



Apia Waterfront Development Project

# WATERFRONT PLAN 2017–2026



Ministry of Natural Resources and Environment  
Matagaluega o Punaoa Faanatura ma Siosiomaga



Samoa Tourism Authority  
Pulega o Tagata Tafafao Maimoa mai Fafu

The Treasured Islands of the South Pacific



The Apia Waterfront logo represents the vision for the waterfront.

The ula nifo (Samoan 'tooth' necklace) comprises beads that represent activity nodes or attractors along the waterfront, while the teeth represent the linkages between the waterfront and other parts of the central town area.

Logo design by Capital Designs

© **Government of Samoa 2016**  
All rights reserved

You can copy, download or print this publication's content for your own use, and include excerpts from it in your own documents, presentations, blogs, websites and teaching materials, provided that suitable acknowledgement of the Government of Samoa as source and copyright owner is given. All requests for public or commercial use and translation rights should be directed to [apiawaterfront@mnre.gov.ws](mailto:apiawaterfront@mnre.gov.ws)

Contact:  
Waterfront Project Unit  
Planning and Urban Management Agency  
Ministry of Natural Resources and Environment  
Level 1, TATTE Building  
Apia, Samoa  
Tel: +685 67200  
Email: [apiawaterfront@mnre.gov.ws](mailto:apiawaterfront@mnre.gov.ws)  
Web: [www.apiawaterfront.ws](http://www.apiawaterfront.ws)

## HOW TO USE THE WATERFRONT PLAN

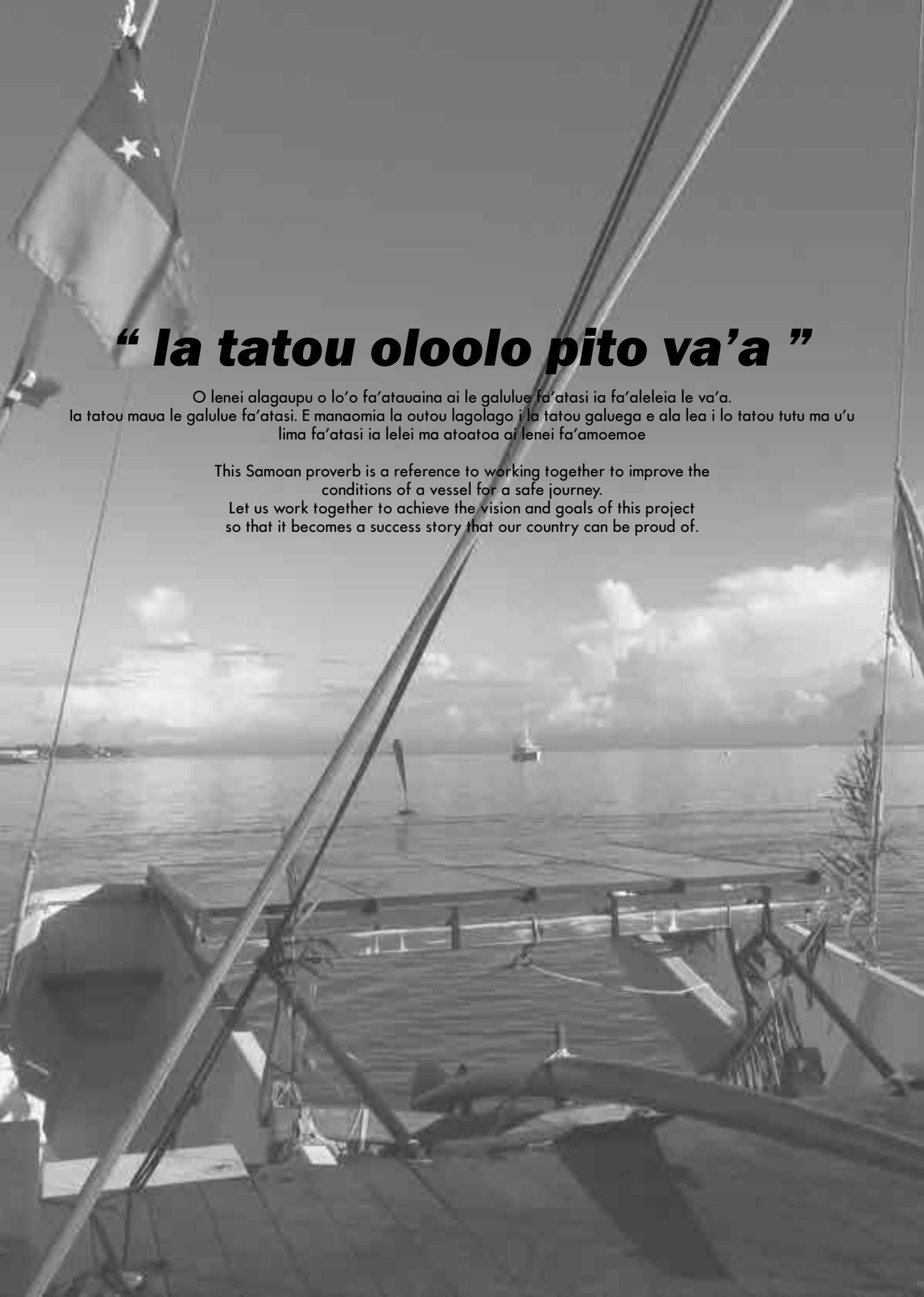
The Waterfront Plan is a strategic document that will guide government planning and waterfront users on future development, and how we envisage the waterfront to be transformed in the next 10 or so years. It is a living document that can be reviewed over time depending on changing resources and circumstances.

Developers and investors will be able to refer to the document for aspirations and potential development opportunities. Government line agencies will

use the plan to better coordinate capital works projects and services provision along the waterfront.

The Waterfront Plan will be used by the Government of Samoa as a cohesive and strategic plan with clear economic and social benefits to leverage investments from potential investors and development partners.

The perspectives shown throughout the Plan are for conceptual purposes only. All development proposals will be subject to detailed design and assessment by relevant authorities.



# **“ la tatou oloolo pito va’a ”**

O lenei alagaupu o lo’o fa’atauaina ai le galulue fa’atasi ia fa’aleleia le va’a.  
la tatou maua le galulue fa’atasi. E manaomia la outou lagolago i la tatou galuega e ala lea i lo tatou tutu ma u’u  
lima fa’atasi ia lelei ma atoatoa ai lenei fa’amoemoe

This Samoan proverb is a reference to working together to improve the conditions of a vessel for a safe journey.

Let us work together to achieve the vision and goals of this project so that it becomes a success story that our country can be proud of.



# Prime Minister's Message



It gives me great pleasure to introduce our first Waterfront Plan for the city of Apia.

Waterfronts are special places around the world. They have been key features of cities throughout history; are places of great beauty; and are sources of economic strength. Our aspirations for the Apia Waterfront are the same.

A key objective of the Waterfront Plan is to enhance the existing public spaces along the waterfront for community use, which will ensure protection of green spaces, parks, reserves, streetscapes and other recreational spaces. New public

spaces, activities and amenities will also be created to benefit our people. It will be a place of inspiration for Samoans to be proud of; and to plan, use and manage as a place of our own.

By improving the attractiveness, functionality and safety of our Waterfront, we will create business opportunities for Samoans. The Waterfront Plan will also help to support and enhance the physical growth of Apia and its resilience to the ever changing natural environment, particularly with regard to the effects of climate change.

Improving the Apia Waterfront presents a great opportunity to enhance the potential of Apia as one of the leading sustainable tourism destinations in the Pacific region. The benefits of tourism on the economic and social development of our country can be enormous: opening Samoa up for investment; creating jobs and opportunities; and enhancing heritage and cultural values.

The Waterfront Plan proposes a number of exciting attractions—including urban beaches, recreational swimming areas,

museums, vibrant public spaces, parks and ecological boardwalks—located along the waterfront to entice our visitors to stay longer in Apia.

The Apia Waterfront will develop incrementally but strategically over time, using available resources and investments. It is my honourable duty to call upon all government agencies and stakeholders to support a coordinated approach to implementing this Waterfront Plan, ensuring that the desired vision is achieved.

In closing, I would like to acknowledge with sincere appreciation the generous assistance of the New Zealand Government in supporting Samoa's vision for a revitalised Apia Waterfront. Fa'afetai, fa'afetai tele lava.

Soifua ma la Manuia!

**Tuilaepa Auelua  
Lupesoli'ai Dr. Sa'ilele  
Malielegaoi**

# Acronyms

**ACEO:** Assistant Chief Executive Officer of a Government of Samoa line agency

**CBD:** Central Business District (town area)

**CBS:** Central Bank of Samoa

**CEO:** Chief Executive Officer of a Government of Samoa line agency

**CPTED:** Crime Prevention Through Environmental Design (refer Glossary)

**EPC:** Electric Power Corporation

**FESA:** Fire and Emergency Services Authority

**FMFMII Building:** Fiamē Mata'afa Faumuina Mulinu'u II Building at Eleele Fou area

**LGNZ:** Local Government New Zealand

**LTA:** Land Transport Authority

**MCIL:** Ministry of Commerce, Industry and Labour

**MESC:** Ministry of Education, Sport and Culture

**MFAT:** Ministry of Foreign Affairs and Trade

**MNRE:** Ministry of Natural Resources and Environment

**MOF:** Ministry of Finance

**MOP:** Ministry of Police

**MOH:** Ministry of Health

**MPMC:** Ministry of Prime Minister and Cabinet

**MWCSD:** Ministry of Women, Community and Social Development

**MWTI:** Ministry of Works, Transport and Infrastructure

**PUMA:** Planning and Urban Management Agency

**SLC:** Samoa Land Corporation

**SPA:** Samoa Ports Authority

**STA:** Samoa Tourism Authority

**TATTE Building:** Tui Atua Tupua Tamasese Efi Building at Sogi



# Contents

PRIME MINISTER'S MESSAGE	
ACRONYMS	
FOREWORD.....	2
PART 1: THE FUTURE DIRECTION OF APIA'S WATERFRONT.....	3
1.1 PLANNING FRAMEWORK.....	4
1.2 THE VISION.....	5
1.3 THE FIVE GOALS.....	8
1.4 THE WATERFRONT CONCEPT PLAN.....	12
PART 2: THE FOUR WATERFRONT AREAS.....	15
2.1 MULINU'U WATERFRONT.....	16
2.2 APIA WATERFRONT CENTRAL.....	20
2.3 APIA WATERFRONT HARBOUR.....	26
2.4 VAIALA WATERFRONT.....	32
PART 3: THE TEN WATERFRONT STRATEGIES.....	35
PART 4: POLICY DIRECTION.....	51
PART 5: IMPLEMENTING THE PLAN.....	57
5.1 GOVERNANCE.....	58
5.2 PRELIMINARY STUDIES.....	62
5.3 CAPITAL WORKS.....	64
PART 6: MONITORING THE PLAN.....	69
ACKNOWLEDGEMENTS.....	73
ANNEX A: BACKGROUND.....	75
ANNEX B: STAKEHOLDER LIST.....	85
ANNEX C: DEVELOPMENT PROCESS.....	87
GLOSSARY.....	90
CONTACT THE PROJECT UNIT.....	91

# Foreword

Many coastal cities around the world are looking to their waterfronts to revitalise urban centres and encourage sustainable tourism. There is great opportunity for the Apia Waterfront to become a unique and distinctive place, setting it apart from other destinations in the Pacific region.

The Waterfront Plan (the “Plan”) will revitalise and guide development of the waterfront from Mulinu’u to Taumeasina. It will create an attractive urban environment that will boost the wellbeing of our people and the economy of Samoa. It will be designed to be a model for how cities and towns on island nations can build their resilience to climate change and natural disasters through careful planning and community engagement. It will also aim to increase overall visitor numbers to Apia and encourage tourists to stay longer, thus increasing their expenditure in the city.

Tourism contributes significantly to Samoa’s economy, accounting for approximately 25% of Gross Domestic Product in 2013. There has also been a noticeable increase in the number of locals accessing the waterfront for recreational

activities and exercise. There is great opportunity to build on these increasing numbers by encouraging an environment that attracts more local people to the waterfront to walk, swim, shop, play, and do business. If this happens in a unique and culturally authentic manner, then tourists will also come. Put simply, tourists gravitate to places that offer them local experiences and interactions with locals. This Plan therefore offers opportunities to improve infrastructure, services and activities along the waterfront to accommodate locals and visitors.

The Waterfront Plan is based on public and stakeholder consensus, as well as agreed guiding principles and values. It will enhance the existing character of Apia by improving community spaces, providing better connectivity and accessibility along and to the waterfront, and offering more economic opportunities in Apia.

The Plan seeks to establish a viable tourist experience by improving perceived safety; encouraging a clean and tidy environment; increasing the amount of tourist-related activities on offer; and promoting additional shopping and hospitality opportunities.

By investing in this Waterfront Plan, development partners and investors will be contributing to the economic growth potential of Apia and indeed all of Samoa. Improving waterfront infrastructure and assets will help to realise the great variety of business opportunities and land development opportunities noted throughout the Plan. The quality of life will also be improved for Samoans, who will have greater access to healthy, safe and clean public spaces.

This project is a whole-of-government approach to developing the Apia Waterfront. The Government of Samoa is working with the community and key stakeholders to ensure the waterfront is revitalised for both locals and visitors. With long-term strategic plans like the Waterfront Plan, the waterfront will become an attractive place to visit, and a sustainable and vibrant destination in which locals can work and live.

**Suluimalo Amataga Penaia**  
CEO Ministry of Natural  
Resources and Environment

**Papalii Matatamalii Sonja  
Hunter**  
CEO Samoa Tourism Authority



# Part 1: The Future Direction of Apia's Waterfront

The Apia Waterfront is an attractive destination connecting people to unique places and Samoan experiences.



## 1.1 PLANNING FRAMEWORK

The Waterfront Plan is aligned with various policies across the Government of Samoa. The diagram in Figure 1.1 illustrates how it fits in the hierarchy and influences of the broader planning framework.

The Waterfront Plan aims to:

- collaboratively improve the quality of life for all Samoans by providing opportunities to improve Samoa’s economy, environmental sustainability and general community wellbeing (Strategy for the Development of Samoa);

- improve planning and coordination of urban infrastructure and services (National Urban Policy);
- increase destination competitiveness through better accessibility, infrastructure use and maintenance (Tourism Sector Plan);
- reduce the vulnerability and increase the resilience of Samoa’s urban built environment (National Environment Sector Plan);
- improve, sustain and climate proof the road transport network, particularly by increasing safety

- and efficiency of the road transport system for all users (Transport Sector Plan); and
- create a healthy city with shared access to public open/green spaces, incorporating climate change resilience and energy efficiency (City Spatial Plan).

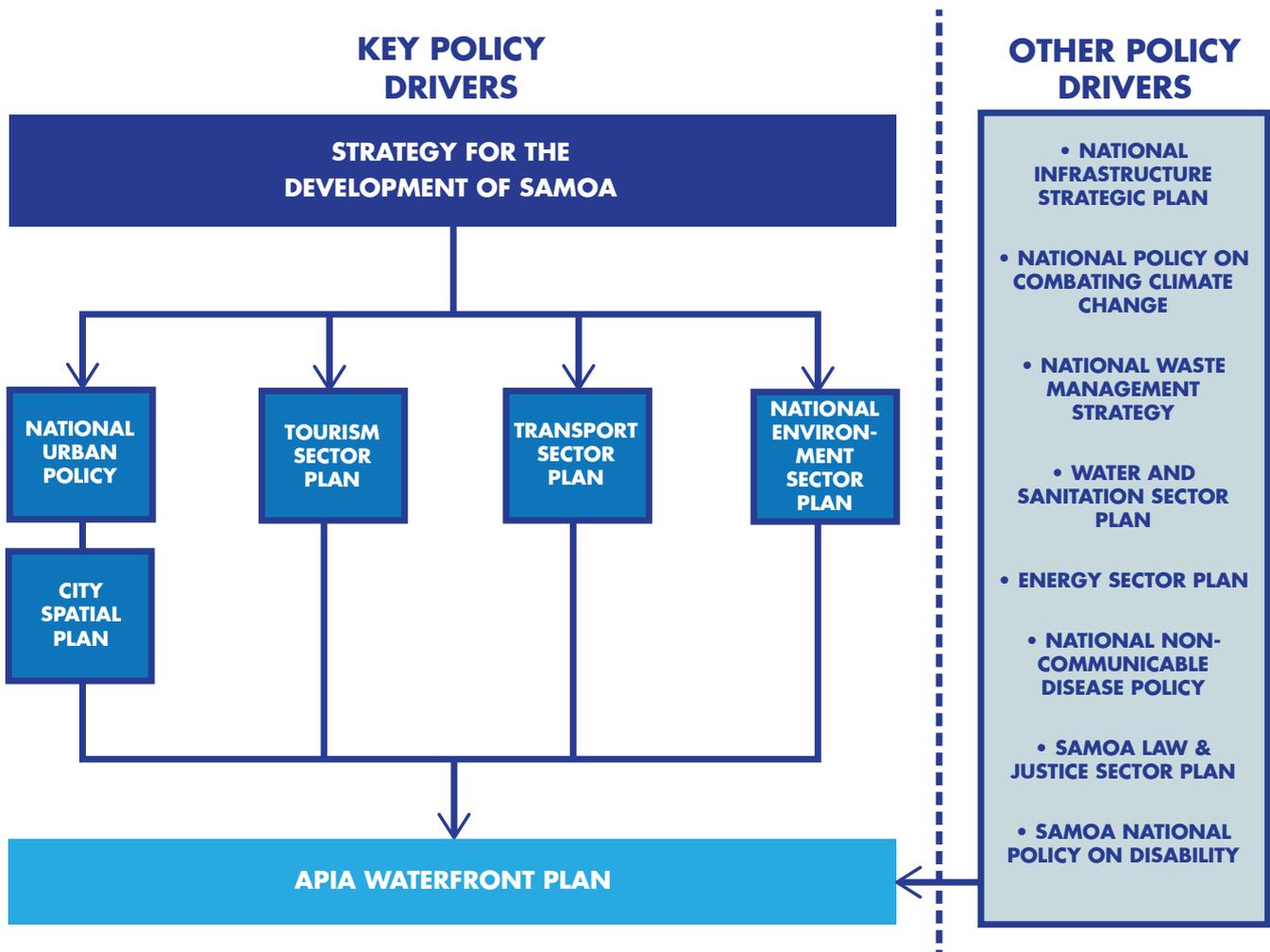


Figure 1.1: Diagram illustrating policy drivers of the Apia Waterfront Plan

## 1.2 THE VISION

**“ The Apia Waterfront is an attractive destination connecting people to unique places and Samoan experiences. ”**

Samoa is a unique Polynesian destination with a distinctive people and culture. Its nine volcanic islands and lush green environment are a source of traditional lore that are interwoven in the Samoan culture and way of life today.

The Apia Waterfront will showcase Samoa’s natural and built environment, history and heritage, sports, local cuisine, language and arts; encouraging our locals and visitors alike to gain a greater sense of appreciation for Samoan culture.

The waterfront area—located north of the small bustling city—is an ideal place for people to meet, socialise, live, work and learn about Samoa. It will be an interconnected ‘necklace’ connecting people to vibrant places and authentic Samoan experiences. Like the ula nifo, the beads represent activity nodes (or attractors) along the waterfront while the teeth represent access routes linking the waterfront to inner Apia. This will ensure connectivity between other parts of Apia such as the central town area and urban villages; drawing people to the foreshore where the atmosphere is pleasant, relaxing and buzzing with activity.

The Apia Waterfront will aim to demonstrate some of the most innovative strategies for building urban resilience to climate change. These include rain gardens, buildings

designed to mitigate risks from anticipated flooding, and engaging the whole community in planning efforts. Strategies will ensure that the waterfront continues to thrive whilst embracing the realities of living with a changing climate.

Public spaces along the Apia Waterfront will host many events including cultural and music festivals, national days of celebration, pageants, siva afi (fire dance) competitions, tatau (tattoo) conventions, praise and worship conferences, game fishing tournaments, va’a (outrigger) and fautasi (longboat) races, swimming events, triathlons and yacht regattas. Eleele Fou in particular will be a focal point for major events and festivals, with food and market stalls offering income-generating opportunities for local businesses.



Figure 1.2: Siva demonstration at STA Cultural Village



Figure 1.3: Traditional fale architecture

Over time, there will be a gradual increase in employment opportunities and a market niche for businesses set up to support visitors wishing to explore the waterfront. Visitors (including cruise ship passengers) and locals will be able to take water taxis to points along the coast as an alternative form of transport, as well as to discover the history and nature of the waterfront areas. Visitors and locals will also be able to walk or cycle along the waterfront with ease; children and youth will enjoy more recreational activities at pocket parks and play spaces. These initiatives require local business services for long-term sustainability and maintenance.

Additionally, mixed-use commercial/residential developments will increase the urban population along the

waterfront, allowing residents to spend time in central Apia enjoying activities and events such as festivals, markets and group exercise activities. Offering additional activities along the waterfront will also encourage more people to use the waterfront, making it a safer and more inclusive environment for all, and a key destination when visiting Apia.

Samoan art and design will be incorporated into waterfront assets, buildings, public facilities and landscaping. Samoan culture and heritage will be showcased to our visitors through various initiatives such as interpretative signage, an improved Samoan cultural village, an outdoor performance area, exhibition spaces, and traditional water sport activities.

In essence, the whole waterfront from Mulinu'u to Taumeasina will be designed to offer unique and attractive places for Samoan families and visitors to enjoy. Places for communities to gather, play, exercise, relax, perform, work and trade will promote a sense of pride and ownership of what Apia has to offer.

Figures 1.2 to 1.7 illustrate some elements of Samoan culture that will be celebrated along the waterfront.

Development of this Plan was supported by stakeholder consultations, technical investigations and research studies (refer Annex A). These studies have particularly helped to inform development of the five overarching goals and ten waterfront strategies of the Waterfront Plan.



Figure 1.4: Cooking demonstration at STA Cultural Village



Figure 1.5: Traditional Samoan tattooing



Figure 1.6: Traditional Siapo (bark cloth) art



*Figure 1.7: Sailing on the Gaalofa  
Photograph by Domitille Le Huede*

### 1.3 THE FIVE GOALS

Five overarching goals have been identified to help achieve the vision of the Waterfront Plan and ensure consistency in future developments. These goals will direct the future desired outcomes for the whole waterfront, creating an enjoyable, safe and inclusive atmosphere for all. Key messages heard during stakeholder consultations have helped guide development of these five goals.

Reflect a unique Samoan experience



Create an inclusive, safe and clean waterfront





Enhance public domain for community use



Support opportunities for local business initiatives



Connect people to the sea



## Reflect a unique Samoan experience



One of the distinctive features about Samoan society is 'Fa'asamoa' (the Samoan way) in which family, faith and culture are integral elements of daily life. Showcasing these elements and highlighting Samoa's history and culture will distinguish the Apia Waterfront from other waterfronts, creating a sense of appreciation and understanding about a society that is still strongly tied to its traditional beliefs and genealogies.

The Waterfront Plan will highlight and preserve Samoan culture through such initiatives as:

- art and sculpture exhibition walk along Beach Road;
- mini museum showcasing waterfront history and stories;
- well-designed wayfinding signs and interpretive signs;
- upgrade of heritage buildings and sites;
- outdoor performance area for cultural events;
- promotion of Samoan cuisine;
- promotion of local crafts; and
- highlighting characteristics of a typical Samoan family and village (Christian faith, village governance, village layout).

A unique, traditional and distinctive branding will be developed for the Apia Waterfront.

## Create an inclusive, safe and clean waterfront



Creating an inclusive, safe and clean environment will promote the waterfront as an attractive destination for both locals and visitors.

An inclusive waterfront will ensure that the area is accessible and can be used by people of all abilities, genders and ages. Infrastructure and public facilities along the waterfront will be improved to ensure that all groups of people will be comfortable with the services provided for public use.

A safe waterfront is one that encourages more activities, thereby allowing people to enjoy the area with a certain sense of security. Government authorities and local community groups will work collaboratively to foster a sense of security and confidence about the safety of the waterfront throughout the day and night.

A clean waterfront will encourage community pride in and ownership of the waterfront. This will protect both the natural and built environment of the waterfront.

An inclusive, safe and clean waterfront will be achieved through:

- encouraging more family-friendly spaces and activities;
- considering women, girls and people with disabilities when designing public spaces/facilities;
- creating a pedestrian-oriented waterfront thereby increasing pedestrian safety;

- increasing active and passive surveillance by using Crime Prevention Through Environmental Design (CPTED) principles;
- providing adequate energy-efficient and well-maintained lighting;
- encouraging waterfront users to take responsibility for the cleanliness of the waterfront;
- working with responsible authorities, Environment and Tourism Rangers, local community groups and village councils to ensure the waterfront remains free of vandalism and litter;
- providing durable rubbish receptacles and monitoring of daily collection of rubbish;
- promoting and encouraging people to contribute to the image of Apia as a beautiful and clean town through clean-up programs and continued awareness raising;
- enforcing the 'no smoking' law in all public spaces (except in designated smoking areas); and
- monitoring water quality at key locations along the waterfront and improving water quality where coastal recreational activities are proposed.

## Enhance public domain for community use



A key objective of the Waterfront Plan is to protect and enhance the remaining public spaces along the waterfront, encouraging them to be used by the local community, including families. Enhancing the green spaces, parks, reserves, streetscapes and other recreational spaces will promote a sense of pride and ownership in what the Apia Waterfront has to offer.

New public spaces include a public square, a central park, urban beaches, protected swimming spots, an outdoor performance space, recreational areas, mini parks, sporting fields, and more child-friendly play spaces.

Public spaces along the waterfront will be enhanced by:

- upgrading and improving existing public spaces;
- encouraging child-friendly and age-friendly spaces;
- improving connections between the waterfront and town area, encouraging users to move more freely between the two;
- providing sheltered rest areas and trees for shade;
- providing public amenities such as drinking fountains, exercise equipment and toilets; and
- ensuring best practices in environmental design, climate change and disaster resilience, and asset management are adhered to.

## Support opportunities for local business initiatives



Strategies for the development of Samoa highlight the role of private sector in boosting the country's economic growth, particularly through the tourism and hospitality industries. While tourists and visitors are encouraged to visit Samoa's beautiful beaches, attractions and villages around Upolu and Savai'i, we also want them to experience what Apia has to offer and stay longer.

Investing in improvements of existing public spaces and developments of new ones along the waterfront will draw visitors to the foreshore, allowing them to interact with locals, enjoy Apia's hospitality and leave with memorable experiences. A variety of services such as accommodation, hire of recreational equipment and hospitality establishments will help to boost Samoa as an attractive tourist destination.

Locals are encouraged to recognise opportunities and expand their services to complement future growth through:

- food and drink stalls;
- handicraft/souvenir kiosks;
- water-based services;
- bus/walking tours;
- recreational equipment hire;
- cafes and restaurants;
- art and design studios;
- accommodation/apartments;
- entertainment venues; and
- mixed-use commercial/residential developments.

## Connect people to the sea



Samoans are historically seafaring people, having travelled the world using long boats and canoes throughout the Pacific Ocean. This cultural relationship with the ocean has continued for millennia. The sea is also a great source of sustenance with families still fishing late into the night. Some annual festivals include 'fautasi' (long boat) racing with some competitors coming from Manono, Savai'i and as far as Tonga and American Samoa.

Regional outrigger canoe racing competitions and international fishing competitions held in the Apia harbour have attracted teams from around the Pacific region. Providing high-quality facilities to accommodate these water-based activities will promote the Apia Waterfront as a competitive destination for such events. It will also encourage local interest in these water-based activities and promote active lifestyles.

Other important aspects for the waterfront are the provision of better and safe access to the sea, improving the seawall, and providing coastal infrastructure such as:

- tidal steps;
- urban beaches;
- fishing spots;
- va'a (and other water sports equipment/vessel) launching;
- ocean viewing platforms;
- seaside boardwalks; and
- jetties for a water taxi service.

## 1.4 THE WATERFRONT CONCEPT PLAN

The waterfront concept plan (Figure 1.8) sets out future use of the waterfront area and how the vision of this Plan will be achieved. It responds to the goals outlined in section 1.3 by illustrating how the waterfront will be improved and developed over the lifetime of this Plan, highlighting where public spaces, land uses, linkages and potential developments will be located.

The concept plan extends from Mulinu'u through to Taumeasina, and stretches into inner Apia by one block. This will allow for future expansion towards inner Apia with an opportunity to develop a unique and consistent urban design for the whole of Apia.

The concept plan for the Apia Waterfront is moderate in ambition with regard to Samoa's context, scale and development needs. A number of attractions are proposed to transform the waterfront and encourage more locals and visitors to utilise this significant national asset. The following icons symbolise each of these attractions and appear alongside each of the four waterfront areas in Part 2 of this Plan, highlighting the transformational ideas in each area.



**SEAWALK** Continuous shared path and boardwalk linking waterfront activities and stories



**HOSPITALITY** Unlock the potential to link hotels and restaurants to the waterfront



**MUSEUMS** Major attractions at Mulinu'u and Harbour area



**BEACHES** Safe recreational swimming areas for locals and visitors



**CENTRAL PARK** A gathering place for Samoans at Eleele Fou



**MARKETS AND PUBLIC SQUARE** Authentic markets and civic activity at Savalalo Markets



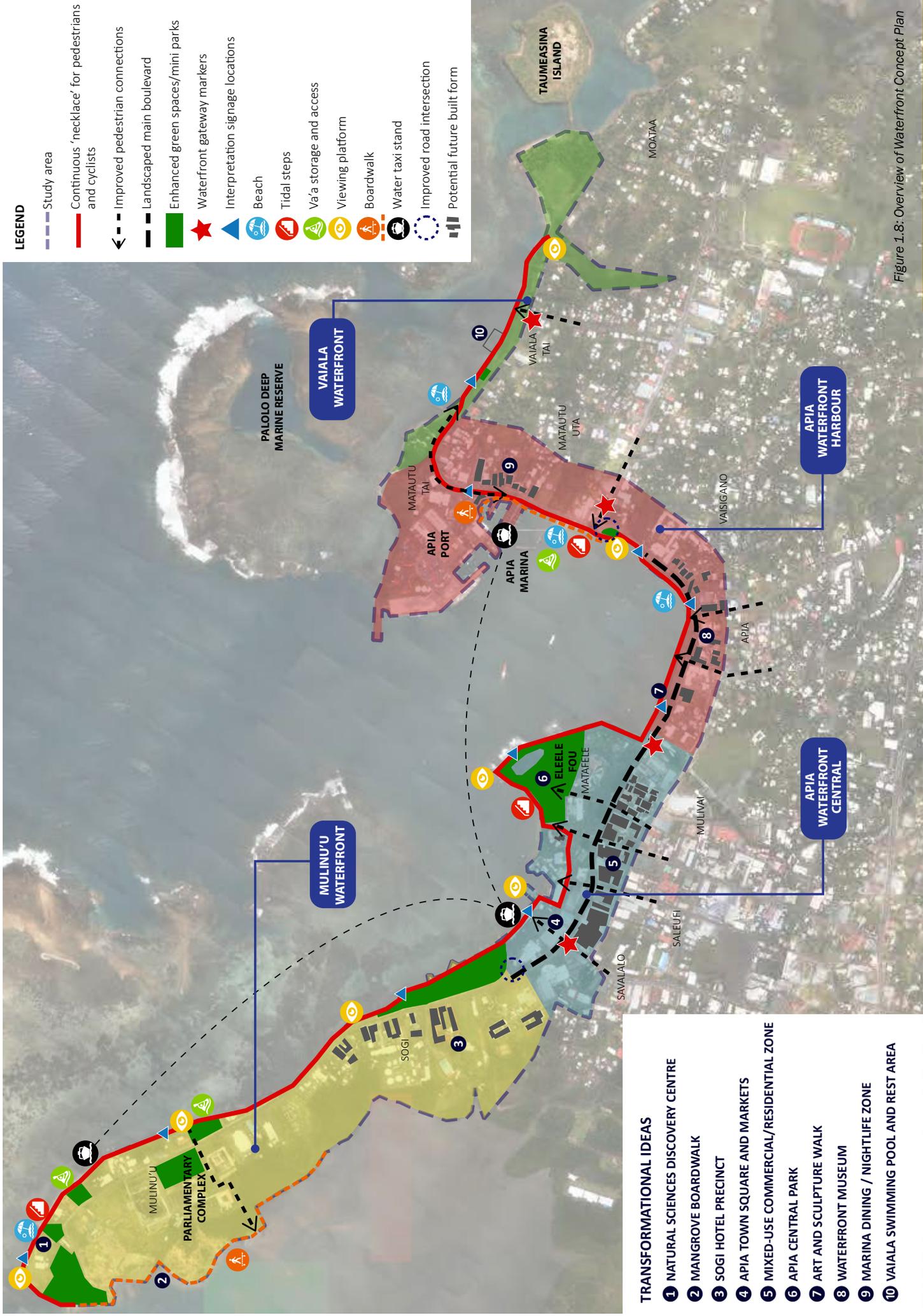
**MIXED USE ZONES** Encourage more people to the central town area



**ART AND CULTURE** Showcase Samoa's culture and heritage through public art and design

There are four distinctive areas in the waterfront:

1. **Mulinu'u Waterfront** – includes the Mulinu'u Peninsula, Vaiusu Bay mangroves, the Observatory, Parliamentary Complex, NUS Ocean Campus, Malaefatu Reserve, Paramount Chief Tombs, Samoa Courthouse Complex, and existing hotels and dining establishments.
2. **Apia Waterfront Central** – includes Savalalo market area, bus depot, fish market, Eleele Fou, some government buildings, and commercial entities.
3. **Apia Waterfront Harbour** – includes Beach Road, Apia port, and the marina area.
4. **Vaiala Waterfront** – includes Palolo Deep Marine Reserve, Vaiala Beach and seawall, and part of the Taumeasina area.



**LEGEND**

- Study area
- Continuous 'necklace' for pedestrians and cyclists
- Improved pedestrian connections
- Landscaped main boulevard
- Enhanced green spaces/mini parks
- Waterfront gateway markers
- Interpretation signage locations
- Beach
- Tidal steps
- Va'a storage and access
- Viewing platform
- Boardwalk
- Water taxi stand
- Improved road intersection
- Potential future built form

**TRANSFORMATIONAL IDEAS**

- 1 NATURAL SCIENCES DISCOVERY CENTRE
- 2 MANGROVE BOARDWALK
- 3 SOGI HOTEL PRECINCT
- 4 APIA TOWN SQUARE AND MARKETS
- 5 MIXED-USE COMMERCIAL/RESIDENTIAL ZONE
- 6 APIA CENTRAL PARK
- 7 ART AND SCULPTURE WALK
- 8 WATERFRONT MUSEUM
- 9 MARINA DINING / NIGHTLIFE ZONE
- 10 VAIALA SWIMMING POOL AND REST AREA

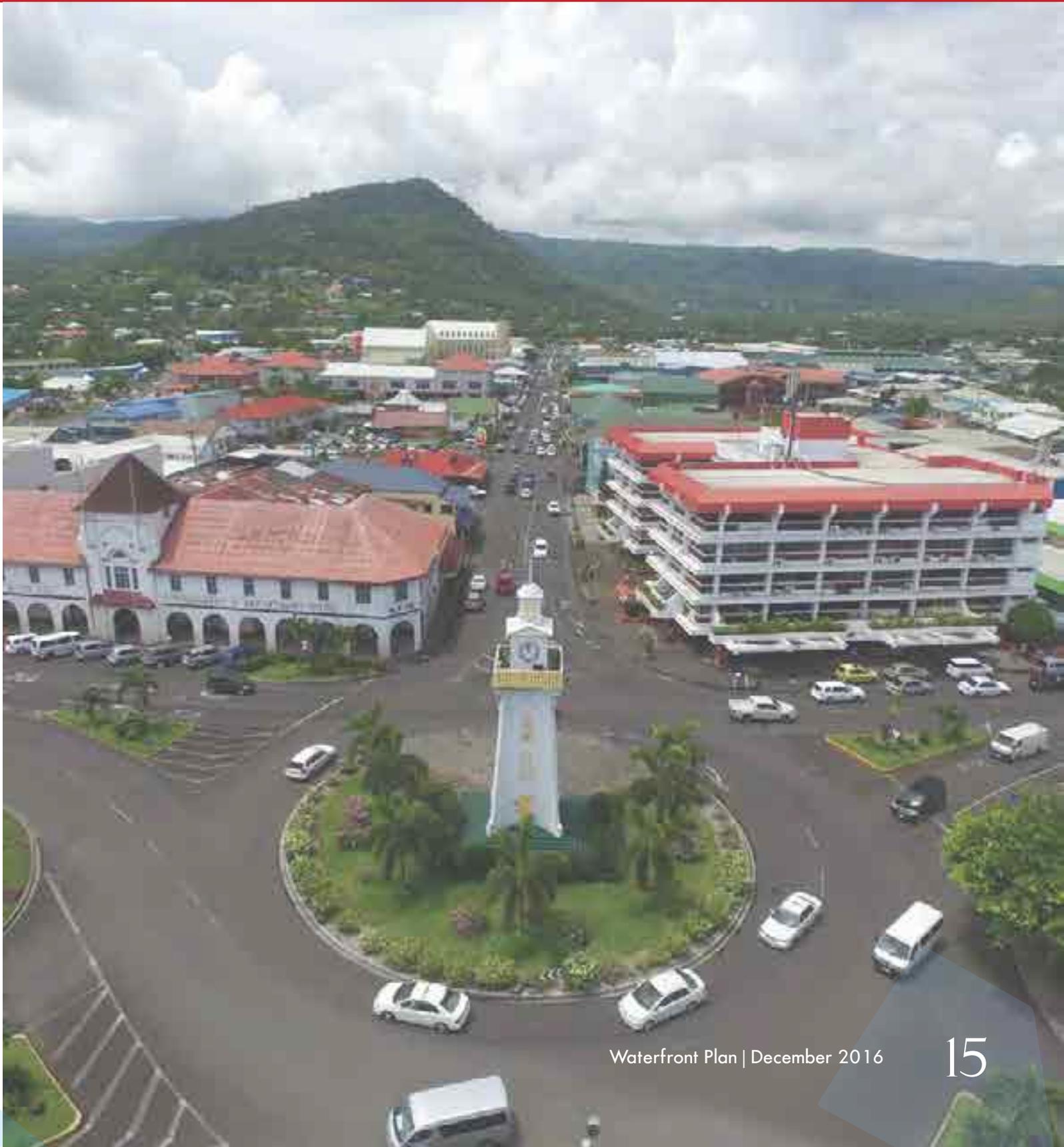
Figure 1.8: Overview of Waterfront Concept Plan



*Figure 1.9: Existing view of Eleele Fou*



# Part 2: The Four Waterfront Areas



## 2.1 MULINU'U WATERFRONT



The Mulinu'u Waterfront will offer contemplative spaces, providing opportunities for relaxation and reflection among historical sites and nature. Figure 2.1 is a concept plan showing key coastal infrastructure and ideas proposed in the Mulinu'u Waterfront area.

Mulinu'u has national and historical significance and is where key government functions such as the Parliamentary Complex, Courthouse Complex, Electoral Office and Observatory are located. These sites, along with tombs of paramount chiefs and monuments signifying historical events, will be preserved and showcased to visitors and future generations through conservation management plans and interpretive signage.

A natural sciences discovery centre at Mulinu'u will offer interactive exhibits on climate change and meteorology for educational and advocacy purposes. It will also showcase antique meteorological instruments collected by the Observatory.

An elevated eco-boardwalk connected to the discovery centre will highlight the benefits of mangroves in Samoa to ensure resilience to climate change. It

will start at the tip of Mulinu'u Peninsula will wind along the Vaiusu Bay mangrove area, providing opportunities for locals and visitors to appreciate one of the last ecologically significant sites in urban Apia, and learn about how mangrove areas are critical ecosystems that help provide protection from flooding and storm surges. This boardwalk will connect through adjacent areas along the waterfront such as the Parliamentary Complex, allowing better access to the mangroves. It will be designed to consider the impacts of climate change, particularly the predicted rises in sea level.

The existing roundabout at Mulinu'u will be transformed into a mini park with a pocket beach created for families (Figure 2.2). Other mini parks will be developed along the Mulinu'u waterfront area with facilities provided for the storage of outrigger canoes and fautasi boats, as well as launching opportunities for local sporting groups. This will also allow tourists and visitors to observe and experience traditional Samoan water-based sports. Outdoor exercise stations will be installed to encourage people to frequent this part of the waterfront.

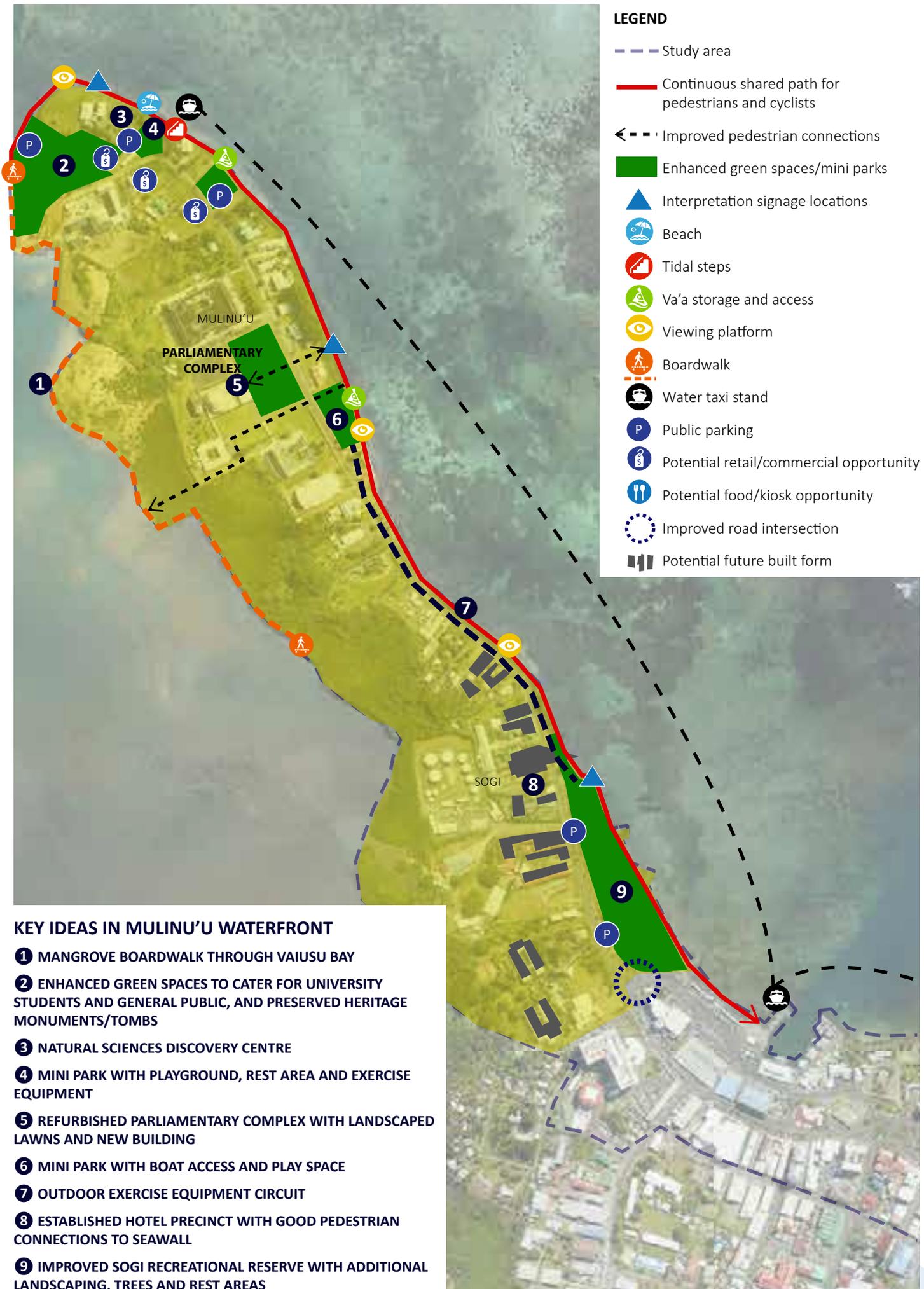
Opportunities for development of retail and commercial uses are also proposed in this area to complement this public space, as well as support students at the adjacent National University of Samoa's Ocean Campus (marine school) and government offices in Mulinu'u. These retail and commercial uses will also be of great benefit during Independence Day celebrations when many events are held in front of the Parliament House.

The increasing number of quality tourist accommodation within this area will characterise the area as a hotel precinct with a range of tourist accommodation options that are well connected to the waterfront. This vibrant precinct offers evening activities for tourists and connects them to other activities along the waterfront such as dining options and regular night markets at Savalalo Markets.

Figure 2.3 illustrates a potential future vision for the Mulinu'u Waterfront area, capturing the above transformational ideas and initiatives.

**LEGEND**

- Study area
- Continuous shared path for pedestrians and cyclists
- - - Improved pedestrian connections
- Enhanced green spaces/mini parks
- ▲ Interpretation signage locations
- 🏖️ Beach
- 🏗️ Tidal steps
- 🚤 Va'a storage and access
- 👁️ Viewing platform
- 🚶 Boardwalk
- 🚚 Water taxi stand
- P Public parking
- 🛍️ Potential retail/commercial opportunity
- 🍴 Potential food/kiosk opportunity
- ⦿ Improved road intersection
- 🏢 Potential future built form



**KEY IDEAS IN MULINU'U WATERFRONT**

- 1** MANGROVE BOARDWALK THROUGH VAIUSU BAY
- 2** ENHANCED GREEN SPACES TO CATER FOR UNIVERSITY STUDENTS AND GENERAL PUBLIC, AND PRESERVED HERITAGE MONUMENTS/TOMBS
- 3** NATURAL SCIENCES DISCOVERY CENTRE
- 4** MINI PARK WITH PLAYGROUND, REST AREA AND EXERCISE EQUIPMENT
- 5** REFURBISHED PARLIAMENTARY COMPLEX WITH LANDSCAPED LAWNS AND NEW BUILDING
- 6** MINI PARK WITH BOAT ACCESS AND PLAY SPACE
- 7** OUTDOOR EXERCISE EQUIPMENT CIRCUIT
- 8** ESTABLISHED HOTEL PRECINCT WITH GOOD PEDESTRIAN CONNECTIONS TO SEAWALL
- 9** IMPROVED SOGI RECREATIONAL RESERVE WITH ADDITIONAL LANDSCAPING, TREES AND REST AREAS

Figure 2.1: Concept plan of Mulinu'u Waterfront Area



*Figure 2.2: Artist's impression of Mulinu'u mini park and va'a launch (at existing roundabout)*



- POTENTIAL FUTURE DEVELOPMENTS**
- 1 NATURAL SCIENCES DISCOVERY CENTRE
  - 2 MULINU'U POINT BEACH/TIDAL STEPS
  - 3 MINI PARK
  - 4 MIXED-USE RETAIL/COMMERCIAL
  - 5 ECO-BOARDWALK
  - 6 PARLIAMENTARY COMPLEX/LAWNS

Figure 2.3: Artist's impression of potential future developments at Mulinu'u Waterfront area; existing view inset

## 2.2 APIA WATERFRONT CENTRAL



The Apia Waterfront Central area is the key focal point of the Waterfront Plan as it is the busiest area with key commercial and administrative uses, as well as the location in which most public events occur. The area will be more vibrant and lively in the future, providing a good mix of commercial opportunities, recreational spaces, government functions and cultural exchanges. The changes expected in this area will be transformational given the scale of activities and the amount of available government land.

Potential mixed-use residential living and commercial developments will help

to attract people to the waterfront and provide demand for a variety of markets and a night-time dining scene. The increased night-time activity helps to increase passive surveillance in the area by having more 'eyes on the street', hence creating a greater sense of safety and security after hours. Improvements to Beach Road, including formal pedestrian crossings and a landscaped central boulevard, will help to improve pedestrian safety and amenity, as well as highlight Beach Road as the major road in the waterfront (Figure 2.4).

This key area of Apia will start to

host more significant events and festivals, allowing Samoa to take full opportunity of the economic and tourism growth opportunities in this area. Events that attract both Samoans and tourists will help to create an inclusive environment and allow our country to share our culture and experiences. Local businesses and enterprises will greatly benefit from the increased amount of visitors and activities.

Figure 2.5 is a concept plan showing key coastal infrastructure and ideas proposed in the Apia Waterfront Central area.



Figure 2.4: Artist's impression of Beach Road improvements

**LEGEND**

- Study area
- Continuous shared path for pedestrians and cyclists
- - - Improved pedestrian connections
- Enhanced green spaces/mini parks
- ▲ Interpretation signage locations
- 🏖️ Beach
- 🏗️ Tidal steps
- 👁️ Viewing platform
- 🚤 Water taxi stand
- P Public parking
- 🛍️ Potential retail/commercial opportunity
- 🍴 Potential food/kiosk opportunity
- ★ Gateway marker
- ▬▬▬ Landscaped main boulevard
- ⦿ Improved road intersection
- ▬▬▬ Potential future built form



**KEY IDEAS IN APIA WATERFRONT CENTRAL**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li><b>1</b> NEW GREEN SPACE</li> <li><b>2</b> NEW PUBLIC SQUARE</li> <li><b>3</b> BUS STOP (PICK-UP/DROP-OFF)</li> <li><b>4</b> FISH MARKET WITH ADDITIONAL FOOD/DINING OPPORTUNITIES/CONVERTED RESTAURANT IN FUTURE</li> <li><b>5</b> MIXED-USE COMMERCIAL/RESIDENTIAL AREA</li> <li><b>6</b> SMALL BUSINESS YOUTH INCUBATOR</li> <li><b>7</b> VOLLEYBALL COURTS</li> </ul> | <ul style="list-style-type: none"> <li><b>8</b> OPEN GREEN SPACE</li> <li><b>9</b> SAFE SWIMMING LAGOON</li> <li><b>10</b> OUTDOOR PERFORMANCE SPACE (AMPHITHEATRE)</li> <li><b>11</b> PLAYGROUND FOR CHILDREN OF ALL AGES AND ABILITIES (INCLUDING CLIMBING AREAS)</li> <li><b>12</b> REDESIGNED SAMOAN CULTURAL VILLAGE</li> <li><b>13</b> REDESIGNED CAR PARKING TO SUIT ALL VEHICLES INCLUDING CARS, TAXIS AND BUSES</li> </ul> |
|--|---|

Figure 2.5: Concept plan of Apia Waterfront Central

## Central Park

The Eleele Fou area will be transformed into the main central park of Apia providing a range of activities and facilities for people to gather, play sport, watch cultural performances and essentially enjoy a well-designed open park (Figure 2.6).

The existing lagoon will be rehabilitated to create a protected swimming area. The existing Samoan cultural village will be redesigned to maximise efficiency in space and enhance the attractions already provided for tourists such as traditional tattooing and cooking demonstrations. It will also be integrated into other activities such

as the outdoor performance stage located behind the FMFMII Building, which will accommodate up to 3,000 people. The layout of the vehicular parking area in front of the CBS Building and FMFMII Building will be improved and designed for better parking efficiencies to support these and other activities.

Like the Malaefatu Play Space—opened to the public in 2015—a large play space will be constructed at Eleele Fou for children of all ages and abilities, with sufficient shade and seating provided for families. The playground may include water play areas, a flying fox, climbing equipment, swings and picnic areas. The open green space near the centre

of Eleele Fou will be enhanced for sporting activities such as touch rugby or soccer, while the volleyball court complex north of the CBS Building will be relocated and improved.

Retail/commercial and hospitality/dining opportunities will be offered to support the central park activities and government offices in the area. These opportunities should not detract from the town area businesses but rather complement community uses in Eleele Fou.

The central park will be a people-oriented destination and provide an interconnected network of pedestrian pathways, sufficient lighting, attractive landscaping and



Figure 2.6: Artist's impression of central park at Eleele Fou area

enjoyable public spaces. Some small-scale café or dining opportunities can be offered as well as mobile vendors such as food trucks and coffee carts.

At the western end of the park, vistas to the Town Clock will be preserved and enhanced. A boulevard along Vaea Street will help to enhance a vista from the town to the waterfront, ending with a jetty and tide steps that will enable water taxis and other water users to better access the sea (Figure 2.7).

### Savalalo Markets

The Savalalo Markets currently accommodate vendors selling clothing, Samoan handicrafts and cooked food. It is one of the key gathering places in Apia, where locals and tourists alike congregate to shop and have a quick bite while waiting for their buses or having a break.

Just east of the Savalalo Markets is the fishing basin where boats launch in the early morning and sell their catch throughout the day. The area will be redesigned to include a formal public square that has the potential to be a significant meeting place for locals and visitors alike.

This will attract tourists interested in observing local experiences and activity. It is vital that the design of this area reflects aspects of Samoan building design and culture.

The existing bus station area will also be reconfigured to better organise the movement and parking of buses and taxis, ensuring that pedestrian safety is paramount. The bus terminal should be established at the Fugalei Market (or other appropriate areas) and the bus station at Savalalo redesigned to offer pick-up and drop-off services only.



Figure 2.7: Artist's impression of Clock Tower vista down Vaea Street

The Plan encourages movement of people (both visitors and locals) between the town area and the waterfront, thereby attracting more visitors to the market area. The redevelopment will improve opportunities for local business—through an increase in commercial space—and highlight Samoan building design and culture through the redesigned market area (Figure 2.8).

The Waterfront Plan proposes to create a public square that contains areas for selling handicrafts and local food, as well as sheltered seating areas. The design will allow people to meet in a safe, inclusive and clean environment that offers opportunities for positive social interactions. The redesign of this area includes:

- creating a public square that offers a special meeting space for locals and visitors;
- converting the road between the fish market and the Development Bank

of Samoa building to a one-way (east to west) road;

- providing an increased amount of area for small businesses and stalls;
- improving the visual and accessible connections from the town area to the waterfront;
- reconfiguring the market area;
- improving pedestrian safety through better separation of vehicles from pedestrians and installing raised pedestrian crossings on Beach Road;
- increasing the amount of open green spaces for community use;
- relocating the bus station (layover buses) to Fugalei Market and converting the Savalalo area to a bus stop (pick-up and drop-off services only) with buses driving east to west in a circular motion; and
- providing a potential restaurant development opportunity in close proximity to the fish market.

Parking supply and demand is of significant concern in the Apia

Waterfront Central area. A parking structure is proposed on the TATTE Building complex to help cater for both government workers and the general public. Short-term parking opportunities will need to be provided in close proximity to the markets.

In the longer term, this Plan proposes the relocation of the fish market and redesign of the fishing wharf to provide continuous pedestrian access along the seawall. This redevelopment should highlight and promote the importance of the fishing industry in Apia, and could potentially include additional complementary uses such as dining opportunities and consolidated government/commercial offices.

Figure 2.9 illustrates what some of the potential future developments in the Savalalo Market area might look like into the future.



Figure 2.8: Artist's impression of market area looking towards seawall



- POTENTIAL FUTURE DEVELOPMENTS**
- 1 REDESIGNED BUS STATION
  - 2 EXTENDED GREEN SPACE
  - 3 PUBLIC SQUARE
  - 4 PUBLIC PARKING
  - 5 MARKET STALLS
  - 6 COVERED SEATING AREA
  - 7 RESTAURANT OPPORTUNITY
  - 8 JETTY

Figure 2.9: Artist's impression of potential future developments Savalalo Market area; existing view inset

## 2.3 APIA WATERFRONT HARBOUR



The Apia Waterfront Harbour has two areas of distinct character: the Arts and Heritage area and the Port and Marina area.

The Arts and Heritage area showcases and supports Samoan art, design and culture. Heritage buildings including churches and the Old Courthouse Building are celebrated as important sites of cultural significance.

An art and sculpture exhibition promenade along the seawall will

showcase Samoa's creative talents. There is also an opportunity to develop a creative hub when considering future developments to include studios, gallery spaces and a café to activate the street level. This hub would be complemented by a variety of local art/design studios, cafés, eateries and handicraft stalls in the immediate area (Figures 2.10 and 2.15).

A new satellite museum in this area will highlight waterfront history

through stories, artefacts and exhibitions. It will be linked to the National Museum of Samoa in Malifa through directional signage and a stronger pedestrian link.

Figure 2.11 is a concept plan showing key coastal infrastructure and ideas proposed in the Apia Waterfront Harbour area.



Figure 2.10: Artist's impression of Arts and Heritage area

**LEGEND**

- Study area
- Continuous shared path for pedestrians and cyclists
- - - Improved pedestrian connections
- Enhanced green spaces/mini parks
- ▲ Interpretation signage locations
- 🏖️ Beach
- 🪜 Tidal steps
- 🚣 Va'a storage and access
- 🚶 Boardwalk
- 👁️ Viewing platform
- 🚢 Water taxi stand
- P Public parking
- 🏪 Potential retail/commercial opportunity
- 🍽️ Potential food/kiosk opportunity
- ★ Gateway marker
- Landscaped main boulevard
- Improved road intersection
- Potential future built form



**KEY IDEAS IN APIA WATERFRONT HARBOUR**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li><b>1</b> ART AND SCULPTURE EXHIBITION PROMENADE</li> <li><b>2</b> REFURBISHED OLD COURTHOUSE BUILDING</li> <li><b>3</b> SATELLITE MUSEUM SHOWCASING WATERFRONT HISTORY/ARTEFACTS AND STORIES</li> <li><b>4</b> VAISIGANO BRIDGE REPLACEMENT AND VAISIGANO RIVER WALL PROJECTS</li> </ul> | <ul style="list-style-type: none"> <li><b>5</b> MARINA BEACH DEVELOPMENT WITH VA'A LAUNCH, BEACH, TIDAL STEPS AND LOOKOUT AREAS</li> <li><b>6</b> ENTERTAINMENT AND DINING PRECINCT</li> <li><b>7</b> IMPROVED PEDESTRIAN CONNECTION BETWEEN CRUISESHIP PASSENGER TERMINAL AND MARINA AREA</li> <li><b>8</b> PORT EXTENSION AND REHABILITATION PROJECT</li> </ul> |
|---|---|

Figure 2.11: Concept plan of Apia Waterfront Harbour

The Port and Marina area is a key tourist area for Apia and offers dining, entertainment and accommodation options. It is also the international gateway for tourists arriving by sea (such as cruise ship passengers) and offers a warm introduction to Samoan culture and the Apia Waterfront.

In the longer term, major commercial functions of the port are planned to be relocated to Vaiusu Bay under the Ports Development Masterplan. The cruise ship terminal will remain at Matautu and should be improved to include better pedestrian amenity,

passenger facilities (such as currency exchange and retail services), cultural displays, directional signage, effective street lighting and native landscaping (Figure 2.12).

By day, the beach in the marina is the launching pad for a number of water-based activities including paddling, sailing, kayaking, and a water taxi service (Figure 2.13). Sporting events such as game fishing tournaments and paddling competitions are also hosted in this area; tourists and visitors are catered for by sufficient infrastructure and facilities.

By night, the marina area is a safe and vibrant nightlife centre with effective street lighting, raised pedestrian crossings and outdoor dining establishments (Figure 2.14).



Figure 2.12: Artist's impression of Port entrance area with pedestrian amenity improvements including lighting, landscaping, seating, signage, shared pedestrian path and paving



*Figure 2.13: Artist's impression of marina beach area showing tide steps, boardwalk, interpretive signage and small-scale economic opportunities*

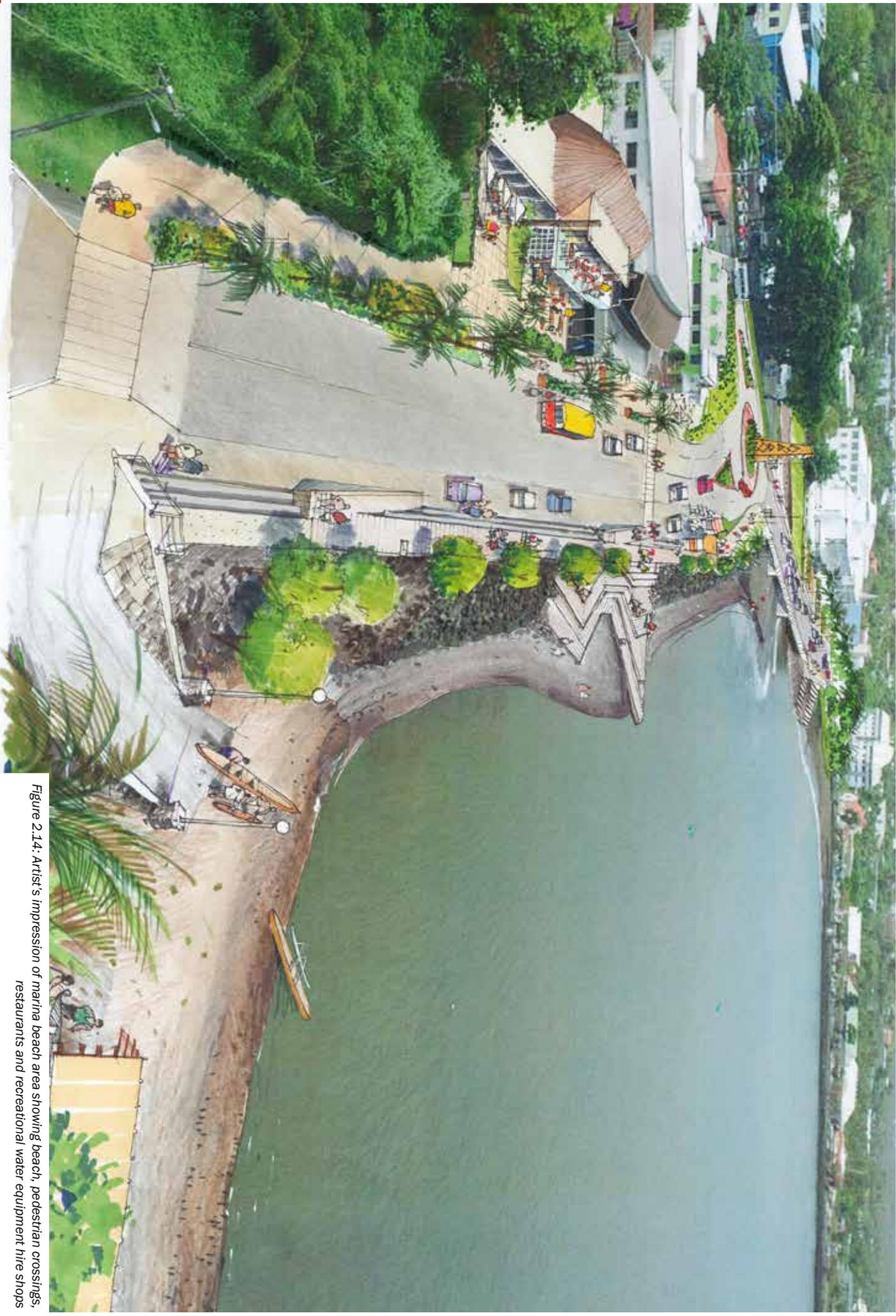


Figure 2.14: Artist's impression of marina beach area showing beach, pedestrian crossings, restaurants and recreational water equipment hire shops

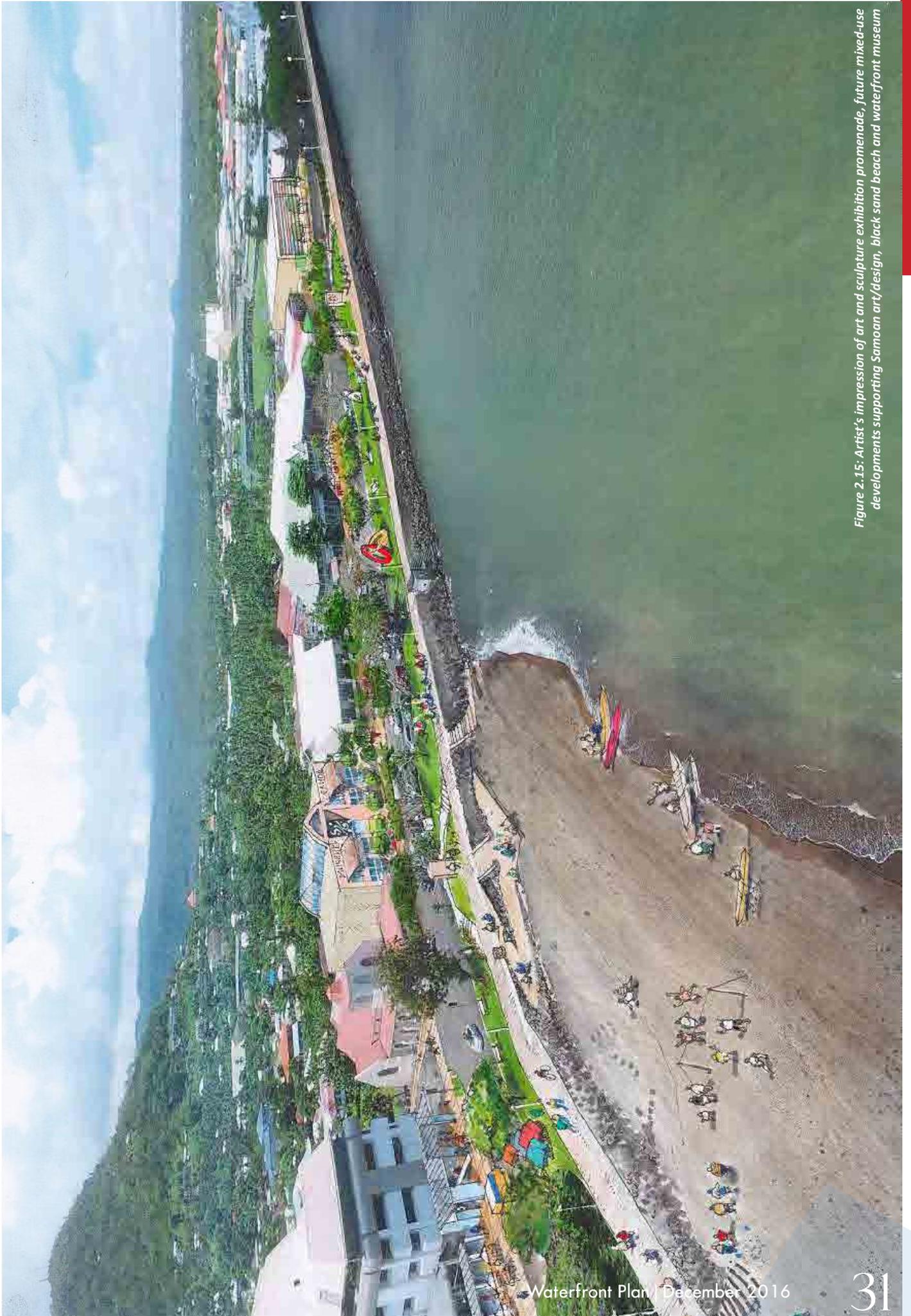


Figure 2.15: Artist's impression of art and sculpture exhibition promenade, future mixed-use developments supporting Samoan art/design, black sand beach and waterfront museum

## 2.4 VAIALA WATERFRONT



The Vaiala Waterfront area will be characterised as a low-density Samoan village setting. Interpretative signage will highlight the village lifestyle and significant aspects of Samoan culture including family, faith and culture. Visitors will be encouraged to respect and participate in local cultural practices such as 'Sa' (evening curfew) and attend local church services as an option.

The seawall will offer a pedestrian-friendly connection between Taumeasina to the east, and the port and marina to the west, providing opportunities for safe swimming

and relaxation along the way. These opportunities include a landscaped rest area, saltwater swimming pool, an attractive natural beach in the Taumeasina area, and a viewing platform over the adjacent mangrove area (Figure 2.16).

Pedestrians from the Taumeasina area, as well as local village inhabitants, will be able to access the Vaiala seawall via a new bridge crossing the mangrove. The seawall itself will be complemented with shade trees and seating to ensure a comfortable walking experience. Clearer access will be provided to

Palolo Deep Marine Reserve—which will have upgraded facilities and services—and further on to the town area (Figure 2.18).

Figure 2.17 is a concept plan showing key coastal infrastructure and ideas proposed in the Vaiala Waterfront area.

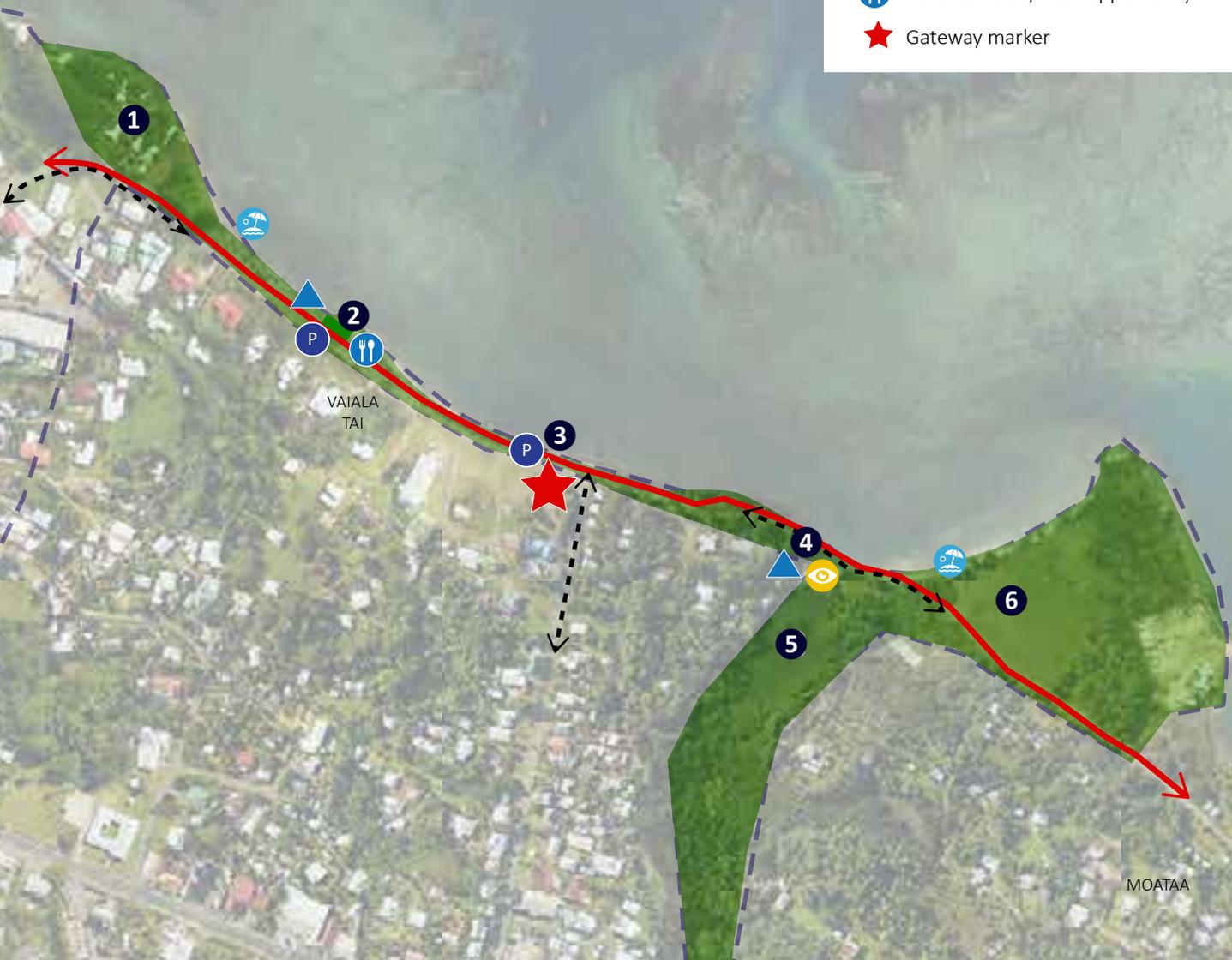


Figure 2.16: Artist's impression of saltwater swimming pool and mini park at Vaiala Waterfront

**PALOLO DEEP  
MARINE RESERVE**

**LEGEND**

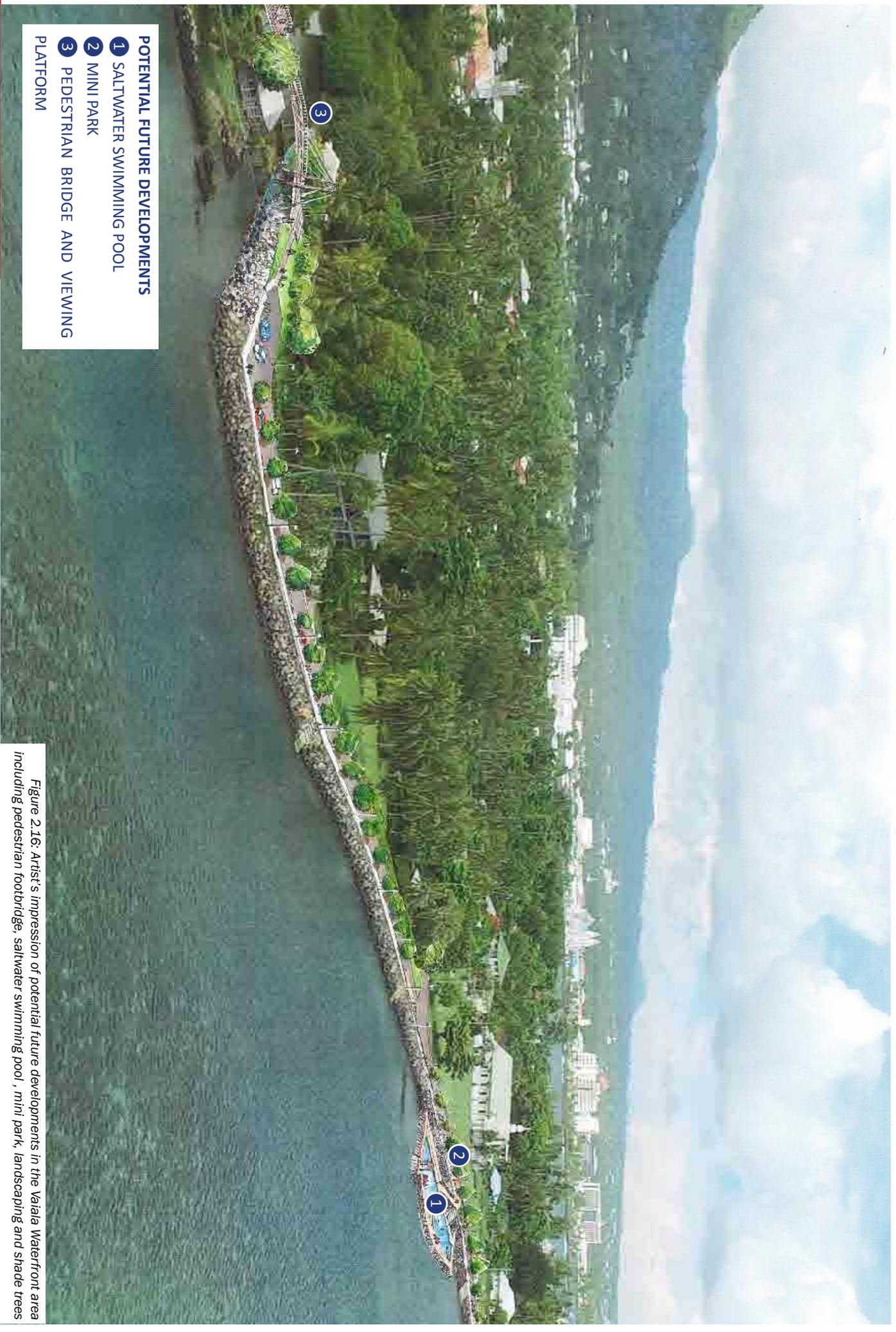
- Study area
- Continuous shared path for pedestrians and cyclists
- - - Improved pedestrian connections
- Enhanced green spaces/mini parks
- ▲ Interpretation signage locations
- 🏖️ Beach
- 👁️ Viewing platform
- P Public parking
- 🍴 Potential food/kiosk opportunity
- ★ Gateway marker



**KEY IDEAS IN VAIALA WATERFRONT**

- 1** ENHANCED PALOLO DEEP RECREATIONAL AREA
- 2** MINI PARK WITH REST AREA AND INTERPRETIVE SIGNAGE DESCRIBING VILLAGE CHARACTERISTICS
- 3** SALTWATER TIDE (SWIMMING) POOL
- 4** BRIDGE CONNECTING VAIALA TO TAUMEASINA
- 5** REHABILITATED MANGROVE AREA AND VIEWING PLATFORM
- 6** ENHANCED OPEN PLAYING FIELDS

Figure 2.17: Concept plan of Vaiala Waterfront



- POTENTIAL FUTURE DEVELOPMENTS**
- 1 SALTWATER SWIMMING POOL
  - 2 MINI PARK
  - 3 PEDESTRIAN BRIDGE AND VIEWING PLATFORM

Figure 2.16: Artist's impression of potential future developments in the Vaiala Waterfront area including pedestrian footbridge, saltwater swimming pool, mini park, landscaping and shade trees



# Part 3: The Ten Waterfront Strategies



The following ten strategies detail how the Apia Waterfront will be developed over time to fulfil the goals and vision of this Plan. These strategies are based on international best-practice guidelines for waterfront development, localised to suit the Samoan context. They highlight what currently works well in the waterfront and what could be improved to drive tourism and economic growth, as well as attract more locals to the waterfront.

The policies in Part 4 and the capital works projects in Part 5 of this Plan will help to implement these strategies.

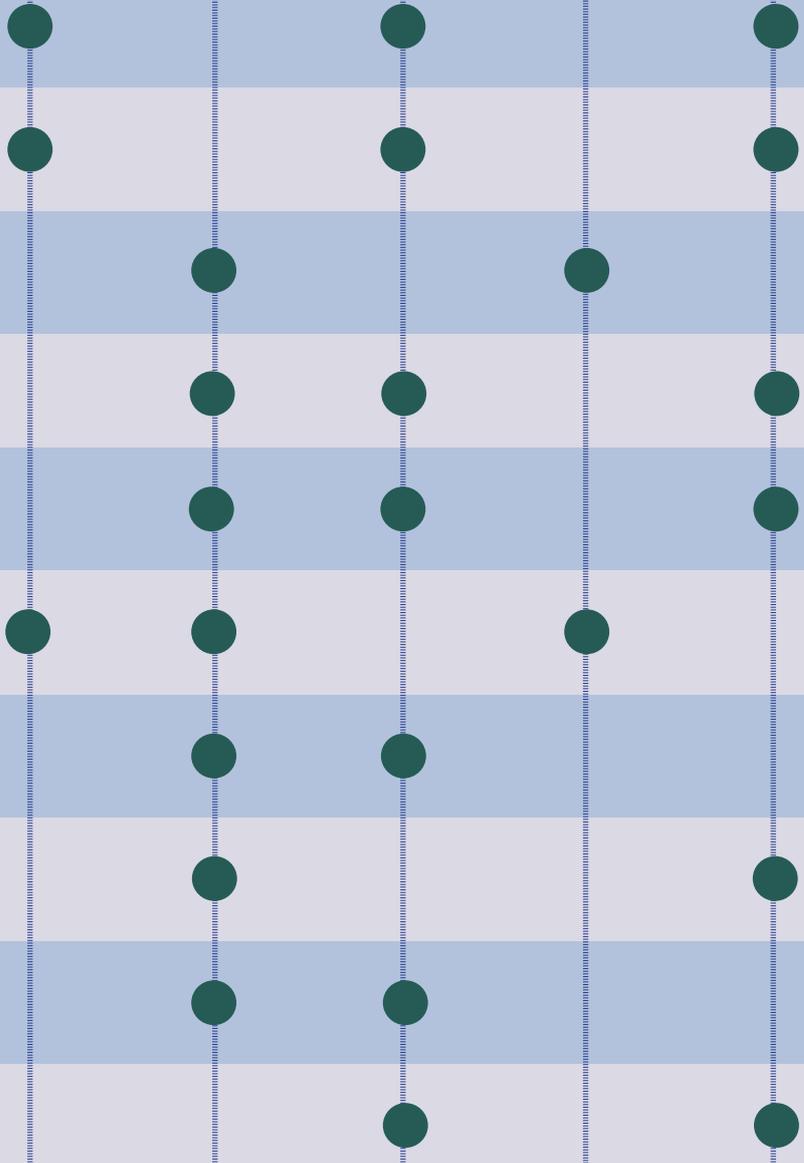
### WATERFRONT GOALS

- Reflect a unique Samoan experience
- Create an inclusive, clean and safe waterfront
- Enhance public domain for community uses
- Support opportunities for business initiatives
- Connect people to the sea



### WATERFRONT STRATEGIES

1. Create a continuous 'necklace' linking coastal activities and attractors
2. Preserve and highlight Samoan heritage and culture
3. Encourage a diverse economy along the waterfront
4. Provide a well-designed and attractive public domain for locals and visitors
5. Establish a people-oriented environment
6. Partner with community and business to ensure long-term sustainability
7. Implement efficient and safe traffic/parking strategies
8. Protect the environmental quality of the waterfront
9. Ensure future buildings, public spaces and infrastructure are resilient to climate change
10. Enhance significant views and vistas along the waterfront



**Strategy 1: Create a continuous 'necklace' linking coastal activities and attractors**



Figure 3.1: Strategy 1 Diagram

The waterfront is a geographically significant part of Apia located along the town's northern coastal foreshore. However, some areas are disjointed or disconnected from adjacent areas. This strategy aims to improve connections by linking coastal activities in the four waterfront areas and creating a unified experience for visitors and locals alike.

Coastal activities such as tide steps, va'a launches, boardwalks, safe swimming areas and urban beaches will act as attractors for the waterfront, encouraging tourists and locals to better utilise the area and easily access each attraction.

Other proposed key attractors along the waterfront include a natural sciences discovery centre at Mulinu'u Point and a satellite museum in the arts and heritage area.

Creating a continuous 'necklace' linking coastal activities will help to ensure that the public can walk, jog or cycle along the entire length of the waterfront and experience the variety of attractions on offer, as well as access adjacent town areas easily.

It is important that public infrastructure and assets that span the waterfront—such as the public facilities, seawall, lighting, signage and pedestrian pathways—reinforce this sense of connectivity and use an agreed and consistent design theme.

All future developments must therefore ensure that public access is maintained and enhanced along the waterfront. This will be achieved by establishing a permanent shared path along the waterfront and developing appropriate building setback guidelines. Long-term plans

to redesign the Fish Market area will be the final action required to fully connect all coastal activities along the waterfront.

Potential future commercial opportunities include guided ecological tours of the mangrove areas and walking tours of the historical waterfront and its landmarks. Providing jetties at key locations will also facilitate a private water taxi service between the port and key destinations along the waterfront.

Figure 3.1 shows the extent of the continuous 'necklace' along the waterfront and the key coastal activities attractors: urban beaches, tidal steps, safe swimming areas, va'a launches and museums.

## Strategy 2: Preserve and highlight Samoan heritage and culture



Figure 3.2: Strategy 2 diagram

Samoa attracts many tourists to its shores each year. Developing the Apia Waterfront presents a unique opportunity to showcase the unique elements of Samoan culture to our visitors and to attract even more tourists. The waterfront will preserve our values, promote Samoan art and design, support traditional water-based activities, and showcase our heritage sites and buildings.

The Old Courthouse Building (Figure 3.3) will be adaptively reused to ensure preservation for future generations. Consideration will be given to developing an arts and culture 'hub' for downtown Apia, supported by cafes at the street level, private studios and galleries, as well as a museum showcasing waterfront and harbour history.

This Plan encourages local businesses and surrounding villages to participate in shaping the future of Apia's waterfront. The government will work with local artists and designers to help develop key initiatives such as an interconnected heritage walking trail, interpretive signage, a public art and sculpture walk, and enhancement of the Cultural Village and Parliamentary Complex.

Public spaces and waterfront assets will also support temporary events such as cultural festivals, national celebrations and religious ceremonies (Figure 3.4). These events will help to highlight elements of Samoan culture along the waterfront and create a unique branding for the Apia Waterfront, setting it apart from other Pacific waterfronts.

Figure 3.2 shows the proposed locations of interpretation signage, existing significant buildings, and the art and sculpture walk.



Figure 3.3: Old Courthouse Building



Figure 3.4: Cultural performance

### Strategy 3: Encourage a diverse economy along the waterfront



- LEGEND**
- Study area
  - Mulinu'u Waterfront
  - Apia Waterfront Central
  - Apia Waterfront Harbour
  - Vaiala Waterfront
  - Commercial opportunities
  - Cafe/food opportunities
  - 1 Enhance existing tourist accommodation area
  - 2 New mixed-use development area
  - 3 New art/design and culture area
  - 4 Enhance existing restaurant/nightlife area

Figure 3.5: Strategy 3 diagram

The project is committed to promoting a diversity of business opportunities along the waterfront. This means supporting businesses that could operate during both day and night (such as food outlets, kiosks and markets); small-scale and large-scale businesses; and businesses operating in various industries. Encouraging a diverse economy along the waterfront is important as it enables the community to be resilient to fluctuations in the economy; helps provide infrastructure and services for visitors to Apia; and offers diverse local employment opportunities.

The Waterfront Plan aims to assist in the development of Samoa by encouraging private sector led

economic growth and employment creation. Development of attractions and activities along the Apia Waterfront will help to draw both regional and international tourists, which in turn will stimulate the local economy to meet the varied needs of tourists. Whilst this Plan proposes to provide some physical infrastructure to help stimulate the local economy, it will be the responsibility of businesses, developers and the wider community to take advantage of opportunities identified in this Plan (Figure 3.5).

A series of consistent tourist 'kiosks' will be developed along the waterfront and will be available for lease. Opportunities could include refreshment stands, hire of water

sports equipment, bicycle hire, and tour operations. There will also be additional food stall and art/craft stall opportunities at the Savalalo Markets (Figure 3.6), and two locations for potential cafes in the Eleele Fou area. The government is also committed to stimulating entrepreneurship and creating employment opportunities for youth. A 'small business incubator for youth' is proposed near Eleele Fou to support young Samoans in developing innovative and creative entrepreneurial ideas.



Figure 3.6: Food vendor at Savalalo market

In addition to these specific opportunities, the Plan has identified general opportunities to provide additional tourist accommodation options in Sogi and the marina, as well as additional dining and evening business opportunities in the marina area. The Plan also encourages the development of galleries, studios and small-scale retail shops along Beach Road to support the satellite museum.

Within the town area, mixed-use residential and commercial developments will be encouraged. This means developing retail and commercial uses on the lower floors

and residential accommodation uses on the upper floors, thereby allowing more people to live and stay close to the waterfront, and generate more pedestrian activity.

The Ports Development Masterplan signals the possibility of relocating commercial port functions from Matautu to Vaiusu Bay, retaining cruise passenger functions at Matautu. This would allow the commercial shipping functions of the port to be in closer proximity to the Vaitele industrial area and reduce heavy vehicle movements through the town area. The cruise ship function of the port could be

developed allowing for more ships to enter Apia and drive tourism growth. Directional and interpretive signage will be installed to better connect cruise ship passengers and other tourists to various attractions along the waterfront, thereby enhancing their awareness of these attractions and creating a more memorable Samoan experience.

All businesses will be encouraged to support the vision and goals for the waterfront by ensuring that they are aligned to the policies outlined in Part 4.

**Strategy 4: Provide a well-designed and attractive public domain for locals and visitors**



Figure 3.7: Strategy 4 diagram

Our waterfront is a public asset that should be preserved and enhanced for community use. Providing well-designed and attractive public spaces along the waterfront will liven up the area and draw more people to the waterfront. This means that public spaces are considerate of the local context, of a high design quality, inclusive for all, and environmentally sustainable. Public spaces that are well designed will therefore be more vibrant, safe and functional.

The public domain in general also needs to be attractive and well designed. This includes streetscapes, building facades, and the publicly visible elements of private developments such as fencing, landscaping and signage. Consequently, all future

developments within the waterfront area should consider how their designs affect the public amenity. This means that developments along key pedestrian routes should have active frontages, allowing people on the street to interact with buildings through transparent building facades and shopfronts.

The key public spaces that are proposed in the Waterfront Plan are a public square at Savalalo; a central park at Eleele Fou (including swimming lagoon, a playground, sporting courts and an outdoor performance area); an enhanced Sogi Park; and a va'a launching beach at the marina. Rest areas, mini parks and an outdoor library are also proposed along the extent of the waterfront. Additionally, there is scope to upgrade Palolo

Deep Marine Reserve to improve its facilities and services.

The future waterfront of Apia will allow the community to partake in inclusive social and recreational activities; encouraging people of all genders, abilities and ages to participate. Such activities could include boot camps, triathlons, walking and cycling tours, and hire of bicycles and sports equipment.

Figure 3.7 illustrates the locations of proposed public spaces and green spaces along the waterfront.

## Strategy 5: Establish a people-oriented environment

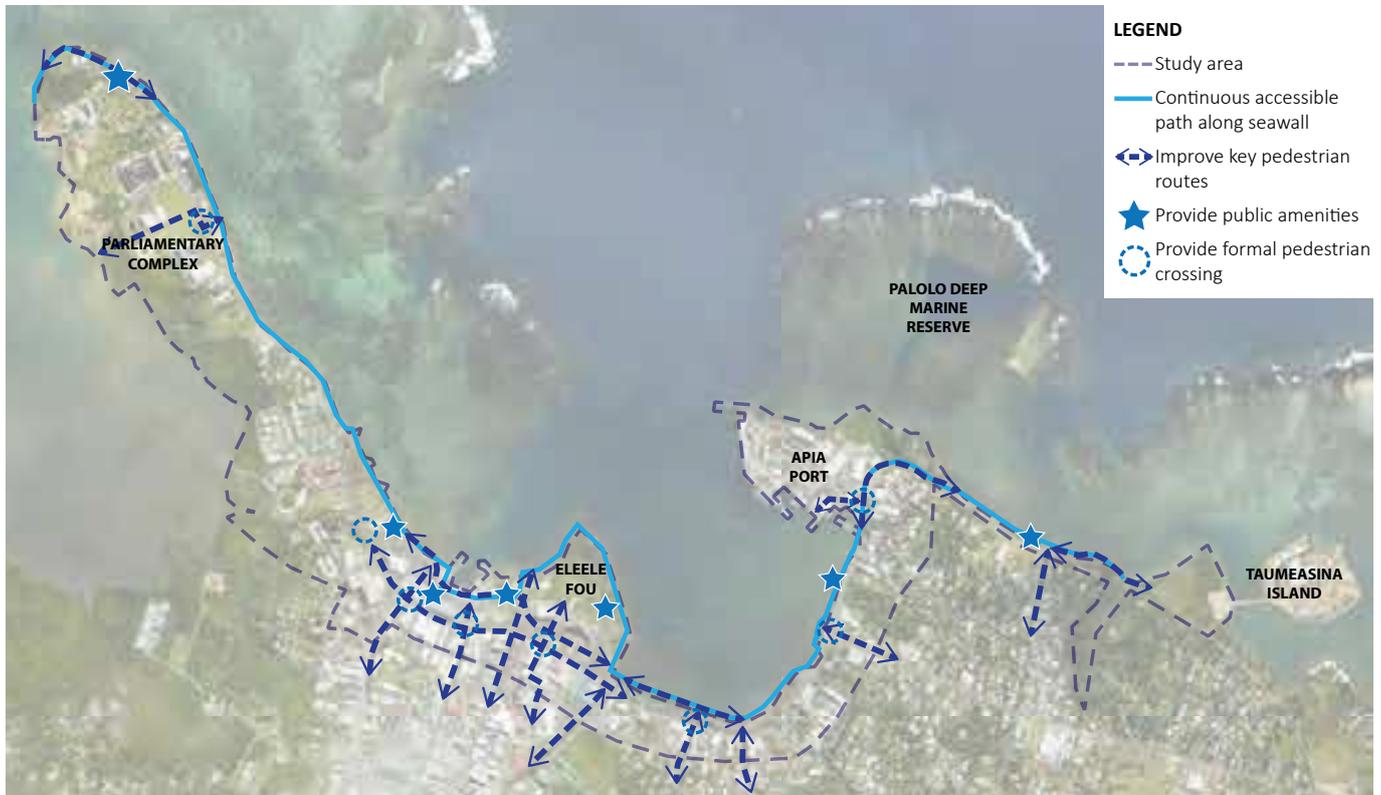


Figure 3.8: Strategy 5 diagram

Cities around the world are adapting and changing from a vehicle-oriented environment to a people-oriented environment. This is achieved by providing safer pedestrian routes, reducing traffic and congestion, providing public amenities and essentially improving 'walkability'. This Plan aims to create a people-oriented waterfront that encourages pedestrian-friendly spaces and walking routes.

A key consideration of this strategy is to ensure that the waterfront is accessible for people of all abilities. Additionally, it is necessary to improve the amenity of key pedestrian pathways to make it more attractive for people to walk

to and from the waterfront. This can be achieved by: providing more unobstructed walking routes; more opportunities for shade and rest; more public amenities including change rooms and restrooms; additional energy-efficient street lighting; and attractive landscaping and rain gardens that make walking a pleasurable experience. Pedestrian safety also needs to be considered and this Plan proposes installing raised pedestrian crossings at key locations that are well lit at night.

Figure 3.8 highlights key pedestrian routes to be improved, locations of public amenities to be provided, and formal raised pedestrian crossings to be installed.

Other traffic management measures include temporarily closing Beach Road during events and festivals and allocating some pedestrian-only and shared spaces (pedestrians and vehicles - Figure 3.9). These will be located strategically along Beach Road to better facilitate pedestrian access.



Figure 3.9: Example of shared space in Auckland, New Zealand

**Strategy 6: Partner with community and business to ensure long term sustainability**



Figure 3.10: Private sector stakeholder workshop, October 2015



Figure 3.11: Youth engagement workshop, December 2015



Figure 3.12: STA Cultural Village demonstration

The Apia Waterfront is one of the country's most valued assets, and it will be up to all members of the community to help maintain, protect and preserve its future. Whilst government has considerable ownership of much of the land in the waterfront area, certain initiatives presented in this Plan will need to be developed through public-private partnerships, partnerships between villages and local businesses, and other innovative implementation mechanisms. Government, community and private sector stakeholders need to work together to develop the waterfront, and subsequently safeguard its long term sustainability.

Future implementation of this Plan will require partnerships between government and private sector enterprises. Whilst government may provide start-up infrastructure for certain initiatives and developments, long-term management and maintenance may need to be the responsibility of private sector businesses and community. For example, the government may build jetties to facilitate a water taxi service but a private business would need to manage it.

Other opportunities for community partnership include monitoring of public spaces (particularly within the villages of Apia and

Vaiala); asset management and maintenance; organisation and promotion of cultural events on the waterfront; and opportunities for telecommunications companies to provide Wifi hotspots in key public spaces.

The government may also engage with stakeholders and community to further develop the detailed design of some elements of the Plan to encourage local ownership of waterfront assets.

## Strategy 7: Implement efficient and safe traffic/parking strategies

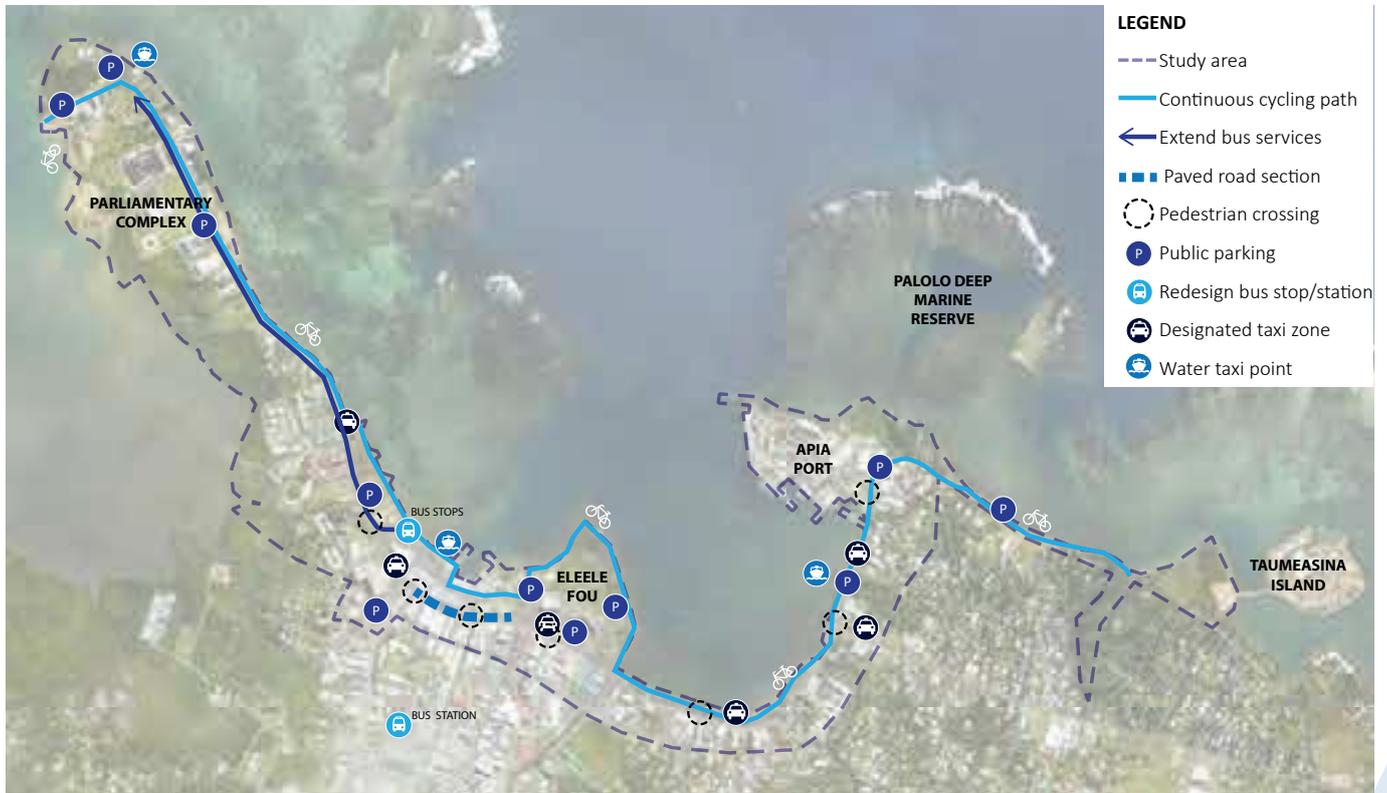


Figure 3.13: Strategy 7 diagram

Whilst this Plan seeks to create a people-oriented waterfront, there is also a need to ensure vehicular traffic is managed efficiently and safely (Figure 3.13). Adequate and efficient vehicular parking also needs to be available to accommodate future uses along the waterfront. Pedestrian-oriented areas along the waterfront will also be developed or redesigned to consider traffic calming strategies such as raised and tiled pavements (Figure 3.14) and shared zones (Figure 3.15).

The existing bus station at Savalalo is located on prime waterfront land and will be redesigned to better ensure pedestrian safety, efficient movement of vehicles and potential to encourage more activity. The bus terminal should be established at the Fugalei Market (or other appropriate areas) and the bus station at Savalalo redesigned as a transit stop to offer pick-up and drop-off services only (not long-term layover parking). Improving and rationalising the public bus service will encourage more users and potentially tourists.

The improved bus service, along with development of a cycle path and water-based transport, will help to offer attractive alternatives to the private vehicle.

A designated shared path for pedestrians and cyclists is proposed in the Apia Waterfront Central and Apia Waterfront Harbour areas, whilst a designated cycleway on the road is proposed for Mulinu'u Waterfront and Vaiala Waterfront areas. Future developments in the waterfront will need to consider how to cater for



Figure 3.14: Example of raised road pavement in Canberra, Australia



Figure 3.15: Shared zone signalling speed limit for vehicles



Figure 3.16: Pedestrian crossing with raised pavement, refuge and lighting

cycling facilities (e.g. storage racks and change rooms). They will also be required to provide reasonable amounts of vehicular parking spaces.

The parking in front of FMFMII Building will be redesigned to maximise efficiencies and provide a mixture of long-stay and short-stay parking opportunities. A parking building is proposed on the TATTE Building complex to assist with parking demand in the town centre for both government workers and the general public.

Future commercial opportunities include extending the public bus service to Mulinu'u Peninsula and providing a circular bus route system around the town area to service workers and tourists. This service could loop from Mulinu'u to Taumeasina and back.

Figure 3.16 is a good example of safe pedestrian crossings that exist on Vaitele Road. The raised pavement, street lighting and pedestrian refuge in the centre of the road help to make this a safe crossing for pedestrians on a relatively busy road.

## Strategy 8: Protect the environmental quality of the waterfront



Figure 3.17: View of Vaiusu Bay mangrove area

The government is committed to sustainably managing the country's natural assets including its land, water and vegetation in order to protect these areas from natural threats and contamination. Significant natural assets in the waterfront area include mangrove areas (Figure 3.17), parks, landscaping, native trees, the sea, rivers and beaches; these should be protected and rehabilitated where necessary. It is important that the waterfront, including the beaches and the seawater, are clean for people to enjoy and use.

There are plans underway to improve stormwater drainage in Apia, particularly along the waterfront where flooding is an issue during heavy storms (see Figure 3.18). Installation of rain gardens (see Figure 3.19) using native grasses and plantings will

help to manage stormwater runoff and improve stormwater quality.

Food vendors and restaurants will be encouraged to consider environmentally-friendly options to dispose of food containers. There are also opportunities with community groups and village councils to develop waterfront management plans with government to ensure long-term sustainability.

The Waterfront Plan particularly encourages the conservation and expansion of existing mangrove areas at Vaiusu Bay and the Taumeasina area. Mangroves are extremely productive ecological resources, providing a habitat for a wide array of native species. They also provide vulnerable shorelines with critical protection from coastal erosion and storm surges.



Figure 3.18: Flooding in downtown Apia due to poor drainage design



Figure 3.19: Example of rain gardens in Auckland, New Zealand

**Strategy 9: Ensure future buildings, public spaces and infrastructure are resilient to climate change**



Figure 3.20: Ministry of Education, Sport and Culture building which incorporates environmentally sustainable building design elements such as shade devices, cross ventilation and local materials

As a small island developing state, Samoa is particularly vulnerable to the effects of climate change. Samoa has the potential to be the leader in planning and designing climate change resilient cities and towns in the Pacific region. Sustainable developments along the waterfront should be best-practice exemplars for the rest of the country to follow, showcasing public spaces that incorporate climate change adaptation strategies and energy-efficient buildings (Figure 3.20).

A number of climate change adaptation strategies for buildings and developments will need to be prioritised in the future through enabling policies and the appropriate allocation of funding. For example, a cost-effective adaptation strategy is to require all buildings along the waterfront to locate all critical

electrical equipment to the upper floors of the building, preventing them from being destroyed in the event of a severe storm surge or tsunami.

Coastal infrastructure must be designed to adapt to the increasing impacts of climate change. Furthermore, an additional siren in the Mulinu'u Waterfront area and clearly signposted escape routes should be considered with regard to best-practice disaster risk reduction.

The concrete environment in urban areas creates localised increases in temperature, causing the "urban heat island effect". This effect can be reduced by creating a network of connected green spaces along the waterfront and increasing the number of native shade trees on main pedestrian routes and public spaces. New developments should

also be encouraged to use lighter building materials, landscaping and rain gardens. These strategies will help to cool the microclimate of the waterfront and create a more pedestrian-friendly waterfront. This in turn will encourage people to walk rather than use private vehicles to get around the waterfront, helping to reduce carbon emissions and increase opportunities for healthy exercise.

The importance of integrating climate change and disaster risk management into core national and sector plan policies ensures that appropriate response mechanisms become a part of the implementation framework. The appropriateness and type of response is dependent on the results of climate change and hazard risks analyses and vulnerability assessments of sector plans and major investment initiatives, to identify potential impacts.

**Strategy 10: Enhance significant views and vistas along the waterfront**



Figure 3.21: Strategy 10 diagram

It is important to protect and enhance significant views and vistas along the waterfront as they contribute strongly to the positive experience of the waterfront. Preserving important vistas to culturally important landmarks such as the Clock Tower, Mount Vaea, Vaiala village, the Old Courthouse Building and the waterfront edge helps to orient visitors to the waterfront.

Enhancing existing views and creating new viewing points along the waterfront also helps to connect people to the sea. This will be achieved by regulating building heights and developments located

along major vistas. Key vistas along Beach Road and Vaea Street will be enhanced with strategic landscaping and native trees.

A series of lookout points and viewing areas will be constructed along the seawall and to the mangrove areas in Mulinu'u Waterfront and Vaiala Waterfront. Locally-designed waterfront gateway markers will be installed to identify significant entry points to the waterfront area. Future commercial opportunities could include walking tours to these attractions.

Figure 3.21 illustrates the locations of landmarks, gateway markers and lookout points, as well as significant views and vistas.

Figures 3.22 to 3.24 are photographs of significant views along the waterfront that should be protected and enhanced wherever possible.



Figure 3.22: View of Vaisigano from Eleele Fou



Figure 3.23: View of Beach Road from Vaisigano



Figure 3.24: View corridor on Vaea Street to Clock Tower



Figure 3.25: Pedestrians crossing at the Savalalo bus station



# Part 4: Policy Direction

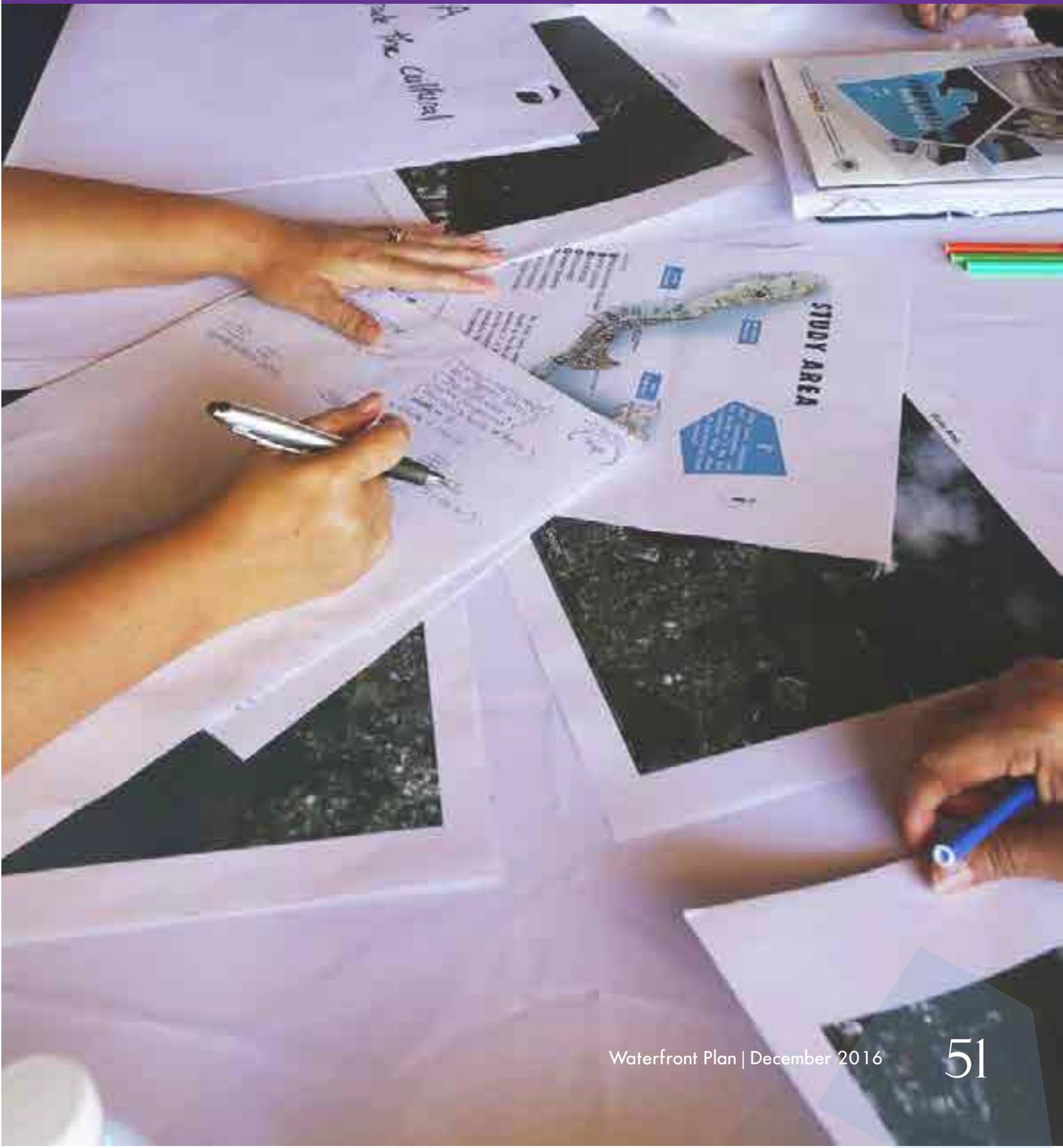


Table 4.1 lists a range of policies that address how the outcomes sought for each strategy will be achieved. These policies provide a whole-of-government approach to developing and managing the Apia Waterfront.

The policies are used for assessing development proposals within the waterfront area and to give direction to government agencies during the implementation phase.

These policies are not prioritised in any particular order and apply specifically to the waterfront area

Table 4.1: List of waterfront policies

Waterfront policy	Responsible government agencies
<b>1 Create a continuous 'necklace' linking coastal activities/attractors</b>	
Require all new developments to maintain and improve continuous public access to and along the waterfront edge.	MNRE, MWTI/LTA
Support activities that enhance the use of the waterfront and promote its features.	MNRE, STA
Encourage new developments and commercial activities to enhance the visitor's experience of Samoa's unique way of life.	MNRE, STA, MESC, MCIL
Support active lifestyles that involve walking, cycling and water-based activities.	MNRE, MESC, MOH, MWTI/LTA
Require street infrastructure (e.g. rubbish bins, signage, lighting) to be of a consistent design theme and branding.	MNRE, EPC, MWTI/LTA, STA
<b>2 Preserve and highlight Samoan heritage and culture</b>	
Preserve and promote heritage/historical tombs, sites and monuments along the waterfront to act as key features in showcasing Samoan heritage.	MESC, MNRE, STA
Reinforce the prominence of significant buildings and their sites within the waterfront area by: (a) ensuring that adjacent developments do not diminish the visual qualities/elements of these buildings; (b) encouraging opportunities for greater public use of these buildings; and (c) ensuring that any re-development or change in use maintains the uniqueness of that building and site.	MNRE, MESC
Promote and coordinate cultural activities on the waterfront to enhance local and visitor experiences.	STA, MESC, MWCSD
Support development proposals that provide a hub in the Apia Waterfront Harbour area for displaying Samoan art/design.	MNRE, MESC

## ACRONYMS

**EPC:** Electric Power Corporation  
**FESA:** Fire and Emergency Services Authority  
**LTA:** Land Transport Authority  
**MCIL:** Ministry of Commerce, Industry and Labour  
**MESC:** Ministry of Education, Sport and Culture

**MNRE:** Ministry of Natural Resources and Environment  
**MOF:** Ministry of Finance  
**MOP:** Ministry of Police  
**MOH:** Ministry of Health  
**MWCSD:** Ministry of Women, Community and Social Development

**MWTI:** Ministry of Works, Transport and Infrastructure  
**STA:** Samoa Tourism Authority

Waterfront policy	Responsible government agencies
<b>3 Encourage a diverse economy along the waterfront</b>	
Encourage a range of business opportunities along the waterfront to meet the varied needs of locals and visitors, including night-time markets, cafes and water-based commercial activities.	MCIL
Support small-scale businesses by: (a) developing guidelines for submitting business proposals and streamlining processes; (b) providing infrastructure (e.g. kiosks) required to support the business; and (c) encouraging a variety of business activities to increase consumer choice, including healthy food choices in food outlets.	MNRE, STA, MCIL
Encourage development proposals to provide employment opportunities for local Samoans at all stages of the development.	MCIL, MOF
Require business proposals to demonstrate the economic viability of the proposal to ensure it is economically sustainable.	MCIL
Encourage mixed-use residential and commercial development in the town centre to support diverse businesses and increase pedestrian interaction/activity in the evenings and weekends.	MNRE
Prioritise development consent applications that are fully aligned to the Waterfront Plan and other Government of Samoa planning policies – refer to Annex C.	MNRE
Encourage, and where possible support, families to find an alternative means of income to discourage children from working as street vendors.	MWCSO
<b>4 Provide a well-designed and attractive public domain for locals and visitors</b>	
Maintain existing open spaces for community use.	MNRE
Encourage new public spaces along the waterfront to be of a high design quality and incorporate Samoan culture where possible.	MNRE, MESC
Require proposals for all new developments to provide a design statement that covers the siting, orientation, landscaping, building materials, facades and pedestrian access.	MNRE
Require the re-development of the public domain, including landscaping, to reflect a consistent design theme and branding.	MNRE, STA
Require any re-development of the public domain and all new developments to demonstrate Crime Prevention Through Environmental Design (CPTED) principles where appropriate.	MNRE
Encourage developments and events that support family-friendly evening activities in Apia Waterfront Central and Mulinu'u Waterfront.	MNRE, STA, MWCSO
Enforce the 'no smoking' law in all public spaces along the waterfront, except in designated smoking areas.	MOH, STA
Enforce the banning of alcohol consumption in all public spaces along the waterfront by installing signage, greater enforcement and through the increased use of CPTED principles.	MOH, MOP

<b>Waterfront policy</b>	<b>Responsible government agencies</b>
Support health and safety regulations (e.g. regarding littering, alcohol consumption, smoking, dog control) through the utilisation of Environment and Tourism Rangers.	STA, MNRE, MOP
Support health and awareness programs and services along the waterfront.	MOH
Ensure all new public spaces provide appropriate levels of accessibility for utility and emergency services/infrastructure.	MNRE, FESA
<b>5 Establish a people-oriented environment</b>	
Require buildings along key pedestrian routes to facilitate active lines of sight between public spaces/streets and buildings via transparent building facades, shop fronts and building entrances.	MNRE, MWTI/LTA
Ensure lighting along the waterfront is sustainable, enhances pedestrian safety, and does not negatively impact on residential properties and/or local amenity of any area (e.g. excessive lighting).	EPC, MNRE
Require the public domain and public infrastructure, such as footpaths and public amenities, to be accessible by people of all abilities.	MNRE, MWTI/LTA
Require all new developments to provide or maintain safe, direct and accessible pedestrian connections between the town, residential areas and the waterfront.	MNRE, MWTI/LTA
Establish pedestrian priority areas and routes from the town centre to the waterfront, including on Saleufi St and Beach Road.	MNRE, MWTI/LTA
Enforce a 30 kilometres per hour speed limit in the Apia Waterfront Central area.	MWTI/LTA
<b>6 Partner with community/businesses to ensure long-term sustainability</b>	
Encourage public spaces e.g. public square, outdoor performance space, and central park to be used for temporary events such as festivals, shows, and health activities.	MNRE, STA, MESC, MOH
Encourage village communities/organisations to take ownership and management of assets (e.g. security of areas, waste management) within their confines.	MWCSD, MNRE
Require all new developments on the waterfront to: (a) assess the ongoing maintenance requirements of the associated assets and public open spaces; and (b) provide a maintenance plan that covers required works and funding mechanisms.	MNRE, MWTI
Require development proposals for public spaces to consult with relevant community stakeholders during all stages of the design process.	MNRE
<b>7 Implement efficient and safe traffic/parking strategies</b>	
Require public buses to pick-up and drop-off passengers at designated areas within the town centre.	MWTI/LTA
Require the bus terminal to be established at Fugalei market and the current Savalalo area to only be used as a pick-up and drop-off service.	MWTI/LTA
Provide designated taxi pick-up areas within the town centre.	MWTI/LTA

<b>Waterfront policy</b>	<b>Responsible government agencies</b>
Discourage long-term parking along Beach Road and provide more opportunities for short-term and accessible parking.	MWTI/LTA
Require public and private car parking along the waterfront to maximise efficiencies in space, ensure safety, and mitigate disruptions to traffic flows.	MNRE, MWTI/LTA
Encourage sustainable transport options including public transport, cycling and water-based transport (e.g. kayaks and water taxis) as well as considering shared paths.	MWTI/LTA
Facilitate local businesses and the community to establish and operate a possible circular bus route along the waterfront for visitors.	STA
<b>8 Protect the environmental quality of the waterfront</b>	
Reduce littering by: (a) encouraging food vendors and restaurants to use environmentally-friendly food containers; (b) enforcing instant on-the-spot fines for littering in public places; (c) providing more and improved rubbish receptacles and waste collection; (d) supporting community groups and village councils to take responsibility for reducing waste within their particular areas; and (e) continuing regular clean-up events by government agencies and community groups.	MNRE, STA, MOH
Require the planting of coastal native vegetation in areas susceptible to coastal inundation.	MNRE
Minimise the disturbance of mangroves in the Mulinu'u Waterfront and Vaiala Waterfront areas.	MNRE
Avoid land reclamation within the waterfront where a feasible alternative is possible.	MNRE
Manage the water quality of key coastal areas to enable safe recreational use.	MNRE
<b>9 Ensure future buildings, public spaces and infrastructure are resilient to climate change</b>	
Require new buildings to be environmentally sustainable and resilient to climate change in regard to orientation, ventilation, materials, placement of critical systems, landscaping and energy efficiency.	MNRE, MWTI
Require all new developments to have emergency and evacuation procedures for implementation during natural disasters.	MNRE, MWTI, FESA
Reduce the urban heat island effect by: (a) increasing the number of native shade trees in main pedestrian routes/public spaces; (b) encouraging new developments to use lighter building materials; and (c) encouraging new developments to consider the use of 'green roofs' (a roof that includes plants and vegetation) where appropriate.	MNRE, MWTI, STA
Require all new developments along the waterfront to incorporate design solutions for reducing vulnerability to the effects of sea level rise.	MNRE, MWTI
<b>10 Enhance significant views and vistas along the waterfront</b>	
Require new developments to maintain significant views and vistas to the waterfront by regulating building heights and placement.	MNRE



Figure 4.1: Existing view down Beach Road



Figure 4.2: Artist's impression of potential future waterfront depicting mixed-use residential/commercial buildings, more people-friendly Beach Road, improved landscaping and street furniture



# Part 5: Implementing the Plan



## 5.1 GOVERNANCE

The Waterfront development is a complex, long-term and resource-intensive process that requires strong leadership and coordination of multiple stakeholders. The Project Steering Committee will continue to have strategic oversight through the Planning & Design, Implementation, and Operation & Maintenance Phases of the project. This is critical to achieving agreed development goals for the Apia Waterfront.

### Planning & Design Phase

The Project Unit, comprised of staff from PUMA and STA, will continue to report to the Steering Committee and be responsible for monitoring progress, confirming that proposed designs and implementation plans are in accordance with the waterfront goals and policies. It will act as the coordinator between development/investment partners and stakeholders and carry out further consultation

activities as may be required to finalise detailed designs (Figure 5.1).

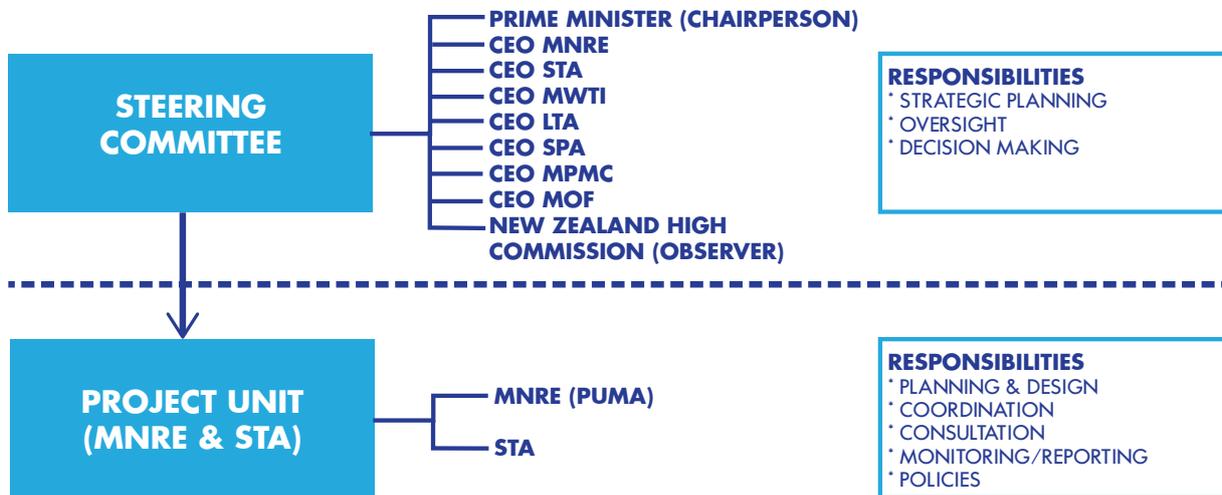


Figure 5.1: Governance structure during planning and design phase

## ACRONYMS

**EPC:** Electric Power Corporation  
**LTA:** Land Transport Authority  
**MESC:** Ministry of Education, Sport and Culture  
**MFAT:** Ministry of Foreign Affairs and Trade  
**MNRE:** Ministry of Natural Resources and Environment

**MOF:** Ministry of Finance  
**MPMC:** Ministry of the Prime Minister and Cabinet  
**MWCSD:** Ministry of Women, Community and Social Development  
**MWTI:** Ministry of Works, Transport and Infrastructure

**PUMA:** Planning and Urban Management Agency  
**SLC:** Samoa Land Corporation  
**SPA:** Samoa Ports Authority  
**STA:** Samoa Tourism Authority

### Implementation Phase

As the project moves into the implementation phase, dedicated resources (both in terms of staffing and capital/operational budgets) will be required to maintain project strategic oversight, coordination and momentum. The Project Unit will continue to oversee the project and ensure implementation is carried out according to the waterfront goals and policies (Figure 5.2).

The Project Unit will also have the responsibility of reviewing development proposals in the waterfront area to ensure they are aligned with the Waterfront Plan. PUMA and MWTI will also take an active role in monitoring the implementation to ensure compliance with the development consents and building permits.

It is anticipated that development/investment partners and commercial developers will cover the project, contract and financial management responsibilities while reporting regularly to the Project Unit. This enables the Project Unit to assume a coordinating and monitoring role during implementation, which is critical to efficiency and consistency within the project area.

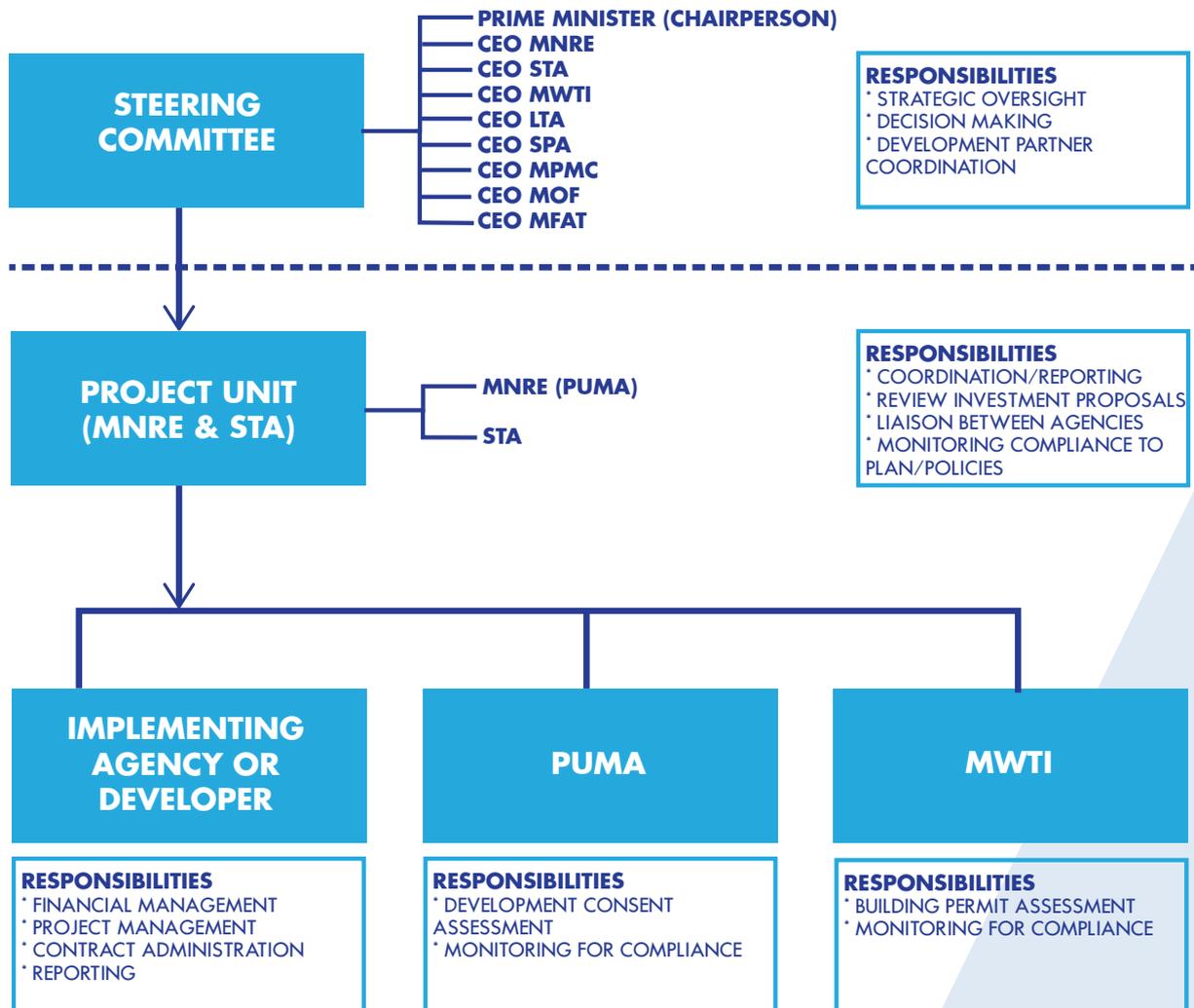


Figure 5.2: Governance structure during implementation phase

**Operation & Maintenance Phase**

Success of the project will depend on ongoing management and investment in operations and maintenance. A Waterfront Working Group will be set up to monitor the long-term operations and maintenance of

waterfront assets. The Working Group will continue to report to the Steering Committee, which will still have the oversight and strategic planning role.

The various government operators of the waterfront development will be monitored by the Project Unit, which will monitor compliance to the established asset management plans and compliance with the policies (Figures 5.3 and 5.4).

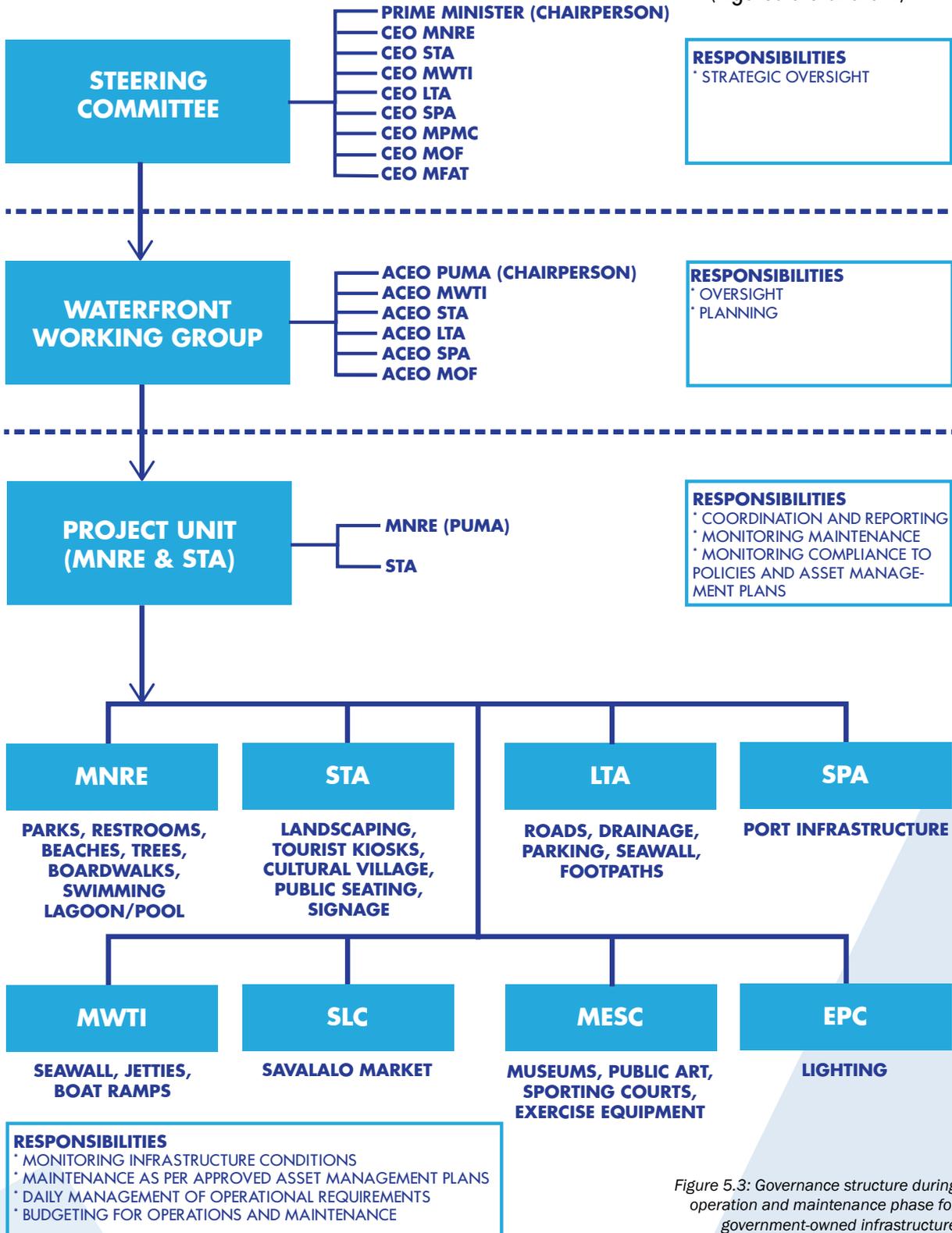


Figure 5.3: Governance structure during operation and maintenance phase for government-owned infrastructure

Relevant ministries and various operators will manage operations and maintenance budgets to ensure compliance with the maintenance plans and policies, ensuring a sustainable approach.

A sub-committee of the Waterfront Working Group (with relevant government officials) will convene the stakeholders relevant to the various private commercial ventures in the waterfront area.

Community ownership of waterfront assets and infrastructure will be

necessary to cultivate a responsible attitude to the use of the area. Litter and other issues that can be addressed by individuals become more mainstream as people see the benefits of keeping the environment clean and safe for all people to use and enjoy. Village councils and community leaders can help by taking up key roles in managing this.

There are also opportunities to engage with the private sector for the ongoing maintenance and management of the waterfront. Whilst certain waterfront assets

and infrastructure may be provided by government and development partners, it will be up to community and private sector to take ownership and manage them in the longer term. The project will continue to be spearheaded by the Prime Minister as Chair of the Steering Committee, ensuring high-level political engagement and sponsorship. The CEOs of relevant line agencies will also continue as Steering Committee members to ensure that implementation of the project has sufficient strategic oversight, coordination and resourcing.

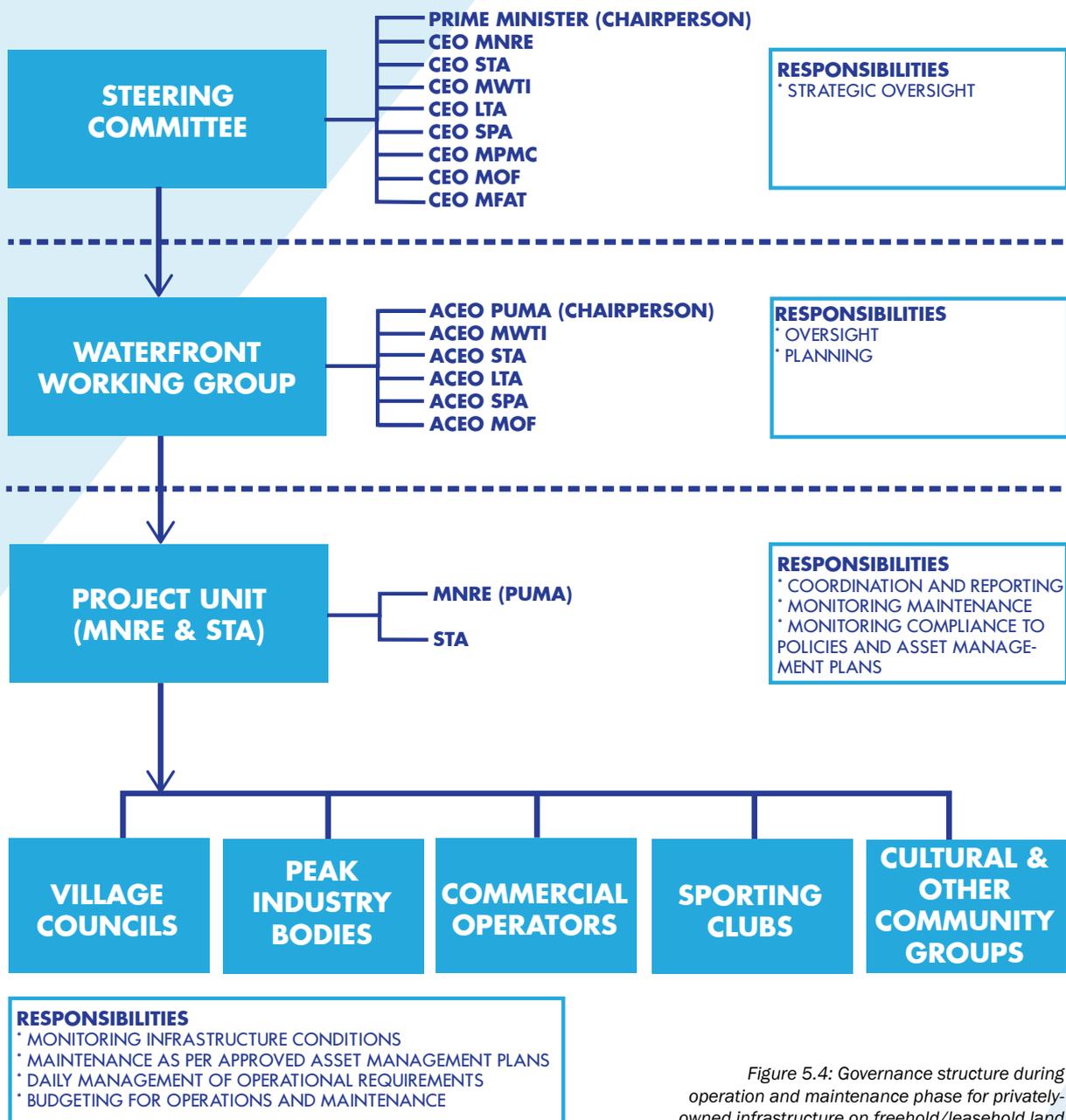


Figure 5.4: Governance structure during operation and maintenance phase for privately-owned infrastructure on freehold/leasehold land

## 5.2 PRELIMINARY STUDIES

The following preliminary studies need to be carried out prior to some of the implementation works. They will help to guide detailed design of proposed capital works and other initiatives. Some of these preliminary studies are currently being scoped.

### Planning Studies

- Prepare urban design principles to include strategies about high-quality design, pedestrian amenity, climate change adaptation, views and vistas, building heights and building setbacks (by mid-2017, MNRE).
- Prepare sustainable development guidelines for residential, commercial and industrial buildings (by mid-2017, MWTI/MNRE).
- Prepare lighting strategy to ensure adequate, uniform and sustainable lighting (by early 2017, MNRE/EPC).
- Prepare heritage assessment of key heritage sites and buildings to consider how they could be better preserved and enhanced (by mid-2017, MNRE/MESC).

### Engineering Studies

- Prepare movement and access studies (including traffic analysis investigations and traffic calming devices) for whole waterfront (by mid-2017, MNRE/LTA).
- Develop engineering solutions for short-term improvements to seawall (by 2018, MWTI/LTA).
- Develop seawall design options to accommodate predicted rises in sea level (by 2022, MWTI)

### Environmental Studies

- Investigate water quality sources and consider recommendations for improvements (by end-2017, MNRE).
- Investigate waste management improvement along waterfront (by end-2017, MNRE).

### Feasibility Studies

- Consider options for relocation of government agencies located along the waterfront in the future.
- Investigate (with waterfront businesses) the opportunity for public-private partnership options to manage and maintain the waterfront.
- Assess the feasibility of providing a public parking building in the CBD area to cater for all-day CBD parking.
- Prepare cost-benefit analysis to assess the economic value of key initiatives e.g. public square and a car parking structure in the CBD.
- Investigate potential locations for a satellite museum in the Apia Waterfront Harbour area.
- Investigate potential locations for a natural sciences discovery centre in the Mulinu'u Waterfront area.



Figure 5.5: PUMA staff and LGNZ adviser conducting water sampling for testing



Figure 5.6: spectators waiting for faotasi race

### 5.3 CAPITAL WORKS

Waterfront infrastructure upgrades and public space improvements are required to realise the vision, goals and strategies of this Plan.

Development partners could assist in funding certain capital works projects to help drive economic growth and tourism development in Apia. This will be achieved by investing in tourism infrastructure and supporting local business enterprises. There are also opportunities for the private sector and local villages to contribute to some capital works projects through partnerships with the government. Other projects, as

well as ongoing maintenance and management costs, will need to be considered by government.

Whilst the proposed capital works projects are a critical component of implementation, there are also a number of development opportunities noted throughout the Plan that will need to be taken up by commercial developers, businesses and the wider community depending on availability of land. These include potential mixed-use residential/commercial buildings in the CBD, tourist accommodation in Sogi and restaurants in the marina.

Table 5.1 outlines a packaged implementation approach to developing capital works along the waterfront. The waterfront will therefore be implemented within defined packaged areas or as sub-items of various packages. The exact timing and scope will depend on detailed design considerations and funding implications. The Project Unit will act as the coordinator for implementation of capital works to ensure a consistent development approach and that they adhere to the strategies and policies in this Plan.

Table 5.1: Capital works implementation plan

Development packages	Scope of capital works	Priority	Estimated package cost (in WST)	Timing	Responsible government agencies
<b>Vaiala Waterfront</b>					
<b>Vaiala Seawall Landscaping Improvements</b>	<b>Mini Park and Tide Pool</b> <ul style="list-style-type: none"> <li>• Saltwater swimming pool</li> <li>• Street furniture including seating, signage, lighting and rubbish bins</li> <li>• Rest area fale</li> <li>• Native landscaping and shade trees</li> <li>• Gateway marker</li> <li>• Improved shared pedestrian and cycle way</li> <li>• Interpretive signage explaining Samoan village characteristics</li> <li>• Enhanced sports field</li> <li>• 1 Year Operations and Maintenance budget</li> </ul>		<b>\$2-4m</b>	3-5 years	<b>MNRE, STA, MWCS</b>
	<b>Pedestrian Amenity Improvements</b> <ul style="list-style-type: none"> <li>• Eco-boardwalk to Vaiala mangroves</li> <li>• Viewing platform and signage</li> <li>• Pedestrian connection to roadways</li> <li>• Foot bridge linking Taumeasina to Vaiala</li> </ul>		<b>\$1-2m</b>	2-4 years	<b>MNRE</b>
<b>Palolo Deep Marine Reserve Improvements</b>	<ul style="list-style-type: none"> <li>• Improved visitor facilities including change rooms, accessible toilets and recreational equipment hire</li> <li>• Signage depicting marine life and attractions</li> <li>• Native landscaping and shade trees</li> <li>• Street furniture including seating, signage, lighting and rubbish bins</li> <li>• Rest area fales</li> </ul>		<b>\$0.5-1m</b>	2-4 years	<b>STA</b>

Development packages	Scope of capital works	Priority	Estimated package cost (in WST)	Timing	Responsible government agencies
<b>Mulinu'u Waterfront</b>					
<b>Natural Sciences Discovery Centre</b>	<ul style="list-style-type: none"> <li>• Custom-designed climate change resilient building to house exhibitions on natural sciences, climate change and meteorology; potential for café/shop sub-tenancies</li> <li>• Site landscaping including vegetation, trees, lighting, seating, signage and roadworks</li> <li>• Eco-boardwalk to Vaiusu Bay mangroves including pedestrian connection to roadways/discovery centre, interpretive signage, lighting and seating</li> <li>• 1 Year Operations and Maintenance budget</li> </ul>		<b>\$2-3m</b>	4-6 years	<b>MNRE, STA</b>
<b>Enhanced Green Spaces and Mini Parks</b>	<b>Mulinu'u Point Mini Park</b> <ul style="list-style-type: none"> <li>• Beach and required coastal infrastructure</li> <li>• Va'a launch ramp and storage facilities</li> <li>• Tidal steps</li> <li>• Jetty</li> <li>• Native landscaping and shade trees</li> <li>• Street furniture including seating, signage, lighting and rubbish bins</li> <li>• Change rooms and toilet facilities</li> <li>• Rest area fales</li> <li>• Picnic areas/tables</li> <li>• All-abilities play equipment</li> <li>• Tourist kiosk (for leasing)</li> <li>• Parking spaces</li> <li>• 1 Year Operations and Maintenance budget</li> </ul>		<b>\$2-3m</b>	3-5 years	<b>MNRE, MWTI, LTA, STA</b>
	<b>Parliamentary Complex Landscaping and Mini Park</b> <ul style="list-style-type: none"> <li>• Va'a launch ramp and storage facilities</li> <li>• Native landscaping and shade trees</li> <li>• Street furniture including seating, signage, lighting and rubbish bins</li> <li>• Rest area fales</li> <li>• Picnic areas/tables</li> <li>• Parking spaces</li> <li>• Pedestrian pathway to eco-boardwalk at Vaiusu Bay</li> <li>• 1 year Operations and Maintenance budget</li> </ul>		<b>\$1-2m</b>	6+ years	<b>MNRE, MWTI, LTA, STA</b>
	<b>Sogi Park Improvements</b> <ul style="list-style-type: none"> <li>• Additional basketball/volleyball facilities</li> <li>• Native landscaping and shade trees</li> <li>• Street furniture including seating, signage, lighting and rubbish bins</li> <li>• Rest area fales</li> <li>• Picnic areas/tables</li> <li>• Pedestrian pathway to eco-boardwalk at Vaiusu Bay</li> </ul>		<b>\$1-2m</b>	6+ years	<b>MNRE, MWTI, STA</b>

Development packages	Scope of capital works	Priority	Estimated package cost (in WST)	Timing	Responsible government agencies
<b>Apia Waterfront Central</b>					
<b>Eleele Fou Development</b>	<b>Apia Central Park</b> <ul style="list-style-type: none"> <li>•Swimming lagoon</li> <li>•All-abilities and all-ages playground</li> <li>•Landscaping and picnic areas/tables</li> <li>•Sporting courts</li> <li>•Outdoor performance space</li> <li>•Shared pedestrian and cycle way improvements including directional signs</li> <li>•Street furniture including seating, signage, lighting and rubbish bins</li> <li>•Rest area fales</li> <li>•Improve parking near FMFMII Building to increase efficiencies</li> <li>•Change rooms and toilet facilities</li> <li>•Tide steps</li> <li>•Jetty</li> <li>•Historical/cultural interpretive signage</li> <li>•Gateway markers</li> <li>•Removal of defunct septic tanks and treatment plant behind FMFMII building</li> <li>•1 Year Operations and Maintenance budget</li> </ul>		<b>\$3-7m</b>	1-3 years	<b>MNRE, MWTI, LTA</b>
	<b>Small Business Youth Incubator</b> <ul style="list-style-type: none"> <li>•Custom-designed climate change resilient building to support young entrepreneurs</li> <li>•Site landscaping including vegetation, trees, lighting, seating, signage and roadworks</li> </ul>		MWCS D project funds	1-3 years	<b>MWCS D</b>
	<b>Samoa Cultural Village Upgrades</b> <ul style="list-style-type: none"> <li>• Traditional village setting with demonstration fales and open central space</li> <li>• Spaces available for local business opportunities e.g. sale of handicrafts</li> </ul>		<b>\$2-3m</b>	4-6 years	<b>STA</b>
<b>Savalalo Market Redevelopment</b>	<b>Central Market and Town Square</b> <ul style="list-style-type: none"> <li>•Bus terminal changed to bus stops</li> <li>•Landscaped public square with seating, shade trees, permeable pavement, native species gardens and shade devices</li> <li>•Redesigned market/handicraft stalls/food hall</li> <li>•Extend green space from Sogi Park</li> <li>•Traffic flow modified and restricted, improved intersections, public parking areas</li> <li>•Jetty</li> <li>•Rest area fales and picnic areas/tables</li> <li>•Street furniture including seating, signage, lighting and rubbish bins</li> <li>•Gateway markers and custom-designed 'sails' to delineate view corridor to waterfront</li> <li>•Tourist kiosks (for leasing)</li> <li>•Toilet facilities</li> <li>•Native landscaping and shade trees</li> <li>•1 Year Operations and Maintenance budget</li> </ul>		<b>\$6-9m</b>	1-4 years	<b>SLC, MNRE, MWTI, LTA</b>
	<b>Fish Market Redevelopment</b> <ul style="list-style-type: none"> <li>•Redesign fish market area including wharf to allow continuous shared path to Eleele Fou</li> <li>•Relocate fish market to wharf side</li> <li>•Convert existing fish market to restaurant/dining opportunity</li> <li>•Consolidate government offices</li> </ul>		<b>\$2-4m</b>	6+ years	<b>MAF, SPA, STA</b>

Development packages	Scope of capital works	Priority	Estimated package cost (in WST)	Timing	Responsible government agencies
<b>Apia Waterfront Harbour</b>					
<b>Showcasing Samoan History and Culture</b>	<b>Art and Sculpture Exhibition Promenade</b> <ul style="list-style-type: none"> <li>• Art and sculpture along Beach Road depicting waterfront stories and Samoan culture</li> <li>• Street furniture including seating, signage, lighting and rubbish bins</li> <li>• Handicraft stalls/tourist kiosks (for leasing)</li> <li>• Rest area fales</li> <li>• Native landscaping and shade trees</li> <li>• 1 Year Operations and Maintenance budget</li> </ul>		<b>\$0.5-1m</b>	2-4 years	<b>MESC, STA, MWTI, LTA</b>
	<b>Waterfront Museum</b> <ul style="list-style-type: none"> <li>• 'Mini' satellite museum highlighting waterfront history, artefacts, culture and stories at MNRE's Tamaligi office and adjacent vacant land</li> <li>• Café/dining opportunity</li> <li>• Landscaped garden showcasing contemporary Samoan art/design</li> <li>• 1 Year Operations and Maintenance budget</li> </ul>		<b>\$2-3m</b>	6+ years	<b>MESC, MNRE</b>
<b>Marina Beach Development</b>	<ul style="list-style-type: none"> <li>• Beach and required coastal infrastructure</li> <li>• Va'a launch ramp and storage facilities</li> <li>• Rest area fales</li> <li>• Tidal steps</li> <li>• Native landscaping and shade trees</li> <li>• Street furniture including seating, signage, lighting and rubbish bins</li> <li>• 1 Year Operations and Maintenance budget</li> </ul>		<b>\$2-3m</b>	1-3 years	<b>MNRE, MWTI, STA</b>
<b>Apia Port Redevelopment</b>	<b>Port Infrastructure Rehabilitation</b> <ul style="list-style-type: none"> <li>• Rehabilitation of port infrastructure, wharf and siteworks</li> <li>• Extension of wharf</li> <li>• New container yard</li> </ul>		SPA project funds	1-2 years	<b>SPA</b>
	<b>Pedestrian Amenity Improvements</b> <ul style="list-style-type: none"> <li>• Improved pedestrian connection between cruiseship passenger terminal and marina area including landscaping, lighting, signage, gateway marker and shade trees</li> <li>• Redesigned port area parking, site landscaping and traffic circulation paths</li> <li>• Gateway marker</li> <li>• Pedestrian pathway from port area to marina area and Vaiala (via Palolo Deep)</li> <li>• Tourist kiosk (for leasing)</li> </ul>		<b>\$1-2m</b>	2-3 years	<b>STA</b>

Development packages	Scope of capital works	Priority	Estimated package cost (in WST)	Timing	Responsible government agencies
<b>Waterfront-Wide</b>					
<b>Improving road infrastructure resilience to climate change</b>	<ul style="list-style-type: none"> <li>• Intersection improvements for pedestrian and bicycle safety and, vehicle flow</li> <li>• Drainage improvements to reduce flooding during rain including rain gardens as part of a comprehensive drainage management plan implementation for Apia</li> <li>• Install traffic calming devices along Beach Road for safety</li> <li>• Native landscaping and shade trees along Beach Road to create a 'boulevard' effect</li> <li>• Install formal pedestrian crossings at key intersections/ locations along Beach Road</li> <li>• Increase parking along Mulinu'u Road at Park and water access areas</li> <li>• Increase parking along Beach Road in Marina dining and entertainment precinct</li> <li>• Increase shade trees along the waterfront</li> <li>• Vaisigano Bridge replacement</li> </ul>		<b>\$5-10m</b>  (not including Vaisigano Bridge – LTA project funding)	1-4 years	LTA, MWTI
<b>Promoting active and healthy living along the waterfront</b>	<ul style="list-style-type: none"> <li>• Outdoor exercise stations along waterfront</li> <li>• Shared pedestrian path and cycling network from Mulinu'u to Taumeasina</li> <li>• Waterfront walking trail with historic and cultural signage</li> </ul>		<b>\$2-3m</b>	1-4 years	MOH, LTA, MESC
<b>Installing tourist-friendly signage</b>	<ul style="list-style-type: none"> <li>• Temporary signage to aid tourists in safely navigating the waterfront walkways</li> <li>• Pilot interpretive/cultural signage in strategic locations along waterfront</li> <li>• Directional signage in CBD for traffic</li> </ul>		<b>\$10k</b>	0-1 years	STA
<b>Creating safe public spaces</b>	<ul style="list-style-type: none"> <li>• Provide lighting in areas with immediate need due to security issues</li> <li>• Install signage along seawall that highlights ban of alcohol consumption in public places</li> </ul>		<b>\$100k</b>	0-1 years	MNRE, EPC
<b>Providing outdoor learning experiences</b>	<ul style="list-style-type: none"> <li>• A mobile library that can be located along the waterfront area to attract visitors</li> <li>• Interactive educational artworks or displays along the waterfront</li> </ul>		<b>\$250k</b>	4-6 years	MESC
<b>Ongoing Operations and Maintenance</b>	<ul style="list-style-type: none"> <li>• Responsible government agencies need to incorporate operational and maintenance costs for all public infrastructure created by the waterfront development into the national asset management plan and ensure budgets reflect the additional infrastructure.</li> </ul>		<b>Ongoing</b>	Ongoing	<b>All responsible government agencies</b>

Notes:

- Costs are heavily dependent on design, therefore the estimates provided are a range of costs based on the current vision for the project details.
- Activity timing will need to be coordinated with other waterfront projects to ensure that works do not conflict with other activities and do not impact access to the work sites. Public safety and access will also need to be considered in the sequencing of the works.
- The list of capital works for each development package is a summary and there will be flexibility to reassess appropriate development during the design phase consultation. The capital works do not include the private commercial and community development activities.



## Part 6: Monitoring the Plan



The Apia Waterfront needs to be monitored regularly to ensure the agreed goals in the Waterfront Plan are being achieved effectively and efficiently. This is critical to the successful implementation of key initiatives and capital works projects listed in Part 5. Having a robust framework with clear desired outcomes and targets will help the Government of Samoa to track progress against the Waterfront Plan, as well as inform decision-making processes to change implementation priorities if required.

The responsible agency for monitoring the Waterfront Plan will be PUMA. An annual progress report will be submitted to the Steering Committee at the end of each calendar year to inform them of progress. These reports will also be made publicly available on the project website to ensure accountability and transparency of the project. A major mid-term review of the Waterfront Plan in 2022 is also proposed to evaluate progress and consider any required changes to the implementation plan.

Table 6.1 is a proposed monitoring plan that lists the desired outcomes and proposed indicators and targets against each goal of the Waterfront Plan. The potential data sources are also listed in this table. This monitoring plan may be updated as needs and priorities change over time. The Project Unit will be responsible for collating the data and analysing the results.

Table 6.1: Monitoring plan

Waterfront Plan Goal	Desired Outcome	Indicator	Target	Data Source
Reflect a unique Samoan Experience	Increase in activities/developments that showcase Samoan art and culture along the waterfront	Number of activities/developments that showcase Samoan art and culture	By mid-2017: prepare design guidelines for developments  By 2022: Incorporate consistent design and branding in all public street furniture  By 2026: at least 10 new activities or developments in Apia Waterfront Central and Apia Waterfront Harbour areas that showcase Samoan art and culture	MESC/MNRE/UNESCO (research and preparation of policy)  MNRE/EPC/STA (visual survey and consultations)  MNRE/STA (visual survey and/or development consent registry)
	Increase in use of public open spaces for significant cultural events	Number of public spaces that can be used for significant cultural events	Baseline: 3 spaces (in front of FMFMIII Building, Sogi Park and in front of Parliament House)  By 2022: 6 spaces (total)  By 2026: 10 spaces (total)	MNRE (visual survey)

Waterfront Plan Goal	Desired Outcome	Indicator	Target	Data Source
Create an inclusive, clean and safe waterfront	Decrease in amount of litter that is visible along the seawall and in public spaces	Number of durable and anti-vandalism rubbish bins located at appropriate locations along the seawall and in public spaces	Baseline: scattered along waterfront By 2022: in all existing and new public spaces	MNRE (rubbish bin procurement records)
		Number of urban area schools with an anti-littering awareness program in place	By 2017: develop an awareness program for schools By 2020: all urban area schools have an awareness program	MNRE/MESC/Schools (consultations)
	Increase in safety, and the perception of safety, in the waterfront area	Number of (reported) incidents of crime in the waterfront area	By 2022: 25% reduction of reported incidents By 2026: 50% reduction of reported incidents	MOP (statistical records)
		Number of public spaces and developments that include CPTED principles in their design	By 2022: all new and re-developed public spaces and developments include CPTED principles in their design. By 2026: All public spaces and developments include CPTED principles in their design.	MNRE (development consent registry, visual surveys)
	Increase in opportunities for people of all disabilities to use the waterfront	Number of public facilities and spaces that are accessible	By 2022: all new and re-developed public facilities/spaces must be accessible By 2026: all facilities/spaces (including existing) must be upgraded to be accessible	MWTI/MNRE (development consent registry, visual surveys)

Waterfront Plan Goal	Desired Outcome	Indicator	Target	Data Source
Enhance public domain for community use	Increase in facilities on the waterfront that can be used for exercise (including walking, running and cycling)	Length of continuous shared pathway along the waterfront that caters for pedestrians and cyclists	By 2022: Apia Waterfront Central and Harbour areas By 2026: all waterfront areas	MNRE (visual surveys)
		Number of locations of outdoor exercise stations	Baseline: 0 By 2022: 5 locations By 2026: 10 locations	MNRE (visual surveys)
	Increase in number of versatile play spaces for children and youth	Number of play spaces for children and youth	Baseline: 1 playground By 2022: at least 5 spaces By 2026: at least 10 spaces	MNRE (visual surveys)
	Increase in use of local native vegetation in the waterfront	Sufficient native shade trees planted in key public spaces	Baseline: 0 By 2020: all existing public spaces have sufficient native shade trees By 2022: all public spaces have sufficient native shade trees	MNRE (tree planting records)
Support opportunities for business initiatives	Increase in business opportunities along the waterfront	Number of businesses operating along the waterfront	By 2022: 20% increase By 2026: 40% increase	MCIL (business records, visual surveys)
		Number of government land lease agreement for business initiatives	By 2022: 20% increase By 2026: 40% increase	MNRE (lease agreement registry, visual survey)
Connect people to the sea	Increase in ability for people to access the sea	Number of coastal infrastructure elements provided (e.g. jetty, tide steps, boat ramps, beaches)	Baseline: 7 By 2022: 12 By 2026: 15	MNRE (development consent registry, visual surveys)
	Improved water quality in coastal recreational areas	Testing for <i>Enterococci</i> and <i>E. coli</i> in coastal recreational areas	All new public beaches/swimming areas must meet World Health Organization Grade A standard for safe swimming	MNRE/SROS (test results)



# Acknowledgements

The Apia Waterfront Development Project Unit acknowledges the significant contributions from various stakeholders, advisors and community members required to prepare this strategy. This report would not have been possible without the support and assistance from various government line agencies, community groups and leaders, private sector stakeholders, special interest groups, students and individuals

Thank you to the Government of Samoa ministries and line agencies for the time taken to provide substantial information and advice for this strategy. These include the Steering Committee members (MNRE, STA, MWTI, LTA, SPA, MOF, MPMC) as well as other line agencies with relevant interests in the project, including MWCSA, MOH, MESAC, MCIT, EPC, ACC, SLC and CBS.

The Project Unit wishes to especially acknowledge the input and advice of Local Government New Zealand advisors from Auckland Council,

Panuku Development Auckland, Greater Wellington Regional Council and Christchurch City Council. These advisors provided advice in the areas of waterfront planning, governance, public consultation, movement and access, public safety, coastal processes and water quality. This strategy has benefited from their advice and feedback.

The success of this strategy has been largely due to the significant inputs provided by the community. The agreed vision, goals and strategies presented in this report were heavily influenced by community ideas and feedback. Thank you to all the community groups, businesses and individuals who attended and contributed to our consultation activities in late-2015 and mid-2016. Thank you to the Principal, teachers and students of Samoa Primary School for participating and sharing their thoughts in our youth engagement workshop. Thank you also to the many private sector stakeholders and businesses who took time to

speak to the Project Unit about their proposed developments and ideas along the waterfront. A full list of stakeholders is at Annex B.

Development of this Plan has been enhanced through the logo design by Capital Designs, illustrated perspectives by Architectural Sketches and Perspectives (ASAP), and aerial photography by Samoa UAV and GPS. The Project Unit also acknowledges urban design and graphic design assistance from the Australian Volunteers for International Development program (Australian Government) in helping to develop this Plan.

The Project Unit expresses its utmost appreciation to the Government of New Zealand for generously funding the planning phase of the Apia Waterfront Development Project. The team also acknowledges the assistance provided by the New Zealand High Commission in Apia and the Ministry of Foreign Affairs and Trade in Wellington to help finalise this strategy.



*Project Unit members and Local Government New Zealand advisers*



# Annex A: Background



## A.1 How this plan evolved

The Apia Waterfront Development Project (the “Project”) was a joint initiative by the Ministry of Natural Resources and Environment (MNRE), through the Planning and Urban Management Agency (PUMA) and the Samoa Tourism Authority (STA). The Project was endorsed by Cabinet in 2014 and established with financial and technical support from the Government of New Zealand, through the Ministry of Foreign Affairs and Trade. The primary focus of the Project was to develop a strategic waterfront plan that outlined an agreed vision for development and use of the waterfront in the long term.

The Project Unit consisted of staff from PUMA and STA in 2015-16, and was guided by the Steering Committee, Local Government New Zealand, technical advisors, and community stakeholders. Refer to Figure A.1 for an illustration of the Project’s governance structure during 2015-16.

The Project Unit recognises the importance of community and stakeholder contribution to this strategy. Figure A.2 illustrates the timing and order of each phase of this project, and how external consultation and technical investigations have contributed to the process.

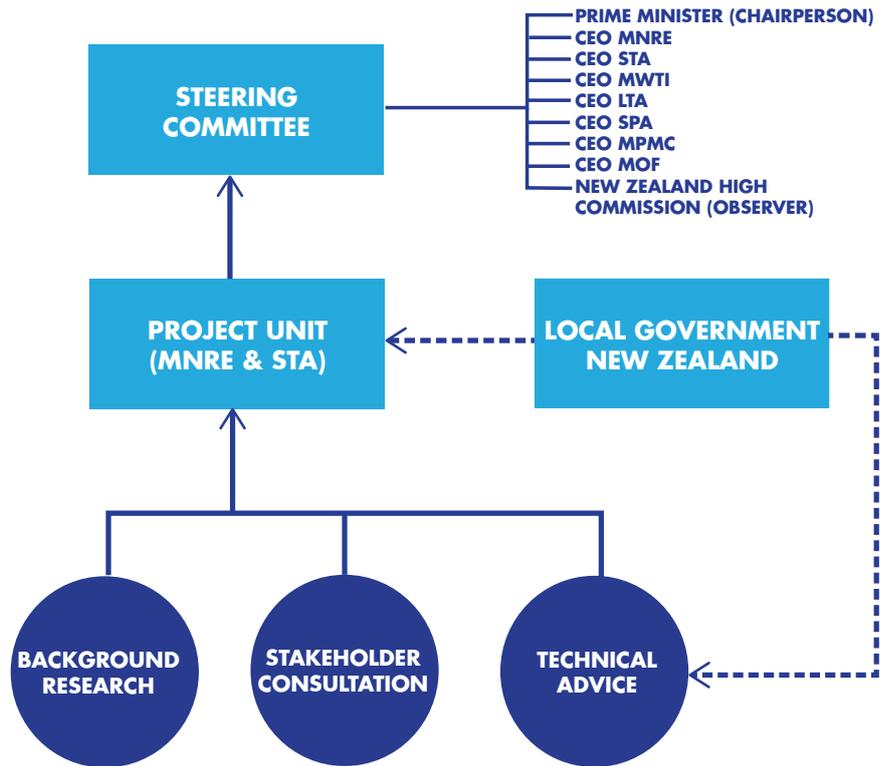


Figure A.1: Governance structure

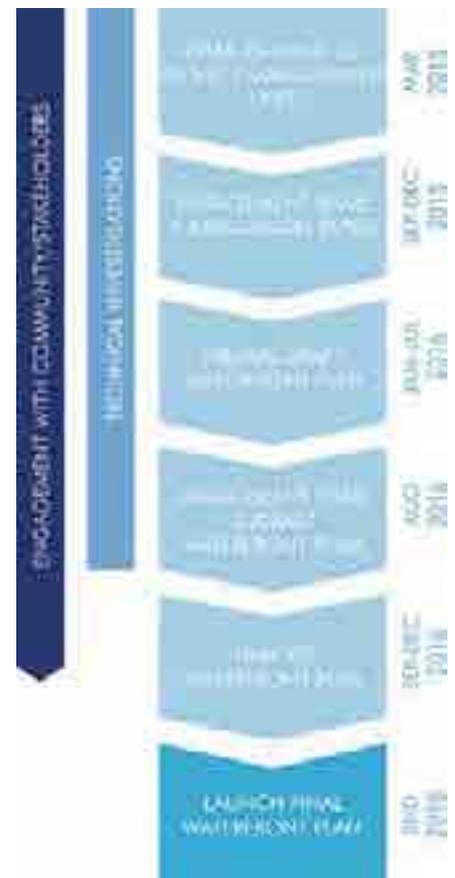


Figure A.2: Project timeline

## A.2 History of Apia's waterfront

Scattered along the Apia Waterfront are telling signs and stories about Samoa's history and past experiences. You will find that as you walk along the foreshore there are qualities that make the waterfront feel special. It is rich in Samoan history and heritage; it has a beautiful natural harbour; a foreshore with open views to the sea; urban villages with traditional and spiritual governance; and a scenic volcanic and mountainous landscape to the south of Apia.

The gradual development of the capital of Apia from a coastal village into a significant economic and social hub began in the 1800s with the arrival of missionaries and traders to Samoa. Mid to late

1800s saw the governing powers of Germany, Britain and New Zealand setting up their administration posts in Apia. Significant events such as the storm of 1889, the arrival of the Tahune and the influenza epidemic in 1918, the political stand of the Mau movement—culminating in 'Black Saturday' (1929)—are all part of Samoa's history. Beach Road witnessed the beginnings of tourism in 1934 as Aggie Grey opened up a saloon and motel at Vaisigano.

Additionally, several monuments commemorate people and events of the past such as the Apia Town Clock, which was built in remembrance of fallen soldiers of World War 1 and the First German

Administration Building (Old Courthouse) that was built in 1906. These are some of the stories that will be shared in the redevelopment of the Apia Waterfront to ensure that Samoa's history and knowledge is remembered.

Figure A.3 is a map that illustrates the locations of significant buildings, rivers and streams in the waterfront area. Figure A.4 is a timeline of significant events.

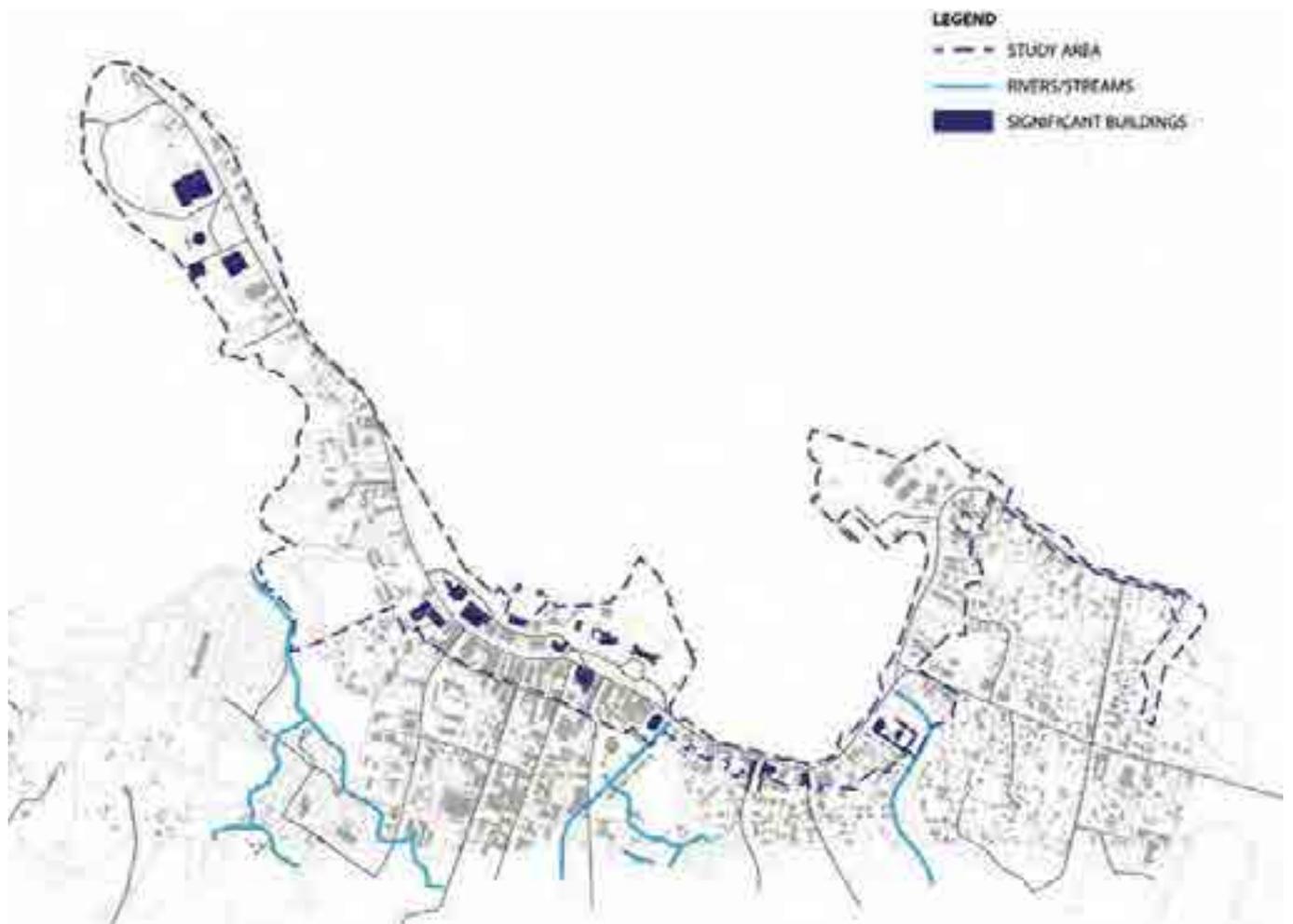


Figure A.3: Significant buildings along the waterfront

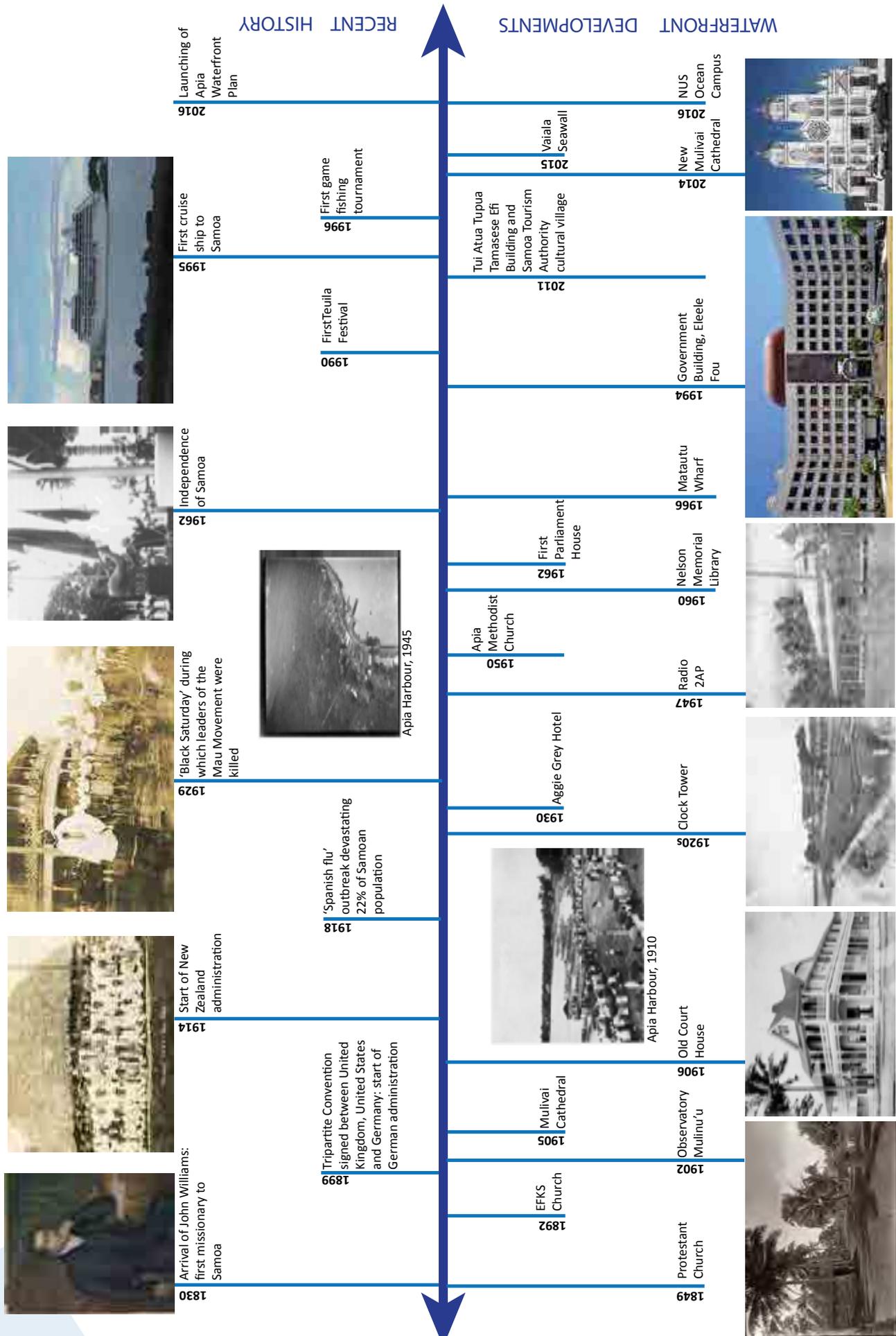


Figure A.4: Timeline of significant historical events and construction along the waterfront

### A.3 Land uses in the waterfront

The waterfront area contains nationally significant land uses including a working port, marina, key government sites and the seawall. Several tourist accommodation establishments exist in the Sogi and Matautu areas, as well as recently established high-end hotels in Taumeasina and Vaisigano. The Palolo Deep Marine

Reserve is located east of the port and is a key tourist destination in the waterfront area (Figure A.5).

Commercial uses are concentrated in the Sogi, CBD and marina area, whilst Sogi, Matautu, Apia and Vaiala are urban villages. Two schools are located in close proximity to the waterfront, and

a cluster of emergency service facilities are located in Apia village east of Mulivai Cathedral. A limited amount of open spaces exist at Eleele Fou, Sogi and Mulinu'u.

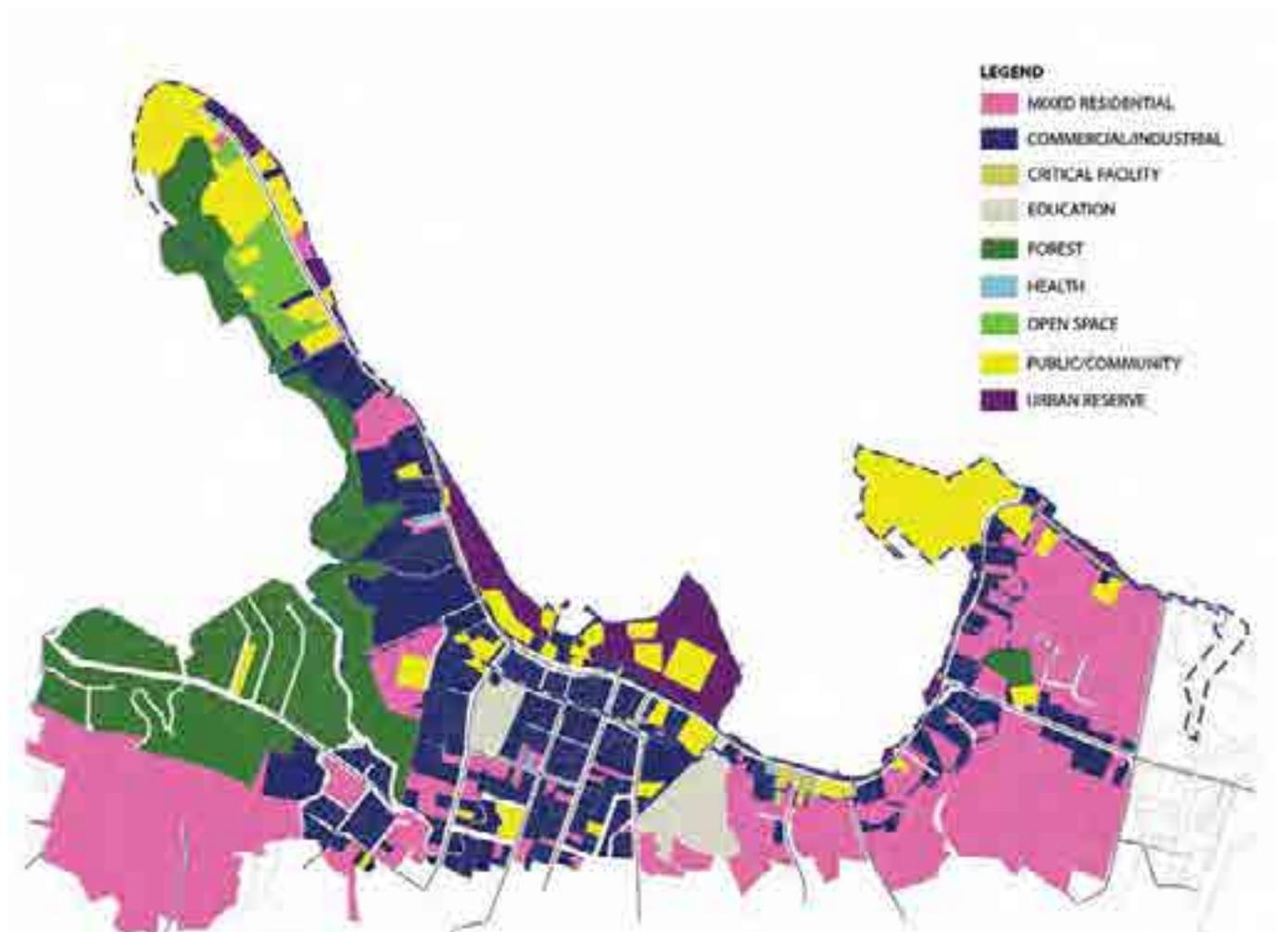


Figure A.5: Diagram illustrating land uses along the waterfront

## A.4 Ownership of the waterfront

Land within the study area is predominantly government land or freehold land, with some customary land in the urban villages (Figure A.6). This Plan highlights potential opportunities for some government land to be developed for community

and light commercial use, and for freehold land to provide enhanced opportunities for tourism and economic growth.

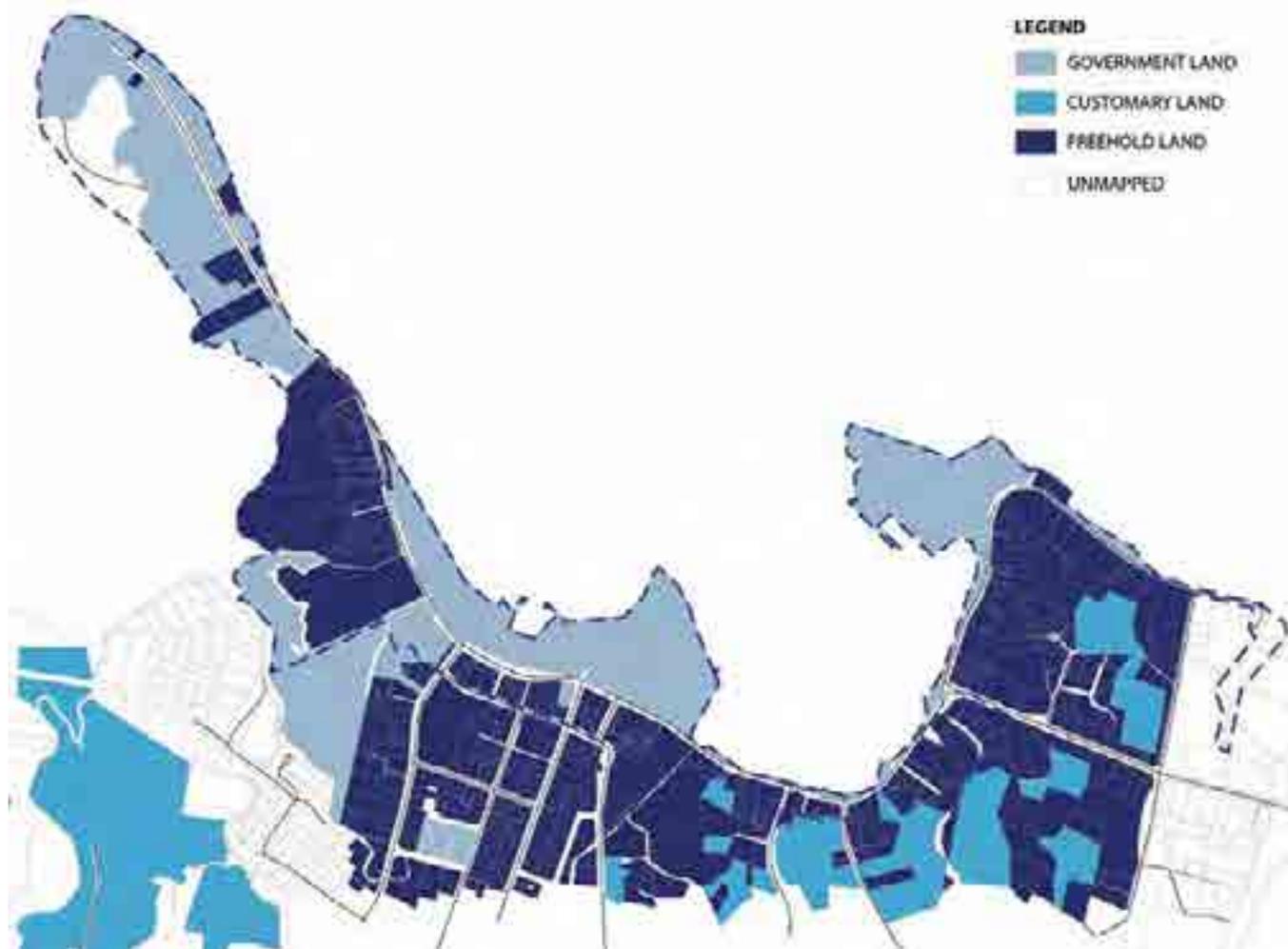


Figure A.6: Diagram illustrating land ownership along the waterfront

## A.5 Who is managing Apia's waterfront?

Historically, the waterfront has been managed by various government agencies, making it difficult to have a coherent waterfront management approach. For example, MNRE manages government-owned land along the waterfront; the seawall was built and managed by

MWTI; civil utilities are managed by various service providers; traffic management and roads infrastructure are managed by LTA; urban beautification projects are managed by STA; and the port and harbour are managed by SPA.

Better coordinated management of the waterfront environment by all stakeholders will ensure successful

implementation of this Plan. The Plan provides an opportunity to achieve this by defining future roles and responsibilities for managing the waterfront in Section 5.1 of this Plan.

## A.6 What has influenced the Plan?

### Stakeholder consultations

Phase 1 consultation for the project was held during October to December 2015. Engagement with the community and stakeholders (Figures A.7 to A.9) showed widespread support for the creation of a Waterfront Plan to guide

the sustainable development and potential growth of the waterfront.

Overall, the comments and feedback received throughout the consultation phase were positive and constructive, providing insight

into priorities for development of the waterfront over time.

The key messages that emerged from the community consultation Phase I are illustrated in Figure A.10.



Figure A.7: Public forum, Oct 2015



Figure A.8: Stakeholder workshop, Oct 2015



Figure A.9: Public design workshop, Nov 2015



Figure A.10: Key messages heard during Phase I consultations

The draft Waterfront Plan was released on 1 September 2016, and Phase II consultations officially commenced. The purpose of these consultations was to give relevant stakeholders and the general community the opportunity to provide feedback on the draft Waterfront Plan. Specific feedback was also

sought on the proposed strategies, policies and initiatives contained in the draft Plan.

A series of stakeholder meetings, open forums and pop-up events were held in September 2016 (Figures A.11 to A.13). The Project Unit received 28 formal submissions and

a multitude of informal feedback. The community was kept informed via the Project's website, Facebook page and stakeholder email list.

The key messages that emerged from the community consultation Phase II are illustrated in Figure A.14.



Figure A.11: Teuila Festival display, Sep 2016



Figure A.12: Design workshop, Sep 2016



Figure A.13: Stakeholder meeting, Sep 2016



Figure A.14: Key messages heard during Phase II consultations

## Technical investigations

Some of the challenges and opportunities raised by the community required technical investigations. Local Government New Zealand advisers have assisted the Project Unit to undertake further investigations (Figure A.15).

These include:

- Water Quality Testing (December 2015-ongoing) – to inform the Project Unit on the baseline water quality at specific areas along the waterfront, helping to identify potential locations for coastal infrastructure (Figure A.16).
- Movement and Access Study (February 2016) – identified traffic, parking and movement issues.
- Safety audit (February 2016) – identified public safety issues along the waterfront and how to resolve them.
- Coastal Infrastructure Feasibility Assessment (April 2016) – identified potential locations and feasibility of coastal activities such as beaches and tide steps to access the water.

Further technical investigations will need to be conducted as noted in Part 5 of this Plan.



Figure A.15: LGNZ advisers working with the project unit



Figure A.16: LGNZ adviser working with PUMA staff to collect water samples

Feedback from consultations and technical studies identified the following key issues that exist for the entire waterfront. These waterfront-

wide issues are addressed in the strategies contained in Part 3 of this Plan.



Existing infrastructure limits continuous access through the waterfront. Connectivity needs to be improved



Relevant agencies, local community groups and private sector need to work collaboratively to control littering



Need to create more child-friendly spaces for family use



Improved lighting will be installed to ensure sufficient illumination for safety



Government agencies need to work together to use this Plan to coordinate responsibilities for implementation



Waterfront is not being utilised as an economically productive space - need to create more tourist attractions



The seawall, access ways and footpaths need to be redesigned to ensure accessibility for all



Drainage systems need to be redesigned to mitigate flooding with rain gardens installed where appropriate



Traffic and parking management systems need to cater for increasing amount of vehicles



# Annex B: Stakeholder List



The Project Unit and Steering Committee acknowledges the significant efforts of the following stakeholders who assisted to develop the Waterfront Plan. Many of these stakeholders contributed to both the development of the draft plan and feedback on the draft plan.

### **Government Line Agencies**

- Attorney General's Office
- Central Bank of Samoa
- Fire and Emergency Services Agency
- Land Transport Authority
- Ministry of Agriculture and Fisheries
- Ministry of Commerce, Industry and Labour
- Ministry of Communication and Information Technology
- Ministry of Education, Sport and Culture
- Ministry of Finance
- Ministry of Foreign Affairs and Trade
- Ministry of Health
- Ministry of Justice, Courts and Administration
- Ministry of Natural Resources and Environment
- Ministry of Police
- Ministry of Prime Minister and Cabinet
- Ministry of Women, Community and Social Development
- Ministry of Works, Transport and Infrastructure
- Office of the Clerk and the Legislative Assembly
- Office of the Regulator
- Samoa Tourism Authority

### **State-Owned Enterprises**

- Accident Compensation Corporation
- Electric Power Corporation
- Samoa Land Corporation
- Samoa Water Authority

### **Non Government Organisations and Special Interest Groups**

- Chamber of Commerce
- Millenia Water Sports
- Nuanua o le Alofa
- Old Courthouse Building Trust
- Paddling clubs
- Rotary Club of Apia
- Samoa Arts Council
- Small Business Enterprise Centre (SBEC)
- Samoa Conservation Society
- Samoa For Real
- Samoa Hotels Association
- Samoa National Youth Council
- Samoa Outrigger Canoes Association
- Samoa Voyaging Society
- SENESE
- Sheraton Samoa Aggie Grey's Hotel & Bungalows
- Small Business Association of Samoan Arts and Handicrafts
- Village Life Group
- Women in Business Development Inc

### **Private Sector and Businesses**

- Amanaki Hotel
- Apia Marine Services
- Aqua Samoa
- Bank of the South Pacific
- Computer Services Limited
- Digicel
- Isikuki Punivalu and Associates
- Lamana Developments
- M&J Ah Fook Ltd
- Madd Gallery
- Millenia Hotel
- Moto Samoa
- Ocean Club
- OSM Consultants
- Sails Restaurant
- Wavefront Planning

### **Community Stakeholder Groups**

- Village of Apia
- Village of Matautu
- Village of Sogi
- Village of Vaiala

### **Educational Institutions**

- National University of Samoa
- Samoa Primary School

### **Development Partners**

- New Zealand High Commission in Samoa
- Tokelau Apia Liaison Office
- United States Embassy Samoa

### **Multilateral Organisations**

- Secretariat of the Pacific Regional Environmental Programme
- United Nations Educational, Scientific and Cultural Organization (UNESCO)

### **Individuals**

Dozens of private citizens, members of the community and interested stakeholders provided valuable insight into development of this Waterfront Plan through various consultation activities, stakeholder meetings and design workshops.



# Annex C: Development Process



The Government of Samoa would like to encourage potential developers to invest in the waterfront of Apia. As such, the Steering Committee and Project Unit will ensure that the development approvals process for

proposed developments along the waterfront is as efficient as possible. Figure C.1 is a flow chart outlining a streamlined process for the review and consideration of development proposals in the waterfront area.

Potential investors and developers will be requested to complete the template shown at Figure C.2 to ensure that all developments are aligned to the goals, strategies and policies of the Waterfront Plan.

Figure C.1: Approvals process for any proposed developments along the waterfront

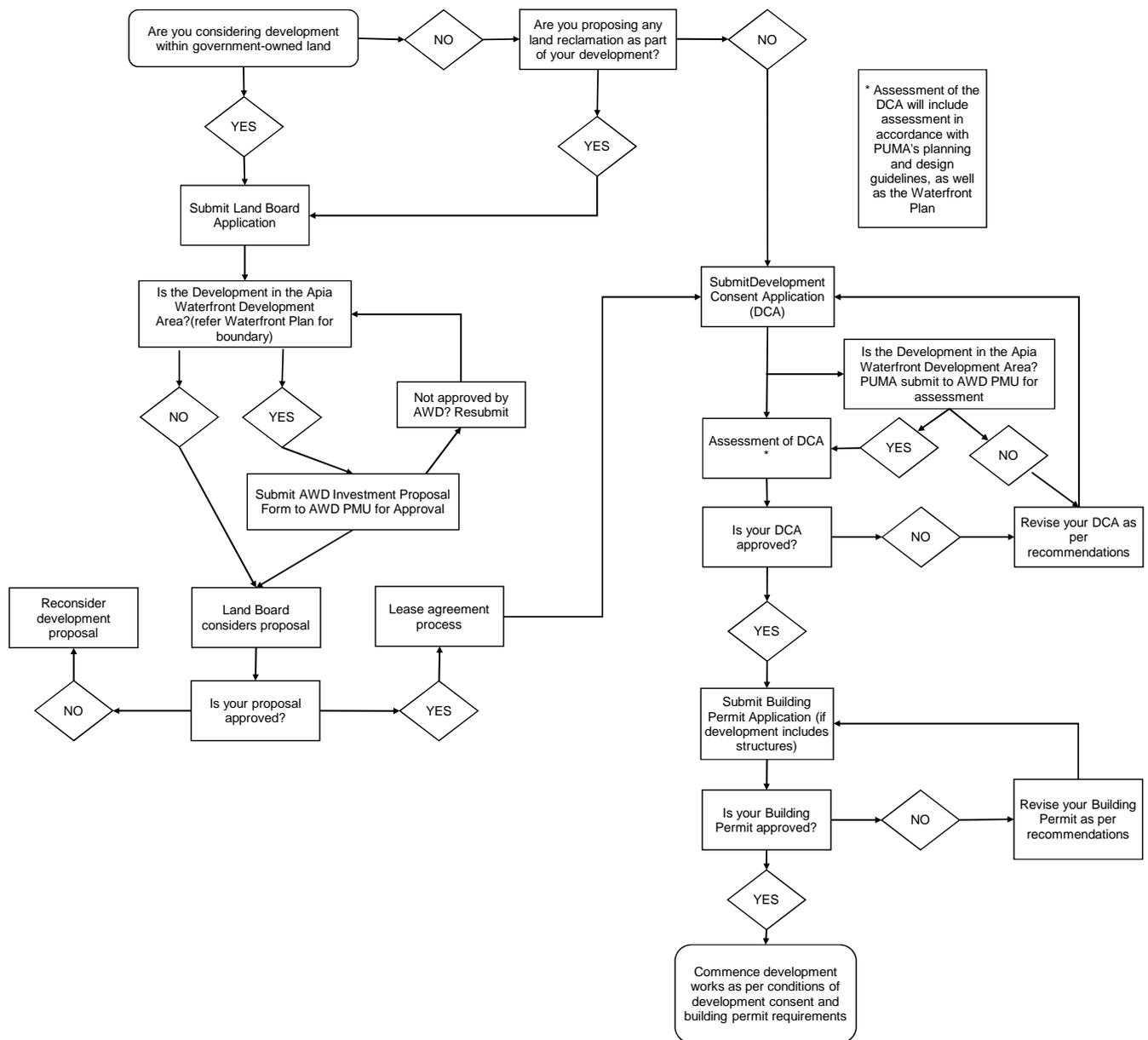


Figure C.2: Template of investment proposal for any proposed developments along the waterfront

## APIA WATERFRONT DEVELOPMENT PROJECT

**Investment Proposal**

Email to: [apiawaterfront@mnre.gov.ws](mailto:apiawaterfront@mnre.gov.ws)

Part 1_Applicant Information	
<b>Applicant name</b>	
<b>Organisation</b>	
<b>E-mail</b>	
<b>Phone</b>	
<b>Mailing address</b>	
Part 2_Proposal Information	
<b>Project description</b> Please provide brief details of the proposal including objectives, infrastructure requirements and goods/services to be offered	
<b>Site description</b> Please identify the site (if known) including location, size and legal description	
<b>Site ownership</b> Is the site (if known) government, customary or freehold land? If the applicant does not own the site, please provide details of the owner(s) and agreement by the owner(s) for the applicant to use the land (if available)	
<b>Funding considerations</b> Please summarise how the proposal is to be funded (e.g. applicant resources, bank debt, other public sector funding) and an indication of the total estimated costs	
Part 3_Waterfront Plan	
<b>Goals</b> Please briefly outline how the proposal will help to achieve the vision and five (5) goals of the Waterfront Plan	
<b>Strategies</b> Please briefly outline how the proposal will consider the ten (10) strategies of the Waterfront Plan	
Part 4_Attachments	
<b>Attachments</b> Please list any attachments included as part of this Investment Proposal e.g. concept plans, business plan, artist's impressions, photographs	

*Note: All proposed developments will need to undergo the standard Development Consent Application and Building Permit processes, and conform to all required planning and design guidelines of PUMA and MWTI. This application form is to be used for proposed investments along the waterfront only and does not replace the Development Consent Application Form.*

# Glossary

**Accessible** means having features to permit use by people of all abilities.

**Active frontages** occur when people can interact between buildings and public spaces/streets, such as building entrances, shop fronts and transparent building facades.

**Attractors** are land-use features in towns and cities that generate activity and interest from locals, visitors and tourists.

**Branding** is a marketing process undertaken to create a unique name and image for a product or project. This ensures the product or project is easily identifiable and has a consistent 'look' or 'feel'.

**Building facades** are the fronts or outer appearance of buildings.

**Climate change** refers to long-term variations in global temperature and weather patterns that are both natural and as a result of human activity.

**Coastal processes** refer to the dynamic physical processes that act to shape a coastline and its natural landforms (such as reefs and beaches) and includes processes of wave formation and breaking, nearshore currents, sediment transport, deposition and erosion. Coastal processes are important considerations in the location and design of coastal infrastructure.

**Crime Prevention Through Environmental Design (CPTED)** is an approach to deterring criminal or antisocial behaviour through the design of public spaces. Considerations include lighting, passive surveillance and building design.

**Design statements** are reports that set out, illustrate and justify the design process that has led to a development consent application.

**Development consent applications** must be lodged under the Planning and Urban Management Act 2004 to allow PUMA to assess any potential

environmental impacts that a land use, building or works may cause.

**Heritage item** means a building, site, object (e.g. monument) that possesses architectural, aesthetic, historical and/or cultural values.

**Major developments** in this Waterfront Plan refer to developments along the waterfront that have non-residential land uses.

**Mixed use development** is a type of urban development that blends residential, commercial, cultural and/or institutional uses that are physically and functionally integrated, and can be horizontally or vertically integrated.

**Open spaces** are areas in cities and towns that are parks, green spaces and other open spaces.

**Passive surveillance** refers to 'eyes on the street' whereby multiple activities and uses overlook other activities and uses. This helps to create a sense of security in streets and public spaces.

**People-oriented environment** refers to spaces in towns and cities that put people first. This means city planning that considers pedestrians (and cyclists) in all aspects of planning and design.

**Public art** is art of any form or material that has been planned and executed with the intention of being displayed in the public domain, usually outside and accessible to all.

**Public domain** refers to publicly used spaces in towns and cities including streets, plazas, parks, and public infrastructure.

**Resilience** is the capacity of a system (in this case, the waterfront's built and natural environment and community) to absorb disturbance while undergoing change so as to still retain essentially the same function, structure and identity.

**Shared zones/shared spaces** are roads or places that are shared safely by vehicles, pedestrians and cyclists. A shared space may require the removal of traffic lights, pedestrian barriers and roadside kerbs to give equal priority to all road users.

**Street furniture** refers to objects or equipment installed along the street that benefit the public e.g. street lights, public seating and rubbish bins.

**Sustainable building** is a building that ensures the quality of the environment and supply of resources is maintained and, wherever practicable, enhanced to meet user needs without compromising the needs of future generations.

**Urban design** is the collaborative and multi-disciplinary process of giving form, shape and character to groups of buildings and whole town areas. It creates outcomes and places for people with meaning and identity. It is also concerned with the environmental, economic, social and cultural consequences of design.

**Urban heat island effect** refers to the higher temperatures experienced in city and town areas due to a lack of green spaces, an increase in built form and additional human activities.

**Views** are sights or perspectives, typically of attractive natural or built environments, that can be observed from a particular place.

**Vistas** refers to long and narrow corridor views between rows of trees, landscaping or buildings. Attractive vistas help to enhance attractors and generate interest and activity.

**Walkability** is the measure of how friendly an area is to walking.

**Wayfinding** refers to information systems (such as signage) that are designed to guide people through a physical environment and enhance their experience of the space.

# Contact the Project Unit



Visit the Project Unit at the PUMA office located on the ground floor of the TATTE Building, Sogi



Email [apiawaterfront@mnre.gov.ws](mailto:apiawaterfront@mnre.gov.ws)



Mail your comments to Waterfront Project Unit, Ministry of Natural Resources and Environment, Private Bag Apia, Samoa



Call the Waterfront Project Unit on 67200



Visit [www.apiawaterfront.ws](http://www.apiawaterfront.ws) to find out more information about the project



*Artist's impression of future Savalalo Market area*

