Letter of Expectation
For Tourism Bay of Plenty for 2018/19

As a CCO of Tauranga City Council and Western Bay of Plenty District Council, Tourism Bay of Plenty (TBOP) is expected to share Tauranga City Council’s aspiration for Tauranga to be an internationally competitive city, for the benefit of the wider region. An internationally competitive city is one where people want to live, work, invest and visit, helping to create a higher standard of living for all.

Working towards becoming an internationally competitive city requires a focus on three areas to support community well-being: quality of life, quality of economy and sound city foundations. These outcomes will be supported through:

- increased collaboration
- strong partnerships with Tangata Whenua
- maintaining financial sustainability
- improving the quality of the information we use
- better understanding city dynamics.

Specific expectations for 2018/19 are defined in this Letter of Expectation across the three focus areas. For each expectation the councils have suggested what success would look like. These focus areas will be taken into consideration when TBOP develops its Statement of Intent. The Councils acknowledge that the expectations regarding TBOP’s growing role in Destination Management are dependent on the availability of additional funding through the 2018 Long Term Plan. The final Statement of Intent should reflect the final funding levels agreed through the LTP.

1. QUALITY OF LIFE

1.1 The visitor economy enhances quality of life, by providing an enhanced visitor experience and increased amenity for visitors and residents alike.

1.2 Tourism Bay of Plenty will implement a Destination Management strategy (subject to Long Term Plan 2018-28 funding), ensuring the balance of growth with social, cultural and environmental well-being.

1.3 TBOP is also expected to measure and maintain community social license with measurement of resident satisfaction and their likelihood to recommend the area to others to visit (net promoter score).

1.4 TBOP will enhance the visitor experience and visitor satisfaction (as measured by a new Visitors Satisfaction monitor) and visitor’s likelihood to recommend the area to others (net promoter score).
1.5 Identify and promote tourism experiences and products which support the Western Bay of Plenty’s unique cultural heritage and history.

1.6 TBOP will provide leadership to Council and the sector and support the tourism industry to be environmentally responsible to protect the sub region for current and future generations

<table>
<thead>
<tr>
<th>In order to be successful, TBOP will:</th>
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<tr>
<td>• Provide leadership to manage the industry sustainably and ensure balance of economic, social, cultural, and environmental factors.</td>
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<td>• Implement research to measure resident and visitor satisfaction and likelihood to recommend the region to others</td>
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<td>• Continue to improve the visitor experience by providing fit for purpose visitor information services, including the use of digital services.</td>
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<td>• Collaborate with Māori to identify and promote tourism experiences that feature Māori culture and assist in the product development of indigenous cultural experiences.</td>
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<tr>
<td>• Support and promote the Tourism Industry Aotearoa Sustainability Charter</td>
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<td>• Support tourist operators to maintain Qualmark status (which includes an environmental element).</td>
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2. QUALITY OF ECONOMY

2.1 Grow the tourism industry and increase visitor spend in the Western Bay of Plenty sub region. Attract visitors and new investment and create employment opportunities, contributing to a higher standard of living for all.

TBOP has an aspirational target to grow visitor spend in the Western Bay of Plenty sub region to $1.45 billion by 2028. This is supported by TCC, WBOPDC and Whakatane DC as growing the visitor economy is an important part of economic development in the sub region.

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<th>In order to be successful, TBOP will take steps that include:</th>
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<td>• Increasing the number of domestic visitors and increasing domestic visitor spend.</td>
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<tr>
<td>• Increasing the number of international visitors and increasing international visitor spend.</td>
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<td>• Increase the cruise sector visitor spend.</td>
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<td>• Attract the right visitors at the right time, focussing on periods of low demand and off peak visitor spend.</td>
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<tr>
<td>• Supporting TCC’s events team in attracting and promoting major events, to help achieve its vision to be seen as a destination for major events.</td>
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2.2 Support the development of tourism in the Western Bay of Plenty sub region and enable investment
In order to grow the visitor economy, TBOP is expected to advocate for and promote tourism in the sub region and to facilitate investment opportunities.

**In order to be successful, TBOP will:**

- Complete a co-created 10 year development plan to grow the visitor economy and enable public and private investment decisions.
- Advocate for and facilitate opportunities for investment in tourism that will increase the number of new tourism experiences.
- Work with Councils staff to advocate for enablement of tourism product opportunities.
- Work with TCC’s Events team to develop a city programme for major events and assist in promotion of those events.
- Continue to improve visitor information services with development of a Mount Maunganui presence, alternative Tauranga location and through the use of digital and unmanned services.

3. SOUND CITY FOUNDATIONS

3.1 **Collaborate with the councils and other agencies**

TBOP is expected to provide leadership for tourism and to support economic growth in the sub region. To achieve this, TBOP is expected to collaborate and maintain partnerships with other organisations. This will allow TBOP to identify and leverage off opportunities.

TBOP is expected to provide leadership for tourism and to provide research insights to forecast the visitor economy and provide demand management of infrastructure and city services.

**In order to be successful, TBOP will:**

- Maintain good working relationships with TCC and WBOPDC staff and elected members, observing the ‘no surprises’ principle.
- Develop and maintain collaborative working relationships with appropriate organisations in the sub region, such as Katch Katikati, Te Puke EDG, EPIC Te Puke, Waihi Beach, Mainstreets.
- Develop and maintain collaborative working relationships with Iwi.
- Develop and maintain collaborative relationships with other RTOs, particularly neighbouring RTOs.
- Develop and maintain collaborative relationships with economic development agencies (including Priority One), in particular with regard to inward investment opportunities that may arise through marketing to and servicing visitors.