of Portland owns the tracks, vehicles and other infrastructure of the streetcar system. As the owner, the City bears responsibility for the financing, development, construction, reconstruction, and replacement of that system, including but not limited to the alignment, facilities, and vehicles.

2. TriMet, as the Region's public transportation authority, contributes to the operations of streetcar on a corridor by corridor, line by line, and/or project by project basis.

3. TriMet funding for operations is conceptually tied to the cost of providing service in the same alignment with a Frequent Service bus line, while recognizing the additional value toward TriMet's goals that streetcar-oriented development provides.

4. Capital Financing

a) The City is responsible for assembling the capital financing for the construction of new streetcar lines.

b) The parties will consider the importance of advancing streetcar projects as well as the importance of future funding requests for other regional transit projects.

c) TriMet will assist the City in any required applications for streetcar construction support of any project identified as necessary or desired under this agreement to Metro, the State of Oregon and the Federal Transit Administration or other federal agencies of the Federal Government. TriMet will not provide construction funding for streetcar projects.

5. Operations Financing

a) It will be the goal of the City of Portland-TriMet Streetcar Master Agreement to provide for the mature development of the streetcar over time in order for it to become an integral and dependable part of the region's transportation network. Both parties contribute to the operations of the Streetcar system and expect to continue to do so for the foreseeable future.

b) It is the intent of this agreement that the Partnership will produce streetcar services that qualify for financial support for their operation from TriMet.

c) Both parties agree to make a joint determination of affordability and that ensuring an affordable financial plan for both TriMet and the City is a joint responsibility.

d) Due to the intense pressure on existing resources and the many competing needs, the City and TriMet likely will need to consider potential for other sources of funding beyond those currently available to either party.

6. The PEG will develop, consistent with TriMet and City of Portland budget availability, needs and requirements, a periodically updated plan for:

a) A timeline for the transition to the new funding plan

b) Restoration of TriMet operations funding and service frequency increases for the North-South line (original segment opened in 2001) and the Central Loop line (opened in 2012) commensurate with restoration of TriMet Frequent Service bus line funding

c) A plan for how Streetcar fares relate to the TriMet fare system

d) Expansion of the Central Loop line across the Portland-Milwaukie Light Rail Bridge to create a complete loop

e) Thresholds of ridership growth and development growth that would trigger budget discussions between the parties for the potential of increasing TriMet's share of funding existing lines up to 85% of the total net of Streetcar-collected revenues, with increases in increments if growth in development and ridership along the lines justify such increases. Increases would have to be consistent with TriMet and City budgets and would progress at a rate of no faster than 3 years per threshold.

f) For any new Streetcar lines which the partners agree are consistent with the concepts in this Agreement and in the best interest of the regional transit system, the contribution levels by TriMet and the City, with TriMet's share starting at the equivalent cost of providing Frequent Service bus at policy and demand headways and potentially growing up to 85% of the total net of Streetcar-collected revenues, with growth in increments and tied to growth in development and ridership along the line.

g) The City and TriMet must consider long-term operating, capital maintenance, and replacement costs when considering whether to build and operate a new streetcar line. The PEG will be responsible for developing a long-term operating and capital maintenance and replacement funding plan for new lines. If the City of Portland and TriMet jointly agree that a new streetcar line should be built and operated, then operating funding decisions would be expected to align to the following logic.

(1) In the long term and consistent with a) through g) above, the following shares of funding would be considered for streetcar lines:

(a) A successful streetcar line will see development and ridership grow over time. Projections and actual performance would be tracked for three measures:

(i) Ridership, measured in boardings

(ii) Development, to indicate the level of development activity along the line

(iii) Payroll tax income, adjusted for inflation to indicate the growth of employment along the line

(b) For any streetcar line or project, the PEG would establish an agreed-upon baseline for the three measures, and a "target" level for the three measures.

(c) Each threshold would trigger a budget discussion regarding a new share of funding between the partners for each line or project. Funding shares would be adjusted, if and when compatible with budget availability and regional transit needs, in a manner similar to the illustrative example below:

Table 1: Illustrative thresholds of ridership growth and development growth that would trigger budget discussions between the parties for the potential of increasing TriMet's share up to 85% of the total net of Streetcar-collected revenues for each line or corridor

		Initial Opening of Streetcar Line	1/3 threshold for measures	2/3 threshold for measures	Target (represents substantial progress toward long- term goal, but not completion)	Long-term Goal for measures
Measures	Ridership	Baseline	1/3 of progress to target	2/3 of progress to target	target met	Based on long-range plans/vision
	Development and Growth	Baseline	1/3 of progress to target	2/3 of progress to target	target met	Based on long-range plans/vision
	Payroll tax income from area around Streetcar (inflation adjusted)	Baseline	1/3 of progress to target	2/3 of progress to target	target met	Based on long-range plans/vision
	Goal for operations funding at thresholds (TriMet/City share net of Streetcar- collected revenues)	50/50	61.67/38.33	73.33/26.67	85/15	85/15 (no change beyond "Target")

(d) The target and threshold will be determined by the PEG with information developed by the SPG. The development of a long-term goal and target will vary with each line or project, but it is generally anticipated that the following would apply:

(i) The long-term goal for the three measures would be consistent with current regional projections as developed by Metro for the current long-range model horizon year and reviewed and adjusted if necessary by the SPG and, when needed, the PEG.

(ii) In setting the "Target" levels, the PEG will set some level that may be somewhat lower than the ultimate long-term

goals, reflecting a reasonable “fully” developed line eligible for TriMet’s maximum funding level.

(iii) In defining the baseline, the measures will be determined by using the regional baseline as developed by Metro and reviewed and adjusted for observed existing conditions as necessary by the SPG and, when needed, the PEG.

(iv) In some cases, as determined by the PEG, some lines may begin at one of the thresholds above the starter level based on existing development and ridership.

(2) Funding streetcar operations by TriMet and the City will be subject to the annual budget processes of each agency. When financial constraints require, the PEG will explore interim funding levels for streetcar operations. Whenever the City or TriMet are not able to meet the PEG-developed timeline (VIII.A.6.a) for the transition to the new funding plan, the PEG will submit a new plan or timeline that signals what conditions will be necessary in the future for either party to restore progress towards the new funding plan.

B. For lines that extend beyond the City of Portland limits, ownership, maintenance and capital and operating funding will be determined for each line by the project partners involved.

IX. Federal Transit Administration Grantee – Subrecipient Relationship

In accordance with the above “Section II. B.” the following activities are agreed to.

A. Accessibility. TriMet’s Committee on Accessible Transportation (CAT) a committee constituted by TriMet, with responsibility to be advisory to TriMet, is hereby recognized for the consideration of accessibility matters on Streetcar.

B. Subrecipient Relationship. As a result of Federal assistance in Streetcar capital funding TriMet and the City agree to coordinate responses to federal rules and regulations on planning, construction and compliance with all grant-related federal requirements

C. The City agrees to provide information and staff support necessary for TriMet’s triennial review by the Federal Transit Administration and other streetcar-related federally-required activities including but not limited to Title VI

expectations on strategies and goals, equity, and public involvement.

X. Amendments to this Agreement

A. Amendments to this Agreement may be made via Letter of Agreement between the TriMet General Manager and the PBOT Director to the extent that those amendments are generally in keeping with the intentions and policies behind this Agreement.

XI. Severability

A. Severability. If any section of this agreement is found invalid, all remaining sections shall remain in effect.

APPROVALS:

CITY OF PORTLAND

TRIMET

By: _____
Sam Adams
Mayor

By: _____
Neil McFarlane
General Manager

By: _____
LaVonne Griffin-Valade
City Auditor

Approved as to Form:

By: _____
Mark Moline
Sr. Deputy City Attorney

By: _____
Jana Toran
Legal Counsel

Exhibit A – Processes, Procedures and Work Programs

The following is a list of potential work items for the SPG. The SPG will develop a proposed work plan, with at least annual review by the PEG. Actual work plans may or may not include these elements, but each should be considered for work plans each year until settled.

1. New Project Development and Decision-Making
 - a. A clear approach to considering and deciding on future projects to pursue in the context of other regional transit needs
 - b. Project cueing and development concepts, plans, and timelines
 - c. Long-term capital replacement plan and funding mechanisms to ensure that assets will remain in good condition for safety and cost-effectiveness.
 - d. Development and ridership potential of future streetcar lines
 - e. The relationship between the relative role of a streetcar line for development, circulation, and transportation and the respective roles and expectations of TriMet and the City related to and beyond this agreement.
 - f. JPACT and other regional processes and approvals
2. Following the opening of the Portland Streetcar Loop Project (aka, "Eastside Streetcar" Line), study and analyze streetcar usage by passengers using TriMet and/or streetcar fare instruments
3. Strengthening the interface between City planning processes and products and TriMet TIP
4. Coordination, governance, and management needs related to new streetcar lines that may serve outside the boundaries of the City of Portland
5. Financial
 - a. Coordination of grant requests of all sizes related to streetcar
 - b. Coordination of budget development between the parties
6. Financial and Operational Agreements development:
 - a. Consideration of topics that may have not been fully accounted for in earlier IGAs including start up and others. All needs for personnel activities should be identified and clarified in IGAs
 - b. Accounting for capital assets
 - c. Fare policies, structure, instruments, and revenue sharing policy
 - d. Relation of fare setting to budget development and resources available for streetcar
 - e. Enforcement. Fare enforcement personnel and procedures should be clearly defined in IGAs.
 - f. Clarify policy headways for streetcar, MAX, and Frequent Service bus.
 - g. Operations across the Portland-Milwaukie Light Rail (PMLR) Willamette River Bridge, and joint bus/streetcar use of streetcar stops.

7. Electronic fares: TriMet's future development of an electronic fare collection system for transit services providing for seamless electronic fare payment between TriMet transit services and the Portland Streetcar system
8. Service Planning
 - a. Service schedules should be coordinated to minimize conflicts between streetcar and TriMet services at crossings, on the PMLR Willamette River Bridge transitway, and at other jointly-used rights-of-way and station stops.
 - b. Service planning, schedule writing and run cutting duties and coordination.
 - c. Coordination on all service changes that might affect streetcar, including headways, routing, and analysis and communications with public, stakeholders, as well as required analyses and reporting such as those required under Federal Title VI.
 - d. Joint bus-streetcar use at streetcar stops
 - e. Service planning for overlap of Streetcar and bus services in collaborative manner of case study
9. Coordination of marketing and customer information
10. Neighborhood and business district improvement initiatives
11. Evaluation of and coordination with "20-minute neighborhoods" and other development strategies
12. Transit System analysis and decision-making
 - a. Transit system modal balance
 - b. Intermodal interfaces for streetcar, bus and light rail
 - c. Tracking and analysis of mode shares for downtown Portland, inner city neighborhoods, and the City as a whole.
13. Reconcile the following issues:
 - a. Priority of Transportation Modes:
 - i. Expectations for Management and Planning of Rail Operations and Priority: Signal priority and other transit treatments at any MAX/Streetcar crossings or shared use of a rail line.
 - ii. Service plans and schedules (e.g., headways, span of service, loading standards), starting with initial operating assumptions during project conceptual planning phase through annual service changes and budgets.