



CROWN BAY AND THE SUB BASE DISTRICT: A 10 YEAR VISION PLAN

ST. THOMAS, USVI • AUGUST 2019 • FINAL DRAFT



Accessible. Vibrant. Clean. Sustainable. Resilient. These are the hallmarks of great waterfronts around the world and values elevated by the Virgin Islands Port Authority (VIPA) in its day-to-day stewardship of Crown Bay and properties within the Sub Base District. In 2018 and with project consultants Moffatt & Nichol, VIPA embarked on the creation of a renewed vision plan for the area, one that plots an actionable path forward for renewal post Hurricanes Irma and Maria.

In the pages that follow, we present the assembled vision for this unique part of St. Thomas' community. The Vision Plan includes feedback generated from extensive interaction with the community and cruise guests, Crown Bay tenants, cruise lines (via the Florida Caribbean Cruise Association and one-on-one meetings), and others. The assembled Plan seeks to elevate Crown Bay as a renewed, community and visitor loved destination extending beyond its current footprint of pier, retail center and logistical areas.

The Vision Plan is not an end to itself, but rather, the starting point with continued work required following adoption to elevate the area in line with the aspirations and concepts presented within these pages.





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Vision Statement



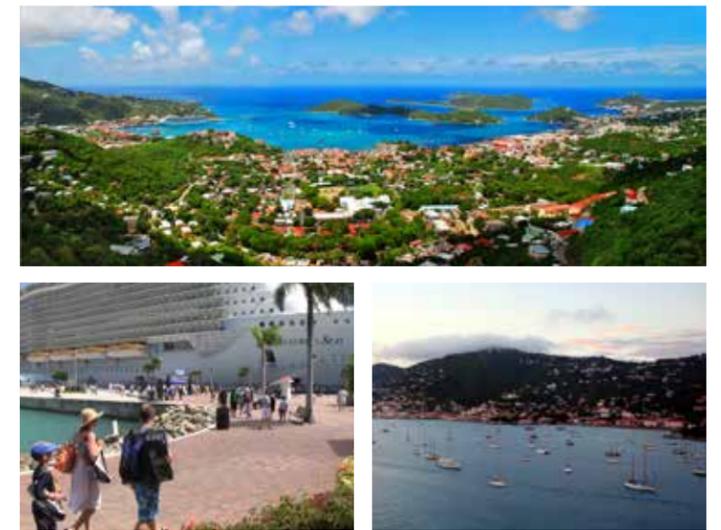
a Vision for Renewal
Crown Bay

Renew Crown Bay and the Sub Base District as one of the premier destinations for residents and island guests.



RECOGNIZE THE IMPORTANCE OF CONNECTIONS.

Seek new methods and routes to better link the area to nearby attractions, districts and the broader offer of Charlotte Amalie and St. Thomas.





Economic and Social Activation



Heritage Preservation

PLACES THAT CREATE, BUILD AND GROW COMMUNITY.

Reinvigorate the area with strategically focused investments that expand the economic and social vitality of the destination.



UNIQUE HERITAGE AND NATURAL OFFERINGS AT A FINGERTIPS' REACH.

Restore and celebrate the uniqueness of the area, from its historical roots to its lush landscape and coastal views.

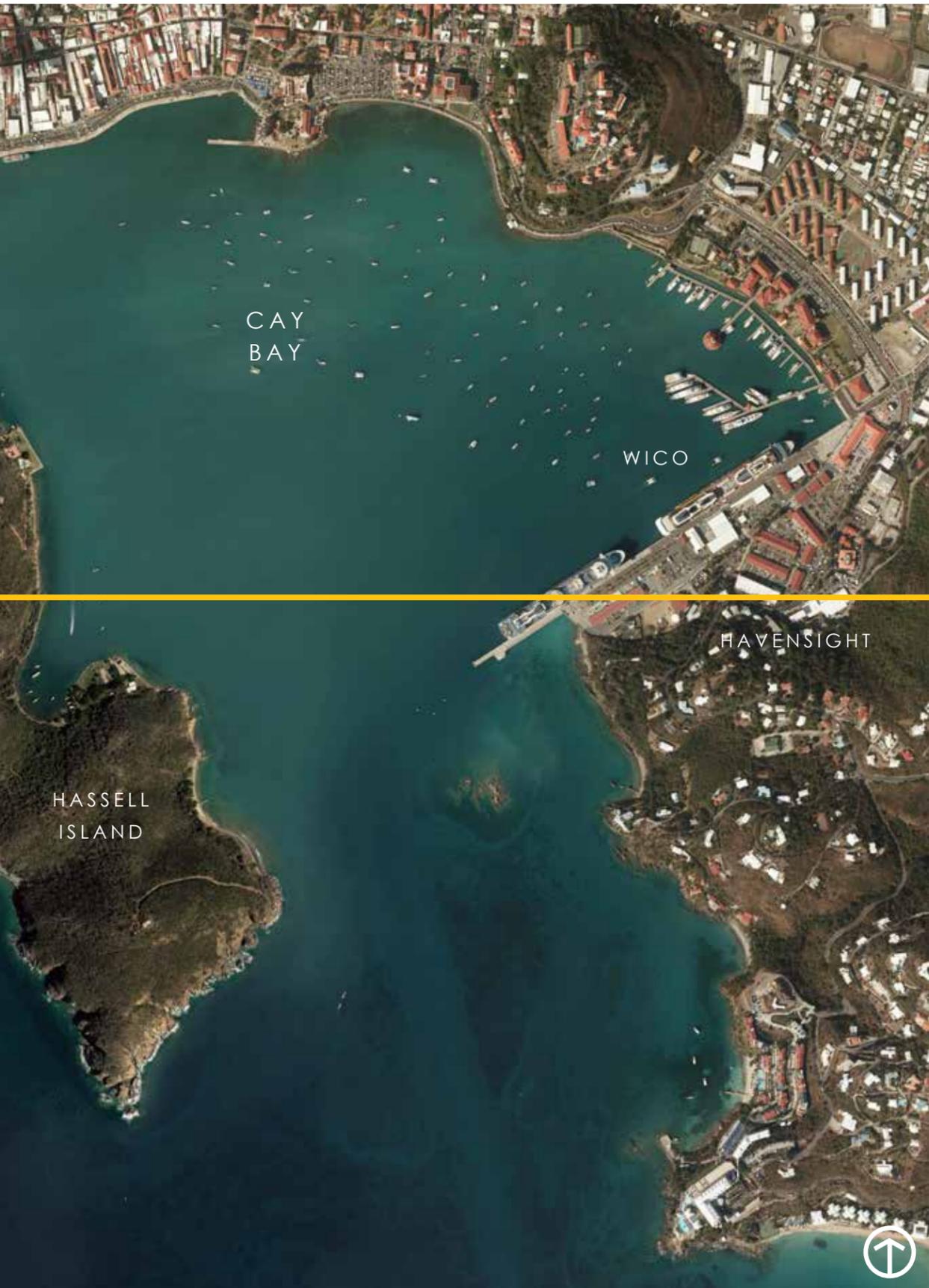






Project Context





ST. THOMAS - CROWN BAY

St. Thomas is the gateway isle of the U.S. Virgin Islands in the Caribbean and is renowned for its rich history, colorful snorkeling and vibrant beach destinations. The territorial capital Charlotte Amalie, founded by the Danish in the 1600s, is a bustling and vibrant cruise ship port that welcomes visitors from around the world.

Serving as a key cruise destination within the Caribbean market, St. Thomas is home to two Port-of-Call facilities; Havensight (commonly referred to as West Indian Company Dock, WICO) and Crown Bay. Located on the southern coast of St. Thomas, these two facilities currently provide maximum berthing capabilities for up to five vessels within a short 5-10 minute ride to Downtown Charlotte.

PROJECT SITE

PROJECT SITE

Crown Bay and the Sub Base District have been the focus of significant economic investment over the last several decades. Today, the area supports one of the island's two strategic cruise ports, a yachting center, commercial and light-industrial uses, government offices, and recreational facilities within a core project area of +/- 92.25 acres. Located a short drive from Cyril E. King Airport, Crown Bay is uniquely located within proximity to Lindbergh Bay, Regis Point, Water Island and French Town, many of which offer visitors an authentic St. Thomas and Virgin Islands experience.

What's next for Crown Bay? How best should the area recover post-Hurricane Irma and Maria? How should Crown Bay and the surrounding area best meet the needs and carrying capacity required for larger cruise vessels? Can new venues and attractions be introduced with appeal to residents and visitors?

KEY FEATURES

Project Boundary (+/-92.25 acres)	
Crown Bay Pier	1
Crown Bay Center	2
Crown Bay Marina	3
Supreme Court of the U.S. Virgin Islands	4
Regis Point	5
Vessel Repair Yard and Drydock	6
Sub Base Tennis Courts and Recreational Facilities	7
Cyril E. King International Airport	8
Crowley Shipping	9
Tropical Shipping	10



PROJECT SITE

- U.S. Virgin Islands Department of Public Works 1
- Sub Base Tennis Courts and Recreational Facilities 2
- Crown Bay Ground Transportation Area 3
- Crown Bay Marina 4
- Crown Bay Center 5
- Crowley Shipping 6
- Supreme Court of the U.S. Virgin Islands 7
- Crown Bay Cruise Pier 8
- Haulover Marine and Dry Dock 9





PAST, PRESENT & FUTURE

The natural features and shelter offered by Crown Bay made it undoubtedly a source of pre- and post-colonial period activity and trade. Purchase of the islands of St. Thomas, St. John and St. Croix by the United States in 1917—a move principally as part of a defensive strategy to maintain control over the Caribbean and the Panama Canal—started a process of air and marine installation development in and around Crown Bay. These improvements included a Marine air base (Bourne Field, now Cyril E. King Airport), a communications station, and in 1941, the Submarine Base along West Gregerie Channel.

The Submarine (Sub) Base was built in dredge-deepened waters and comprised of three finger piers and twelve 19-pile dolphins. Construction included quarters for 900 enlisted men and 42 officers, an administration building, storage buildings, torpedo overhaul shop, and other elements. Four of these primary buildings remain today.

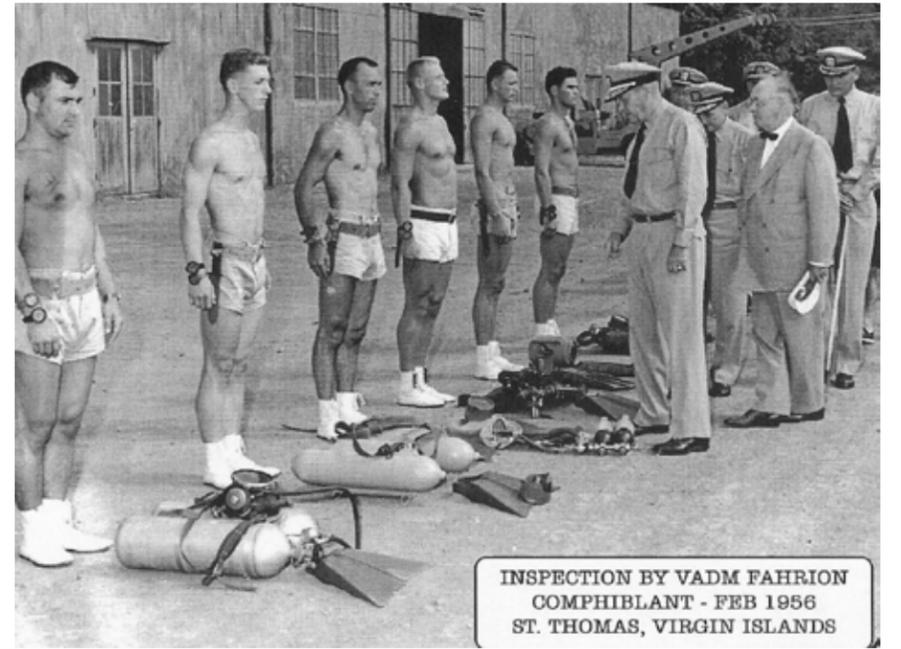
Following WWII, the Sub Base became a focus of training and activities by the Navy's Underwater Demolition Team (the UDT), precursors to the present-day SEALs. UDT divers practiced free-diving operations and other underwater techniques from vessels at the Sub Base and throughout St. Thomas' waters. Pioneering work by Dr. Christian J. Lambertsen and Lieutenant Commander Doug Fane resulted in the development of the oxygen rebreather—a major step along the trajectory of SCUBA gear development—that was widely tested and perfected at the Sub Base. Early work and training with Navy submersibles was also an important aspect of UDT and Sub Base activities.

Descriptions of the Sub Base at that time included “functional” and “primitive,” but accounts from the 1950s and 60s also include the vibrancy of the bases' *Silver Bullet Bar*, weekly outdoor movie showings, and music.

The Sub Base was turned over to the territorial government at the end of 1966 due to the growing use of Navy nuclear submarines and environmental concerns over coral reef damage from demolition detonations. From 1966 onward, the district's development has focused on creating opportunities for St. Thomas' residents. VIPA became administrators of the Sub Base, and they, along with several other working groups prepared master plans and financial proposals primarily geared around the creation of cruise facilities to create needed additional vessel berths.

In 2006, the Crown Bay Dock and Seaside Commercial Development opened its doors and pier for guests. Comprising about 57,000 square feet of development, Crown Bay was from its inception geared to offer commercial, food, entertainment, and recreational elements to both guests and residents; a true multi-use, multi-market facility.

Today, Crown Bay welcomes RCCL's *Oasis*-class vessels, the largest calling on St. Thomas. Now in its 14th year of operation, the need for renewal of the Crown Bay Center has increased as the development suffers from some early design limitations, store vacancies, and user and tenant desire for update. Hurricanes Irma and Maria also caused extensive destruction to buildings and structures in and around the Sub Base. This has resulted in the creation of this Vision Plan.



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Planning Process

Site Vision

Crown Bay

Outreach

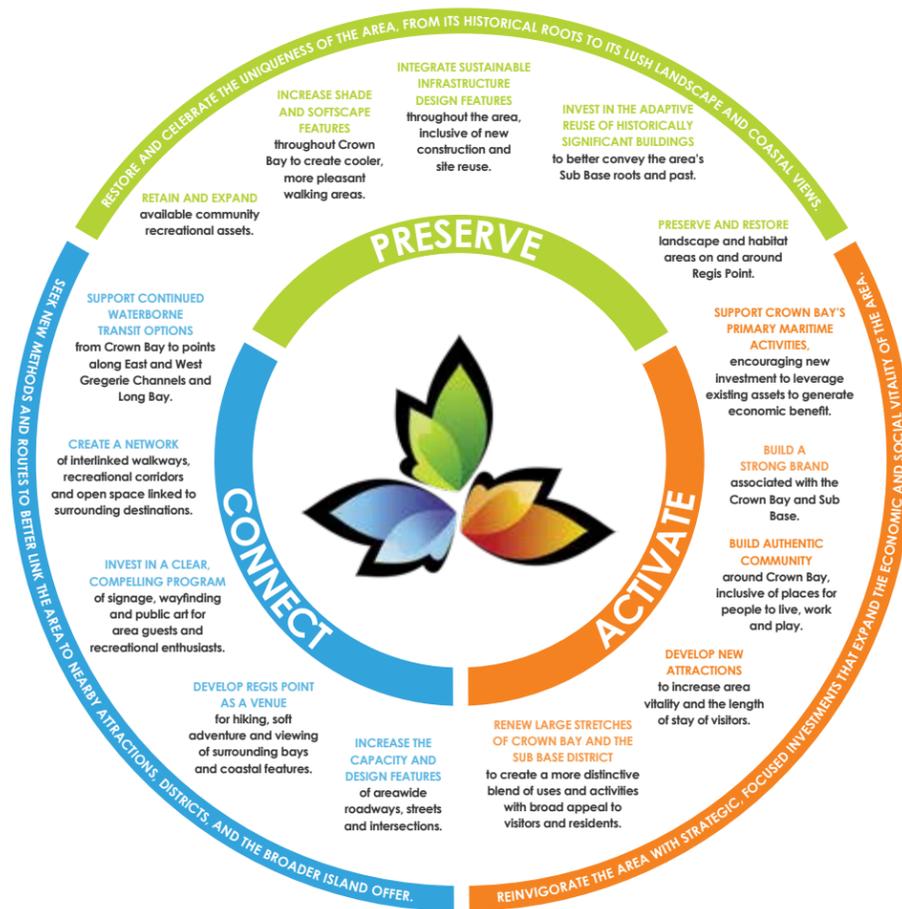
EXISTING CONDITIONS

Site assessment included complete photo documentation of the project area, stakeholder engagement, and plan review.



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Site assessment included complete photo documentation of the project area, stakeholder engagement, and plan review.



MEETINGS

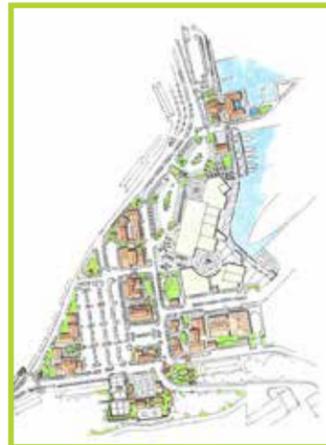
Over 10 meetings were held with stakeholders at each stage of the process. Two, one-day public open/ surveys recorded over 300 participants who provided focused input into the framework and plan development.



Options

CONCEPT DEVELOPMENT

Initial options were developed to explore the creation of public connectivity along the waterfront and reunification of adjacent areas with the water's edge.



Actionable Plan

VISION PLAN

The Vision Plan for Crown Bay holds true to its roots, supporting a number of existing maritime activities while also introducing new elements in several locations.



COMMUNITY ENGAGEMENT

Crown Bay and the Sub Base District's community engagement process involved meetings and outreach from two key targeted demographics – locals and tourists (i.e. cruise passengers) – in three formats: Community Meet Up and Presentation/Cruise Survey, online and in-person surveys, and web-based outreach. Each format played a vital role in framing project issues and guiding the planmaking effort.

As part of the visioning process, Moffatt & Nichol, the design consultant, put together a community engagement strategy to capture the concerns and desires from the two user groups to better inform the vision plan. The first session, *Community Meet Up and Presentation*, was held on November 15, 2018 at VIPA's Cruise Lounge (161-A Sub Base, Charlotte Amalie West) and was an outlet for the local business owners, residents and citizens to interact and learn from the design team.

A presentation and series of boards guided the discussion to introduce the project and obtain community feedback. The project overview and site context presentation boards familiarized meeting attendees with existing conditions and nearby attractions. A mission board demonstrated how the design intent is built upon three pillars: to preserve, connect and activate. Character imagery was shown to entice meeting attendees with visual aid as to what is possible for Crown Bay and the Sub Base District. A site uses diagram showcased how current land uses are in operation, compared to the potential for future activation. Lastly, a next steps board discussed how key strategies, like phasing and funding, allow the vision plan to come to fruition.

The *Community Meet Up and Presentation* was designed to create a collective public understanding about the issues and opportunities facing Crown Bay and the Sub Base District, and offer an open dialogue as to the best ways to address these. The meeting enabled attendees to play an active role in editing and solidifying the vision plan's mission and pillars, as well as express their thoughts and concerns to the design consultant. Approximately 50 citizens participated in the *Community Meet Up and Presentation*.

The second community effort, *Cruise Survey*, held on January 16, 2019, consisted of a full day engaging cruise passengers docked from two ships—Oasis of the Seas and ms Oosterdam—at Crown Bay. VIPA staff and the design consultant set up outdoor interactive stations to educate and inform cruise passengers about the revitalization efforts happening at Crown Bay. They were supported by a series of posters which were also on display at the *Community Meet Up and Presentation*. The morning outreach session welcomed cruise passengers to Crown Bay, educated passengers about the renewal of Crown Bay and raised awareness about the afternoon survey capture. The afternoon outreach session gathered cruise passenger feedback through an in-person survey and open dialogue discussion. Approximately 119 cruise passengers participated in the *Cruise Survey*.

The project website—www.renewcb.com—was launched in November to serve as an information portal and garner community feedback. Content was tailored to reflect project materials from the two

community engagement sessions, and, importantly, ask a series of questions specifically tailored to each demographic user about what the community wants and prefers (from offered options). The website provided open ended questions to gather community ideas and points-of-view. Digital copies of all community presentations, poster-sized graphics, and survey results are made available via the project website.

Social media outlets provided posts, survey announcements and updates linking to the project website. Facebook ads announcing the *Community Meet Up and Presentation*, as well as radio broadcasts, news media and word of mouth provided an important means to let locals know about the project and website. Cruise survey passengers did not have any prior notice but participated willingly in the *Cruise Survey* effort.

Community and cruise guest outreach played a vital role in helping shape the direction and ultimate planning result. Both audiences were polled through two public meetings as well as on line and in person surveys to identify priorities and preferences.

To date, the two survey efforts and project website has been well received by all involved, garnering over 2,119 views; 90,308 impressions; and 61 subscribers. Over 320 individuals answered one or more survey questions, generating 2,414 survey responses and leaving 215 comments.

OVERALL STATISTICS



2
COMMUNITY
SESSIONS



2,414
RESPONSES



215
COMMENTS



61
SUBSCRIBERS

LOCAL PARTICIPATION



50
IN
PERSON



208
ONLINE
SURVEY



+/- 250
IN
PERSON



119
ONLINE
SURVEY

CRAFTING A RENEWED VISION

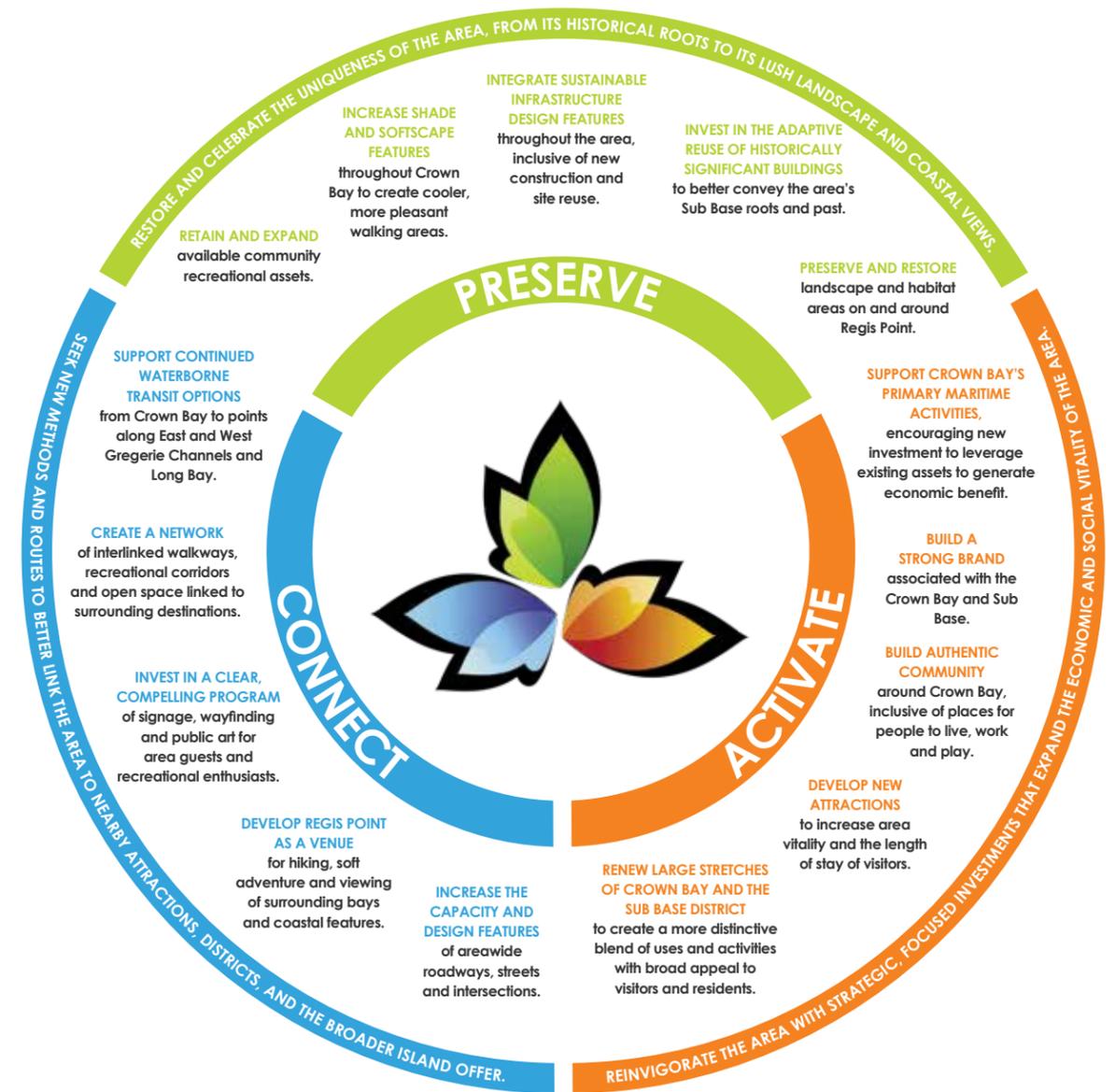
With feedback from the community, the design team established the mission and core goals for Crown Bay's Vision for Renewal, envisioning Crown Bay and the Sub Base District to be one of the premiere destinations for residents and island guests.

Three primary aims emerged from the communal interactions, supported by secondary objectives as to how best to achieve these aims. These aims—"Preserve", "Activate", and "Connect"—are as follows:

"Connect" seeks new methods and routes to better link the area to nearby attractions, districts, and the broader island offer. Economic activity is expanded by creating a network of pathways to link Crown Bay to nearby amenities, constructing areawide infrastructure improvements and leveraging new investment opportunities.

"Activate" reinvigorates the area with strategic, focused investments that expand the economic and social vitality of the area. Social connectivity is activated by building a brand that strengthens Crown Bay and the Sub Base's story, developing new attractions and supporting the project site's diversity of use and activity.

"Preserve" restores and celebrates the uniqueness of the area, from its historical roots to its lush landscape and coastal views. Ecological preservation restores historically significant buildings, integrates sustainable design features, increases shade and softscape features on site, expands recreational assets and restores natural habitats.





Memorable Connections

Residents



KEY FEATURES

- 29% Create a network of interlinked walkways, recreational corridors and open space linked to surrounding areas.
- 23% Support continued waterborne transit options from Crown Bay to points along East and West Gregerie Channels and Long Bay.
- 17% Increase the capacity and design features of area-wide roadways, streets and intersections.
- 16% Develop Regis Point as a venue for hiking, soft adventure and viewing of surrounding bays and coastal features.
- 10% Invest in a clear, compelling program of signage, wayfinding and public art for area guests and recreational enthusiasts.
- 5% None of the above.

Island Guests

KEY FEATURES

- 36% Create a network of interlinked walkways, recreational corridors and open space linked to surrounding areas.
- 25% Support continued waterborne transit options from Crown Bay to points along East and West Gregerie Channels and Long Bay.
- 17% Invest in a clear, compelling program of signage, wayfinding and public art for area guests and recreational enthusiasts.
- 16% Develop Regis Point as a venue for hiking, soft adventure and viewing of surrounding bays and coastal features.
- 4% Increase the capacity and design features of area-wide roadways, streets and intersections.
- 2% None of the above.

“I'd love to see increased walkability, green space, and aesthetic improvements.”

“Make it cyclable, runnable, walkable...looks too industrial.”

“I wish the list of transportation options to the beaches would include taxis and vans.”



Economic and Social Activation

Residents



KEY FEATURES

- 33% Increase shade and softscape features throughout Crown Bay to create cooler, more pleasant walking areas.
- 27% Invest in the adaptive reuse of historically significant buildings to better convey the area's Sub Base roots and past.
- 17% Integrate sustainable infrastructure design features throughout the area, inclusive of new construction and site reuse.
- 11% Retain and expand the number of available community recreational assets.
- 7% Preserve and restore landscape and habitat areas around Regis Point.
- 4% None of the above.

Island Guests

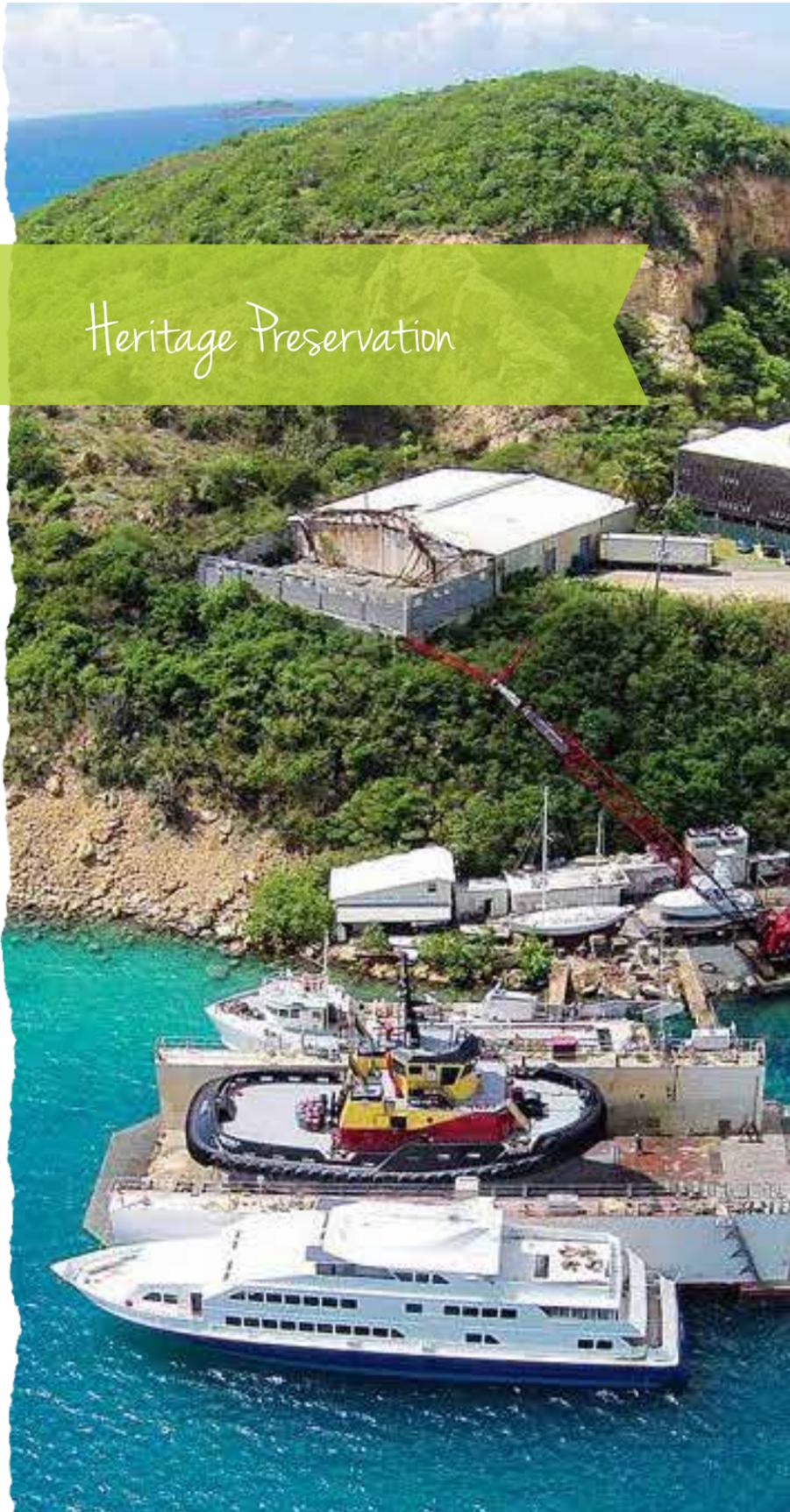
KEY FEATURES

- 41% Increase shade and softscape features throughout Crown Bay to create cooler, more pleasant walking areas.
- 23% Invest in the adaptive reuse of historically significant buildings to better convey the area's Sub Base roots and past.
- 22% Integrate sustainable infrastructure design features throughout the area, inclusive of new construction and site reuse.
- 7% Retain and expand the number of available community recreational assets.
- 4% Preserve and restore landscape and habitat areas.
- 3% None of the above.

“I'd like to see more local restaurants and variety of shops.”

“Having more shaded sitting areas would be nice.”

“I wish there were outdoor evening activities for families, like fishing on the pier and play areas.”



Heritage Preservation

Residents



KEY FEATURES

- 31% Renew large stretches of the area to create a more distinctive blend of uses and activities with broad appeal to visitors and residents.
- 26% Support Crown Bay's primary maritime activities, encouraging new investment to leverage existing assets to generate greater economic benefit.
- 25% Build authentic community around Crown Bay, inclusive of places for people to live, work and play.
- 10% Develop new attractions to increase area vitality and the length of stay of visitors.
- 5% Build a strong brand associated with the Crown Bay and Sub Base area.
- 3% None of the above.

Island Guests

KEY FEATURES

- 29% Develop new attractions to increase area vitality and the length of stay of visitors.
- 23% Renew large stretches of the area to create a more distinctive blend of uses and activities with broad appeal to visitors and residents.
- 21% Support Crown Bay's primary maritime activities, encouraging new investment to leverage existing assets to generate greater economic benefit.
- 14% Build authentic community around Crown Bay, inclusive of places for people to live, work and play.
- 8% Build a strong brand associated with the Crown Bay.
- 5% None of the above.

“ Full renovation on various buildings or complete transformation will enhance the experience. ”

“ It'd be great to have heritage and cultural attractions at Crown Bay. ”

“ Any plans for the Sub Base area should capitalize on the World War II history of the area, while developing new buildings on vacant land that reflects a neo-industrial naval design style. ”

CRAFTING A RENEWED VISION

LOCAL PARTICIPATION

In terms of demographics, most locals who participated in the survey are female, between the ages of 40 to 55, and live between 2 and 5 miles from Crown Bay. Most survey participants heard about the survey through a social media outlet (e.g. Facebook, Twitter).

Most locals visit Crown Bay once a month or less, primarily to dine at area restaurants or to use commercial services and shops. When asked about the three mission aims—activate, preserve and connect—“activate; reinvigorate the area with strategic, focused investments that expand the economic and social vitality” was most important. “Preserve; restore and celebrate the uniqueness of the area, from its historical roots to its lush landscape and coastal views” came second, while “connect; seek new methods and routes to better link the area to nearby attractions, districts and the broader St. Thomas offer” came last.

Within the “activate” category, “renewing large stretches of the area to create a more distinctive blend of uses and activities with broad appeal to visitors and residents” was most important for locals. They believed “developing new attractions to increase area vitality and the length of stay of visitors” was most important for visitors.

Within the “connect” category, “creating a network of interlinked walkways, recreational corridors and open space linked to surrounding destinations” was most important for locals. They believed the same statement holds true for visitors.

Within the “preserve” category, “increasing shade and softscape features throughout Crown Bay to create cooler, more pleasant walking areas” was most important for locals, and they believed the same statement holds true for visitors.

A series of open-ended questions regarding singular improvements/enhancements and other thoughts and ideas were presented. Having a clean environment, more open space and landscaping, historic building restoration, entertainment and cultural preservation were ranked highest. A full list of comments can be viewed in the Community Engagement – Full Survey PDF on pages 10 (Question 7) and 18 (Question 8), visible on the project website, www.renewcb.com.

OF THESE THREE AIMS, WHICH IS MOST IMPORTANT TO YOU?

KEY FEATURES



WHAT DO YOU DO WHEN YOU ARE AT CROWN BAY AND SUB BASE AREA?

KEY FEATURES



CRUISE LINE PARTICIPATION

Most cruise passengers who participated in the cruise survey traveled to Crown Bay via *Oasis of the Seas* and are between the ages of 18 to 39. When asked how they would rate their experience, most stated Crown Bay met their expectation. Additionally, most cruise passengers stated “more shops restaurants and entertainment” offered the most appeal, whereas “better walking and biking facilities to nearby attractions (beach, town, etc.)” and “more heritage and cultural attractions that tell the history of St. Thomas and Crown Bay” came in for a close second.

Cruise passengers were asked to compare Crown Bay to other Caribbean ports they’ve visited in three categories. In terms of Crown Bay’s sense of arrival and welcoming experience, most cruise passengers stated “better (than other Caribbean ports)”. Regarding Crown Bay’s ease of access to tours and nearby attractions, most stated “similar”. Lastly, in terms of Crown Bay’s shopping and/or dining experience, most stated “similar”.

Cruise passengers were also asked what one improvement would make Crown Bay better. Diverse shops, restaurants, entertainment and amenities were listed most favorably, while at the same time many passengers listed no complaints or improvements needed. A full list of comments can be viewed in further detail in the Cruise Survey, visible on the project website, www.renewcb.com.

WHICH OF THE FOLLOWING IDEALS FOR CROWN BAY APPEAL TO YOU?

KEY FEATURES

- 29% More shops, restaurants and entertainment.
- 17% Better walking and biking facilities to nearby attractions (beach, town, etc.).
- 16% More heritage and cultural attractions that tell the history of St. Thomas and Crown Bay.
- 14% Improve transportation to places I want to visit (via taxi, bus, boat, etc.).
- 8% More parks, landscape and shade within Crown Bay.
- 7% Other.
- 6% None of the above.
- 3% I don’t know.

HOW WOULD YOU RATE YOUR EXPERIENCE AT CROWN BAY?

KEY FEATURES

- 58% Met my expectation
- 29% Above my expectation
- 13% Below my expectation

HOW DOES CROWN BAY COMPARE TO OTHER CARIBBEAN PORTS?

COMPARISON	BETTER	SIMILAR	WORSE
Crown Bay's sense of arrival and welcoming experience.	49%	43%	8%
Crown Bay's ease of access to tours and nearby attractions.	31%	53%	17%
Crown Bay's shopping and/or dining experience.	16%	59%	26%





Vision Plan

THE VISION PLAN

The assembled Vision Plan presented herein seeks to elevate Crown Bay as a renewed community and visitor loved destination extending beyond its current footprint of pier, retail center and logistical areas. The renewed Crown Bay is a vibrant island district offering an assemblage of attractions, moments, cultural exchange and history linked through improved connections to the surrounding area and St. Thomas as a whole. It achieves this end through evolution, rather than revolution, with incremental improvement to the water's edge, streets, buildings, and recreational facilities.

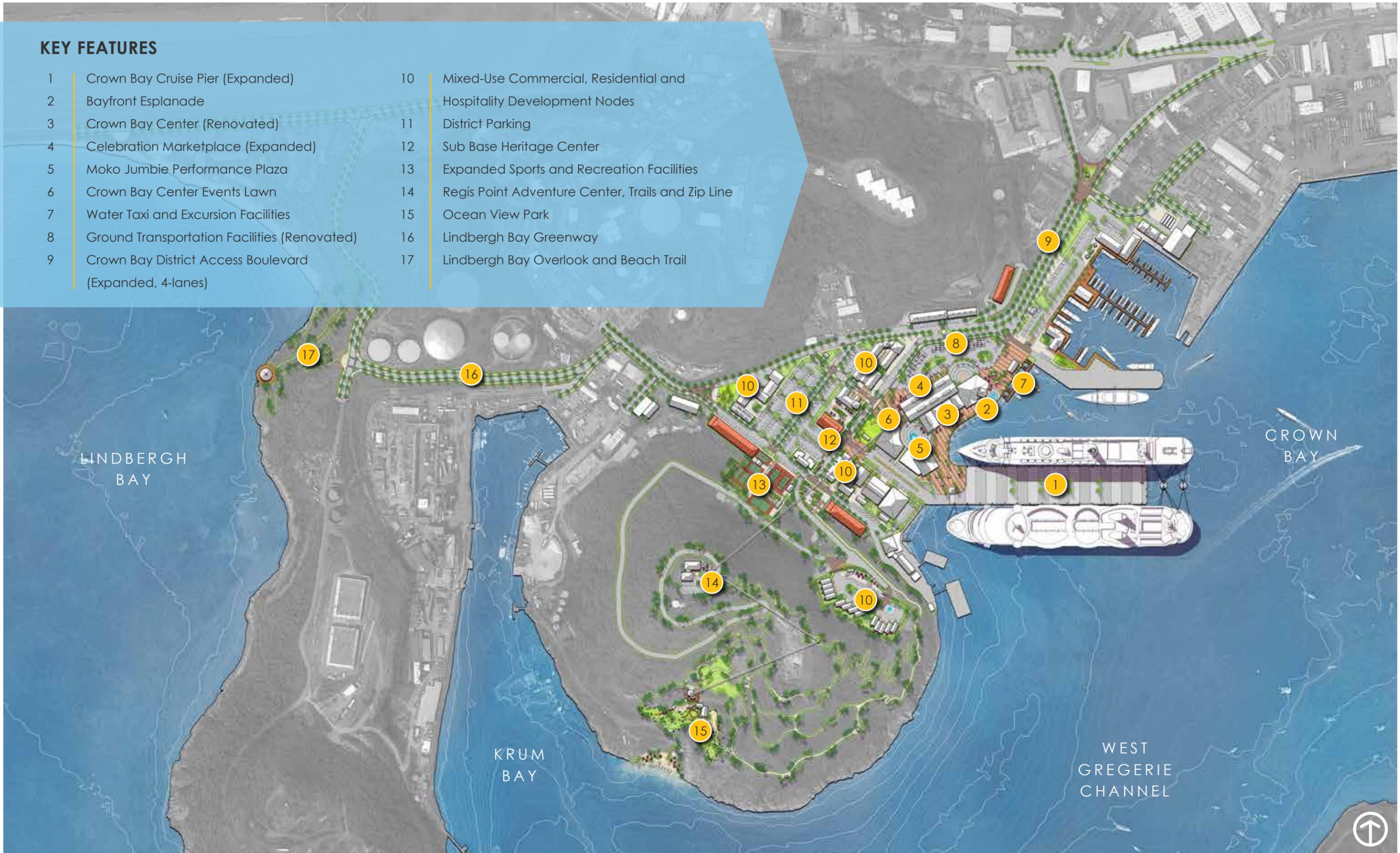
In presenting the Vision Plan, improvements in five broad areas are highlighted.

- **A renewed Crown Bay offers attractions and other moments with appeal to all.** From the Lindbergh Bay Greenway to Sub Base Heritage Center, five new signature attractions plus several other improvements are promoted by the Vision Plan.
- **Greater connectivity of Crown Bay to surrounding natural areas, districts, and the Island overall is essential to success.** The Vision Plan promotes major investment in expanded roadway connectivity to and from Crown Bay. The Plan also considers the best way to address mobility is through advancing improvements in a diversified network of offerings, from sidewalks and bike trails to land- and water-based transit services.

- **Incremental investment in community infrastructure allows Crown Bay to make increasing, sustainable gains in economic and social prosperity.** The Vision Plan supports several small, medium and large improvements with appeal for investment by the public and private sectors. The combination results in expanded use, diversity, activation and vibrancy.
- **Preserve and celebrate Crown Bay's unique history.** Use remaining buildings and artifacts to convey the richness of the area's colonial period and military history. Allow these elements to be key points of distinction, differentiation, and education.
- **Future-proof Crown Bay, making it ready for economic and social opportunities that may present themselves.** The notion of future-proofing is rooted in the idea that we can plan and design places that are adaptable and flexible to changing economic and community needs. In this Vision Plan preparation, one important area of focus is ensuring the core center and surrounding areas are able to welcome larger cruise ships and greater berthing capacity over time.

KEY FEATURES

- | | | | |
|---|---|----|---|
| 1 | Crown Bay Cruise Pier (Expanded) | 10 | Mixed-Use Commercial, Residential and Hospitality Development Nodes |
| 2 | Bayfront Esplanade | 11 | District Parking |
| 3 | Crown Bay Center (Renovated) | 12 | Sub Base Heritage Center |
| 4 | Celebration Marketplace (Expanded) | 13 | Expanded Sports and Recreation Facilities |
| 5 | Moko Jumbie Performance Plaza | 14 | Regis Point Adventure Center, Trails and Zip Line |
| 6 | Crown Bay Center Events Lawn | 15 | Ocean View Park |
| 7 | Water Taxi and Excursion Facilities | 16 | Lindbergh Bay Greenway |
| 8 | Ground Transportation Facilities (Renovated) | 17 | Lindbergh Bay Overlook and Beach Trail |
| 9 | Crown Bay District Access Boulevard (Expanded, 4-lanes) | | |



THE VISION PLAN

North
KEY FEATURES

- Crown Bay Cruise Pier (Expanded) 1
- Renewed Cruise Passenger Arrivals Plaza 2
- Bayfront Esplanade 3
- Water Taxi and Excursion Facilities 4
- Crown Bay Center (Renovated) 5
- Celebration Marketplace (Renovated) 6
- Moko Jumbie Performance Plaza 7
- Crown Bay Center Events Lawn 8
- Ground Transportation Dispatch (Renovated) 9
- Ground Transportation Parking and Marshalling Facilities (Renovated) 10
- Crown Bay Marina Center Commercial Expansion 11
- Crown Bay District Access Boulevard (Expanded, 4-lanes) 12
- Co-Working Office Use (Heritage Building) 13
- Mixed-Use Commercial, Residential and Hospitality Development Nodes 14
- District Parking 15
- Lindbergh Bay Greenway and Rentals 16
- Sub Base Heritage Center 17
- Artisan Studios and Gallery (Heritage Building) 18
- Government Offices (Heritage Building) 19
- Expanded Sports and Recreation Facilities 20
- Regis Point Trailhead 21





South
KEY FEATURES

- 1 Expanded Sports and Recreation Facilities
- 2 Regis Point Trailhead
- 3 Artisan Studios and Gallery (Heritage Building)
- 4 Mixed-Use Commercial, Residential and Hospitality Development Nodes
- 5 Regis Point Adventure Center and Summit Café
- 6 Regis Point Adventure Center (Low Level) and Ocean Park
- 7 Zip Line Course
- 8 Summit Road (Existing)
- 9 Hillside Trails and Overlooks



SIGNATURE AND SUPPORT ATTRACTIONS

The creation of more things to do at Crown Bay was a leading request of surveyed cruise passengers. Residents are also searching for new things to do, but not necessarily more shopping and offerings already present at Crown Bay Center. Themes common amongst both groups included adding programs with a focus on family orientation, recreation and soft adventure, and elements rooted in the history and culture of the Islands. From this foundation, five signature attractions were developed and incorporated in the Vision Plan.

KEY FEATURES

- | | |
|------------------------------|---|
| Lindbergh Bay Greenway (LGB) | 1 |
| Regis Point Adventure Center | 2 |
| Crown Bay Event Areas | 3 |
| Celebration Marketplace | 4 |
| Sub Base Heritage Center | 5 |



THE VISION PLAN

1. THE LINDBERGH BAY GREENWAY (LGB)

Extending more than a mile from Crown Bay to the overlooks and beaches at Lindbergh Bay, this planned greenway invites visitors and residents to walk, bike and recreate between these two destinations. Development of the LGB involves conversion of existing roadway rights-of-way, as well as the creation of new trails and overlooks in and around Lindbergh Bay. Bike (including e-bikes), segway and scooter rental facilities are envisioned at Crown Bay Center near the Sub Base Heritage Center. Linking shuttle services are contemplated to allow cruise guests to walk or bike the LGB and then motor back to Crown Bay.



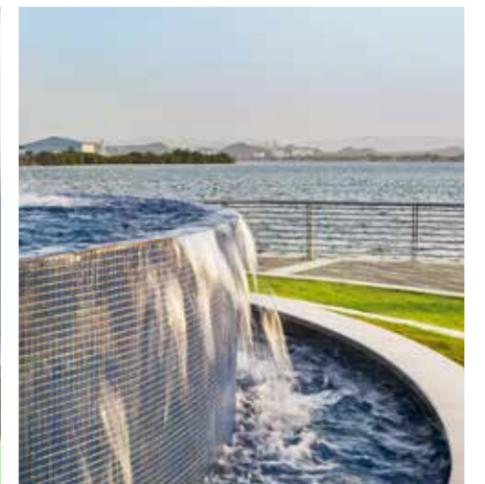
2. REGIS POINT ADVENTURE CENTER

The Vision Plan taps into one of Crown Bay's least utilized assets: the 56-acre Regis Point. This natural zone located along the southern coast of Crown Bay offers long views of Water Island and St. Thomas and is well situated to become an important attractor for residents and cruise guests. The Vision Plan calls for Regis Point to host hiking and biking trails, observation platforms, a zip line course, oceanside park, and other recreational and soft adventure amenities.



3. CROWN BAY EVENT AREAS

The Vision Plan calls for Crown Bay to host three linked performance and event areas: The Bayfront Esplanade, Moko Jumbie Plaza and Crown Bay Center Events Lawn. Each seeks to provide varied programming for cruise guests and the community. Moko Jumbie Plaza hosts dancers, music and other entertainment for cruise guests. The Bayfront Esplanade expands its role as a backdrop for holiday and food festivals, celebrations and other special events. The new events lawn is ideal for concerts and other gatherings. Combined, all three facilities can serve as a multi-venue site for weekend concert series and other special events.



4. CELEBRATION MARKETPLACE

The open-air Crown Bay market is a long-time fixture of the center, welcoming cruise guests and others in the community. The Vision Plan seeks to expand the market and rework main pathways to allow for a more engaging, vibrant destination showcasing local tradespeople and their wares, as well as food offerings, artisan demonstration areas and other features. Children's water play and other kid friendly zones are also encouraged.



5. SUB BASE HERITAGE CENTER

From U.S. Navy submarine base activities to underwater demolition team training (the precursor to present day SEALs), the history of Sub Base District is rich and varied. Adaptive reuse of one of the original hanger and maintenance buildings associated with Sub Base serves as a new venue to convey and celebrate the history of St. Thomas, the U.S. Navy, and other military branches. The Sub Base Heritage Center will showcase Navy and other military equipment and artifacts from the 1930s to 70s, offer a period themed "Silver Bullet" restaurant, and other elements. Spaces will also be available for community meetings and events, as well as provide the starting point for pedestrian, bike and other tours.



OTHER HIGHLIGHTS

- **Renewed Cruise Passenger Arrivals Plaza.** The main plaza and greeting area for disembarking guests will be renewed and enlivened with welcoming signage, monumentation, and other elements.
- **Water Taxi and Excursion Facilities.** A critical transportation element and excursion center, with expansion designed to improve the number and size of vessel positions in support of water taxi services, as well as the need for in-water shore excursion operators.
- **Crown Bay Center.** Facades, pedestrian pathways, view corridors, signage, and other features are incrementally upgraded to result in a full refresh of Crown Bay Center improving its overall retail, food and beverage, and entertainment offer. Two key pathways are established to move guests to and through key plazas, shopping areas, and logistical zones.
- **Artisan Studios and Gallery (Heritage Building).** Adaptive reuse of this heritage building transforms the space into artist studios, gallery spaces, demonstration areas, small restaurant, and other eclectic uses.
- **Expanded Sports and Recreation Facilities.** Increased tennis, handball, basketball and other hard courts and sports facilities for community residents and cruise ship vessel crew members.
- **Regis Point Trailhead.** Gateway to hiking trails and recreational areas provided along the slopes and summit of Regis Point.



EXPANDED CONNECTIVITY

Although Crown Bay is strategically situated, it has limited connectivity to nearby attractions and the broader network links to Charlotte Amalie, the West Indian Company Limited (WICO), and other notable island districts. Both locals and cruise passengers principally arrive and depart Crown Bay by the two-lane Sub Base Road, a thoroughfare that experiences very high levels of congestion on cruise days. Walking areas are limited, with limited narrow sidewalks and few shade trees.

Expanding the network of all modes of transportation to, from and through Crown Bay and the Sub Base District was a major focus of the Vision Plan and an important priority for community residents and Island guests. "Creation of a network of interlinked walkways, recreational corridors and open space linked to surrounding areas" was the highest rated Plan initiative by surveyed residents and guests.

To accomplish this, the Vision Plan set about studying and improving the main Crown Bay roadway corridor—Sub Base Drive—as well as exploring all the ways in which individuals can access the area and feel more connected to new and enhanced activity centers and attractions. The result is a sequence of complete streets, greenways, corridors and other features that, implemented over time, will transform Crown Bay into a highly walkable, transportation friendly, well-connected district.

In the section that follows, we highlight key improvements.



EXPANDED CONNECTIVITY

SUB BASE RD / HWY 304 IMPROVEMENTS

A detailed collection of traffic counts and network analysis was conducted during the planning process for Sub Base Road / Hwy 304 and linking roadway corridors. Count data was collected during the course of August 2018, at locations throughout Crown Bay and connecting to Veterans Drive. Data was collected on both cruise and non-cruise ship days. Traffic counts were used to create VISSIM models of the existing network, as well as to test a series of roadway and intersection improvements.



CROWN BAY TRAFFIC COUNT PROGRAM			
COUNT	DESCRIPTION	LOCATION	DURATION
C1	Bi-directional Volume/Class Count	Veterans Drive, east of Sub Base Road intersection	24 to 48 hours *
C2	Bi-directional Volume/Class Count	USVI Hwy 30, west of Crown Mountain Road	24 to 48 hours *
C3	Bi-directional Volume/Class Count	Sub Base Road, west side split, south of USVI Hwy 30	24 to 48 hours *
C4	Bi-directional Volume/Class Count	Sub Base Road, east side split, south of Veterans Dr.	24 to 48 hours *
C5	Bi-directional Volume/Class Count	Sub Base Road, south of Sub Base Road split to Hwy 30	24 to 48 hours *
C6	Bi-directional Volume/Class Count	Sub Base Road, west of USVI Hwy 306	24 to 48 hours *
C7	Bi-directional Volume/Class Count	USVI Hwy 306, east of Sub Base Road, west of USVI Hwy 305	24 to 48 hours *
T1	Peak Hour Turning Movement Count	Sub Base Road and pier road/exit from Crown Bay Parking	3-4 hours during peaks**
T2	Peak Hour Turning Movement Count	Sub Base Road and USVI Hwy 305	3-4 hours during peaks**
T3	Peak Hour Turning Movement Count	USVI Hwy 305 and road from cruise pier along south side of Crown Bay	3-4 hours during peaks**
S1	Truck Directional Count	Exit road to Sub Base Road from the northeast along Crowley operation	3-4 hours during peaks**

NOTES:

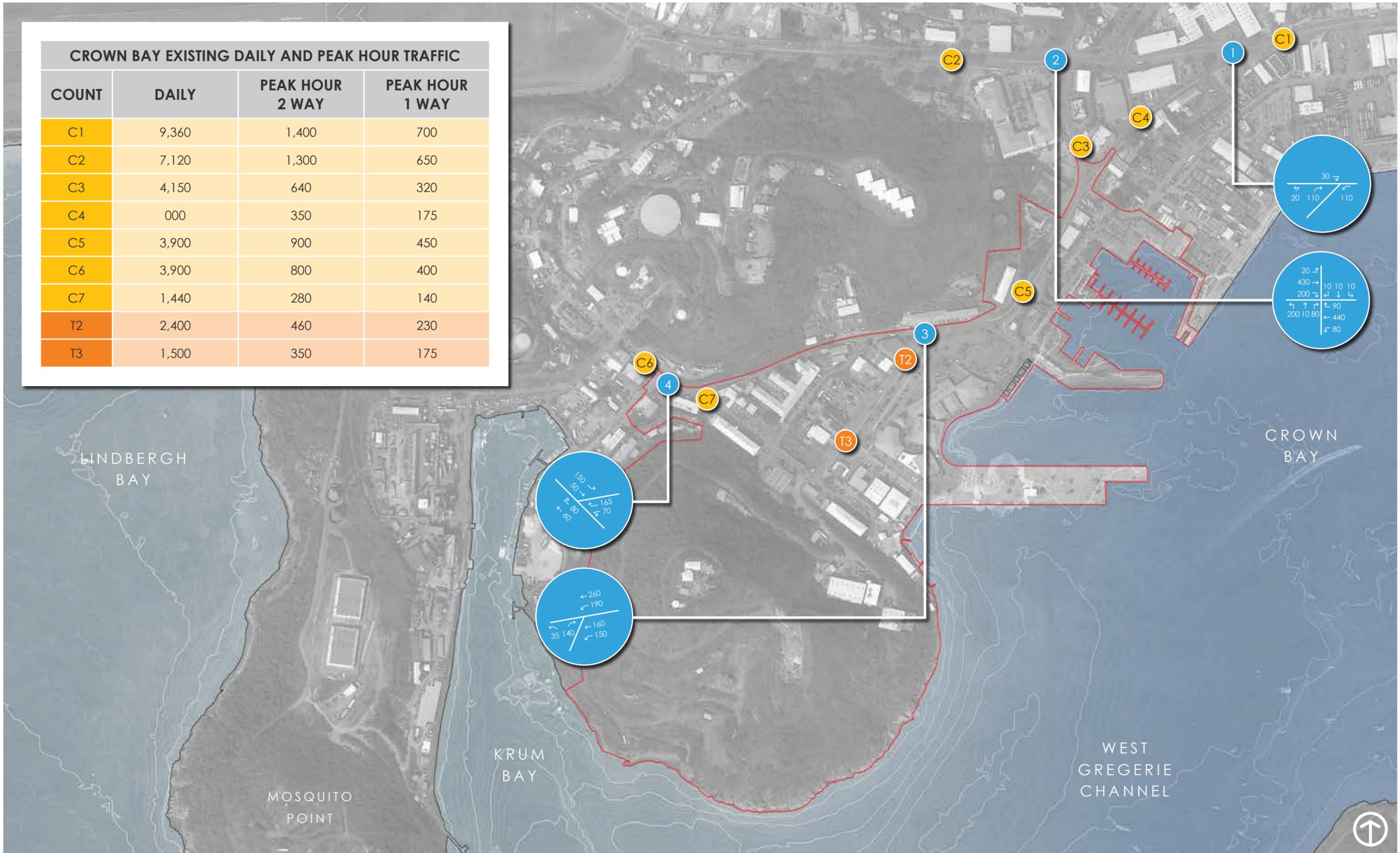
Traffic estimates based on counts taken during the month of August 2018. Additionally, this data is based on times when at least one cruise ship was docked in Crown Bay.

To be counted on days with cruise ships and/or freight ships in port. *

Peaks to be determined by cruise ship disembarkation times. Turning movements to be performed while volume counts are underway. **

Peaks to be determined by freight movement peak times. ***

CROWN BAY EXISTING DAILY AND PEAK HOUR TRAFFIC			
COUNT	DAILY	PEAK HOUR 2 WAY	PEAK HOUR 1 WAY
C1	9,360	1,400	700
C2	7,120	1,300	650
C3	4,150	640	320
C4	000	350	175
C5	3,900	900	450
C6	3,900	800	400
C7	1,440	280 </td <td>140</td>	140
T2	2,400	460	230
T3	1,500	350	175



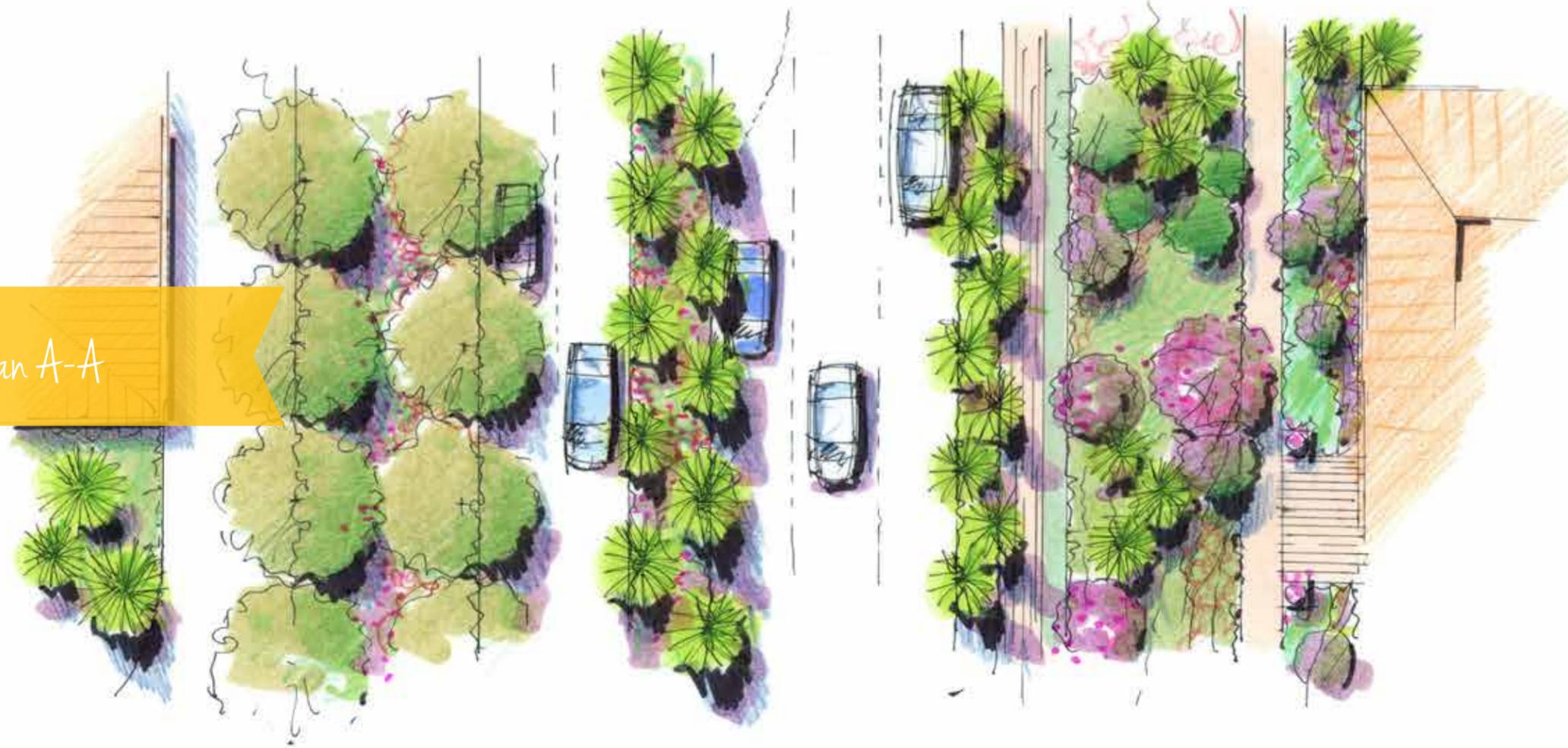
EXPANDED CONNECTIVITY

The conclusion derived from this analysis and multiple meetings with project stakeholders was that rework of the Sub Base Road / Hwy 304 is vital to reduce existing congestion, while building capacity for future areawide renewal. From traffic counts, analysis, and modeling the recommended approach depicted in the Vision Plan is to reorganize these primary roadways into an expanded four-lane boulevard that branches into a one-way couplet upon entering the core Sub Base area. This approach, along with signal, streetscape, sidewalk, signage, monumentation, and other "Complete Street" improvements will improve overall roadway capacity and safety. These improvements will link to planned capacity improvements scheduled for Veterans Drive. Improvements will require property acquisition along the Sub Base / Hwy 304 corridor, especially parcels between this roadway and the Crown Bay Marina. Many of these properties and on-site structures were destroyed during Hurricanes Irma and Maria.

As advocated by this Vision Plan, rework of this corridor should include streetscape improvements with designated lanes for vehicle and pedestrians, separated by vegetated buffers (see Sections A-A, B-B and C-C). New wayfinding and signage will guide visitors to key points of interest throughout Crown Bay and link up with Veterans Drive and the LBG. The possibility exists to create a series of kiosks positioned in the space between Crown Bay Center and Marina, enlivening the space with programming, local artisans, and other elements.



Section & Plan A-A



EXPANDED CONNECTIVITY



Section & Plan B-B



Section & Plan C-C



←	VARIES	+/- 10'	+/- 35'	+/- 6'	+/- 8'	+/- 20'	+/- 8'	+/- 10'	+/- 8'	+/- 5'	+/- 120'	VARIES	→
	PROPOSED DEVELOPMENT	SHARED SIDE/W	LINEAR PARK & RAIN GARDEN	SIDE/W	BUFFER	TWO-WAY ROAD	BUFFER	SHARED SIDE/W	BUFFER	PATH	VILLAGE EVENT LAWN	EXISTING DEVELOPMENT	

EXPANDED CONNECTIVITY

IMPROVED TRANSIT CENTERS

Both the Ground Transportation Center and Crown Bay Water Taxi and Excursion Facilities Dock are upgraded to build capacity and provide greater operational efficiency. Ground transportation facilities include recast pre-booked and independent shore excursion zones and dispatch areas and are reconfigured to provide improved ingress and egress to/from Crown Bay. Water Taxi and Excursion Facilities are expanded to improve the number and size of vessel positions in support of water taxi services, as well as needs for in-water shore excursion operators.

Operational improvements (e.g., headways, frequency, vessel size) are suggested for the water taxi network linking Charlotte Amalie, WICO, and other districts along West and East Gregerie Channels are recommended.



LINDBERGH BAY GREENWAY

Lindbergh Bay is the closest beach to the Sub Base District, and as presented previously, linking cruise guests and residents to this natural area and Crown Bay is a major objective of the Vision Plan. The primary approach to accomplish this is through the creation of the LBG, a bicycle and pedestrian greenway that will expand district connectivity while also reducing congestion from moving guests to this and other beaches by bus.

The one-mile LBG, which could be expanded to link to other districts, will connect Crown Bay Center and the Sub Base Heritage Center via a 10' to 20' shared sidewalk lining existing roadway rights-of-way (see Section D-D). The LBG will be flanked by streetscape elements that provide safety, directional wayfinding, and points-of-interest along the greenway.



Section & Plan D-D



EXPANDED CONNECTIVITY

REGIS POINT TRAIL SYSTEMS

Regis Point Trailhead is the connector between commercial and conservation zones. The trailhead undulates between a series of steps and terraced platforms, offering a chance for rest and a slow procession to Regis Point Trail (see Section E-E). Natural yet defined elements, such as boulders and stone pavers, transition the trailhead from an urban context to a natural one.

With its lush vegetation and pristine views overlooking West Gregerie Channel, Water Island and Mosquito Point, Regis Point encourages exploration via a scenic trail embedded in the sloped landscape (see Section F-F). Natural pathway materials, like stone and gravel, blend Regis Point Trail into its surroundings. The trail system links to the summit, overlooks, and the Ocean Park area.



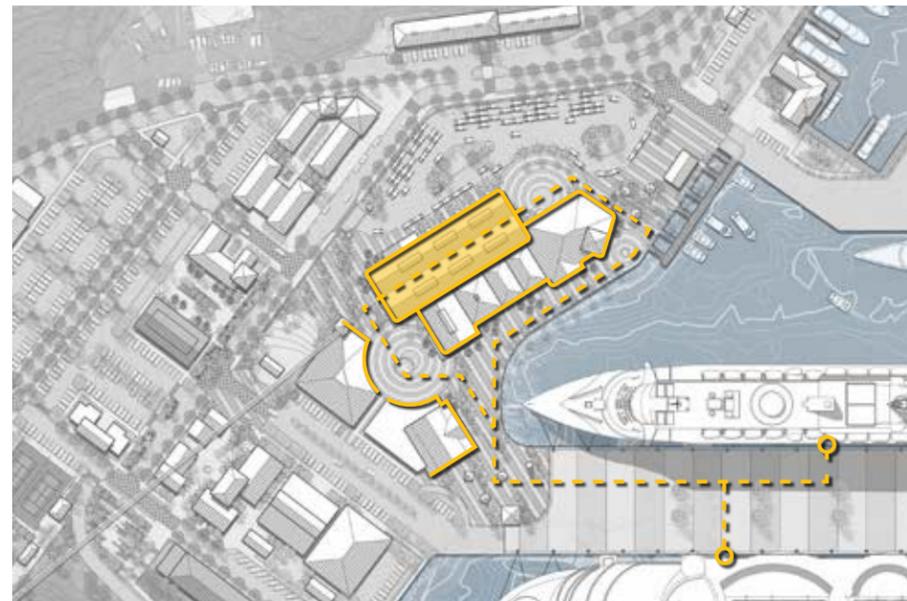
Section & Plan F-F



KEY COMMUNITY INVESTMENTS

The plan seeks to strengthen many of the existing nodes of economic and social activity, as well as introduce new ones over time. Three primary investments are considered important for renewal in the Vision Plan:

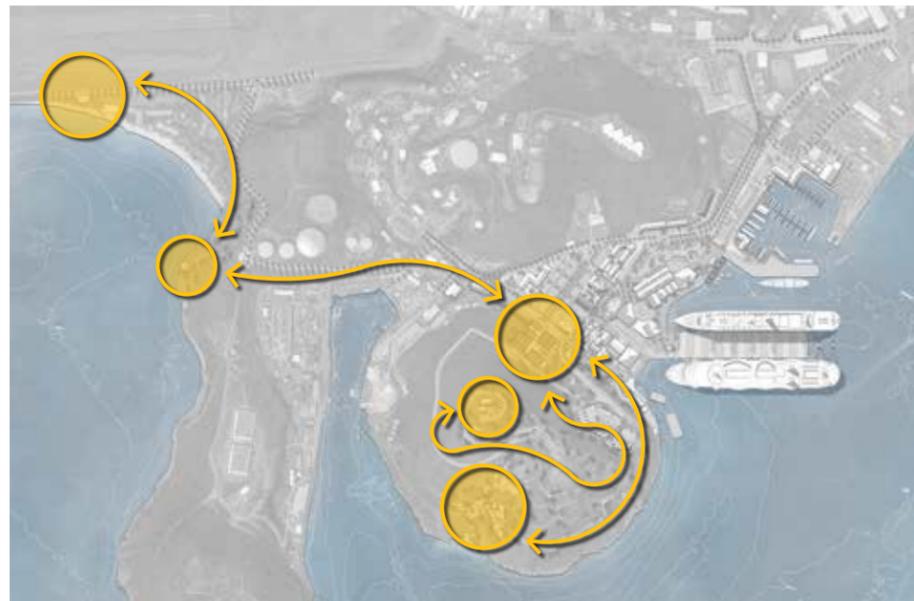
1. Crown Bay Center. Initially, the focus is on renewal of Crown Bay Center. This includes creation of two sets of primary guest pathways (market and bayfront), improvement of village facades and storefronts, creation of a new arrivals plaza, expansion and renewal of the Celebration Marketplace, and redevelopment of the project's ground transportation center. Each improvement will be prioritized and sequenced so Crown Bay Center remains open and always ready to welcome guests.



2. Mixed-Use Development Nodes. As other new mixed-use activity areas are introduced, the long-term goal is to evolve Crown Bay and the Sub Base District into a bustling hub of year-round activity. The grid of streets and public rights-of-way are improved throughout project area, creating space for a sequence of medium-density blocks. These blocks give way to three to four unified development opportunities with ground floor food, beverage, entertainment and small service retail establishments with residential and/or hospitality uses above. Parking is concealed within each building or as part of a new consolidated zones. These developments are lined with linkages to the LBG, pocket parks and pedestrian elements connecting to properties to Crown Bay Center and Marina, Regis Point, and other destinations.



3. Recreation Areas. As presented, a key Plan initiative is to bring recreation and attractions to Crown Bay for guest and resident enjoyment. To this end, the plan calls for the creation of extensive trail, bike, park and adventure zone features at Regis Point. An expanded court sports area—inclusive of tennis, handball, basketball and other hard courts and sports facilities—is provided for the enjoyment of community residents and cruise ship vessel crew members. Creation of the LBG, overlooks, and beach trail are also considered important early phase initiatives.



HERITAGE PRESERVATION

The Sub Base hosts buildings and artifacts that speak to the unique history of this area and its military role in the U.S. Virgin Island and the Caribbean during the last century. While each building is not architecturally exceptional, they nonetheless are places of distinction and differentiation of St. Thomas' heritage and are worthwhile for preservation. Four main buildings are considered important for renewal in the Vision Plan:

1. Enlisted quarters and administration and buildings. Both three story buildings have concrete foundations and ground floors with upper levels constructed of wood. The western building is in active use, housing various government offices. The eastern building—closest to Crown Bay Center—is not in use and in a deteriorating condition. For the southern building, the Vision Plan calls for potential building preservation and reuse as artist studios, gallery spaces, small restaurant and brewery/distillery (ground floor), and storage.

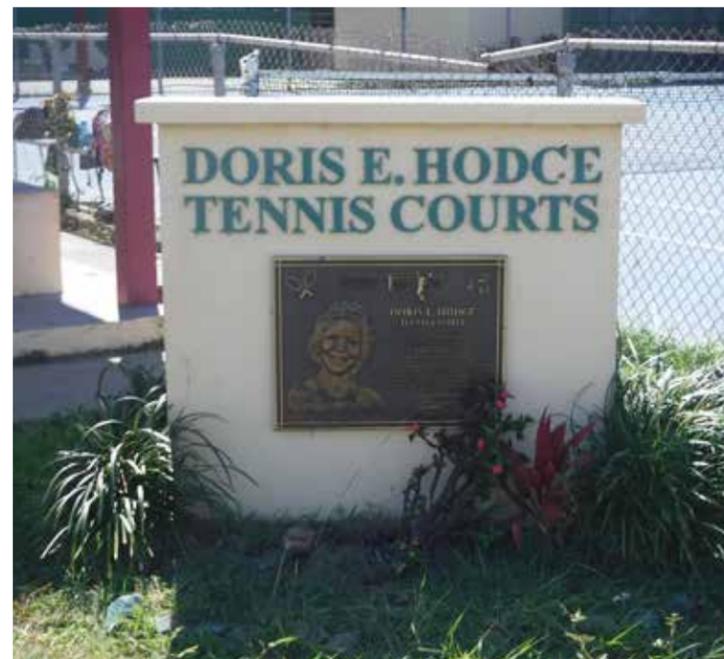
2. Torpedo Overhaul Shop. Located directly across from Crown Bay Center, the industrial Torpedo Overhaul Shop is in a heightened stage of disrepair. Given its central location and prominence directly across from Crown Bay Center, the goal for this building is the creation of the Sub Base Heritage Center (described previously) and the starting point of the LBG.

3. Northern administration building. Located on a small promontory across from the Crown Bay Marina near the entry of the district, this three-story building was another administration building associated with

the Sub Base, and more recently, a school. The building has a concrete foundation and ground floor with upper levels constructed of wood. Reuse of this building could involve conversion to co-working office suite and creative cluster, and/or hostel and short term housing for mariners and others involved in area marine activities.

A follow-on recommended initiative is the preparation of a detailed catalog of each heritage building, and other structures and artifacts on the site, along with a plan for short-term maintenance and upkeep until each can be adaptively renewed. A program for Sub Base interpretive signage should also be developed.





ADAPTABILITY

The idea of creating a future-proofed Crown Bay and Sub Base District is an essential project guidepost, one seeking to make incremental improvements to VIPA and other public lands and in-water assets as well as help guide the renewal of private parcels in the area.

This effort seeks to advance several early and follow-on actions—presented in Section 6—that set Crown Bay along a continuum of improvements leading toward full realization of the Vision Plan. Our future-proofed Crown Bay, however, is not locked into this continuum. What if Crown Bay is selected to offer a third cruise port berth over other candidate facilities in region? What if the market for mixed-use development does not emerge as anticipated? The Vision Plan is adaptable to address these and other issues over time. For cruise port expansion, mixed-use development, and suitability of reuse of heritage building, the plan is specifically adaptable in the following ways:

1. Cruise Port Expansion. In 2017, VIPA and WICO sponsored an analysis of cruise berth development potential along the coast and waters of Crown to Long Bays. The *USVI Crown Bay Cruise Pier Feasibility Study* concluded the creation of a new, single vessel berth, to the south of the existing Crown Bay Pier and parallel to Regis Point and West Gregerie Channel, presented fewest obstacles for development. Pier development in this location would be suitable to welcome vessels of up to 365m LOA or greater, have minimal environmental and dredging impact, and presented a lower cost solution in comparison to other sites reviewed. This option would require relocation of yacht repair and other dry dock

facilities in the area, as well as some modification to mooring fields along the edge of Water Island.

The Vision Plan is adaptable to welcome a third cruise ship in the location identified in the 2017 study. As presented in the accompanying graphic, accommodating this third ship would require the creation of a pier, secondary ground transportation area, in-water shore excursion dock, and an expanded arrival plaza waterside of the present building housing the Supreme Court of the U.S. Virgin Islands. Guest flows would continue from this new arrival plaza to the broader Crown Bay Center area.

2. Mixed-Use Development Site. The Vision Plan contemplates the long-term makeover of four main groupings of industrial properties as well as portions of undeveloped Crown Bay Marina uplands. While most of these parcels are under VIPA administration, others are subject to long term leases (e.g., Crown Bay Marina) or are privately held. The goal for each of these zones is to encourage renewal over time as mixed-use development projects, hosting commercial, residential, hospitality, recreational, and other uses. The successful evolution of these parcels will create a more robust Crown Bay District where residents can live, work and recreate.

The property development and financial markets, however, do not always align themselves with the ambitions of Vision Planning efforts. For Crown Bay, the Vision Plan contemplates a slow release of development opportunities in each of these zones while also focusing on improvements

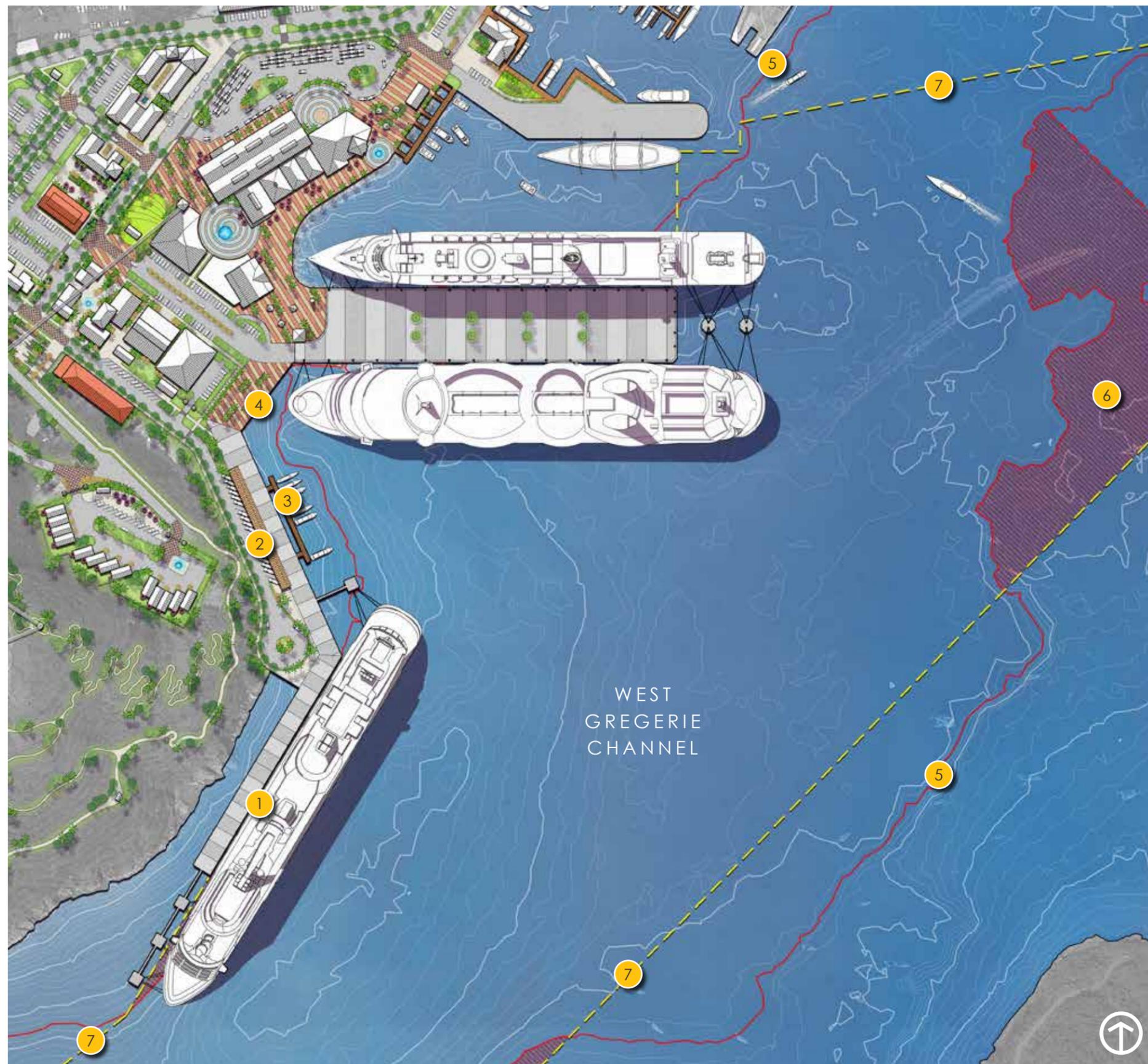
to area infrastructure, streetscape and other public realm improvements that will bring forth overall betterment of the fabric of Crown Bay. The Vision Plan remains flexible and supportive of interim uses and short-term leases, with tenants in these property clusters until such time as property renewal objectives and the overall property development market are in sync.

3. Heritage Buildings. As presented previously, of the four main Sub Base heritage buildings found in the project area, only one is presently active in use. While the goal of the Vision Plan is long-term adaptive reuse and preservation of each of these structures, as well as other area historical artifacts, the uses for each anticipated under the Plan may not align with market realities of the expenditures needed for building renewal. Many of the Plan's well-intentioned renewal goals for these heritage buildings will require public or private donor subsidy.

The Vision Plan is flexible in the types of uses and timing of renewal of these buildings. While adaptive reuse is the ultimate goal, the Plan supports preservation and upkeep of these buildings over the short term to ensure their condition remains suitable for longer term reuse.

KEY FEATURES

- Cruise Pier Expansion Area 1
- Water Taxi and Excursion Facilities 2
- Ground Transportation Facilities (Expanded) 3
- Bayfront Esplanade Extension 4
- 36 Feet Bathymetry (-11 Meters) 5
- Proposed Dredge Limits 6
- Limits of Navigation Channel Extension 7
- Channel Boundary for Cruise Ship Approach to Crown Bay Pier (Min. Water Depth -33 Feet MLLW) 8







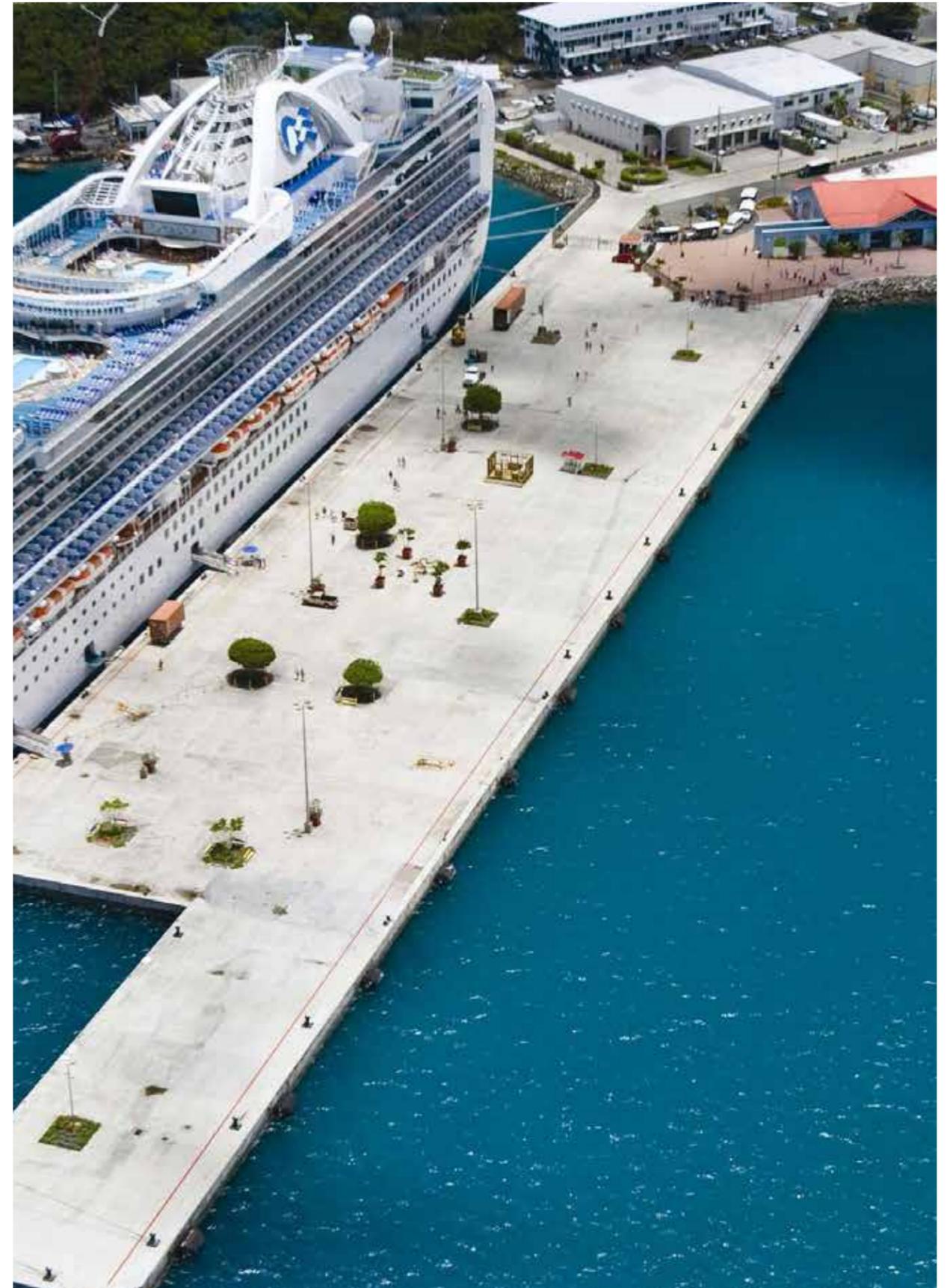
Phasing & Implementation

PHASING & IMPLEMENTATION

PHASING & IMPLEMENTATION

Vision Plan implementation will occur over time, with follow-on studies and initial investments leading to subsequent projects. In the following pages, we highlight efforts and starter projects essential to advancing the Vision Plan through its earliest stages of implementation.

Quick wins are important; the community and users want to see concepts move from the page to the place, a process that helps build momentum for follow-on, often more complex project initiatives. VIPA will need to be active in prioritizing follow-on studies and design of individual projects, seeking project funding through public and private sources, and building consensus with Crown Bay users and the community-at-large.



STAGE 1

PLAN ADOPTION AND ROLL-OUT

Following Board adoption, VIPA should:

- **Assemble a select Advisory Committee tasked with plan roll-out functions and initial project identification and development.** VIPA members along with other USVI departments (e.g., Tourism, Public Works), Crown Bay management, the Crown Bay Marina, and others should be included on the Advisory Committee.
- **Develop a strategy for plan roll-out and marketing.** This should include presentation to key community groups, cruise lines, tenants, and others. VIPA should update www.renewcb.com to showcase the final Vision Plan and highlight next steps, as well as develop a strategy for social media platforms. Engagement with the Florida Caribbean Cruise Association should continue, as well as meetings with Royal Caribbean Cruise Lines (RCCL), Crown Bay's key cruise user. Recommendations as to how the Vision Plan can be improved or select projects advanced should be discussed.

STAGE 2

INITIAL STUDIES AND COORDINATION

After Stage One, VIPA should pursue some or all of the following:

- **Integration with other plans.** Effort should be made to align the Crown Bay Vision Plan with other strategic and policy plans for St. Thomas and USVI. Plan alignment provides greater ease when elements move through permitting and funding. Plan integration should include review of Island-wide greenway and bike / pedestrian plans, and if not developed, consideration should be given to initiate an Island-wide plan that links Crown Bay and other districts.
- **Remain involved in Island-wide cruise facility planning effort.** Continue to remain involved in ongoing discussions of where best new cruise berths and piers could and should be developed in St. Thomas, ensuring that Crown Bay is ready for the task if selected.
- **Grant and funding strategy brainstorming.** Economic development and other project funding sources can be employed to advance initiatives outlined under this Vision Plan. It is quite common to finance community development initiatives with multiple sources of funding—private capital and bond initiatives, philanthropic grants, incentives

offered by local utilities, and federal government grants and subsidies. VIPA should work with the select Advisory Committee and others to identify best approaches for funding and project finance of initiatives felt essential for early action and implementation. Several projects presented in the Vision Plan are suitable for recreation, boating, transportation, and resiliency grants. Grants generally require some degree of community match, and as such, will need some financial participation by VIPA and/or other project sponsoring entities.

- **VIPA property and lease database update.** A review of VIPA administered lands and leases was conducted during Vision Plan formation. Discrepancies identified as part of this process should be resolved to ensure a clear picture of developable areas and tenet lease durations are fully understood prior to implementation of specific projects.
- **Utilities review.** VIPA, with public works, should work together to assess and understand if current utilities serving the Sub Base District can support consumptive rates anticipated for uses proposed under the Vision Plan. Needed upgrades should be inventoried. Sustainable design features and best practices should be considered for the Sub Base within the context of needed utility upgrades.

- **Crown Bay and Sub Base Design Guidelines.** Design guidelines are sets of recommendations towards good practice in design. They are intended to provide clear instructions to designers and developers on how to adopt specific principles, such as setbacks, building arrangement, use, location of parking, architectural features, and others. For streetscape areas and primary development parcels, a design guideline manual should be developed to help provide important details for areawide renewal and development consistent with the aims of the Vision Plan. A similar effort for the preservation of Sub Base heritage buildings should also be undertaken.

STAGE 3

IMPORTANT EARLY PROJECTS (2019 - 2022)

Concurrent with Stage Two, the following projects initiatives should advance through design, permitting, funding and implementation.

- **Creation of the LBG.** The greenway linking Lindbergh Bay and Crown Bay Center is an essential Vision Plan early action item. Survey of the corridor and design of the greenway should commence to develop a clear understanding of project cost, approaches to funding, and construction. LBG development should be targeted for completion by the Fall of 2020.
- **Sub Base Road / Hwy 304 improvement design.** Design and engineering of improvements should commence to develop a clear understanding of project cost and any needed property acquisition. Improvements should be adopted / included within USVI's transportation improvement plan and project funding sources pursued. As part of this effort, interim improvements should be identified that can be made over the next one-to-three years to help alleviate traffic congestion.
- **Regis Point survey and planning.** Survey using LIDAR or drone technology should advance for Regis Point to establish detailed site information for follow-on planning of trails and other features. Through use of detailed survey work along with confirmation of ownership and lease data (see Initiation Studies and Coordination above), an initial recreation plan for Regis Point should be developed. There is strong potential that Regis Point recreational investments can be achieved through establishment of a public-private partnership operating concession. Regis Point recreational development should be slated for advancement and completion by late 2021 or early 2022.
- **Crown Bay Pier upgrades.** VIPA continues to seek funding for pier improvements and other upgrades to allow for the simultaneous berthing of RCCL's *Quantum*- and *Oasis*-class vessels as well as other similarly sized (large) vessels. The Vision Plan brings forward these needed improvements.

- **Crown Bay Center design and improvement packages.** Sequenced renewal of Crown Bay Center needs to be planned and designed in detail, with the ultimate objective of identifying a series of improvement packages (e.g., expansion of the Celebration Market Place, façade improvements, public area upgrades). A renewal design package should be prepared commencing in late 2019, with improvements prioritized for implementation starting in 2020.
- **Sub Base Heritage Center.** The Torpedo Overhaul Shop—planned home for the Sub Base Heritage Center and the starting point of the LBG—should be structurally assessed, stabilized and secured from any further damage from the elements. The feasibility for conversion of some or all of this structure as the Sub Base Heritage Center should be undertaken along with preliminary programming and design. Based on the results of feasibility works and other effort, adaptive reuse of the Torpedo Overhaul Shop should advance with the goal of opening an initial phase of the Sub Base Heritage Center by the fall of 2022.
- **Stabilization and assessment of the eastern administration and enlisted quarters building.** Similar to the Torpedo Overhaul Shop, this heritage building should be structurally assessed, stabilized and secured from any further damage from the elements.

Mixed-Use developer request for proposal (RFP). VIPA, with the assistance of the select Advisory Committee, should identify the first grouping of parcels for mixed-use development. An initial concept plan needs to be prepared to help VIPA understand development opportunities and tradeoffs. VIPA and government should be prepared to consider what subsidies it is willing to support to achieved desired development outcomes. For example, VIPA may advance streetscape and utility upgrades surrounding the selected development area. VIPA should then prepare an RFP designed to attract interest by private developers. The success of this first RFP will set the stage and timing for future development nodes in the area.

STAGE 4

NEXT ROUND OF RENEWAL

Many of the projects initiated under Stage Three have established the foundations for work contemplated under Stage 4.

- **Sub Base Road / Hwy 304 improvement.** Design work prepared under Stage Three should be implemented for Sub Base Road and surrounding intersections and streetscape areas.
- **Additional mixed-use development RFP issuance.** Dependent upon the success of the first mixed-use RFP issued for the Sub Base District, additional development efforts may be pursued under Stage Four.
- **Adaptive reuse of northern and eastern administration and enlisted quarters buildings.** Public and private initiatives should advance the adaptive reuse of these buildings and their functional reintroduction into the broader Sub Base District.
- **Expand court sports and recreation facilities.** Develop expanded tennis, handball, basketball and other hard courts and sports facilities.
- **Area-wide streetscape improvements.** Streetscape enhancements to continue through and linking to the Sub Base.

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