

### **Appendix 3 – Service Delivery Plan for 2026-27:**

#### **Purpose**

This Service Delivery Plan turns Make It York's Strategic Plan (2026–2035) into clear, actionable priorities for the coming 12 months. It outlines our focus areas, key actions, expected outcomes, and essential partnerships, along with the resources required to deliver them. Through this plan, we will ensure York remains a vibrant, sustainable, and world-class destination for residents, businesses, and visitors alike.

#### **Strategic Alignment**

This plan supports Make It York's vision:

***“Delivering an exciting and thriving city for all.”***

**We will develop our city centre where our residents are proud to live.**

#### **Make It York will contribute by:**

- Creating incredible events that our communities love.
- Developing our dynamic and engaging cultural and arts scene.
- Ensuring our city centre is attractive and befitting of our city's heritage.
- Ensure that residents influence the direction of travel for tourism.

**We will develop and showcase our unique experiences and spaces, creating a dynamic place where more businesses will prosper and grow.**

#### **Make It York will contribute by:**

- Supporting local businesses with advice and information.
- Building strategic partnerships locally, nationally and globally.

- Attracting and retaining the right investment and talent for the city.
- Showcase excellence in our sector.

It aligns directly with the four strategic priorities:

1. Maintaining York as the most attractive city for residents and visitors in the UK.
2. Supporting a vibrant and dynamic city centre for businesses to thrive.
3. Maintaining a city based on social value and sustainability by pioneering and leading on regenerative tourism.
4. Maintaining a strong and effective organisation.

### Priority 1: Maintaining York as the most attractive city for residents and visitors in the UK

**Objective 1:** Promote York as a must-see business and leisure destination to regional, national and international audiences, partnering with Visit North Yorkshire to secure representation by VisitEngland and VisitBritain

| Focus Area                   | Key Actions  | Outcomes by 2027   | SLA link | Quarter updates |
|------------------------------|--|--|----------|-----------------|
| <b>Destination Marketing</b> | Create and deliver key marketing campaigns for York in collaboration with partners to strengthen city wide partnership approach. | 4 x proactive marketing campaigns with Partner businesses.   | DMO 1    |                 |
|                              | National Campaign (Year-Round):<br><i>"This is York: Where Stories Come to Life"</i>   | <ul style="list-style-type: none"> <li>• Strengthen York's position as a top UK short break destination by increasing awareness of its cultural depth, year-round events and unique neighbourhood character.</li> <li>• Grow midweek visitation by spotlighting York's easy travel links, walkable layout</li> </ul> | DMO 1    |                 |

|  |  |   |       |  |
|--|--|---|-------|--|
|  |  | <p>and attractive off-peak experiences, encouraging visitors to stay longer and explore more.</p> <ul style="list-style-type: none"> <li>• Creating Partnership Opportunities with the wider beyond York region promoting more reasons to stay eg North York Moors National Park</li> <li>• Collaborate with Visit Britain on 'Starring Great Britain' messaging to benefit from wider reach via their channels</li> <li>• Highlight Film and screen production in the city whilst promoting UNESCO status</li> </ul> |       |  |
|  | <p>International Campaign (Year-Round): Positioning York as a globally renowned destination.</p> | <ul style="list-style-type: none"> <li>• Campaign will position York as a globally renowned destination for luxury, history, and culture.</li> <li>• Strengthened partnerships with global trade organizations and travel businesses to enhance York's visibility abroad.</li> <li>• A bespoke international travel trade hub on the Visit York website, serving as a one-stop resource for tour operators and agents.</li> </ul>   | DMO 1 |  |

|  |   |   |       |  |
|--|---|---|-------|--|
|  |   | <ul style="list-style-type: none"> <li>• Work alongside other DMOs creating wider itineraries for long haul markets</li> <li>• Collaborate with transport providers to highlight the accessibility to the city and sustainable messages</li> </ul>  |       |  |
|  | <b>Summer Campaign:</b> <i>"Summer in York: Sunrise to Sunset"</i>    | <ul style="list-style-type: none"> <li>• Increased dwell time and strengthen high-value moments by promoting York's food scene, attractions, culture, heritage and seasonal programming</li> <li>• Promotion of the Evening economy featuring purple flag status</li> <li>• Collaborate with York Park and Ride on highlighting extended hours of operation</li> <li>• Collaborate with partners on experiences and reasons to stay in the city for longer</li> </ul> | DMO 1 |  |
|  | <b>Halloween Campaign:</b><br><i>"Haunted York: The Intervention"</i> | <ul style="list-style-type: none"> <li>• Shoulder season promotion for the city to a wider audience (couples and explores along with families.)</li> <li>• Partner with more independent businesses showcasing heritage and storytelling</li> <li>• Increase more press engagement</li> </ul>   | DMO 1 |  |

|                             |   |  |       |  |
|-----------------------------|---|--|-------|--|
|                             | <b>Easter Campaign:</b> <i>"Easter in York: A Season to Discover"</i> | <ul style="list-style-type: none"> <li>• Shoulder season promotion</li> <li>• Promotion of green spaces throughout the city (sustainability)</li> <li>• Promotion of upcoming events in the City (return visitor)</li> <li>• Highlight transport network to beyond York members, reasons to stay longer.</li> <li>• Support more member businesses to promote seasonal offers.</li> <li>•</li> </ul> | DMO 1 |  |
| <b>Events and Festivals</b> | Expand York Ice Trail and introduce 1 new signature world-class event | 2 signature events delivered by 2029   |       |  |
| <b>Events and Festivals</b> | Deliver annual Christmas Market                                       | <ul style="list-style-type: none"> <li>• Engaging experiences that attract local, regional, and national visitors</li> <li>• Supporting local businesses</li> <li>• Significant income generation</li> <li>• Accessible and Inclusive event</li> </ul>   |       |  |
| <b>Events and Festivals</b> | Curate, collaborate and deliver Grotesque trail                       | <ul style="list-style-type: none"> <li>• Delivers a high-profile cultural event that boosted footfall, engagement, and visibility across the city.</li> <li>• Delivers Free, family-friendly trail with heritage storytelling</li> <li>• Delivers school's programme</li> <li>• Delivers public art workshops</li> </ul>   |       |  |

|  |  | <ul style="list-style-type: none"> <li>• Showcase York's creative talent while offering opportunities for students, emerging artists, and community groups to participate in a meaningful cultural project.</li> <li>• Strengthens collaborative working between Make It York, York Minster, academic partners, and the voluntary sector.</li> <li>• Enriches York's summer visitor offer with a distinctive, interactive experience.</li> <li>• Contribute to York's wider cultural ambitions and community engagement priorities.</li> <li>• Growth in cultural participation rates among York residents</li> </ul> |          |                 |
|--|--|---|----------|-----------------|
| <b>Objective 2:</b> Implement and support other partners, including the York Tourism Advisory Board and City of York Council, with the delivery of York's new Tourism Strategy, with a commitment to sustainability and growth |  |   |          |                 |
| Focus Area   | Key Actions  | Outcomes by 2027  | SLA link | Quarter updates |
| <b>Tourism Advisory Board</b>  | Collaborate on initiatives and joint marketing or product-development projects arising from the Tourism Advisory Board.<br>How many joint initiatives/joint marketing? | <ul style="list-style-type: none"> <li>• 1 joint campaign delivered in 26/27</li> <li>• 2 collaborative initiatives delivered</li> <li>• 30 partner organisations participating in each initiative</li> </ul>   | TAB 1    |                 |

|   |   |  |                 |                       |
|---|---|--|-----------------|-----------------------|
|   | Align sustainability messages and incentives with LVEP priorities to curate funding opportunities to deliver training and activity around sustainable messages.   | <ul style="list-style-type: none"> <li>• Utilise Visit England Resources and training opportunities to support member businesses with sustainable tourism initiatives.</li> <li>• Support with Grant funding from LVEP (if awarded) to deliver resources to support Tourism industry.</li> </ul> | SLA Objective H |                       |
| <b>Objective 3:</b> Highlight the uniqueness of the city, from the warmest welcome we extend to visitors, to the remarkable art, culture, history and gastronomy; from unique goods created and sold by independent businesses, to our nationally and internationally significant museums and collections |   |  |                 |                       |
| <b>Focus Area</b>   | <b>Key Actions</b>  | <b>Outcome by 2027</b>   |                 | <b>Quarter update</b> |
| <b>York Pass</b>  | Development of York Pass <ul style="list-style-type: none"> <li>• Delivery of Digital Content and Sales Plan</li> <li>• Launch wider demographic coverage of York Pass</li> </ul>   | <ul style="list-style-type: none"> <li>• Increased in York pass sales by 5%</li> <li>• Increase in revenue growth 5%</li> <li>• Increase of York Pass sales in shoulder seasons 10%</li> </ul>   | CUL 1           |                       |
| <b>Visitor Information Centre</b>   | <p>A welcome from VIC staff that is personal. Visitors don't just arrive; they're brought into a city that treats hospitality as part of its heritage.</p> <p>Vic staff will deliver personable, story-driven welcome, leveraging local knowledge and assist in provide tailored itineraries.</p> | <p>Delivery of an enhanced visitor experience:</p> <ul style="list-style-type: none"> <li>• Visitors receive engaging, personalised interactions, leading to higher satisfaction and memorable visits.</li> <li>• Increased up to date local knowledge and engagement.</li> </ul>                |                 |                       |

|   |  |   |                 |                       |
|---|--|---|-----------------|-----------------------|
|   | Ensure Visitor Information Centre (VIC) staff attend previews of exhibitions, new business openings, and food and drink experiences.   | <ul style="list-style-type: none"> <li>VIC fostered stronger relationships with local businesses.</li> <li>Informed, proactive staff who can assist visitors and respond to inquiries.</li> </ul>   |                 |                       |
| <b>Visit York website</b>   | Maintain visityork.org and social channels ensuring content is relevant and up to date showcasing York's key attractions, current events, seasonal experiences, and high-value visitor information demonstrating a strong destination appeal | <ul style="list-style-type: none"> <li>Increase views of key marketing campaign content by 10%</li> <li>Increase domestic and international promotion of York through social media channels. Total number of Visit York social media followers by 5%</li> <li>Increase Visit York newsletter signups, total size of audience, cumulative by 5%</li> </ul> |                 |                       |
| <b>Objective 4:</b> Target national and international markets that will deliver the best return on investment for the city, with higher spend and longer stays. |  |   |                 |                       |
| <b>Focus Area</b>   | <b>Key Actions</b>   | <b>Outcome by 2027</b>  | <b>SLA link</b> | <b>Quarter Update</b> |
| <b>Internal Marketing</b>   | International Campaign (Year-Round): Positioning York as a globally renowned destination.  | <ul style="list-style-type: none"> <li>Campaign will position York as a globally renowned destination for luxury, history, and culture.</li> <li>Strengthened partnerships with global trade organizations and travel</li> </ul>  | DMO 1           |                       |



|   |   |  |       |  |
|---|---|--|-------|--|
|   |   | <p>businesses to enhance York's visibility abroad.</p> <ul style="list-style-type: none"> <li>Bespoke international travel trade hub on the Visit York website, serving as a one-stop resource for tour operators and agents.</li> </ul>                                   |       |  |
| <b>Travel Trade shows</b>   | <p>Attendance at major trade shows such as World Travel Market (November 2026) to represent York and engage with key international operators and agents, DMC's and OTA's</p> <p>Collaboration with partners to maximize presence and impact at events such as ETOA's China European Marketplace and other global travel trade fairs</p> | <ul style="list-style-type: none"> <li>Strengthening partnerships with VisitBritain, ETOA, and UKInbound to expand York's presence in international markets.</li> <li>Collaborating on co-promotions, trade events, and campaigns targeting overseas audiences.</li> </ul> | DMO 1 |  |
| <b>Travel Trade</b>   | Explore in market promotional activities with Tour partners and operators in collaboration with other DMO's in region   | <ul style="list-style-type: none"> <li>Source opportunities on how we boost itineraries on sale with TO's in market, provide assets and source funding channels via partnerships</li> </ul>  | DMO 1 |  |
| <b>Travel Trade</b>   | Host Familiarisation Trips with key markets and continue to push for international press coverage   | <ul style="list-style-type: none"> <li>Engage with VB In market teams on hosting opportunities with Press and trade</li> <li>Work with partners to engage DMC's and lead on own FAM trips</li> </ul>   | DMO 1 |  |
| <b>Travel Trade</b>   | Explore new routes of data on international trends and needs  | <ul style="list-style-type: none"> <li>Work with York BID and VB on international data sets to outline target markets and upcoming travel networks</li> </ul>  | DMO 1 |  |
| <b>Objective 5:</b> Ensure that York is a destination that always delivers on its promises. Every visitor should leave York wanting to return |   |  |       |  |

| Focus Area                  | Key Actions   | Outcome by 2027   | SLA link | Quarter update |
|-----------------------------|---|---|----------|----------------|
| <b>York Pass/ VIC</b>       | Explore annual attraction ticket initiatives  | <ul style="list-style-type: none"> <li>• Confirmation if annual attraction ticket initiatives plausible by May 2026</li> <li>• Deliver 1 initiatives, if plausible by December 2026</li> </ul>  |          |                |
| <b>Events and Festivals</b> | Promotion of events programmes giving reason to return for repeat visits                                    | <ul style="list-style-type: none"> <li>• Update the Events Programme on a 6 monthly Basis</li> </ul>  | CCV 1    |                |
| <b>Data and Analysis</b>    | Evaluate and implement NPS data, focussing on promotion on reasons on why visitors would return to the City | <ul style="list-style-type: none"> <li>• Data-driven decision making</li> <li>• More robust data for continuous improvement</li> <li>• Improved visitor experience</li> <li>• Visitor retention and repeat visits increased</li> <li>• Better-targeted and effective marketing</li> </ul> |          |                |

## Priority 2: Supporting a vibrant and dynamic city centre for businesses to thrive

**Objective 1:** Create an environment in which businesses seek to invest in the city centre, filling empty properties with both big names and independent traders to extend York's reputation for quality shopping, hospitality and entertainment.

| Focus Area | Key Action  | Outcomes by 2027   | SLA link | Quarter Updates |
|------------|---|--|----------|-----------------|
|            | <p>Support partners on approaches to maximise private-sector, visitor led investment into city centre improvement.</p> <p>Develop a proactive place-branding and marketing strategy</p> | <p>Increased destination brand awareness Nationally and Regionally</p> <p>One co-funded projects or campaigns with York businesses delivered</p> | VSD 2    |                 |

|   |   |  |                 |                       |
|---|---|--|-----------------|-----------------------|
|   |   | Increased visitor economy performance increase in annual footfall  |                 |                       |
| <b>Events and Festivals</b>   | Develop a year-round programme of events and speciality markets   | 6 speciality Markets delivered<br>3 MIY Events Delivered<br>12 3 <sup>rd</sup> Party Events delivered  | CCV 1           |                       |
|   | Advocate for and support improvements to public realm, lighting, wayfinding and accessibility                               | Attendance at City Centre meeting eg Castle Gateway, Safer York Partnership, CARP York BID   |                 |                       |
| <b>York Pass</b>  | Strengthen links between attractions that are part of York Pass and the retail core through cross-promotion and experiences | Promotion of 'Special offers' area on York Pass website via direct comms to visitors.<br><br>Include retail into our itinerary suggestions on yorkpass.com<br><br>Explore advertising opportunities on Yorkpass.com for alternative businesses | CUL 1           |                       |
| <b>Objective 2:</b> Support Shambles Market to thrive by appealing to residents; encouraging regular visits for daily staples; creating a space for friends and families to share a snack; capturing wandering visitors to browse for an array of goods |   |  |                 |                       |
| <b>Focus Area</b>   | <b>Key Action</b>   | <b>Outcomes by 2027</b>  | <b>SLA link</b> | <b>Quarter update</b> |
| <b>Markets</b>  | Drive through an ambitious transformational plan of the Shambles Market as identified in the Shambles Markets Strategy      | Delivery action plan completed<br>Investment Plan completed by Jan 2026 and presented at MIY Board 4 <sup>th</sup> February 2026<br><br>2 of initiatives/projects delivered in 26/27, subject to available funding                             | MAR 1           |                       |

|   | Develop and deliver initiatives/projects that support inclusive growth (e.g. new trader start-up support, speciality markets)   | Develop a pop up concept for new traders initiative  | MAR 2                 |                |
|---|---|--|-----------------------|----------------|
|   | Develop community-based markets at Acomb and Riverside  | 2 community-based markets  | MAR 2                 |                |
|   | Develop and deliver nighttime markets at Shambles   | 2 Night Markets delivered  | MAR 2                 |                |
| <b>Objective 3:</b> Blend regular festivals already established as must-visit experiences with new events and activities to appeal to an even wider audience of locals and visitors |   |  |                       |                |
| Focus Area  | Key Action  | Outcomes by 2027   | SLA link              | Quarter Update |
| <b>Events and Festivals</b>   | Curate and promote “unrivalled experiences” showcasing York’s history and creative sector by curating and delivering 3 signature events by 2029 (Ice trail/Christmas/Grotesque) | <p>Created a more balanced year round events calendar</p> <p>Increased visitor footfall across off-peak and shoulder seasons - addressed shoulder season</p> <p>Delivers strengthened cross sector collaboration with key partners in the city</p> <p>Increased revenue streams</p> <p>Distinctive “only in York” event</p> <p>Scalable sponsorship opportunities delivered</p> <p>Improved accessibility and inclusivity of events – participation from diverse range of residents and visitors</p> | CE1<br>CCV 3<br>EVF 3 |                |
| <b>Events and Festivals</b>   | Work with existing third-party event providers to enhance their offer:  | A more resilient, diverse and balanced events programme for the City.  | CE 1                  |                |

|  |  |  |  |  |
|--|--|--|--|--|
|  | <ul style="list-style-type: none"> <li>Develop and integrate themed activities to existing events such as Wizard Festival to include themed markets or trails.</li> <li>Review offers/events of third-party providers and explore ways to strengthen them by adding fresh programming, new partnerships, and complementary activities to broaden the appeal to wider audiences.</li> </ul> | <p>More inclusive diverse activities.</p> <p>Improved quality of third-party events, including health and safety</p> |  |  |
|--|--|--|--|--|

**Objective 4:** Encourage free events and activities to drive city-centre visits and engagement for residents and tourists

| Focus Area                  | Key Action  | Outcomes by 2027  | SLA link | Quarter update |
|-----------------------------|---|---|----------|----------------|
| <b>Events and Festivals</b> | Support Local and Community Events by maintaining an online event toolkit to allow event organisers to self-serve including guidance on event management. | More community groups planning and delivering local events responsive to local community need.  | CE 3     |                |
| <b>Events and Festivals</b> | Residents Festival delivered Jan 2027   | <ul style="list-style-type: none"> <li>Increased resident engagement and participation</li> <li>Promoting cultural heritage to residents</li> </ul> | DMO 4    |                |

**Objective 5:** Explore new ways of using city centre spaces to generate income and improve accessibility

| Focus area                  | Key Action   | Outcomes by 2027                   | SLA link | Quarter update |
|-----------------------------|--|------------------------------------|----------|----------------|
| <b>Events and Festivals</b> | Undertake a SWOT analysis by April 2026 and identify 2 new activities by May 2026.<br>Complete Business plans By June 26 | 2 new activities delivered in 2027 |          |                |

**Objective 6:** Be brave. Not every event will appeal to every audience, so we will balance the needs of all those who engage with the city centre on either regular or one-off visits

| Focus Area | Key Action | Outcomes by 2027 | SLA link | Quarter update |
|------------|------------|------------------|----------|----------------|
|------------|------------|------------------|----------|----------------|

|   |  |   |                 |                       |
|---|--|---|-----------------|-----------------------|
| <b>Data and Analysis</b>  | <p>Review existing data sources, dashboards, tools, Google Analytics, footfall counters.</p> <p>Undertake benchmarking to make informed decisions</p> <p>In 2026 complete full planning for 2027 delivery including scope and requirements, budget planning, stakeholder mapping, completion of tendering, contracts, logistics and approvals.</p> | <p>Better informed decisions backed by data.</p> <p>Helps identify trends, patterns, and anomalies that guide strategic choice.</p> <p>Identification of opportunities</p> <p>Identification of gaps</p> <p>Provides evidence-based insights rather than relying on intuition.</p>  |                 |                       |
| <b>Objective 7:</b> Develop events, trails and activities that highlight the works of local artists and create engagement and connections between art, sculpture and places within the city |  |   |                 |                       |
| <b>Focus Area</b>   | <b>Key Action</b>  | <b>Outcomes by 2027</b>   | <b>SLA link</b> | <b>Quarter update</b> |
| Events and Festivals  | Subject to funding curate and deliver a York Time Travellers Festival  | <ul style="list-style-type: none"> <li>Strengthen York's reputation as a world-class heritage destination.</li> <li>Encourage citywide participation and civic pride.</li> <li>Support the visitor economy with a distinctive festival moment outside existing peak periods.</li> <li>Showcase collaboration between heritage partners, cultural organisations, businesses, and communities.</li> </ul> | CE 1<br>CUL 3   |                       |

|  |  |   |                        |  |
|--|--|---|------------------------|--|
|  |  | <ul style="list-style-type: none"> <li>• Growth in cultural participation rates among York residents</li> </ul>   |                        |  |
|  | Subject to funding curate and deliver York Grotesque Sculpture Trail | <ul style="list-style-type: none"> <li>• Delivers a high-profile cultural event that boosted footfall, engagement, and visibility across the city.</li> <li>• Delivers Free, family-friendly trail with heritage storytelling</li> <li>• Delivers school's programme</li> <li>• Delivers public art workshops</li> <li>• Showcase York's creative talent while offering opportunities for students, emerging artists, and community groups to participate in a meaningful cultural project.</li> <li>• Strengthens collaborative working between Make It York, York Minster, academic partners, and the voluntary sector.</li> <li>• Enriches York's summer visitor offer with a distinctive, interactive experience.</li> <li>• Contribute to York's wider cultural ambitions and community engagement priorities.</li> <li>• Growth in cultural participation rates among York residents</li> </ul> | DMO 4<br>CE 1<br>CUL 3 |  |

|   |  |   |                 |                       |
|---|--|---|-----------------|-----------------------|
|   |  |   |                 |                       |
| <b>Objective 8:</b> Support and highlight the works, skills and achievements that underpin the UNESCO Creative City of Media Arts status, promoting them through our online and offline communications channels |  |   |                 |                       |
| <b>Focus Area</b>   | <b>Key Action</b>  | <b>Outcomes by 2027</b>   | <b>SLA link</b> | <b>Quarter update</b> |
| <b>UNESCO</b>   | Continue to market UNESCO through the Visit York website   | <ul style="list-style-type: none"> <li>Stronger visibility of York's UNESCO status.</li> <li>Reinforcement of York's identity and civic pride</li> </ul>  | UD 1, 2         |                       |
|   | Continue to be Guardians of the UNESCO Brand and distribute Branding Tool kit to members and new members to use.   | <ul style="list-style-type: none"> <li>Promotion the creative sector through media channels highlighting York's profile as a creative city, as part of the membership scheme</li> </ul>           | USD 2           |                       |
| <b>Objective 9:</b> Engage artists and cultural practitioners to deliver initiatives that engage with marginalised communities across the city  |  |   |                 |                       |
| <b>Focus Area</b>   | <b>Key Action</b>  | <b>Outcomes by 2027</b>   | <b>SLA link</b> | <b>Quarter update</b> |
| <b>Culture</b>  | Support CYC to deliver culture and partners to support cultural events and activity that they aspire to deliver.   | Stronger communities<br>Increased participation<br>Community skills building<br>Greater collaboration with NYCM/York BID  | CUL 1<br>CUL 2  |                       |
| <b>Culture</b>  | <p>Include and promote all cultural celebration events in York by creating including in annual events calendar</p> <p>Explore opportunities to engage with marginalised communities through play, sculpture and art.</p> | <p>Support TAB working group on York localhood and residential action plan</p> <p>Explore community led tourism initiatives within the city and assess how we can support their needs further</p> | CCV 3           |                       |
| <b>Priority 3: Maintaining a city based on social value and sustainability by pioneering and leading on regenerative tourism</b>  |  |   |                 |                       |
| <b>Objective 1:</b> Gain knowledge in best practice for regenerative tourism, using both tourism partners such as VisitBritain and VisitEngland but also industry experts in other fields showcasing adaptation |  |   |                 |                       |



| Focus Area  | Key Action   | Outcomes by 2027   | SLA link | Quarter Updates |
|---|--|--|----------|-----------------|
| <b>Regenerative Tourism</b>   | Define a clear regenerative framework for York by <ul style="list-style-type: none"> <li>• Adopting a clear definition of regenerative tourism for York.</li> <li>• Aligning with VisitBritain/VisitEngland guidance and global standards.</li> <li>• Agree priority themes for York.</li> <li>• Embedding within TAB</li> <li>• Embedding regenerative principles into marketing campaigns</li> </ul> | Framework embedded<br>Priority themes agreed   | TAB 1    |                 |
| <b>Objective 2:</b> Support the city's climate ambitions, where possible, engaging with businesses and our visitors |  |  |          |                 |
| Focus Area  | Key action   | Outcomes by 2027   | SLA link | Quarter updates |
| <b>Markets</b>  | Support circular economy initiatives such refill schemes, reuse speciality markets   | 5 No of speciality markets created and delivered   |          |                 |
| <b>Visitor Engagement</b>   | <ul style="list-style-type: none"> <li>• Promote sustainable transport options (public transport, cycling, walking routes).</li> <li>• Collaborate with hotels, attractions, and event organisers to adopt green initiatives.</li> </ul>   | <ul style="list-style-type: none"> <li>• Reduced emissions from choosing sustainable transport</li> <li>• One collaboration in 2026</li> </ul> |          |                 |
| <b>Destination Marketing</b>  | <ul style="list-style-type: none"> <li>• Use MIY marketing channels to showcase climate-conscious initiatives, attracting eco-minded visitors.</li> <li>• Implement awareness campaigns encouraging responsible tourism and low-impact behaviours.</li> </ul>  | <ul style="list-style-type: none"> <li>• Increased environmentally responsible visitor behaviour</li> </ul>                                    |          |                 |

|   |   |  |                 |                        |
|---|---|--|-----------------|------------------------|
|   | Collaborate on net-zero initiatives   | Follow VE good practice on sustainable tourism.<br><br>Work alongside Visit North Yorkshire on training options for tourism businesses   |                 |                        |
| <b>Objective 3:</b> Promote and collaborate with communities to enhance community led tourism offers for our visitors.  |   |  |                 |                        |
| <b>Focus Area</b>   | <b>Key Action</b>   | <b>Outcomes by 2027</b>  | <b>SLA link</b> | <b>Quarter updates</b> |
| <b>Tourism</b>  | Develop a task & finish group   | Develop one joint initiative and deliver the initiative in 2026  |                 |                        |
| <b>Objective 4:</b> Continue to understand and implement accessibility needs of all individuals ensuring and inclusive environment for all.   |   |  |                 |                        |
| <b>Focus Area</b>   | <b>Key Action</b>   | <b>Outcomes by 2027</b>  | <b>SLA link</b> | <b>Quarter updates</b> |
| <b>Events and Festivals</b>   | Collaboration with CYC and NYCA on utilising accessible fund to improve accessibility.  |  |                 |                        |
| <b>Events and Festivals</b>   | Embed key initiatives into event planning and delivery and in marketing campaigns ie "Take a Seat "and "At your convenience"<br><br>Work with York Disability Rights Forum to make improvements to the Christmas Market | Enhanced participation and engagement.<br>Improved equity and fairness.<br>Increased levels of satisfaction<br>Broader reach and impact<br><br>2 improvements delivered by Christmas Market 2026 |                 |                        |
| <b>Marketing</b>  | Continue to develop and enhance accessible itineraries  | Increased participation  | DMO 3           |                        |
| <b>Objective 5:</b> Work with our residents to showcase the value of tourism and events for York. Engage with their needs and ensure residents are ambassadors for both the city, tourism and all of what Make It York delivers |   |  |                 |                        |
| <b>Focus Area</b>   | <b>Key Action</b>   | <b>Outcomes by 2027</b>  | <b>SLA link</b> | <b>Quarter updates</b> |

|   |  |   |                 |                        |
|---|--|---|-----------------|------------------------|
|   |  |   |                 |                        |
| <b>Tourism</b>  | Launch community-led tourism programmes, focusing on inclusion and accessibility   | Increase in residents participation and satisfaction  |                 |                        |
| <b>Priority 4: Maintaining a strong and effective organisation</b>  |  |   |                 |                        |
| <b>Objective 1:</b> Continue to evolve our operational strategy so it can adapt to changing market conditions, maintaining Make It York as a sustainable, self-financing company          |  |   |                 |                        |
| <b>Focus Area</b>   | <b>Key Action</b>  | <b>Outcomes by 2027</b>   | <b>SLA link</b> | <b>Quarter updates</b> |
| <b>Finance</b>  | <ul style="list-style-type: none"> <li>Strengthen financial sustainability by expanding and diversifying commercial income streams across events, speciality markets, Shambles Market, sponsorship, membership, partnerships, and the York Pass product</li> </ul>   | <ul style="list-style-type: none"> <li>Stronger financial sustainability</li> <li>Higher resilience to economic shocks due to diversified income</li> <li>More leverage to invest in infrastructure and strategic priorities that supports long-term planning</li> </ul>  |                 |                        |
| <b>Objective 2:</b> Maintain our commitment to retain Good Business Charter status, which monitors ten criteria required, from diversity and inclusion to fair wages, hours and contracts |  |   |                 |                        |
| <b>Focus Area</b>   | <b>Key Action</b>  | <b>Outcomes by 2027</b>   |                 | <b>Quarter update</b>  |
| <b>Governance &amp; Compliance:</b>   | <ul style="list-style-type: none"> <li>Retain Good Business Charter accreditation for MIY</li> <li>Work with visitor sector businesses to help them become even better employers, by promoting the adoption of the Good Business Charter.</li> <li>Work with Good Business Charter to better understand levels and trends in participation and pathway to accreditation to target activity with visitor sector.</li> </ul> | <ul style="list-style-type: none"> <li>MIY accreditation retained.</li> <li>Raised awareness of the Good Business Charter to increase the number of Visit York members achieving accreditation by embedding it into membership communications, events, and partnership activity annually.</li> <li>Promoted the benefits of Good Business Charter to</li> </ul> |                 |                        |

|  |  |   |                 |                        |
|--|--|---|-----------------|------------------------|
|  |  | Visit York Members by providing information in monthly newsletters. <ul style="list-style-type: none"> <li>Supporting GBC with their campaigns by highlighting to members.</li> </ul>   |                 |                        |
| <b>Objective 3:</b> Evaluate all our events through impact assessments to ensure that they contribute to the local economy in a positive way   |  |   |                 |                        |
| <b>Focus Area</b>  | <b>Key Action</b>  | <b>Outcomes by 2027</b>   | <b>SLA link</b> | <b>Quarter updates</b> |
| <b>Events</b>  | Develop a framework for evaluating events and festivals to include <ul style="list-style-type: none"> <li>Attendance and experience</li> <li>Financial performance</li> <li>Marketing and communication effectiveness</li> <li>Operational efficiency</li> <li>Stakeholder engagement</li> </ul> | A comprehensive annual evaluation process that clearly identifies which events deliver value, where improvements are needed, and how future events can be optimised for stronger financial, operational and community outcomes. This enables better resource allocation, stronger strategic alignment, and more impactful events over time. | CCV 1           |                        |
| <b>Objective 4:</b> Build and grow our membership of Visit York, engage more members and deliver more impactful and inclusive campaigns.   |  |   |                 |                        |
| <b>Focus Area</b>  | <b>Key Action</b>  | <b>Outcomes by 2027</b>   |                 | <b>Quarter updates</b> |
| <b>Visitor Sector Development</b>  | Develop a Visit York membership growth plan to strengthen VY membership value and increase membership  | Increase Membership by 5%   | VSD 2           |                        |
| <b>Objective 5:</b> Support businesses to celebrate the success of the tourism, hospitality and culture sector through our annual Visit York Tourism Awards, with York's success stories then feeding into VisitEngland's Awards for Excellence. |  |   |                 |                        |
| <b>Focus Area</b>  | <b>Key Action</b>  | <b>Outcomes by 2027</b>   |                 | <b>Quarter updates</b> |
| <b>Visitor Sector Development</b>  | Plan, deliver and host annual Visit York Tourism Awards  | Awards Delivered in Mark 2027   | VSD 1           |                        |

|   |  |                            |       |                        |
|---|--|----------------------------|-------|------------------------|
|   | Plan and Deliver the Visit York Conference in January 2027 | Conference delivered 2027  |       |                        |
| <b>Objective 6:</b> Support the growth of networks within the city, encouraging and facilitating organisations to work with each other to build audiences and develop enhanced offers |  |                            |       |                        |
| <b>Focus Area</b>   | <b>Key Action</b>  | <b>Outcomes by 2027</b>    |       | <b>Quarter updates</b> |
| <b>Visitor Sector Development</b>   | Continue to develop MAB                                    | 5 Meetings held 2026/2027  | VSD 1 |                        |
|   | Continue to collaborate with HAY                           | 3 collaborations delivered |       |                        |
|   | Continue to Support TAB                                    | 12 meetings held 2026/2027 |       |                        |
|   |  |                            |       |                        |
| <b>Partnerships</b>   |  |                            |       |                        |
| City of York Council  |  |                            |       |                        |
| York Bid  |  |                            |       |                        |
| University of York  |  |                            |       |                        |
| York St John University   |  |                            |       |                        |
| Tourism Advisory Board  |  |                            |       |                        |
| Shambles Market Traders   |  |                            |       |                        |
| Public Transport operating partners – LNER & First Bus  |  |                            |       |                        |
| Hospitality Association York  |  |                            |       |                        |
| Visit York Members  |  |                            |       |                        |
| Member Advisory Board   |  |                            |       |                        |
| Travel/Trade partners   |  |                            |       |                        |
| North Yorkshire Combined Authority  |  |                            |       |                        |
| Local Visitor Economy Partnership   |  |                            |       |                        |
| Visit England   |  |                            |       |                        |
| Visit Britain   |  |                            |       |                        |
| Culture and Heritage organisations  |  |                            |       |                        |