

PacificTA

LOCAL GOVERNMENT NEW ZEALAND TECHNICAL ASSISTANCE FACILITY



Samoa

Apia Waterfront Development

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This report has been prepared for the Ministry of Natural Resources and Environment – PUMA, to support the Apia Waterfront Development. It has been prepared by Phil Wilson, Rod Marler, John Duguid, of Auckland Council and Iain Dawe, Greater Wellington Regional Council after an assignment under the Pacific Technical Assistance Programme in April 2014.

This report is the opinion of the authors and developed after discussions with stakeholders and site visits. It should be used in conjunction with other reports and information and does not necessarily reflect the views of Local Government New Zealand or the Ministry of Foreign Affairs and Trade.

1. Introduction

Following the Samoan Prime Minister's visit to Auckland's waterfront in June 2013, a scoping visit has been undertaken by New Zealand local government to ascertain the scale of the Apia waterfront opportunity as well as suggesting a process to identify, prioritise and potentially deliver strategic initiatives that will unlock the waterfront's potential.

So while this report suggests a number of prerequisite measures and "quick wins" – those being practical and affordable interventions that can get the ball rolling with waterfront development, it is not in itself the clear strategy Apia must have as an early goal. The report does however consider and offer advice about how to go about this. Finally, it discusses the ongoing commitment of New Zealand interests to supporting and guiding waterfront development work.

The scoping visit was made possible through the Technical Assistance Fund of the NZ Ministry of Foreign Affairs administered through Local Government New Zealand. The fund enables expertise to be deployed from within Local Government Organisations – in this case from Auckland Council, Waterfront Auckland (a Council controlled development company) and Wellington Regional Council.

2. Vision and goals: A Unique, Samoan Waterfront Experience

Cities worldwide are appreciating their waterfronts as vibrant contributors to both community and economic well-being. Cities are turning to their waterfronts to provide authentic experiences that are unique to their particular location. Samoa's waterfront is no different, with a rich social and economic history that links the people to the sea. However, to realise the full potential of this unique asset, a powerful vision, backed by clear goals to deliver the vision are required. These goals might include:

- a) The working waterfront (port and fishing industries)
- b) The sustainable waterfront (infrastructure and community sustainability)
- c) The connected waterfront (direct access to the water and along the waterfront, technology such as Wi-Fi)
- d) The liveable waterfront (the community and their stories, culture & heritage)
- e) The public waterfront (safe and people friendly, events and activation)

Projects and initiatives can be assessed on their ability to deliver on each of the agreed goals, ensuring that the vision remains intact and that the resultant outcomes reflect the desires of the community as a whole.

Samoa, as with other Pacific nations, faces particular environmental challenges with semi-regular severe weather events and a risk of sea level rise. Alongside culturally appropriate place-shaping and economic development objectives therefore, an appropriate waterfront development vision for Apia is one also anchored in resilience and sustainability.

Tourism

Tourism deserves special mention in relation to the Apia waterfront. In simple terms, tourists gravitate to places that allow them to experience local people going about their normal lives. It is very true that perceived safety, a clean and tidy environment, activities, shopping and hospitality opportunities and so forth all play a part in establishing a viable tourist experience and need to be incorporated in development plans. But more fundamentally, if the strategy can deliver an environment which attracts local people back to the waterfront to walk, swim, shop, play, and do business, and particularly if this happens in a unique, culturally authentic manner, then tourists will also come.

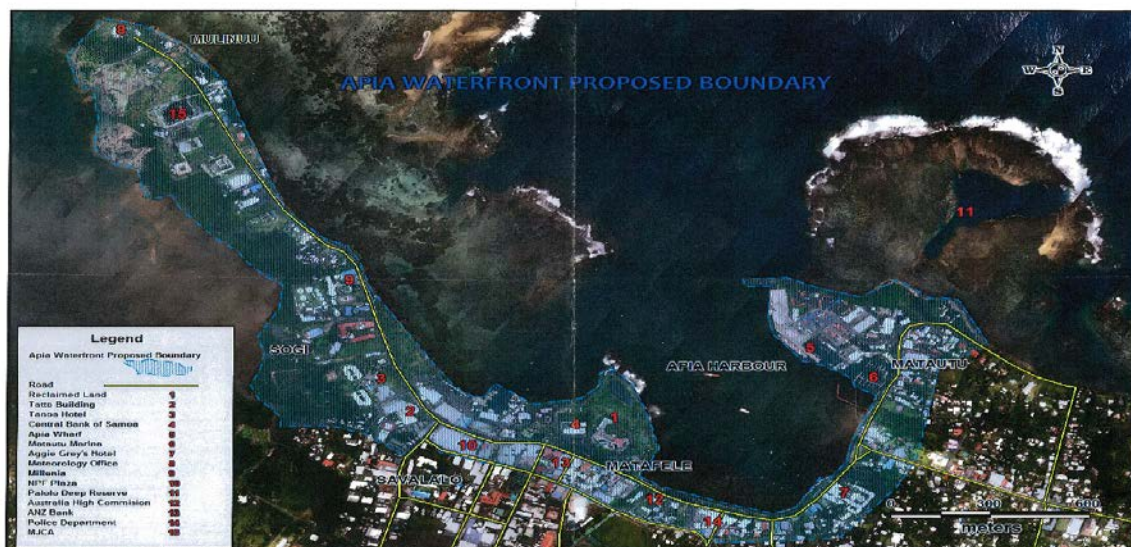
Other studies (including a draft report by Craig Wilson in April 2014 for the Samoa Tourism Support Programme) have rightly identified the substantial benefits tourism offers Samoa in terms of economic development. In the Wilson report, economic benefits were reflected strongly within criteria used to assess the merit of options for investment. The Apia waterfront was determined to be the strongest candidate for support amongst 23 options for spending on tourism infrastructure.

Currently, the tourism opportunity is not being realised and the lost opportunity in terms of GDP growth is significant. While further work would be required to quantify the net benefit in tourism earnings from a waterfront strategy and from specific investments represented within it¹, many of the practical suggestions made in this report are very likely to drive a net positive gain in tourism earnings over time. The suggested quick wins in particular are likely to be quite cost effective and reasonably easily implemented.

Scope of Waterfront Development

For practical reasons, there is a requirement to establish the geographical boundaries for a waterfront strategy and development area. The scoping visit established a working basis which extended from the area immediately to the west of the Port to the tip the Mulinu'u Peninsula and one block back from Beach Road.

It is suggested that this area also be used as the basis for future development of a strategy; it is comprehensive enough to ensure integrated planning of the waterfront and the adjacent CBD as well as providing enough clarity for accountability purposes once implementation activity is underway. The physical area is confirmed in the following image:



¹ This is a discipline that should be applied to all projects seeking funding in any event.

3. Development model

An appropriate development model for the Apia waterfront is one that:

- Reflects community aspirations and engages very actively with political, business and community stakeholders.
- Is focused and seamless from a governance standpoint and which reinforces clear accountability and responsibility for progress.
- Leverages investment from a range of parties – including the private sector.

Community Involvement

Critical to ensuring that the outcomes are prioritised and sustainable over the long term, is the early and ongoing engagement with the community. Delivering on the aspirations of the residential, business and surrounding communities for the waterfront will ensure continued support and community buy-in. This is particularly the case with new ideas and new business opportunities.

The community must feel that it has a strong place in the process.

Leveraging Private Investment

Globally, city waterfronts are the subject of substantial investment – reflecting a growing awareness of their importance as vibrant economic and social hubs. But waterfront development can also be very expensive and Government will find that there is an ongoing tension between aspirations, funding and timeframes for implementation. This is particularly true where the opportunity for private sector investment is limited and the principle responsibility for funding rests with Government.

By being strategic and creating opportunities for commercial interests to invest alongside or jointly with Government, complementary private development can be enabled and the waterfront plan can take shape more quickly than would otherwise be the case. This occurs through measures such as Government investment in the public realm (including through foreign aid mechanisms) in relation to infrastructure, public open space and through concessions with leases and regulatory matters.

4. Waterfront Strategy - Governance and Management

Waterfront (re)development represents a complex, long term, resource-hungry challenge that requires strong leadership and coordination of the multiple stakeholders and perspectives involved. To maintain focus and momentum and to keep faith with the intent of a vision for the waterfront over time, we would ideally see governance and management arrangements which had the following characteristics:

- High level political engagement and sponsorship.
- Purpose built governance and management structures with clear, singular focus
- The waterfront strategy translated into clear implementation priorities through performance objectives, roles and accountabilities.
- Dedicated resources both in terms of staffing and capital and operational budgets.

- Authority to coordinate other resources and interests that have a bearing on waterfront outcomes.
- Means of involving key stakeholders

That said, the Authors observed a very positive level of leadership, relevant technical skills, understanding and commitment within existing structures. Consequently, it is suggested that in the short to medium term – and particularly during the initial phase of waterfront strategy development and the identification of short term objectives and resourcing, an interim arrangement for governance and management will suffice. And it may be that it proves sustainable in the longer term.

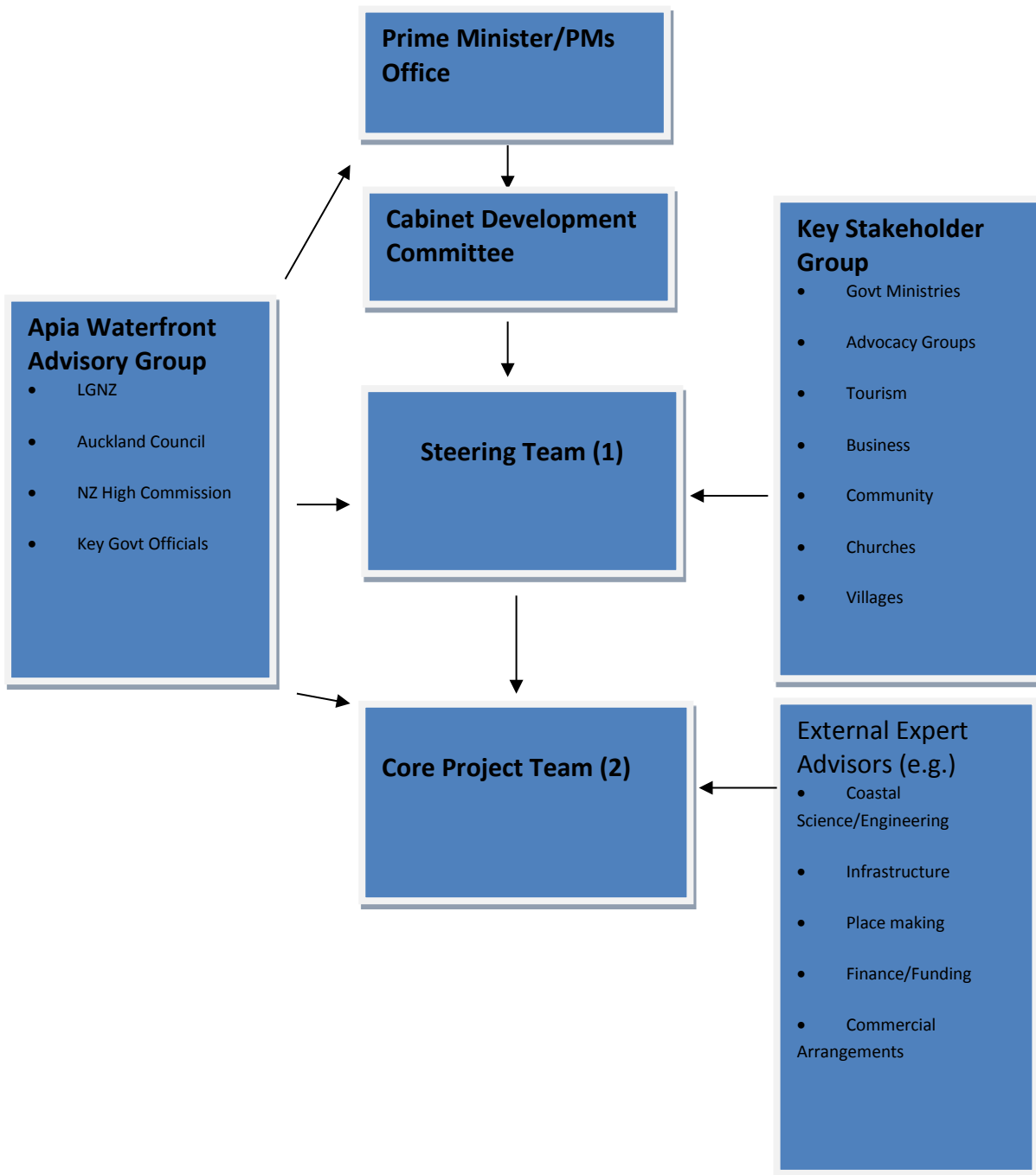
In simple terms, this would see:

- Political Sponsorship from the Prime Minister or a senior minister appointed for this purpose.
- Use of the Cabinet Development Committee as a mechanism for approving the waterfront development strategy and resolving significant stakeholder and resourcing issues.
- Establishment of a steering team comprising executive leadership from within relevant Government Agencies.
- Resourcing and project leadership from within MNRE/PUMA and with active support from the Samoan Tourism Agency (STA).
- Appointment of an appropriately qualified person to lead implementation of the strategy. That person should have an ability to commit the bulk of their time to the driving the strategy and not have major competing demands.
- Establishment of a dedicated/ring-fenced budget.

In addition, and to support the ongoing community and stakeholder engagement process and provide ongoing direction to the PUMA and MNRE teams, it is suggested that an Apia Waterfront Advisory Group be established.

A Waterfront Advisory Group could include representatives of the Samoan government ministries, key agencies and community groups (perhaps 12 people in total) together with members of the LGNZ and Auckland Council visiting team. The group would “champion” the agreed vision and goals and serve as a reference point where new initiatives could be assessed and prioritised. This will also ensure the sustainability of the vision and outcomes.

The above recommendations are reflected in the following diagram:



Note 1: Steering Team comprises Key Government CEOs or Delegates. The Steering Team “owns” the agreed vision, strategy and plan for Apia Waterfront, gives direction as necessary to the Project Team, resolves conflicts and issues and supports work with appropriate resources.

Note 2: Project Team comprises officials and contracted resources with direct accountability for developing and implementing the Waterfront Plan and Strategy. MNRE and PUMA will be central to this work.

5. Issues and Themes

The New Zealand project team met with a wide variety of stakeholders with a strong interest in the waterfront and a number of clear themes became apparent during the course of the week.

The following is a summary of the key themes.

- a) Build on existing successful elements - There are many existing positive aspects of the waterfront and concern was raised by some that this could be lost if the focus was on completely changing the waterfront. The words “authentic” and “Samoaan ethos” were used to describe what people wanted to see incorporated in any development. Examples include the black sand beach at Vaisingano River mouth, the fishing fleet and adjacent market, the tombs of Chiefs on the Mulinu’u Peninsula as well as many other features.

There are many examples around the world where places have undergone a redevelopment process and lost the very features that made people want to come there in the first place. There are also some very successful examples where investment and redevelopment has occurred in a way that reflects the character and identity of the place and its people. An approach of this nature is key to the success of any redevelopment initiative for the Apia waterfront and should therefore be a guiding decision making principle.

- b) Respect the history and culture of Apia - The waterfront area has a long history of human occupation, some of which remains visible and some of which is reflected in an ongoing cultural connection to the area. A number of stakeholders spoke of the importance of the physical elements that remain, for example the Old Courthouse, the various church buildings, the clock tower and the tombs of the deceased chiefs.

Retaining elements from the past should play an important part of any redevelopment of the waterfront. The Old Courthouse is in a state of disrepair, the extent of which places the building under a serious threat. It is potentially only a matter of a year or so before the challenge of restoring the building will become extremely difficult.

- c) Create places for community - A number of stakeholders spoke about the waterfront being used as a place for the community of Apia to get together. A number of annual events such as the Teuila Festival were mentioned.

Other activities such as rugby (in front of the Government Buildings) and walking along the sea wall were also mentioned. A number of stakeholders agreed that there could be more on offer to attract people to the waterfront.

- d) Improve the experience of walking along the waterfront - The walk along the waterfront provides a great opportunity to take in the views, get close to the water, keep fit, experience events such as the va’a ama racing, or to simply take the breeze. This was mentioned by a number of stakeholders. There is considerable opportunity to improve this experience.

Successful waterfront redevelopment projects create an environment that encourages people to move from one part of the waterfront to another. Providing a series of quality destinations and safe and attractive public areas are the key ingredients. The waterfront edge is discussed again in the “quick wins” section of the report.

- e) Improve access to the water - A number of stakeholders spoke of the need to improve access across the sea wall to the water.

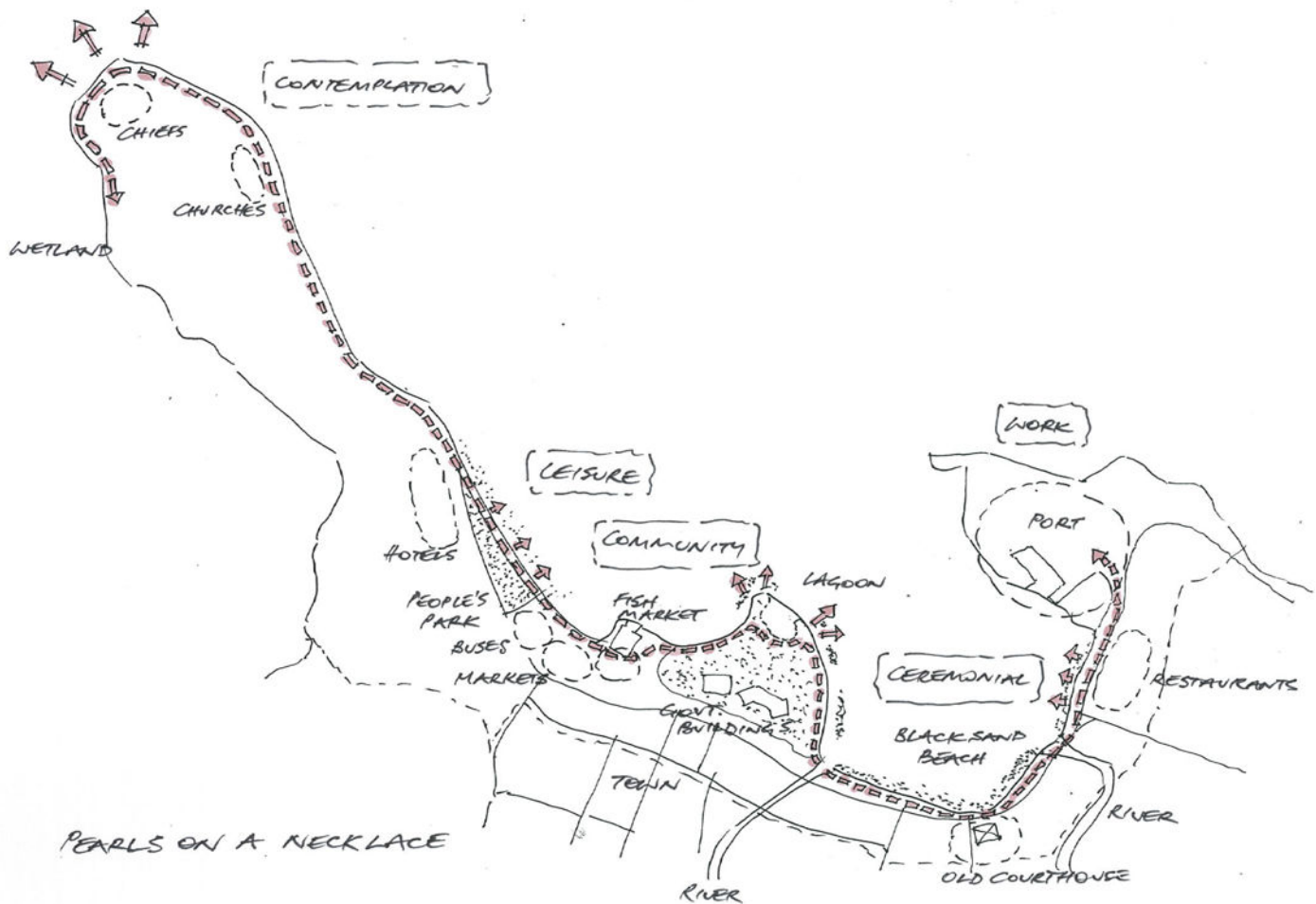
The sea wall is clearly an essential feature of the waterfront. Without it, Apia would suffer considerable flooding from the sea. The construction of the wall has, however, imposed a barrier between the town and the sea. Many stakeholders spoke about swimming in Apia Harbour or off the Mulinu Peninsula, and noted that far fewer people do this today.

Various ideas were proposed, including the creation of a new beach or beaches by bringing sand from other parts of Upolu and incorporating engineering structures to ensure the sand remains in place. The potential development of a beach in the vicinity of the Government Buildings was also raised. Improving access to the water is essential to people's use of the area.

- f) Retain the fish market and fishing fleet - Stakeholders also spoke about the importance of the fish market and associated fishing fleet. This is clearly a fundamental component of the waterfront. While important to the community of Apia as a place to buy fresh seafood, it also serves as a point of interest for visitors. Opportunities exist to expand the existing fish market to incorporate separate cooking and eating areas.
- g) Flooding - Flooding was an issue that was raised at almost every stakeholder meeting. There were two key aspects to this; flooding within the vicinity of the Vaisingano and Mulivai Rivers, and flooding within the commercial parts of the town centre.

6. Emerging Ideas

It is suggested that the waterfront plan and strategy explore an overarching “pearls on a necklace” concept that serves to tie together a number of different elements of the waterfront – each being important in its own right, but collectively creating an integrated and coherent whole. This is diagrammatically reflected below:



Specific Elements

Following the visit and the discussions with stakeholders, there are some emerging initiatives that could be tested with the community for validity and prioritisation. These include:

- a) Apia Seawalk – the 3.5k continuous “necklace” linking the waterfront activities (lit at night) – opportunity to tell the waterfront “stories” with interpretive signage.
- b) Apia Lagoon – a new sheltered man-made white sand beach providing va’a ama launching and a family and tourist attraction).
- c) Apia Peoples Park – adjacent to the markets, bus stop and hotels – the gathering place.
- d) Apia Markets – fresh fish, fresh produce, crafts – authentic activity on the waterfront.
- e) Apia Working Waterfront –public access to the fishing basin and cruise terminal.
- f) Apia Arts & Culture Precinct – centred on the adaptively-reused Old Court House building.
- g) Apia Laneways – open up the existing walkways and service lanes to “stitch” the town to the waterfront.
- h) Apia Hospitality –unlock the opportunity to link hotels and restaurants to the waterfront.

Amongst these emerging ideas, there are a number of opportunities that, with minimal capital outlay, could be unlocked to realise the full potential of an already rich and vibrant waterfront experience.

These opportunities centre on the community and the daily activities that naturally activate the waterfront including:

- the port and the cruise and shipping industries;
- the fishing basin and markets which serve the local and island community (this is the only fishing harbour and market on the island) as well as driving the second-largest export earner after tourism; the local fresh food and produce market;
- the islands town bus terminus;
- numerous food and beverage businesses;
- most of the town’s hotels; the town parks and beaches; and
- the children’s playground.

Linking these activities together in a seamless, easily accessible manner, would create an authentic waterfront experience enjoyed by locals and visitors alike.

Waterfront redevelopment projects are typically undertaken in stages over many years. Key to building the initial momentum however, is the implementation of some “quick wins” at the outset of the project. “Quick wins” are usually relatively inexpensive and able to be carried out in a short period of time without a great deal of disruption. On this basis, the following is a short list of some potential quick wins for Apia.

7. Short term quick wins

7.1 The Apia Sea Walk - a 3.5km continuous “necklace” linking the waterfront activities and using this opportunity to tell the waterfront stories.

A series of interpretive signs could be installed along the waterfront identifying the route and describing the various destinations along the way (e.g. the heritage buildings such as the Old Courthouse and churches, the Samoan Cultural Centre, the fish market, restaurants, the tombs of the chiefs and out to the end of the Mulinu’u Peninsula).

Promotional material (or updating existing material) to highlight the walk along the waterfront and the various destinations along the way could also be developed.



Waterfront lighting, Wellington, New Zealand

Installing new lights along the sea wall and other parts of the waterfront would improve safety and use of the wall as a walking route day and night. The lighting should be designed to make a feature of the sea wall and be vandal proof.

The wall appeared to be in relatively good condition; however some areas are in need of repair. Given the length of the waterfront it may need to be developed in stages.

7.2 Apia Peoples Park – the gathering place

The existing waterfront provides very little in the way of attractions for children. A new children’s playground could be installed in the reserve area next to the bus station. This location is much more visible and therefore less likely to be a target for vandalism.

One of the most successful aspects of waterfront redevelopment projects in Wellington and Auckland has been the introduction of high quality children’s playgrounds. With children come parents and grandparents and before long, the area is alive with people. This creates opportunities for private investment in the area.



Waterfront playground, Wellington, New Zealand

7.3 Apia Festivals

In addition to the built initiatives, a regular calendar of events would reignite and activate the waterfront and bring the community and visitors together. These historic festivals include the Flower Gala; the Teuila Festival; Aloe Paopao Canoe festival; Palolo Marine festival and others.

8. Medium to longer term

8.1 Improved access to the water

Constructing tidal steps will encourage people to walk down and into the water or to simply sit and watch the tide come in or go out. There are constraints regarding the installation of these structures including wave exposure, tidal currents and water depth and require further investigation before any final decisions can be made (see Section 8.2).



Wellington waterfront has also attached diving platforms to the wharf structures for the more athletic of the city’s residents to use. Projecting one or two piers or jetties out from the Apia sea wall, with places for people to sit, fish or jump into the water could also be explored to improve access to the water.

“Tidal steps”, Auckland, New Zealand

Renourishment of the beach at the Vaisingano River mouth also has the potential to be a cost effective attraction for locals and visitors. This is discussed in more detail in Section 8.1.

A storm surge and extreme sea level risk analysis for Apia was undertaken recently by the Pacific-Australia climate change science and adaptation planning program. This information could be used as the basis for the engineering designs and locations. The steps can be pre-cast and designed to sit into the wall, speeding up the installation process.

8.2 Create a launch and storage facility for the va'a ama

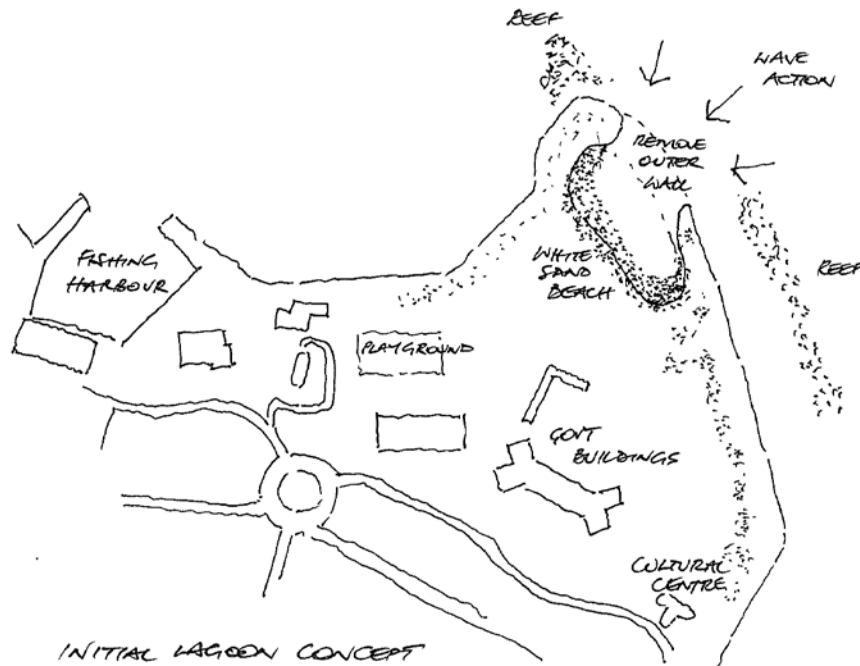
It is evident that va'a ama training and racing has a significant role in the ethos of community activities in Apia. Improving access for launching va'a ama with a dedicated ramp, and ideally a storage facility, would provide considerable benefits for the va'a ama users and other users of the waterfront alike. One stakeholder described the entire waterfront area as an amphitheatre during the events.

At present, the boats need to be hauled over the large rocks that form part of the sea wall, and have no dedicated storage area. Improving this access with a dedicated ramp, and ideally creating a storage facility, would provide considerable benefit for the va'a ama users. Whether the existing location at the Port is the



Dragon Boat launch and storage area, Wellington, New Zealand.

most suitable location would need further discussion. One possibility, which has the additional benefit of cleaning up an existing problem, is configuring the existing lagoon/stage area on the reclaimed land to the north of the central bank. In this scenario, it might be opened up to tidal flows, re-sanded and have an embankment built around its perimeter for flood protection purposes. The Authors are careful to point out that this requires further research to establish whether it will be durable in terms of weather events and erosion as discussed elsewhere in this report (at 9.5).



8.3 Dog Control

We are also aware that a strategy is in place for addressing the problem of stray dogs. This will be beneficial for improving the waterfront environment for people.

8.4 Summary Comment on Specific Initiatives

Many of these initiatives will have the ability to be self-funding with others creating new business opportunities for example guided walks along the waterfront and bike hire for cruise passengers.

Clearly a comprehensive Waterfront Strategy might comprise further and more substantial initiatives. As discussed in Section 6 of this report, these will likely have scientific, environmental, and funding and implementation challenges that necessitate special consideration and longer timeframes. With sustained focus on an agreed vision over time, this should not be seen as a problem.

9. Coastal Protection, Enhancements and Further Technical Studies

9.1 Development of the Apia Shoreline

Beaches and swimming areas are recreational assets to towns and their communities. The Apia waterfront is in a prime position to attract visitors and locals alike with some carefully planned connections to the sea, and beach construction or nourishment projects.

Historically there were a series of small beaches around the Apia shoreline but, due to a combination of reclamation, sand extraction and construction of the seawall, these have gradually been lost. These changes now embody important hazard mitigation and development assets for Apia and the Samoan government. The seawall provides protection from coastal flooding and erosion from storm surges, cyclone events, extreme tides and high waves and increasingly, sea level rise that will continue to occur on top of these dynamic annual events. Currently global sea level is increasing at 3.1 mm/yr and has probably already started to have an impact on Apia as it has been rising globally for over 150 years. These hazards present risks that will need to be managed in any current and future development plans for Apia. Despite these risks and limitations, there are still opportunities along the Apia waterfront to open up pedestrian access and provide 'wet connections' to the sea, including:

- Direct public access to the water
- Restoration of a sandy beach
- Construction of a sheltered swimming beach and lagoon
- Safe va'a ama storage and launching area

9.2 Opening up of public access to the water

The most effective way to achieve this is with step structures – 'tide steps' – that can maintain the integrity of the defence function of the seawall, whilst providing access and seating. There will be constraints regarding the installation of these structures such as, wave exposure, tidal currents and water depth.

A coastal engineer will be required to provide advice on how they may be best designed and located but possible locations include off beach road, near the old Court House building; the seaward facing stretch of wall in front of the artificial pond; adjacent the fishing basin, in front of the bus terminal area or at the base of the Mulin'u Peninsula.

9.3 Restoration of a sandy beach

During the many conversations that were had with the team in Apia, there were fond historical recollections of locals spending time in the evenings swimming, surfing and spending time on the 'black sand' beach that existed around the Vaisingano River mouth.

The River supplies the fresh sand to the shoreline that enables a beach to exist. Following cyclone Evan and the floods in 2012, a large pulse of sand was deposited at the river mouth. This led to the suggestion that sand extraction activities should stop to allow the beach to build up again as it had in the past. Since the cessation of sand extraction the beach has slowly grown seaward around the shoreline.

Because a beach has existed here naturally in the past, it is possible to retain it again. However it must be expected that due to natural processes, any beach here will be dynamic with times when storm events will result in erosion of the beach. There will be additional impacts from the seawall during high seas (wave reflection and scouring), but these impacts can be managed.

Large piles of sand were also observed to be sitting on the shore from where the mouth had been dredged to maintain water flow. Contouring and shaping this sand along the shoreline to prevent it being lost into deeper water during storm events and speed up the natural process of sediment transport along the shore will aid the enhancement a natural sand beach. This will provide additional benefits of protecting the seawall by absorbing day to day wave activity.

Concerns were expressed during consultation that allowing a beach to build up in the area may impede the drainage of flood waters from the Vaisingano River. The experience from similar river types in New Zealand is that generally a river of this size will maintain a flowing connection to the sea. However, this can be managed with a mouth cutting plan that balances the economic costs of dredging the river mouth with the river processes that attempt to keep the river mouth open naturally.

The Vaisingano River has the biggest catchment on Upolu and for this reason it presents a flood hazard to communities in Apia. Any flood protection scheme will need to consider the effects this may have on the supply of sediment to the shoreline or the direct impact works may have on the newly reforming beach.

9.4 Construction of a sheltered swimming beach and lagoon

There is also the potential to restore an area of the waterfront back to the sea through the construction of an artificial beach and lagoon system. One possible place to do this is in the small pond that was left after the removal of a ship wreck on the reclaimed land in front of the government buildings. This would require removal of the seawall in front of the pond and a new protection structure built behind the lagoon and beach. This is to allow sufficient wave and tidal activity into the lagoon, whilst protecting the CBD from coastal flooding.

Thorough analysis of the wave and current conditions is required before any such development is considered.

There are certain characteristics that beaches need to work and be attractive to people, including:

- High bathing water quality that is clean and clear
- Wave activity to maintain and shape the beach
- Tidal flushing to keep good water circulation and prevent stagnant areas
- A good supply of sediment of the right size grade and colour
- Sufficient water depth for swimming

Bathing water quality

A swimming beach needs to have high water quality that is free of contamination and clear of fine sediments so that it is not murky. There will be times during floods and storms when it is unavoidable that water quality dips, but at all other times the water must have excellent quality if it is to attract people and ensure public health.

The main source of possible contaminants is the Vaisingano and Mulivai Rivers. It will be necessary to have a water quality testing programme for these rivers and the inner harbour to assess if any actions are required to improve water quality. Once this testing programme is completed, the bathing water quality at the beach should also be regularly tested and a system established to alert people if the bathing water quality drops below standard. A similar programme should be established for the bathing beach at the Vaisingano River mouth.

Wave activity

Whilst it is important to have a sheltered and safe swimming area for families and young children, it is also important that it is not overly sheltered. Some wave activity is required to naturally shape and maintain the form of the beach and prevent the area becoming a muddy tidal flat, like those at the head of Mulinu'u Bay. This is a risk inside coral lagoons that are naturally sheltered.

Tidal flushing

To ensure water does not become stagnant and no dead areas develop in a lagoon it is vital to have good tidal flushing. It is also important to ensure that any inlet design does not generate strong currents that could endanger swimmers in the lagoon. These aspects need to be calculated with specific coastal engineering design that controls for the correct width and depth of the channel to the volume of water in the lagoon.

This requires an understanding of the tidal and wave dynamics of the inner harbour, and will require numerical modelling.

Sand Supply

Any artificial beach construction will require a local source of good grade 'white' coral sand. The sand needs to be of sufficient volume for the initial beach nourishment and any ongoing topping up of the sand as the beach settles in. The sand has to be coarse enough to remain on the beach and not be washed off-shore, but not too large and angular to be unpleasant to walk or sit on. This sand must be sustainably sourced because previous sand mining activities in the lagoon and on beaches around Upolu have been implicated in coastal erosion in those areas.

This will require an assessment of environmental effects at potential sand mining sites in order to choose the best site.

Water depth

A suitable water depth is required to enable swimming, but the near-shore gradient, that is, the section of beach under the water, needs to be sloped at a safe angle into deeper water without sudden drop-offs to create a safe swimming beach for children. For swimming safety, surf life guards could be employed during busy periods.

9.5 Safe va'a ama storage and launching area

One possible use for a lagoon will be to provide a safe storage and launching area for va'a ama . The lagoon will require an open channel with sufficient water depth to allow tidal flushing and this could also serve as a channel to launch va'a ama into the harbour. Another possible location for a va'a ama storage area is at the marina.

9.6 Summary of Coastal Enhancements and Opportunities

There are a number of opportunities along the Apia waterfront to open up access to the water through a combination of beach nourishment, construction of tide steps, provision of storage and launching areas and possible development of an artificial swimming beach and lagoon.

These ideas all require sound engineering design and investigation to take into account coastal hazard risks and underpinned with scientific assessments of the wave and current dynamics in the Harbour.

A number of scientific studies have already been conducted that can provide some background information, but there will need to be numerical modelling of the Harbour to aid the design and construction of an artificial beach and lagoon.

10. Phasing and next steps

Please note the following represents an initial proposal and is subject to further discussion before being confirmed.

10.1 High Level Phasing

The waterfront strategy which is ultimately delivered needs to be viewed as a long term ambition. Implementation will require sustained focus over at least ten years because of budget constraints and competing Government and private sector priorities. In broad terms, it is recommended that people think in terms of the following high level phasing:

- Year one** **Establish Core Project Team**
- Finalisation of strategy and community engagement plan.
- Establishment of interim governance and management structures.
- Establishment of initial budget
- Delivery of Waterfront Strategy and Plan
- First quick-wins
- Year two** Refinement of governance and management structures as necessary, detailed project planning (including prioritisation of specific initiatives and related business cases for funding)
- Work on Funding and third party investment approaches
- Development of three to five year budget
- Further quick wins
- Year three to four**
- Construction / implementation – phase one
- Years five to ten**
- Construction / implementation – phase two

10.2 Immediate Next Steps

<ol style="list-style-type: none"> 1. Finalise, present and socialise this Report 2. Prepare and gain approval for phase 2 technical assistance fund to enable ongoing LGNZ support. 	May
<ol style="list-style-type: none"> 3. Develop detailed six month action plan 4. Agree governance model that establishes mandate, roles and responsibilities, including the formation of the Apia Waterfront Advisory Group. Gain Ministry of Finance Approval. 5. Submit overall planning for CDC/Cabinet approval 	June/July
<ol style="list-style-type: none"> 6. Establish clear project management structure with specific budget, roles and accountabilities 	June/July
<ol style="list-style-type: none"> 7. Agree terms of reference and resourcing requirements for strategy development work 8. Establish Core Project Team 9. Key Government Officials to visit Auckland Council <ol style="list-style-type: none"> a) Short visit of senior officials (and potentially accountable Ministers) for purpose of understanding planning, funding, development management and governance processes. This may include MNRE/PUMA, Ministry of Finance, Samoa Tourism Authority and others. b) Core project team from PUMA/MNRE and other critical stakeholders to work in Waterfront Auckland’s office for (up 	July/August

to) a month to visit exemplar projects and develop a concept plan to enable commencement of consultation with the Apia community and key stakeholders	
10. PUMA/MNRE lead a series of community and stakeholder engagement meetings and record attendees and agreed outcomes	June/August
11. Incorporate the feedback from the consultation process into the concept plan to develop a Waterfront Plan – a strategic document that outlines the vision, goals, strategies and initiatives	September/October
12. Develop a Waterfront Implementation Strategy in parallel with the Waterfront Plan that outlines how each of the agreed initiatives will be delivered including timing, funding, dependencies and responsibilities	October/November
13. Consult with the community and key stakeholders to endorse the Waterfront Plan and the Waterfront Implementation Strategy	November/December

Appendix 1: Research and Engagement Process

(For development of this scoping report)

During a week-long visit in late February 2014, a total of 22 meetings were held with key stakeholder groups to exchange ideas and knowledge and to develop key relationships, critical to the development of a comprehensive and holistic approach. Those stakeholders included:

1. New Zealand High Commission
2. Government ministries including
 - a. Ministry of Natural Resources & Environment (MNRE)
 - b. Planning & Urban Management Agency (PUMA)
 - c. Ministry of Finance
 - d. Ministry of Education, Sport & Culture
 - e. Ministry of Agriculture & Fisheries
3. Agencies including:
 - a. Samoa Tourism Authority
 - b. Samoa Hotels Association
 - c. Samoa Land Corporation
 - d. Samoa Ports Authority
 - e. Utility (infrastructure) providers
4. Community Groups including:
 - a. Village Leaders
 - b. Land Owners/Developers
 - c. Ministers of the Church

Subsequently, meetings have been held with the Prime Minister of Samoa and dialogue has been ongoing with particularly the New Zealand High Commission and the Planning and Urban Management Agency (PUMA).

Appendix 2 : High Level Timeline



Vision

PUMA representatives to Auckland and Wellington to work on establishing goals and develop initial concept for waterfront (7 – 10 working days). MNRE to join PUMA to finalise goals and concept.

PUMA/MNRE begin stakeholder and community consultation (may require some NZ team assistance).

Waterfront concept presented for sign-off and budgeting.

Auckland to Samoa to present draft report to PM and discuss with PUMA

PUMA and MNRE reach agreement on report scope and governance structure and sign-off

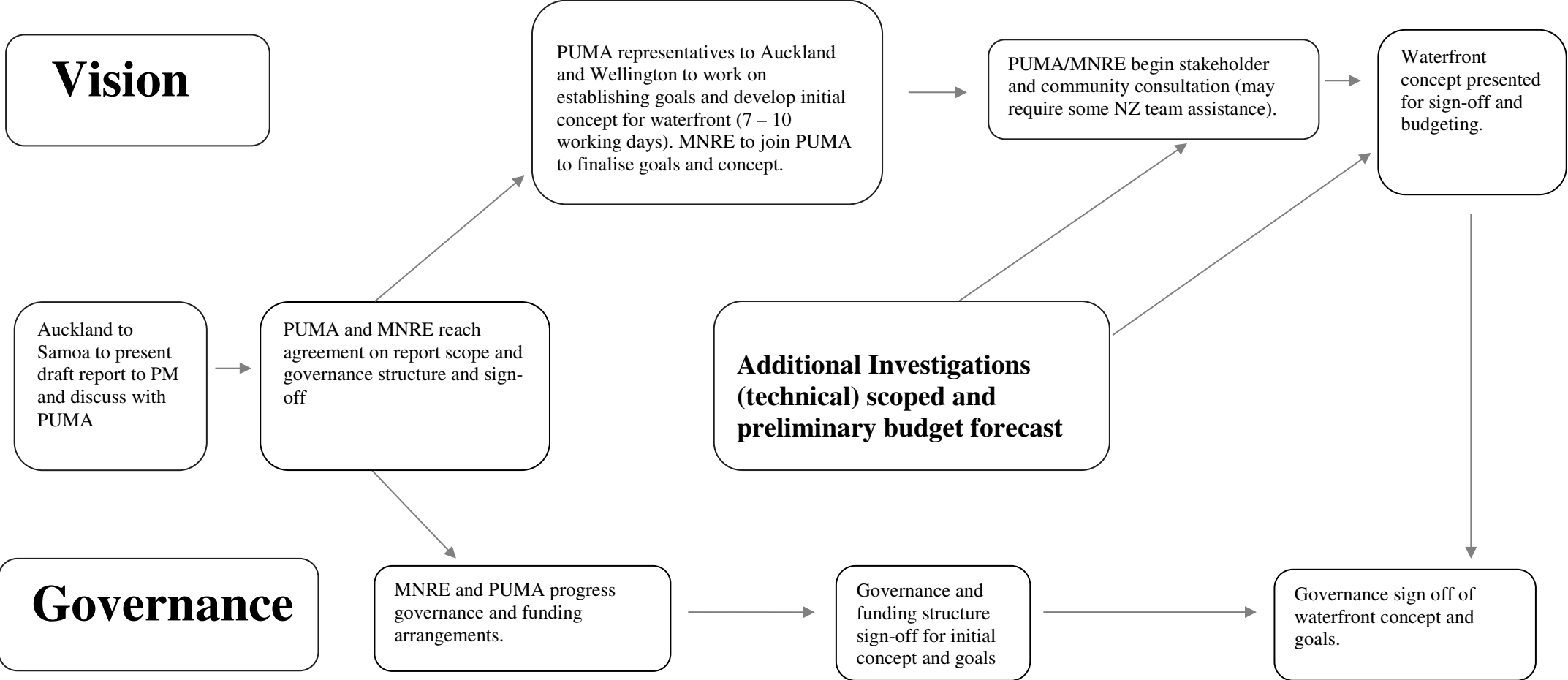
Additional Investigations (technical) scoped and preliminary budget forecast

Governance

MNRE and PUMA progress governance and funding arrangements.

Governance and funding structure sign-off for initial concept and goals

Governance sign off of waterfront concept and goals.



Appendix 3: Diagram showing Overall Waterfront Concept

