

Master Development and Facilities Plan

The Erie-Western Pennsylvania Port Authority



TABLE OF CONTENTS

Master Development and Facilities Plan

The Erie-Western Pennsylvania Port Authority

1: Overview - Executive Summary - Page 4

- Strategic plan vision, mission and goals
- Overview - 8 Great Planning Ideas for the Future

2: Existing Conditions Analysis - Page 10

- Land Use
- Open Space and Recreation
- Circulation, including Parking
- Infrastructure
- Environmental Assessment
- Dredging and Disposal
- Current and Planned Projects

3: Asset Inventory - Page 32

- Asset Management
- Maintenance and Capital Improvement

4: Market Analysis - Page 39

- Major findings driving planning decisions
- Economic Opportunities, Peer Review (Analog Ports)

5: Stakeholder Engagement / Consensus-Building - Page 58

- Input Session 1a. Port Authority Board of Directors
- Input Session 1b. Lease Holders operating on Port property
- Input Session 2. General public

6: Land and Building Area Program - Page 60

- Program Overview
- Program Statement

7: Master Plan (20 Year) - Page 63

- Goals, Objectives, and Strategies
- Land Use
- Physical Planning
- Open Space and Recreation
- Circulation and Access, Including Parking
- Infrastructure
- Shoreline Improvement

8: Specific Area Plans - Page 87

- Dobbins Landing
- Liberty Park

9: Design/Engineering Guidelines - Page 95

- Design of Private Buildings and Private Outdoors
- Design of Public Access Spaces along the Waterfront
- Design of Public Infrastructure

10: Regulations Analysis - Page 95

- Existing Zoning Districts
- Parking
- Update Development Standards
- Conditional Use Standards
- Toward a Form-Based Code

11: Cost Estimation - Page 103

- Specific Area Plan 1: Dobbins Landing
- Specific Area Plan 2: Liberty Park
- Prioritized Plan Recommendations

12: Implementation Strategy/Plan - Page 106

- Acquisition/Assembly and Divestiture Strategy
- Marketing/Branding/Image Building
- Finance Strategy

13: Image Citations - Page 114

14: Appendix - Provided Separately

- Appendix 1: Asset Inventory
- Appendix 2: Meeting Minutes and Stakeholder Comments
- Appendix 3: Market Analysis

ACKNOWLEDGEMENTS

The following individuals provided indispensable resources of time and expertise in the development of the Master Development and Facilities Plan.

Erie-Western Pennsylvania Port Authority

Board of Directors

- David J. Zimmer III, Chairman
- Sharon L. Knoll, Vice-Chairwoman
- Michael Redlawsk, Treasurer
- Jeffrey W. Brinling, Secretary
- Amos Goodwine, Jr., Board Member
- Daniel Harmon, Board Member
- George Lyons, Board Member
- Eric Mikovch, Board Member
- Owen McCormick, Board Member
- Senator Sean Wiley, Board Member
- Carl Wolfram, Board Member

Port Erie Administrative Staff

- Brenda Sandberg, Executive Director
- Douglas C. Pomorski, Dir. of Operations/Harbormaster
- Brian Barnes, Accountant/Public Records Officer
- John Mulligan, Deputy Director of Operations/Dockmaster
- Julie Ross, Accounting Clerk/Events Coordinator
- Bonnie Wright, Administrative Assistant
- Robin Waldinger, Chief Financial Officer/IT Manager

Planning Consultant Team

- Albert Kahn Associates, Inc.
- Kurre Economic Consulting
- LandUse|USA
- Poggemeyer Design Group
- Porter Consulting Engineers

First Draft Submission: November 1, 2017
Second Draft Submission: November 30, 2017
Final Submission: April 2018

OVERVIEW - EXECUTIVE SUMMARY

A TIME TO CAPITALIZE ON OPPORTUNITY

The Master Development and Facilities Plan is based upon the Mission and the Vision of the Erie-Western Pennsylvania Port Authority and aligned with the four Priority Goals of the Strategic Plan, completed in late 2016.

Port Erie Vision:

The Erie Bayfront will be a thriving, year-round regional economic engine defined by balanced development consisting of recreational, commercial, residential and industrial assets. All of which will be supported by a successful multimodal transportation system.

Port Erie Mission:

To further industrial, commercial and recreational opportunities on Presque Isle Bay and adjacent waters.

Port Erie Strategic Plan Goals:

- Priority Goal 1: Create and Implement a Master Development Plan
- Priority Goal 2: Improve both Physical and Organizational Connections and Access
- Priority Goal 3: Further Industrial, Commercial, and Recreational Opportunities
- Priority Goal 4: Pursue Organizational Excellence and Continuous Quality Improvement

There are numerous challenges facing the Port Authority that include location and adjacencies, physical assets and available land, access, management and maintenance of investments, and financial sustainability. Many of those same physical features are also potential opportunities to increase value of the Erie Bayfront, resulting in increased satisfaction and demand, greater access and utilization, and increased revenue. The following pages contains eight ideas that can be acted on to address the current challenges and opportunities.

Challenges:

- Limited diversity of uses and activities
- Access and connectivity barriers
- Underutilized assets and underperforming properties
- Lack of complete property asset inventory
- Financial stability & revenue growth challenge

Opportunities:

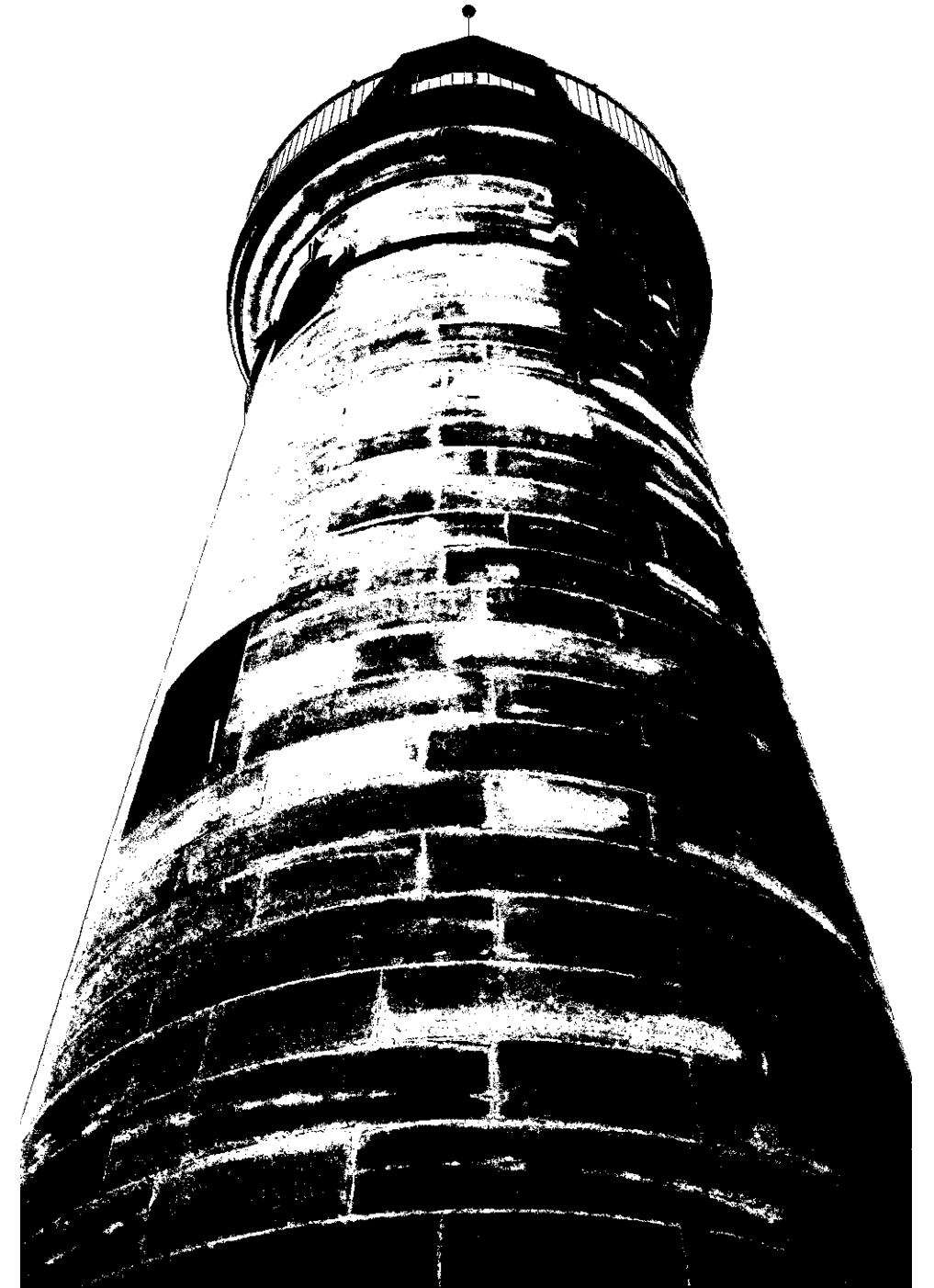
- Historical significance and downtown proximity
- Available development sites
- Established businesses and foundations (leverage \$3m grant for Donjon ship yard dry dock)
- Expand upon tourism, recreation & entertainment interests
- Diversify uses and activities to reduce risks

The Eight Great Ideas of the Port Erie Master Plan

Most powerful visions for the future are not a single concept. Visions for the future that are large enough to excite and motivate people are often composed of many component ideas with sufficient synergy and substance to offer a compelling understanding of what is possible and desirable.

Both the vision and mission are further reinforced by priority goals that articulate the need for this Master Plan, the need to capitalize on specific opportunities, the need to pursue organizational excellence and continuous quality improvement, and the need to improve both physical and organizational connections and access.

This Master Plan builds on the framework established in the Port of Erie Strategic Plan. It is notable that the first priority goal was the need for this Master Plan to more fully explore the potential of Port holdings and to leverage assets to the fullest potential possible. As the planning process played out and included steps, such as developing an asset inventory, assessing the status of landholdings and contract constraints, and evaluating development opportunities, EIGHT GREAT IDEAS emerged as centerpieces of this Master Plan and are defined hereunder, and are listed with equal importance and prioritization.



1. Develop the Point of Dobbins Landing:

Dobbins Landing is the focal point of the Port Authority's land holdings. In some ways, it serves as the "town square" of the coastline. Yet, it is in need of attention in order to bring the necessary and appropriate number of people to the area in order to properly activate this unique piece of land that is full of potential. The construction of the bicentennial tower in 1996 was a bold and visionary move that has drawn thousands of people each year to enjoy outstanding views of the waterfront and downtown Erie. However, in the years since, it has become evident that now is the time to add more experiences to Dobbins Landing. As a standalone feature, the observation tower does not possess enough power to entice large numbers of people to the area. While in no way diminishing the allure of the tower, it must be accompanied by other features and uses so as to create enough variety to maintain a varied experience for those who visit the coastline and wish to remain for more time than for a trip to the top of the tower. What is proposed is a complementary set of attractions to add to the reasons to come to Dobbins Landing. Potentially adding a Ferris wheel, tram to Presque Isle, a swing mechanism over the water, etc. would dramatically help enliven Dobbins Landing. The exact improvements should be determined after great levels of due diligence, identification of options, and an evaluation of costs versus benefits. However, it is essential that a future improvement offer something that creates visual interest for those driving along the Parkway and those downtown. The structure should provide a visual cue that Dobbins Landing is a beacon for entertainment and leisure.

In support of such a bold move, other related improvements are called for. First, the northerly parking area under the observation deck should be replaced with one or more casual restaurants (hot dogs, ice cream, snacks) and gift shops. This loss of about 12 parking spaces is a small price to pay for creating a bigger draw for people. The deck above this area now lacks any seating or any amenities that would encourage someone to spend time here. This area should be improved with benches, picnic tables, umbrellas – or perhaps a canopy. This area should be "human scale" and serve as an outdoor living room. Then conceptual plan developed (and more fully described later) illustrates proposed features.



Bicentennial Tower at the end of Dobbins Landing (Image 1)

2. Redevelop McAllister Place:

McAllister Place is part of Dobbins Landing, but it stands out as a priceless link to Erie’s rich nautical traditions and creates a unique and authentic sense of place. Like most old buildings, McAllister Place has structural issues and a degree of functional obsolesce that can be challenging. As so much of the built environment along the waterfront is new construction, removal of this building would be a significant loss to the Port Authority and the community as a whole. For this reason, this Master Plan recommends a full and sustained effort to pursue an adaptive reuse of this building, which might include adding a story to the structure, or similar larger efforts to accommodate a viable economic use. Such improvements should try to respect the historic qualities of the building as much as possible. Some use options include a restaurant with large gathering/event space, a larger art gallery, artisan live/work units or a fresh fish market. The conceptual plan developed (and more fully described later) illustrates proposed features.

While the primary recommendation of this Master Plan is to renovate the existing building, important questions remain about structural elements that must be acknowledged. It is possible that significant structural issues will be discovered during subsequent due diligence steps, and the building may be found to be unsalvageable. Should that be the case, any proposed replacement building design should be consistent with the scale and character of the existing structure.

3. Support the Boaters:

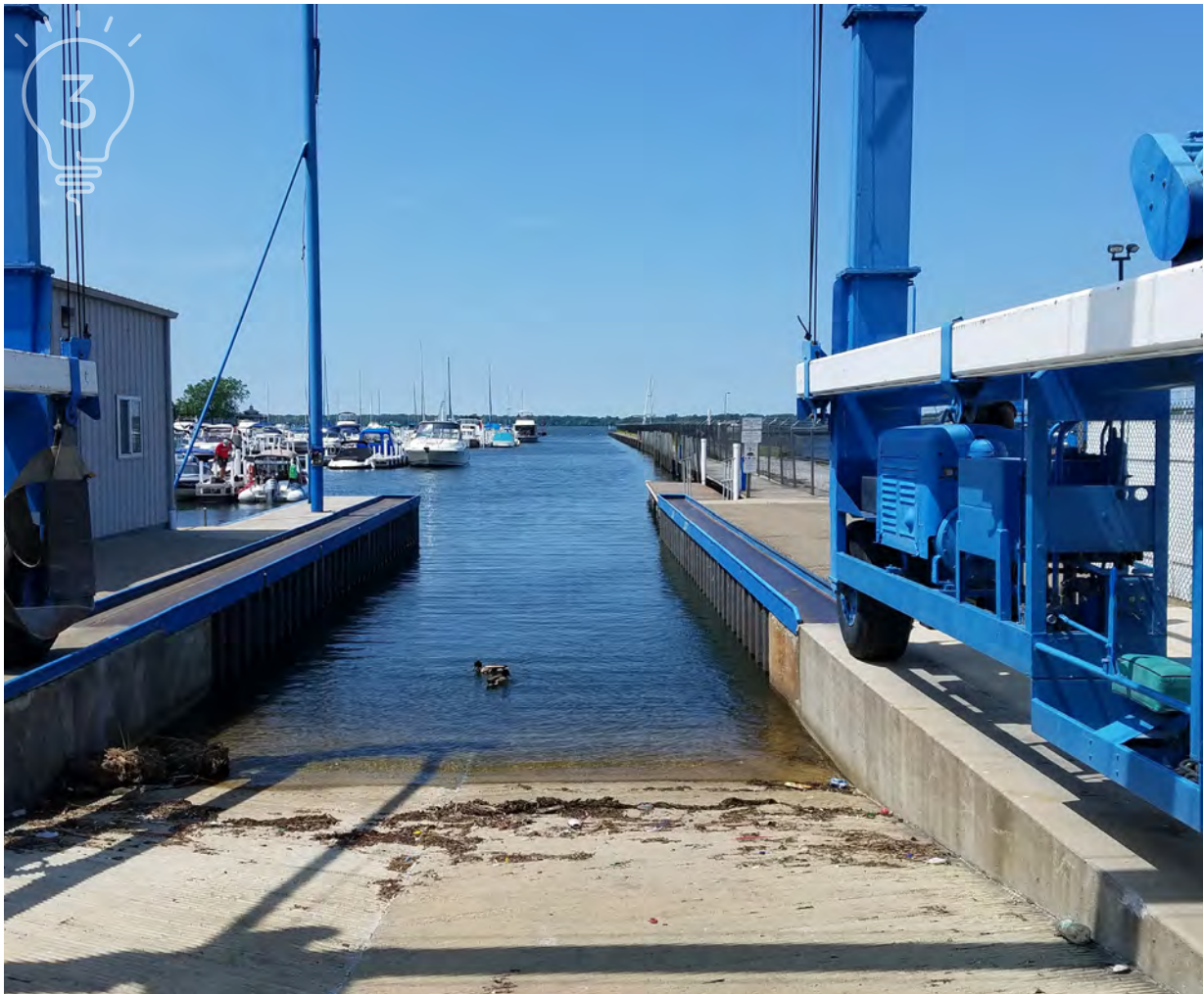
Recreational boaters are the lifeblood of the Port. Millions of dollars are spent annually on slips, fuel, repairs and winter storage. Oddly, the area does not offer enclosed boat storage, and outside boat storage now occupies places like Liberty Park where the list of higher and better uses abound. There is also reason to believe that if the area had a larger hoist, then larger boats would frequent the area. To address the desire to support boaters of all types, a new and substantial boat storage area is planned for areas near Lampe Campground. Lampe Campground itself can store boats (providing year-round revenue from this site). Along with ample areas for outdoor storage, new indoor storage is proposed as new construction or, perhaps an existing building could be repurposed. Further, a new boat hoist (large enough to accommodate larger boats than can be lifted now) is proposed in this area. Subject to more study, this hoist could be located in one of two places. Existing driveway geometry and parking lot layouts should change as need to accommodate movement of large and smaller vessels. One potential site for the new hoist is next to Carmeuse where water depth is already adequate.



McAllister Place



McAllister Place Overall View of Dobbins Landing



Boat Hoist - Parcel 39



Boat Storage on Liberty Park



4. Take Liberty Park to the Next Level:

If Dobbins Landing is the Port Authority’s town square, then Liberty Park is the Port Authority’s Central Park. The Highmark Amphitheater is an outstanding concert and event venue and recent improvements have elevated this venue to new levels of functionality and appeal. It can hold thousands of patrons and it is capable of hosting “big-name” entertainment and events. Event goers can even include boaters anchored off shore which adds to a festive atmosphere. Looking forward, it is obvious that this site can, and should, offer much more to the community. Consistent with the Port’s vision of offering a year-round regional economic engine, the area now occupied by boat storage should move to the east (as described previously) to make way for more features that draw people. A conceptual plan developed (and more fully described later) shows the creation of an entry feature, esplanade, playground, enclosed buildings, splash pad and shelters.



Liberty Park



Liberty Park

5. Celebrate the Erie Land Lighthouse:

Originally constructed in 1818, Erie Land Lighthouse was the first to be built on the Great Lakes. It tells a fascinating story of early navigation and local nautical history. For all of its importance and significance to Erie area residents, the Great Lakes region, and nation as a whole, this beautiful structure is largely hidden and accessible only by navigating narrow residential streets.

This Master Plan recommends drawing attention to this historical gem in a substantial way. A new pedestrian and/or vehicular connection is proposed to take visitors from the parking lot at the end of East Ave., up to the lighthouse grounds about 650 feet to the east. This existing parking lot serves the boat ramp and it has a gravel surface. This parking lot would be improved with a hard surface, and designed to accommodate both boat trailers and vehicles associated with lighthouse visitors. The new vehicular / pedestrian route lead would lead through a wooded area with substantial grades. Design development steps would include defining elements that would create a unique experience that culminates in arrival at the lighthouse grounds. A new site development plan including the lighthouse and surrounding property is needed to better define vehicular pedestrian and circulation. Land ownership issues also need to be addressed.



Erie Land Lighthouse (Image 3)



Erie Land Lighthouse (Image 2)

6. Support the Campers:

Lampe campground can be expanded at a comparatively small cost. This facility is small by most standards (42 spaces) and more campsites and amenities can likely be added to boost revenue without a large capital investment. Operational staffing and management costs are largely fixed and would not likely be impacted by adding more campsites and a heavier use level. Expanding this facility would also likely help to support longer-term growth potential. Generated campground fees have generally trended upward since 2010, but this growth has plateaued in recent years, which may be partially due to capacity issues.



Aerial View of Lampe Campground and Marina (Image 4)



Port Access Road

7. Further Enhance Existing Natural Features:

The Bayfront is teeming with natural elements and some are particularly important. Cascade Creek is a hidden gem that can be “developed” as a unique natural feature. Similarly, the bluffs are amazing features owned and controlled by the Port Authority. These bluffs are largely undevelopable – but they can be enhanced with better landscaping and pedestrian connections.



Cascade Creek



View from Bluff

8. Prepare for New and Creative Land Use Options:

To some degree, the success of the Port Authority hinges on being flexible and nimble in the face of constant change. In the future, it is possible that a larger existing facility could close or consolidate operations given economic forces at a national or even global scale. While such forces are nearly impossible to predict and prepare for, the Port Authority can develop contingency plans with broad thinking to include a wider range of development/redevelopment options.

The waterfront is an asset with appeal and value that goes beyond shipping of bulk material. One option that should not be overlooked is possibility of developing a waterfront corporate campus. One case in point is the corporate headquarters of Owens Corning in downtown Toledo located on the Maumee River a short distance from Lake Erie. In today's economy, intellectual capital helps to drive job creation and talent is drawn to areas offering a high quality of life, unique amenities and a strong sense of place. The intensity of investment and jobs associated with a waterfront corporate campus would likely far exceed many other development/redevelopment scenarios and alternatives. Such a facility would not necessarily compete with Knowledge Park as it would offer a unique corporate setting and provide the Erie area with another option to support a large economic development project.



Owens Corning - Toledo, OH

EXISTING CONDITION ANALYSIS



Dobbins Landing East Area



The analysis of existing conditions is based on observation of the Bayfront and Port Authority owned property, existing documentation analysis, meetings with authorities, review of current and planned projects, and interviews with key personnel from the Port Authority and select lease holders of Port properties. This existing conditions analysis has been organized on in three ways. First, a summary of existing conditions is provided below as a means to offer an overview of Port Authority-owned property. Secondly, the **Appendix** contains extensive detail regarding attributes of each parcel owned by the Port Authority. Insight on current infrastructure, environmental, transit, and traffic conditions was obtained from information provided by key stakeholders and various sources including the City of Erie Water Works, the Wastewater Treatment Plant operator, Erie Events, the Erie Metropolitan Transit Authority, the Port Authority, Erie County, the City Traffic Engineer, and other key entities that own property on the Bayfront. Specific existing condition information is parcel-specific and identified by parcel numbers associated with the asset management database described in the next section.

Overview

The Port Authority owns 471 acres of Bayfront property that stretches from Erie Land Lighthouse at the eastern edge to the mouth of Cascade Creek at the western edge. Port Authority holdings include non-contiguous properties along Ravine Drive near the Erie Yacht Club. The Port Authority also leases property, including the Hoffman Transportation Hub located at the west end of the Bayfront Parkway at 12th Street and Lincoln Avenue. Approximately 264 acres of Port Authority property is located on dry land with the remaining property underwater, also known as ‘water lots’. Of the 264 acres, 176 acres is developable, based on current zoning requirements and feasibility of construction (eliminating steep grades, for example). The Port Authority has approximately 535,500 square feet of buildings located on their property, most of which is leased to a variety of commercial tenants that includes industrial, commercial shipping, marinas, office, restaurants and retail.

Findings and Analysis

1. Land Use

The current land use of the Port Authority Bayfront land holdings is defined in three distinct districts.

The **Lampe District**, located at the east end of the Bayfront, contains the Port owned wharfs and slips for commercial material conveyance. One of the Great Lakes’ largest ship building and repair facilities, Donjon Shipbuilding, is also located within this area. The Port Authority maintains a majority of this district’s land for industrial uses, which include leased space to Carmeuse Lime and Stone, Erie Sand and Gravel, McShane Welding, and Sidehill Copper Works, as well as the Port’s maintenance facility and yard. In addition, a few acres of land is devoted to boat storage. Additional Port owned land is available in the Ore Dock Road industrial park. Other adjacent industrial uses (not owned by the Port Authority) include the Erie waste water treatment plant, Erie composting yard, and Erie Coke Corporation. Secluded by area woodlands and located north of the industrial uses on land infilled during the early 1960’s are recreational uses operated by the Port Authority, including the Lampe Marina and Lampe Campgrounds. The pier alongside of the Presque Isle Bay Channel is popular with the local angling population who also utilize Lampe campgrounds and marina. The Port Authority maintains the entire south pier with the Army Corp of Engineers responsible for capital improvements to the dock wall only. In addition to the marina, the boating community enjoys use of the Lampe Marina and East Avenue public boat launch facilities – both free of charge and containing ample parking.

The **Central District**, or **Dobbins Landing**, is home to the Bicentennial Tower and Gift Shop, the iconic feature of the area. Surrounding the tower on both Port owned and non-owned properties are several mixed-use commercial entities containing retail, restaurants, hotel, and convention uses. The public library, intermodal center, Erie Maritime Museum and the Port Authority office are located in this area. Marinas are located on each side of the Dobbins peninsula (State Street) that cater to both commercial and personal boating vessels, including docks for chartered cruises for leisure and fishing, and transient boats. Two large mixed-use private projects are planned adjacent to Port property, expected to be implemented within the next 5-10 years.

The **Marina District**, located at the west end of the Bayfront, con-

tains land uses that support the private individual boat user with three separate marinas, a public boat launch (Chestnut Street), and boat sales and rental establishments. In addition, Liberty Park is located in the middle of the district containing an outdoor amphitheater capable of housing 5,000 occupants for concerts. This district is most easily accessed by car and contains ample parking, both secured and unsecured. The area is also accessible by a pedestrian/bicycle pathway challenged by the large volume and speed of vehicular traffic alongside the parallel Bayfront Parkway.

Commerce

Retail

Traditionally, retail establishments help support an area or district and add to its attraction. Very little general retail offerings are present on Port Authority properties. The Marina District has no permanently established facilities for general retail, with the exception of transient operations that accompany events held at Liberty Park. Dobbins Landing features a small gift shop at the base of Bicentennial Tower and a Gallery on the ground floor of the McAllister Building. The Lampe District offers limited concessions within Lampe Campgrounds.

Restaurants and Food Service

In addition to retail, food service also enhances the allure of a district or area. Similar to the retail offerings, the Port Authority has limited food service options – especially those that are destination oriented. The Marina District features the Sloppy Duck restaurant that is quite popular with the boating population. The surrounding marinas also offer a variety of food service options for their membership. Limited food service options are available at the marinas located within Dobbins Landing District, however destination oriented restaurants are provided by others in both hotels adjacent to the convention center and on each side of the McAllister Building.

Entertainment

Children’s and adult activities, drinking establishments, and clubs are some of the uses that make up the entertainment sector. The Marina District features Liberty Park with an amphitheater that has a capacity to hold 5,000 people. Each of the marinas in the area also offer select opportunities for their members throughout the boating season. Miniature golf is offered in the Dobbins Landing District. The



Lampe District offers camping and marine focused options.

The lack of retail, restaurant and entertainment offerings on Port Authority properties are tempered by the adjacent planned developments of both Bayfront Place and Harbor Place, which include a considerable area devoted to these uses. Assuming that these uses do come on line in the near future, they will fill a considerable hole in the services provided by the Port Authority.

Commercial and Office Use

Currently, no dedicated office space is available on Port Authority properties, with the exception of the maintenance facility within the Lampe District, which available space is occasionally leased out to an area business. Very recently, the Port Authority agreed to lease out the unoccupied area of their own office building in the Dobbins Landing District.

Residential Use

Currently, no housing options are available on Port Authority properties, but are available on several adjacent parcels. Those adjacent offerings by others include senior housing, multi-family housing, and older single family housing.



Harbor View Miniature Golf (Image 5)



Bicentennial Tower



Marinas

There are currently seven marinas for private vessels and two canal basins for commercial and transient vessels operating on Port Authority property. The combined marinas and basins have capacity for just under 1,200 vessels. Small to medium sized recreational motorized boats are the majority of vessels served by each of the marinas. With the exception of Wolverine Park Marina, each marina is equipped with a lift well to put boats in and pull them out of the water. All of the lifts wells and associated travel cranes have limitations and are unable to accept a vessel longer than 50 feet.

The sea walls that define and provide barrier protection to each of the marinas vary from riprap stone and earth to sheet pilings and are generally in good condition with the exception of the Bay Harbor Marina East. The majority of the docks are provided in finger arrangement and feature a secure entrance gate to limit unauthorized access. The docks at Lampe Marina and a section at Wolverine Marina are aging and need replacement, while the rest of the docks are in stable working order. Most of the docks offer power and pump out service. Most offer fueling stations. Each of the marinas offers on-shore support services that typically include restrooms/showers, chandlery, bait shops, fish cleaning stations, and picnic shelters.



Presque Isle Yacht Club

Marinas Operating on Port Authority Property

Name, Location and Type	No. of Slips	Condition
Lampe Marina, Lampe, secured slips	252	Fair
East Canal Basin, Dobbins, charter vessels	50	Fair
Wolverine Park Marina, Dobbins, public (transient)	46	Good
Presque Isle Yacht Club, Dobbins, private	122	Fair
West Canal Basin, Dobbins, public (transient)	14	Good
Bay Harbor Marina East, Marina, private	140	Fair
Commodore Perry Yacht Club, Marina, private	168	Good
Bay Harbor Marina West, private	195	Good
Perry's Landing and Marina, Marina, private	212	Fair
Total	1,199	



Perry's Landing Marina

The Port Authority offers four boat launch facilities for use by the community, currently without charge. Vehicle and trailer parking is provided at each site, also currently without charge. The boat ramps and abutments are constructed out of poured in place concrete and are generally in good working condition. Two of the four Chestnut Street ramps are quite old and in very poor condition. The adjacent sea walls are constructed of riprap stone and earth, are in poor condition and should be replaced.

Port Authority Boat Ramps

Name, Location and Type	No. of Ramps	Condition
East Avenue Boat Ramp, Lampe, Public	6	Fair
Lampe Marina Boat Ramp, Lampe, Public	4	Good
Chestnut Street Boat Ramp, Marina, Public	4	Fair/Poor
Bay Harbor Marina West Boat Ramp/Lift Well, Marina, Public	1	Good

Boat Sales, Repair, and Storage

The servicing of boats in the Bayfront area is provided haphazardly, aggravating the boating community and challenging the surrounding areas with awkward if not mismatched uses. Anchor Marine, working out of the McAllister Building, provides service, repair and the only indoor storage on Port Authority property. Unfortunately, the owner has just retired leaving the Port Authority with no indoor boat storage options. RCR Yachts sells new and used watercraft at the western end of the Marina District on grounds and within temporary facilities (a trailer). Several acres in the middle of Liberty Park have been dedicated to permanent all seasons boat storage yard, with several vessels that have not been put in the water for over ten years. During the winter season, boats are wrapped and stored on every square foot of marina property.

Industrial and Conveyance Use

Manufacturing and Light Industrial

Historically, the waterfront of Erie was the City’s economic engine that included ship building, commercial fishing and fish packing, manufacturing, and shipping. While most of the heavy industry and shipping docks are gone, remnants of the past activities still remain, including the power plant smoke stack in front of the Blasco Library, the Three Sister Stacks from the Hammermill paper plant, and the historic blast furnaces then coke ovens now operated by the Erie Coke Corporation. Today, the Bayfront still possesses the infrastructure necessary to support large-scale manufacturing, including ample water, road, and rail access, adequate sized and located utilities, and the adjacent water treatment facility serving the region. Currently, four industrial entities occupy Port Authority parcels, all located within the eastern half of the Lampe District.

Donjon Ship Building and Repair is the largest facility on the Bayfront and anchored to its location next to Erie Intermodal Transportation Center. The site is completely customized with road, rail and water access - and contains one of only two dry docks on the Great Lakes capable of dry docking 1,000-foot Great Lakes Self-Unloading vessels.

McShane Welding and Steel, and Sidehill Copper Works are co-tenants in the large high-bay industrial facility adjacent to the Port Erie warehouse. Neither tenant is original to the building, nor appreciate any unique features that could not be readily duplicated elsewhere. The site is conveniently located and features both road and rail access.

Erie Sand and Gravel operates a concrete batch plant adjacent to the Mountfort Terminal on a part time basis using the aggregate obtained from Great Lakes shipping. Mixed concrete is delivered via the Port Access Road to locations south of the plant.

Warehouse and Storage

Outside of the Carmeuse operations, only one warehouse exists on Port Authority property. A second warehouse is located on the NE end of the Carmeuse lease property. Located in the Lampe District accessible from the Port Access Road, the Port Authority uses the building for maintenance and storage. A modest size office area at the front or south end of the building is currently vacant and has been leased out to other tenants in the past.

Waterborne Shipping and Distribution

All of the piers within the Port Authority holdings were originally built by the railroad companies as shipping docks and many have a storied history. While the prevalence of coal and ore docks has long since diminished, Erie does maintain two slips and a wharf dedicated to commercial shipping and with capacity for 1,000 foot long commercial vessels or Great Lakes freighters. Carmeuse is the port operator and utilizes Erie Sand and Gravel at the north end of the Lampe pier and manages Carmeuse Lime and Stone at the south-west side of the peninsula. The two slips are located to the east side of Donjon Ship Building and Repair and do not have land based cargo (container) handling capabilities. The main purpose of these facilities is mooring of vessels for outfitting, conversion, repair, and storage, and/or bulk aggregate conveyance. The wharf is located on the Erie Harbor entrance channel shipping lane. The facility includes two berths, measuring 1,400 feet (427m) and 1,200 feet (366m). The facility handles approximately 700,000 tons of material per year including the receipt and shipment of dry bulk commodities such as crushed stone, salt, pig iron, and gypsum. The two slips and wharf are each served by rail and road. A study was conducted by AECOM in 2014 to explore the expansion of the north wharf by two additional berths and additional land for an expanded laydown area. The expansion required several acres of bay infill on the east side of the Lampe peninsula. To date, no action has been taken to implement the planned expansion, nor is additional demand evident requiring the expansion of the current facilities.



Donjon Shipbuilding

2. Open Space and Recreation

Port-owned open space features include the West bluffs, located alongside the southern edge of the Bayfront Parkway west of State Street, separate the west side or Gridley Park neighborhood from the Bayfront. In similar fashion, the East bluffs, located alongside the southern edge of the Bayfront Parkway east of State Street, separate the east side or BEST neighborhood from the Bayfront. Additional open space is located on Port property further west along each side of Ravine Drive, the access road to the Erie Yacht Club. Cascade Park is located west of the foot of Niagara Pier at the mouth of Cascade Creek, and features open space, and unimproved trails alongside the creek. Additional natural open space featuring woodland and wetlands is located just south of the Mountfort terminal and Lampe Campground in the eastern area of the Bayfront.

Open space recreational opportunities exist at Lampe Campground, Liberty Park, and along the upper and lower pedestrian bicycle paths that align with the Bayfront Parkway. Hiking and fishing opportunities exist in the lesser known in the recently updated area at the mouth of the Cascade Creek.

Lampe Campground

There are 42 campsites located in a secured fenced area that are arranged along an oval shaped internal road to accept large recreational vehicle campers. Each site has a paved area large enough for an RV and passenger vehicle to be parked side by side, however, most campers use the extra driveway width to expand their camper. Water and power is available to each site and a central dump site is provided. A utilitarian shower and laundry facility is centrally located. A concessions area and a central office are also present. The area lacks a dedicated central gathering place for activities, but overall is quite popular and at capacity on summer weekends. The campsite overlooks a lagoon to the east that is dedicated area for dredge material (CDF). When (and if) the lagoon is filled and capped, the intent is to expand the campgrounds and open space into the newly created area.

Liberty Park

Approximately one third of the land area encapsulated in the Liberty pier is allocated to parkland and open space, the remainder is dedicated to full-time boat storage and surface parking lots. An amphitheater is located at the northwestern end of the pier and features

a newly reconstructed band shell (completed during the summer 2017), and a sloped grass area that can accommodate up to 5,000 people. The Port Authority has been sponsoring summer concerts in the park, entitled “8 Great Tuesdays” for the past 18+ years.

Immediately south of the amphitheater is a 10,000sf playground area that features an assortment of activities within a large play structure set on a padded surface. The structure and padded surface area are aging and in need of replacement. The area is adjacent to convenient parking, but lacks an area for adults to congregate within the area and is served by temporary restroom facilities (port-a-johns).

A dedicated walkway runs the entire perimeter of the pier and features a new seawall with depressed water access for ice fishing along the northern edge. Similar improvements are needed for the remaining north and western edges of the pier. A modest amount of sodded open space with trees accompanies the walkways. Two picnic shelters are located at the southwest quadrant, a boat hull shaped promontory overlooking the bay is located behind the amphitheater band shell, and additional lawn area is provided on the east side of the amphitheater. The eastern edge of the park is tree lined to buffer the parking lot that serves the Bay Harbor West marina.



Lampe Campground



Liberty Park - Existing Play Structure that should be Replaced

Located west of the RCR Yacht sales yard and across from the Sunrise of Presque Isle Bay retirement home is a small dedicated parking area and trailhead to the Cascade Creek trails that lead to the mouth of the river. This area is popular with local anglers and offers a secluded hiking opportunity. Just a few years ago, the Port Authority oversaw a restoration project that resulted in the bank stabilization and revetment of the creek and the replacement of the trail up to the existing foot bridge over Cascade Creek. The remainder of the trail from the bridge to the mouth of the creek is a maintained dirt path.

The Pedestrian bridge is several years old and is in need of repair and/or replacement, it was not addressed in the recent trail upgrades. Utilities, including electricity, natural gas, water and sewer, are available and some of the utilities are brought across the creek utilizing the bridge for support.

Passive Open Space

Westside and Eastside Bluffs

The Port Authority owns and maintains over 26 acres of bluffs that separate the east and west neighborhoods from the Bayfront. The bluffs, up to 150 feet in height, are highly visible from the Bayfront Parkway and are covered by a vegetative mix of wild grasses and random tree masses. The slope of the bluffs is too steep for standard maintenance practices and for casual occupancy, but contains two dedicated pedestrian ramps and one vehicular drive. The concrete retaining walls along the west bluffs and the railroad tracks at the base of the east bluffs further limit if not prevent passage to the Bayfront Parkway in those areas.

The natural state of the bluffs landscaping has raised concerns by some members of the community who would prefer a more formal or manicured appearance. Six years ago, The Erie Community Foundation, in an effort to beautify the bluffs, launched a campaign that attracted 12 companies and agencies to provide floral signs or billboards along the hillside. After a five year run, several companies decided not to renew while others questioned whether the signs were decorative, resulting in the termination of the program. Currently, the hillsides are maintained as a grassy bluff.

Ravine Drive

The Port Authority also maintains approximately 17 acres of bluffs on both side of Ravine Drive leading to the Erie Yacht Club located further west. These areas are not intended to be used actively, either, and are kept in a natural vegetative state. The Port Authority clears debris, including branches and scrub, and arranges for an occasional tree removal. The Port Authority is not affiliated with the Erie Yacht Club nor owns any significant land along the waterfront in this area – and has no strategic reason to own or manage properties (parcels 67 through 70) in this area. The Port Authority has attempted to divest of the parcels, but has been unsuccessful in finding a buyer that would offer a fair price and/or be willing to provide a comparable level of stewardship to the land.

Woodland and Wetlands

Very little of Port Authority property remains in a natural undeveloped state, with the exception of the middle section of the Lampe District and the Cascade Creek area at the west end of the Marina District.

Lampe District Woodland, Wetlands, and Mill Creek mouth (Parcels 24–27) Located in-between the Port Access Road and Ore Dock Road are several acres of woodlands and wetlands, some of which are mitigated from other previous development agreements (and may have additional preservation restrictions). Much of the area is located on fill that was added to the peninsula in the early 1960’s and may include some virgin trees and plant material.

Cascade Creek mouth, Woodlands and Wetlands (Parcels 29-30, 33-35) While the area does have a trail running alongside the creek, the rest of the parcels land area is covered with undisturbed woodlands and wetlands. The current pattern of surrounding streets and development acts as a protective layer from any viable pressure to develop this area. The reclusive setting of the area also limits its awareness and use, thus allowing the flora and fauna to thrive unabated. Outside of wetland regulations, the available land area and soil conditions are not suitable for conventional building development.

Views to the Bay

The Presque Isle Bay State Park and Presque Isle are not only defining features of the Erie landscape, but are visual treasures that

all visitors to the Bayfront enjoy seeing. The Bayfront Promenade, located atop the bluffs, offers spectacular panoramic views of the bay accompanied with history markers for pedestrian appreciation. The addition of the regionally connected Bayfront Parkway in the late 1980’s offered views to the bay to a much wider audience observed from the comfort of their vehicles. The shrinking industrial uses and the removal of associated buildings and structures along the waterfront over the years has improved view access to the bay. There are, however, a number of developments and activities that do impede views to the bay. The dense vegetation along both Port Access Road and Ore Dock Road, plus the aggregate storage and operations at Erie Sand and Gravel shield much of the bay from occupants traveling within the Lampe District. The larger buildings and their orientation within or near Dobbins Landing, including the Bayfront Convention Center and two associated hotels, impede views to the bay. The security and privacy measures put into place by the marinas in the Marina District also block views to the bay. The construction of the concrete barrier wall along the Bayfront Parkway west of the Port Erie Sports extending toward Bay Harbor Marina was constructed by PennDOT along the northern edge of the sidewalk, which obstructs views to the bay from the passing vehicles. In addition, boat storage in the Marina District obscure views, which is especially aggravated by the permanent boat storage placed in the middle of Liberty Park with vessels that are not well maintained. However, recent Bayfront developments are in compliance with the public access ordinance that protects views to the bay from sunrise to sunset - the ordinance is discussed in greater detail in subsequent sections.



Views to the Bay from the West Bluffs

3. Circulation, including Parking

The Bayfront features several desired destinations with uses and activities that are utilized by both community residents and visitors. The most direct route to the Bayfront is from the south through the downtown along State and/or Holland Streets. Access from the East and West areas of town are made via the Bayfront Parkway, which also provides regional access to the area freeways, including I-90 to the south and I-79 to the west.

Vehicular Circulation

Bayfront Parkway, constructed in phases beginning in 1989, serves as a regional east-west connector to the downtown and a local distributor to the three Bayfront Districts. The 2 mile segment of road that passes alongside Port Authority properties is a two lane limited access road with a speed limit of 35 MPH that most drivers have difficulty adhering to – resulting in pedestrian conflicts throughout the Bayfront area. The Bayfront Parkway is about to undergo significant enhancements, including a proposal to construct two new roundabouts and under passing a new State Street land bridge in place of the existing railroad tunnel, pending the outcome of the current PennDOT planning exercise.

East Avenue is a north-south residential street that provides access to Erie Coke and terminates at the parking lot of the East Avenue Boat Ramp. From the Bayfront, the street is accessed via the Bayfront Parkway continuing to East Bay Drive.

Port Access Road, offers two lane access from the Bayfront Parkway to the northern end of the Lampe District, serving the industrial uses on the west side of the street and the camping and recreational uses on the northeast side of the street. The three-quarter mile long road offers scenic views of the wooded habitat as it winds through the peninsula.

Ore Dock Road is the other access route to the industrial uses located in western portion of the Lampe District. The two-thirds mile long road, intended primarily for service vehicles, serves the industrial park located adjacent to the Bayfront Parkway, plus Carmeuse Lime and Stone, and terminates in a cul-de-sac at the Erie Sand and Gravel Company.

Holland Street, a north-south street that runs parallel to State Street, provides the only other direct access to the Bayfront from the downtown as all other north-south streets are blocked by the bluffs. Af-

ter crossing the Bayfront Parkway, the 2 lane street with on-street parking and sidewalks on each side of the street, travels 1,100 feet to the entrance of the Port Authority building passing the Erie Inter-modal Transportation Center and the Blasco Library.

State Street, downtown’s “Main Street”, terminates at a cul-de-sac at Dobbins Landing. After crossing the Bayfront Parkway, the 1,200 feet of street that travels into the Bayfront is a slow moving two-lane boulevard with on-street parking located on each side of the street – an ideal arrangement for an active waterfront prime access road in an urban environment. Sidewalks are located on each side of the street, and for the portion alongside of each of the east and west basin, cantilevers over the dock area below. Both sidewalks are constructed as a boardwalks in this area, which is in need of structural enhancement.

Front Street was the original waterfront street that has been fragmented over the years, first by the railroads and then by the introduction of the Bayfront Parkway. Within the Bayfront area, the street exists as a short spur east of State Street that serves the Blasco Library and Erie Maritime Museum. West of State Street, Front Street is located atop the bluffs connecting Sassafra to Chestnut Streets. A possible extension of the street within the Bayfront area from State Street to Sassafra is under consideration as an option in the current PennDOT planning study. If implemented, this solution would displace the Wolverine marina and the adjacent miniature golf course, GEM City marina, and Presque Isle Yacht Club.

Lawrence Pier Drive was added after the addition of the Bayfront Parkway to offer local access to each of the marinas. The street begins at Chestnut Street as a one-way street with on-street parking until it reaches the Bay Harbor Marina East where it becomes two-way. However, at the entrance to Liberty Park, there is another one-way section of the street adding to its confusion for visitors and others unfamiliar with the area. The street terminates at the gated parking lot of the Perry’s Landing marina.



Bayfront Parkway - by vehicle

Non-motorized Circulation:

Bayfront Parkway Pedestrian Bicycle Path (Bayfront Bikeway) runs along the north side of the Bayfront Parkway from Penn State Behrend University to Frontier Park. The paved pathway is utilized by bicyclists, runners, and walkers, is wide enough for bicyclists and pedestrians to conveniently pass, and is in relatively good condition. There is a short but critical missing segment of pathway from Holland Street to State Street. The pathway is the primary pedestrian connection to the three Bayfront Districts. The Bayfront Bikeway does challenge the casual pedestrian to regularly walk to Lampe and Marina destinations, including Liberty Park, from the downtown due to the distance and the close proximity of the large volume and speed of vehicular traffic alongside the parallel Bayfront Parkway.

Lampe Pedestrian Bicycle Path (Bayfront Bikeway) travels along the east side of the Port Access Road and is the only pedestrian pathway providing access to the recreational uses within the Lampe District, including the Lampe Pedestrian South pier, campgrounds, and marina. The pathway is constructed with similar characteristics as the Bayfront Bikeway path that parallels the Bayfront Parkway and is also in relatively good condition.

Bayfront Promenade is a pedestrian bicycle path located atop of the bluffs that ramps up at State Street and runs alongside of Front Street to Cascade Street before the path ramps back down to the south side of the Bayfront Parkway terminating at the crosswalk to Liberty Park. The path offers panoramic views of the Bayfront and piers, while offering several places of respite along the way marked with placards that depict the Bayfront history. The path also shares similar characteristics as the Bayfront Bikeway and is also in relatively good condition. Two abandoned ramps down the bluffs on each side of the Water Authority building have been cordoned off, but still occasionally used by local residents to gain access to Liberty Park and other nearby destinations.



Bayfront Parkway - by bicycle

Public Access Walkway is a 12 foot wide public walkway that occurs along the entire developed perimeter of the water’s edge in the Bayfront area. Required by the current zoning ordinance of all waterfront property owners, the pathway begins at the Port Authority office building and ends at the bridge to the Cascade Creek trail. The pathway is constructed of concrete, with some sections utilizing asphalt paving. Overall, the entire length of the pathway is in good condition. A discrepancy exists in the waterfront access capabilities of the access way as sections of the walkway at Liberty Park are equipped with steps leading down to the water’s surface for use during ice fishing season, while other more recent additions, including the section in front of the Marriott Hotel, do not provide direct water access.

Boat Circulation

Three populations utilize the waters of the Erie region to get around and enjoy the Bayfront.

- Recreational and (to a lesser extent) commercial boat owners
- Visitors arriving by boat
- Non-boat owners

Local boat owners have numerous options available to launch and keep their vessels in the water throughout the boating season, including 4 boat ramps and 7 marinas located on Port Authority property. Out of town visitors arriving from other parts of the Great Lakes are limited to the transient docks provided at the West Basin next to Dobbins Landing. Short term (4 hours or less) transient docks are not readily available at any Port Authority owned property. Non-boat owners interested in water access have several commercial charter vessel options available, each located in either the East or West Basin at Dobbins Landing. In addition, the Port Authority operates a water taxi service.

Water Taxi Service

The Presque Isle Water Taxi operates during the boating season from May to October transporting passengers return service from the Bayfront to Presque Isle State Park. When available, this service is offered from 10am to 6pm daily. The current Water Taxi vessel is 40ft long by 12 foot wide. The average speed of the water taxi is 14 knots. Unfortunately, the service was not offered this year due to the unavailability of a captain. There is an interest to expand the number of stops along the current route. In the future, locations within Port Authority properties for water taxi service to Presque Isle include:

- Bay Harbor / Liberty Park (existing)
- Dobbins Landing (existing)
- Lampe Marina (future)
- East Avenue Boat Ramp (future)

Boat Storage

Finding adequate and convenient storage for marine vessels by boaters that use Port Authority facilities is challenging. In addition to limited supply, land storage demand does not completely diminish after the winter season. The prioritization of land to be dedicated for more active uses throughout the spring, summer, and fall months is intense, leaving boat owners that do not place their vessel in the water without many alternative options for warm weather storage.

Currently, indoor boat storage is offered at only one facility on the Bayfront. The McAllister Building has direct access to the East Canal Basin, contains an indoor lift well, and can accommodate up to approximately 75 boats on the ground floor (of the two building sections). The owner of Anchor Marine has decided to downsize his business and, beginning this fall 2017, will no longer offer indoor boat storage to the community. Instead, the building will be repurposed for another use. There is an immediate demand for indoor boat storage.

The majority of marine vessels are pulled from the water in the autumn months, wrapped in plastic sheeting, and stored outdoors during the winter season. During the winter, most parking lots and open yards along the Bayfront are filled with stored boats. The Port Authority allows exterior boat storage in the following areas:

- Liberty Park
- Marina parking lots (Perry’s Landing Yacht Club, Bay Harbor, Commodore Perry Yacht Club, Bay Harbor West, Wolverine Park, Presque Isle Yacht Club)

The Port Authority does NOT currently utilize exterior boat storage in these areas:

- Boat Launch parking lots (Chestnut Street, East Avenue)
- Lampe Campground and parking lot

The shared storage arrangement at all of the aforementioned locations, with the exception of Liberty Park, balances the demand for vehicular parking and boat storage in each of the seasons – in ef-

fect, the competition for space is self-regulating. However, a portion of Liberty Park has been re-allocated to year-round boat storage to the delight of many boat owners and to the dismay of others seeking more recreational and entertainment options and capacity on the waterfront. Several of the stored vessels have not been placed in the water in over 10 years. The placement of the storage yard right in the middle of the park and the condition of the vessels and surrounding grounds offers a poor visual impression of Liberty Park and the surrounding Bayfront. The nature of the storage lot is transient with services and supplies provided in storage trailers coupled with temporary security measures. The popularity of the location does identify the need for additional convenient and accessible boat storage.



Indoor Boat Storage - McAllister Place

The Bayfront area is currently served by approximately 6,444 parking spaces that are on or within walking distance to Port Authority owned parcels. When considering the available transit and shuttle services available, over 2,400 additional parking spaces become available. The two major developments planned within the Bayfront area include parking for approximately 2,000 vehicles. Taking into account existing parking that may be displaced by new development, the Bayfront area will have over 10,000 parking spaces available for use in the planned future – over 8,800 spaces are available today. Of course, most of these spaces are not conveniently located next to the destination sought and require walking or other supplemental transit service to complete the journey.

The current land utilization on Port Authority property is estimated to require approximately 900 parking spaces plus up to an additional 1,000 spaces during maximum event attendance at the Liberty Park amphitheater, based on standards and requirements found in the City of Erie zoning ordinance. Comparing required parking to available parking, there are in excess of 1,400 parking spaces provided on Port Authority property (not accounting for amphitheater events). While the local planning community and the Port Authority should continue to strive to offer convenient parking solutions to the community, the potential land use for new and sustained public activities should not be diminished to satisfy the large dimensional requirements for the temporary storage of automobiles. Instead, the perception of convenient parking should be changed to create an environment that the distance traveled between the parked car and final destination is a delightful part of the overall experience. Strategies to accomplish this can be found in the Master Plan section of the document.



Donjon's Parking Lot



Existing parking lot locations, capacities, and condition
Port Authority Owned Parking

Key	Name, Location and Type	No. of Spaces	Condition
1	East Avenue Boat Ramp, East Lot - public	50	Poor, Unpaved
2	East Avenue Boat Ramp, West Lot - public	50	Poor, Unpaved
3	Channel Fishing Pier Lot - public	117	Good, Paved
4	Lampe Marina, East Lot - public	50	Fair, Paved
5	Lampe Marina, West Lot - public	225	Fair, Paved
6	McShane Welding/Sidehill Copper Lot – public	60	Fair, Paved
7	Port Authority Maintenance Building Lot – public	24	Good, Paved
8	Donjon East Lot – public	96	Fair, Paved
9	Donjon Lots – secured	56	Poor, Paved
10	Port Authority Office South Lot – public	87	Fair, Paved
11	Port Authority Office West Lot – unowned land	0	Poor, Unpaved
12	Bayfront Maritime Center – dedicated	20	Fair, Paved
13	Erie County (Blasco Library) Parking Lot – public	104	Fair, Paved
14	Dobbins Landing, East Lot - public	33	Poor, Paved
15	Dobbins Landing, North Lot - public	39	Fair, Paved
16	Harbor View Lot, Mini-golf – dedicated	52	Good, Paved
17	Presque Isle Yacht Club – secured	53	Poor, Unpaved
18	Chestnut Street Boat Launch – public	40	Fair, Paved
19	Lawrence Pier Road on-street parking - public	38	Good, Paved
20	Bay Harbor Marina East Lot – secured	161	Good, Paved
21	Commodore Perry Yacht Club Lot – secured	180	Poor, Unpaved
22	Bay Harbor Marina West/ Lawrence Pier Road Lot – public	74	Fair, Paved
23	Bay Harbor Marina West, South Lot – dedicated	68	Fair, Paved
24	Bay Harbor Marina West, North Lot – dedicated	163	Good, Paved
25	Liberty Park, North Lot - public	60	Poor, Paved
26	Liberty Park/EMTA, South Lot - public	263	Fair, Paved
27	RCR Yachts Lot – dedicated	9	Poor, Paved
28	Perry's Landing Marina Lot – secured	215	Good, Paved
29	Cascade Creek Park Lot - public	9	Good, Paved
30	Hoffman Transportation Hub – public	135	Good, Paved
Total Port Authority Parking		2,531	

Nearby Parking
Non-Port Authority Owned

Key	Name, Location and Type	No. of Spaces	Condition
A	Intermodal Station – public	158	Fair, Paved
B	Blasco Library, East Lot – public	30	Good, Paved
C	Erie Maritime Museum, West Lot – private	300	Poor, Unpaved
D	State Street Lot at Bayfront Parkway – private	36	Poor, Unpaved
E	Surface Lot 11 (Hamot Hospital) – public	139	Fair, Paved
F	Garage M-2 (Hamot Hospital) – public	553	Fair, Paved
G	Garage M-1 (Hamot Hospital) – public	609	Fair, Paved
H	Surface Lot 3 (Hamot Hospital) – public	97	Fair, Paved
I	Dobbins Landing, East Lot – public	42	Poor, Paved
J	Sheraton Hotel Garage – private	300	Good, Paved
K	Convention Center Lot – public	426	Good, Paved
L	Convention Center Garage – dedicated	500	Good, Paved
M	Water Authority, East Lot – private	18	Fair, Paved
N	Water Authority, East Lot – dedicated	37	Fair, Paved
O	Water Authority, North Lot – dedicated	15	Fair, Paved
P	Water Authority, West Lot – dedicated	16	Fair, Paved
Q	Water Authority, South Lot – dedicated	24	Fair, Paved
R	Erie County Health Dept. Lot - dedicated	63	Fair, Paved
Total Nearby Parking		3,363	

Public On Street Parking

Key	Name, Location and Type	No. of Spaces	Condition
S	East Front Street, East Bluff	200	Fair, Paved
T	East Front Street, Library	0	Poor, Paved
U	State Street, North	28	Poor, Unpaved
V	State Street Cul-de-sac	36	Poor, Unpaved
W	West Bay Road, Dobbins Landing East	23	Fair, Paved
X	Front Street, West Bluff	263	Fair, Paved
Total Nearby Parking		550	

Total Parking in Bayfront Vicinity **6,444**



Planned Parking in Bayfront Vicinity

Key	Name, Location and Type	No. of Spaces	Status
AA	Harbor Place Surface Lots and On-Street Parking	200	Planned
BB	Harbor Place Garages	845	Planned
CC	Bayfront Place (GAF Site) Surface lots and On-Street Parking	514	Planned
DD	Bayfront Place (GAF Site) Garage	500	Planned
Total Planned Parking		2,059	

Displaced Parking
(by planned development and parking)

Key	Name, Location and Type	No. of Spaces	Status
C	Erie Maritime Museum, West Lot – private	300	Pending
K	Convention Center Lot - public	426	Pending
Total Displaced Parking		726	
Total Net Planned Parking		1,333	

Additional Downtown Parking
Connected by Mass Transit

Name, Location and Type	No. of Spaces	Condition
Parking Garage B (Erie Insurance Arena) - public	310	Fair, Paved
Parking Garage D (Peach & 8th) - public	563	Fair, Paved
Parking Garage D-1 (Peach & 8th) - public	371	Fair, Paved
Parking Garage E (UPMC Park) - public	496	Fair, Paved
Parking Garage Q (Peach & 8th) - public	521	Fair, Paved
Public Lot 1 (Gannon University) - public	23	Fair, Paved
Public Lot 2 (UPMC Park) - public	47	Fair, Paved
Public Lot 7 (UPMC Park) - public	55	Fair, Paved
Public Lot 14 (State and 13th) - public	63	Fair, Paved
Total Port Authority Parking	2,449	

Physical and Perception Challenges

There are several constraints that limit or prevent ample connectivity and access throughout the Bayfront. The topography of the Bayfront includes the bluffs that separate the downtown and points further south from the waterfront by an elevation change of up to approximately 150'. Further compounding the hillside hindrance is the minimal number of available access paths, which are limited to three vehicular routes – State Street, Holland Street, and a one way ramp up to Sassafras Street; and two pedestrian access routes connecting to the Bayfront Promenade.

In addition, the main Bayfront connection route, the Bayfront Parkway, lacks the qualities of a complete street that encourage multiple alternative transit options with the same ease and convenience as provided to the personal vehicle. While popular with runners and cyclists, casual use of the dedicated Bayfront Bikeway path is currently not always a highly desirable experience as the route in several locations is sparsely populated with interesting uses and experiences, is often overwhelmed by the noise of the traffic on the Bayfront Parkway, and can feel unsafe due to the close proximity to the high speed of the vehicles traveling the Bayfront Parkway.

Finally, there is a perception shared by some members the community that mass transit options are not readily available, convenient to use, or a safe and becoming way to access Bayfront uses and activities. Ironically, several public transportation options do exist to connect the downtown and Bayfront operating on a published schedule. Dedicated facilities are provided at destination points to help improve the commuting experience. Additional campaigns may be necessary to raise awareness and convince more members of the public that alternative options are available, reliable, and pleasant.



Driving along Bayfront Parkway adjacent to Bluff



View from Dobbins Landing to Downtown Erie

4. Infrastructure

The majority of the Port Authority owned parcels have connections to the local/public utilities that consist of electricity, natural gas, water and sewer service. The few parcels that do not have a direct connection are within close proximity to a public right-of-way that does provide access to any missing utility. The Asset Inventory report located in the Appendix section provides a detailed assessment of the available utilities for each parcel. The listing provided below identifies significant deficiencies currently observed at affected Port Authority parcels.

Utility Deficiencies (upgrades required to make the following parcels ‘development ready’)

Utility Deficiencies (upgrades required to make the following parcels "development ready")				
Parcel and Name	Electricity	Natural Gas	Water	Sewerage
1, East Avenue Boat ramp		?	X	X
4, Land adjacent to Erie Coke		?		
7, 8, Area east of McAlister		?		
12, 13 East Canal Basin		X		
15, Erie County Parking Lot		X		
16, 19 Donjon Building		?		
18, East Side Bluff		X		
20-22, Carmeuse Lime & Stone		X		
23, Wooded Vacant Land		X		
25, Mouth of Mill Creek/Water Lot	X	X	X	X
27, Wooded Parcel		X		
29, Property East of Niagara Point		X		
49, Parking Area (in front of 47)		X		
50-51, Front Street Promenade & Bluff		X		
66, West Canal Basin		?		
72, Land Lighthouse		?		

The Port Authority is responsible for the performance, maintenance and safety of the Bayfront seawalls that occur on Port Authority property. The Asset Inventory report located in the Appendix section also provides a detailed assessment of the seawall condition of affected parcels. The listing provided on this page identifies deficiencies currently observed at Port Authority owned locations.



Seawall and Shoring Deficiencies at Port Authority Properties

Parcel, Name, and Deficiency Location	Deficiency (Imminent - Y / N)
6, Port Authority Office, east wall of slip	Fill settlement, walkway cracking (N)
6, Port Authority Office, north seawall	Revetment erosion, inadequate guardrail (N)
7-10, Dobbins Landing East Pier	Replace and improve seawall and paving (N)
12, 13, East Canal Basin	Seawall condition and boardwalk structure (N)
14, Bayfront Center for Maritime Studies	East Basin riprap revetment replacement (N)
19, 20, East Slip at Donjons and Carmeuse	Seawall repair/stabilization, both sides (N)
26, Carmeuse Lime & Stone, west seawall	Unsafe revetment - exposed rebar (N)
37, Bay Harbor Marina East, north/east seawall	Failed wall sections w/ temp. rock shoring (N)
38, Commodore Perry, north seawall	Failed wall sections w/ temp. rock shoring (N)
38, Commodore Perry, west seawall	Boardwalk needs repair (N)
44, Liberty Park, north seawall	Continue improvements to eastern edge (N)
44, Liberty Park, west seawall	Rock & concrete revetment failing (Y)
52, Chestnut Street Boat Ramp, east seawall	Eroded and unsightly (N)
52, Chestnut Street Boat Ramp, boat launch	Western ramps (2) are eroded/unusable (Y)



North Sea Wall - Liberty Park



Other areas of concern include the small vehicular bridge that passes between parking lots at the East Avenue Boat Ramp (Parcel 1). The pipe arch culvert length is too small to appropriately serve current vehicular traffic and pedestrian use. The inlet and outlet flare fittings are in very poor condition (structurally compromised) and should be upgraded/replaced in near-term to properly and safely accommodate both vehicular traffic and pedestrian use. The guide rail system is in poor condition and of inadequate design for vehicular traffic.

The pedestrian bridge over Cascade Creek is aged with spalling concrete that needs repair, a structural assessment is advised.

5. Environmental Assessment

Environmental degradation and contamination, resulting from human development and activities, affect the land portion of Port Authority properties and also pose regional challenges when the contamination contributes to the water quality of the Presque Isle Bay and adjacent Lake Erie. The following types of degradation and contamination are of concern:

- Direct land contamination from on-sight use (industrial waste, fuel spills, etc.)
- Direct water contamination from on-sight use (marina fuel spills, waste dumping, etc.)
- Indirect contamination from stormwater run-off (fertilizer, road oil and fuel, etc.)
- Indirect contamination from air borne activities (idling engines, smoking, construction, etc.)

No uses or activities located on Port Authority owned parcels were observed to be in violation of any of the State's environmental regulations or intentionally disregarding standard accepted practices intended protect and preserve the environment. However, the following uses and activities are known to possess environmental risk levels and should be monitored on a regular basis:

Industrial uses and activities that require caustic or hazardous chemical storage and use, especially in underground storage tanks

- On-sight fueling service, including marina fueling stations
- Sanitary dumping stations offered at campgrounds and marinas
- Lawn and plant material fertilization and weed control practices
- Stormwater outfall directly into rivers and streams

In addition, the Port Authority can further reduce the negative impacts of stormwater run-off directly into the Bay and Lake by addressing the edge water conditions of their properties by following BMP's.

- Prevent erosion
- Contain and/or filter contaminants from storm water runoff

6. Dredging and Disposal

The Port Authority is responsible for the maintenance and passage of boats and ships that travel through the owned water lots into the many affiliated wharfs and marinas. Included are three shipping wharfs and slips dedicated for large vessel mooring, and seven marinas for smaller boats and charter commercial vessels. Wind patterns, water currents, water discharge from rivers and streams in the area, and stormwater run-off are each responsible for the build-up of sedimentation on the lake bottom. In general, wind patterns move across the Bayfront from west to east and traditionally has discouraged additional marina development on westward facing land areas. Marina development has also not occurred near the mouths of both the Cascade Creek and Mill Creek in order to avoid excess sedimentation build-up. The Lake Erie water current patterns create regular sediment build up outside of the Lampe Marina and the main inlet channel into the bay. The sediment build-up in the marinas typically requires dredging in at least a portion of each marina once every two years. The area outside the entrance of Lampe marina requires more frequent dredging.

Years ago, the Confined Disposal Facility (CDF), a fill basin located immediately east of Lampe Campground, was established to accept dredge material from the Bayfront and surrounding areas. When full, the new land mass would become a natural extension of the recreational activities offered at both the campground and adjacent marina. However, the Army Corps of Engineers controls the fill basin and would prefer to keep it available for use into the distance future for hazardous dredge material that can be contained and capped. Current State environmental regulations allow most clean dredge material extracted from the Bay and the nearby Lake waters to be disposed of by the Army Corps of Engineers directly into the deeper waters of Lake Erie. As there is no fill activity currently taking place and no expectations for its capacity to be reached in the foreseeable future, the area has become a marshland and a quasi-protected natural habitat to area birds and other wildlife.

Both the cost and the disruptions caused by necessary dredging activities are a concern for the Port Authority as they continue to attract and retain desirable tenants, but also for a more immediate planning decision. As the Port Authority begins to consider options to store more boats within the East Lampe District of the Bayfront during the winter season, a new boat lift will likely be necessary to retrieve more boats traditionally located in the West Marina District - the required dredging maintenance will factor into the decision of where to most appropriately locate the new and/or additional boat retrieving operation.



CDF Lagoon - Lampe

7. Current and Planned Projects

Several new projects are planned within or adjacent to the Bayfront district, which include but are not limited to UPMC Hamot Hospital, Erie Insurance, Gannon University, and Erie Metropolitan Transit Authority Administration. Two planned development in particular deserve additional attention, Bayfront Place (old GAF site) redevelopment and Scott Properties Harbor Place (former Penelec site). These planned developments are located on each side of Dobbins Landing and have the potential to significantly impact the experiences and operations of the Port Authority properties.

Bayfront Place Development (old GAF shingle plant site)

Located on land formerly occupied by the GAF Buildings Materials Corporation, Bayfront Place is a 16 acre mixed-use development plan that expands upon the existing land uses of the Bayfront Convention Center and the Marriott Hotel. The planned development includes a mixture of residential, commercial, office, retail and parking. A pedestrian bridge connects the southeastern corner of the site across the Bayfront Parkway to Peach Street. The project will be built in phases. A general overview of the development program is listed below:

- Residential = 200 units of rental condominium housing
- Office = 76,000sf
- Retail = 81,000sf ground floor
- Commercial = 113,000sf upper floor retail
- Parking Garage = 1,000 spaces in 2 structures
- Surface Parking = 514 spaces in multiple lots
- Open Space = 11.9 acres

Scott Properties Harbor Place

Located on the former Penelec site with intentions to save the historic smokestack, Harbor Place is a 12 acre mixed-use development plan that includes corporate offices, a restaurant, hotels, retail shops, parking garages, an outdoor ice skating rink, condominiums and apartments. A skywalk will connect the complex to UPMC Hamot Hospital, allowing quick covered access for patients and staff. The project will be built in phases. A general overview of the development program is listed below:

- Residential apartments = 300 units
- Residential townhomes = 57 units
- Hotel = 220 units in 2 buildings

- Restaurant = 4,500sf in 1 location
- Retail = 26,500sf in 5 locations
- Office = 88,000sf in 3 locations
- Parking Garage = 845 spaces
- Surface Parking = 200 spaces
- Open Space = 2.25 acres

Combined, the two planned projects will transform the waterfront retail experience from a curiosity to a destination. The additional restaurant and food service offerings will draw additional clientele into the area. The two additional hotels, coupled with the two existing hotels will help assure that there is a localized overnight population to be served. The additional office space combined with the retail and service employees could attract another 1,000 people to the area. Combined with the existing land uses, the two developments could supply and attract an overall population or critical mass to the Dobbins Landing District and help assure a lively 24/7 center of activity.

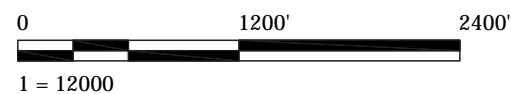
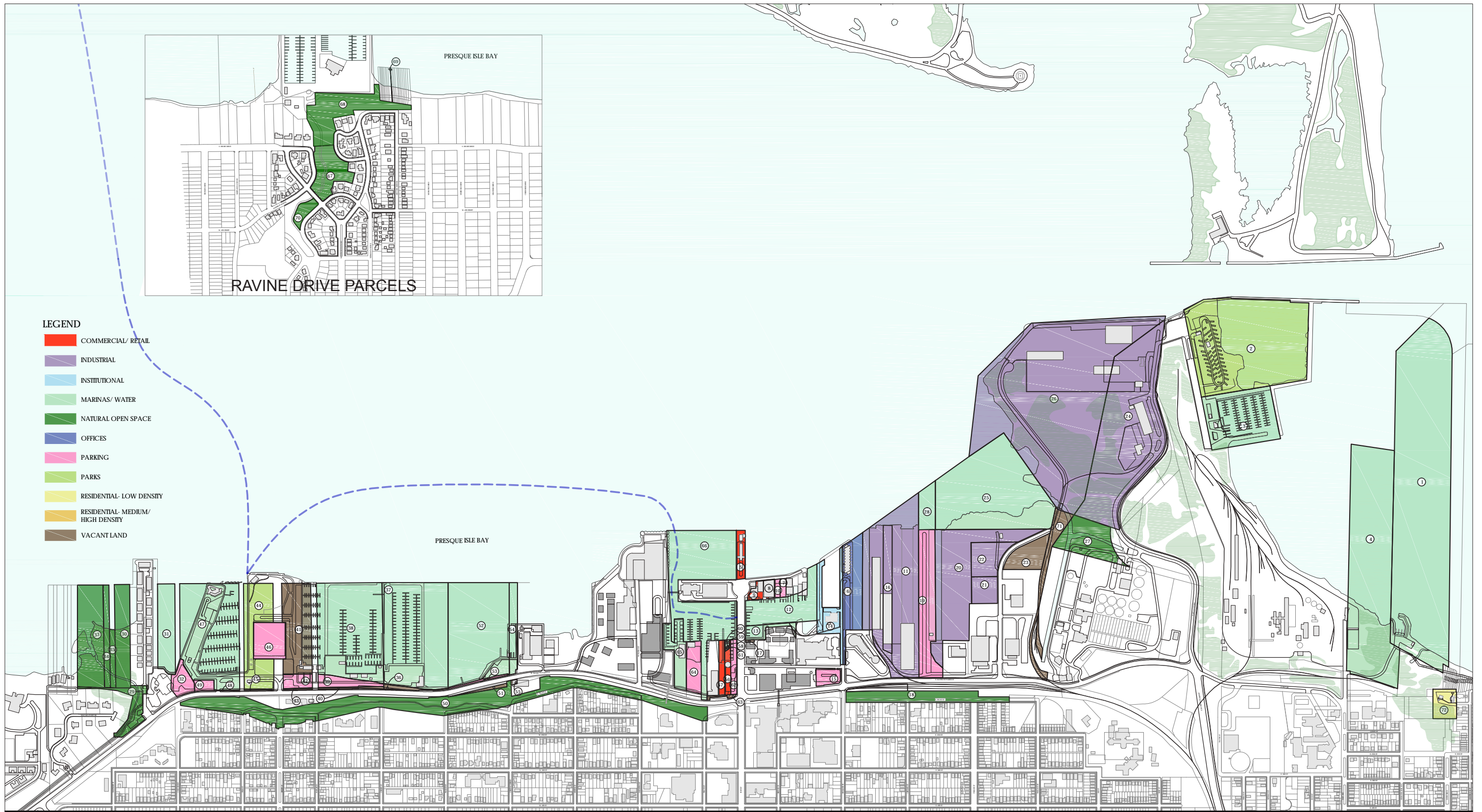
Both planned projects have provided development plans that feature place-making strategies with urban form and fill the buildings that define those spaces with a mixture of dynamic collection of synergistic uses intended to attract and retain a diverse clientele. They are planned with pedestrian friendly streets, town squares and pocket parks, human scale architecture, that are easily walkable and intuitively oriented, and promote views to the Bay. While successfully arranged internally, the two development plans are somewhat lacking in their ability to readily connect to the downtown and the remaining areas of Dobbins Landing acting instead as well planned destination islands. Each development offers pedestrian bridges or skywalks to provide passage over the Bayfront Parkway and the east and west basins. However, a more collective or inclusive approach that offers to extend the experiences and uses from one development to the next is not as seamless as possible and may inadvertently restrict the desired cross pollination of clientele. The Port Authority is in a position to help tighten the connections within the District and the downtown.



Bayfront Place Development Site

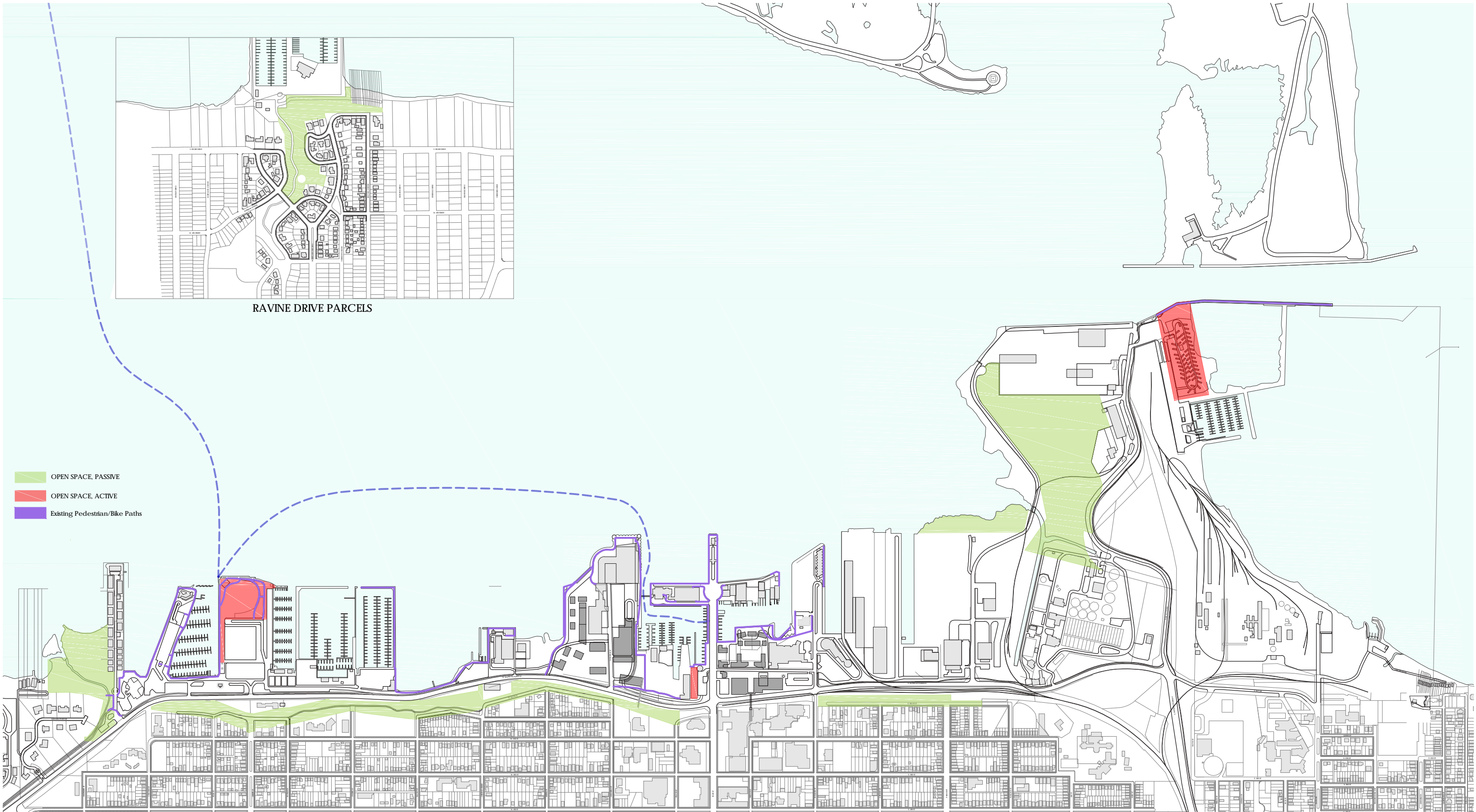


Erie Maritime Museum

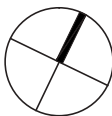


EXISTING LAND USE

MASTER DEVELOPMENT AND FACILITIES PLAN
 ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY
 ERIE, PA



NORTH



0 1200' 2400'

1 = 12000

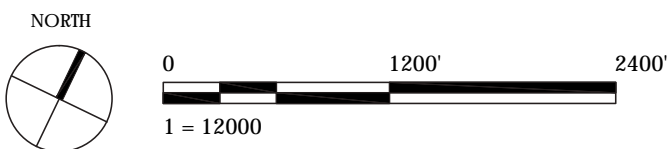
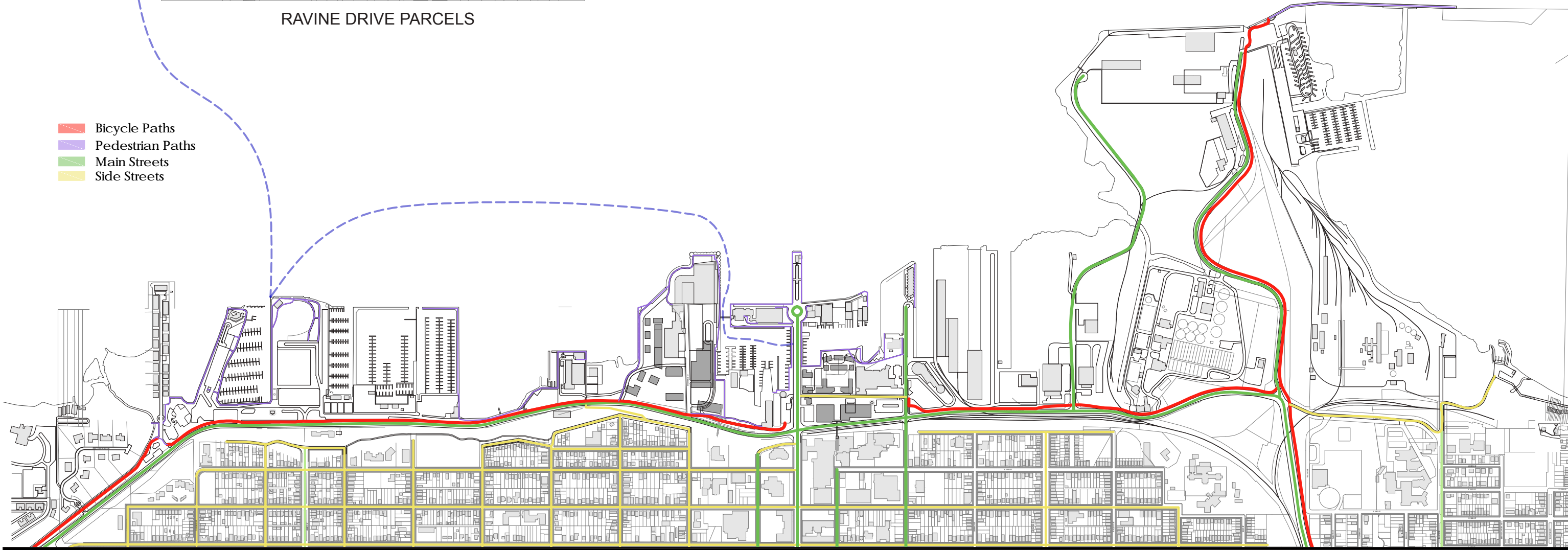
EXISTING OPEN SPACE AND RECREATION

MASTER DEVELOPMENT AND FACILITIES PLAN
ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY
ERIE, PA



RAVINE DRIVE PARCELS

- Bicycle Paths
- Pedestrian Paths
- Main Streets
- Side Streets

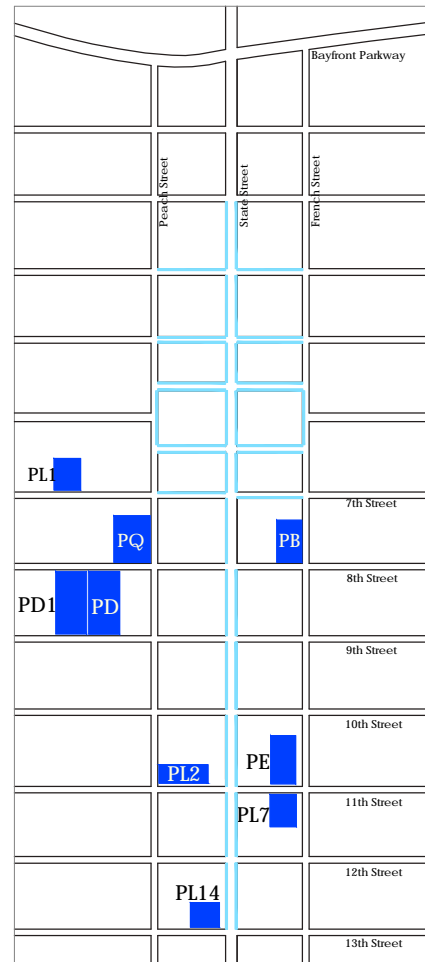


EXISTING CIRCULATION

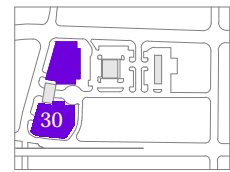
MASTER DEVELOPMENT AND FACILITIES PLAN
 ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY
 ERIE, PA



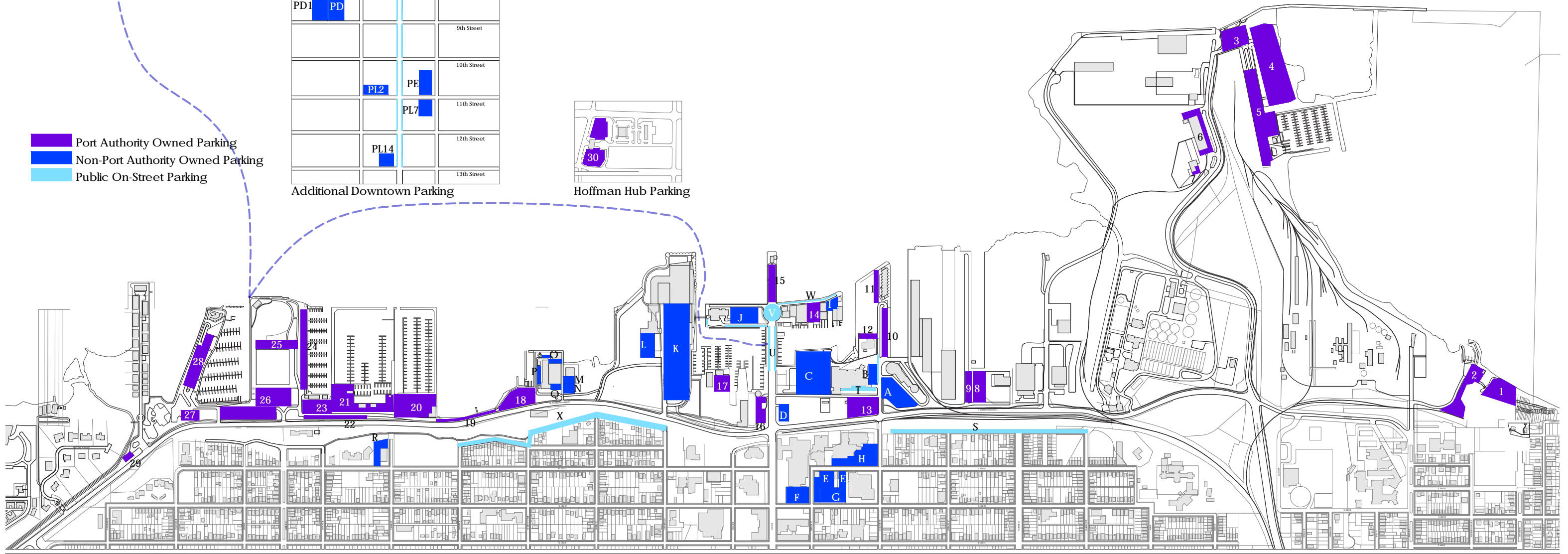
- Port Authority Owned Parking
- Non-Port Authority Owned Parking
- Public On-Street Parking



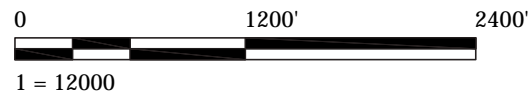
Additional Downtown Parking



Hoffman Hub Parking



EXISTING PARKING



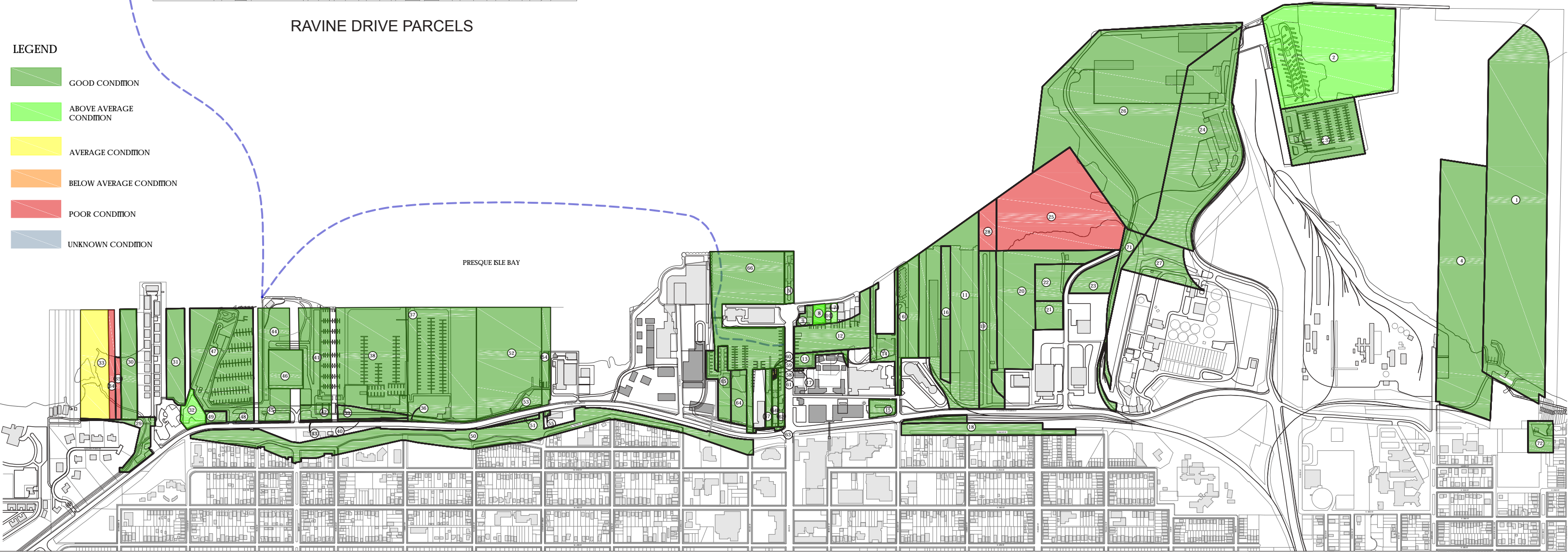


RAVINE DRIVE PARCELS



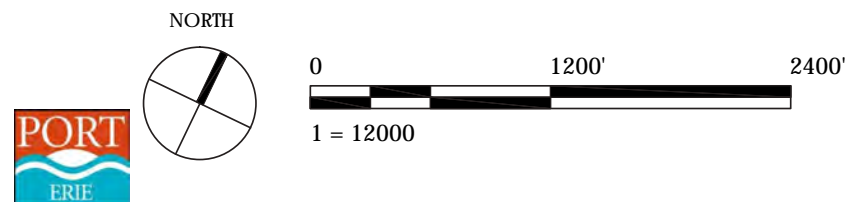
LEGEND

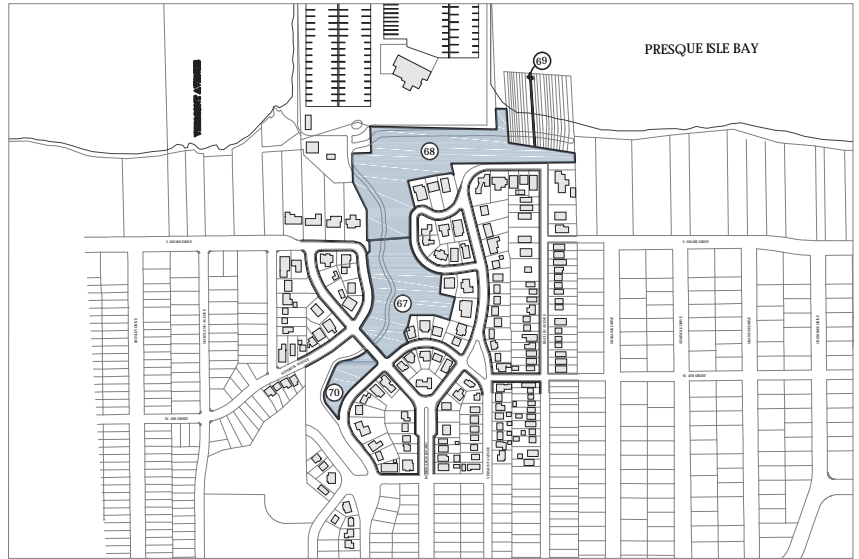
- GOOD CONDITION
- ABOVE AVERAGE CONDITION
- AVERAGE CONDITION
- BELOW AVERAGE CONDITION
- POOR CONDITION
- UNKNOWN CONDITION



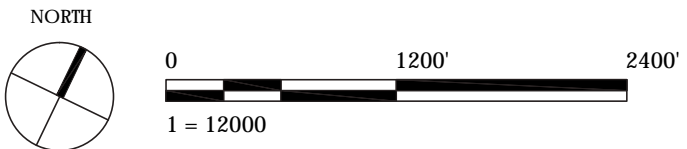
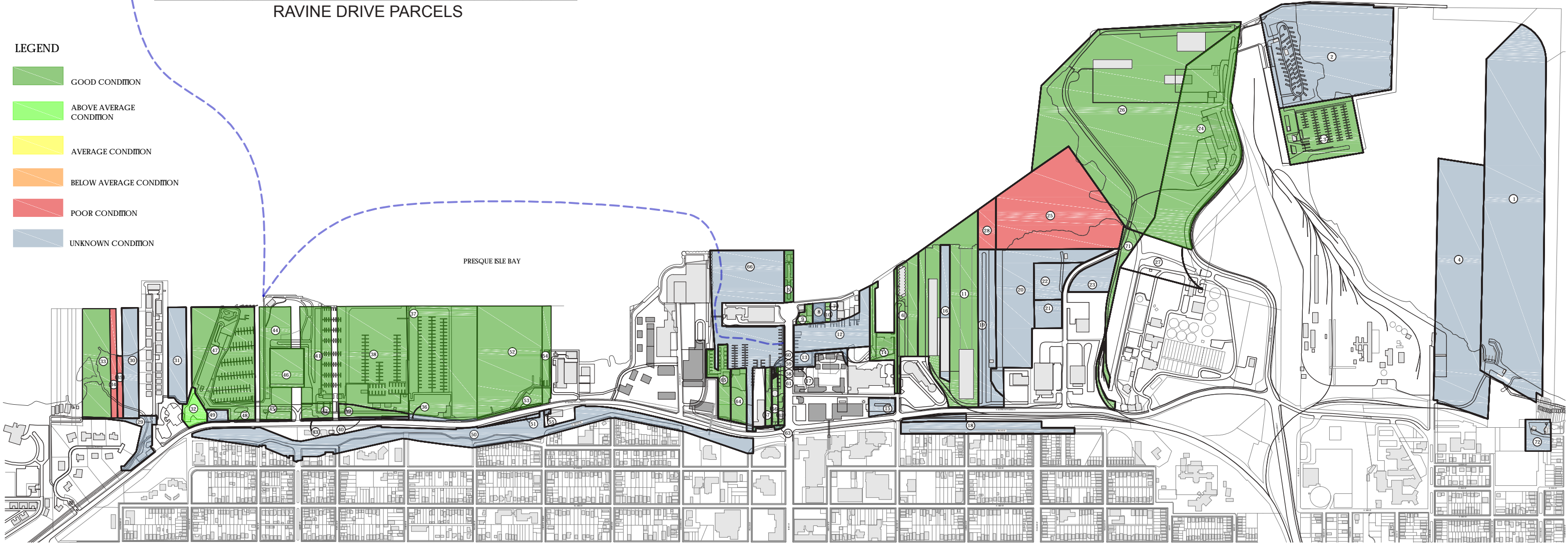
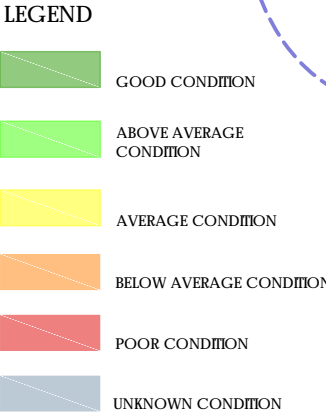
ELECTRICITY - EXISTING CONDITIONS

MASTER DEVELOPMENT AND FACILITIES PLAN
ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY





RAVINE DRIVE PARCELS

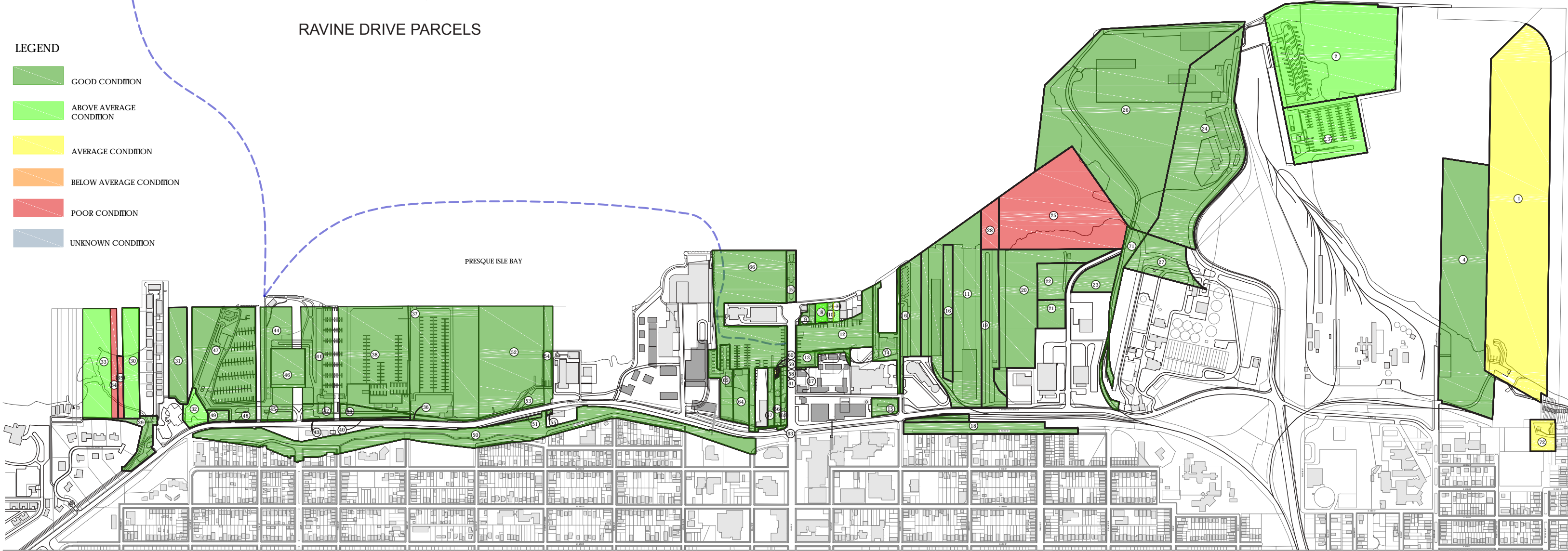
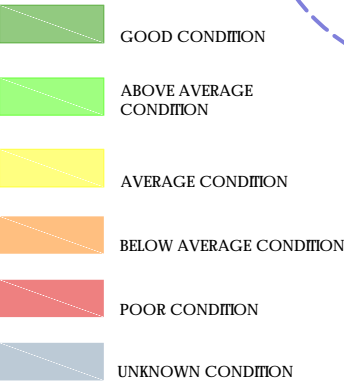


NATURAL GAS - EXISTING CONDITIONS



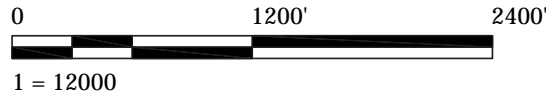
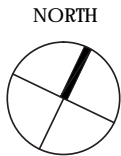
RAVINE DRIVE PARCELS

LEGEND



WATER - EXISTING CONDITIONS

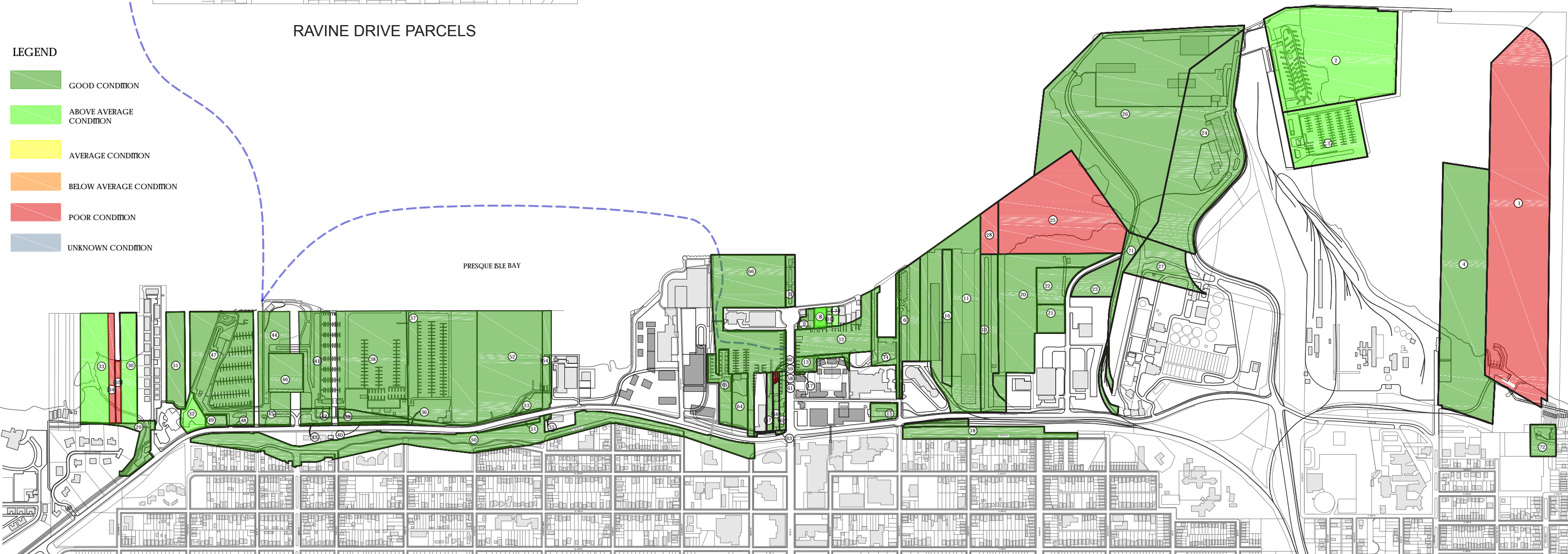
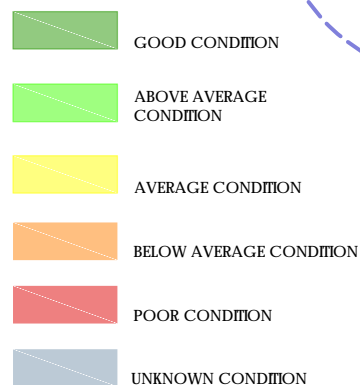
MASTER DEVELOPMENT AND FACILITIES PLAN
 ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY





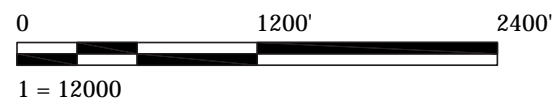
RAVINE DRIVE PARCELS

LEGEND



SEWAGE - EXISTING CONDITIONS

MASTER DEVELOPMENT AND FACILITIES PLAN
 ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY



ASSET INVENTORY

Building on the existing conditions Analysis

The Port Authority has large land holdings and has made substantial progress collecting information on each parcel (deeds, maps, county property records, etc.). Printed material regarding each parcel was organized into physical binders and scanned and saved electronically. As part of this new Port Master Plan, additional steps have been taken to develop a more complete Asset Management System so that the Port Authority can more effectively manage its assets and plan for the future. Specifically, the following steps have been taken:

- An electronic property data base has been prepared that includes all parcels and associated data from Erie County tax records.
- The data base includes web links connected to the Erie County web site and the subject parcel for current data.
- The data base needs to continually be refined and updated. There are some outstanding property ownership issues and a belief that some tax mapping may have errors. However, at this point in time, the information collected is the best available (albeit subject to refinement and change).

Based on this new Asset Management data base the following information is presented:

- The Port Authority Controls 72 parcels of land which total 470.76 acres in size.
- Some land holdings include “water lots” that extend into Lake Erie (i.e., Parcel #1 is the largest parcel owned at 53 acres, but the majority is located in Lake Erie).
- Land values associated with Port Authority land holdings approach \$35 million
- (\$34,651,490).
- Building values associated with Port Authority land holdings approach \$15 million
- (\$14,954,144)
- Combined land and building values nearly reach \$50 million (\$48,982,951)

A full asset inventory report is located in the Appendix.



Sea Wall - Bayfront Maritime Center



Port Authority Building



Carmeuse Sand and Gravel

MASTER PLAN - EXISTING CONDITIONS																
Existing Linked Data From Property Data Base							Existing Conditions									
PROP- ERTY				LAND USE	TOTAL AREA		LAND	DEVELOPA	EXISTING	EXISTING	EXISTING	No. OF	MARINA		AVAILABLE	GENERAL
No.	TAX ID/PARCEL No.	DESCRIPTION	CODE	LAND USE DESCRIPTION	ZONING	(acres)	AREA (acres)	BLE AREA (acres)	BUILDING AREA (sf)	PAVED AREA (sf)	OPEN SPACE (sf)	SPACES	CAPACITY (# Slips)	TOPO- GRAPHY	UTILITIES (E, NG, W, S)	CONDITION (1 - 5)
1	14-1034.0-105.00	East of East Avenue	E-74	EXEMPT PORT AUTHORITY	W-M	52.44	2.96	2.96		15,000	113,938	100		LEVEL	E, NG, W, S	2
2	14-1034.0-106.00	Lampe Campground	E-74	EXEMPT PORT AUTHORITY	W-M	32.91	9.75	9.75	2,500	80,000	342,210			LEVEL	E, NG, W, S	4
2A	14-1034.0-106.99	Erie Co. Tax Assessment ID (Lampe Campground)	C-90	ENTERTAINMENT, RECREATION	W-M	0								LEVEL	E, NG, W, S	
		Channel and South Pier Parking Lot			W-M	1.68	1.68	1.68		58,500	14,681	117		LEVEL		4
		Lampe Campground Parking Lot			W-M	2.39	2.39	2.39		98,000	6,108	225		LEVEL		4
3	14-1034.0-109.00	Lampe Marina	E-74	EXEMPT PORT AUTHORITY	W-M	10.48	3.71	3.71	1,800	55,000	104,808	50	252	ROLLING	E, NG, W, S	3
3A	14-1034.0-109.99	Erie Co. Tax Assessment ID (Lampe Marina)	C-90	ENTERTAINMENT, RECREATION	W-M	0								ROLLING	E, NG, W, S	
4	14-1034.0-112.00	Foot of East Avenue Parking Area	E-00	EXEMPT VACANT	W-M	2.02	9.15	9.15		58,000	340,574			LEVEL	E, NG, W, S	2
5	14-1046.0-000.00	Dobbins Landing and Tower	E-74	EXEMPT PORT AUTHORITY	W-C	1.12	1.12	0.73	4,000	44,787		39		LEVEL	E, NG, W, S	4
6	14-1046.0-100.01	Cruise Boat Terminal	E-74	EXEMPT PORT AUTHORITY	W-C	5.21	2.75	1.79	21,000	65,000	33,790	87		LEVEL	E, NG, W, S	4
7	14-1046.0-105.00	Parking Area East of McAllister's	E-74	EXEMPT PORT AUTHORITY	W-C	0.30	0.30	0.20		2,500	10,568			LEVEL	E, NG, W, S	2
8	14-1046.0-106.00	McAllister's	E-74	EXEMPT PORT AUTHORITY	W-C	0.61	0.61	0.40	29,000			33		LEVEL	E, NG, W, S	1
9	14-1046.0-107.00	Anchor Marine	C-90	ENTERTAINMENT, RECREATION	W-C	0.53	0.53	0.34	20,000	3,087				LEVEL	E, NG, W, S	2
10	14-1046.0-117.00	Parking Area East of McAllister's	E-74	EXEMPT PORT AUTHORITY	W-C	0.27	0.27	0.18		2,500	9,261			LEVEL	E, NG, W, S	2
11	14-1046.0-120.00	Donjon Ship Building	E-74	EXEMPT PORT AUTHORITY	W-C	27.40	16.25	10.56	222,000	485,850				LEVEL	E, NG, W, S	3
12	14-1046.0-123.00	East Canal Basin	E-74	EXEMPT PORT AUTHORITY	W-C	6.27	0.16	0.10		6,970			50	LEVEL	E, NG, W, S	4

MASTER PLAN - EXISTING CONDITIONS																
Existing Linked Data From Property Data Base							Existing Conditions									
PROP- ERTY No.	TAX ID/PARCEL No.	DESCRIPTION	LAND USE		ZONING	TOTAL AREA (acres)	LAND AREA (acres)	DEVELOPA BLE AREA (acres)	EXISTING BUILDING AREA (sf)	EXISTING PAVED AREA (sf)	EXISTING OPEN SPACE (sf)	No. OF PARKING SPACES	MARINA CAPACITY (# Slips)	TOPO- GRAPHY	AVAILABLE UTILITIES (E, NG, W, S)	GENERAL CONDITION (1 - 5)
			CODE	LAND USE DESCRIPTION												
13	14-1046.0-130.00	Walkway and property South of East Canal Basin	E-74	EXEMPT PORT AUTHORITY	W-C	1.20	0.62	0.40		27,007				LEVEL	E, NG, W, S	4
14	14-1046.0-132.00	Bayfront Center for Maritime Studies	E-74	EXEMPT PORT AUTHORITY	W-C	3.44	2.89	1.88	10,000	43,300	72,588	20		LEVEL	E, NG, W, S	4
15	14-1046.0-134.00	Erie County Library Parking Lot	E-97	EXEMPT PARKING LOT	W-C	1.21	1.21	0.79		43,300	9,408	104		LEVEL	E, NG, W, S	3
16	14-1046.0-137.00	Donjon Ship Building	E-74	EXEMPT PORT AUTHORITY	W-M	3.12	3.12	3.12		135,907				LEVEL	E, NG, W, S	3
17	14-1046.0-138.00	State Street Lot	E-74	EXEMPT PORT AUTHORITY		0.05	0.05	0.05			2,178			LEVEL	E, NG, W, S	3
18	14-1046.0-200.00	East Side Bluff and Old Front Street	E-74	EXEMPT PORT AUTHORITY		5.17	5.17	0.00		70,000	155,205			LEVEL	E, NG, W, S	3
19	14-1047.0-105.00	Parking Lot and Water Lots East of Don Jon	E-00	EXEMPT VACANT	W-M	10.13	4.81	4.81		209,524		152		LEVEL	E, NG, W, S	3
20	14-1047.0-108.99	Carmeuse Lime & Stone Scalehouse and Operational Yard	C-98	COMMERCIAL AUXILIARY BLDG	W-M	5.52	11.99	11.99	1,500	520,784				LEVEL	E, NG, W, S	3
21	14-1047.0-114.00	Carmeuse Lime & Stone Operational Yard	E-00	EXEMPT VACANT	W-M	2.00	2.00	2.00		87,120				LEVEL	E, NG, W, S	3
22	14-1047.0-115.00	Carmeuse Lime & Stone Operational Yard	E-00	EXEMPT VACANT	W-M	3.24	3.24	3.24		141,134				LEVEL	E, NG, W, S	3
23	14-1047.0-116.00	Wooded Vacant Land East of Carmeuse Lime & Stone	E-00	EXEMPT VACANT	W-M	2.83	2.83	2.83			123,275			LEVEL	E, NG, W, S	3
24	14-1048.0-100.00	Mount Fort Terminal and Port Authority Maintenance Building, Boat Storage and McShane Welding	E-74	EXEMPT PORT AUTHORITY	W-M	22.89	22.89	22.89	52,000	510,000	435,088	84		LEVEL	E, NG, W, S	3
25	14-1048.0-101.00	Ore Dock Road	E-00	EXEMPT VACANT	W-M	13.11	5.62	2.50			244,807			LEVEL	E, NG, W, S	3
26	14-1048.0-103.00	Carmeuse Lime & Stone	E-00	EXEMPT VACANT	W-M	54.58	47.13	47.13	120,000	850,000	1,082,983			LEVEL	E, NG, W, S	3
27	14-1048.0-104.00	Vacant wooded lot North of Erie Sewer Authority Treatment Plant	E-74	EXEMPT PORT AUTHORITY	W-M	5.32	5.32	0.00			231,739			LEVEL	E, NG, W, S	3
28	14-1048.0-108.00	Parade Street Dock - North End	E-00	EXEMPT VACANT	W-M	2.09	0.00	0.00						LEVEL	E, NG, W, S	4



MASTER PLAN - EXISTING CONDITIONS																
Existing Linked Data From Property Data Base							Existing Conditions									
PROP- ERTY No.	TAX ID/PARCEL No.	DESCRIPTION	LAND USE		TOTAL AREA (acres)	LAND AREA (acres)	DEVELOPA BLE AREA (acres)	EXISTING BUILDING AREA (sf)	EXISTING PAVED AREA (sf)	EXISTING OPEN SPACE (sf)	No. OF PARKING SPACES	MARINA CAPACITY (# Slips)	TOPO- GRAPHY	AVAILABLE UTILITIES (E, NG, W, S)	GENERAL CONDITION (1 - 5)	
			CODE	LAND USE DESCRIPTION												ZONING
29	17-4037.0-200.00	Property East of Niagara Point	E-74	EXEMPT PORT AUTHORITY	R-1	2.24	2.24	0.00	10,000	87,574	9		LEVEL	E, NG, W, S	3	
30	17-4037.0-201.00	Water Lots West of Perry's Landing	E-00	EXEMPT VACANT	W-C	4.44	2.51	0.00		109,336			LEVEL	NONE	4	
31	17-4037.0-204.00	Water Lots East of Perry's Landing	E-00	EXEMPT VACANT	W-C	5.22	0.13	0.00	5,897				LEVEL	E, NG, W, S	4	
32	17-4037.0-209.00	Cascade Street Parking Lots - RCR Yachts	C-30	RESTAURANTS, STORES (RETAIL)	W-C	1.61	1.61	1.05	40,000	30,132	9		LEVEL	E, NG, W, S	3	
33	17-4037.0-300.00	Water Lots East of Perry's Landing - North of Niagara Point	E-00	EXEMPT VACANT	W-C	7.95	3.18	0.00		138,521			LEVEL	NONE	4	
34	17-4037.0-303.00	Water Lots East of Perry's Landing - North of Niagara Point	E-00	EXEMPT VACANT	W-C	1.77	0.99	0.00		43,124			BELOW STREET	NONE	4	
35	17-4037.0-500.00	Water Lots - Vacated Raspberry Street	E-00	EXEMPT VACANT	W-C	1.61	1.61	0.00		70,132			LEVEL	E, NG, W, S	4	
36	17-4040.0-200.00	Walnut to Cherry Street - BABO Remnant	E-74	EXEMPT PORT AUTHORITY	W-C	0.48	0.48	0.00	12,250	8,659			LEVEL	NONE	4	
37	17-4040.0-201.00	Water Lots - Cherry to Poplar - Bay Harbor Marina East and West	E-00	EXEMPT VACANT	W-C	19.44	2.79	1.81	7,800	113,732	0.4	161	140	LEVEL	NONE	2
37a	17-4040.0-201.97	Erie Co. Tax Assessment ID (Bay Harbor Marina)	E-74	EXEMPT PORT AUTHORITY	W-C	0.82								LEVEL	E, NG, W, S	
37	17-4040.0-201.99	Erie Co. Tax Assessment ID (Bay Harbor Marina)	C-80	WAREHOUSES	W-C	11.61								LEVEL	E, NG, W, S	
38	17-4040.0-301.00	Water Lots - Walnut to Cherry -Commodore Perry	E-00	EXEMPT VACANT	W-C	17.78	2.40	1.56	5,000	99,544	0	180	168	LEVEL	E, NG, W, S	4
38a	17-4040.0-301.99	Erie Co. Tax Assessment ID (Commodore Perry)	C-91	RECREATION (PRIVATE)	W-C	5.78								LEVEL	E, NG, W, S	
39	17-4040.0-302.00	Cherry to Poplar - Bayfront Walkway and Parking	E-00	EXEMPT VACANT	W-C	1.47	1.47	0.96	56,500	7,533	74		LEVEL	NONE	4	
40	17-4040.0-303.00	Cherry to Poplar - Bayfront Walkway and Parking	E-00	EXEMPT VACANT	W-C	0.33	0.33	0.00	6,100	8,275			LEVEL	NONE	4	
41	17-4046.0-101.00	Water Lots - Poplar to Liberty Bay Harbor West Sloppy Duck	C-30	RESTAURANTS, STORES (RETAIL)	W-C2	8.43	5.13	3.33	3,000	145,500	74,963	163	195	LEVEL	E, NG, W, S	4

MASTER PLAN - EXISTING CONDITIONS																
Existing Linked Data From Property Data Base							Existing Conditions									
PROP- ERTY No.	TAX ID/PARCEL No.	DESCRIPTION	LAND USE		ZONING	TOTAL AREA (acres)	LAND AREA (acres)	DEVELOPA BLE AREA (acres)	EXISTING BUILDING AREA (sf)	EXISTING PAVED AREA (sf)	EXISTING OPEN SPACE (sf)	No. OF PARKING SPACES	MARINA CAPACITY (# Slips)	TOPO- GRAPHY	AVAILABLE UTILITIES (E, NG, W, S)	GENERAL CONDITION (1 - 5)
			CODE	LAND USE DESCRIPTION												
41A	17-4046.0-101.99	Erie Co. Tax Assessment ID (Sloppy Duck)	E-97	EXEMPT PARKING LOT	W-C2	5.27					15,000			LEVEL	E, NG, W, S	
42	17-4046.0-102.00	Parking Lot in front of Sloppy Duck	E-97	EXEMPT PARKING LOT	W-C2	1.12	1.12	0.73		33,000	15,787	68		LEVEL	E, NG, W, S	4
43	17-4046.0-103.00	Grass and Walkway in front of Sloppy Duck	E-00	EXEMPT VACANT	W-C2	0.0137	0.01	0.00		250	347			LEVEL	E, NG, W, S	4
44	17-4046.0-200.00	Liberty Park	E-74	EXEMPT PORT AUTHORITY	W-C2	8.99	5.85	3.80	1,200	118,500	135,126	323		LEVEL	E, NG, W, S	3
45	17-4046.0-202.00	Grass and Walkway in front of Liberty Park	E-00	EXEMPT VACANT	W-C2	0.047	0.05	0.00		1,000	1,047			LEVEL	E, NG, W, S	3
46	17-4046.0-203.00	Liberty Park Boat Yard	E-74	EXEMPT PORT AUTHORITY	W-C2	3.39	3.39	2.20			147,668			LEVEL	NONE	2
47	17-4046.0-300.00	Perry's Landing and Marina	E-74	EXEMPT PORT AUTHORITY	W-C2	16.61	6.46	4.20	4,700	210,500	66,198	215	212	LEVEL	E, NG, W, S	2
48	17-4046.0-301.00	Grass and Walkway in front of Perry's Landing	E-00	EXEMPT VACANT	W-C2	0.04	0.04	0.00		1,000	742			LEVEL	E, NG, W, S	4
49	17-4046.0-303.00	Parking area in front of Perry's Landing	C-00	COMMERCIAL VACANT	W-C2	0.63	0.63	0.41		2,000	25,443			LEVEL	E, NG, W, S	2
50	17-4046.0-400.00	Front Street Promenade and bluff	E-74	EXEMPT PORT AUTHORITY		21.03	21.03	0.00		150,000	766,067			LEVEL	E, NG, W, S	3
51	17-4047.0-100.00	Bluff Property from Walnut to Chestnut Street	E-00	EXEMPT VACANT	W-R	0.30	0.30	0.00			13,068			LEVEL	E, NG, W, S	3
52	17-4047.0-102.00	Chestnut Street Boathouse and Marina	E-74	EXEMPT PORT AUTHORITY	W-R	16.52	1.26	1.26	1,200	36,500	17,186	40		LEVEL	E, NG, W, S	2
52A	17-4047.0-102.99	Erie Co. Tax Assessment ID (Chestnut Street Boathouse)	C-90	ENTERTAINMENT, RECREATION	W-R	0								LEVEL	E, NG, W, S	
53	17-4047.0-103.00	Parking Area Chestnut Street Boathouse	E-74	EXEMPT PORT AUTHORITY	W-R	0.19	0.19	0.19			8,276	38		LEVEL	E, NG, W, S	2
54	17-4048.0-204.00	Water Lots - East of Chestnut Street Boathouse	E-00	EXEMPT VACANT		2.27	0.47	0.47		15,500	4,973					2
55	17-4048.0-205.00	Water Lots - East of Chestnut Street Boathouse Remnant parcel south of Bayfront Parkway	E-00	EXEMPT VACANT		0.08	0.08	0.00								3

MASTER PLAN - EXISTING CONDITIONS																
Existing Linked Data From Property Data Base							Existing Conditions									
PROP- ERTY			LAND USE		TOTAL AREA		LAND	DEVELOPA	EXISTING	EXISTING	EXISTING	No. OF	MARINA	TOPO- GRAPHY	AVAILABLE	GENERAL
No.	TAX ID/PARCEL No.	DESCRIPTION	CODE	LAND USE DESCRIPTION	ZONING	(acres)	AREA (acres)	BLE AREA (acres)	BUILDING AREA (sf)	PAVED AREA (sf)	OPEN SPACE (sf)	PARKING SPACES	CAPACITY (# Slips)		UTILITIES (E, NG, W, S)	CONDITION (1 - 5)
56	17-4049.0-100.00	Wolverine Park and Bait Stand	E-74	EXEMPT PORT AUTHORITY	W-C	0.7956	0.58	0.38	6,000	10,000	9,265	52	46	BELOW STREET	E, NG, W, S	4
56A	17-4049.0-100.99	Erie Co. Tax Assessment ID (Wolverine Park)					0.02									
57	17-4049.0-101.00	Wolverine Park and Miniature Golf	E-80	EXEMPT NON-PROFIT ORGANIZATIONS	W-C	0.93	0.57	0.37		2,500	22,329			LEVEL	E, NG, W, S	3
57A	17-4049.0-101.99	Erie Co. Tax Assessment ID (Wolverine Park)					0.51									
58	17-4049.0-102.00	Water Lots - Wolverine Park	C-90	ENTERTAINMENT, RECREATION	W-C	0.02	0.00	0.00						BELOW STREET	NONE	4
59	17-4049.0-103.00	Water Lots - Wolverine Park	C-90	ENTERTAINMENT, RECREATION	W-C	0.03	0.00	0.00						BELOW STREET	NONE	4
60	17-4049.0-104.00	Water Lots - Wolverine Park	C-90	ENTERTAINMENT, RECREATION	W-C	0.04	0.00	0.00						BELOW STREET	NONE	4
61	17-4049.0-105.00	Water Lots - Wolverine Park	C-90	ENTERTAINMENT, RECREATION	W-C	0.02	0.00	0.00						BELOW STREET	NONE	4
62	17-4049.0-107.00	Wolverine Park Parking Lot and Boat Slips	E-74	EXEMPT PORT AUTHORITY	W-C	0.926	0.78	0.51		20,800	13,177			ROLLING	E, NG, W, S	4
62	17-4049.0-107.99	Erie Co. Tax Assessment ID (Wolverine Park)	C-90	ENTERTAINMENT, RECREATION	W-C	0.926								ROLLING	E, NG, W, S	4
63	17-4049.0-108.00	Wolverine Park from State to Peach along Bayfront Bikeway	E-00	EXEMPT VACANT	W-C	0.19	0.19	0.12		2,500	5,776			BELOW STREET	NONE	2
64	17-4049.0-400.00	Presque Isle Yacht Club Parking Lot and Boat Yard	C-00	COMMERCIAL VACANT	W-C	2.12	2.12	1.38	1,800	79,000	11,547	53		LEVEL	NONE	2
65	17-4049.0-402.00	Presque Isle Yacht Club Building and Boat Storage	C-91	RECREATION (PRIVATE)	W-C	2.85	1.77	1.15	4,500	58,000	14,601		122	LEVEL	E, NG, W, S	2
66	17-4049.0-500.00	West Canal Basin & Presque Isle Bay North of West Dobbins Landing	E-00	EXEMPT VACANT	W-C	17.71	0.39	0.25		15,000	1,988		14	LEVEL	NONE	4
66A	17-4049.0-500.98	Erie Co. Tax Assessment ID (Presque Isle Yacht Club)	E-00	EXEMPT VACANT	W-C	0.50								LEVEL	NONE	4
66B	17-4049.0-500.99	Erie Co. Tax Assessment ID (Presque Isle Yacht Club)	C-90	ENTERTAINMENT, RECREATION	W-C	1.01								LEVEL	NONE	4



MASTER PLAN - EXISTING CONDITIONS

Existing Linked Data From Property Data Base							Existing Conditions									
PROP- ERTY No.	TAX ID/PARCEL No.	DESCRIPTION	LAND USE		ZONING	TOTAL AREA (acres)	LAND AREA (acres)	DEVELOPA BLE AREA (acres)	EXISTING BUILDING AREA (sf)	EXISTING PAVED AREA (sf)	EXISTING OPEN SPACE (sf)	No. OF PARKING SPACES	MARINA CAPACITY (# Slips)	TOPO- GRAPHY	AVAILABLE UTILITIES (E, NG, W, S)	GENERAL CONDITION (1 - 5)
			CODE	LAND USE DESCRIPTION												
67	17-4121.0-207.00	Ravine Park	E-00	EXEMPT VACANT	R-1	7.35	7.35	0.00		12,000	308,166				NONE	4
68	17-4122.0-100.00	Raving Park	E-00	EXEMPT VACANT	R-1	7.02	7.02	0.00		18,500	287,291			STEEP	NONE	4
69	17-4122.0-118.00	Ferncliff Utility Property	R-12	RESIDENTIAL COMMON AREA	R-1	0.02	0.01	0.00			436			LEVEL	E, NG, W, S	3
70	17-4125.0-200.00	Ravine Park	E-00	EXEMPT VACANT	R-1	2.97	2.97	0.00			129,373				E, NG, W, S	4
71	14-1047.0-104.00	Railroad parcel West of Erie Wastewater Treatment Plant Property	E-00	EXEMPT VACANT	W-M	1.71	1.71	1.71			74,488			LEVEL	E, NG, W, S	4
72	14-1041.0-400.00	Land Lighthouse	E-70	EXEMPT LOCAL GOVERNMENT (TWP & BORO)	R-2/W-M	2.00	2.00	1.00	1,500	3,000	82,620			LEVEL	E, NG, W, S	5
Hoffman Transportation Hub (Leased from PennDOT)							135									

Total Area	470.76	263.73	176.40	535,500	4,892,343	6,074,444	2,531	1,199	3.27
------------	--------	--------	--------	---------	-----------	-----------	-------	-------	------

Highlight Color Legend:

- Discrepancy between Port Authority and Erie County listed land area (Port Authority land area shown)
 - Discrepancy in actual area (deed listed area is too high or too low)
 - Area may be double counted (and are not included in the total area)

Zoning Legend:

- | | |
|------|-----------------------------|
| W-C | Waterfront Commercial |
| W-C2 | Waterfront Commercial No. 2 |
| W-M | Waterfront Industrial |
| W-R | Waterfront Residential |
| R-1 | Low Density Residential |
| R-2 | Residential |

General Condition Ranking Legend = 1 poor to 5 good

MARKET ANALYSIS

The Market Analysis

Introduction

To support this Master Development Plan and subarea plans, a comprehensive market analysis identifies opportunities for the following categories: a) **arts, entertainment, and recreation**; b) traveler accommodations, specifically **restaurants**; and c) **retail trade**.

MARKET ANALYSIS

- A Subarea Strategies
- B Existing Revenues
- C Boating Trends
- D Demographics

In general, the market analysis recommendations call for entertainment, recreation, dining, and marina developments at Liberty Park and Dobbins Landing. With a few exceptions, the vast majority of retail space in the plan has been strategically concentrated at Dobbins Landing. To optimize the clustering of all new retail near Dobbins Landing, Liberty Park is intentionally planned as an entertainment and recreation hub, rather than a shopping destination.

The Work Approach

The Market Analysis has included supply-demand and gap modeling, with results that have been carefully qualified based on stakeholder input, and to reflect some constraints (size, configuration, terrain, adjacencies, access) within some of the development areas. Results of the analysis have also been qualified into optimal development scenarios that are also be realistic and attainable. Throughout this Market Analysis, all recommendations for specific uses represent maximum, not-to-exceed, best-case scenarios. They have been appropriately integrated the Master Development Plan, and into the strategies for each of the three districts.

Demographics

A demographic analysis was completed for Erie County, the City of Erie, and 10 mile radius for Dobbins Landing. This includes a detailed study of household profiles, and forecasts of population, income, and expenditure potential. Results indicate stable population and income increases that collectively generate a modestly growing market potential.

Population and Per Capita Income



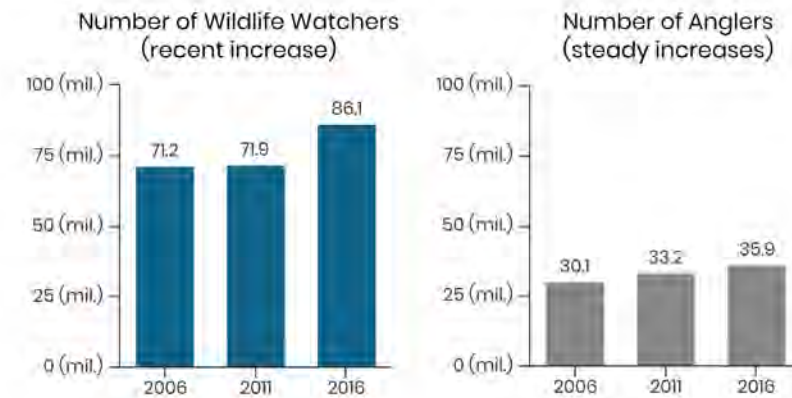
Revenues

A timeline study of revenues was conducted for existing tenants on the Port of Erie's properties, and results have been used to identify strengths and opportunities for improvement. Results demonstrate the financial importance of commercial leases generated by Donjon, Carmeuse, and Perry's Landing. They also demonstrate the financial importance of the various marinas, boat storage facilities, Lampe Campground, Liberty Park concessions, and the Bicentennial Tower. Most of these uses have been experiencing modest to significant growth, with good recovery since the Great Recession.

Recreation

A comparative study of nationwide, regional, Great Lakes, and local boating trends has been conducted to identify preferences and trends among recreational enthusiasts. Results indicate support for the addition of marinas, slips, and related boating amenities at the Port of Erie. Nationwide data also demonstrate the importance of wildlife watching as a recreational activity, which is twice as popular as fishing and angling. National participation in wildlife watching and recreational boating have both grown considerably in the past five years. In comparison, nationwide participation in hunting has been on the decline.

Anglers, Hunters, Wildlife Watchers 2006-2016



Visitor Spending

A timeline study of growth in visitor spending by county shows that Erie County is not keeping pace with Allegheny County (Pittsburgh) and Philadelphia County. There is a need to provide a wider variety of entertainment and recreational amenities, with venues that will motivate increased visitor participation and spending. A detailed study of spending by category demonstrates that after paying for transportation (including airline travel), Erie County's visitors spend the most on food (including restaurants); followed by recreation and retail; and the least on lodging.

Boat Registrations

Although recreational boating is quickly gaining popularity, boat registrations in the Erie County and Pennsylvania have fallen behind other counties and states around the Great Lakes. There is a need and opportunity to promote boat ownership among local residents. Strategies should include providing more choices among marinas, slips, and storage facilities; and these are all been appropriately integrated into the plan.

The Industry Analysis

Introduction

To provide additional support for the Lampe District subarea plan, a comprehensive Industry Analysis has been conducted to identify opportunities for new **commercial** industries. In the context of this analysis and plan, the term “commercial” is intended to include a) heavy and light manufacturing; b) wholesale trade; c) storage and warehousing; d) cargo, rail, and trucking transportation; e) professional, scientific, and technical services; f) finance, insurance, and real estate; g) information; h) business administration; i) advanced education; and j) health care and social services.

INDUSTRY ANALYSIS

- E American Community Survey
- F Pennsylvania State Database
- G Economic Consus | Histograms
- H Economic Consus | Scatter Plots
- I Great Lakes Cargo Tonnage

For additional clarity, “commercial” as used in this plan is not intended to include or imply a) retail trade; b) traveler accommodations (hotels and restaurants); or c) arts, entertainment, and recreational venues. Summary observations and a description of the work approach are provided below, and the entire report is available as a component of the complete Market Analysis.

Work Approach

The industry analysis of commercial gaps and opportunities has relied on a variety of secondary data sources. It has involved a detailed a comparison Erie County of employment by industry sector as reported by the American Community Survey, with data for the

year 2015. It also included a careful study of local employers, number of employees, and share of total jobs; and based on data provided by Pennsylvania Department of Labor and Industry (2017).

The industry analysis also compared Erie County with others around the Great Lakes, and tested the total number of establishments and market share by industry sector, as reported the United States Economic Census, 2012. Finally, a timeline study was conducted of cargo tonnage on the United States Seaways, Great Lakes, St. Lawrence Seaway, and the Port of Erie.

No single work approach provides definitive conclusions on the “best” economic growth opportunities for the Erie Port Authority. Rather, all of the study results have been carefully compared and triangulated to identify trends, deduce relevant conclusions, and formulate pragmatic recommendations. This process has involved an element of art and qualitative assessment that reaches well beyond the quantitative data and analytic results.

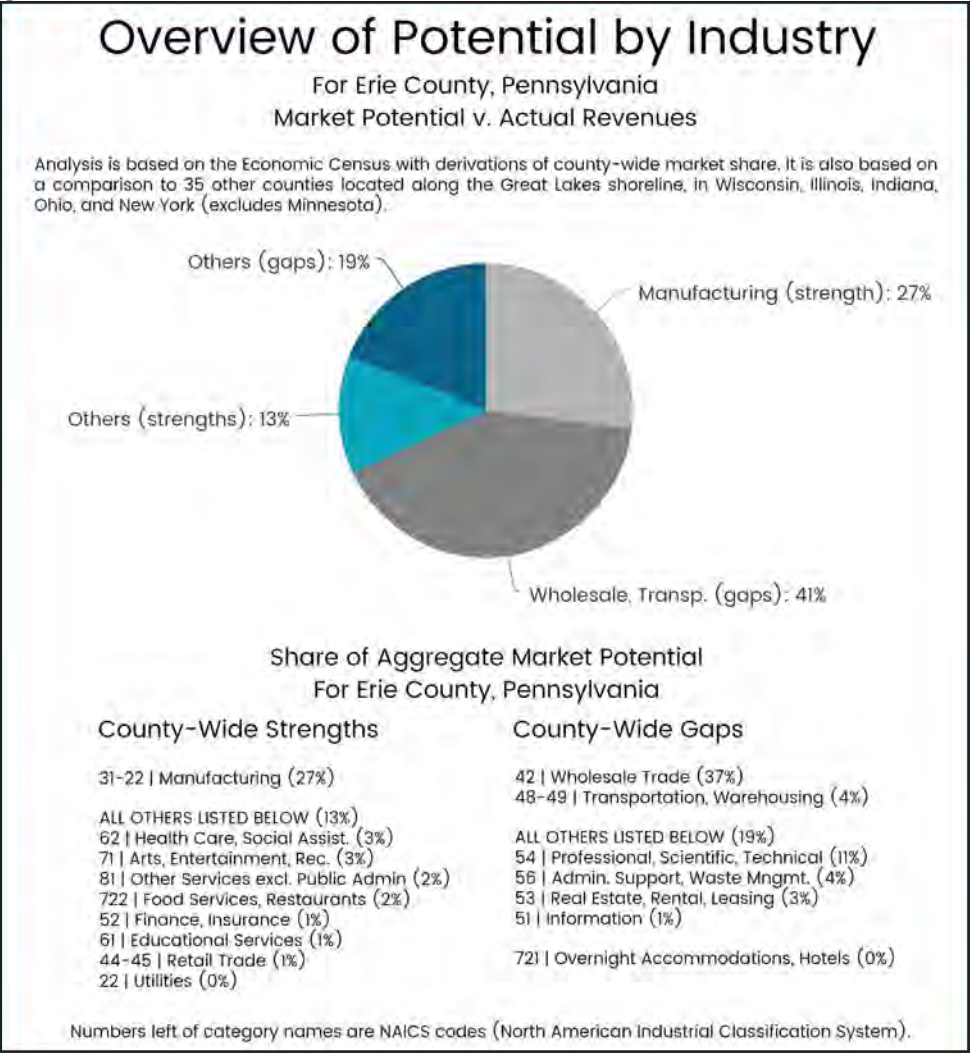
Summary Observations

Based on the analysis and results, LandUseUSA has developed recommendations for the Port Authority that identifies several categories for economic growth through new business recruitment and creation of good paying jobs. The data results imply that the single largest “gaps” are in the categories of 1) manufacturing, 2) wholesale trade, and 3) transportation and warehousing.

However, manufacturing is also contracting nationwide, throughout the Great Lakes Region, in Pennsylvania, and locally in Erie County. Therefore, although there is an apparent gap, there is also some longer term risk of over-planning and over-building in that sector. Wholesale trade, transportation, and warehousing trades are highly dependent on manufacturing, so the same cautions apply.

Accordingly, the plan focuses on other industries that represent relatively smaller market gaps, but that are also growing over time and represent good strategies for economic diversification. About 19% of the county-wide market potential is in the categories of professional, scientific, and technical services (11%); administrative support (4%); real estate rental and leasing services (3%); and information services (1%).

These tend to be white collar professions, and leading employers are likely to seek campuses that are staged for build-to-suit office buildings. Some new businesses will be attracted to Knowledge Park to leverage the easy access to Interstate 90; synergies with other new businesses that have already opened; proximity to Penn



Together, Knowledge Park and Lampe District can collectively provide prospective investors with two compelling choices within the same market; and they should collaborate with the Chamber of Commerce on a joint marketing and business recruitment initiative. Both locations and choices will significantly improve the market's ability to compete with other places like Pittsburgh, Philadelphia, and Cleveland.

The Lampe District - East

Introduction

The Lampe District was perhaps the most challenging because of its size, existing land uses, and mixed public perceptions regarding the best economic growth strategy. An in-depth Industry Analysis was completed with a careful study of economic growth opportunities by industry sector. Analytic results are detailed in a separate Market Analysis report, which is available upon request. The recommend land use strategy and plan for the Lampe District reflects careful consideration of near and long-term development scenarios and alternative uses, and have been qualified with stakeholder input. Results are summarized in the following recommendations and land use strategies, and are also reflected plan.

Retention of Existing Businesses

The planning team has also given careful consideration to the Port Authority’s existing lease-holders and commercial operations, and their mutual interests in retaining and growing these valued businesses. Specifically, retention of the Donjon shipyard facilities and Carmeuse operations has been a leading interest, and has been upheld in the market analysis and plan.

Consolidate Sand & Gravel

With the Erie Sand & Gravel’s interests in mind, the ideal land use scenario would still involve consolidation of its current land uses into a more compact and smaller area. Ideally, this would enable the development of a small office campus, a few new commercial buildings, and public access to the waterfront. This is reflected in the Alternate Scenario for the Lampe District.

Existing Commercial Buildings

In addition to the professional office campus, several commercial buildings could be designed for existing businesses wanting to expand into modern facilities. Vacated buildings could either be converted into secondary and overflow boat storage, or razed for redevelopment into other uses. Any number of boats could also be stacked in surface lots, either on turf or asphalt.

Business Campus

Heavy industries aside, there is a need and opportunity to attract other businesses in the professional, scientific, and technical sciences, and other white-collar professions. These industries usually include tenants that will invest in an office campus; and they will help

diversify the local economy while providing good paying jobs. An office campus will also be a better fit relative to the pedestrian environment, and could be woven into the public realm with waterfront attractions, trails, plazas, picnic areas, ponds, rustic campground, and similar amenities.

If the Alternate Scenario is pursued through the consolidation of Carmeus’ operations, this would open the waterfront with access and visibility for new build-to-suit tenants. The ideal scenario is development of three small office buildings in an open campus setting. Each building should be occupied by a primary tenant on the upper levels, and smaller businesses in sublet space on the lower levels. The campus should include open parking, trails, and pedestrian-friendly amenities shared among the workers and equally accessible to the general public. Again, the strategy includes cross-marketing with Knowledge Park, and clearly conveying that investors have two compelling choices that are help Erie compete with other metros.

Heavy Industry, Manufacturing

The district provides easy access to some important assets that are currently under-utilized, including: a) municipal utilities (particularly the wastewater treatment plant); b) rail spurs (which would require some improvement); and c) water cargo terminals (which would need to be expanded). Theoretically, these assets could be enhanced with the intent of attracting manufacturing, bulk cargo transportation, and other heavy industries.

Unfortunately, manufacturing and related industries (wholesale trade, warehousing, and transportation) have been contracting for the region; and water cargo industries have not been growing for the St. Lawrence Seaway and the Great Lakes Region. Furthermore, heavy industries do not necessarily represent the highest and best use, and could even have negative impacts. Manufacturing and heavy industries could easily monopolize the waterfront, have negative impacts on the environment, interrupt the views, dwarf the pedestrian environment, and represent a long-term loss of opportunity for alternative uses.

Lampe Campground

Lampe Campground and Lampe Marina are viable and important revenue sources for the Port Authority, and the plan includes a variety of strategies for expanding these amenities. For example, the nearby Erie Coke properties could be acquired and redeveloped into new facilities. Dredging and other land reclamation efforts could be used to improve the existing marina and accommodate a larger

number of slips and boaters. Rustic campsites are also recommended to provide choices for shoreline fishers and vacationing families who do not have boats or other recreational vehicles.

The Dobbins District | Central

Retail Market Analysis

To support development of the subarea plan for the Dobbins District, LandUseUSA conducted retail market assessment that includes demographic forecasts; an assessment of current competition and trends; assessment of shopping preferences among target market households living in the city; and study of gaps in the retail trade industry sector. Analytic results are detailed in a separate Market Analysis report, which is available upon request.

Strategy Overview

The market analysis for the Dobbins District focuses on identifying opportunities for new retail that would meet the diverse needs of local residents, commuters working in the downtown, visitors to the downtown’s many anchor institutions, and vacationing families. The objective is to motivate consumer expenditures, generate retail sales, and contribute to municipal revenues. This is best achieved by motivating consumers to a) shop locally and in the downtown; b) shop more frequently and throughout the year; c) stay for longer durations with each visit; d) bring friends and family, thereby increasing the group size; and e) cross-shop a larger variety of stores. Specific strategies are also described below:

1. Re-capture some of the retail market that had been diverted to Peach Street and the Mill Creek Mall area. Off-set regional closures among big-box retail (Sears, Kmart, etc.) by providing alternative shopping choices with local merchants that help draw shoppers to Downtown Erie and to the Port Authority’s waterfront.
2. Create a new destination that is walkable to and from Downtown Erie, and strive for the best possible cross-shopping synergies with that historic district. Provide trolley transit, pedestrian cross-walks, signaled intersections, wayfinding, and other amenities as needed to ease pedestrian and shopper traffic between the downtown and the waterfront.
3. Create cross-shopping synergies that motivate existing merchants in the downtown to upgrade their stores and ramp-up marketing efforts. Attract new merchants to the downtown and waterfront, so they can capitalize on renewed shopper activity.

4. Leverage local, commuter, and visitor traffic volumes along State Street, with shoppers attracted by the vista views of the downtown and waterfront. Effectively convert visitors into shoppers, regardless of their primary destination.
5. Leverage cross-shopping synergies with future retail that might eventually be added on the GAF properties. Provide deck parking on the GAF and Scott Properties, expand the deck parking adjacent to the Sheraton Hotel. In addition, design trails and crosswalks in a manner that supports and encourages cross-shopping among pedestrians, bicyclists, and transit passengers.

Vista Point and Catalyst

Develop a signature, cameo waterfront destination that is transformative for the waterfront and captivates the imagination of both residents and visitors. One option to consider is a new Ferris Wheel at the Bicentennial Tower, with an innovative and modern design that is kinetic art and a new visitor destination with entertainment value.

Health and Wellness

Support the over-riding theme of health and wellness that is also recommended for the Liberty District and Lampe District. Offer entertainment, dining, and shopping choices that clearly support healthy and active lifestyles among target market households who are captivated by boating, fishing, wildlife watching, motorcycling, and other sports.

Restaurants

Strive for critical mass among unique restaurants, providing patrons with a variety of choices that motivate more frequent visits, larger group sizes, and dining throughout all seasons. Provide a variety of unique dining choices that provide new experiences, culinary adventures, and entertainment value.

Bicentennial Tower and Plaza

Utilize space under the Bicentennial Tower’s deck for a new brew pub with a casual restaurant. Remodel and expand food concessions to provide a variety of grab-and-go snacks and refreshments. Consider mobile food trucks as an alternative. If space if available, plan for a small novelty store that sells candy, sweets, toys, collectibles, and some traveler conveniences. Alternatively, the brew pub could be located at the second level of the tower’s deck, or in the McAllister project.

Preservation and Flex-Space

Preserve, restore, renovate, convert, and expand the historic McAllister buildings as needed to convert it into new flex space. Design the facility with flexible surfaces and movable walls that can be adapted to the changing needs of local merchants, incubating small businesses, civic organizations, and event planners. Design the space in a creative fashion that captures the imagination of visitors; draws them in to explore the space; and motivates spending.

Retail Focus

Concentrate the vast majority of retail in one location, with some critical mass that helps convey a destination. Within the site constraints and limitations, the McAllister buildings represent the best and optimal location for new merchant space. The ideal merchants will focus on products that support healthy and active lifestyles, such as a bicycle repair shop, artisan studios, fresh and artisan food markets, a natural food co-op, fish and meat market, charcuterie and deli, and similar types of small businesses.

Culinary Arts

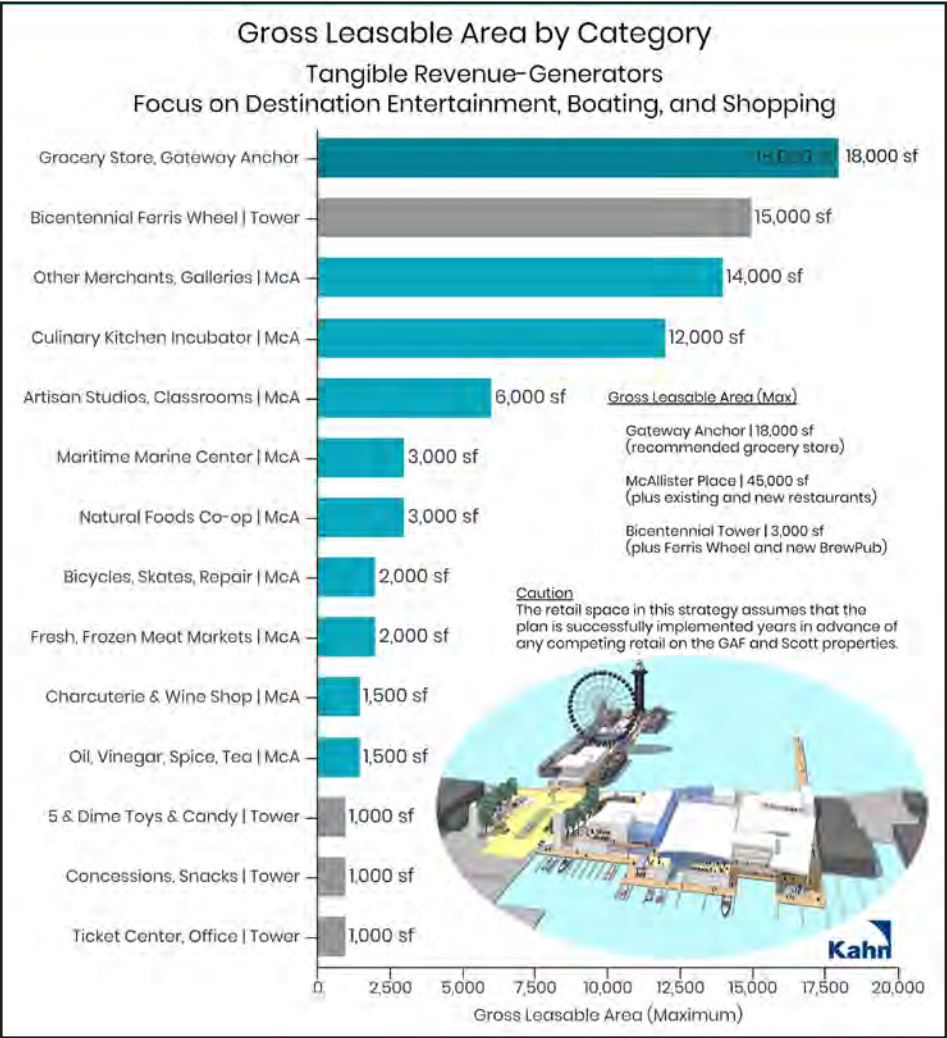
In the McAllister building, convert the facility into commercial space for food industry services, such as a commercial kitchen for experimental culinary arts; kitchen incubator with work stations; and facilities that can rented by caterers and used for demonstrations and classes. Consider a partnership with Mercyhurst University’s culinary arts program for cross-marketing and event planning.

Anchor Retail

At the northwest quadrant of the Bayfront Parkway and State Street, redevelop the mini golf center into a build-to-suit anchor retailer. Plan a similar build-to-suit retail anchor at the northeast quadrant. Align the two anchors facing each other and facing the Bayfront Parkway, effectively creating a gateway and retail node that helps link Downtown Erie and Dobbins Landing. Ideal anchors include 1) a general merchandise store focused on conveniences; and 2) a unique grocery store with local produce, fresh meat market, imports, wine department, and/or prepared meals.

DOBBINS DISTRICT | RETAIL

A Guide to Revenue-Generating Land Use Strategies



The Marina District - West

Retail Market Analysis

To support development of the subarea plan for the Marina District, LandUseUSA conducted a market assessment that focused on national and regional boating trends; an assessment of existing choices in the entertainment and recreational industries; and analysis of apparent market gaps in the arts, recreation, and entertainment industry; and identification of opportunities to improve the mix of choices for residents and visitors. Analytic results are detailed in a separate Market Analysis report, which is available upon request. The over-riding theme and strategy is focused on boating and marine related industries and recreation; and enhanced with some boater conveniences, family entertainment venues, and restaurants.

RCR Yachts

Provide the business with a new yacht and boat showroom, either onsite or nearby. Include boaters’ convenience supply store, which could be sublet to an independent operator. The supply store could provide repair services; new and used motors; small parts, hardware, and supplies; some sporting goods and all-weather attire; and some novelty items.

Boat Storage Relocation

Relocate all boat storage to the east Lampe District to enable the optimal utilization of available land at Liberty Park, and to its highest and best use. Reconfigure surface parking lots as needed, and design them to accommodate outdoor boat storage during the winter months.

Farmers’ Market

Design and build a farmers’ market with consideration for alternative formats. Outdoor canopies could be used for seasonal artisan markets and special events, plus a winter ice festival. Indoor space could enable the market to operate year-round, and accommodates more permanent tenants. A multi-purpose structure could be designed for indoor boat storage in the winter; and a farmers’ market in the summer and fall. Regardless, recruit vendors that provide locally grown, raised, and made products, and ensure that the facility meets their needs and preferences.

Health & Wellness

Develop a new health and wellness center that includes a walk-in fitness center; bicycle rental and repair; lifeguard, first aid, and boat-safety training center; outdoor classroom; walk-in family health clinic; sports medicine doctor; small over-the-counter pharmacy; and day spa with therapeutic services.

Outdoor Recreation

At a minimum, relocate the mini golf center from the Dobbins District to the Marina District. Develop a new splash pad; include an outdoor obstacle course in any new playgrounds; add include static and kinetic fitness stations along trails; and offer bike rental and repair services.

Indoor Recreation

Develop an indoor, year-round, multi-generational, family fun center. Consider an extreme airpark with rock walls, trampolines, aerodium, human gyroscope, bounce house, and simulation arcade. Focus on venues and activities that are unique from the Splash Lagoon and Waldameer water parks, with a variety of activities for all ages and for the old and young at heart.

Restaurants

Enable the established Sloppy Duck restaurant to expand as needed to optimize its season and sales. Add one new but smaller restaurant that provides patrons with an alternative and choice, and that helps expend the trade area draw for both. In addition, small food concessions can be vendors at the farmers’ market, including a few food trucks and artisanal chefs.

Indoor Entertainment

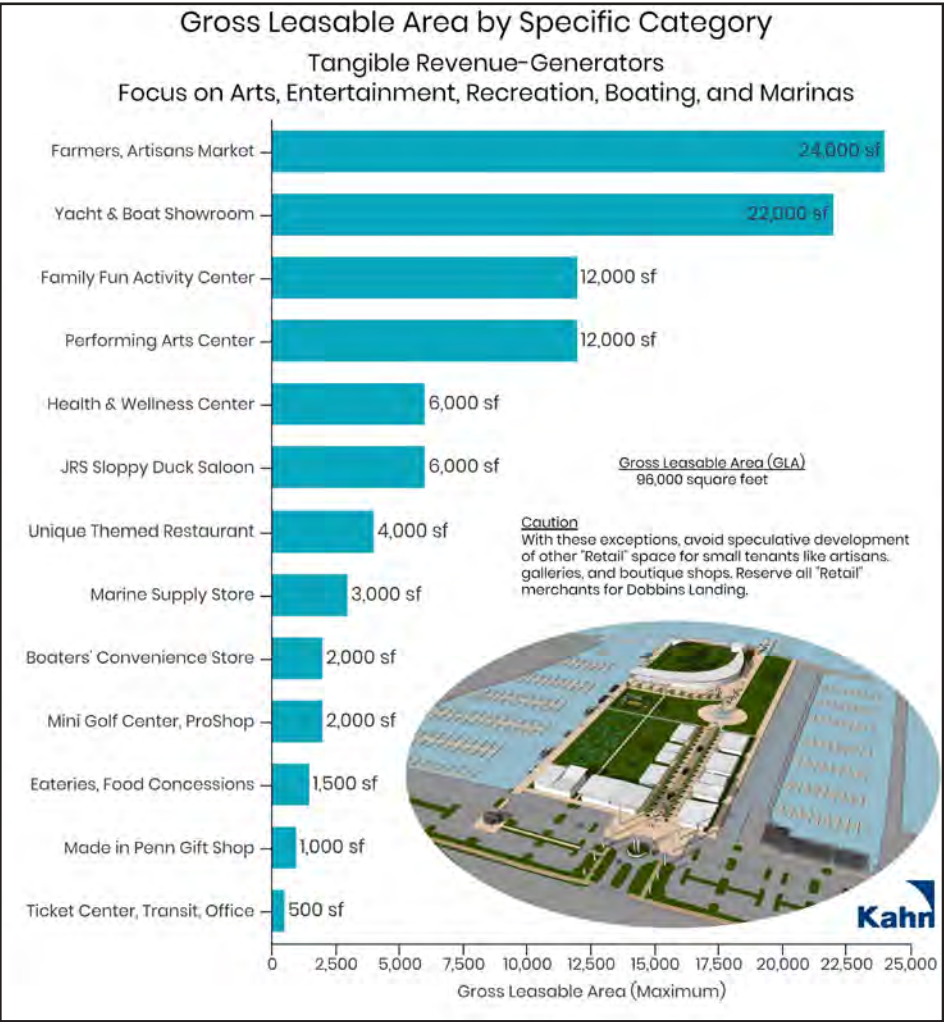
Consider a variety of potential entertainment venues, such as performing arts center that complements the outdoor amphitheater; and indoor garden with kinetic art. Integrate entertainment venues into any new restaurants, such as a mystery dinner theater, or themes like freshwater fish tanks, tall ships, treasure hunts, ship graveyards, battleships, etc.

Avoid Retail Fragmentation

Aside from the specific categories listed above, the market analysis recommends avoiding speculative development of retail space for merchants and artisans. All other retail should be concentrated at the Dobbins District. This strategy is carefully designed to avoid retail over-building, fragmentation, dilution of retail intended for the Dobbins District strategy, and negative impacts on future opportunities to traditional merchant space in downtown Erie.

Within the Dobbins District, the strategy is to focus all retail along State Street, in a compact and cohesive manner. This approach is designed to leverage visibility to the highest traffic volumes along State Street and teh Bayfront Parkway, and encourage synergies through cross-shopping Downtown Erie.

MARINA DISTRICT | ALL VENUES
A Guide to Revenue-Generating Land Use Strategies



Missing Middle Housing

This Port Authority plan does not include a significant amount of residential units. However, residential units have been suggested by some stakeholders as a possible use within the Lampe District, and could gain the interest of prospective residential developers. Waterfront areas proximate to new and existing marinas; and locations with vista views are likely to raise questions about the feasibility of new housing.

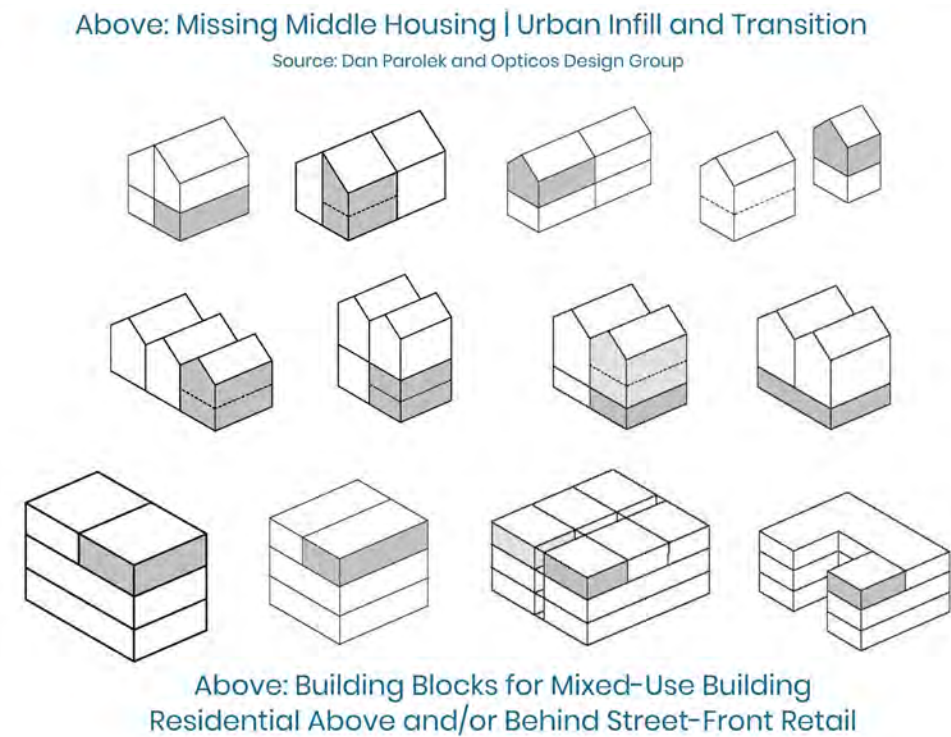
Nationwide, over half of all households are now headed by singles; and multi-generational households (as well as households with unrelated members) are also becoming more common. Many householders of all ages and backgrounds are seeking for-rent alternatives to detached houses. However, most residential developers and investors are not keeping up with this trend.

With cities striving to provide alternatives, the concept of “Missing Middle Housing” has come to the planning forefront. The term refers to housing formats that are traditionally missing, including townhouses, row houses, live-work units, and lofts/flats above street-front retail. These formats usually have more households per acre, but the units are often stacked; shared courtyards and common areas; and they are walkable to community amenities.

For waterfront settings, Missing Middle Housing formats typically include townhouses, row houses, live-work units, and lofts or flats in a mixed-use building, usually above street-front retail. Boat houses could also be considered to help diversify the mix and provide innovative choices for seasonal residents, travelers, and visitors.

With this perspective, the recommendation is that the development of detached houses be explicitly avoided. Some attached residential units could be feasible above retail space, but must be supported by additional analysis and site-specific study.

Based on nation-wide trends and local market conditions, about 90% of the demand will be for renter-occupied units with moderate unit sizes and market rate prices or higher. Very few households will seek owner-occupied attached units – regardless of the unit sizes or luxury amenity mix. These observations and recommendations have been carefully considered and reflected in the Master Development Plan.



Source: Dan Parolek and Opticos Design Group



Source: missingmiddlehousing.com

ASSESSMENT OF PEER PORTS

Goal

The goal of this part of the project was to identify peer ports for Erie—other places on the Great Lakes that are similar to Erie in important ways. A key benefit of this is that it would help identify good ideas that have been successfully adopted by communities about the size of Erie.

The broader project, of which this peer ports study is a part, is not just about port activities, not just about commercial cargo tonnage and freighters loading and unloading, but rather it is about the whole bayfront and its future. And, of course, the success of any bayfront projects and plans depends in a crucial way on the whole community in which the port is located.

This means that the effort to identify peer ports must be based on data about the whole community, not just the port or the city, but the whole metropolitan area. To do this, for each potential peer port we used the officially designated Metropolitan Statistical Area (MSA) or Micropolitan Area (Micro) or, if the port was not part of one of those, the county in which the port resides.¹ And we also recognize that while these potential peer ports may have bayfronts, as in Erie, they may also have lakefronts or riverfronts, depending on the community. So this study includes “waterfront” communities, taken broadly.

We should note at the outset that we are NOT attempting to just identify port areas that are doing “better” than Erie, what are sometimes called “aspirational” peers—ones that we aspire to emulate. Instead, we are trying to identify those that are like Erie, regardless of whether they are somewhat “better” or somewhat “worse”. In our effort to see what these other ports are able to do, it makes sense to consider the successes of cities that are a bit smaller in size or resources, as well as those that are a bit larger.

II. The Peer Selection Process

A) The Initial Pool

To identify peers, we started with an inclusive list of approximately 90 American ports on the Great Lakes, ranging in terms of 2016 population from the Chicago metro area’s 9.5 million to Taconite Harbor Minnesota’s 5,286. We decided to focus only on American ports and exclude Canadian ports, since Canadian ports will be subject to different rules, laws, customs, and culture, making them automatically different in some important ways from Erie.

Along with the Great Lakes we included the Detroit River, Lake St. Clair and the St. Clair River, and the New York part of the St. Lawrence Seaway.

Some of the ports on the list belonged to the same community. For example, the ports of Ashtabula and Conneaut are both part of the Ashtabula Ohio Micropolitan Area, and recognition of these cases reduced the list to 53 for further consideration.

We also checked with the client, the Erie-Western Pennsylvania Port Authority, and asked what port cities they considered peers or “the competition,” to ensure that we didn’t miss any important potential peers. All of those mentioned were already on our list, but we gave them a bit of special scrutiny.

B) The Criteria

We identified six key criteria for “peer-ness”—ways in which the other port cities should be “like” Erie. These included:

1. Population size: U.S. Census Bureau estimates for 2016, the most recent year.
2. Population growth: 2010-16, calculated from the population data.
3. Personal income per capita: U.S. Bureau of Economic

Analysis data for 2015, the most recent year.

4. Growth in personal income per capita: 2010-15, calculated from the BEA’s PIPC data.

5. Dependency ratio: the ratio of children (under 18) and seniors (65+) to the working age population (18-64), in percentage form. These data are from the U. S. Census Bureau, 2015, from the American Community Survey 2011-15 estimates.

6. Education: percent of those 25 years of age and above with bachelor’s degree or more education (same source as dependency ratio).

Rationale for these six indicators:

A peer area should be about the same size as Erie, not a giant metropolis like Chicago nor a tiny port town. Population is perhaps the most important measure of this. But change in population is also important. It would be possible for a city to be the same size as Erie now, but if it has population growth or decline at a rate much different from Erie’s, it is not really a peer; it is experiencing something quite different from Erie and won’t be like Erie in the near future.

The success of a port city depends crucially on the support of local residents, and that depends in a key way on their income, so income per capita is also an important indicator. Richer cities can afford to support activities that poorer ones cannot. And just as for population, change in income per capita is also relevant.

The mix of people in the area’s population is also an important determinant of the area’s economic support, specifically if those people are in the labor force or not. The dependency ratio is an indicator of how many (mostly) non-working children and seniors there are compared to those of prime labor force age. A higher dependency ratio also suggests that residents who are working will be spending a greater share of their time and income caring for children and elders, and have less available for other activities that may support the Bayfront and port activities.

Finally, the level of education of the area’s residents will have an im-

¹ Information from the Census Bureau about Metro and Micro definitions is available at: <https://www.census.gov/programs-surveys/metro-micro/guidance.html>.

portant impact on its future as well as its current industry and occupation mix. Typically, areas with higher levels of education—college and above—tend to do better economically.

A list of the 53 port cities in the initial screening process and their data for all six indicators is presented in the Appendix, and maps below show the locations on the Great Lakes of most of them, and their official composition as Metro and Micro areas.

C) Identifying Peers

After gathering the data for the six key indicators for all 53 areas, we calculated the absolute percent difference from Erie's value for each of the six indicators for each area.

-The absolute percent difference measures each indicator relative to Erie's values, since Erie is our standard of comparison.

-It also removes the sign, positive or negative. As explained above, it doesn't matter if the other port areas are larger or smaller than Erie, just that they are different, and by how much.

We then ranked the 53 ports in two ways, with a lower rank (#1) always meaning "more like Erie":

- 1) We ranked the port areas on each variable using the absolute percent difference from Erie, and calculated the average of the rankings across the six indicators for each area. Those with the lowest average rankings are most like Erie. Technically, using the rankings to compare the ports is called an "ordinal" approach.
- 2) Alternatively, we calculated the average absolute percentage difference of each port area from Erie on each variable. Since some variables had much larger ranges of values than others, we scaled these to range from 0 to 100 for each variable, then averaged the scaled percentage differences for each area.2 Those with the lowest average percentage differences are most like Erie. This approach meant that bigger differences from Erie's value on a variable would have a bigger effect on the overall results and could offset small differences in other indicators, unlike the ranking criterion in the first approach. Using the absolute percentage differences to compare the ports is called a "cardinal" approach.

We should note that by averaging across the six key indicators in each technique, we are implicitly assigning them all equal value. We did not weight some of the six indicators more than others.

2 We excluded Chicago and Detroit for the scaling since they were so much larger that they would have distorted the scaling effect.



When we compared results from the two techniques, we found that eight of the top ten port areas were on both lists, suggesting that the results were not very sensitive to the choice of technique. We used the average ranking across these two techniques to direct further investigations into the potential peers.

Tables 1 and 2 below present the top ten ports from each of the two techniques, and Table 3 summarizes the results in a single table.

Table 1
Ordinal: average rank across six indicators

ORDINAL (rankings)					
Rank	City-Port	State	Metro/Micro	Area type	Average Rank
0	Erie	PA	Erie, PA Metro Area	Metro	0.0
1	Benton Harbor	MI	Niles-Benton Harbor, MI	Metro	11.0
2	Duluth-Superior	MN	Duluth, MN-WI	Metro	11.3
3	Green Bay	WI	Green Bay, WI	Metro	14.7
4	Racine	WI	Racine, WI	Metro	14.7
5	Michigan City	IN	Michigan City-La Porte, IN	Metro	15.2
6	Toledo	OH	Toledo, OH	Metro	16.0
7	Monroe	MI	Monroe, MI	Metro	16.5
8	South Haven	MI	Kalamazoo-Portage, MI	Metro	17.2
9	Oswego	NY	Syracuse, NY	Metro	17.5
10	Dunkirk	NY	Jamestown-Dunkirk-Fredonia, NY	Micro	18.7

Table 2
Cardinal: average scaled absolute percent difference across six indicators

CARDINAL (A%D: absolute % differences, scaled)					
Rank	City-Port	State	Metro/Micro	Area type	Average Scaled A%D
0	Erie	PA	Erie, PA Metro Area	Metro	0.0
1	Duluth-Superior	MN	Duluth, MN-WI	Metro	7.8
2	Benton Harbor	MI	Niles-Benton Harbor, MI	Metro	9.0
3	Toledo	OH	Toledo, OH	Metro	10.0
4	Racine	WI	Racine, WI	Metro	13.5
5	Oswego	NY	Syracuse, NY	Metro	15.4
6	Green Bay	WI	Green Bay, WI	Metro	16.0
7	Sheboygan	WI	Sheboygan, WI	Metro	17.6
8	South Haven	MI	Kalamazoo-Portage, MI	Metro	17.9
9	Michigan City	IN	Michigan City-La Porte, IN	Metro	18.1
10	Ashland	WI	Ashland County, WI	County	18.1

Table 3
Summary of Both Ranking Techniques

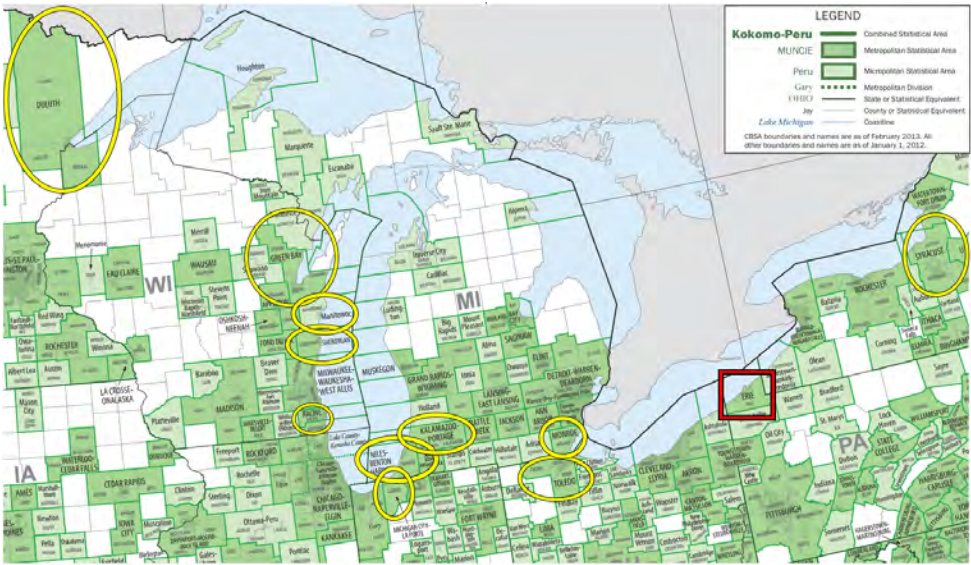
Rank	Port and Metro/Micro Area	RANK		
		Ordinal	Cardinal	Average
1	Duluth, MN-WI Metro Area	2	1	1.5
1	Niles-Benton Harbor, MI Metro Area	1	2	1.5
3	Racine, WI Metro Area	4	4	4.0
4	Green Bay, WI Metro Area	3	6	4.5
5	Toledo, OH Metro Area	6	3	4.5
6	Michigan City-La Porte, IN Metro Area	5	9	7.0
7	Oswego (Syracuse) NY Metro Area	9	5	7.0
8	South Haven (Kalamazoo-Portage) MI Metro Area	8	8	8.0
9	Monroe, MI Metro Area	7	12	9.5
10	Sheboygan, WI Metro Area	13	7	10.0
11	Jamestown-Dunkirk-Fredonia, NY Micro Area	10	11	10.5
12	Manitowoc, WI Micro Area	11	13	12.0
13	Ashland County, WI	17	10	13.5

Note: ports in Boldface are the eight that made the Top Ten in both rankings.

Map 1
Great Lakes-St. Lawrence Seaway Ports



Map 2
The Metro-Micro-County View



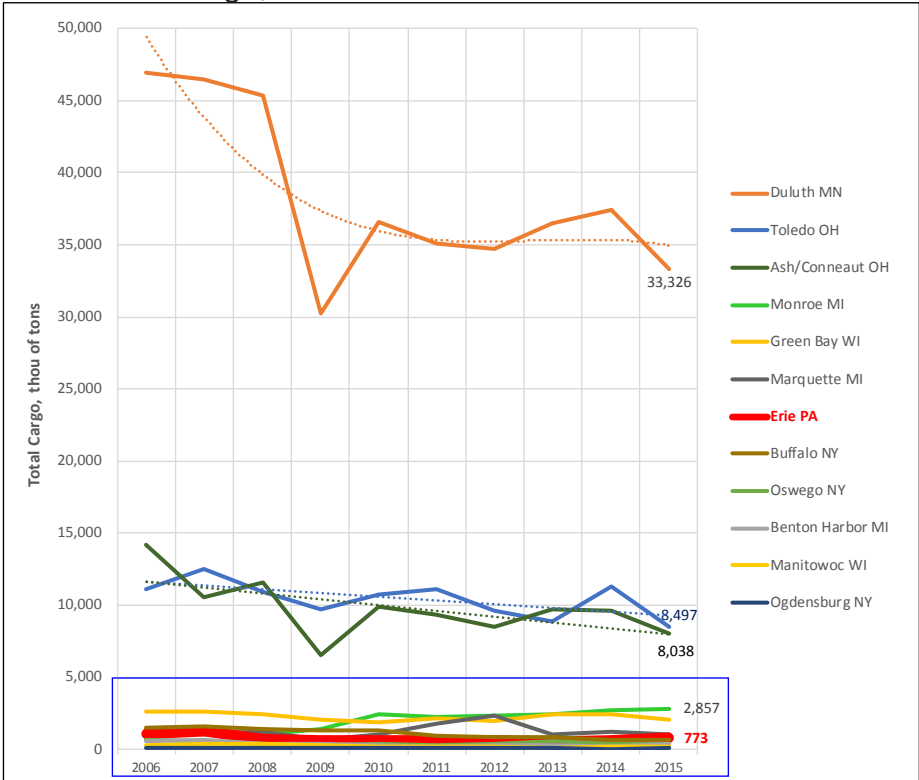
III: The Ports: Commercial Cargo Data

While this study focuses on waterfront communities, we certainly don't intend to ignore port activities. After all, the location of the port was what originally gave rise to these communities where they are. To that end, this section presents a comparison of the Port of Erie and various Great Lakes ports in terms of cargo shipped over the last ten years. Data are from the Waterborne Commerce of the United States program of the U.S. Army Corp of Engineers.

Graph 1 shows the total cargo shipped through selected Great Lakes ports between 2006 and 2015, the most recent data. The first fact that stands out is that Duluth is by far the largest shipper of all the ports considered here. Duluth is followed by Toledo, and the combined tonnage of Ashtabula and Conneaut. Note also that all three have ten-year trend lines that are declining through time. Another key fact emerging from these data is that the other nine ports cluster at the bottom of this graph, all relatively small compared to the top three.



Graph 1
2006-15 Total Cargo, Select Great Lakes Ports

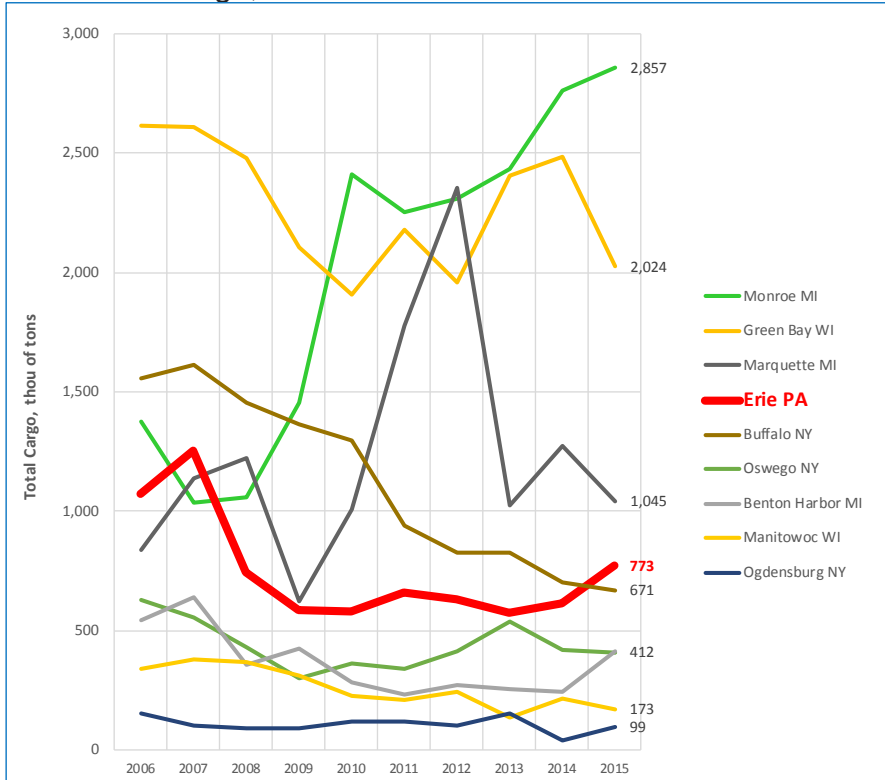


Source: U.S. Army Corp of Engineers, Waterborne Commerce of the United States.

Graph 2 zooms in on the blue-box portion of the first graph to allow a closer look at those nine ports, including Erie. We note that these ports have had varied experiences over the last ten years. While Monroe MI has clearly grown significantly, others have struggled to maintain their cargo levels, and others, such as Buffalo, have fallen precipitously. Erie's pattern is roughly U-shaped, with a decline through the Great Recession, but a 34% rise from its 2013 low point by 2015. Despite that, Erie's 2015 total of 773,000 tons was still 38% below its 2007 pre-recession peak of 1,253,000 tons. It is notable that Erie's cargo tonnage surpassed Buffalo's for the first time in 2015.

The Corp of Engineers database lets us identify those among the potential peer ports that have no or minimal commercial cargo shipping activity. This makes them different in kind from the Port of Erie, and so we removed them from the list of potential peers. These included Racine WI (#3 in Table 3's rankings), Michigan City IN (#6), South Haven (Kalamazoo-Portage) MI (#8), Sheboygan WI (#10), Dunkirk NY (#11), and Ashland WI (#13).

Graph 2
2006-15 Total Cargo, Select Great Lakes Ports



Source: U.S. Army Corp of Engineers, Waterborne Commerce of the United States.

IV: The Peers

Given all the above, we arrived at the following six Peer Ports to pursue in more depth. We explored the ports of each of the peers to identify the type of waterfront they had, and to look at the kinds of activities that existed there. The goal was to discover projects/ideas that work for them and, by extension, might work for Erie. We also wanted to see if there are general patterns in the types of activities that the peer ports exhibit.



Table 4
Peer Ports Selected for Detailed Investigation

1	Duluth, MN-WI Metro Area
1	Niles-Benton Harbor, MI Metro Area
4	Green Bay, WI Metro Area
5	Toledo, OH Metro Area
7	Oswego (Syracuse) NY Metro Area
12	Manitowoc, WI Micro Area

A) Peer Ports, General Patterns

In our virtual visits to the peer ports, and a few others, we found that some of the waterfronts were on bays, like Erie, but others were directly on one of the Great Lakes or its adjoining rivers. Some had waterfronts that closely adjoined the downtown area, while others were somewhat removed from their downtowns. But despite their differences, we noticed some broad general patterns in terms of the activities that ports offered.

Some common features of waterfronts:

A park of some kind:

Some of the parks have playfields or community beaches, others are clearly the center of many community activities and events, while others have smaller or more rustic park areas more suitable for just sitting and watching the birds or the waves or other park visitors.

A waterside walk/path/trail:

Virtually all of the ports we “visited” have at least a rudimentary pedestrian walkway of some kind. Most of the ports have more developed and enticing paths that are clearly a major draw for visitors, presenting them with a variety of natural flora or unexpected art or history stations. Often these are shared by both pedestrians and their wheeled neighbors, either on bikes or skates or blades, perhaps even higher-tech personal transportation devices like Segways. Some of the waterfront walkways connect to hiking trails or rails-to-trails that lead far beyond the waterfront area. Virtually all have benches and seats to allow a walker to take a respite, or for non-walkers just to sit and enjoy the vista.

Equipment rental or purchase:

These include many forms of people-movers such as bikes, tandem bikes, and more exotic wheeled vehicles that several people collectively can operate; as roller skates, blades and skateboards. Where

the water is friendly enough it includes kayaks, paddleboards, pedal-boats, canoes and other boats of various types. And sometimes the rentals include sports or game related equipment such as Frisbees and balls.

Parking:

While public transit typically connects to the waterfront, many visitors clearly prefer to arrive by private vehicle, and the nearby availability of parking is crucial to making the waterfront and its activities more attractive to those drivers.

Food, drink, concessions:

Whether spending a few hours or the day, people are interested in refreshments, whether that be a hot dog and a soda or a more upscale meal with a waterfront view. These venues often include privately operated taverns, pubs, and restaurants that offer evening activities after the kids have been taken home. Some are destinations for pub crawls or a night out when the revelers do not have a specific establishment in mind.

Family-friendly activities:

The waterfronts often offer kid-friendly activities such as simple or elaborate playgrounds, parks in which to run and play, splash pads for the summer and sometimes ice-skating rinks for the winter, and theaters. Sometimes some of these activities are indoors, keeping visitors coming to the waterfront even on rainy or winter days.

A maritime center/museum, sometimes with vessels:

This is, of course, a natural for waterfront locations. These may focus on the natural environment and flora and fauna including an aquarium, the maritime history of the place, or waterborne trade. These museums often have adjoining vessels such as tall ships, freighters, fishing boats, or military vessels such as submarines. These, of course, fit into the family-friendly category, too.

Hands-on science museum for kids:

Similarly, it is not uncommon to find an activities-based science museum to give kids one more thing to do and perhaps to add a sneaky educational component to the day’s fun, as well as a rainy day activity.

Art in various forms:

There may be an art museum or gallery, and often there is installation art along the public walkway or in sculpture gardens.

Shopping:

Of course, there are the inevitable souvenir and gift shops at virtually all waterfronts, but some have more extensive retail operations, often with a nautical or maritime theme. The opportunities here are virtually limitless.

Marinas:

Where there’s water, there are boats. And where there are boats, there need to be places to dock and store them. Even the smallest of waterfront communities have a range of marinas for the nautically-inclined.

Industrial activity:

While our focus is on waterfront activities for residents and visitors, we must acknowledge that industrial activity plays a key role for many waterfront communities. Industries that ship large quantities of products long distances are naturally drawn to locations where they can unload their inputs and/or load their finished products for transport to market. These include activities such as power plants, and sand and gravel operations. Industries that need large quantities of water for processing, such as water and wastewater treatment plants, are often nearby too. Sometimes these industries conflict with recreation and tourism activities, sometimes not. And sometimes they can be a draw in their own right as people come to see the loading and unloading of massive freighters.

B) Individual Peer Ports

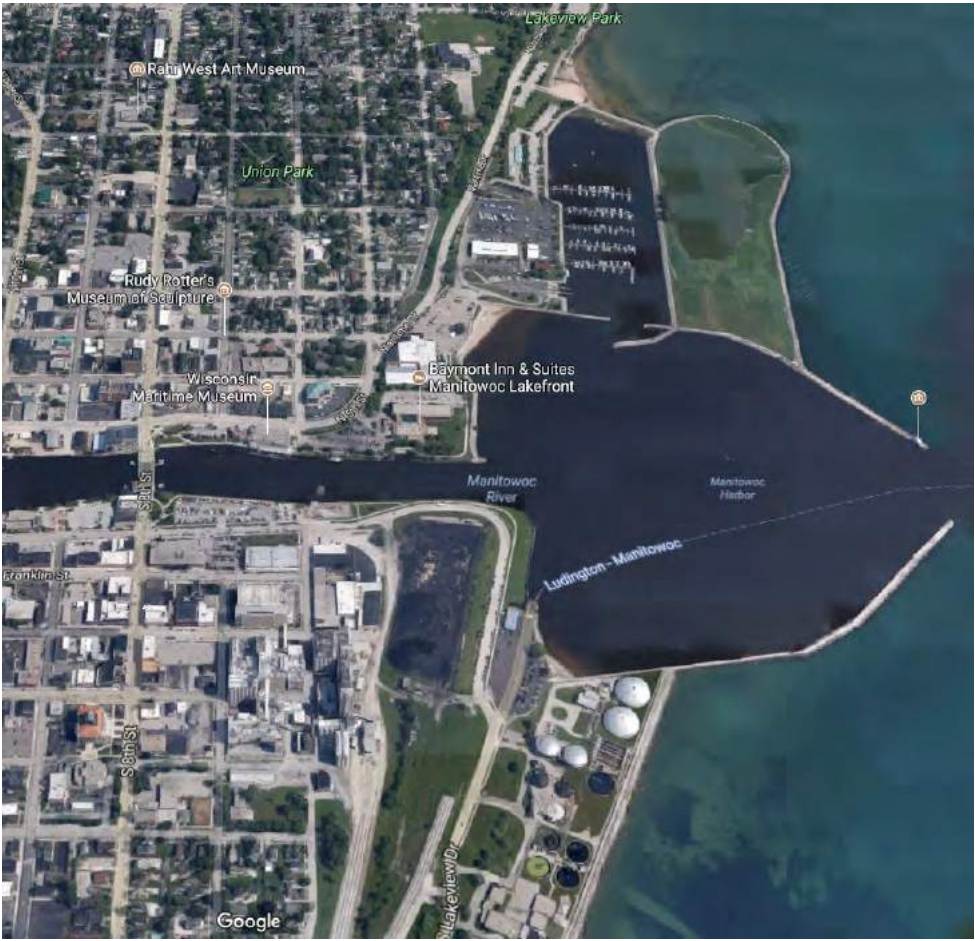
Finally we'll take a look at the individual Peer Ports, and highlight some of the specific features they offer. We'll start at the bottom of the list above, and work our way up to those that are most like Erie. We certainly can't list all the attributes of these port cities, but we will pick out some notable features in each case.

For reference, Erie's 2106 population was 276,207.

1. Manitowoc WI - 2016 population: 79,536 (29% of Erie's population)

Notable features:

- Harbor along Lake Michigan, with downtown on the Manitowoc River
- The Wisconsin Maritime Museum, with the U.S.S. Cobia, a WWII submarine, and a roofdeck pub.
- Mariners Trail, a 6-mile trail along Lake Michigan from Manitowoc to Two Rivers
- Harborfront YMCA
- Lakefront hotel
- Annual Subfest, a 3-day event at the Maritime Museum to celebrate Manitowoc's role in producing 28 submarines for World War II.
- Annual Lakeshore Balloon Glow, a hot-air balloon event.



Manitowoc, WI - Aerial View



Lakeshore Balloon Glow (Image 9)



The Wisconsin Maritime Museum and the U.S.S. Cobia

2. Oswego NY - 2016 population: Oswego County: 118,987; Syracuse metro area: 656,510 (43% and 238% of Erie’s population, respectively)

Notable features:

- Harbor on Lake Ontario, with downtown along the Oswego River, about 40 miles from Syracuse.
- Oswego River Walk on both sides of the river to the lake.
- Harbor Rail Trail across a restored railroad bridge 175 feet above the river.
- The H. Lee White Maritime Museum, with WWII (and last D-Day) tugboat, commercial fishing boat, and steam-powered derrick boat.
- West Pierhead Lighthouse, most recent version of lighthouses back to the early 1800s
- Fort Ontario State Historic Site, dating to the 1840s.
- Fort Ontario Park including ballfields, a swimming pool and an indoor ice-skating rink
- Art Association of Oswego and Oswego Players Theater
- Safe Haven Holocaust Refugee Shelter Museum, dedicated to European refugees who were given shelter here during the Holocaust in World War II.
- Breitbeck Park on the lakefront with a pavilion, picnicking, a playground, and basketball court.
- West Side Riverfront Linear Park.
- Children’s Museum of Oswego.
- Canal Commons, shopping and food.
- Harborfest, an annual four day festival in July which typically brings over 100,000 people.



Oswego, NY - Aerial View



Oswego Riverwalk and Harbor (Image 11)



West Pierhead Lighthouse and US Army Large Tug Major Elisha K. Henson (Image 10)

3. Toledo OH - 2016 population: 605,221 (219% of Erie’s population)

Notable features:

- Maumee Bay at the west end of Lake Erie, with downtown Toledo along the Maumee River.
- There is heavy industry on the lakefront and both sides of the river for miles: CITGO petroleum plant, ore docks with large freighters, warehousing, lots of rail.
- Toledo River walk and Owens-Corning Nature Walk (at their corporate HQ along the river).
- Promenade Park downtown along the river.
- Imagination Station—children’s hands-on science center.
- Huntington Center (arena—concerts, football, ice hockey), Sea- Gate convention center, and Fifth/Third Field (baseball) are a few blocks from the river downtown, all together.
- Glass City Skyway bridge.

Across the river from downtown:

- International Park runs along the east side of the river, including:
- Rails to Trails which runs thru the park.
- The Docks: riverside restaurants with lots of docking for boats.
- Volleyball courts of the Toledo Beach Volleyball Association.
- National Museum of the Great Lakes.
- SS Col. James M. Schoonmaker Museum Ship, decommissioned 1911 freighter.

Farther up river:

- Hollywood Casino Toledo.
- Toledo Zoo with aquarium and amphitheater.



Toledo, OH - Aerial View



National Museum of the Great Lakes (Image 13)



The Docks (Image 12)

4. Green Bay WI - 2016 population: 318,236 (115% of Erie’s population)

Notable features:

- The city of Green Bay is at the southern end of Green Bay, off Lake Michigan, and on both sides of the Fox River. The mouth of Fox River is primarily industrial, with a power plant and a major sewerage plant, and marinas. Other industrial activities line the river, including Georgia Pacific and Procter and Gamble’s paper products division.
- Beach Bay Amusement Park is on the bay, away from downtown and the riverfront.
- CityDeck is the primary waterfront feature, a four block promenade along the east bank of the Fox River downtown, it is the home of many summer events such as Fridays on the Fox (concerts), a small children’s splash pad, and an ice rink in the winter.
- Life of the River Sculpture Walk is on the riverfront with new pieces added periodically, and the Fox River Trail follows the river, extending 25 miles along a former rail corridor.
- The Children’s Museum of Green Bay is a hands-on learning through play museum
- The Meyer Theater, a block south and east of CityDeck offers dinner theatre and concerts.
- Expedition Addicts offers kayak, paddleboard, and bike rentals.
- On the west bank is the Neville Public Museum, which covers history, science and art.
- Also across the river is Leicht Memorial Park, which hosts Green Bay Balloon Glow, a hot-air balloon event.



Green Bay, WI - Aerial View



CityDeck (Image 15)



CityDeck (Image 14)

5. Benton Harbor-St. Joseph MI - 2016 population: 154,010 (56% of Erie’s population)

Notable features:

- Located where the St. Joseph River enters Lake Michigan.
- Two lakefront beach parks are on either side of the river: Tiscornia Park and Silver Beach County Park.
- Silver Beach has the Silver Beach Carousel, with roots back to a 1910 carousel.
- Whirlpool Compass Fountain is also at Silver Beach. With a 200-foot diameter, it is Michigan’s largest splash pad, with eight water cannons and multiple water sprays. (“Whirlpool” refers to the sponsor, the appliance manufacturer which has a major plant on the river.)



Benton Harbor - St. Joseph, MI - Aerial View



Whirlpool Compass Fountain



Silver Beach Carousel (Image 16)

6. Duluth MN - 2016 population: 279,227 (101% of Erie's population)

Notable features:

- Located on the western-most point of Lake Superior; the western terminus of the Great Lakes.
- The waterfront is on the enclosed Duluth Harbor Basin, just across I-35 from downtown.
- Duluth's waterfront has many features, the first of which is the historic 1905 Aerial Lift Bridge which allows lake-going vessels access to the bay. Each vertical raising of the bridge is a tourist event.
- The Lakewalk: 7 miles along Lake Superior, has a boardwalk for pedestrians, and a paved walk for runners, cyclists and skaters.
- The Waterfront Sculpture Walk. Includes works from sister cities in Sweden, Ontario, Russia and Japan.
- Just north of the Aerial Lift Bridge and fronting on Lake Superior is **Canal Park**, which hosts many waterfront hotels, restaurants, bars, galleries, a brewery, and retail shopping, as well as several attractions:
- the Lake Superior Marine Museum and Maritime Visitor Center, run by the U.S. Army Corps of Engineers.
- the S.S. William A. Irvin freighter, former flagship of the U.S. Steel fleet. Tours daily plus a Haunted Ship in October.
- Adventure Zone, which has indoor activities including laser tag, mini golf, video arcade, 42 foot climbing walls, a playground and more.
- Horse-drawn carriage rides, May-October.
- South of Canal Park in the Harbor Basin are the main areas of the bayfront. These include:
- Bayfront Festival Park. The city's Parks and Recreation division hosts many activities in this 10-acre park year-round and provide free use of kickballs, croquet sets, kites, volleyballs, and Frisbees. Concerts have included A-list performers such as Bob Dylan, Paul Simon, Willie Nelson, Steve Martin, and the Doobie Brothers.

The park also hosts annual events such as:

- Bayfront Blues Festival, hosting over 20,000 people over three August days. Plus Tribute Fest (cover bands), Howling Moon Fest (country) and others.
- Bentleyville Tour of Lights: America's largest free walk-through holiday lighting display, with over 4 million lights with complimentary hot cocoa, cookies, popcorn and roasted marshmallows. Runs five weeks through December 26.

- Duluth Hot Air Balloon Festival & Family Kite Fly.
- Taste of Duluth.
- Playfront Park on the Bay. This unique children's playground is an Evos design that enhances children's balance, coordination and strength. The park is open daily for children of all ages.
- The Great Lakes Aquarium houses 232 different species of fish, birds, reptiles, amphibians and mammals with more than 1,000 total animals, focusing on freshwater exhibits.
- Duluth Entertainment Convention Center (DECC), a multi-building complex including several convention halls, Amsoil Arena, and Symphony Hall. DECC hosts a broad range of events including conventions, sports, and arts and entertainment.
- Duluth Cinema—11 screen cinema including one 65-foot UltraScreen.
- Just across I-35 is the Lake Superior Railroad Museum and North Shore Scenic Railroad.



Duluth, MN - Aerial View



The Great Lakes Aquarium (Image 17)

V: Some Suggestions for Erie

These are adopted and adapted from what the Peer Ports are doing, and ideas related to those. It also includes references that can provide a starting point for following up on them.

A) A bayfront walk or trail

There are a large number of options open here, ideally winding through every one of the bayfront properties and attractions. The walk should connect with and expand on the current 8.9 mile Bayfront Connector Trail.³ Portions might be focused on:

- art or sculpture, perhaps including works by local artists, perhaps with contributions by Erie's sister cities in Mexico, Poland and China, as Duluth did with its sister cities. Perhaps with one or more themes: water/maritime as Green Bay does with its Life of the River Sculpture Walk⁴, or Erie's industrial past and present with a focus on how the waterfront affected it.
- nature or the wild, showcasing a wide variety of local flora and maybe even fauna, accented with seasonal plantings so there are interesting things year round, and perhaps some exotic plants that could survive the Erie winter. Toledo's Owens-Corning Nature Walk is an example.
- a history portion, telling the story of the Battle of Lake Erie or of Erie more generally, perhaps including artifacts like cannon or warship fittings and equipment.
- fitness and exercise, with several stations incorporating various challenges or workout equipment. San Antonio's outdoor fitness equipment may provide some examples.⁵
- The walk should have room for both pedestrians and various types of people movers to share safely.
- Some portions could have creative and artistic lighting, such as Green Bay's CityDeck, to encourage dusk and evening visits. (See picture on the Green Bay page above.)
- There should be an equipment rental concession that stocks the expected transport modes and perhaps some more novelty equipment such as Segways.
- There may be naming opportunities for sponsorship of portions of the walk.

³ Information on the Bayfront Connector Trail is at: <https://www.trailink.com/trail/bayfront-connector-trail/>.

⁴ Information and pictures of several of the sculptures on the Life of the River Sculpture Walk are available at: <http://www.ci.green-bay.wi.us/lifeoftheriver/riverart.html>.

⁵ San Antonio provides outdoor exercise equipment at more than 35 parks: <http://www.sanantonio.gov/ParksAndRec/Parks-Facilities/Specialty-Parks-Amenities/Fitness-Stations-Outdoor>.



B) A showpiece fountain and splashpad

This could build from the Whirlpool Compass Fountain in St. Joseph (pictures on the Benton Harbor page above), but with Erie's own unique focus:

- Liberty Park would be a likely place for this, although perhaps there could be a complementary sister fountain closer to the State Street hub of the bayfront.
- Perhaps this could be paired with music into a "dancing waters" performance attraction, with several different routines from serene to stormy to comical to high energy dance.
- Would it be possible to turn it into a skating rink in winter?
- There is clearly a naming/sponsorship opportunity here.

C) Additional vessels for the Erie Maritime Museum

Adding to the Flagship Niagara, start to build a small fleet of tourable ships, some of which might be available for rides while others are permanently moored. These might include:

- other military vessels, perhaps from other eras. World War II submarines appear to be a continuing draw for tourists.⁶ Perhaps a PT 109 recreation? The Oswego Maritime museum has a World War II ocean-going tugboat that is one of the last operating ships from the D-Day invasion.⁷
- ships with an Erie connection, such as a concrete ship built by Erie Concrete and Supply on Erie's bayfront during World War II.⁸
- a remnant of Erie's fishing fleet. Oswego's Maritime Museum has an example.
- a Great Lakes freighter, probably an older one that is not so long as the current 1,000 foot standard, and so requiring less dock space. Examples are the S.S. William A. Irvin at Duluth, and the S.S. Col. James M. Schoonmaker at Toledo⁹. Perhaps DonJon could help with securing and preparing an older vessel bound for the scrapheap but salvageable for portside floating museum duty. This might include a floating restaurant and even overnight accommodations for maritime fans. The freighter idea could

⁶ Some examples include the U.S.S. Cobia in Manitowoc (<http://www.wisconsinmaritime.org/the-submarine-experience/uss-cobia/>), the U.S.S. Cod in Cleveland (<http://www.usscod.org/>), and the U.S.S. Croaker in Buffalo (<http://buffalonaivalpark.org/exhibits/ships/>).

⁷ Information on Oswego's White Maritime Museum's vessels is at: <http://www.hleewhite-marinemuseum.com/vesselse.php>.

⁸ Info about concrete ships is at: <https://www.warhistoryonline.com/military-vehicle-news/did-you-know-concrete-ships-were-built-during-wwi-wwii-only-a-handful-survive.html> and Erie Concrete and Supply at: <http://shipbuildinghistory.com/shipyards/emergencysmall/erie.htm>.

⁹ Details on the Irvin are at: <http://decc.org/william-a-irvin/>, and the Schoonmaker are at: <http://www.inlandseas.org/col-james-m-schoonmaker/>.

connect to Erie's history using information about the Stewart J. Cort which had 800 feet of length added in its middle, right here in Erie, or the Presque Isle, the largest integrated tug and barge combination in the world.¹⁰ Perhaps pair this with occasional tours of the DonJon facility, to see work on current lake freighters.

- a visit from a Coast Guard icebreaker.¹¹

D) A destination playground for kids and adults

- There could be a major playground with lots of challenging and adventurous equipment, ranging from the youngest kids up to ones that the adults will want to try. Ideally it would incorporate the latest findings about activities that encourage kids to try a new adventure while giving them a chance for physical activity. Duluth's Playfront is an example.¹²
- Adjoining this kids' area could be an adult fitness/exercise area with a range of the usual equipment. But if the exercise equipment is arranged along the baywalk, then the area near the children's playground could be an adult playground with versions of kids' playground equipment that would encourage fun as well as fitness.¹³ Don't we all secretly want to climb the cargo net of the pirate ship and snake through curvy urban tunnels? Perhaps a challenging obstacle course? Along the same lines but for the more adventurous, what about rappelling or bungee jumping or zip lining from the Bicentennial Tower or the old Penelec smoke-stack?

E) A family friendly indoor activity center

- Many bayfront activities are weather-dependent, leading potential visitors to make other plans when bad weather threatens. However, if there were a major indoor activity center on the bayfront, that would serve as a fail-safe option if the weather doesn't cooperate, while also adding to the range of activities and attractions on the bayfront in any weather.
- The Adventure Zone¹⁴ at Duluth might serve as a model here. The indoor activity center could include options such as arcades, laser tag, rock climbing, an indoor playground for kids to use up some excess energy, miniature golf, bowling alleys, skating rinks

¹⁰ Details on the Cort are at: <http://duluthshippingnews.com/ship0200/>, and the Presque Isle at: <http://duluthshippingnews.com/ship0322/>.

¹¹ Information on Coast Guard icebreakers is at: https://www.uscg.mil/history/webcutters/ice-breaker_photo_index.asp.

¹² Information on Playfront is at: <https://bayfrontfestivalpark.com/playfront-park/>.

¹³ Some examples of innovative adult playgrounds are here: <http://goric.com/playgrounds-for-adults-the-dirty-dozen-of-fun/>.

¹⁴ Information on the Adventure Zone is at: <http://www.adventurezoneduluth.com/>.



(roller and ice), perhaps a driving range for the adults to drive balls out onto the lake (unless that's environmentally unfriendly), a virtual golf course, an escape room challenge, an indoor pool, a theater, etc. And, of course, a quiet bar/restaurant for the parents to decompress and recharge while the kids blow off energy in safe ways.

F) A hot air balloon event

- Several Great Lakes port cities feature a Balloon Glow event, including Duluth, Green Bay, and Manitowoc, often over two or three days.¹⁵ These make for spectacular pictures at dusk to showcase the Bayfront. Tethered rides can be offered for visitors, and longer untethered sightseeing flights for the more adventurous.
- Weather is always a risk for this kind of event, so combining it with other related attractions would be a good strategy. If high winds ground the balloons, it would be good weather for kites. Duluth pairs their balloon fest with a family kite flying event.¹⁶ Perhaps some of the Sunset Point Beach 11 kite flyers might form the nucleus of a larger kiting event, perhaps including kite building classes, competitions, and stunt flying.¹⁷

G) A winter holiday lights festival

Bring visitors to the bayfront between the Thanksgiving and New Year's holidays with a major light display, including holiday music and timed light/music displays. This could incorporate other fun wintertime activities such as ice skating, bonfires and marshmallow roasts, carol sings, ice sculpting, sleigh or hay or carriage rides, hot chocolate imbibing, etc. Bayfront businesses and vessels can contribute their own holiday lighting ideas. Duluth's Bentleyville Tour of Lights event is a good model from which to start.¹⁸

H) A sunset event

Erieites brag about their fantastic sunsets. Might Erie be able to start a periodic sunset celebration event on the Bayfront, like the ones in other cities like Key West's in Mallory Square?¹⁹

Of course, many other ideas can be imagined based on suggestions given here, as well as from visiting other waterfront cities, but these are meant to provide a starting place.

APPENDIX: The Data (Next Page)

Note: FIPS is the Federal Information Processing Standards (FIPS) code which uniquely identifies metros, micros and counties.

¹⁵ Information on Duluth's event is at: <http://www.exploreminnesota.com/events/16232/duluth-hot-air-balloon-festival>, Green Bay's at: <https://foxcu.org/event/green-bay-balloon-glow-2017/>, and Manitowoc's at: <http://www.downtownmanitowoc.org/lakeshore-balloon-glow-2017.html>.

¹⁶ Duluth Kiwanis sponsors this event: <http://www.kiwanisduluth.com/kitefly>.

¹⁷ The Sunset Beach kite flyers can be reached through their Facebook page: <https://www.facebook.com/Sunset-Point-Kite-Flyers-127543350659087/>.

¹⁸ Bentleyville information is available at: <http://www.bentleyvilleusa.org/>.

¹⁹ Information on the Key West sunset celebration is at: <https://www.sunsetcelebration.org/>.

Erie Peer Port candidates					Raw Data						ABSOLUTE % Diff from Erie's value					
				Area type	Population 2016	% change Pop 2010-2016	Per capita personal income (\$)	%chg PIPC 2010-15	Age dependency ratio	% BA or higher	Population 2016	% change Pop 2010-2016	Per capita personal income (\$)	%chg PIPC 2010-15	Age dependency ratio	% BA or higher
ID	Port/City	State	FIPS	Metro/Micro	Pop16	%cPop	PIPC15	%cPIPC	AgeDep	%BA+	Abs % Diff	Abs % Diff	Abs % Diff	Abs % Diff	Abs % Diff	Abs % Diff
1	Alexandria Bay	NY	48060	Watertown-Fort Drum, NY Metro Area	Metro	114,006	-1.91	43,170	4.4	58.1	20.7	58.72	23.10	6.79	74.94	2.84
2	Alpena	MI	10980	Alpena, MI Micro Area	Micro	28,704	-3.02	36,467	15.0	68.8	16.5	89.61	94.41	9.79	14.29	15.05
3	Ashland	WI	55003	Ashland County, WI	County	15,714	-2.74	36,003	18.8	65.9	23.2	94.31	76.48	10.94	7.78	10.20
4	Ashtabula/Conneaut	OH	11780	Ashtabula, OH Micro Area	Micro	98,231	-3.22	34,918	18.4	65.6	13.3	64.44	107.11	13.62	5.48	9.70
5	Bay City	MI	13020	Bay City, MI Metro Area	Metro	104,747	-2.81	37,884	13.7	64.0	18.3	62.08	80.60	6.29	21.34	7.02
6	Benton Harbor	MI	35660	Niles-Benton Harbor, MI Metro Area	Metro	154,010	-1.79	41,939	16.0	66.7	26.1	44.24	15.05	3.75	8.32	11.54
7	Buffalo-Niagara Falls	NY	15380	Buffalo-Cheektowaga-Niagara Falls, NY Metro Area	Metro	1,132,804	-0.24	45,769	18.2	59.2	30.0	310.13	84.67	13.22	4.43	1.00
8	Charlevoix	MI	26029	Charlevoix County, Michigan	County	26,174	0.87	46,000	21.9	70.9	27.9	90.52	155.81	13.79	25.37	18.56
9	Cheboygan	MI	26031	Cheboygan County, Michigan	County	25,401	-2.87	34,608	22.6	73.3	18.1	90.80	84.83	14.39	29.60	22.58
10	Chicago-Kenosha	IL	16980	Chicago-Naperville-Elgin, IL-IN-WI Metro Area	Metro	9,512,999	0.55	53,886	23.0	57.4	35.5	3,344.16	135.30	33.30	31.74	4.01
11	Cleveland	OH	17460	Cleveland-Elyria, OH Metro Area	Metro	2,055,612	-1.04	47,783	21.3	62.4	29.2	644.23	32.98	18.20	21.75	4.35
12	Detroit	MI	19820	Detroit-Warren-Dearborn, MI Metro Area	Metro	4,297,617	0.03	46,894	23.9	60.0	29.1	1,455.94	102.05	16.00	36.99	0.33
13	Duluth-Superior	MN	20260	Duluth, MN-WI Metro Area	Metro	279,227	-0.19	41,523	15.3	57.7	25.7	1.09	87.48	2.72	12.33	3.51
14	Dunkirk	NY	27460	Jamestown-Dunkirk-Fredonia, NY Micro Area	Micro	129,504	-4.00	36,454	17.1	63.0	20.9	53.11	157.69	9.82	2.19	5.35
15	Erie	PA	21500	Erie, PA Metro Area	Metro	276,207	-1.55	40,425	17.5	59.8	26.1	0.00	0.00	0.00	0.00	0.00
16	Escanaba	MI	21540	Escanaba, MI Micro Area	Micro	36,202	-2.34	36,319	13.2	69.6	18.9	86.89	50.54	10.16	24.26	16.39
17	Grand Haven-Ferrysburg	MI	24340	Grand Rapids-Wyoming, MI Metro Area	Metro	1,047,099	5.88	45,371	25.3	60.5	30.5	279.10	478.54	12.24	44.83	1.17
18	Green Bay	WI	24580	Green Bay, WI Metro Area	Metro	318,236	3.92	45,665	17.5	60.1	25.5	15.22	352.11	12.96	0.43	0.50
19	Harrisville	MI	26001	Alcona County, Michigan	County	10,352	-5.39	35,207	24.7	90.4	14.3	96.25	247.06	12.91	41.34	51.17
20	Holland	MI	26090	Holland, MI Micro Area	Micro	115,548	3.72	39,598	21.1	65.9	21.5	58.17	339.18	2.05	20.83	10.20
21	Houghton	MI	26340	Houghton, MI Micro Area	Micro	38,754	-0.08	33,297	16.2	58.0	30.5	85.97	95.02	17.63	7.08	3.01
22	Ludington	MI	31220	Ludington, MI Micro Area	Micro	28,876	0.60	37,046	17.3	70.7	20.2	89.55	138.34	8.36	1.14	18.23
23	Manistee	MI	26101	Manistee County, Michigan	County	24,373	-1.46	35,472	15.5	68.7	19.7	91.18	6.31	12.25	11.30	14.88
24	Manistique	MI	26153	Schoolcraft County, Michigan	County	8,001	-5.70	35,475	15.4	72.0	13.2	97.10	267.15	12.24	11.72	20.40
25	Manitowoc	WI	31820	Manitowoc, WI Micro Area	Micro	79,536	-2.34	44,803	16.9	65.5	19.7	71.20	50.63	10.83	3.20	9.53
26	Marinette-Menominee	WI-MI	31940	Marinette, WI-MI Micro Area	Micro	63,772	-3.05	39,205	18.5	69.0	14.6	76.91	96.29	3.02	6.01	15.38
27	Marquette	MI	32100	Marquette, MI Micro Area	Micro	66,435	-0.96	36,788	12.3	52.0	28.8	75.95	38.40	9.00	29.40	13.04
28	Michigan City	IN	33140	Michigan City-La Porte, IN Metro Area	Metro	110,015	-1.30	37,827	19.5	59.7	17.2	60.17	16.16	6.43	11.61	0.17
29	Milwaukee	WI	33340	Milwaukee-Waukesha-West Allis, WI Metro Area	Metro	1,572,482	1.07	50,681	17.4	59.6	33.3	469.31	168.56	25.37	0.29	0.33
30	Monroe	MI	33780	Monroe, MI Metro Area	Metro	149,208	-1.85	41,707	22.7	61.2	18.6	45.98	19.10	3.17	29.95	2.34
31	Munising	MI	26003	Alger County, Michigan	County	9,219	-3.98	29,150	18.9	62.9	18.4	96.66	156.09	27.89	7.95	5.18
32	Muskegon	MI	34740	Muskegon, MI Metro Area	Metro	173,408	0.71	34,604	21.0	63.1	18.2	37.22	145.60	14.40	20.02	5.52
33	Ogdensburg	NY	36300	Ogdensburg-Massena, NY Micro Area	Micro	110,038	-1.70	33,882	14.0	55.3	22.3	60.16	9.59	16.19	19.90	7.53
34	Ontonagon	MI	26131	Ontonagon County, Michigan	County	5,911	-12.82	34,124	13.9	79.9	15.1	97.86	724.97	15.59	20.57	33.61
35	Oswego	NY	45060	Syracuse, NY Metro Area	Metro	656,510	-0.92	44,299	17.3	58.0	30.2	137.69	41.06	9.58	1.27	3.01
36	Pentwater	MI	26127	Oceana County, Michigan	County	26,027	-2.04	34,066	23.1	73.0	16.8	90.58	31.54	15.73	32.41	22.07
37	Petoskey	MI	26047	Emmet County, Michigan	County	33,182	1.49	48,882	21.1	66.4	33.2	87.99	196.07	20.92	20.69	11.04
38	Port Austin	MI	26063	Huron County, Michigan	County	31,481	-4.94	43,271	16.9	75.0	14.1	88.60	218.15	7.04	3.33	25.42
39	Presque Isle	MI	26141	Presque Isle County, Michigan	County	12,762	-4.59	34,262	16.4	81.8	16.9	95.38	195.45	15.25	6.04	36.79
40	Racine	WI	39540	Racine, WI Metro Area	Metro	195,140	-0.14	43,486	15.4	62.3	23.7	29.35	91.17	7.57	11.85	4.18
41	Rochester	NY	40380	Rochester, NY Metro Area	Metro	1,078,879	-0.07	46,076	16.5	58.7	32.5	290.61	95.28	13.98	5.43	1.84
42	Sandusky	MI	26151	Sanilac County, Michigan	County	41,409	-3.95	35,005	22.4	71.3	12.3	85.01	154.54	13.41	28.31	19.23
43	Sandusky	OH	41780	Sandusky, OH Micro Area	Micro	75,107	-2.56	49,283	8.8	67.3	21.2	72.81	64.67	21.91	49.83	12.54
44	Sault Ste. Marie	MI	42300	Sault Ste. Marie, MI Micro Area	Micro	37,724	-2.07	31,358	11.9	56.2	19.1	86.34	33.01	22.43	31.73	6.02
45	Sheboygan	WI	43100	Sheboygan, WI Metro Area	Metro	115,427	-0.07	45,896	19.0	63.4	23.4	58.21	95.54	13.53	8.97	6.02
46	South Haven	MI	28020	Kalamazoo-Portage, MI Metro Area	Metro	336,877	3.15	41,760	18.5	57.2	31.3	21.97	302.76	3.30	5.73	4.35
47	St. Ignace	MI	26097	Mackinac County, Michigan	County	10,820	-2.64	38,607	18.8	72.3	18.3	96.08	69.70	4.50	7.50	20.90
48	Standish	MI	26011	Arenac County, Michigan	County	15,122	-4.89	34,226	20.5	68.7	11.7	94.53	214.56	15.33	17.55	14.88
49	Sturgeon Bay	WI	55029	Door County, Wisconsin	County	27,587	-0.71	53,773	24.9	74.3	29.7	90.01	54.13	33.02	42.76	24.25
50	Taconite Harbor	MN	27031	Cook County, Minnesota	County	5,286	2.13	45,900	19.0	65.3	39.0	98.09	236.79	13.54	8.57	9.20
51	Tawas City	MI	26069	Iosco County, Michigan	County	25,327	-2.16	33,604	19.4	79.9	16.1	90.83	39.24	16.87	10.76	33.61
52	Toledo	OH	45780	Toledo, OH Metro Area	Metro	605,221	-0.78	42,087	19.1	58.9	25.1	119.12	49.56	4.11	9.32	1.51
53	Traverse City	MI	45900	Traverse City, MI Micro Area	Micro	148,684	3.71	44,118	27.6	65.1	29.7	46.17	338.47	9.14	58.15	8.86
Average					484,849	-1.38	40,376	18.2	65.5	22.7	192.0	135.1	12.6	18.3	11.5	24.8
Min					5,286	-12.82	29,150	4.4	52.0	11.7	0.0	0.0	0.0	0.0	0.0	0.0
Max					9,512,999	5.88	53,886	27.6	90.4	39.0	3,344.2	725.0	33.3	74.9	51.2	55.2



STAKEHOLDER ENGAGEMENT / CONSENSUS BUILDING

Two input paths were utilized to engage the stakeholders and community in the planning process. The first input sessions were held with the Port Authority's Board of Directors and then with the lease holders operating their businesses on Port property. Their participation helped inform and confirm the foundational ideas that make up the master plan. The second input sessions were held with invited members of the general public who offered comments on the relevancy of the two featured specific area plans and the implementation validity of the master plan. A summary of all of the input session comments follows below, while the full notes of each session are included within the Appendix section.

Input Session 1a. Port Authority Board of Directors
Comments summary regarding the master plan (3 options were presented):

- Do not try to reinvent the Bayfront Parkway, instead follow the PennDOT study recommendations
- Boat storage relocation to Lampe District is desired provided the transfer details can be resolved economically
- Improvements to Liberty Park are needed, however, parking should not be sacrificed
- Planned developments by others on each side of Dobbins Landing, Bayfront Place and Harbor Place, make take several more years to develop. The Port does not want to wait much longer for some of the planned new uses intended to attract more people to the bay front and could choose to implement retail, restaurant, entertainment and residential uses on their own property in the near future. Market share for some of these uses is finite and could affect the other two developers' plans.
- Improved understanding of the true value of each owned parcel, including lease value, is of interest to the Port Authority

Input Session 1b. Lease Holders operating on Port property
Comments summary regarding the master plan:

- The Erie community is a boating community and depends

upon the Port Authority for all aspects of maritime activity, including boat maintenance and storage

- Convenient transportation and parking to the bay front activity sites are important
- Industrial operations and activities have a long tradition on Port property – and the Port is well suited to serve the next wave of industrialization to occur in Erie
- The Lampe District is home to many species of flora and fauna within the woodland and wetland areas, which should be given equal consideration when contemplating any new development



Input Session 2. General public
Comments summary regarding the Area Specific Plans

1. Convenient parking needs to be better defined in the plan. Erie citizens have come to expect parking in close proximity to their final destination – and are concerned that distant parking solutions could result in poor utilization of any new features planned and implemented.
 - a. Recreational fishers need nearby parking to their favorite fishing site, as many are older and not able to trek long distances with their gear (especially at Liberty Park).
2. The Port Authority could do much more to promote the history of the area. For example, the USS Michigan was built in Erie and was subsequently dismantled during WWII. There is a strong and compelling historical story to tell and more effort is needed to communicate it.
3. The scale of the proposed development areas may be too large, especially at Liberty Park.
4. Improved access to the many components contained within the master planning area needs to be better defined, especially from the neighborhoods to the south (Westside and BEST)
 - a. Access includes motorized vehicles, bicycles, pedestrians, and public/mass transit options.
 - b. Some fear that Erie citizens may not always be willing to utilize public/mass transit.
 - 1) Too slow or inconveniently timed
 - 2) Limited operational hours
 - 3) Too difficult to manage additional belongings (coolers, carts, bags, etc.)
5. The proposed PennDOT extension of Front Street is concerning, especially to those who manage/frequent the affected properties
6. The miniature golf course could be relocated to Liberty Park.

7. The natural features of the Bayfront should be preserved and enhanced.
 - a. One individual felt that all planning districts contained too much new and existing development that was at direct odds with the natural environment, which would be more peaceful, ecologically sound, and restorative (mitigating years of industrial contamination).
 - b. There is a desire to maintain views of the water and “not over develop” with buildings and structures.
8. Additional ideas to consider:
 - a. Consider a display of numerous flags, representing the multi-cultural heritage of Erie, within prominent location at Dobbins Landing (50+ flags envisioned).
 - b. Consider an aquatic obstacle course, with inflatable platforms and slides, in Presque Isle Bay accessible from Dobbins Landing.
9. The plan offers an exciting perspective of what the Bayfront could become, especially the two specific planning areas (Dobbins Landing and Liberty Park)
 - a. Several favorable comments about the Ferris wheel.
 - b. Positive comments received about efforts to activate Liberty Park.

In addition, the City of Erie and Erie County have conducted numerous community engagement activities over the past five years. Those planning processes included numerous citizen engagement activities that resulted in meaningful findings and results, which are referenced as part of this planning process to build upon, not to duplicate.

Destination Erie, which took a broad view of the County and adjacent regions, held several public sessions to gain ideas on the future of the region, resulting in the final Emerge 2040 Plan. The City of Erie recently completed its first comprehensive plan just last year. Erie Refocused provided numerous opportunities for public input and review, and is currently in the process of brainstorming implementation strategies.

Erie's Downtown Master Plan was completed in 2016 as well, and included several public brainstorming sessions regarding the downtown, including the Bayfront. That Plan reviewed numerous plans previously completed for the City, the downtown and the Bayfront, and incorporated strategic elements that were still relevant today into the Downtown Master Plan. Other plans reviewed and incorporated, as appropriate, into the Downtown Master Plan, that relate in some way to the Bayfront, included:

- Erie Refocused (CZB, 2016)
- Bayfront Parkway Study Drafts (PennDOT & McCormick Taylor, 2015)
- Erie Downtown Master Plan (CMK Planning, LLC, 2015)
- Market Analysis for Erie Downtown (Urban Partners 2012)
- Downtown Erie Retail Memorandum (2011)
- Downtown Streetscape Master Plan (Urban Engineers, et al 2010)

- Erie Waterfront Master Plan (Domokur Architects 2009)
- Erie County Greenways Plan (Pashek and Associates 2009)
- Seaway Trail Corridor Management Plan (Peter J. Smith 2007)
- Downtown Erie Market Conditions Analysis (Urban Partners 2006)
- Bayfront Parkway Corridor Design Workshop (Glatting Jackson 2005)



LAND AND BUILDING AREA PROGRAM

Correlated with the Asset Inventory, which identifies and quantifies all Port owned existing land areas and uses, the Land and Building Area Program also lists new desired uses and corresponding projected area requirements, then demonstrates the amount of land area that can be made available to accommodate any desired new and/or enhanced existing use. The desired new and enhanced existing use recommendations have been established throughout the planning process, informed by the Existing Conditions Analysis, the Market Analysis, and input from the Stakeholder Engagement Process.

The Port Authority owns 470.76 acres of property within the bay front area. Of those acres, 263.73 consist of land area and the remaining 207.03 acres consist of water lots. 87.33 acres of land are not developable due to terrain or natural features that are to be preserved and regulation restrictions. The Port Authority owns 176.40 acres of land that can be developed for active use, including recreation to commercial and industrial use. Of that land, 172.95 acres are currently in use, while 3.45 acres are available for new uses. 108.16 acres of land that are currently in use could be redeveloped for enhanced or a different use.

The following uses have been identified as desirable for the Port Authority to maintain in their portfolio in order to offer the community a healthy and relevant bay front experience and necessary to sustain the long term operational and financial obligations of the Port Authority. The listed uses are either underutilized or missing components of the current land uses available.

RETAIL TRADES

- Artisan Work Studios, Classrooms
- Boat Rental, Charters, Cruises
- Boat Showroom, Supply Store
- Boater Conveniences
- Farmers', Artisans' Market
- Grocery Store, Gateway Anchor
- Merchant Shops, Artisan Galleries

RESTAURANTS AND FOOD SERVICE

- Food Concessions, Snacks
- Restaurants - Casual, Themed
- Restaurants - Upscale Cuisine

ENTERTAINMENT, RECREATION

- Culinary Arts, Kitchen Incubator
- Family Fun Activity Center
- Health, Wellness, Fitness Center
- Mini Golf Center, Pro Shop
- Performing Arts Center
- Waterfront attraction, destination-oriented

COMMERCIAL

- Office campus with waterfront views and access

PORT & LIGHT-INDUSTRIAL

- Commercial Port Operations
- Light Manufacturing, Wholesale Trade
- Warehouse, Storage, Transportation

MARITIME USE

- Boat Storage, indoor heated
- Education (Maritime focused)
- Marina, Slips & Boat Launch
- Boat Lift Well(s), larger capacity

RESIDENTIAL

- Lofts/Flats, Townhouses ('Missing Middle' type housing)

RECREATION & OPEN SPACE

- Recreation - Beach/Water Access
- Recreation - Camping
- Recreation - Historic/Cultural Sites
- Recreation - Parks
- Open Space - Development Ready
- Open Space - Natural, Accessible
- Open Space - Natural, Inaccessible

CIRCULATION AND PARKING

- Circulation - Vehicular
- Circulation - Non-motorized
- Parking

The Port Authority currently oversees approximately 543,000 square feet of building space.

Acquisitions totaling 100 acres will likely be necessary to adequately accommodate all of the proposed and enhanced uses listed above. An additional 926,000 square feet of building space is estimated to meet the needs identified in the master plan, which would bring the Port Authority building area portfolio to 1,469,000 sf if all of the proposed development is realized over the next twenty years.



RCR Sales located along Bayfront Parkway

MASTER PLAN DEVELOPMENT PROGRAM (20 Year Projection)											
	Master Plan Requirements										
CATEGORY DESCRIPTION	EXISTING LAND AREA (acres)	NEW LAND AREA (acres)	EXISTING BUILDING AREA (sf)	EXIST. REQ'D PARKING (spaces)	EXIST. BOAT SLIPS	NEW BUILDING AREA (sf)	NEW REQ'D PARKING (spaces)	NEW BOAT SLIPS	TOTAL LAND AREA (acres)	TOTAL BUILDING AREA (sf)	REQ'D PARKING (spaces)
RETAIL TRADES											
Artisan Work Studios, Classrooms			5,000	14		6,000	17		0.00	11,000	31
Boat Rental, Charters, Cruises	1.26		1,200	3		0	0		1.26	1,200	3
Boat Showroom, Supply Store	1.61	2.00				24,000	69		3.61	24,000	69
Boater Conveniences	0.53		12,000	34		3,000	9		0.53	3,000	9
Farmers', Artisans' Market						24,000	69		0.00	24,000	69
Grocery Store, Gateway Anchor						18,000	51		0.00	18,000	51
Merchant Shops, Artisan Galleries	1.12		3,000	9		24,000	69		1.12	27,000	77
RESTAURANTS AND FOOD SERVICE											
Food Concessions, Snacks (4)						2,000	15		0.00	2,000	15
Restaurants - Casual, Themed (2)	1.12		5,500	41		6,000	45		1.12	11,500	86
Restaurants - Upscale Cuisine (1)			12,000	90		6,000	45		0.00	18,000	135
ENTERTAINMENT, RECREATION											
Culinary Arts, Kitchen Incubator						12,000	24		0.00	12,000	24
Family Fun Activity Center						12,000	24		0.00	12,000	24
Health, Wellness, Fitness Center						6,000	12		0.00	6,000	12
Mini Golf Center, Pro Shop	0.57		1,000			2,000	4		0.57	3,000	4
Performing Arts Center						12,000	24		0.00	12,000	24
COMMERCIAL											
Office	2.75		21,000	42		270,000	540		2.75	291,000	582
PORT & LIGHT-INDUSTRIAL											
Commercial Port Operations	69.98		126,500	30		20,000	20		69.98	100,000	50
Light Manufg., Wholesale Trade	24.18	10.00	262,000	50		120,000	80		34.18	382,000	130
Warehouse, Storage, Transportation	22.89	10.00	7,000	5		120,000	40		32.89	127,000	45
MARITIME USE											
Boat Storage	4.00	10.00	32,000	5		120,000	20		14.00	152,000	25
Education (Maritime focused)	2.89		10,000	20		3,000	7		2.89	13,000	27
Marina, Slips & Boat Launch	29.11		39,600	600	1,199	20,000	197	394	29.11	59,600	797
RESIDENTIAL											
Lofts/Flats, Townhouses						90,000	90		0.00	90,000	90

Parcel #s	Names/Entities
-----------	----------------

	McAllister
52	Chestnut St Boat launch
32	RCR Yachts
9	Anchor Marine
5	Dobbins Landing North, McAllister
42	Sloppy Duck
57	Mini Golf
6	Port Authority HQ
20,21,22,26	Carmeuse
11,16,19	McShane & Sidehill Copper, Donjon
24	Port Authority Warehouse
8,46	McAllister, Liberty Park
14	Bayfront Center for Maritime Studies
1,3,12,13,31,	Lampe, WPM, PIYC, BH East, BH West
37,38,41,47,54,58,59,60,61,64,65,66	



MASTER PLAN DEVELOPMENT PROGRAM (20 Year Projection)

Master Plan Requirements											
CATEGORY	EXISTING LAND AREA	NEW LAND	EXISTING BUILDING	EXIST. REQ'D PARKING	EXIST. BOAT	NEW BUILDING	NEW REQ'D PARKING	NEW BOAT	TOTAL LAND	TOTAL BUILDING AREA	REQ'D PARKING
DESCRIPTION	(acres)	AREA (acres)	AREA (sf)	(spaces)	SLIPS	AREA (sf)	(spaces)	SLIPS	AREA (acres)	(sf)	(spaces)
RECREATION & OPEN SPACE											
Recreation - Beach/Water Access		5.00				1,000	100		5.00	1,000	100
Recreation - Camping	9.75	17.00	2,500	42		5,000	48		26.75	7,500	90
Recreation - Historic/Cultural Sites	2.00		1,500	3					2.00	1,500	3
Recreation - Parks	5.85			1,000					5.85	0	1,000
Open Space - Development Ready	3.45								3.45	0	0
Open Space - Natural, Accessible	25.00	36.30					25		61.30	0	25
Open Space - Natural, Inaccessible	45.64	10.00							55.64	0	0
CIRCULATION AND PARKING											
Circulation - Vehicular			1,200						0.00	1,200	0
Circulation - Non-motorized	1.29								1.29	0	0
Parking	8.74								8.74	0	0

Total Area263.73100.30543,0001,9881,199926,0001,643394364.031,410,5003,597

Parcel #s	Names/Entities
-----------	----------------

2Lampe
72Light House
44Liberty Park (amphitheater 5,000 atte
7,10,17,23Ore Dock Road parcel
4,27,29,30,33,3Lampe, Cascade Creek
18,50,51,55,67,East and West Bluffs

EMTA building
36,40,43,45,48,Ped Bicycle path
15,39,49,56,62Lampe, Liberty Park
25,28Water lots



MASTER PLAN (20 YEAR)



Goals / Objectives / Strategies

Goal 1: Connect the Bayfront and treat it as an extension of the Downtown

Objective 1a: Identify and plan for uses to attract and retain the downtown population

Strategy 1a1: Continue the urban streetscape (buildings) along State Street north of Bayfront Parkway

- Develop the northeast and northwest corners of State Street and the Bayfront Parkway with zero lot line buildings
- Develop the northwest corner of Holland Street and the Bayfront Parkway with zero lot line building(s)

Strategy 1a2: Enhance/create development opportunities at Dobbins Landing North Pier

- Redevelop Dobbins Landing north pier and repurpose the covered parking structure
 - with new uses in an enclosed structure at grade (informal sit-down restaurants, retail)
 - with new attractions (outdoor living room and concessions under canopy on existing upper level deck)
 - relocate/eliminate parking on pier
- Provide a new destination feature at Dobbins Landing north – giant Ferris wheel, tall swing, tram to Presque Isle, zip line, choreographed lit fountains, etc.,

Strategy 1a3: Enhance/create mixed use opportunities at Dobbins Landing East

- Redevelop McAllister building (and adjacent boat storage building) into retail, formal sit-down restaurant, banquet hall and/or event center
- Renovate Anchor Marine building with retail, restaurant, and possible residential use
- Develop Parcels 7 & 10 (open grass lot) as new mixed-use retail, restaurant, residential

Strategy 1a4: Provide new seawall and new pavers (for pedestrian use with secondary automobile travel and parking) along the north side of Dobbins Landing East pier

Strategy 1a5: Provide new transient boat dock on south side of Dobbins Landing East with new boardwalk to serve south facing shops (consider a two level boardwalk)

Objective 1b: Improve Bayfront circulation opportunities

Strategy 1b1: Create and improve Pedestrian passageways

- Complete the Bayfront pedestrian bicycle path from State to Holland Streets
- Provide new walkways and bridges to link Dobbins Landing to Harbor Place and Bayfront Place
- Extend the Lampe pedestrian bicycle path to planned features on the east side of peninsula

Strategy 1b2: Overcome the bluffs – create / renew hillside switchback pedestrian ramps to connect the neighborhoods to the Bayfront

- New switchback ramp at Liberty Street
- Renovated switchback ramp at Chestnut Street (at historic Water Authority Building)
- New switchback ramp near Parade Street (near Fort De La Presqu' Ile marker), provide walkway across railroad tracks and the Bayfront Parkway at Ore Dock Road intersection and possibly at Fort Presque Isle (near the Bayfront Parkway and Port Access Road intersection)

Goal 2: Raise awareness and celebrate Port Authority places and activities

Objective 2a: Promote key Port Authority assets

Strategy 2a1: Market the Bayfront as districts

- Lampe (east) District
- Dobbins (central) District
- Marina (west) District

Strategy 2a2: Identify a 'gateway' into each Bayfront district

- Lampe District gateway - free standing monument(s) located on each side of Port Access Road at the Bayfront Parkway and Port Access Road intersection
- Dobbins District gateway - building massing/feature as part of each planned building located at the north side of the Bayfront Parkway on each side of State Street.
- Marina District gateway - combination of free standing monument(s) and building massing located at and along the entrance drive into Liberty Park.

Strategy 2a3: Market the Historical, Cultural, and Recreational assets

- Lampe Campgrounds and Marina
- Dobbins Landing
- Liberty Park
- Erie Land Lighthouse
- Bayfront Bikeway and Bayfront Promenade
- Boat Launch sites
- West marinas
- Cascade Creek nature area



Maritime Museum Ship on Water – U.S. Brig Niagara

*The Eight Great Planning Ideas are represented in blue text



Strategy 2a4: Identify off-season or cold weather activities for year-round utilization

- Winter Festivals
- Ice Skating and Hockey
- Ice Fishing

Objective 2b: Improve Bayfront wayfinding and signage

Strategy 2b1: Expand wayfinding area to integrate with signage/directories outside the Bayfront area

- Along the region's main traffic arteries and freeways
- Downtown directories and signage
- East neighborhood directories and signage
- West neighborhood directories and signage
- Bayfront Parkway directories and signage

Strategy 2b2: Improve/enhance signage on key arteries

- State Street
- Holland Street
- Bayfront Parkway (including bicycle and pedestrian path)
- Bayfront Promenade

Strategy 2b3: Improve signage and directories within each Bayfront district

- Lampe District
- Dobbins District
- Marina District



Lampe District Activities

Goal 3: Improve the experience for those that use the Bayfront (Port Authority) venues

Objective 3a: [Support the Boating community](#)

Strategy 3a1: Provide permanent (heated indoor) boat storage facilities

Strategy 3a2: Improve boat maintenance opportunities and options

Strategy 3a3: Provide permanent boat sales facility

Strategy 3a4: Provide additional capacity (marinas and boat slips)

Strategy 3a5: Provide additional watercraft rental opportunities

Strategy 3a6: Offer destination opportunities for boaters (retail, restaurant, entertainment, activities, and events)

Objective 3b: Support Bayfront commerce

Strategy 3b1: Offer additional retail options

- Specialty, including culinary arts
- Maritime related

Strategy 3b2: Offer additional food service options

- Outdoor concessions
- Casual dine-in restaurants
- Formal dine-in restaurants
- Brew-pubs

Strategy 3b3: Offer additional entertainment options

- Wine bar, pub
- Jazz club and other small music venues

Objective 3c: [Support the Camping community](#)

Strategy 3c1: Provide additional capacity (campsites)

- Expansion of RV lots with services
- New 'natural' sites for tents with new restroom / shower facility

Strategy 3c2: Provide additional activity opportunities for campers

- Gathering areas with concessions
- More access opportunities to nature (hiking, fishing, boating, etc.)

Objective 3d: Support the Industrial and Manufacturing community

Strategy 3d1: Maintain/enhance wharfs for large vessel shipping and cargo conveyance

Strategy 3d2: Maintain/enhance rail and road connectivity to commercial vessel docks

Strategy 3d3: Celebrate Great Lakes ship building and repair operations

Strategy 3d4: Provide opportunities for smaller, niche industrial/manufacturing operations

Objective 3e: [Enhance Liberty Park](#)

Strategy 3e1: Provide new gateway entrance into Liberty Park

Strategy 3e2: Relocate boat storage

Strategy 3e3: Provide additional activities and amenities

- New layout and framework circulation, including promenade
- Flexible use buildings and shelters
- Restaurant
- Fitness and wellness
- Cultural/museum
- Gardens and natural open space
- Playground and other family activity and entertainment
- Fountain and children's splash pad

Strategy 3e4: Enhance Liberty Park amphitheater with permanent hospitality suites and restroom facilities

Objective 3f: Encourage place-oriented gathering opportunities

Strategy 3f1: Provide large gathering plazas in high traffic areas

Strategy 3f2: Provide additional informal gathering areas (small groups)

Goal 4: Improve (shore up) the Port Authority infrastructure

Objective 4a: Provide and/or update services and utilities to key parcels
Strategy 4a1: Provide updated utility service to Parcel 1, East Avenue Boat Ramp

Objective 4b: Repair and/or replace failing sea walls
Strategy 4b1: Port Authority Office, east wall of slip - address and repair walkway; north seawall - repair revetment erosion and guardrail
Strategy 4b2: Dobbins Landing East Pier - replace and improve seawall and paving
Strategy 4b3: East and West Canal Basin - repair and improve seawall condition and boardwalk structure along both sides of State Street
Strategy 4b4: Bayfront Maritime Center - improve East Basin riprap revetment
Strategy 4b5: East Slip at Donjons and Carmeuse - repair and stabilize seawall, both sides
Strategy 4b6: Carmeuse Lime & Stone, west seawall - improve revetment
Strategy 4b7: Bay Harbor Marina East, north/east seawall - improve wall sections and shoring
Strategy 4b8: Commodore Perry, north seawall - improve wall sections and shoring; west seawall - repair boardwalk
Strategy 4b9: Liberty Park, north seawall - continue improvements to eastern edge; west seawall – replace entire length and prepare access for planned adjacent transient dock
Strategy 4b10: Chestnut Street Boat Ramp, east seawall – improve seawall; Boat Ramp and launch – replace western ramps

Objective 4c: Enhance the Boat Launch facilities
Strategy 4c1: Provide paved parking
Strategy 4c2: Provide permanent restroom facilities
Strategy 4c3: Provide boating amenities, such as bait and tackle shops, fish cleaning stations, etc.

Objective 4d: Improve docks and dock access
Strategy 4d1: Lampe Marina
Strategy 4d2: West Canal Basin
Strategy 4d3: Future marinas planned at Lampe west and Lawrence Pier West



Perry's Landing Marina Pool (Image 8)



Port Authority Operations

Goal 5: Envision the future of the Bayfront (20 years and beyond)

Objective 5a: Coordinate with other development opportunities
Strategy 5a1: Harbor Place proposed development
Strategy 5a2: Bayfront Place proposed development
Objective 5b: [Plan for new markets](#)
Strategy 5b1: Consider corporate office campus(es)
Objective 5c: React to potential obsolescence
Strategy 5c1: Consider alternative uses for sites affected by a reduction or elimination of aggregate shipping and staging
Strategy 5c2: Consider acquisition of property used for coke production should that operation cease
Objective 5d: Provide updated 21st century destination-oriented features
Strategy 5d1: Provide a new destination feature at Dobbins Landing north

- giant Ferris wheel
- tall swing
- tram to Presque Isle
- zip line
- choreographed lit fountains

Goal 6: **Improve the Bayfront environment**

- Objective 6a: Improve water quality
- Strategy 6a1: Assure spill prevention at boat fueling and pump-out stations
 - Strategy 6a2: Limit and filter Stormwater runoff
- Objective 6b: Improve air quality and micro-climate
- Strategy 6b1: Increase vegetation and decrease dark paved surfaces
 - Strategy 6b2: Encourage exhaust-free engine/motor use
 - Strategy 6b3: Enhance natural habitat/open space areas to filter air
- Objective 6c: Reduce dependence on fossil fuels
- Strategy 6c1: Utilize energy efficient facilities
 - Strategy 6c2: Limit use of combustion engines/motors
- Objective 6d: Prioritize occupant health and well-being (exterior and interior locations)
- Strategy 6d1: Minimize or eliminate pollutants and contaminants by specifying benign building materials, finishes and furnishings, and preventing noxious activities
 - Strategy 6d2: Reduce excessive noise levels, especially after dusk
 - Strategy 6d3: Offer visual and tactile contact with nature as often as possible
- Objective 6e: Provide an environment conducive to flora and fauna
- Strategy 6e1: Maintain areas of undisturbed open space
 - Strategy 6e2: Reduce light pollution at night to preserve dark skies
 - Strategy 6e3: Employ bird-friendly development that reduce bird strikes

Goal 7: Increase revenue generating opportunities on Port Authority properties

- Objective 7a: Redefine Lease agreements
- Strategy 7a1: Consider shorter term leases - typically 1 to 5 years
 - Strategy 7a2: Consider obtaining an appraisal of property before lease negotiations begin
 - Strategy 7a3: In larger leases, consider asking for financials from the tenant, and consider lease provisions that give the Port Authority a share of the profitability of the endeavor
 - Strategy 7a4: Consider engaging an outside firm to manage leases
 - Strategy 7a5: Provide a clearer description of the property being leased
 - Strategy 7a6: Incorporate more favorable provisions that account inflation
 - Strategy 7a7: Consider putting “naming rights” out to bid to allow more firms/organizations to offer naming rights proposals
 - Strategy 7a8: Consider stronger lease provisions that deal with building design and property maintenance
- Objective 7b: Increase occupant use of Port Authority owned assets
- Strategy 7b1: Improve “Wayfinding” to and within Port Authority properties
 - Strategy 7b2: Announce each Port Authority public asset with fanfare (beacons, lights, signs, banners, flags, etc); and acknowledge the Port Authority’s public service support for those assets with no or low entrance fees (boar launches, Liberty Park, fishing piers, etc.)
 - Strategy 7b3: Provide identifiable “gateways” at each district entrance
 - Strategy 7b4: Consider a marketing theme that focuses on

- health and wellness, including fitness and recreation
- Strategy 7b5: Enhance Port Authority identity, beginning with the logo
- Objective 7c: Continue to explore grant funding opportunities
- Strategy 7c1: Improvements to existing properties (grounds and/or buildings)
 - Strategy 7c2: New construction
 - Strategy 7c3: Partnerships with other like-minded organizations
 - Strategy 7c4: Explore opportunities at the national, state and local level, as well as private sector - including public private partnerships
- Objective 7d: Explore partnership opportunities with private sector
- Strategy 7d1: Pursue opportunities for increased donations and royalties, including naming rights for facilities and event sponsorships
 - Strategy 7d2: Consider forming a Business Improvement District (BID)

The Eight Great Planning Ideas are represented in blue text



View from the upper level viewing platform at the Bicentennial Tower (Image 7)

Features of the Master Plan

1. Land Use

The Master Plan identifies several strategies to identify and enhance the characteristics of each one of the three districts in a manner that allows the Port Authority to best serve all of the communities that utilize Port assets.

The **Lampe District** maintains infrastructure to support commercial shipping and industrial land uses that have traditionally occupied Port properties for many years, while exploring future opportunities emerging in the 21st century. These identified opportunities are contingency plans for uses such a corporate campus that can help provide even greater economic impact in terms of jobs and investment. A greater awareness and corresponding expansion of the camping and marine focused recreational activities is pursued, including a new hub for boat service, indoor and outdoor boat storage, and a new high capacity lift well. The natural features of the area are recognized and preserved while discovering ways to weave new development opportunities into available land that taps into unrealized Bayfront features and vistas.

The **Dobbins District** is promoted as the central gathering area on the waterfront with vibrant uses and prime connections to the downtown and surrounding neighborhoods. The district is planned to evolve into a main destination in Erie with a new feature(s) that will revive interest in visiting Dobbins Landing with the same excitement as the Bicentennial Tower has done for twenty years. The district includes (and depends upon) the success of the two adjacent proposed developments while taking measures to remain relevant should either not develop as fully as anticipated. An expanded retail and entertainment loop is also planned to link all of the planned and existing district activities together.

The **Marina District** will feature enhanced and expanded west side marinas and supporting uses, including new and broader variety of slips, transient docks and more watercraft rental opportunities, while relocating uses that do not support the goal to increase yearround activity and spending on the Bayfront. With reconfigured parking in a more efficient layout and alternate locations for long-term boat storage, Liberty Park can be expanded to offer additional activities and features, including but not limited to miniature golf, splash pad, expanded playground, fitness, food and drink, and reception areas, which will serve all ages and offer the community a greater variety of events to enjoy throughout the year.

Several changes in land use are anticipated within the coming years that will impact the Bayfront. Regionally and nationally, cities continue to experience declining industrial and manufacturing activities. The Erie port has already made the transition by focusing on aggregate conveyance more so than manufactured product shipping. The delivered aggregate serves the region and could be retained from other sources if they become more cost competitive. However, the City still retains the infrastructure for large scale manufacturing and related port activities, should they redevelop. The master plan accounts for both possibilities with alternate strategies for the Lampe District.

Erie is known for the robust boating community that takes advantage of the Presque Isle Bay and Lake Erie. More resources are needed to adequately serve those with a vested interest in maritime activities, primarily boat storage and service. New investments in the Lampe District are envisioned to meet a need that has not been successfully offered in the recent past – heated indoor boat storage – in an area that has expansion space and will not compete with other valuable land uses. The Bayfront and downtown area still attracts numerous visitors each year that travel several hours by boat and seek attractions and activities while in town. Expanding the mixed-use offerings of retail, restaurants and entertainment options will help extend their stay and attract more locals to greet them.

Alternate Use Considerations

An opportunity for a new use within the Bayfront is for an office campus for companies and organizations that would benefit from close proximity to the downtown, but want to maintain a level of autonomy while enjoying views of the Bay from the natural settings of the Port Authority land holdings. Combined with a smaller scale boardwalk and a potential future marina, the west side of the Lampe District offers panoramic views of the Bay, Presque Isle, and downtown that could attract a suburban audience interested in returning to the City in a similar scale development as offered at Knowledge Park, but with the added benefit of water.

Currently, there are no residential units on Port Authority property. New housing is not included as a targeted growth opportunity in this master plan, primarily to avoid over-building or excessive competition with the residential units proposed for the Bayfront Place and Harbor Place developments. However, if those new housing developments are absorbed quickly, then they could help demonstrate support for additional units on Port Authority Property.

For example, the Lampe District could accommodate up to 50 units along the northern section of Ore Dock Road, overlooking the Bayfront and ideally located proximate or linked to a new office campus. Dobbins Landing is another possible location, which could accommodate about 20 new lofts or flats above new retail and restaurants. Regardless of the development and location, all new residential units should include urban housing formats in moderate quantities, and in accordance with the overall scale and character within each subarea. ‘Missing Middle Housing’, particularly lofts and flats over street-front retail in a mixed use format, is the preferred housing type. Detached houses or conventional apartment buildings should be discouraged, while townhouses and row houses could also be considered in some places.

As more people discover the Bayfront assets, development pressure is expected to escalate with increased attention toward available or underutilized parcels, including the remaining acres of open space woodlands and wetlands. Waterfront view sheds should be protected and sensitive natural areas identified to maintain the natural beauty of the Bayfront. Allowing more density on areas identified for development/redevelopment and integrating Low Impact Development (LID) design standards will help further ensure the conservation of remaining natural land uses.

Maritime Use

Located on the Great Lakes, with the protection of Presque Isle Bay, Erie is a major boating community which will always attract additional maritime activity. The master plan has identified expansion potential at one existing marina, opportunities to create additional marinas within the current arrangement of piers and seawalls, and another more distant alternate to create a marina on the east side of the Bay to accentuate and compliment the potential of a new set of land uses overlooking the waterfront.

New Marinas Operating on Port Authority Property

Name, Location and Type	No. of Slips Status	
Ore Dock Road Marina, Lampe, secured slips	180	Alternate
Chestnut Street Marina (house boats), Lampe, secured	20	Proposed
Commodore Perry Yacht Club, Marina, private	64	Potential
Niagara Marina, Marina, Secured	130	Proposed
	Total	394



Boat Service Center

Full service boat concierge and storage services are not readily available for Bayfront boat owners, but interest has been expressed by many for additional options to store vessels, particularly in heated facilities, and serve other related maintenance needs. A full service boating center is proposed on available land in the Lampe District that can address all needs common to those that boat on the Bayfront and Lake Erie. The center will have the capability to pull boats out of the water, store and winterize the vessels, and prepare them for the boating season the following spring. A new lift well is proposed at the west end of the South Pier in an enlarged boat well accessible from Presque Isle Bay at the mouth of the Channel, which will be fitted with a travel hoist capable of lifting up to 75 foot long vessels. A dedicated travel route to nearby indoor and exterior storage facilities will be provided. In addition, sales, repair services along with parts and supplies will be offered on a combined site that is conveniently accessed, offers ample parking, and has space to expand as needed.

Boat Storage

Two types of indoor storage arrangements are recommended for inclusion at the boat service center that can accommodate at least 500 boats.

- High density indoor boat storage facilities provide storage for small and medium sized vessels that place boats stacked in racks four to five levels high. A marine forklift is required to maneuver the vessels within the facility. Boat owners are typically not allowed access to their stored vessels and, instead, schedule vessel conveyance either directly into the water or to be loaded onto a trailer. These facilities are typically operated year round and can provide daily valet service during the boating season.
- Low density indoor boat storage facilities provide storage for large vessels. They can also be set up for owners of all sized vessels who would like to have access to maintain their boats during storage. All vessels are stored on grade. These facilities are also typically operated year round and can provide daily valet service during the boating season.

Boat Ramps

Improvements are recommended to the East Avenue and Chestnut Street Boat Ramps and adjacent facilities that cater to the additional needs of the boating community, including paved parking, permanent restrooms, bait shops, and fish cleaning stations. Web-based applications can help identify ramp availability and provide real time

display to both users and property owners/managers. Patrons can use their smart phones prior making a trip to help schedule launch times and nearby trailer parking availability. The same information can be displayed on electronic signage installed at launch facilities within the Bayfront area. Adjusting the current use policy and charging a fee for launching and/or parking, even if in select areas only, can also be effective in broadening the realm of acceptable access possibilities, managing demand, and providing additional funding for improvements to the public boat ramps.

2. Physical Planning (buildings, streetscapes, and landscape features)

Each District maintains an independent characteristic while sharing a collective appreciation of the Bay. Gateways formed by buildings, landscape, and/or signage will mark each district at a point along the Bayfront Parkway. The proposed guidelines for both new and existing uses and development are specific to each District, as described below.

Lampe District

A respect and appreciation for nature is the manner in which all development should adhere. Paved surfaces should be limited in size and allowed to be permeated by woodlands and natural drainage paths. Roads should be placed to limit intrusion to known wildlife corridors and patterns. New buildings should be design to correspond to the surrounding natural features allowing space in-between for flora, fauna, and views. Care should be taken to avoid introducing plant species that are not native or adaptive. The Lampe district, especially when considering potential acquisitions, is the largest area in the downtown vicinity that is able to support and maintain a vibrant Bayfront wildlife habitat.

Dobbins District

The District is both an extension of the downtown and place for activities unique to the waterfront, where visitors and locals alike can gather and be entertained. Connections are key to the success of the businesses and entities that serve the population of this area and a vibrant street network needs to link every development in the district. The character of each street is pedestrian oriented with a cross-section that supports outdoor strolling, dining and window shopping. Ideally, the streets feature wide sidewalks with ample crosswalks, limited and/or slow vehicular traffic, and close-knit uses and activities occurring along both sides of the street. Plazas and squares are strategically located to offer places for congregating.

Open lawn areas and large surface parking lots are strongly discouraged. Buildings are located close together and built against the property line similar to development patterns experienced in the downtown. Views to the water are capitalized. Street trees in tree grates, in-grade and building mounted planters, and dedicated garden areas provide landscaping for the district.

Marina District

Visitors to the Bayfront are generally able to have a waterfront experience and appreciate the Bay, while each marina offers a secured, unimpeded environment for members of the boating community to store and use their watercraft to enjoy the water. Roadways and paved surfaces are more generous to meet the requirements of transporting boats and related supplies, while acknowledging that most users arrive by car or bus. The vehicular traffic volume is greater and moves faster in the area, and the pedestrian paths require placement considerations and additional treatment to buffer the sound and protect from the close proximity of the Bayfront Parkway. The buildings in the district celebrate the nautical nature of the area and take advantage of Bayfront views. The added landscape consists of densely placed trees and plants with dense foliage to screen the marinas and buffer pedestrians from traffic, but respectful of viewing opportunities to the Bay.

More detail is located in the Design Guidelines section of the report.

3. Open Space and Recreation

The primary open space provided by the Port Authority is located at Liberty Park, which is discussed in more detail in the next section. Open space and recreation opportunities are featured in each district. The Lampe District offers camping, fishing, and boating activities. With the potential acquisition of land, additional recreational activities including field sports, hiking, and swimming can be added.

By regulation, all waterfront areas are to be made accessible to the pedestrian population. Several walkways along the waterfront are in need of updating or replacement. A variety of ways to observe and enjoy the water’s edge should be offered. When possible, multiple levels of access should be provided, allowing occasional contact with the water. A passive beach is suggested near the shore of the Chestnut Street Boat Ramp, not intended for swimming, but to allow the option of getting one’s feet wet. These and other related opportunities should be explored with regard to safety, welfare, and environmental impacts to the water and surrounding habitat.



Accessible Natural Areas

Wildlife watching, fishing and angling are popular activities, which are observed on land and water. Additional opportunities to partake in these activities are provided in each district. Lampe offers the space and natural environment for the participant to step in and be part of nature. The Dobbins and Marina districts are more passive, providing places for great views and distant observation.

East and West Bluffs

The bluffs are a highly visible backdrop that provides an opportunity to visually enhance the entire Bayfront, while allowing exceptional views of the area from the ridge. While efforts to take advantage of the hillside “canvas” have yielded mixed results in the past, the potential to beautify the slopes should be a continued exploration. An art program, utilizing flora and sculpture, could add significant aesthetic value, draw additional attention to the area, and offer additional branding opportunities to the Port Authority. The art program does not need to be static and may need to be expanded and ‘re-imagined’ periodically to maintain interest and relevancy. The area’s rich history and past development to the bluffs, including pedestrian bridges, trestles and other industrial features, could offer considerable inspiration. Future development to the bluffs, specifically parcels 18, 50, 51, 55, should be limited to landscape, art, and necessary infrastructure – no habitable structures should be permitted.

The proposed enhancements to the landscape treatment of the bluffs should be a solution that does not require a tremendous amount of intervention and continuous upkeep. While the existing vegetation of wild grasses and trees growing on the bluffs is not overly exciting, the native plant material is easily maintained and performs well to keep out other obnoxious species (weeds). Other communities have had success with the introduction of wildflowers and other colorful plant material within public open space and hillsides. However, these approaches tend to require a significant investment of time and resources to assure that the health of the new plant material is maintained, including irrigation, fertilization, weeding and pruning – and often repeated replacement of failed plant material. Further evaluation of an alternative plant material(s), if a replacement of the wild grasses is desired, is recommended. Another approach is to accept the wild grasses and focus on a more organized or curated palette and placement of trees and other dense foliage.

Finding opportunities for pedestrians to gain more access to the bluffs should also be explored. In addition to reviving and adding new switchback pathways to provide pedestrian passage down the bluffs, additional areas to congregate along the bluffs to enjoy the view from varying heights will add interest to the journey. The existing promontories should be enhanced and additional promontories placed in key viewing areas along the pedestrian routes atop of both east and west bluffs. Expanding the heritage program of noting significant events along the Bay should be continued with signage and other markers, which can be enhance with additional notifications of the existing ecosystem, plant materials and local habitat.

Inaccessible or ‘Preserved’ Natural Areas

There are several areas within the Bayfront that require limited disturbance to avoid disruptions to the ecosystem and habitat of the area. In short, these areas should not be developed, but left in their natural state to be observed and enjoyed, but not occupied. The following areas should not be modified or developed:

- Select woodlands and wetlands within Lampe
- Mouth of the Mill Creek
- East and West bluffs
- Cascade Creek area

Protect Views to the Bay

In general, the accepted planning practice of preserving open views within the continued right-of-way of perpendicular or north-south streets, has been maintained – and the practice should continue to be observed. Specifically, no buildings, structures or other view obstructing elements should be allowed to occur within existing and vacated street right-of-ways located perpendicular to the Bay. In addition, buildings and other elements located on parcels adjacent to the water should be oriented with their narrow elevation facing the water, favoring taller structures with smaller footprints. Tall and dense vegetation should not be placed in a way that obstructs waterfront views.

In addition, views from moving vehicles traveling along the Bayfront roadways should also be preserved to the greatest extent possible. Guardrails and abutments, when necessary, should be constructed as low as possible and with an open matrix (instead of a solid barricade). The recent abutment placed in-between the Bayfront Parkway and Lawrence Pier Drive utilizes a solid concrete barricade instead of an open guardrail to separate the two roads and prevent accidental cross-overs, which blocks views to the bay, especially

from small, low riding vehicles.

Additional recommendations are found in the Design/Engineering Guidelines section.

4. Circulation and Access, including Parking

Getting to a desired destinations in a timely fashion is influenced first by awareness and second by physical infrastructure. There are numerous features and places along the Bayfront that are not well known and as a result not sought. To begin thinking about improved notification and awareness, physical gateways are proposed at key locations at each District. The gateways will not only mark the area for each District, but begin to convey its characteristics and features followed by a renewed wayfinding program. Improvements in the infrastructure to move from one district to the next and within are also suggested. An opportunity to link the majority of Port Authority features is the extension of the Bayfront Bike path to connect the Erie Land Lighthouse and East Avenue Boat Ramp all the way to Cascade Creek, utilizing Port Erie branding along the full length of the path.

Lampe District

The intersection of the Bayfront Parkway and Port Access Road marks the entrance to the district. The gateway to the district occurs at the beginning of Port Access Road. Large pylons located on each side of the road with distinctive materials and/or color that convey Port Authority branding and identification of the district. Once oriented on Port Access Road, all destinations should be intuitively accessible. The re-establishment of the connecting road in-between Port Access Road and Ore Dock Road is recommended, with a longer term plan that the existing cul-de-sac is removed and two roads connect in front of the Channel Fishing Pier parking lot. While all roads in the district should be designed to carry multiple types of traffic, the focus of Port Access Road is for the recreational uses offered at Lampe Campgrounds and Marina. Ore Dock Road, for the foreseeable future, is intended for commercial traffic, including large hauling vehicles.

For that reason, the intersection of Ore Dock Road and the Bayfront Parkway should be viewed as an exit from the area and a service route into the existing industrial business park.

The service traffic volume along the district streets do not lend them as strong candidates for complete street design shared with pedestrians. Instead, isolated dedicated pedestrian bicycle

pathways should be improved and expanded throughout the area. A new bike/pedestrian path should follow the development of the Ore Dock Road connection and form the same loop as planned for vehicular traffic, with intentional bayside routing along the western edge of the peninsula. Bus and trolley service should be planned for the district with dedicated stops planned at Lampe Campground and Marina and at other developments that may occur on the planned Ore Dock Road / Port Access Road loop.

The Bayfront East Side Taskforce (B.E.S.T.) is a nonprofit focused on the revitalization of Erie's Historic East Bayfront - a 25-block neighborhood located directly south of the east bluffs. Access between this neighborhood and the Bayfront is currently limited to Holland and State streets, but can be improved by additional pedestrian switchback ramps located on the bluffs. A new pedestrian ramp down the bluff near Parade Street (at the Fort De La Presqu' Ile marker) is proposed along with passage across railroad tracks and the Bayfront Parkway at the Ore Dock Road intersection and possibly at Fort Presque Isle (near the Bayfront Parkway and Port Access Road intersection).

Dobbins District

Crossing the Bayfront Parkway traveling north on State Street marks the entrance into the district. Two prominently placed new buildings of similar scale and character of nearby downtown buildings are recommended for placement on each side of State Street with the intention that the combined building mass creates a gateway announcing entrance into the district. Additional building and street posted signage can be placed along State Street for identification and wayfinding. Complete street design with shared use of the right-of-ways by vehicular and pedestrian traffic will promote additional foot-travelers critical for the success of the unique shops and restaurants planned for the area.

The implementation of the PennDOT traffic study will have a significant impact on the circulation within and around the district. The current plan, first proposed in August 2016, lowers Bayfront Parkway to take the place of the vacated railroad and pass under State Street. Options with and without on and off ramps between the two roads are available as viable connections with a new land bridge, which will not only facilitate vehicular traffic along State Street, but allow additional room for pedestrian and bicycles. As the Bayfront Parkway is converted into a limited access highway in-between Sassafras and Holland Street, with proposed roundabouts at each intersection, a need for a local connecting street has

emerged. Front Street currently runs from Holland Street to State Street serving the Blasco Library and Erie Maritime Museum. The PennDOT study proposes the extension of this local connector street to Sassafras Street.

The planned route of the street extension will require the demolition of the Wolverine Park office and chandlery building, serving the Harbor View Miniature Golf course, and the bisection of both GEM City marina and Presque Isle Yacht Club.

The primary circulation objective of the district is to provide a pedestrian-oriented loop that connects the occupants and activities from the three proposed developments, Bayfront Place, Harbor Place, and Dobbins Landing. Albeit invasive, the PennDOT proposed Front Street extension makes a surgical correction that provides a critical link to that loop, from the proposed Harbor Place development to State Street. The recommendation of the master plan is to support the PennDOT proposal of the State Street land bridge and the Front Street extension with modification to slightly reroute the planned street around instead of through the Wolverine Park Marina building. Additional bus and trolley service is anticipated to serve the retail and entertainment loop that will include multiple stops.

The Front Street extension provides a setting for an expanded development opportunity that includes replacement space for the disrupted marinas, new retail and office space, plus additional parking. Located in-between Front Street and the proposed augmented Bayfront Parkway and abutting the west side of State Street, the ground floor will feature a specialty grocery store that supports the culinary arts program of the district, additional retail space and marina support services. The upper level will contain large plate office space over the grocery, and additional administrative marina support space facing Front Street. A 300 space three level naturally ventilated parking structure is proposed directly behind the retail and marina support space that will make up for the lost marina parking and support the new retail and office uses. The new development will create a necessary pedestrian oriented street wall along the District's pedestrian loop, offer views to the East Canal Basin, and complete the gateway at the intersection of State Street and the Bayfront Parkway.

Marina District

The heart of the district is Liberty Park, which is re-envisioned with a grand combined vehicular and pedestrian entrance that captures

the attention of the fast moving traffic along the Bayfront Parkway. The prominent entrance will also serve as the gateway to the district with markers, signs and banners that identify the uses and offer directions plus other informative messaging.

The existing road configuration is currently serving the area well and no significant changes are deemed necessary in the area, with the exception of parking. Dedicated parking and vehicular access within Liberty Park has been removed and relocated within a more efficient parking field adjacent to the Bayfront Parkway. Additional directional signs and a consideration to adjust the adjacent Lawrence Pier Drive to two-way traffic will alleviate current confusion and improve access options for visitors and other drivers unfamiliar with the area. Bus and trolley service will continue to serve Liberty Park and the adjacent marinas with multiple stops within the district.

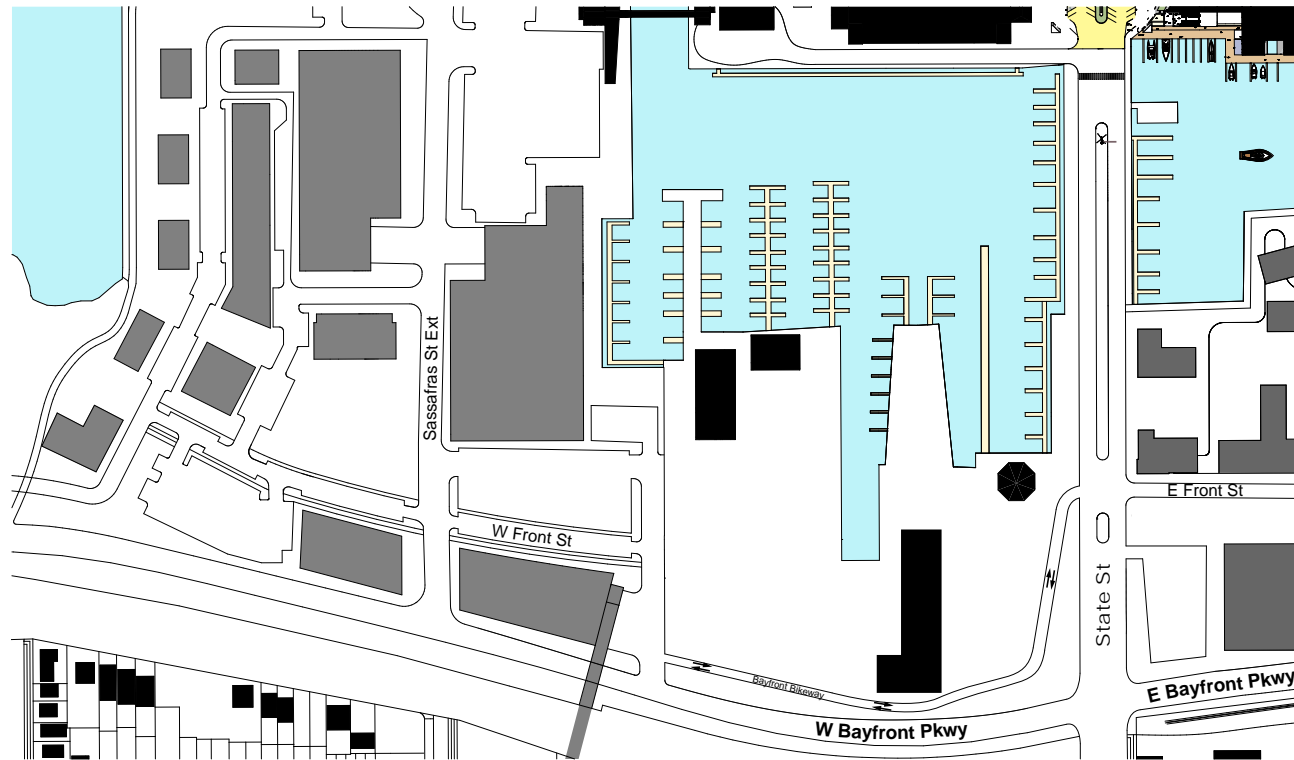
Non-motorized circulation paths are provided within and in-between each district, including the bike/pedestrian paths along the Bayfront Parkway at the lower level and atop the bluffs overlooking the Bayfront. Both the east and west bluff feature an attractive pedestrian pathway, but offer limited means to access the Bayfront from atop the cliffs. Two additional ramps are proposed at each end of the east bluffs, with connections across the Bayfront Parkway at the Lampe Gateway (Port Access Road) and Holland Street at Dobbins District. Four total ramps will connect the west bluffs to the Bayfront Parkway including a new proposed switchback ramp behind the new Cobblestone Hotel, and a renovated ramp adjacent to the Water Authority building. The two existing plus the two additional ramps will all lead to lit intersections with dedicated crosswalks.

Erie-GAINS and Our West Bayfront is a coalition of neighborhood watch groups, non-profit organizations, businesses, and Gannon University. Access between this neighborhood and the Bayfront is currently limited to recent Cascade Street pedestrian ramp and the one way Sassafras Street up ramp, but can be improved by previously mentioned additional pedestrian switchback ramps located on the bluffs.

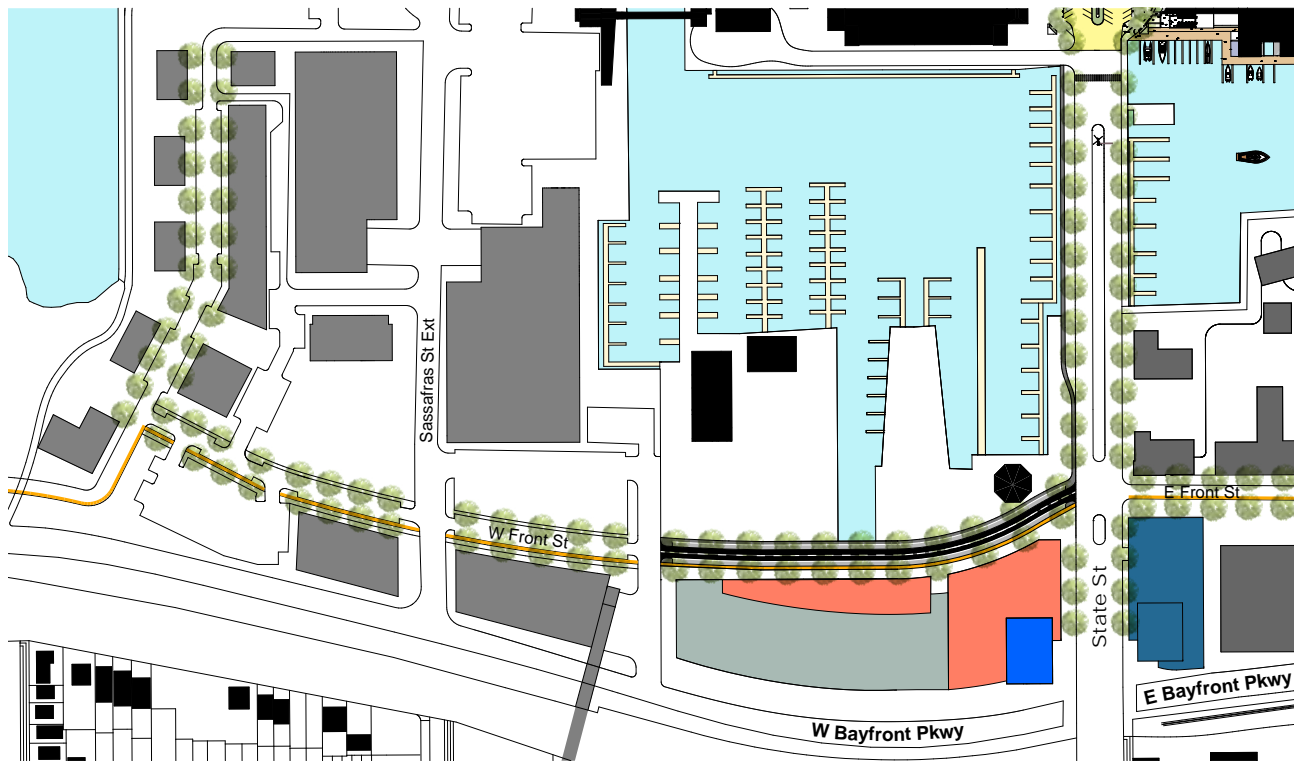
Parking:

The amount of parking needed to meet the planned development on Port Authority property is anticipated to increase from the approximately 2,000 spaces currently required by the local zoning code to over 3,400 spaces during the next twenty years. The Port Authority offers just shy of 2,400 on-site total parking spaces

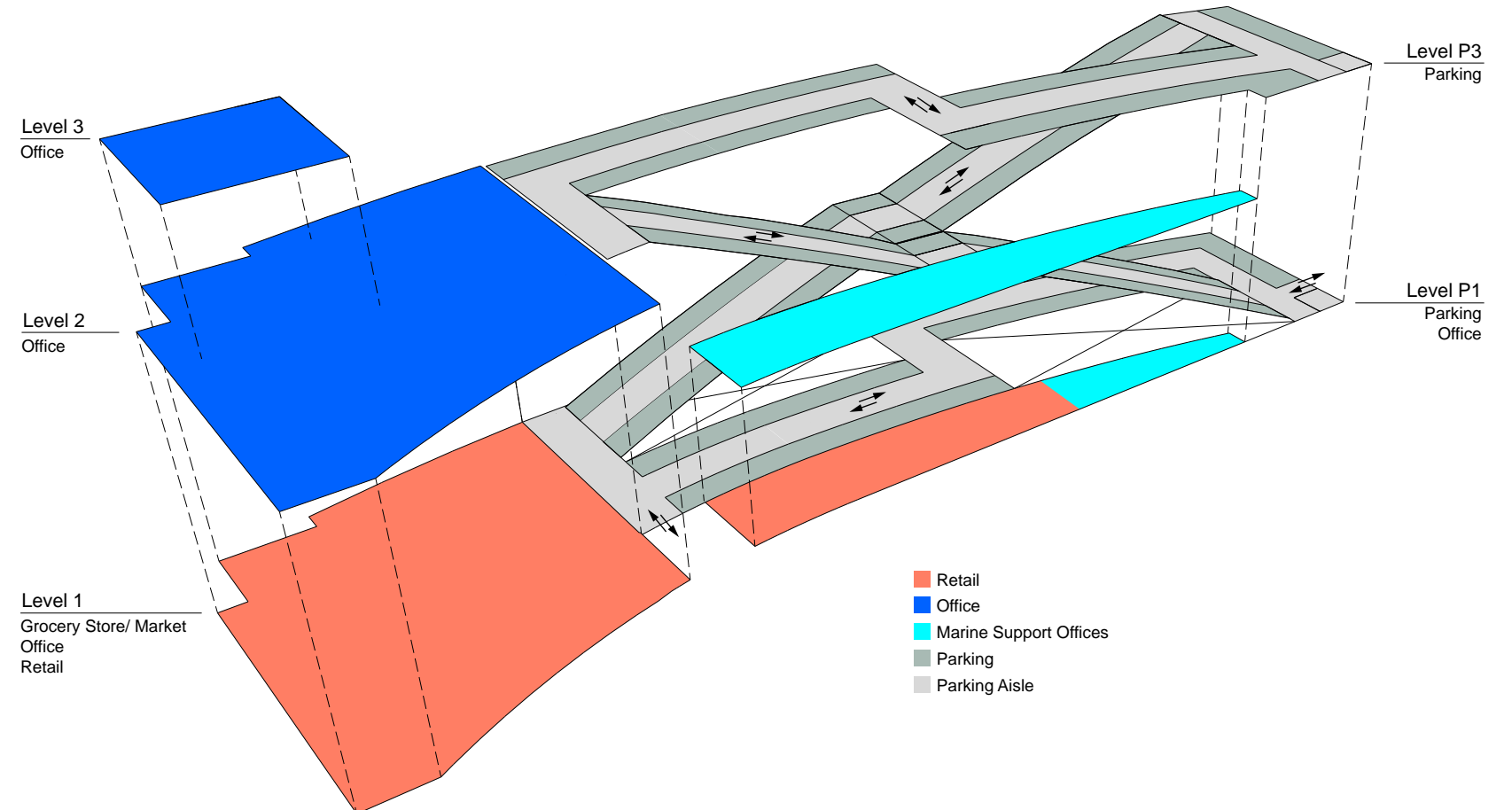




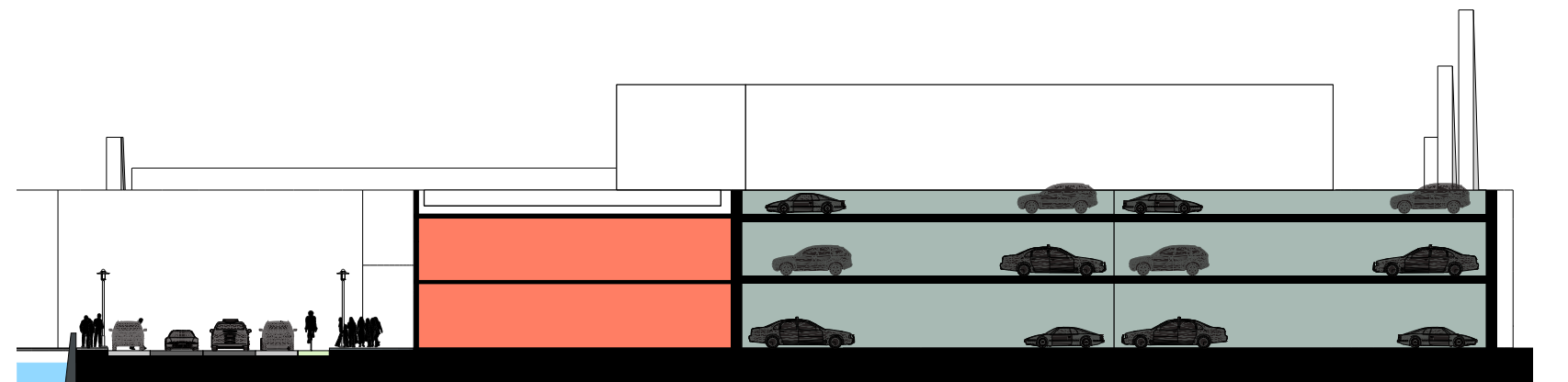
Existing Front Street Development Plan



Proposed Front Street Development Plan



Stacking Diagram with Proposed Uses



Site Section

FRONT STREET CONNECTION



PROPOSED FRONT STREET DEVELOPMENT

today, which leaves a regulated shortfall of approximately 1,000 spaces. The peak occupancy times include concerts at Liberty Park, which require about the same number as the shortfall. Not all of the new parking demand can be expected to be met on Port Authority parcels. Instead, additional parking demand will be met in conjunction with other travel and parking options located within the surrounding area in order to preserve available land area for the activity or use the parking is meant to support.

Strategy and Attitude

For many years, the Bayfront has been considered underutilized and an available alternative site(s) for no cost parking in order to alleviate congested and fee-based parking in the downtown. The parking lot in front of Liberty Park continues to operate as a Park and Ride lot with an EMTA bus stop and restroom facilities. Indeed, the removal of so many industrial operations over the years has left several acres of land that has sat undeveloped for quite some time, providing available space for overflow parking. However, waterfront properties across the country continue to be re-evaluated and their increasing value and demand is also being felt in Erie. As the Bayfront is increasingly thought of as a desirable destination for events, activities, shopping, and living, competition for convenient parking on the Port Authority parcels will continue to increase for the foreseeable future. Furthermore, parking requires a considerable amount of space and becomes a significant disruptor of pedestrian oriented activities, especially those that rely on aggregate or adjoining placement.

Alternative solutions offering convenient access to Port Authority properties that would free up prime land for other desirable destination uses rather than parking lots, include:

- Improved pedestrian and non-motorized circulation routes
- Additional public or mass transit options
- Alternative parking sites (downtown) with shuttle service
- Shared parking options with adjacent or nearby land owners

Consideration should be given to a reversed Park and Ride approach that reassigns the Bayfront as the destination, with multiple sites located just outside of the area’s perimeter provided with commuter parking lots and bus passenger transfer stations. The Hoffman Transportation Hub provides parking and bus service at the west terminus of the Bayfront Parkway. Another candidate for such a development is currently on the market on the City’s east side at Bayfront Parkway and East 10th Street.

Unfortunately, demand for convenient parking, if left unfettered, will overwhelm the character of the destination, and possibly consume most of the space allocated for the destination. In order to create and maintain a robust Bayfront environment, the perception of the need for convenient parking must be changed. Strategies to make the distance traveled between the parked car and final destination a delightful part of the overall experience include:

- Placing active uses, historical information, and interesting scenery along the route from parking location to destination, which allows window shopping, education and other positive distractions.
- Create perceptible places or ‘urban rooms’ along the route to break up the monotony of longer while adding visual clues to aid the wayfinding process on the way back
- Name or brand some of the more popular routes with unique color coding, signage and character to add intrigue and fun to the journey

Recently, ordinance parking requirements were reduced by 50% within the Bayfront area. However, the master plan recommends that off-street parking requirements in this area be eliminated altogether to match the same conditions and expectations of the adjacent downtown blocks. Off-street surface parking lots and parking structures will remain a permitted land use within the Bayfront and parking will always remain an important component of any consideration of new development plans.

More detail regarding parking requirements is provided in the Regulations Analysis section.



Bay Harbor West parking lot

Projected parking lot locations, capacities, and condition

Port Authority Owned Parking			
Key	Name, Location and Type	No. of Spaces	Condition
1	East Avenue Boat Ramp, East Lot - public	50	Existing, Paved
2	East Avenue Boat Ramp, West Lot - public	50	Existing, Paved
3	Channel Fishing Pier Lot - public	117	Existing, Paved
4	Lampe Marina, East Lot - public	50	Existing, Paved
5	Lampe Marina, West Lot - public	225	Existing, Paved
6	McShane Welding/Sidehill Copper Lot – public	60	Existing, Paved
7	Port Authority Maintenance Building Lot – public	24	Existing, Paved
8	Donjon East Lot – public	96	Existing, Paved
9	Donjon Lots – secured	56	Existing, Paved
10	Port Authority Office South Lot – public	87	Existing, Paved
12	Bayfront Maritime Center – dedicated	20	Existing, Paved
13	Erie County (Blasco Library) Parking Lot – public	104	Existing, Paved
14	Dobbins Landing, East Lot - public	30	Altered, Paved
17	Presque Isle Yacht Club – secured	53	Existing, Paved
18	Chestnut Street Boat Launch – public	40	Existing, Paved
19	Lawrence Pier Road on-street parking - public	38	Existing, Paved
20	Bay Harbor Marina East Lot – secured	161	Existing, Paved
21	Commodore Perry Yacht Club Lot – secured	180	Existing, Paved
22	Bay Harbor Marina West/ Lawrence Pier Road Lot – public	74	Existing, Paved
23	Bay Harbor Marina West, South Lot – dedicated	68	Existing, Paved
24	Bay Harbor Marina West, North Lot – dedicated	163	Existing, Paved
26	Liberty Park/EMTA, South Lot - public	366	Altered, Paved
27	RCR Yachts Lot – dedicated	20	Altered, Paved
28	Perry’s Landing Marina Lot – secured	215	Existing, Paved
29	Cascade Creek Park Lot - public	9	Existing, Paved
30	Hoffman Transportation Hub - public	135	Existing, Paved
31	New Boat Supply, Service & Storage Center Lot - public	100	New, Paved
32	New Office Campus Lot - dedicated	300	New, Paved
33	Front & State Development, Structured Parking - public	300	New, Paved
34	New Front Street, on-street parking - public	50	New, Paved
Total Port Authority Parking		3,241	(710 Additional)

The total amount of parking provided for Port Authority properties over the next 20 years will be augmented with new parking lots to serve new development, and existing lots modified in more efficient arrangements that better correspond to updated land uses and patterns envisioned for the area. The total new parking capacity is planned to increase by approximately 710 spaces. Projected parking lot locations, capacities, and condition

Technology and policy can also help in changing attitudes about convenient parking while providing assistance for those seeking practical access to the Bayfront. Smart parking technology can identify availability and provide real time display to both users and property owners/managers that can be conveyed through web-based applications. Patrons can use their smart phones prior making a trip to get notification of available spaces in multiple locations and alternate transit means available to reach their destination. The same information can be displayed on electronic signage installed at select parking facilities within the Bayfront area. Adjusting the current policy and charging a fee for parking, even if in select areas only, can also be effective in broadening the realm of acceptable access possibilities, managing demand, and providing additional funding for improvements to the parking portfolio.

5. Infrastructure

All Port Authority properties are located in areas that are served directly by electricity, natural gas, water and sewer, or are located within close proximity of utility lines. No property was found to be undevelopable due to limited utility availability.

Boat Services Relocation

The relocation of boat storage to the Lampe District requires an investment in infrastructure that includes a slip and lift well to retrieve boats from the water, a pathway to the boat service center, a prepared location (enclosure) to store the vessels, and the equipment to lift and move the boats. Two lift well locations were evaluated, resulting in the re-utilization and enlargement of the abandoned slip adjacent to the Mountfort Terminal favored over the enlargement of the existing lift well located at the Lampe Marina. The Lampe enhancement was dismissed due to the low water depth and ongoing dredging required at the entrance to the marina, which, if not maintained, limits the size of vessels that can be served. Each option assumes a new 65 ton travel lift that can accommodate a 75’ vessel. A budget summary for the lift well is provided in the Cost Estimation section

Dredging

The current practice of open lake dumping of dredge material will likely be limited, perhaps prohibited, due to new regulations that are expected to take effect in the near future. As the CDF is currently unavailable for use, the Port Authority may be forced to find additional land area to store dredge material. Several options are available to address the concern, beginning with steps to reduce the collection of material followed by alternative placement solutions for the material, including recycling.

Reduce the collection of dredge material:
Much of the dredge material in the Great Lakes is generated from the outflow of rivers and streams. Afflicted communities have had success employing interceptors upstream to remove sediment before it reaches the Bay or Lake and becomes a problem. Within the Port Authority domain at its mouth, the Mill Creek is piped underground through much of the downtown and then passes by the City’s waste water treatment plant prior to release into the Bay. Any released sediment is positioned to negatively affect the adjacent commercial shipping slips and wharfs. Cascade Creek runs through an undisturbed wetland prior to release into the Bay in a direction opposite of the nearest marina. Although the results may be small, opportunities to remove sediment upstream of these two contributing tributaries should be evaluated on the potential to save the Port Authority additional dredging expenses.

Sedimentation is also produced along the entire shoreline through regularly occurring stormwater runoff adding to the dredge material to eventually be removed. Several best management practices should be employed to reduce and filter the run off that does flow into the Bay. The creation and/or restoration of wetlands near harbors and commercial shipping berths will also help alleviate excessive sediment build-up. The wetlands within the Lampe District should be evaluated and possibly expanded to alleviate excessive sedimentation on the west side of the peninsula. The mouth of the Cascade Creek should be preserved to maintained limited sedimentation at the west end of the Marina District. New bio-swales could be considered along the north side of the Bayfront Parkway’s length to address stormwater run-off from the bluffs and roadway, while providing additional buffering for the pedestrian bicycle path.

Clean dredge material recycling:
Recovered dredge material that meets ‘clean’ standards could be used for beach replenishment at near-shore and/or on-shore locations, including the beaches at Presque Isle State Park and the

proposed beach near the Chestnut Street Boat Ramp. The material can also be provided to other interested entities to be used in off-site construction projects. Depending on the quality of the material retrieved, there may be value in it as compost. The Port Authority could use the material for fill and underlayment in its own planned projects, including the proposed pedestrian/bicycle path extension to the Erie Land Lighthouse.

Contaminated dredge material recycling:
Recovered dredge material that does not meet ‘clean’ standards could still be used as fill material provided that it is properly capped or remediated on-site and then recycled with less restrictions. The Port Authority could find opportunities to cap the material in on-site planned projects, again including the proposed pedestrian/bicycle path extension to the Erie Land Lighthouse.

Storage of dredge material on-site:
The Lampe District, in open land area adjacent to the Carmeuse operations, is the recommended location to temporarily store the dredge material intended for recycling and/or relocation. If feasible, on-site treatment facilities can also be established in this area. A portion of the dredge material is anticipated to be unusable and infeasible to relocate off-site. While the Port Authority will have some capacity to re-utilize some of the dredge material in projects in the short term, available land area is limited and too valuable as waterfront property to be used for dredge storage. The existing CDF lagoon was originally implemented for this purpose and should be considered by the applicable authorities for continued use to permanently place dredge material that has first exhausted all recycling possibilities.

6. Shoreline Improvement

Several planned projects offer an opportunity to repair and/or replace failing seawalls identified in the Existing Conditions section. These repairs and enhancements should also include improvements and upgrades to the associated waterfront walkways and water access points. The improvements should include provisions to capture stormwater runoff and filter the effluent prior to release into the bay.

Stormwater runoff at natural waterfront embankments utilize soil and plant material to filter out contaminants, but need additional interventions to overcome human activities. In addition to curbing/eliminating fertilizer use on waterfront vegetation, there are a couple of tenant activities that need to be addressed. The aggregate

storage fields in the Lampe District are stored much too close to the water's edge and require additional containment measures to prevent run-off filled with sediment that builds up in the Bay. In addition, wind drives the unprotected sand and fine aggregate dust outside of the leased footprint of the Carmeuse operations. Other tenants that utilize gravel parking lots an/or flat exposed dirt fields are also contributing to wind driven dust outside of their boundaries, which creates a near term air quality issue and a longer term water quality issue. Gravel and dirt lots should be protected with silt fences and catch basin protection as established by the EPA. Loose aggregate piles should be covered with tarps or other protective measures to keep the sand and dust within the lease boundaries.

Conclusions

The Master Plan was not intended to be implemented in a vacuum, but rather incorporate the considerations that are consistent with and further the recommendations of the City's Comprehensive Plan, the Downtown Master Plan, and Emerge 2040. The components of the master plan are intended to attract new local, regional and out of town users to the Bayfront, while providing an environment that retains the attention and interests of both users and leaseholders to the area. The plan attempts to accomplish such intentions by reinforcing and clarifying the aspects of the Bayfront that are timeless and favored, including views and access to the water, while replacing, updating, and/or relocating uses and activities that are out of place or no longer appealing with new experiences as demonstrated in each of the Districts, including the proposed boat service center, McAllister Place redevelopment, and Liberty Park enhancements.

In addition, two new developments, currently in the planning stage, have potential to significantly impact the desired outcome of the Port Erie Master Plan, which include Bayfront Place (former GAF shingle plant site) and Scott Properties Harbor Place (former Penelec site). Both developments promise to bring synergistic uses and activities that will stimulate the market and create favorable conditions for the development identified for Dobbins Landing. Both are inherently designed with a slight inward-looking protective focus, where a more outward collective approach will generate more traffic and patronage for all the planned development entities. Some specific enhancement recommendations that the Port Authority can offer include:

Harbor Place Development (former Penelec site) recommendations:

- Place more of the development features closer to State Street
- Remove the planned park and develop the northeast corner of State Street and Bayfront Parkway with a mixed-use commercial

- building that can complete the east side of a planned gateway into the district.
- Enhance the residential development planned across from the Port Authority office building with an entrance plaza shared with the Port Authority building. Consider re-aligning the draw bridge over the East Canal Basin to occur south of Rum Runners and align with the Port Authority Office Building south entrance.
 - Provide additional pedestrian connections to the Bayfront Bikeway

Bayfront Place Development (former GAF shingle plant site) Recommendations:

- Place some of the development features closer to State Street and take advantage of the Front Street Extension
- Provide additional pedestrian connections to the Bayfront Bikeway
- Reconsider the placement and mixture of uses to support and complement each other - and in context of the uses offered by the Port Authority
- Congregate retail, restaurants and entertainment uses around physical place-making elements that include plazas and walkways large enough for people to gather but proportioned alongside building edges to create a sense of enclosure and identity.
- Assure walkable streets, but within a memorable pattern that adds interest and intrigue not confusion

The master plan program is written in the context of the planned uses of the two neighboring developments with care to add uses and activities that the market can support collectively. In short, The Port Authority contributions to Dobbins Landing should be self-sustaining without undue dependence on any planned adjacent project(s), while encouraging the additional developments as a complement to the experiences offered on Port Authority property. The Port Authority will want to keep abreast of the pace of each development and be ready to react with an alternative action plan if portions of the other two developments do not materialize or occur later than desired.

Consider additional uses to be located on Port Authority property if the adjacent developments are delayed or cancelled:

- Residential – urban oriented, missing middle housing located on upper level(s) of mixed use developments
- Office – upper level space, both small and large floor plate, overlooking the Bay within mixed use developments
- Additional Retail – located on the ground level in strategic public areas

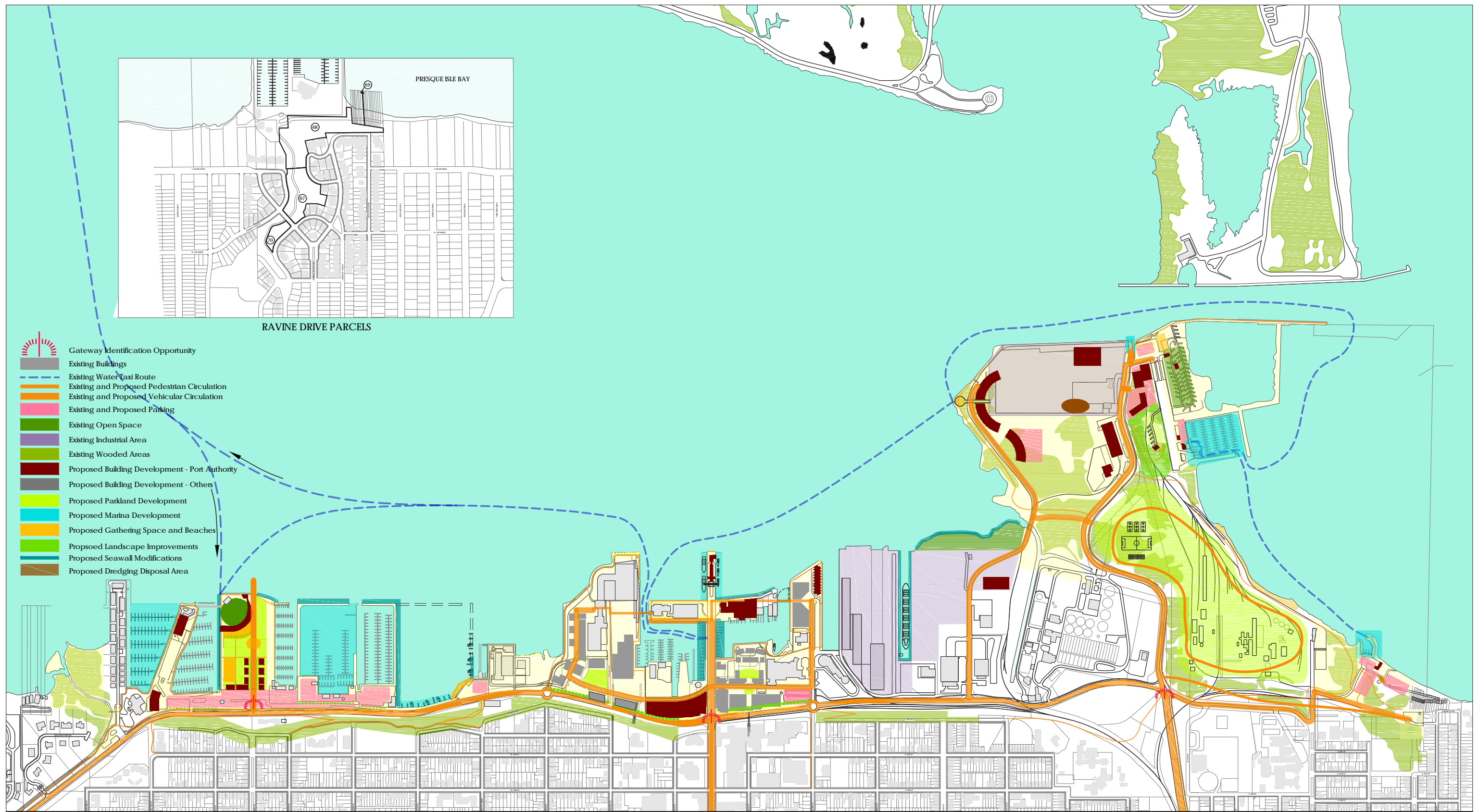
- Additional Food Service – located on the ground floor and upper level, with potential terrace space overlooking the water
- Additional Entertainment options – located on the ground floor and upper level, with potential terrace overlooking the water

In order to gain more development space to provide additional uses and activities, consider the relocation of the Presque Isle Yacht or the Wolverine Park Marina to the new marina site planned in the Marina District. A new West Canal Basin mixed-use waterfront development consisting of residential, office and retail uses could take the place of either marinas and be developed at a scale to begin to supplement the anticipated uses and activities planned at either the Harbor Place or Bayfront Place projects. The Port Authority could consider options to acquire the former GAF and/or Penelec sites if no development activity occurs within the next 5-10 years or using leverage to encourage others to step in and fulfill the potential development opportunities contained within these two sites.

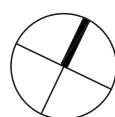
The Port Authority should also consider the incentive that is provided by taking the first step, which may be necessary to stimulate a cautious, but lucrative market. The initial development provided by the Port Authority might offer the additional confidence necessary to get the two adjacent developers to act more quickly. An extended period of patience and encouragement is recommended to allow the outside development community time to support and compliment the planned uses and activities contained within this master plan, followed by Port Authority driven alternatives implemented as necessary to achieve the overall results of the 20 year vision.



Lampe District Development Opportunities



NORTH

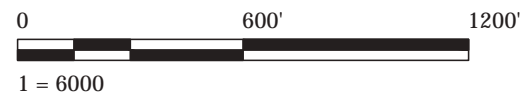
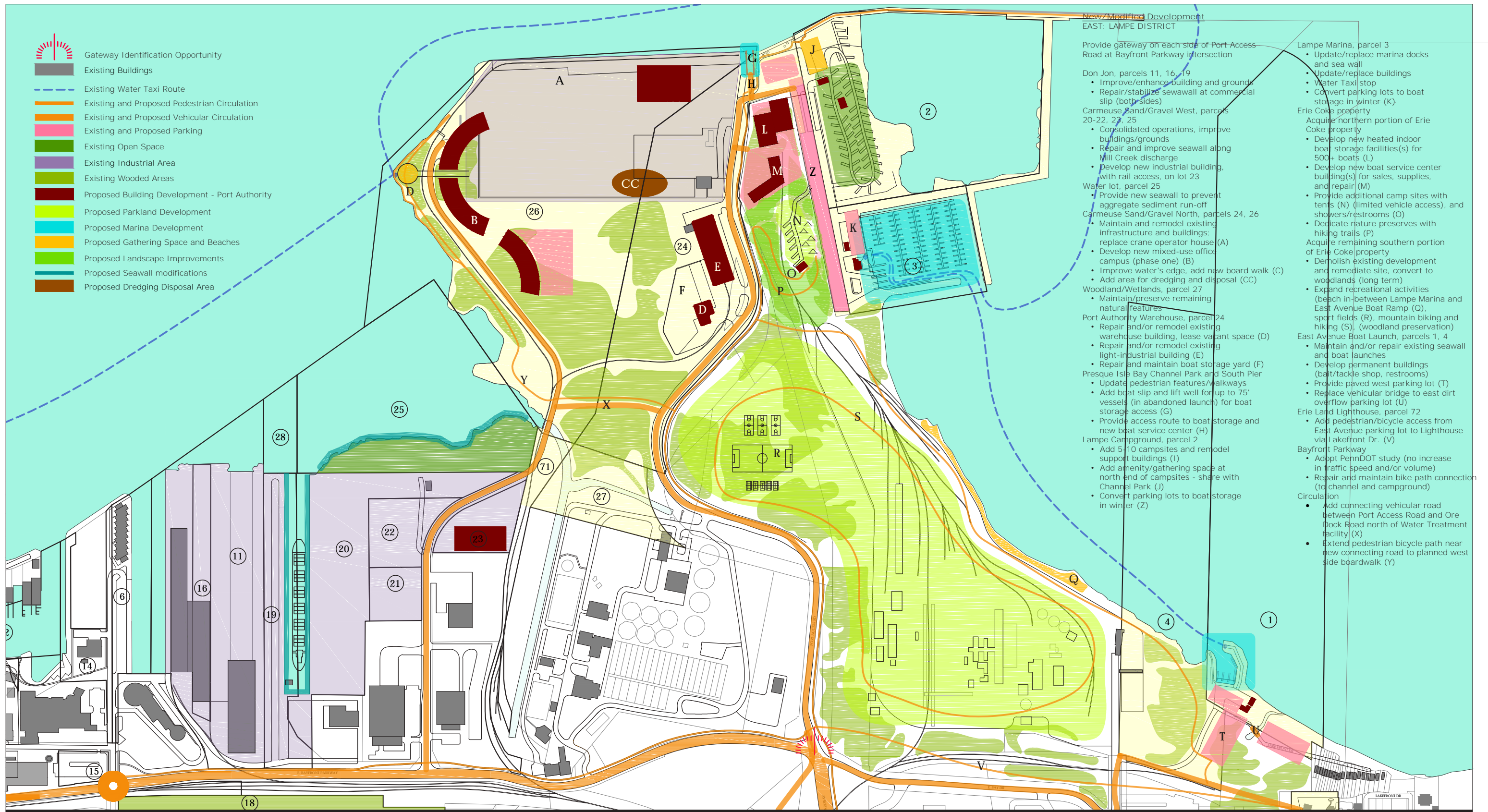


0 1200' 2400'

1 = 12000

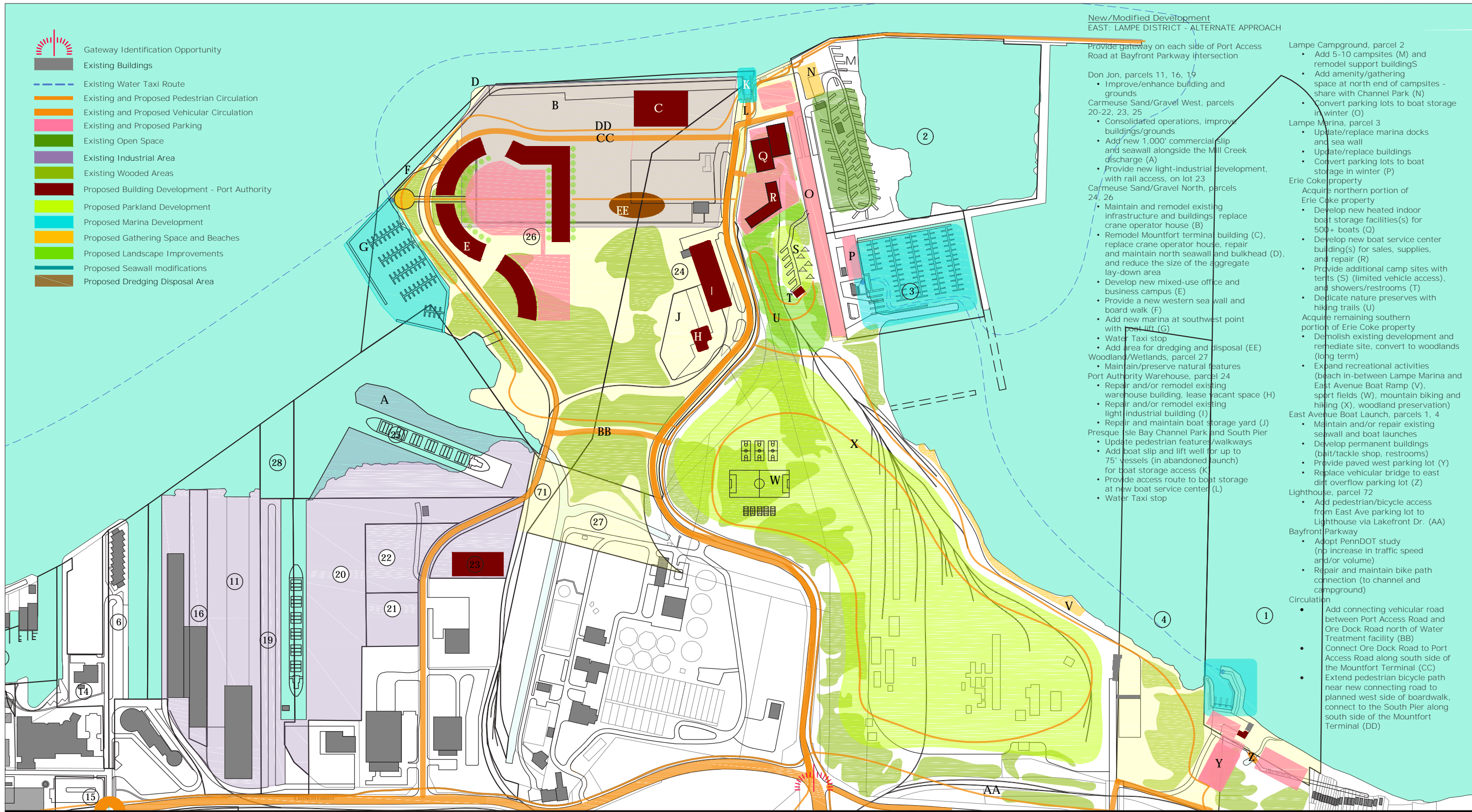
MASTER PLAN COMPOSITE PLAN

MASTER DEVELOPMENT AND FACILITIES PLAN
ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY
ERIE, PA



EAST: LAMPE DISTRICT
MASTER DEVELOPMENT AND FACILITIES PLAN
ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY
ERIE, PA

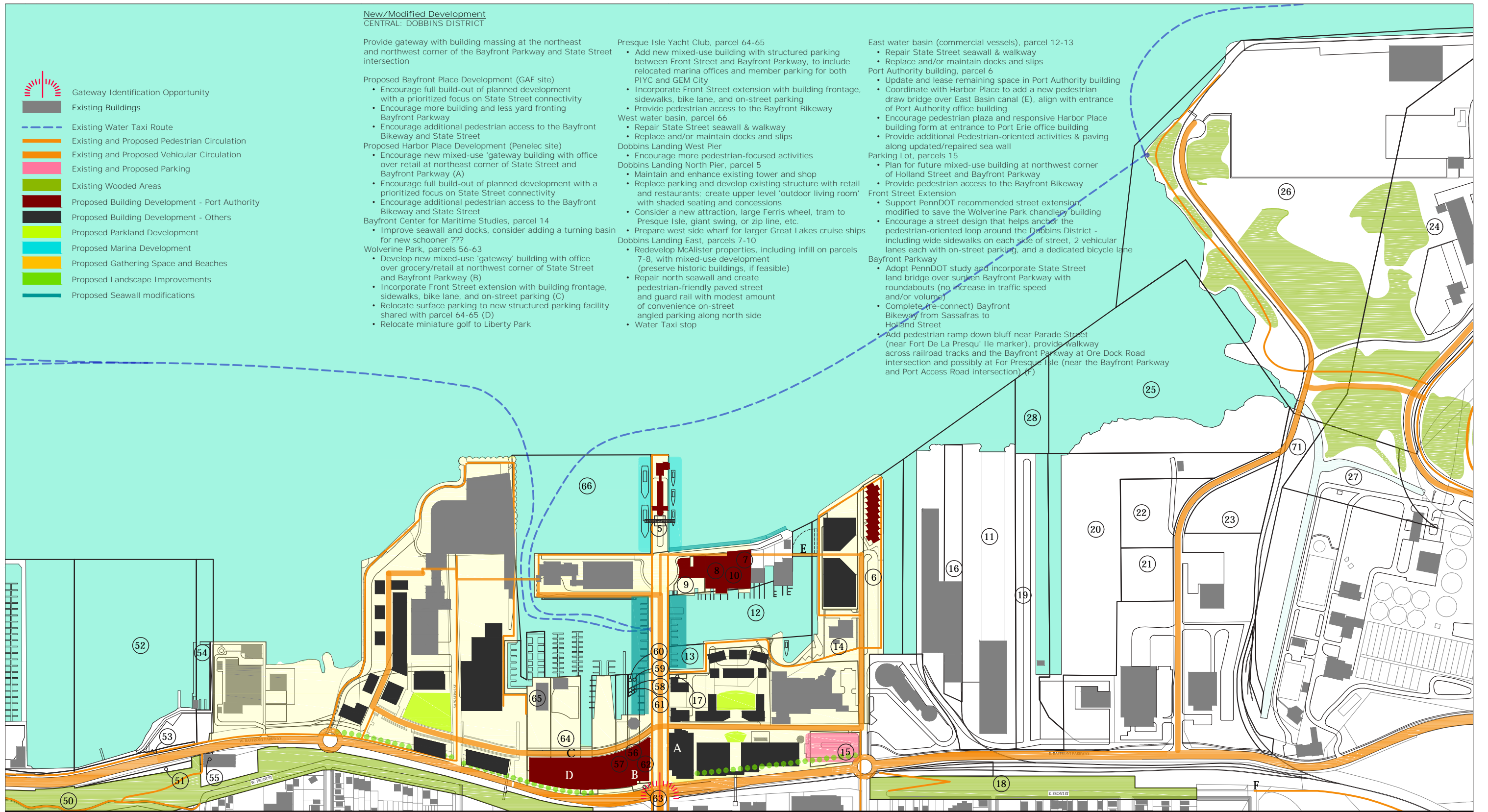




EAST: LAMPE DISTRICT - ALTERNATE APPROACH

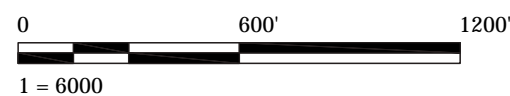
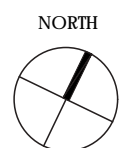
MASTER DEVELOPMENT AND FACILITIES PLAN
 ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY
 ERIE, PA





CENTRAL: DOBBIN'S DISTRICT

MASTER DEVELOPMENT AND FACILITIES PLAN
ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY
ERIE, PA





Gateway Identification Opportunity



Existing Buildings



Existing Water Taxi Route



Existing and Proposed Pedestrian Circulation



Existing and Proposed Vehicular Circulation



Existing and Proposed Parking



Existing Open Space



Existing Wooded Areas



Proposed Building Development - Port Authority



Proposed Building Development - Others



Proposed Parkland Development



Proposed Marina Development



Proposed Gathering Space and Beaches



Proposed Landscape Improvements



Proposed Seawall modifications

New/Modified Development

WEST: MARINA DISTRICT

Provide a gateway at the entrance to Liberty Park

Cascade Creek, parcels 29-30, 32-34

- Enhance Trail Head with additional paving and landscaping (A)
- Repair or replace pedestrian bridge (B)
- Expand wetland park, fishing access (C)

New Niagara Marina / Water Lot, parcel 31-32

- Provide new 130 slip marina with new finger docks serving 20' - 50' vessels (D)
- Build marina support buildings on parcel 32

RCR Yachts, parcel 32, 48-49

- New yacht / boat showroom combined with new marina support facility (E)
- Share surface parking with Liberty Park and common areas
- Potential water access to West basin (Water Lot 31) (F)

Perry's Landing/Lawrence Pier, parcel 47

- Maintain and enhance existing features
- Expand existing marina building with new development (over parking)
- Build new pedestrian draw bridge to Liberty Park (G)

Liberty Park, parcels 41-46

- Complete the northeastern seawall with water access (H)
- Replace the western seawall with access to new transient dock
- Redevelop amphitheater grounds with hospitality suites and concessions
- Redevelop boat storage area with park amenities: splash park, playground, shelters, mini-golf, ice-skating and hockey rink, public art, etc.
- Develop boater conveniences and marine supply store, restaurant, farmers' market, and concessions
- Consolidate parking
- Redevelop pedestrian access along Bayfront Parkway
- Water Taxi stop

Bay Harbor West Marina, parcels 38, 41

- Expand area for Sloppy Duck restaurant (I)
- Repair/replace north seawall and boardwalk (J)
- Consolidate parking

Commodore Perry Marina, parcels 38-40

- Add additional docks and slips (up to 64) (K)
- Improve pedestrian experience along Bayfront Parkway

Bay Harbor East Marina, parcels 36-37

- Repair/replace sea wall and pedestrian amenities
- Improve pedestrian experience along Bayfront Parkway

Open Water Lot, parcel 52

- Plan for future new marina and sea walls (consider dockless moorings) (L)
- Add 20 new docks or slips, with a preference for house boats (M)
- Repair/replace western boat ramps (N)

Chestnut Street Boat Launch, parcels 53-54

- Repair/Replace seawall and incorporate new public fishing pier (O)
- Repair existing boat launches (P)
- Add Kayak launch area with small beach (Q)
- Improve pedestrian experience along Bayfront Parkway

Bayfront Parkway

- Adopt PennDOT study with added roundabout (no increase in traffic speed and/or volume)
- Add pedestrian ramp down bluff at Liberty Park (at perimeter of Cobblestone Hotel) (R)
- Repair and open pedestrian ramp down bluff at Water Authority building (S)

PRESQUE ISLE BAY

NORTH



0 600' 1200'
1 = 6000

WEST: MARINA DISTRICT

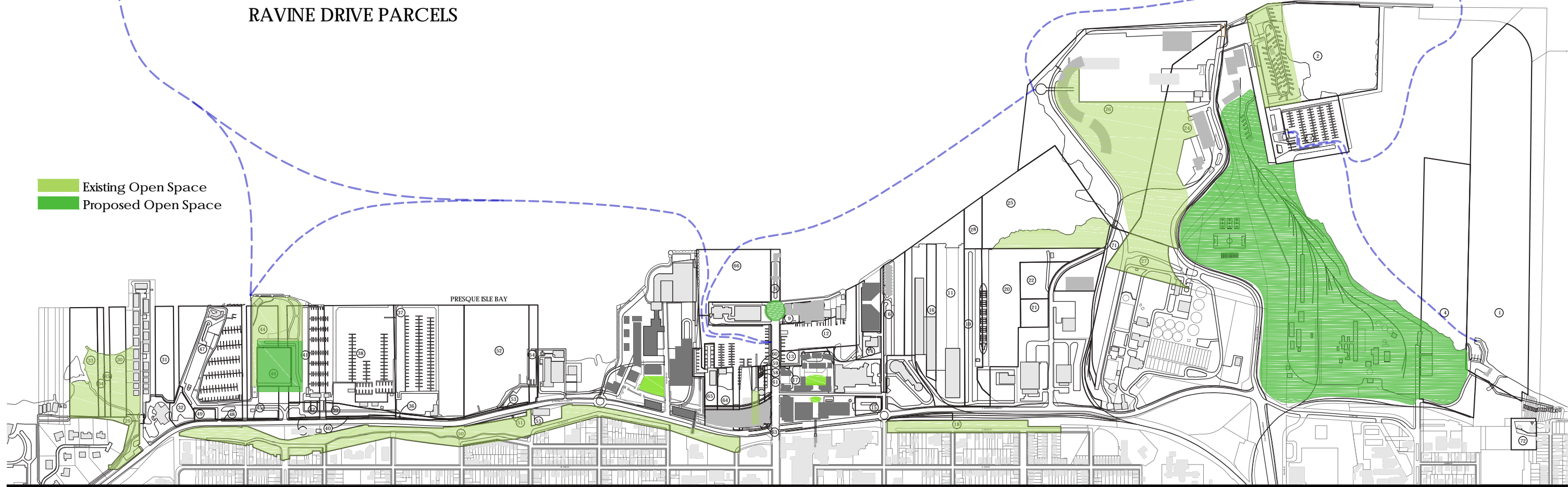
MASTER DEVELOPMENT AND FACILITIES PLAN
ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY
ERIE, PA



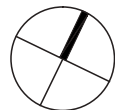


RAVINE DRIVE PARCELS

Existing Open Space
Proposed Open Space



NORTH

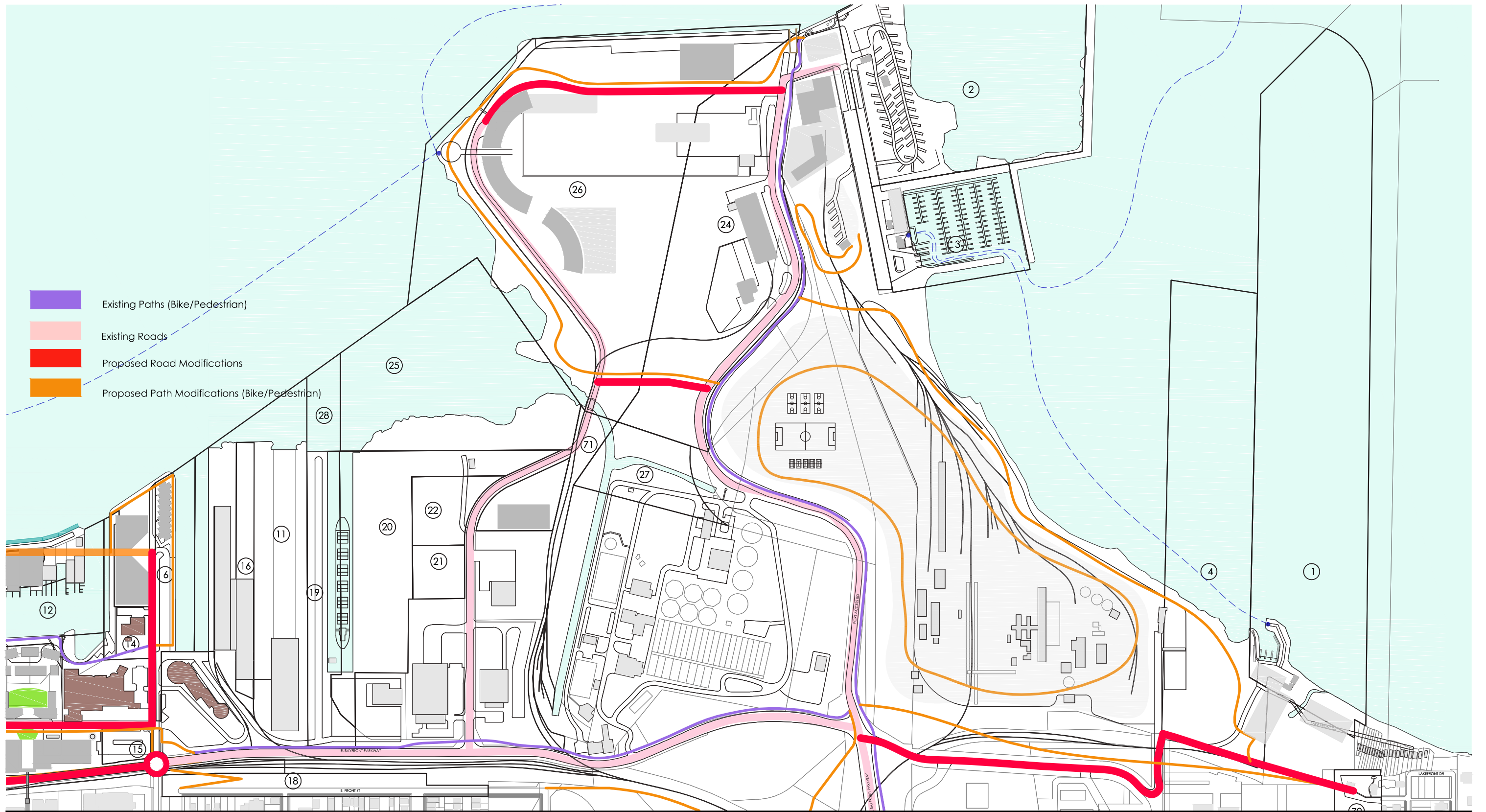


0 1200' 2400'
1 = 12000

PROPOSED OPEN SPACE AND RECREATION

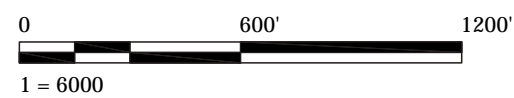
MASTER DEVELOPMENT AND FACILITIES PLAN
ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY
ERIE, PA

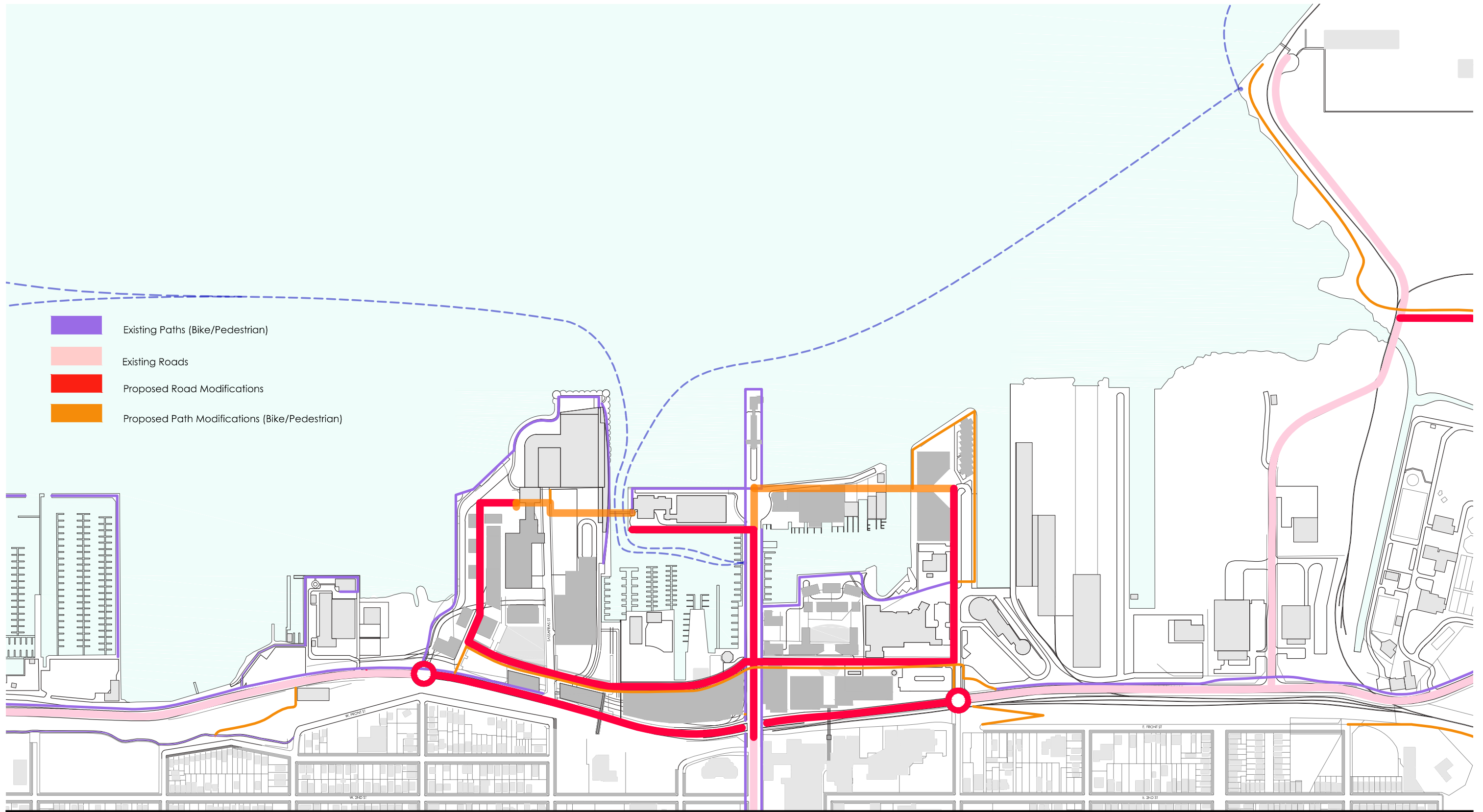




PROPOSED CIRCULATION: LAMPE DISTRICT

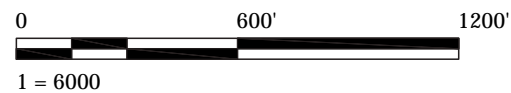
MASTER DEVELOPMENT AND FACILITIES PLAN
 ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY
 ERIE, PA

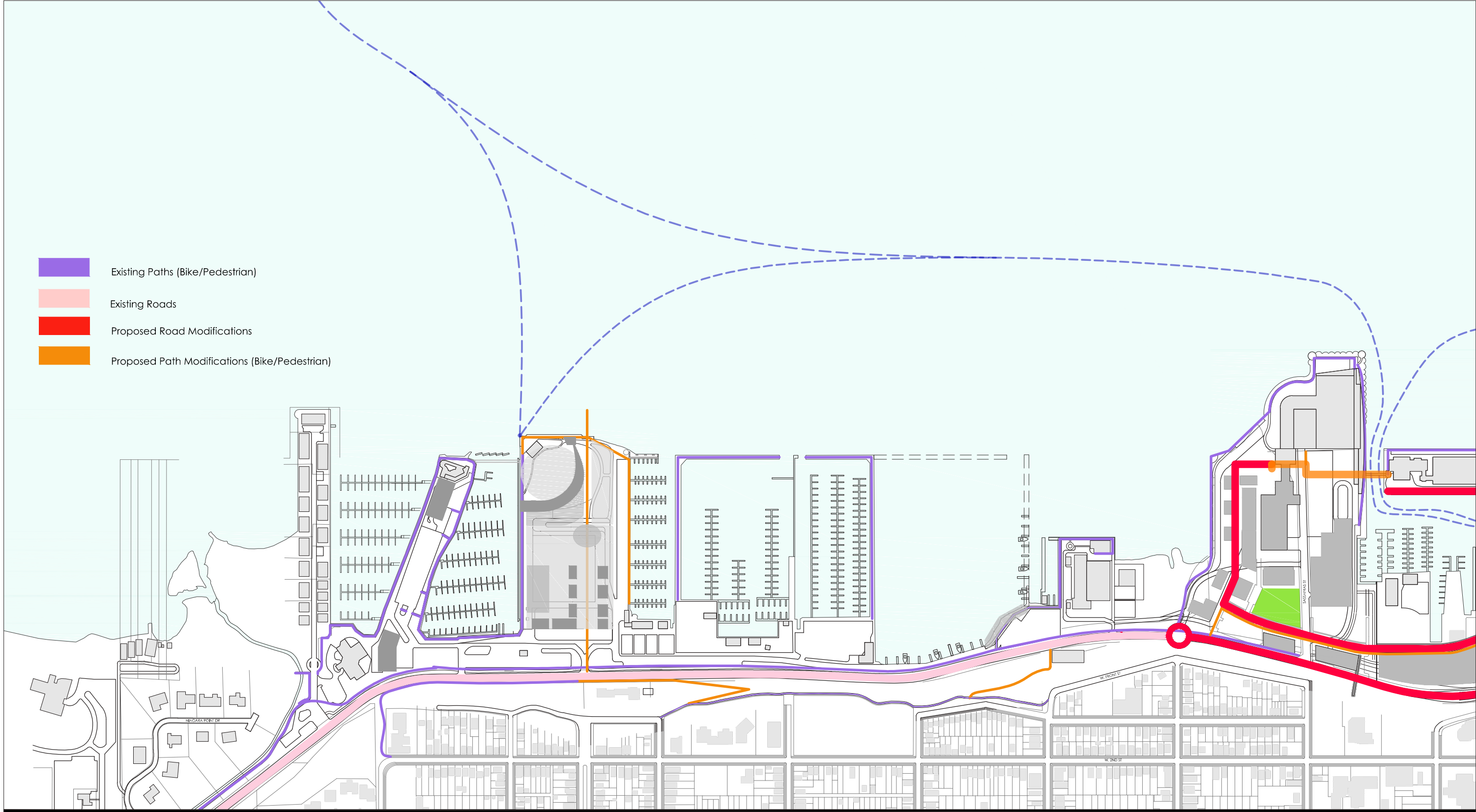




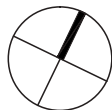
PROPOSED CIRCULATION: DOBBIN'S DISTRICT

MASTER DEVELOPMENT AND FACILITIES PLAN
 ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY
 ERIE, PA
 Page 84





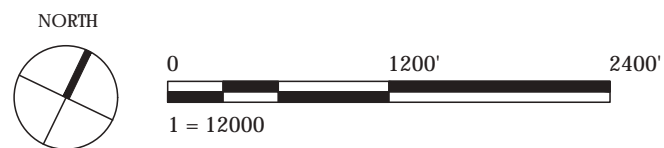
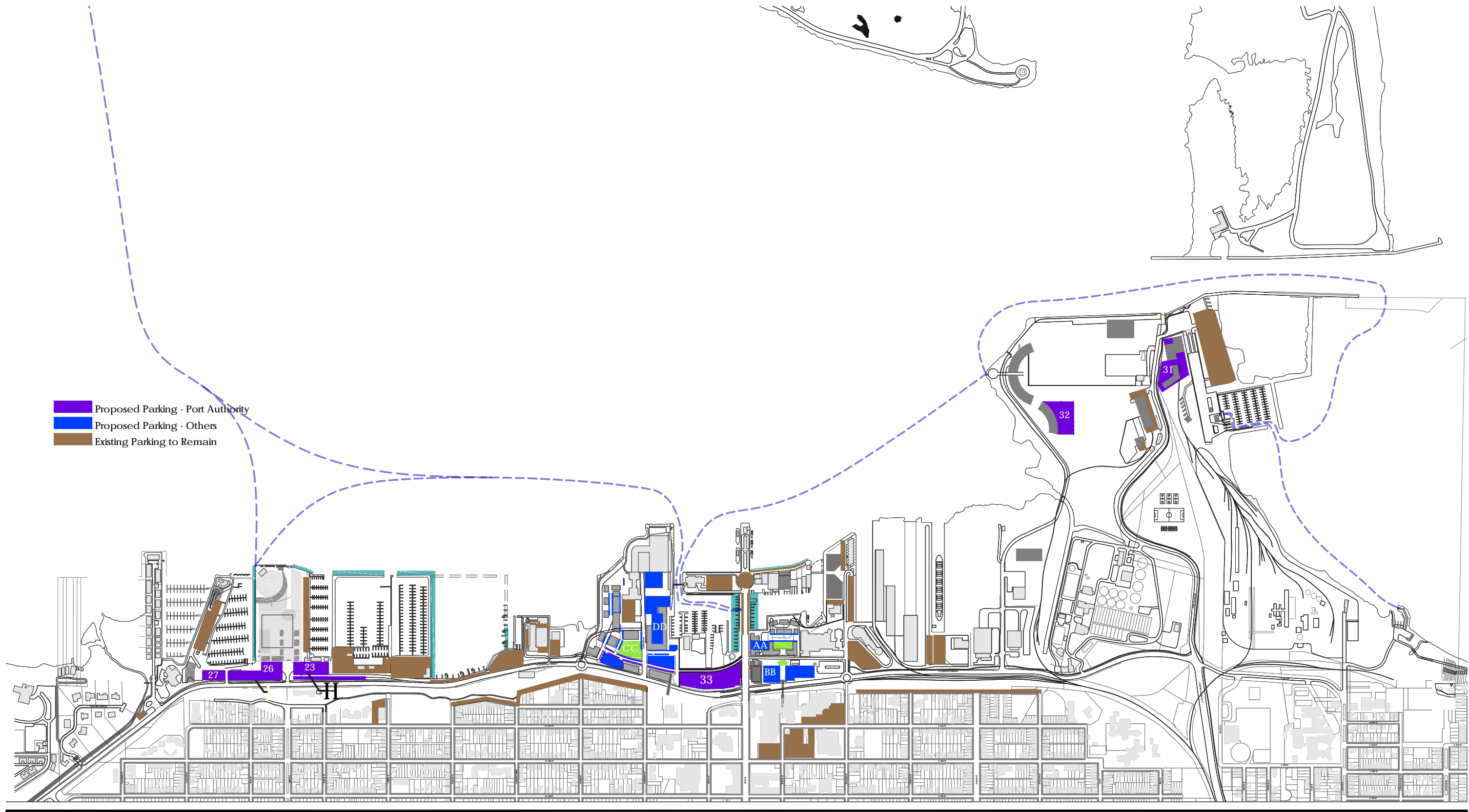
NORTH



PROPOSED CIRCULATION: MARINA DISTRICT

MASTER DEVELOPMENT AND FACILITIES PLAN
 ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY
 ERIE, PA





Proposed Parking

MASTER DEVELOPMENT AND FACILITIES PLAN
 ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY
 ERIE, PA



SPECIFIC AREA PLANS

Two parcels with significant short-term development potential have been identified for further study. Preliminary site evaluations have been conducted on these two sites to analyze the feasibility of short-term development, review any existing or past plans for those sites, identify infrastructure needs that will be required for any proposed development, and identify alternative scenarios for future development. The proposal will include recommendations on vehicular and pedestrian access, greenspace, parking, and connectivity to adjacent sites, public shoreline access, transit accessibility, and other key design elements. Various options have been evaluated.

The development of these specific area plans focus on both the need to leverage other development projects that are close to groundbreaking and the need to create new catalytic developments that will spur development opportunities on adjacent properties.

1. Dobbins Landing

Historically, Dobbins Landing has been at the center of maritime activity for the City and served as the site of the main cruise ship terminal building for years during the early part of the 20th century. The Bicentennial Tower was built in 1995 to commemorate the City's 200th birthday and transformed the downtown Bayfront pier into an iconic destination oriented experience that made each visitor's to-do list. Twenty years later, some of the features have lost some of their allure, the McAllister Building is deteriorating, and storage of vehicles and boats has become the predominant use. Yet, the central location is prime for another intervention to spur renewed interest in the downtown Bayfront again for locals and visitors alike to enjoy.

The re-development program is split between the north pier and the east pier of Dobbins Landing

a. Dobbins Landing North Building Development Program

The Bicentennial Tower features covered parking under a second level viewing platform that originally catered to dignitaries, but is rarely occupied today. A gift shop is located on the ground level at the base of the tower sells tickets and provides access to the elevator leading to the observation platform.

The first step in the revitalization program for the tower complex is to repair and/or renovate (as needed) the tower and gift shop for continued use and updated appearance. The next step is to create Bicentennial Place 1, a casual collection of restaurants and retail uses on the ground floor and a covered 'outdoor living room' on the upper level that features lounge seating and concessions. The existing covered parking structure will be reused and enclosed, parking will be removed from the north pier. Depending upon its success, Bicentennial Place 1 will be replicated on the site of the current surface lot parking and labeled Bicentennial Place 2 with similar uses. At the same time, plans for a new destination-oriented entertainment feature will be developed and implemented. A giant Ferris Wheel is envisioned to be installed perpendicular to the pier on a raised platform allowing the cars to swing out over the water and docked ships below. Several alternative ideas have been considered, including a passenger station for a new tram to Presque Isle, a giant outdoor swing overlooking the Bay, a zip line, and viewing area for choreographed lighted and musical fountains located nearby in the Bay. The existing perimeter plaza will be updated as needed to create a vibrant atmosphere for dining, shopping and socializing while watching the activity on the Bay, perhaps before or after a local cruise ship excursion.

b. Dobbins Landing East Building Development Program

The existing structures that make up McAllister Place are in poor condition. A recent building evaluation indicates that renovation of the structure is still feasible, but additional assessment is necessary. An art gallery currently leases space on the ground floor of the building, while the upper level is not suitable for occupancy due to the roof condition. The back of the building was, up to this year, used for indoor heated boat storage. The other two attached ancillary buildings provided additional boat storage and repair services. The scale and character of McAllister Place is ideally suited to the type of waterfront activity sought for Dobbins Landing and should be duplicated if the complex is not be able to be salvaged and renovated. In addition, the entire north seawall is in poor condition and must be replaced.

The renovated north side of the pier is envisioned to feature a pedestrian-oriented boardwalk that has provisions for vehicular traffic and convenience parking when needed. Ground floor storefronts consisting of retail and restaurants will be worked into the more formal building frontage. The upper levels will be populated with galleries, additional restaurants, and the alternative potential for residential units. A penthouse restaurant with roof deck could be added to the top of the structure. The large barrel vaulted space facing the East Basin is envision as a larger gathering space for banquets or a specialty use such as a culinary demonstration kitchen. An open lot located east of the existing buildings will be redeveloped with similar uses that include retail, food service and small scale entertainment uses. A multi-level series of boardwalks is planned for the south side of the pier that takes advantage of the protruding and undulating edges of the existing building footprints and corresponding docks. Transient boat slips with hourly programming is recommended for the adjacent waterfront.

Renovation of the State Street cul-de-sac of is recommended in a manner that provides a centralized town square type gathering place for use by all Dobbins Landing piers. Brick pavers, new street furniture, new trees and plant material, sculpture items (sun dial) incorporated with the recently updated street light standards are suggested. Similar to the east pier, parking would be provided, but not featured.

2. Liberty Park

Liberty Park is the largest park accessible to the downtown and surrounding neighborhoods and offers programs throughout the year for the entire community, most notably the 8 Great Tuesday’s concert series that often attract crowds upwards of 5,000 fans. The current park suffers from a subdued image and poor land utilization. The removal and relocation of the boat storage and consolidated parking layout will more than double the amount of area currently available for park use.

The proposed park layout begins by extending the Liberty Street right-of-way onto the park and creating a pedestrian esplanade within its boundary. A gateway is created at the park entrance and Bayfront Parkway intersection providing a monumental entrance into the park that welcomes pedestrians, bicyclists, and offers a passenger drop-off zone. Several structures are provided within the park that share a similar framework, which can be customized and dedicated to a particular use or uses over time. A restaurant, family center/museum, and retail uses are envisioned to occur near the parking area. Open shelters for family gatherings and vending areas for artist and farmers markets are planned for the esplanade. The esplanade terminates at a fountain/splash pad which is located near the replacement playground. An outdoor miniature golf course relocated from Dobbins Landing is located in the park with the option of additional indoor greens. An outdoor fitness program is planned along with a potential enclosed wellness/health center. The existing amphitheater is revamped with permanent hospitality covered enclosure for concerts and events located at the top of the berm. The lower level will serve concessions and offer additional market space for vendors. A new toilet facility sized appropriately for concert audiences and play area users will be located near the amphitheater and splash pad, which will include approximately 20 fixtures per gender and changing areas for splash pad use. Additional space for storage and maintenance needs will also be included within the new structure. A dedicated outdoor banquet facility for receptions with capacity for approximately 50 to 75 people will overlook the Bay.

The park is designed for all season use that can accommodate large events and smaller family outings as well. Each structure is intended to support a multi-functional framework that can house a number of activities throughout its life that might include a market, family gathering shelter, and wellness activity during any given week, including the option to be leased and converted to a more specific long-term use. Multiple events are anticipated that include music festivals, artists markets, farmers markets, food and beverage conventions, and seasonal events including summer and winterfests. Additional cold weather activities envisioned include ice skating at the splash pad, hockey rinks set up adjacent to the open air shelters, ice fishing support services, and outdoor fitness activities.

The grounds of the park will provide a multi-experiential environment. In addition to the central esplanade, a wide paved perimeter walkway is established to provide waterfront access. A formal garden is placed in the middle of the park with trellises and shade trees. Open lawns for undefined activities and play are located throughout the park. A pathway leading from the splash pad extends out into the Bay as a viewing platform and fishing pier. The north seawall improvements will be extended to the eastern edge of the peninsula. The west seawall will be repaired/replaced and include a transient dock along the full length of the pier for a variety of vessel sizes, including an area for kayak launching.

Parking is consolidated to the south of the park readily accessible from the Bayfront Parkway. The EMTA transit stop is maintained with additional bus and trolley routes with stops at the park anticipated. All pedestrian walks will be sized and constructed to accept occasional vehicular access to all points within the park for deliveries, service and assisted access. Buildings requiring more consistent service will be located alongside the west parking lot of the Bayfront West marina.



Dobbins Landing



Liberty Park

Dobbins Landing

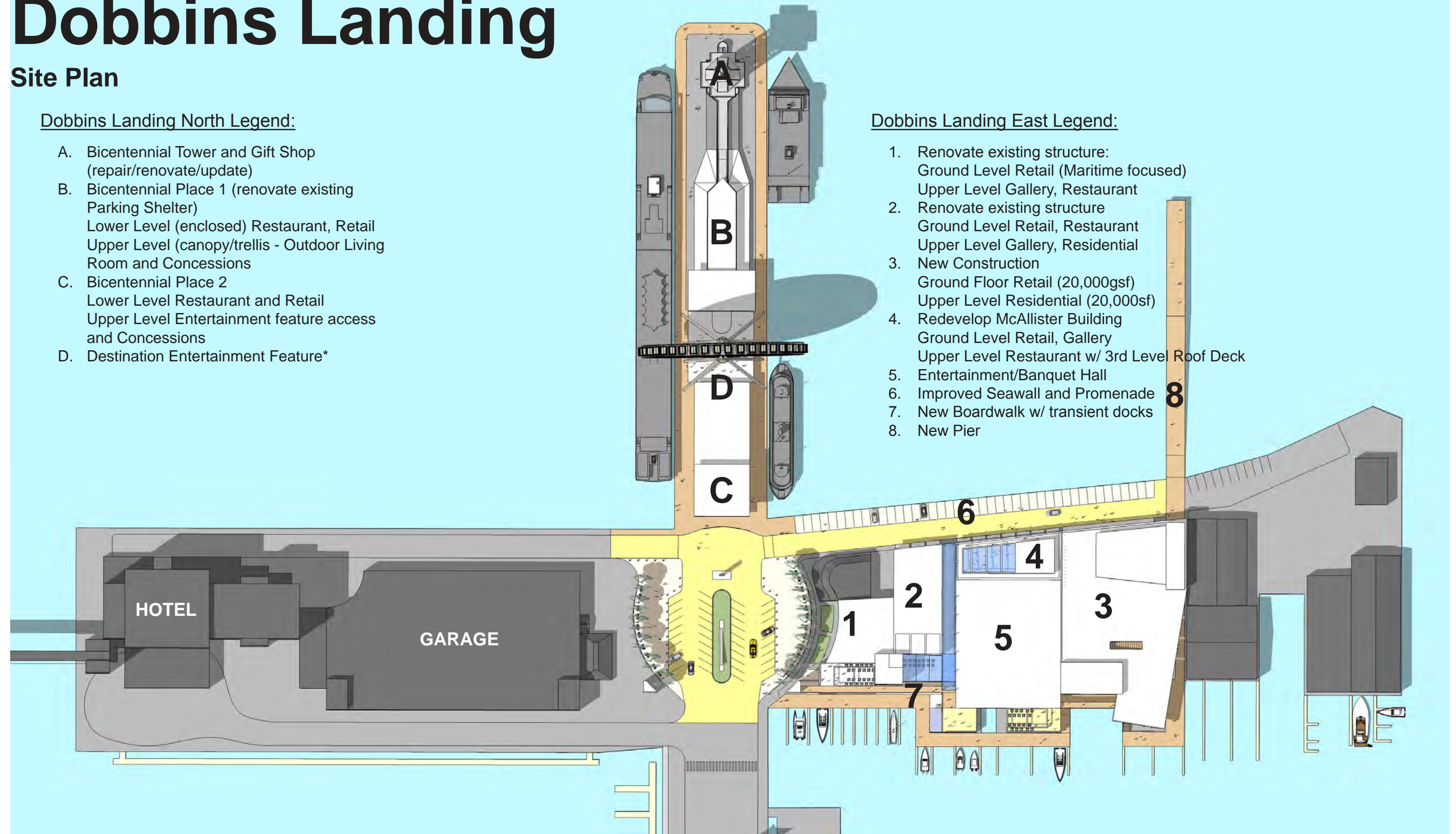
Site Plan

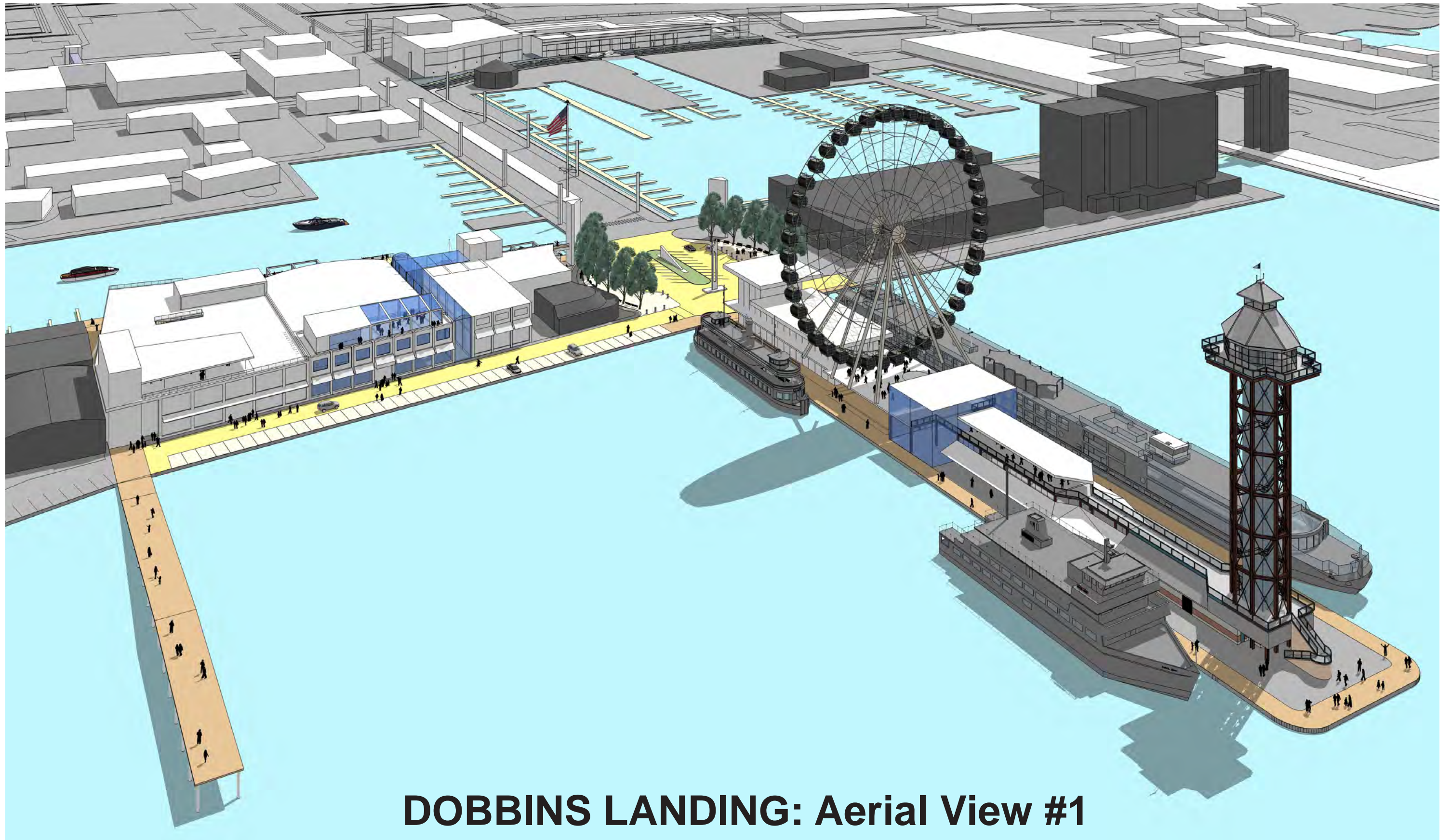
Dobbins Landing North Legend:

- A. Bicentennial Tower and Gift Shop
(repair/renovate/update)
- B. Bicentennial Place 1 (renovate existing
Parking Shelter)
Lower Level (enclosed) Restaurant, Retail
Upper Level (canopy/trellis - Outdoor Living
Room and Concessions)
- C. Bicentennial Place 2
Lower Level Restaurant and Retail
Upper Level Entertainment feature access
and Concessions
- D. Destination Entertainment Feature*

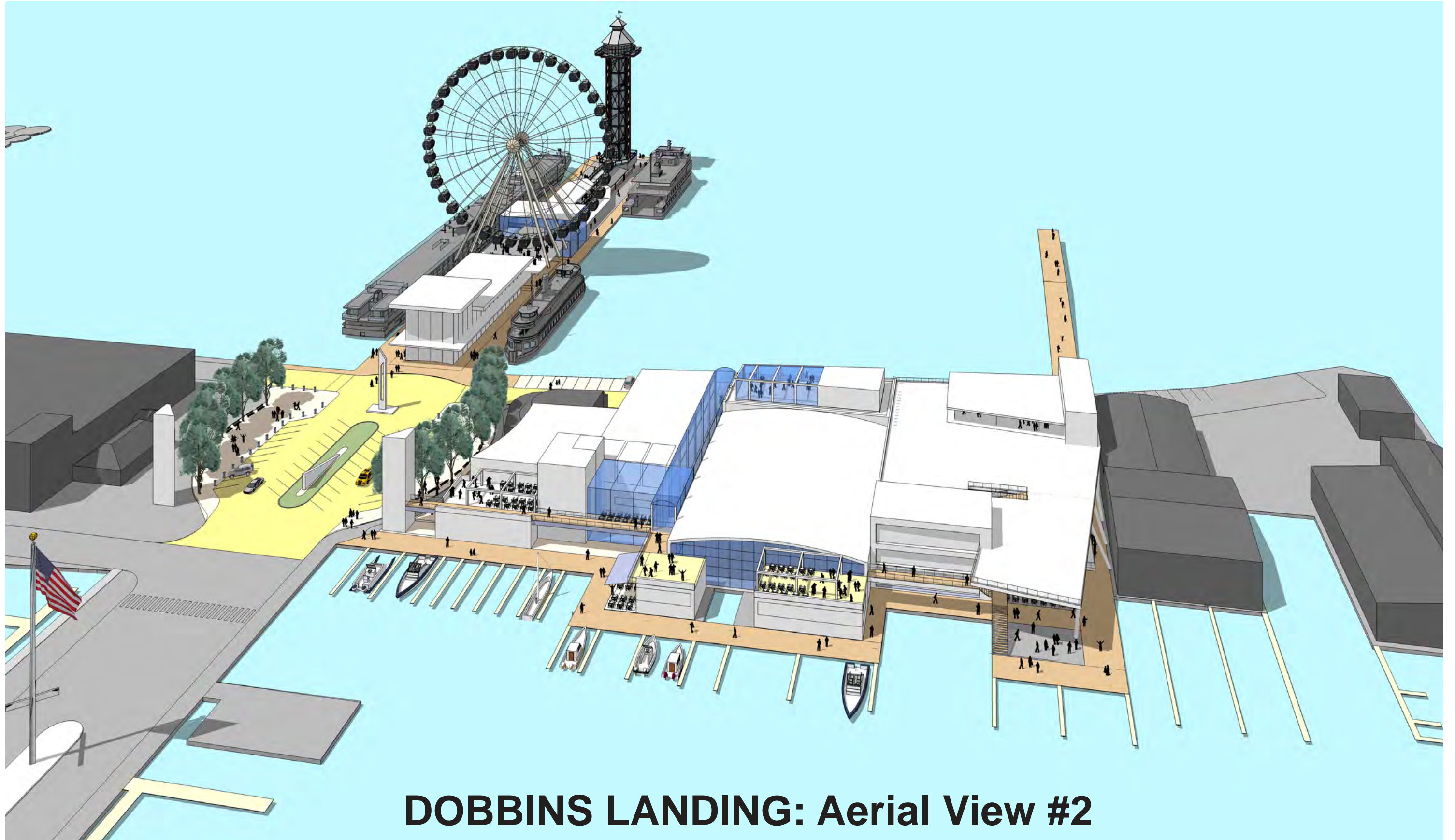
Dobbins Landing East Legend:

- 1. Renovate existing structure:
Ground Level Retail (Maritime focused)
Upper Level Gallery, Restaurant
- 2. Renovate existing structure
Ground Level Retail, Restaurant
Upper Level Gallery, Residential
- 3. New Construction
Ground Floor Retail (20,000gsf)
Upper Level Residential (20,000sf)
- 4. Redevelop McAllister Building
Ground Level Retail, Gallery
Upper Level Restaurant w/ 3rd Level Roof Deck
- 5. Entertainment/Banquet Hall
- 6. Improved Seawall and Promenade
- 7. New Boardwalk w/ transient docks
- 8. New Pier





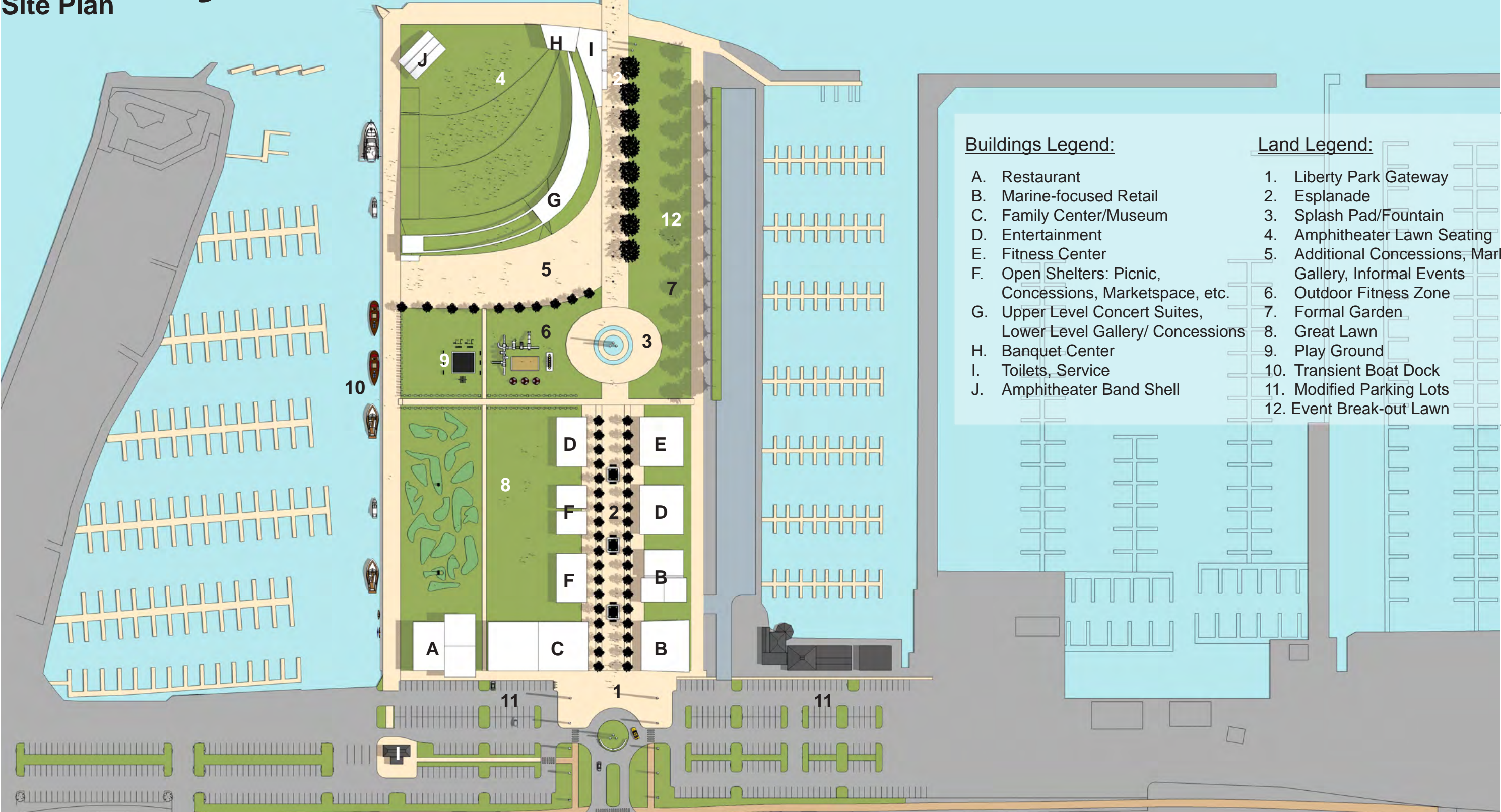
DOBBINS LANDING: Aerial View #1



DOBBINS LANDING: Aerial View #2

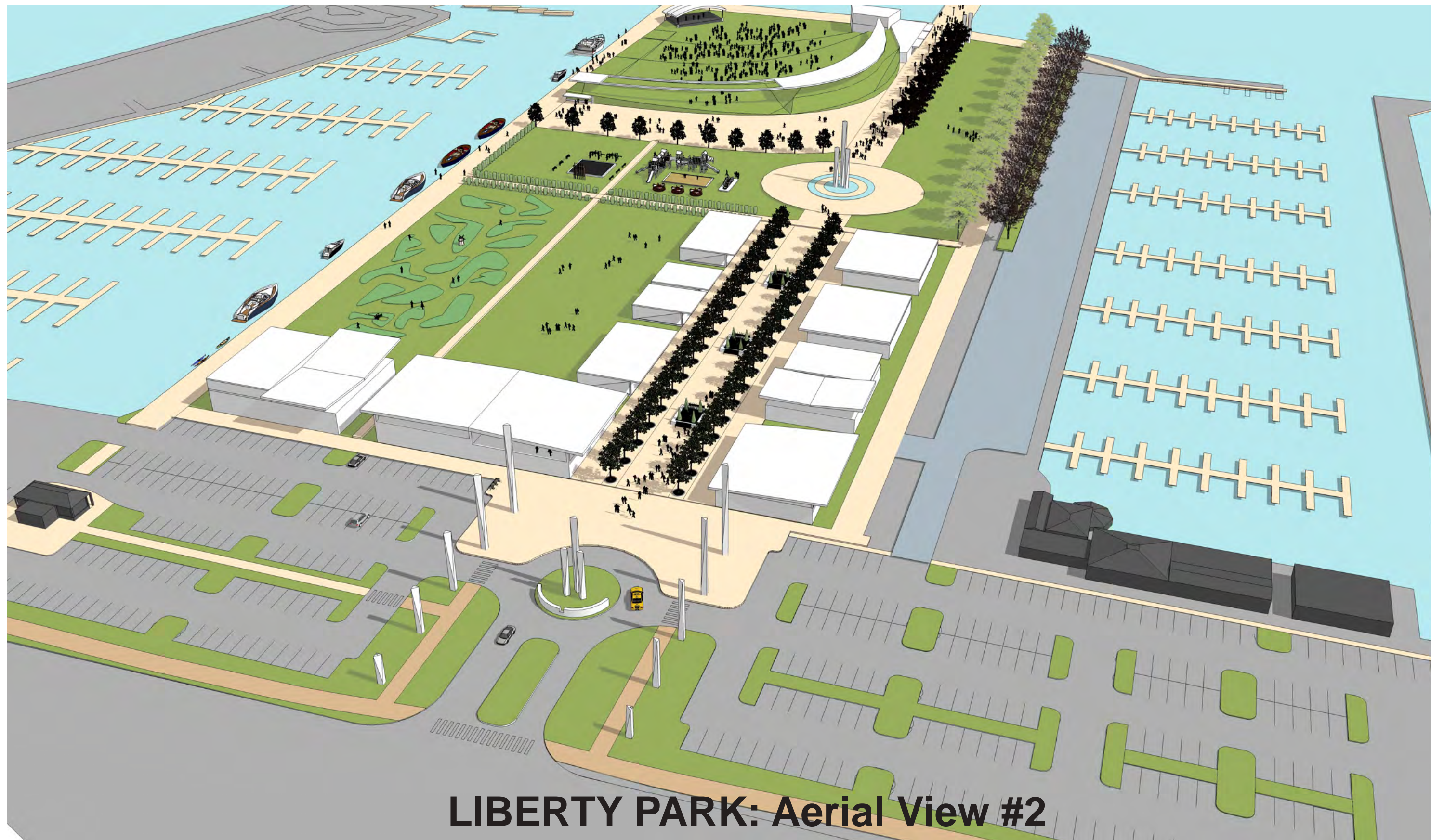
Liberty Park

Site Plan





LIBERTY PARK: Aerial View #1



LIBERTY PARK: Aerial View #2

DESIGN / ENGINEERING GUIDELINES

This Master Plan recommends that the minimum performance standards for both public and private development on the Bayfront be addressed to better align with the overall vision of the Bayfront and to help order to physical spaces as development and redevelopment occurs. It is also understood that subsequent efforts to define and require specific design choices strike the balance between providing direction and continuity while not stifling creativity.

The design choices made relative to private construction and public infrastructure have a huge impact on how the Bayfront looks and feels. The intent of this Chapter is identify specific needs and a path forward to address design issues. Specific design choices to be included in future guidelines and regulations should be made after consideration of many options and alternatives and should include some additional stakeholder buy in. Regulatory changes obviously require specific adoption procedures and ultimate approval by City Council.

There are three topic areas to be addressed as follows:

1. Design of private buildings and private outdoor spaces (green space, parking lots, courtyards, etc.)
2. Design of the public access spaces along the waterfront
3. Design of public infrastructure.

Design of private buildings and private outdoor spaces

The extent to which private construction of buildings and outdoor spaces should be controlled and regulated from a design perspective (exterior building materials, color choices, signage design, etc.) can be a challenging topic. Some feel that steps to define and control design elements from a purely aesthetic perspective is an overreach. Others feel that some design control is necessary in order to avoid design choices that are far outside of the norm and to help make sure that buildings and outdoor spaces are somewhat complimentary. While rigid design regulation should be considered carefully to ensure that the community does not feel alienated or over controlled, it is important that guidance for development of the outdoor spaces be provided by the Port Authority to help ensure development continuity along the Bayfront.



Design of private buildings and private outdoor spaces also related to zoning controls addressed in Section K. As noted there, all of the waterfront zoning districts permit land uses on a conditional basis and reference standards in Section 306.2 of the zoning code. As noted in Section K, many of these design standards are ambiguous and words such as “harmony” and “aesthetically pleasing” are overused and subject to many interpretations. The net effect is that they provide little or no guidance to either the designer attempting to conform to local requirement, or the approval authorities attempting to decide if a proposed design conforms to the code or not. What is needed is a more specific (and illustrated) set of design guidelines that is more clear and definitive about design issues. As also noted in Section K, a logical approach should define both “guard rails” to prevent use of specific objectionable building materials (concrete masonry units, vinyl siding, etc.), colors (florescent), etc., along with a long list of preferred design elements such as brick and nautical-themed architectural elements and use of native vegetation for landscaping. The goal is to provide considerable flexibility so that a designer working on a proposed development can choose between many choices in a pallet of options and alternatives for buildings and landscapes.

Development of this set of updated design guidelines is a recommended future step for the Port Authority and the City. Efforts to develop these guidelines will require considerable time and effort and should be based on input from many sources. These guidelines should also be complimentary with guidelines for the design of the public access spaces along the waterfront discussed below:



West Canal Basin

Design of the public access spaces along the waterfront

Section 306.10 of the Zoning Code requires space next to the Bayfront to be open to the public. This space must be at least 12 wide to provide access for the public. Given this however, it is also recognized that a clearer description of the preferred design of this space is desirable. Public access can include many things with a huge range of design options. As described in Section K, the code describes the need for design to accommodate walking, jogging, fishing, and handicapped accessibility, but is silent on desired materials and specific design considerations. This section of the code should be expanded to offer far more detail and clarity to existing requirements, and to provide additional and more consistent design features for all areas along the Bayfront. Specifically, designs for desired lighting, fencing, walkway width, pavement material, bollards, etc., should be defined, in a way that is consistent with other private design elements described previously. Outreach to organizations such as the Sons of Erie would be particularly important among steps to obtain input from many sources.



Seating along Bayfront



Pulbic Access to Bayfront



Some pulbic improvemenst near the waterfront help to create a sense of place



Path along Bayfront



Bicyclist on the Bayfront Parkway

Design Public Infrastructure

With the pending changes to Bayfront Parkway described in the recently released PennDOT study, public infrastructure design will become a subject of keen interest in the coming years. Topics related to complete streets, green infrastructure and context-sensitive design will certainly rise to the forefront as planning efforts move from conceptual planning toward design development and eventual construction. Decisions made during this process will present an opportunity to redefine the character of the Bayfront. These steps should connect with efforts to develop stronger design guidelines for both public access along the Bayfront and for private development.

Two areas of particular importance to future public infrastructure design includes the need for greater emphasis on non-motorized transportation and green infrastructure. The thrust of this Master Plan includes shifting key places toward more of walkable and bike-able urban spaces. This is reflected in developing plans at the GAF site and Scott Properties and is described at places like Dobbins Landing and Cascade Creek. This consideration shifts emphasis from vehicular circulation to non-motorized transportation and places different demands on the public infrastructure.

The Bayfront is not, and cannot be, a suburban environment with parking provided at every building entrance. It is a place where people will increasingly arrive by private vehicles and park, or arrive by transit, and then walk to multiple destinations. Therefore support for non-vehicular mobility must increase and become more robust. This potentially includes a wide range of design considerations such as bump-outs, pedestrian refuge islands, block lengths, defined pedestrian crossings, curb radiuses, on-street parking, etc., as well as readily identifiable and uniform walkway markings, signage, and publically available walkway brochure mapping to ensure patrons clearly understand the walkway network.

Green infrastructure similarly should rise to a high level of prominence in future public infrastructure design along the Bayfront. These measures can include pervious pavements, rain gardens, bio-swales, areas of native species restoration plantings, etc.to collect

and filter storm water before reaching the bay. Apart from the technical issues related to providing such improvements, it is important that these measures advertise and promote local steps being taken to protect water quality with discrete signage. It is also important to emphasize the current efforts and long-range planning efforts being implemented and considered by the Port Authority (and City as a whole), and it should be emphasized that community and patron support of these efforts is important to ensure long-last improvement and benefit.



State Street Boardwalk

REGULATIONS ANALYSIS

Zoning is perhaps the most important mechanism controlling land use in communities. It controls what land uses can go where, along with density/building size and related development issues such as building setbacks, required parking and landscaping. Like most cities, Erie adopted its zoning code years ago, and since its adoption, it has undergone many revisions to respond to emerging land development issues. Going forward, it will likely continue to be updated to keep pace with land development trends. Zoning should be addressed in this Master Plan because successful implementation hinges on making sure that planned development activity is aligned with zoning regulations. Addressing the topic of zoning helps ensure that existing regulatory barriers to implementation do not go unanticipated and can be addressed as the Erie Zoning Code continues to evolve.

Existing Zoning Districts - Uses

The Erie Zoning Code divides the city into many districts with descriptive names. There are nearly twenty zoning districts in the City, but much of the Port Authority's land holdings are zoned either "WC" Waterfront Commercial or "WM" Waterfront Manufacturing. The WC District generally applies west of Parade Street and the WM District applies to the more industrial land uses east of Parade Street where operation such as Carmeuse and other industrial land uses are found. The area around Lampe Campground is also zoned "WC" Waterfront Commercial. A WC-2 Zoning District applies to land south of Bayfront Parkway on both sides of State Street and is generally related to various existing medical facilities. The "WR" Zoning District is waterfront residential. These Zoning Districts are shown below:

Commonly, zoning districts provide a list of permitted uses and conditional uses/special exceptions. Permitted uses are permitted "by right" meaning that they are generally allowed without any special requirements, while conditional uses and special exceptions may be approved (or disapproved) following more intensive review. One unique feature of the WC, WC-2, WC-3 and WM Zoning Districts is that they do not contain any permitted uses. Approval of listed conditional uses depends on compliance with Section 305 and 306 and ultimate approval by City Council after review by the Planning Commission and a Design Review Committee. Section 305 addresses conditional use criteria in general (city-wide), while Section 306 addresses development in waterfront districts directly and relates to urban design issues.



The WC WATERFRONT COMMERCIAL DISTRICT

The WC Waterfront Commercial District is a key zoning district because it relates to a substantial amount of land owned by the Port Authority on the west side of the waterfront (also the Lampe Marina and Campground area). The list of conditional uses associated with the WC District include:

Accessory Uses	Mass Transit Center
Aquariums	Multiple-Family Dwellings
Business and Professional Offices	Museums
Banks	Off-Street Parking Lots
Boat Sales and Rentals	Parking Garages/Ramps
Commercial/Industrial Wind Energy	Personal Service
Commercial Recreation	Private Clubs
Convention Center	Parks and Playgrounds
Eating and Drinking Places	Public/Semi-Public Uses
Essential Services	Retail Business
Home Child Care	RV Parks
Hotels, Motels and Inns	Small Wind Energy Systems
Libraries and Museums	Theaters
Marinas	Wagering & Betting Uses
Marine Gas Stations	Wireless Communication Facilities

The City of Erie Zoning Code uses broad terms to describe both permitted and conditional land uses, which leaves considerable room for interpretation. For example, “eating and drinking places” could cover a huge range of uses (everything from auto-oriented fast food restaurants to white table cloth establishments). Having said that, some uses are both noticeably absent and are identified as being components of the new Master Plan. These include:

Fitness Center/Gym (listed as a permitted use in C-1 to C4, but not WC).	Artist live/work units (this is distinguishable from a Home Occupation to the extent that an artist live/work unit the premises is three things – a living unit, a place for art production and a place where sales are made).
Farmers/Fish/Flea Market (listed as a permitted use in C-2, but not WC)	Marine Repair Center
Banquet /Event Center	



WM WATERFRONT MANUFACTURING DISTRICTS

The WM Waterfront Manufacturing District is intended to accommodate industry that requires waterfront or waterfront-related uses. The list of conditional uses allowed in the Waterfront Manufacturing District include:

Accessory Uses	Power Plants
Chemical Processing and Production	Small Wind Energy Systems
Corporate Offices	Truck Terminals
Commercial/Industrial Wind Energy Systems	Urban Solar Farms
Essential Services	Warehousing
Heliport	Wind Energy Conversion Systems
Light and Heavy Manufacturing	Wireless Communication Facilities
	Off-Street Parking Lots

Three uses that are absent from the list of conditional uses and also identified as being components of the new Master Plan include:

Boat Storage Facility	Marine Repair Center
Storage, handling and loading/unloading of bulk materials such as stone, gravel, minerals,	

WC-2 WATERFRONT COMMERCIAL DISTRICT

The WC-2 District relates to land that *is not* under the control of the Port Authority, but it does strongly relate to Port Authority property to the extent that it represents a connection between Downtown Erie and the Bayfront. Existing land uses are generally medically-related.

Accessory Uses	Marine Gas Stations
Aquariums	Mass Transit Center
Business and Professional Offices	Multiple-Family Dwellings
Banks	Museums
Boat Sales and Rentals	Off-Street Parking Lots
Commercial/Industrial Wind Energy Systems	Parking Garages/Ramps

Commercial Recreation	Personal Service
Convention Center	Private Clubs Parks and Playgrounds
Custodial Care Facility	Public/Semi-Public Uses
Eating and Drinking Places	Retail Business
Essential Services	RV Parks
Home Child Care	Small Wind Energy Systems
Hotels, Motels and Inns	Theaters
Group Care Facilities	Wagering & Betting Uses
Libraries and Museums	Wireless Communication Facilities
Marinas	

While most conditional land uses listed above seem appropriate, some seem inconsistent with the medically-related character of the area zoned WC-2. Specially, RV Parks, Boat Sales, Marinas, and Marine Gas Stations would seem out of place if built in the area zoned WC-2. While these uses may be unlikely, steps to proactively align the zoning code to existing and planned land use patterns are always important.

Existing Zoning Districts – Development Standards

Public Access

One unique aspect to all Waterfront Zoning Districts is that public access to the waterfront is required. According to Section 306.10, every proposed site development that has access to the Bayfront water’s edge shall provide a free public access way, abutting and parallel to the water’s edge. This space should be of sufficient width to comfortably handle the expected amount of pedestrians, but shall not be less than twelve (12) feet in width. Required design of this space is to accommodate the general public for such activities as walking, jogging, fishing, etc., during daylight hours, and shall include handicapped accessibility.

This existing requirement is viewed as being an important and vital regulatory tool to ensure that the Bayfront remains open and accessible to the public. Given this however, it is also recognized that a clearer description of the preferred design of this space is desirable. The code describes the need for design to accommodate walking, jogging, fishing, and handicapped accessibility, but is silent on desired materials and specific design considerations. It is recommended, that this section of the code be expanded to offer more detail. The intent is not to add burdensome regulations, but rather



to provide clearer expectations for future development, add clarity to requirements, and to provide more consistent design features for all areas along the Bayfront. Expanding on desired materials and specific design considerations should include considerations such as desired lighting, fencing, walkway width, pavement material, bollards, etc.

Parking

One vexing land use issue in land development is parking. People want convenient parking, but parking lots create large lifeless areas of asphalt for parking stalls and drive isles. In suburban areas this may be more acceptable, but in downtowns and other dense urban areas, vehicle parking areas are costly and most importantly, it occupies space that dilutes the critical mass necessary to attract people in the first place. Zoning is highly relevant to this topic as codes generally require a minimum amount off-street parking based on building size and use. Exceptions are often made in downtowns however. Erie (like most communities) does not require off-street parking in the downtown (C-3 zoning district). Similarly, per Section 302, certain waterfront zoning districts in Erie (WC-2 and WC-3) allow required off-street parking to be reduced by fifty percent. In other words, if the code normally requires 50 spaces based on building size and use, then only 25 would be required in WC-2 and WC-3.



As the Master Plan envisions more development intensity at Dobbins Landing, Liberty Park and other locations, parking requirements are a critical regulatory issue going forward. Additionally, evolving plans at the GAF and Scott Enterprises site will be impacted by parking requirements when new plans are submitted. The central issue going forward is whether off-street parking should continue to be legally required in the WC Zoning District which includes a large portion of land owned by the Port Authority. From this future-focused perspective, the need to eliminate parking requirements in the WC Zoning District is evident. The previous decision to reduce required parking by 50 % in in WC-2 and WC-3 was a positive move, but additional steps are necessary given the direction set by this Master Plan.

It is recommended that off-street parking requirements in WC and WC-2 should be eliminated altogether. This recommendation acknowledges that surface off-street parking and parking structures would still be a permitted land use in WC and parking will always remain an important consideration when development plans are considered. The key issue is the absolute requirement of off-street parking for each new use and the recognition that with mandated off-street parking for each and every new use, there is less opportunity for more thoughtful, strategic and shared parking arrangements. This recommendation is also based on the acknowledgement that transit and non-motorized transportation options will expand in importance along the Bayfront (thereby reducing the demand of off-street parking). It is also recognized that some potential patrons at places such as Dobbins Landing are hotel guests (already parked in a structure), local boaters (already parked at



their marina) and transient boaters. Ultimately, less land devoted to vehicle parking creates more opportunity to establish greater development critical mass and synergy. It is also recognized that plans at GAF and Scott Properties include parking structures and those future facilities should be designed to accommodate additional parking to serve the larger area. This will require a high level of public-private partnership, and potentially some cost-sharing arrangements or other agreements.

Residential Density and Building Height

Multi-family residential development is allowed in the WC Zoning District. Per section 205, the minimum lot area per family is 1,000 square feet. In other words, a half-acre site of about 22,000 square feet (or about the size of the Wolverine Park Mini Golf) would allow for about 22 housing units. This level of residential density translates into multiple story buildings that are likely to be 3-5 stories tall (depending on specific dwelling types/size, setbacks, off-street parking arrangements, site design etc.). Building height would further increase if the first floor was used for purposes other than residential (retail, offices, commercial services, etc.). To encourage mixed use buildings in the Dobbins Landing area (generally between Holland and Sassafra), building height should be allowed to reach 75 feet, when the building is designed for mixed uses – specifically a first floor used for retail, office or commercial service uses and upper floors used for residential purposes.

Outside of the Dobbins Landing Area, and when the building is a single-use building, maximum building height should remain at 50 feet. Carefully and selectively allowing an increase in maximum building height is desired as a means to help maintain views of the water. A 50 foot maximum is far less than the existing hotels on the Bayfront and far less than the maximum building height permitted in WC-2. Similarly, WC setbacks in the Dobbins Landing Area should be reviewed and updated.

Update Other Development Standards

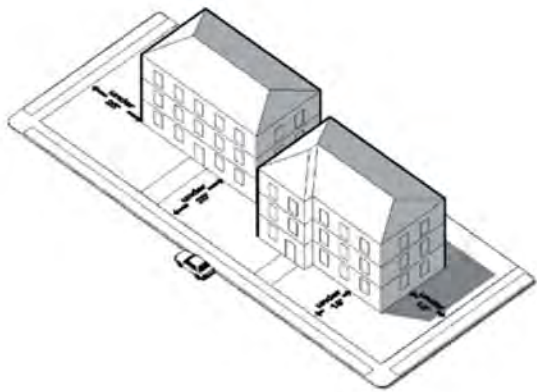
As discussed later, this Master Plan recommends that a Form-Based Code be adopted for the waterfront to more effectively deal with the unique development issues. Moving toward a Form-Based Code will require considerable time and effort (perhaps several years), but in the near term, there are other steps that can be taken to help make sure that mechanisms are in place to better guide development and redevelopment. These include:

Building Placement

To help create a more human-scale and pedesrian-oriented space, modern zoning codes typically require that buildings must be pulled forward toward the public right of way in downtowns and similar urban places. This is the case in Erie. Presently, in the Downtown Zoning District C-3 (Section 205.29), buildings must be pulled forward toward the public right-of-way line. This is often called a “build-to-line: and the WC-2 District should contain a similar requirement. A similar requirement is needed for the Bayfront. **In the WC District, buildings should be placed between 0 and 10 feet back from the right of way. This is especially true toward the eastern side of the WC District where the planned development pattern supports a more walkable and pedestrian-oriented environment. A small amount of space (up to 10 feet) between the right-of-way and the building can accommodate outdoor eating spaces or other associated outdoor space (while still maintaining a connection between the public realm and private spaces). . On the west side of the WC District, the need for pulling buildings closer to the right-of-way is diminished as land uses are generally planned to be primarily marinas and related facilities. This area also includes Liberty Park with unique redevelopment considerations. A future zoning change, can draw the distinction between the east and west sides of the WC District at about Sassafras Street (near Erie Water Works) in terms of required setbacks.**

Windows and Building Entrances

Apart from pulling buildings forward toward the street, first floors should have building entrances and window glazing that form connections between public and private spaces. A minimum distance between building entrances and a minimum amount of window glazing is recommended (to be determined after more study).



Parking Structures

New large parking structures are expected to be necessary to support intensive land uses as the Master Plan and proposed private development projects are implemented. However, at ground level, parking structures create inactive areas. First floors of parking structures should be required to have retail spaces or similar uses (restaurants, commercial services, markets, etc.) that would help maintain a high level of street-level activity.

Building Height and Mass

Building heights in WC-2 and WM may reach 100 feet. It should also be noted that since all uses are conditional in the Waterfront Districts, new construction is subject to conditional use requirements (Section 306.20) which includes consideration of proposed building scale and relationship to the surroundings. Conditional use approval could therefore include reduction of building size, height or mass if the site-specific circumstances produced concerns over view sheds and blocked views of the Bayfront. In light of concerns expressed during the planning process over view sheds, it is recommended that language in Section 306.20 be strengthened to address this topic more directly and clearly. In the longer-term, this same topic could also be addressed with the development of a Form-based code (discussed later).

Existing Zoning Districts – Conditional Use Standards

As mentioned previously, the regulatory framework created by the Erie Zoning Code places nearly all development activity (except minor building additions) in the category of being subject to the conditional use approval process. The plan review criteria is defined in Section 306.20, and some specific requirements include:

- Buildings or structures which are part of a present or future group or complex shall have a unity of character and design. The relationship of forms and the use, texture, and color of

- materials shall be such as to create a harmonious whole.
- Exterior lighting may be used to illuminate a building and its grounds for safety purposes but in an aesthetic manner.
- Careful consideration shall be given to the preservation of natural vistas and to the future development of vistas which open into undeveloped areas. Of importance is the Bluff area. To the extent feasible, Bluff views shall be preserved.
- Landscape design and planning shall be integrated with the overall area design concept and not be considered merely as an afterthought.
- The existing natural landscape character shall be preserved whenever possible.
- Parking lots and other vehicular use areas are to be designed as an aesthetic asset to a neighborhood and to the building, group of buildings, or facility they serve.
- Ten percent (10%) minimum of the gross parking area is to be devoted to living landscaping, which includes grass, ground cover, plants, shrubs and trees.

Many of the design standards are ambiguous and words such as “harmony” and “aesthetically pleasing” are overused and subject to many interpretations. There are two primary challenges associated with vague design standards. First, they provide little direction to developers who may be reluctant to spend money (and time) developing building plans aimed at nebulous objectives/requirements. This can reduce interest in development projects. Second, vague standards leave open the likelihood that plans will be reviewed in an inconsistent manner; leaving the City vulnerable to legal challenges associated with allegations of arbitrary and unpredictable actions.

It is recommended that if this conditional use approval system is to be continued (i.e., a decision to purse a Form-Based Code is not made soon), then effort is needed to more clearly articulate desired urban design considerations. New development standards should provide a clearer picture of desired development form. This includes eliminating ambiguous language and using clear graphics and images to illustrate desired building mass, placement and street orientation. Also, different standards are applicable to different waterfront areas. For example, the Dobbins Landing area should be developed and redeveloped in a much different manner than the industrial areas to the east. These development standards should define both “guard rails” to prevent use of specific objectionable building materials (concrete masonry units, vinyl siding, etc.), colors (florescent), etc., along with a long list of preferred design elements such as brick and nautical-themed architectural elements and use of native vegetation for landscaping. They should also define desired

elements to enhance the pedestrian realm and define a “pallet” of desirable features, such as benches, lighting, bollards, and signage to be placed in public spaces as required by Section 306.10 and discussed previously.

Existing Zoning Districts – Master Plan Reference

Existing language in Section 306.2 does not reference a Port Authority Master Plan. This omission is problematic as it disconnects the goals and Port Authority policies with the regulations that can help make sure that all future development advances a shared long-term vision for waterfront development. Much of the waterfront is directly owned by the Port Authority, but many key parcels are privately owned. To make sure development occurring on private land holdings is complimentary with development on Port Authority, references to this new Port Authority Master Plan is needed.

Toward a Form-Based Code

Conventional zoning codes have modern-day limitations. The practice of dividing a city into districts with uniform development standards and lists of permitted uses goes back decades when the focus was on eliminating land use conflicts, maintaining uniform residential density in suburban areas and similar issues. Today, the focus is often on mixed uses, non-motorized travel, urban design and placemaking, especially in downtowns and in special areas such as waterfronts. In Erie the challenges and limitations of conventional zoning are clear and no doubt led to the prior decision to make all uses conditional uses and to impose design guidelines for the waterfront district. This was an important step forward, but as noted, the design guidelines need improvement and there are other steps to be taken.

A graphic illustration of the differences between conventional zoning, conventional zoning with design guidelines and a form-based code is shown below.

Long-term, the City and Port Authority should consider a Form-Based Code for the Bayfront. The Form-Based Codes Institute defines a Form-Based Code as “a land development regulation that fosters predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code.” A Form-Based Code can apply to just a portion of a community (downtown, corridor, waterfront) and it can offer much more guidance about the desired relationship between building facades, the public realm (streets, sidewalks), the form and mass of buildings in relation to one another, and the scale and

types of streets and blocks. This Form-Based Code would provide a much clearer direction for desired building forms, mass and placement and it should apply to all areas now zoned WC-2. Apart from offering a superior regulatory approach, another advantage to having a Form-Based Code for areas zoned WC is that it would help make sure that development occurring on all property (privately held land and Port Authority leased land) would be more compatible in terms of building mass, scale and placement on a lot.

Moving forward with a Form-Based Code would allow for the development standards mentioned previously (building placement, windows, entrances, etc.) to be incorporated into a cohesive and rational regulatory system aimed at specific development outcomes. As shown in the illustration below, a Form-Based Code is far more prescriptive in terms of desired development patterns (building mass, placement, street relationships, etc.) than conventional zoning. Typically, conventional zoning describe “regulatory boundaries” for development (only specific uses, minimum building distance from property lines, limit height, etc.) while Form-Based Codes are more focused on achieving a desired development outcome.

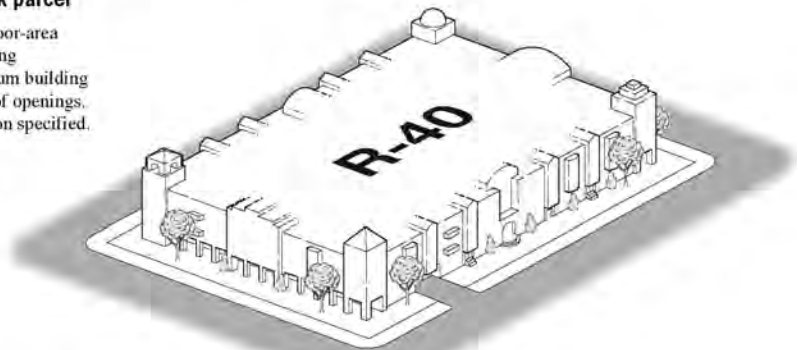
How zoning defines a one-block parcel

Density, use, FAR (floor-area ratio), setbacks, parking requirements, and maximum building height(s) specified.



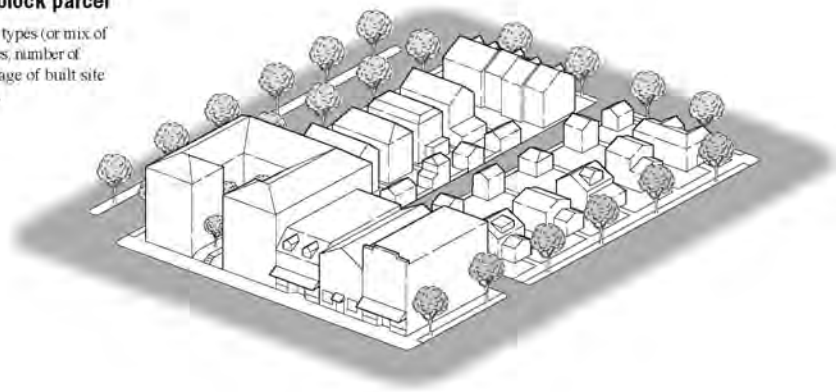
How design guidelines define a one-block parcel

Density, use, FAR (floor-area ratio), setbacks, parking requirements, maximum building height(s), frequency of openings, and surface articulation specified.



How form-based codes define a one-block parcel

Street and building types (or mix of types), build-to lines, number of floors, and percentage of built site frontage specified.



©2006 Peter Katz and Steve Price—Urban Advantage

SOURCE: Peter Katz and Steve Price - Urban Advantage

COST ESTIMATION

A conceptual estimate of anticipated construction cost for the development of the prioritized projects, as identified in the Implementation section, are provided on the following page. These costs include the two specific area plans, the proposed boat lift well within the Lampe District, and the new development opportunity created by the potential Front Street extension.

Specific Area Plans

- Specific Area Plan 1: Dobbins Landing
- Specific Area Plan 2: Liberty Park

Short term Plan recommendations

- New Boat Lift Well

In addition, the anticipated annual operating costs for each entry is provided. This estimate is based on expenses that include maintenance supplies and equipment charges, utility consumption, and staff salaries associated with the upkeep of the facility and infrastructure.



COST ESTIMATION

Priority	Development Detail	Cost Detail				Annual Operating Cost				
		Qty	Unit	U.P.	Sub Total		Total			
1. Acquisition – Erie Coke Corp. property north, Phase 1										
2. Lampe New Boat Lift Well					2,108,000	100,000				
	New Slip and Lift Well	5,000	allow		1,658,000					
	Site Development (road and path realignment)	30,000	sf	15	450,000					
3. Lampe New Boat Storage and Service Center					18,150,000	100,000				
	Site Development	160,000	sf	15	2,400,000					
	Boat Storage Building (up to 5,000 boats)	70,000		100	7,000,000					
	Boat Service Center Building	50,000		175	8,750,000					
4. Liberty Park Seawall Improvements					1,800,000	10,000				
	Seawall Repair, New Walkway, Guardrail & Dock	1,500	lf	1,200	1,800,000					
5. Liberty Park Redevelopment and Gateway					44,000,000	500,000				
	Site Improvements (fountain, esplanade, gardens, etc.)	575,000	sf	40	23,000,000					
	Parking Lot Consolidation	200,000	sf	10	2,000,000					
	New Shelters	50,000	sf	50	2,500,000					
	New Amphitheater Structure	90,000	sf	75	6,750,000					
	New Enclosed Buildings	75,000	sf	130	9,750,000					
6. State Street Seawall Improvement					8,800,000	10,000				
	Seawall Repair, New Boardwalk & Guardrail	11,000	lf	800	8,800,000					
7. Dobbins Landing East Seawall Replacement					560,000	10,000				
	Seawall Repair, New Boardwalk & Guardrail	700	lf	800	560,000					
8. Dobbins Landing East Redevelopment					22,150,000	100,000				
	Site Development	110,000	sf	15	1,650,000					
	New Boardwalk and Transient Docks	500	lf	1,000	500,000					
	McAllister Place Redevelopment	65,000	sf	200	13,000,000					
	New East Building Development	35,000	sf	200	7,000,000					
9. Dobbins Landing North Redevelopment					7,575,000	100,000				
	Site Development	55,000	sf	15	825,000					
	Renovated Gift Shop & Tower	5,000	sf	100	500,000					
	Renovated Bicentennial Place 1 Development	10,000	sf	200	2,000,000					
	New Bicentennial Place 2 Development	10,000	sf	225	2,250,000					
	Destination Feature (Oversize Ferris Wheel)		allow		2,000,000					
10. New State/Front Street Development – Gateway bldg.					42,250,000	100,000				
	Site Development (does not include new Front Street)	150,000	sf	15	2,250,000					
	New Mixed-use Office/Retail Building	100,000	sf	250	25,000,000					
	New Parking Structure/Retail/Admin Building	120,000	sf	125	15,000,000					
11. West Bluffs Enhancements, additional pedestrian ramps					3,920,000	15,000				
	Site Development (pedestrian ramps, plant material)	980,000	sf	4	3,920,000					
12. Lampe Campground Expansion					4,900,000	50,000				
	Site Development (new camp sites, showers/toilets)	250,000	sf	15	3,750,000					
	Existing Building Renovations	2,500	sf	100	250,000					
	New Entertainment Building/Structure Development	5,000	sf	180	900,000					
Sea wall repair/replacement (Donjon, Carmeuse, PA, BHW)					4,000	lf	500	2,000,000	2,000,000	25,000

	Cost Detail					Annual Operating Cost	
	Qty	Unit	U.P.	Sub Total	Total		
13. Lampe Marina Improvements						3,335,000	25,000
Site Renovations	100,000	sf	15	1,500,000			
Dock and Slip Replacement/Renovation	1,700	lf	1,000	1,700,000			
Existing Building Renovations	1,800	sf	75	135,000			
14. Acquisition – Parcel in-between Boat Ramp & Lighthouse							
15. New Pedestrian/Bicycle Path – to Erie Lighthouse						750,000	10,000
Site Development (pedestrian ramps, plant material)	1,000	lf	750	750,000			
16. Lampe Gateway and Signage Program						502,000	10,000
Site Development							
New Gateway Structure and Wayfinding system		allow		502,000			
Pedestrian/Bicycle Path improvements							
17. East Bluffs Enhancements, additional pedestrian ramps						1,125,000	15,000
Site Development (pedestrian ramps, plant material)	225,000	sf	5	1,125,000			
18. East Avenue Boat Launch – Building/Parking Development						3,375,000	25,000
Site Development (new parking, boat ramp renovation)	175,000	sf	15	2,625,000			
New Restroom & Services Building	2,500	sf	150	375,000			
New Bait Shop/Fish Preparation Building	2,500	sf	150	375,000			
19. New Light Industrial Facility - Parcel 23, Ore Dock Road						7,345,000	50,000
Site Development (new parking, rail access)	123,000	sf	15	1,845,000			
New Building Development	50,000	sf	110	5,500,000			
20. New Office Campus Development						29,500,000	100,000
Site Development (new parking, pedestrian boardwalk)	300,000	sf	15	4,500,000			
New Buildings Development	100,000	sf	250	25,000,000			
21. Chestnut Street Boat Launch/Kayak Launch/Beach						1,350,000	15,000
Site Development (boat ramp repair, parking renovatio	70,000	sf	15	1,050,000			
New Kayak Launch and Beach	10,000	sf	10	100,000			
New Seawall with Fishing Pier	400	lf	500	200,000			
22. New Chestnut Street Marina – new slips (houseboats)						900,000	10,000
Site Development	10,000	sf	15	150,000			
New Docks and Slips	750	lf	1,000	750,000			
23. New Niagara Marina/RCR Boat Sales Permanent Facility						9,090,000	50,000
Site Development (renovated parking, ped. access)	98,000	sf	15	1,470,000			
New Marina with Docks and Slips	1,500	lf	1,000	1,500,000			
New Marina Support Building(s)	10,000	sf	180	1,800,000			
New RCR Boat Sales Development	24,000	sf	180	4,320,000			
24. Cascade Creek Improvements, bridge repair/replacement						75,000	5,000
Site Development (Bridge repair/replacement)	75	lf	1,000	75,000			
25. Acquisition – Erie Coke Corp. property south, Phase 2							
26. Woodland Remediation, Nature Preserve, Hiking Trails							15,000
27. Waterfront Restoration, New Beach, Sport Fields							25,000

Total Estimated Cost (based on 2017 value of the U.S. dollar)

215,560,000





Conceptual Budget Estimate:

Description	Qty	Unit	U.P.	Sub Total	Comment
Excavation and Shoring:					
Misc. Site Demo:	4,000	sf	4.00	\$16,000	Concrete walks, curbs, misc. elements
Sheet piles	10,800	sf	50.00	\$540,000	Inside & outside face each pier, 30' depth
Excavation - lift well	481	cy	25.00	\$12,037	Earth removal
Excavation - piers	519	cy	25.00	\$12,963	Earth removal
Demolition Cost:				\$581,000	
Exterior Site Improvements:					
Equipment Mobilization	-	allow	50,000	\$50,000	large rig mobilization fee
Foundation Piles	40	qty	4,000.00	\$160,000	assume 40' depth
Concrete Foundation	519	cy	150.00	\$77,778	Perimeter foundation walls on piles
Concrete Flat Work, incl. curbs	1,750	sf	12.00	\$21,000	Pier caps, access way & curbs if required
Reinforcing steel	5	tons	2,500	\$12,500	
Edge treatment / protection	200	lf	50.00	\$10,000	Misc imbeds and bumpers
Site Lighting	-	allow	5,000	\$0	Light standards, if required
Exterior Site Furniture	-	allow	2,500	\$0	Trash receptacles, optional seating
Site Cost:				\$331,278	
Utility Improvements:					
Mechanical	-	sf	20.00	\$0	N/A
Plumbing	1,750	sf	7.00	\$12,250	Water service
Electrical	1,750	sf	15.00	\$26,250	120 power, marine grade conduit/outlets
I/T & Data	-	sf	12.00	\$0	N/A
Fire Protection	-	sf	2.00	\$0	N/A
MEP Adjustments Cost:				\$38,500	
New Equipment					
Travel Boat Lift		allow	325,000	\$325,000	65 ton capacity (quote from U.S. Hoists)
New Equipment Cost:				\$325,000	
Construction Summary:					
Excavation and Shoring:				\$581,000	
Exterior Site Improvements:				\$331,278	
Utility Improvements:				\$38,500	
New Equipment				\$325,000	
Direct Construction Costs:				\$1,275,778	
Indirect Costs:					
10% General Requirements / Permits:				\$127,578	

5% Contractor Overhead & Profit	\$63,789
5% Design Contingency:	\$63,789
10% Construction Contingency:	\$127,578

Indirect Costs: \$382,733

GRAND TOTAL: \$1,658,511

General Scope Assumptions:

- Excavation and Shoring:
- Remove any existing site features, including concrete foundations, walks, curbs, etc.
 - Provide sheet piling around perimeter of new boat well
 - Excavate earth within boat lift well to provide 8' of water depth
 - Excavate earth behind sheet pilings to same depth
- Site:
- Provide up to 40 foundation piles under piers
 - Provide concrete foundation around 3 sides of lift well (piers)
 - Provide concrete flat work, including pier caps, 20' x 35' drive aisle/apron, and curbs
 - Provide lift well metal edge treatment and boat protection
 - Assume 8 foot water depth in lift well, and pier cap located 36 inches above water surface
 - Provide site lighting (light standards) - optional
 - Provide exterior site furniture - optional
- Mechanical/Plumbing:
- Provide optional water service to a single service point from adjacent source (pipe)
- Electrical:
- Provide marine grade 120v power and outlets from existing adjacent power source
- New Equipment:
- 65 ton travel lift to accommodate up to a 75' vessel

IMPLEMENTATION STRATEGY / PLAN

Included in this section is an approach that identifies strategies to accomplish the recommendations of the Master Plan, including the identification of parcels to acquire, assemble, or disinvest, to meet the plan's goals. In addition, the strategy includes milestones, partnerships with other agencies, potential funding mechanisms, and other strategic alliances. The recommendations are phased into realistic time periods.

Acquisition/Assembly and Divestiture Strategy

The Port Authority has ample land area to offer the types of services promoted in its mission and vision statements. However, there are adjacent parcels that, if available, would further enable the Port Authority to meet constituent expectations. Such land assembly could provide the Port Authority with both greater land development, land preservation options.

Erie Coke Corporation Land Holdings

Located in-between Lampe Campgrounds / Marina and the Port Access Road, Erie Coke owns approximately 94.6 acres of lakefront land with the majority currently used for the production of coke and the remaining land area providing a natural environment that serves as a buffer. Widely anticipated that Erie Coke will cease operations in Erie within the foreseeable future, this land may become available. The level of contamination on the property is expected to be very high in those areas that experienced the most intense industrial activity. Those areas could be land banked for several years to allow nature to remediate the site with additional select plant material placed after the buildings and waste products are removed from the site. Alternatively, a more aggressive brownfield remediation effort could be launched to clean-up the property sooner. Several woodland perimeter areas, however, may not be as severely contaminated and might be able to be put into recreational and other low-intensity uses right away.

The northern portion of the property could be considered for additional campsites, parking area, natural hiking areas, as well as a boat storage, service, repair and parts supply area. Acquisition of this property could also be considered in phases, beginning with the northern portions first. Overtime, the remaining land area could



be converted to additional natural recreational areas with camping and hiking, but also developed with additional beaches along the shoreline connecting both Lampe Marina and the East Avenue Boat Ramp.

Depending upon the level of site contamination and affiliated clean-up efforts, the acquired land area can also be considered for more intensive development. Such uses might include mixed-use residential and office campus development options. Southern portions of the site could be retained for light industrial use if the demand arises, possibly repurposing existing structures.

East Avenue Parcel, former storage tank area
Two parcels of land located in-between the East Avenue Boat Ramp, parcel 1, and the Erie Land Lighthouse, parcel 72, has not been developed or utilized since the decommissioning of the Hammermill Paper plant. The 4.3 acre parcels will provide additional space for a paved access road and parking lot, and permanent building improvements including restrooms and fishing support for the East Avenue Boat Ramp. The acquisition will also allow the implementation of a pedestrian/bicycle passageway to the Erie Land Lighthouse, which could share the improved parking lot. This area would then become the principal access point to the Erie Land Lighthouse site with appropriate historical signage and information for visitors.

The improvements on the acquired property would alleviate the need for any improvements to the overflow dirt lot east of the creek. The property likely contains contaminated soils from the previous chemical storage tanks, which would need to be assessed to better understand the current contamination level and implications.

Dobbins Landing East Land Holdings
Several parcels of land located east of Parcel 7 (open lot adjacent to the McAllister Building) totaling approximately 1.4 acres are not owned by the Port Authority and most are not fully compatible with the future vision of Dobbins Landing as a public gathering destination. The voluntary acquisition of these parcels would not only allow the continuation of the mixed-use development of retail, dining, and entertainment in an expanded area, but would provide a stronger impetus for the attending public to utilize the proposed bridge across the East Basin to the northeastern uses planned at Harbor Place. A more public-oriented use of this area would help reinforce and complete the ‘circle’ around the full Dobbins Landing District composed of Port Authority property, the planned Harbor Place, the planned Bayfront Place and convention center.



Dobbins Landing East Pier



Ravine Drive



Ravine Park

Ravine Drive Parcels

The Port Authority owns parcels 67 – 70, which are wooded hillside properties located along each side of Ravine Drive. These parcels do not promote or support any of the strategic plan goals identified by the Port Authority in its recently developed Strategic Plan. Continued retention of these parcels also requires time and resources to manage and maintain. These parcels should be divested of in order to allow the Port Authority to focus more closely on the remaining contiguous land holdings. The divestiture, however, should be orchestrated in a manner and with agreed upon terms that will assure proper land management of the parcels and avoid diminishing or alienating the physical characteristics of the adjacent neighborhood.

Port Authority Marketing/Branding/Image Building

The private sector has long realized the power of branding and typically companies focus heavily on maintaining and developing a brand. A brand is essentially a promise to consistently deliver a positive and enjoyable experience. There is a growing attention how cities, regions and public/semi-public organization can take more deliberate steps to cultivate a public image, identity and brand. This increased attention on marketing and branding is focused on economic development and tourism, and it also supports larger public purposes.

An organization like the Port Authority can similarly define and brand it itself as a provider of a unique waterfront experience. Specifically, the Port Authority should be conscientious and mindful of its image and how it is perceived by area residents and the community as a whole. During the planning process, it became evident that the Port Authority benefits from a positive image and identity. People seem to have respect for the organization, its goals and its ability to execute major projects. This is a solid foundation to build on going forward, and more work can be done to more deliberately build and develop an even more positive image and identity. For example:

- The Port Authority logo is in need of a refresh to offer stronger identity. A radical departure from the existing logo is not necessarily recommended, but some changes to font, color and graphic elements would provide a clearer and modern identity and image going forward. Once updated, a new logo should be used consistently and universally. A tag line can also be developed to support the identity of the Port Authority and help communicate organizational purpose and a place-based identity and character.

- The Port Authority has existing flags used at events such as Eight Great Tuesdays. However, similar visual cues elsewhere seem absent or somewhat subtle. Greater use of banners, flags, at key locations is recommended to help draw attention to the involvement of the Port Authority in the Bayfront experience.
- Apart from adding flags and banners, development of a complete wayfinding system throughout the Bayfront is recommended. A wayfinding system is a comprehensive approach to signage that creates a “family of signs” with and consistent design elements. The family of signs includes signage types such as building identification signs, directional signs, trailblazer signs, gateway signs, etc. When all signage in an area (such as the Bayfront) have a similar appearance and design, the identity of the area solidifies and becomes more cohesive as people mentally connect places and appreciate a larger whole. A well-developed wayfinding system also supports marketing and branding efforts as it can help create strong associations and linkages. Care should be exercised to assure that the resulting program is coordinated and complementary to the current efforts of the Downtown Improvement District.
- The Port Authority provides several boat launching facilities to the public. The costs of these improvements (and ongoing maintenance) are paid for by the Port Authority for the benefit of the general public and visitors. Boat launching elsewhere often involves a user fee. Some modest signage indicating that the boat launch is provided by the Port Authority as a public service would remind people of role the Port Authority plays in providing access to the Bayfront.
- Gateways – Apply the wayfinding strategies above to some important gateway entrances into the city and coordinate with the current blue downtown wayfinding sign program. For example: a) I-90 and Peach Street near the Splash Lagoon Water Park and destination retail; b) Route 5 & Peninsula Drive, new Waldameer Park and entrance to the Peninsula State Park; c) 6th and State Street in the downtown.
- Health and Wellness – Consider a marketing theme that focuses on health and wellness, including fitness and recreation. The theme is expressed in the strategy in these ways:
 - a. healthy food choices a seasonal farmers’ market – locally grown, raised, and made products
 - b. ecreational amenities among boating rentals (kayaking, diving, snorkeling, sailing, bungee jumping)

- c. sporting venues (fishing charters, jet ski rental, wildlife watching excursions, bicycle rentals)
- d. entertainment venues at the Ferris Wheel, roof-top super swing, amphitheater concerts, and unique, themed restaurants, unique shopping
- e. culinary arts and artisanal food products made and sold year-round in the McAllister building
- f. fitness amenities woven throughout the trail system (trails for biking, running, hiking, with fitness stations)
- g. health and wellness center with indoor fitness room at Liberty Landing

Financial Strategy

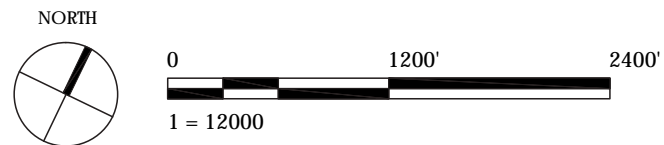
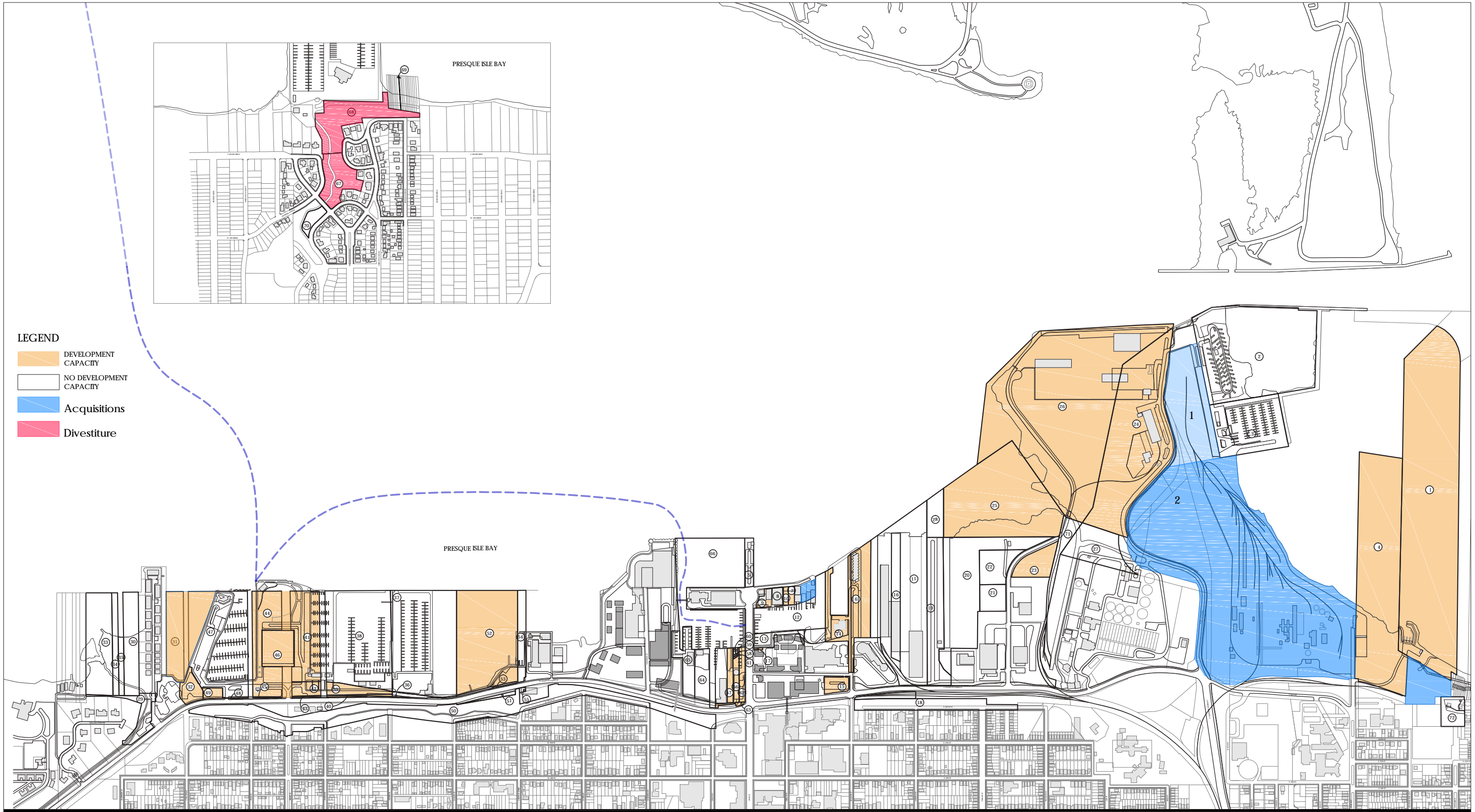
The proposed financial strategy is intended to help the Port Authority meet its current and future objectives by summarizing targets, and the actions to be taken over a 20-year period to achieve those targets.

The financial obligations of the Port Authority to promote and manage the available land assets include establishing and enforcing appropriate utilization of assets, maintenance and upkeep of the assets - including appropriate lease arrangements, and an ongoing value proposition for the assets that includes a long term understanding of their utilization and improvement.

This financial strategy was prepared to help the Port Authority align Master Plan priorities with financial realities and challenges. Implementation of this Master Plan requires substantial capital funding that is largely over and above the existing financial capacity of the Port. Most Port Authority financial resources are allocated to operation and maintenance activities and capital funds are generally limited.



Lampe Marina lift well



DEVELOPMENT AND ACQUISITION OPPORTUNITIES

MASTER DEVELOPMENT AND FACILITIES PLAN
 ERIE - WESTERN PENNSYLVANIA PORT AUTHORITY
 ERIE, PA



Funding priorities associated with this Master Plan are listed below. These projects are not intended to be a sequential “to do list,” but rather a list of impactful projects that would each help enhance the waterfront in a unique way. It should also be noted that sequencing projects is not always beneficial as unexpected funding opportunities may surface and it is important for the Port Authority leadership to stay nimble and able to seize opportunities as they may surface. A new state or federal grant program could become available, or an unanticipated public/private partnership could emerge that helps create a window of opportunity to get a key project done. Items marked with an (R) are anticipated to provide a re-occurring revenue, items marked with an (M) are necessary maintenance measures that must be realized to keep the asset in workable service, and items marked with a (G) are intended to benefit the public and may have revenue generating potential.

Suggested Strategic Funding Priorities:

Acquisition – Phase 1, Erie Coke Corporation property north

- Lampe New Boat Lift Well (R)
- Lampe New Boat Storage and Service Center (R)
- Liberty Park Seawall Improvements (M)
- Liberty Park Redevelopment and Gateway (R)
- State Street Seawall Improvement (M)
- Dobbins Landing East Seawall Replacement (R)
- Dobbins Landing East Redevelopment (R)
- Dobbins Landing North Redevelopment (R)
- New State/Front Street Development – Gateway building (R)
- West Bluffs Enhancements, including additional pedestrian pathway ramps (G)
- Lampe Campground Expansion (R)
- Lampe Marina Improvements (M/R)
- Acquisition – Parcel in-between Boat Ramp and Lighthouse
- New Pedestrian/Bicycle Path – Erie Lighthouse to East Avenue Boat Launch to Bayfront Bike Path (G)
- Lampe Gateway and Signage Program (G)
- East Bluffs Enhancements, including additional pedestrian pathway ramps (G)
- East Avenue Boat Launch – Building/Parking Redevelopment (G)
- New Light Industrial Facility - Parcel 23, Ore Dock Road Industrial Park (R)
- New Office Campus Development (R)
- Chestnut Street Boat Launch Improvements, including new kayak launch beach (G)
- New Chestnut Street Marina – new slips (houseboats) (R)
- New Niagara Marina – new slips and support buildings; RCR Boat Sales Permanent Facility (R)

- Cascade Creek Improvements, including bridge repair/replace-ment (M)
- Acquisition – Phase 2, Erie Coke Corporation property south

The financial strategy associated with funding these twenty-five projects is based on four **tactical pillars**. These are:

- 1. Prudent Leases:** The Port Authority has been leasing property to private entries for many years. Many operate businesses on the leased property and generate revenue from a wide range of commercial activity. Lease proceeds from these private enterprises provide the bulk of Port Authority funding and the growth and stability of this revenue stream is critical to the financial health of the Port Authority. A closer examination of past lease terms reveals that past values associated with property (and resulting lease rates) are considerably lower than what might be expected today. Port Authority property is far more valuable now compared with the past, and it is essential that new and renegotiated leases reflect this. Growing lease revenue provides more financial muscle to help match grants, operate and maintain facilities and generally promote Port operations.
- The Port Authority has a very complicated collection of leases with other entities that generates revenue. Many leases date back many years.



- It is not known how terms were originally negotiated (and there may be valid but unknown reasons for the current terms) – but a cursory review of lease terms suggests that there may be opportunity to leverage more favorable terms to increase revenue to the Port Authority going forward.
- Some leases contain architectural controls, indicating that the Port Authority has the right to review and approve plans for proposed improvements on site. This is a potentially effective way to make sure that proposed improvements are consistent with the surroundings and rise to a level that will enhance the area. It is perhaps more effective than relying on zoning controls administered by the City as it puts the Port Authority exclusively in control of approvals and is not limited by the nuances of municipal zoning. It is noticed however that the development standards associated with the architectural control language in the existing leases are very general and vague. A more definitive set of standards that speak to desired building elements and materials would be helpful in terms of providing guidance to responsible officials at the Port Authority and direction to those designing improvements (as described in the regulatory analysis section). Additionally, as just some of the leases include architectural controls, consideration of including similar provisions in all lease renewals is also desirable.

Specific recommendations to enhance lease revenues over time are provided below:

- a. Consider shorter term leases – typically 1-5 years. Long term leases probably favor the tenant more so than the Port Authority.
- b. Consider obtaining an appraisal of property before lease negotiations. This will provide objective information about the value of the property being leased.
- c. In larger leases, consider asking for financials from the tenant, and consider lease provisions that give the Port Authority a share of the profitability of the endeavor.
- d. Consider engaging an outside firm to manage leases. This would help reduce demands on Port Authority Staff and Board Members and allow them to focus more on policy and overall direction. The costs of engaging an outside organization likely would be offset by increased lease revenues. This would also help insulate Port Staff and Board Members from difficult and time consuming negotiations
- e. In all cases, provide a clearer description of the property being leased. This matter connects back to larger issues about the state of property records in general.
- f. Incorporate more favorable provisions that account for inflation. Older leases have very modest inflationary adjustments. .

- g. Consider putting “naming rights” out to bid to allow more firms/ organizations to offer naming rights proposals.
- h. Consider stronger lease provisions that deal with building design and property maintenance.

- 2. Pursue Grants:** Erie Port Authority staff are experts in pursuing grants. For example, in March, 2017, grant successful writing efforts included \$3 million for renovations to the Donjon shipyard facility. The list of potential grant programs that may be applicable to Master Plan-related project is long and extensive and include both federal and state funding sources. Private sources such as foundations and non-profit entries are also relevant. Nonetheless, grant funding will almost surely play a role in funding key projects. Sustained diligence, determination and perseverance is called for to continue to seize opportunities for grants to that support key projects.
- 3. Private Partnerships:** The Erie Port Authority has cultivated strong partnerships with public and private entities over time. Some key projects listed above provide opportunities for private entities to take the initiative to accomplish important initiatives. The Port Authority has been willing to support private initiatives and will certainly continue to do so in the future.
- 4. Donations and Royalties:** The Port Authority should continue to pursue opportunities for increased donations and royalties. These include naming rights for facilities and event sponsorships. As the Bayfront continues to improve overtime, the value of public exposure and association with first class events increases.

The Port Authority should also consider becoming a Business Improvement District (BID) or similar entity to help support ongoing maintenance responsibilities and foster new development opportunities, which will ultimately benefit the full Bayfront community.

In addition to the above, a supportive financial strategy is to take deliberate steps to promote the civic benefits the Port Authority provides to the community. The Port Authority provides boat launching facilities, fishing access, free parking, and a host of other public benefits, but rarely draws attention to itself as the source of such benefits. Going forward, the Port Authority should find subtle (but clear) ways to inform the community of the public benefits provided without direct costs. This can help elevate perceptions of the Port Authority as an important community-building agent in Erie, and potentially help attract more project funding and community partnerships.



Promontory along the Bayfront Promenade

IMPLEMENTATION SCHEDULE

Priority	Development Detail	District Location	Year 2017	1 2018	2 2019	3 2020	4 2021	5 2022	6 2023	7 2024	8 2025	9 2026	10 2027	11 2028	12 2029	13 2030	14 2031	15 2032	16 2033	17 2034	18 2035	19 2036	20 2037	2038
1.	Acquisition – Erie Coke Corp. property north, Phase 1	Lampe																						
2.	Lampe New Boat Lift Well	Lampe			●																			
3.	Lampe New Boat Storage and Service Center	Lampe			●																			
4.	Liberty Park Seawall Improvements	Marina			●																			
5.	Liberty Park Redevelopment and Gateway	Marina				●																		
6.	State Street Seawall Improvement	Dobbins				●																		
7.	Dobbins Landing East Seawall Replacement	Dobbins				●																		
8.	Dobbins Landing East Redevelopment	Dobbins					●																	
9.	Dobbins Landing North Redevelopment	Dobbins					●																	
10.	New State/Front Street Development – Gateway bldg.	Dobbins						●																
11.	West Bluffs Enhancements, additional pedestrian ramps	Marina						●																
12.	Lampe Campground Expansion	Lampe							●															
13.	Lampe Marina Improvements	Lampe							●															
14.	Acquisition – Parcel between Boat Ramp & Lighthouse	Lampe																						
15.	New Pedestrian/Bicycle Path – to Erie Lighthouse	Lampe									●													
16.	Lampe Gateway and Signage Program	Lampe									●													
17.	East Bluffs Enhancements, additional pedestrian ramps	Lampe										●												
18.	East Avenue Boat Launch – Building/Parking Development	Lampe											●											
19.	New Light Industrial Facility - Parcel 23, Ore Dock Road	Lampe											●											
20.	New Office Campus Development	Lampe											●											
21.	Chestnut Street Boat Launch/Kayak Launch/Beach	Marina												●										
22.	New Chestnut Street Marina – new slips (houseboats)	Marina														●								
23.	New Niagara Marina/RCR Boat Sales Permanent Facility	Marina															●							
24.	Cascade Creek Improvements, bridge repair/replacement	Marina																●						
25.	Acquisition – Erie Coke Corp. property south, Phase 2	Lampe																						
26.	Woodland Remediation, Nature Preserve, Hiking Trails	Lampe																				●		
27.	Waterfront Restoration, New Beach, Sport Fields	Lampe																						●

ANTICIPATED REVENUE

		Draft Plan Reflection			2018	2018	2018	2018	2018
		Existing Buildings Sq. Ft.	New Buildings Sq. Ft.	Total Buildings Sq. Ft.	Average Number of Employees	Average Sales per Employee	Average Sales per Business	Forecast Number of Estab.	Forecast Aggregate Revenues
NAICS									
RETAIL TRADE									
7115	Artisan Work Studios, Classrooms	5,000	6,000	11,000	2	\$40,000	\$80,000	4	\$320,000
4872	Boat Rental, Charters, Cruises	1,200	0	1,200	10	\$130,000	\$1,300,000	1	\$1,300,000
44122	Boat Showroom, Supply Store	0	24,000	24,000	2	\$340,000	\$680,000	1	\$680,000
441	Boater Conveniences	12,000	3,000	15,000	7	\$180,000	\$1,260,000	1	\$1,260,000
44529	Farmers', Artisans' Market	0	24,000	24,000	45	\$10,000	\$450,000	1	\$450,000
44511	Grocery Store, Gateway Anchor	0	18,000	18,000	9	\$230,000	\$2,070,000	1	\$2,070,000
45322	Merchant Shops, Artisan Galleries	3,000	24,000	27,000	2	\$160,000	\$320,000	14	\$4,480,000
RESTAURANTS AND FOOD SERVICE									
722	Food Concessions, Snacks	0	2,000	2,000	1	\$45,000	\$45,000	2	\$90,000
722	Restaurants - Casual, Themed	5,500	6,000	11,500	10	\$50,000	\$500,000	4	\$2,000,000
722	Restaurant - Upscale Cuisine	12,000	6,000	18,000	15	\$60,000	\$900,000	3	\$2,700,000
ENTERTAINMENT, RECREATION									
61161	Culinary Arts, Kitchen Incubator	0	12,000	12,000	2	\$45,000	\$90,000	1	\$90,000
7131	Family Fun Activity Center	0	12,000	12,000	4	\$80,000	\$320,000	1	\$320,000
6214	Health, Wellness, Fitness Center	0	6,000	6,000	10	\$130,000	\$1,300,000	1	\$1,300,000
7131	Mini Golf Center, Pro Shop	1,000	2,000	3,000	4	\$80,000	\$320,000	1	\$320,000
71111	Performing Arts Center	0	12,000	12,000	18	\$60,000	\$1,080,000	1	\$1,080,000
COMMERCIAL SPACE									
.	Office Campus	21,000	270,000	291,000	20	\$230,000	\$4,485,000		
51	i) Information				29	\$270,000	\$7,830,000	1	\$7,830,000
54	ii) Prof.,Sci., Tech. Svc.				11	\$170,000	\$1,870,000	1	\$1,870,000
523	iii) Finance, Securities, Invest.				13	\$430,000	\$5,590,000	1	\$5,590,000
561	iv) Administrative Support Svc.				25	\$55,000	\$1,375,000	1	\$1,375,000
31-33	Commercial Port Operations	126,500	20,000	146,500	15	\$640,000	\$9,600,000	2	\$19,200,000
.	Light Industries, Wholesale Trade	262,000	120,000	382,000	27	\$440,000	\$11,660,000	.	.
31-33	i) Light Industries				38	\$240,000	\$9,120,000	zero	zero
42	ii) Wholesale Trade				15	\$640,000	\$9,600,000	1	\$9,600,000
.	Warehouse, Storage, Transportation	7,000	120,000	127,000	21	\$150,000	\$3,150,000	.	.
493	i) Warehousing, Storage				30	\$95,000	\$2,850,000	1	\$2,850,000
.	ii) Transportation				12	\$210,000	\$2,520,000	.	.
482	- Water Transportation				10	\$235,000	\$2,350,000	1	\$2,350,000
484	- Ground Transportation				12	\$190,000	\$2,280,000	1	\$2,280,000
MARITIME USE									
493	Boat Storage Facilities	32,000	120,000	152,000	5	\$95,000	\$475,000	2	\$950,000
.	Tech School, Academy, Classrooms	10,000	3,000	13,000	5	\$70,000	\$350,000		
61151	i) Marine Tech., Trade School				5	\$100,000	\$500,000	1	\$500,000
61162	ii) Recreational Boating School				5	\$45,000	\$225,000	1	\$225,000
71393	Marina, Slips, Boat Launches	39,600	20,000	59,600	4	\$115,000	\$460,000	4	\$1,840,000
RESIDENTIAL									
.	Lofts/Flats, Townhouses	0	90,000	90,000
RECREATION & OPEN SPACE									
.	Recreation - Beach/Water Access	0	1,000	1,000
7212	Recreation - Camping	2,500	5,000	7,500	5	\$120,000	\$600,000	2	\$1,200,000
71211	Recreation - Historic/Cultural Sites	1,500	0	1,500	10	\$90,000	\$900,000	1	\$900,000

Notes:
Analysis prepared by LandUseUSA and based only on averages for the United States and other Great Lakes cities.
Figures are intended to include brick-and-mortar operations only, and exclude revenues from marketing, concessions, and parks.
Figures are not intended to reflect or demonstrate actual revenues achieved by existing commercial port operations, including Donjon, Carmeuse, Perry's Landing, Lampe Marina, etc.



Erie Maritime Museum (Image 6)



IMAGE CITATIONS

Image 1: https://farm8.static.flickr.com/7529/15773177466_625736cd39_b.jpg

Image 2: <https://pahistoricpreservation.com/wp-content/uploads/2014/04/41-Erie-Land-Lighthouse.jpg>

Image 3: Kathy Weaver < <https://i.pinimg.com/originals/7c/91/d8/7c91d8f72438906dab88c19fd9a10782.jpg>>

Image 4: <https://img.marinas.com/v2/4e9fc8e87575e78b0d49da42240f31da2212be6520ad1f3b1c3c9f17a4707cd4.jpg>

Image 5: <http://photos.mycapture.com/ERIE/1942132/55951660E.jpg>

Image 6: <https://blog.trekaroo.com/summer-family-fun-things-to-do-in-erie-pa/>

Image 7: <http://www.byhamins.com/>

Image 8: <https://www.trover.com/d/xRgz-perrys-landing-marina-erie-pennsylvania>

Image 9: http://manitowoc.org/ImageRepository/Document?documentID=24316&&thumbnailSize=AspectPreserved_Thumb100X100

Image 10: <https://i.ytimg.com/vi/wgPQYZB2mT8/maxresdefault.jpg>

Image 11: http://1.bp.blogspot.com/-Fa7QDetiX_I/U46EPJxLIBI/AAAAAAAAACzM/QaCw-LHqTOU/s1600/Oswego+Harbor+-Riverwalk.JPG

Image 12: <http://www.toledoblade.com/image/2011/05/04/The-Docks-4.jpg>

Image 13: <http://www.inlandseas.org/wp-content/uploads/2015/11/front.jpg>

Image 14: https://urbannext.net/wp-content/uploads/2016/04/Stoss_3535-Green-Bay-CityDeck-2013_roemer.jpg

Image 15: <http://stoss.net/directus/media/thumbnails/c083277091ed58f53a0a03707fd1f761.jpg?w=1280&h=1024&c=false>

Image 16: <http://www.fritzphotographyct.com/wp-content/uploads/2014/06/Carousel.jpg>

Image 17: https://upload.wikimedia.org/wikipedia/commons/b/b4/Great_Lakes_Aquarium.jpg