



Erie-Western PA Port Authority 2025 - 2028 Strategic Plan

This Strategic Plan has been developed during an exciting time for the Port and for the City of Erie. Following a period of organizational transition and recognizing the opportunity to advance waterfront development priorities thanks to major investments and new partnerships, the Port has identified several priority areas of work that require sustained focus by staff and the board. This Strategic Plan will set the Port on path to its future by providing focus on critical issues and articulating the specific steps that will move the organization toward its goals.

The Port's strategic priorities over the next several years are:

- **Improving our financial sustainability and stewardship of Port Assets;**
- **Creating a cohesive vision for the waterfront and developing specific plans;**
- **Deploying Port financial resources along with external funding to advance Port investment priorities; and**
- **Continuing to mature and transform our talent and organization as we experience change and transformation in the community.**

Together, attention to these priorities will ensure that the EWPPA of the future is a fiscally stable authority that supports Erie's economy, provides a vibrant and well-maintained waterfront for residents, visitors, and tenants, and creates a positive working environment for its team.

This Plan was developed over a several-month process which included conversations at all levels of the organization. Initial discussions were held with all office and operational team members to identify areas of strength and opportunity from a variety of perspectives. The previous 2018 Strategic Plan was reviewed by Port leadership staff to understand earlier priorities and where important work may not yet be finished. Robust discussions with pairs of Board members were held to understand their perspectives on priority areas and to generate ideas for the future. All of this input was compiled and refined by the Executive Leadership Team with guidance and support from the Board Chairman, and feedback was sought from key staff members.

While the ambitious goals outlined in this plan are unlikely to change in the near term, we understand that this will remain a fluid document and will likely to be revised and re-prioritized due to shifts outside our control. The work of operating the Port and strengthening key assets can move slowly and involve temporary detours; this plan is intended to provide a framework upon which EWPPA can fall back when unexpected challenges and opportunities present themselves. We will utilize this document to facilitate conversations internally and with our partners, and to chart progress toward its long-term vision.