

Service Level Agreement

Part 1 - OBJECTIVES

The following are objectives to be achieved by Make It York as a Teckal company, for the purposes of public and procurement law in the United Kingdom, through the provision of the Services:

Contribute proactively to the city vision of being more affordable, more accessible, more sustainable, and fairer for future generations to enjoy and residents to benefit from today.

Co-ordination and promotion of the city of York's brand and cultural offer taking every opportunity to articulate York's narrative, regionally, nationally, and internationally.

Work towards increasing the value of the visitor economy (including residents as visitors) through promoting innovation for social good and higher quality in the existing offer, encouraging high value visitor economy investment and attracting higher spending visitors.

Nurture new cultural ideas and initiatives to support good health and wellbeing.

Create entrepreneurial partnerships to bring projects to life, reducing duplication and displacement of private sector activity in the fields that Make It York works in.

Generate income from activities to support the delivery of the Business Plan and these Objectives.

Work with the Council and other partners to attract funding to support and enhance the delivery of the activities set out below.

Create an environment for businesses and visitors' to proactively contributing to York's transition to net zero carbon emissions by 2030.

Part 2 - SERVICE SPECIFIC REQUIREMENTS

1 General

Develop and deliver agreed initiatives and programmes within the remit of the areas set out in this agreement that further the Council's strategic priorities. These initiatives and programmes will further articulate York's narrative, fill identified gaps in provision not addressed by other providers and must not duplicate or displace other existing or potential provision.

Develop an annual business plan for Make It York, consulting with the Council to ensure that all activities are consistent with the Council's priorities (the "Business Plan").

Provide regular and timely advice for Council senior managers as required on remits relevant to these Service Specific Requirements and summarising what has been submitted in a quarterly progress report.

Represent York on operational working groups relevant to these Service Specific Requirements as agreed with the Council.

Ensure coherent local communications and press releases that further articulate York's brand position, regionally, nationally, and internationally in alignment with the Council's Marketing & Communications Team.

Work co-operatively in areas where the Council or commissioned partners remain the lead organisation responsible, but the remit is overlapping with these Service Specific Requirements.

Make business cases to the Council, in writing, for activities, initiatives or investment proposals that are not currently part of the SLA where Make It York considers they would support the Objectives set out in Part 1 of this Schedule and would add to or enhance these Service Specific Requirements set out here.

Collect relevant data, including user feedback, to evidence performance against the Objectives set out above and the Outcomes in set out below, as well as these Service Specific Requirements.

Ref	SLA Key Deliverables, Outcomes and Outputs	Linkages to Council Plan Commitments (2023-2027) Equalities Affordability Climate Health				Supporting the York 'Our City Centre' Vision (2023)	Methodology and target	Methodology and target
		E	A	C	H	OCC Themes		
DMO	Destination Management Organisation Promotion of York as a leisure and business visitor destination; running the Visit York membership scheme; representing York on the York & North Local Visitor Economy Partnership (LVEP), liaison with Combined Authority, Visit Britain, Visit England, etc. to make the most of all available support and contribute to national and regional marketing initiatives.	✓	✓	✓	✓	1. Family friendly and affordable city centre 2. An attractive, active, and healthy city centre 3. A sustainable city fit for the future 4. Making tourism work for York 5. Embracing our riversides 6. A safe city centre which is welcome & accessible to all 7. Thriving businesses & productive buildings	DMO 1 - Growth in Visit York social media platform followers - Increase domestic and international promotion of York through social media channels, No of Instagram followers, number of Facebook post likes and follows, TikTok. - Targeted marketing and campaigns x 4 - Retain retention rate of VY membership at 80% - Member Advisory meetings x 4 per year - Attend 2 International trade shows per year. DMO 2	DMO 1: This will be an annual count of Visit York social media followers taken across the platforms, Facebook, Instagram and TikTok as well as other social media platforms we may engage with. Measured on Sprout social Target - 5% growth in social media DMO 1: We will deliver a minimum of 4 targeted campaigns in line with the 2025/26 Sales and Marketing strategy Target - Minimum of 4 campaigns delivered annually. DMO 1: We will keep a record of international trade shows attended each year.
DMO 1	Outcome - Leading on visitor economy marketing of York, working with Visit England, national and regional bodies to make the most of York's offer and attract visitors to the city. Output Creation and delivery of key marketing campaigns for York in collaboration with partners to strengthen city wide partnership approach. resulting in an improved quality							

	of offer for York as a place to live, work, invest and visit. • Maintain page on visitYork.org promoting sustainable travel development of a package of linked attractions and experiences to encourage visitors to spend more time in York increasing overnight stays. • Develop an international marketing plan and relationships established with 5 key international travel trade operators by end of May 2025.					8. Celebrating heritage and making modern history	✓	• Hold networking events x 2 per annum. • Deliver informative monthly to members ensuring retained membership of at least 80% DMO 3 • 4 - 1 x per campaign partnership activities delivered including with LVEP. • Online accessibility search provision live April 25. • 4 new accessibility itineraries jointly developed. DMO 4 Increase the number of residents engaging in cultural activities, as measured through heritage attraction visitation statistics and event participation data • co -ordinate and promote residents festival annually.	Target -Minimum of 2 International trade shows attended a year DMO 1: Visitor days - This is the average number of days - All staying visitors remain in York. Currently measured in the annual STEAM survey. Target - Increase 2024 average visitor stay length of 3.3 days DMO 1: Visitor spending - This is measured based on the average visitor spend per person per day - currently reported quarterly to CYC taken from Visitor survey. Target - to exceed 2024 annual average value of £50.11 DMO 1: Increase the value of the visitor economy - This will be measured from the GTS annual STEAM report and will be the indexed figure (adjusted for inflation etc) of the value of the economy. Target - to exceed the 2024 Indexed value of the economy of 2.01 billion.
DMO 2	Outcome - Maintain and develop Visit York as a membership body supporting and developing the visitor economy sector. Output • Maintain relationships with existing members and create new member relationships to increase members.								
DMO 3	Outcome - Work with the visitor economy sector, Visit England, the York & North Yorkshire LVEP, the York Business Improvement District (“BID”) and other partners to ensure that a quality product is offered to both visitors and residents, and that it is accessible and welcoming to all. Output • Contribute to the performance of the visitor economy by progressive and active partnership working to deliver connectivity of the visitor experience and enabling national and regional funding to be secured.								

DMO 4	• Lobby and advocate key partners and organisations to influence key decisions, shape direction and maximise York's potential. • Create an online search facility covering different accessibility needs by April 25. • Increase accessible tourism by the development of 4 new itineraries to showcase ways visitors with different accessibility needs can enjoy visiting York. • Continue to attract commercial sponsorship of Visit York Tourism Awards and showcasing industry achievements. Outcome - Encourage all York residents to enjoy the tourism and cultural offer of York including year-round promotion and targeted residents' events. Output • We will work collaboratively and creatively to ensure every resident utilises the tourism offer of the city. • Tourism is supported and welcomed by residents and local communities and more York residents are actively participating in tourism and cultural offer of York. • Deliver an additional centrally located specific event for the residents of York - for communities and people to come together and provide social cohesion and civic pride								DMO 2: We will deliver at least one monthly update to members. Membership retention will be based on at least 80% of existing members renewing their membership Target - Deliver at least one monthly update to members and 80% of existing members renewing membership DMO 2: The financial revenue value of membership fees will exceed at least 80% of the previous year. Target - Financial retention of membership fees to exceed 80% of previous year DMO 2: We will deliver a minimum of 4-member advisory meetings per year to keep members informed and ensuring they are getting the best use of their membership. Target – Minimum of 4 meetings a year. DMO 2: Networking meetings – We will keep a record and promote networking events as part of our membership.
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	• Deliver a specific event that appeals to teenage residents which builds community identity and engagement among younger residents • Maybe should be in events section?								Target- Minimum of 2 networking membership events a year DMO 3: 4 - 1 x per campaign joint partnership activities delivered including with LVEP. we will launch and record any partnership activities as part of our wider LVEP - Visit Britain/England partners. DMO 3: 4 new accessibility itineraries jointly developed. Target: Deliver a minimum of 4 partnership activities a year DMO 4: Increase the number of residents engaging in cultural activities, as measured through heritage attraction visitation statistics and event participation data. Target: 35% + of recorded survey participants at events indicate they are a York local or have a York postcode DMO 4: Coordinate and promote a resident's festival annually.
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									Target: Delivery of annual resident's festival achieving at least 70% satisfaction rating.
VSD	Visitor sector development	✓	✓	✓	✓	1. Family friendly and affordable city centre 2. An attractive, active, and healthy city centre 3. A sustainable city fit for the future 4. Making tourism work for York 5. Embracing our riversides 6. A safe city centre which is welcome & accessible to all 7. Thriving businesses & productive buildings 8. Celebrating heritage and making modern history	✓	VSD 1 - Raise 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. - Promoting the benefits of Good Business Charter to Visit York Members by providing information in monthly newsletters. - Measuring click through rates to Good Business Charter from Visit York website. VSD 2 1% additional new members joining	VSD 1 Target 12 emails promoting the benefits of Good Business Charter to Visit York Members VSD1 Measuring click through rates to Good Business Charter from Visit York emails per annum. VSD 2: 1% additional new members joining. New members joining in the year as a percentage of total members should exceed 1% of total membership Target: New membership exceeds 1% of total members for the year.
VSD 1	Outcome - Work with visitor sector businesses to help them become even better employers, paying decent wages, and offering flexible employment, by promoting the adoption of the Good Business Charter. Work with Good Business Charter to better understand levels and trends in participation and pathway to accreditation to target activity with visitor sector. Output: - Increased awareness of Visit York members of the Good Business Charter and accreditation to increase. - Supporting York business to make positive changes.								
VSD 2	Outcome - supporting on approaches to maximise private-sector, visitor led investment into city centre improvement. Output New businesses within the city joining Visit York membership								

TAB 1	Tourism Advisory Board Outcome - Take the lead in the delivery and monitoring of the tourism strategy and convene and facilitate a TAB for York, which brings together a diverse range of stakeholders in the sector and has an independent chair Output: A more resilient and competitive visitor economy, built on collaboration between attractions, businesses, and partners.	✓		✓	✓	1. Family friendly and affordable city centre 2. An attractive, active, and healthy city centre 3. A sustainable city fit for the future 4. Making tourism work for York 5. Embracing our riversides 6. A safe city centre which is welcome & accessible to all 7. Thriving businesses & productive buildings 8. Celebrating heritage and making modern history	✓ ✓ ✓ ✓ ✓ ✓	TAB 1 - Establishment of the York TAB with an independent chair and agreed terms of reference. - Number and diversity of stakeholders actively participating (e.g., attractions, hospitality, transport, retail, cultural institutions, local authority, business groups). - Frequency of meetings held and attendance rates. - Evidence of collaborative initiatives or joint marketing/product development projects emerging from the TAB. - Stakeholder satisfaction and perceived value of participation (via survey/feedback). - Increase visitor spend annually Target £70pph by year 5 of the Tourism Strategy.	TAB 1: TAB meetings to be held monthly - measure the number of different businesses in attendance from minutes of meeting /attendance rates. TAB 1: Number and diversity of stakeholders actively participating (e.g., attractions, hospitality, transport, retail, cultural institutions, local authority, business groups). Target: minimum of 12 meetings across the year (1 monthly), minimum attendance rate of at least 60% of all members, at least 10 different businesses at each meeting Tab 1: Evidence of collaborative initiatives or joint marketing/product development projects emerging from the TAB. Target: MIY to be involved in or input into at least 1 collaborative project per quarter Tab 1: stakeholder satisfaction and perceived value of

	- Implement any updates to the Rules and Regulations in a fair, transparent, and consistent manner. - Drive through an ambitious transformational plan of the Shambles Market - Manage the appropriate use of the power of market charter to support inclusive growth across a city in a smart, forward-looking way. - Where changes require Council approval, MIY will seek such approval prior to implementation. Outputs - A well-maintained, safe, and vibrant Shambles Market, operating in line with legislation and best practice. - Updated Rules & Regulations, published and communicated clearly to traders. - Fair and transparent processes for trader applications, licenses, and enforcement - Regular, structured trader engagement meetings to enable two-way feedback and consultation. - Clear delivery plan with actions, timelines, and accountability. - Clear decision-making pathways for any changes requiring Council approval. - Markets to be delivered cost neutral at a minimum.					8. Celebrating heritage and making modern history	✓ ✓	delivered that support inclusive growth (e.g., new trader start-up support, events - Timely updates to Rules & Regulations (record of last revision date) Agreement of additional measures subject to outcomes from strategy action. MAR 2 3 regular community-based markets facilitated in Acomb. Riverside and Haxby. 2 specialty markets held.	- Trader turnover and retention rates. Strategy Action Plan Delivery - Completion of milestones in the Markets Strategy delivery plan. - Number of initiatives/projects delivered that support inclusive growth (e.g., new trader start-up support, events - Timely updates to Rules & Regulations (record of last revision date) Mar 2: 3 community-based markets facilitated in Acomb. Riverside and Haxby Mar 2: 2 specialty markets held. - Number of events delivered (against annual plan) - Speciality markets introduced/expanded (e.g., food, makers, seasonal)
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MAR 2	Outcome - Work with traders and other stakeholders to develop the market business plan to maximise its financial performance and continue to develop the offer. Output: Undertake consultation and engagement to ensure buy in from all partners on the direction of travel for Shambles linking into the Market Strategy.								
MAR 3	Outcome – Operate the market charter on behalf of the Council Output - Improved accessibility of markets - Increased number of community markets serving local residents								
CE	Commercial Events	✓	✓	✓	✓				
CE 1	Outcome - Run safe and sustainable commercial events, including specialist market to support economic growth and promote York, to generate surplus for investment. Output: - Provide a strong inclusive and diverse events programme to deliver the longer-term aspirations to grow events and speciality markets, deliver exceptional Visitor Experience that keep’s York’s profile high and generates high economic impact for the city. - Produce a annual events plan in the preceding year that is designed to attract					1. Family friendly and affordable city centre 2. An attractive, active, and healthy city centre 3. A sustainable city fit for the future 4. Making tourism work for York 5. Embracing our riversides	✓ ✓ ✓ ✓ ✓	CE 1 For Make it York directly delivered events: - Number of events delivered (against annual plan) - Range/diversity of events (cultural, heritage, family-friendly, evening economy - Speciality markets introduced/expanded (e.g., food, makers, seasonal)	CE1: 70 % of audience survey rating performance ‘very satisfied’ or ‘fairly satisfied’ Measured using surveys at the Event - currently considering the use of happy or not Target: at least 70% of those attending markets satisfied CE1: 35 % of audience from York/65% from outside York

CE2 CE3 CE 4	high spend stay visitors and select day and resident markets. Collaborate with commercial partners to secure new funding and sponsorship opportunities to sustain and expand programme and generate surplus. Outcome - Maintain an up to-date, comprehensive, and publicly accessible overall list of events happening across York. Output - Calendar of year-round events created and shared with at least 100 businesses by end of Jan 27 uploaded to visitYork.org website and viewed by 100,000 per annum unique visitors. Outcome - Support Local and Community Events to be delivered safely by maintaining an online event toolkit to allow event organisers to self-serve including guidance on event management and highlighting where permissions would be required. Output: - Work with event organisers to assist in the enabling and planning of events and provide a supportive environment to facilitate increased local participation, influence and engagement of residents ensuring that community events ensuring that they are delivered at no cost to others. Outcome - Manage all enquiries from any individual or organisation requiring support or			6. A safe city centre which is welcome & accessible to all 7. Thriving businesses & productive buildings 8. Celebrating heritage and making modern history	✓	- Visitor experience ratings (via surveys) 70 % of audience survey rating performance 'very satisfied' or 'fairly satisfied' 35 % of audience from York 65% of audience from outside York - Foot fall during event period Measured using surveys at the Event - currently considering the use of happy or not % of people travelling to York for events by active and sustainable means (bus, walk, cycle, train) increase by 5% annually. 60% of local businesses trading at events (York and Yorkshire) - No of reported incidents <3 CE 2 - Production of annual events Calendar circulated to 100 no of	Measured using surveys at the Event - currently considering the use of happy or not Target: 35% of audience from York 65% of the audience from outside York CE1: Footfall during the period springboard footfall data recorded during the event and prior to the event to do a footfall comparison - methodology may change with CYC investment in new footfall technology Target: Footfall levels are notably higher as result of the events. CE1: 45% of people travelling to York for events by active and sustainable means (bus, walk, cycle, train) increase by 5% annually. Target: 5% annual increase of sustainable transport CE2 Annual Events Calendar circulated
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	guidance regarding putting on an event in York in the first instance. Output Enabling local Community led Events and Festivals delivering increased community pride.						business and 3000 residents and promoted through digital channels with 100,000 unique visitors accessing. CE 3 - Maintain and update as required an online Events Toolkit which enable local community groups to plan and deliver their own events responsive to community need, for community benefit bringing communities together safely. CE 4 - No of community groups CE 5 - Safe events delivered in line with guidance and legislation. CE 6 - Safe events delivered in line with guidance and legislation.	Target 100 businesses receive calendar and 100,00 unique visitors accessing calendar Success will be measured by no of events calendar circulation total, digital and web analytics showing increased reach and engagement, and feedback evidencing improved awareness of York’s role as a welcoming City of Sanctuary and Human Rights City
CE 5	Outcome - If a proposed event falls within the Foot streets, Tower Gardens, Knavesmire or the Eye of York decide whether to permit the event. - Take responsibility for ensuring that the event organiser complies with all safety and other legal requirements in the planning and delivery of the event, including referring the event to the council’s Safety Advisory Group. - Provide any appropriate management or other support to the event organiser. Output - - Enabling appropriate use of public spaces in a safe manner							
CE 6	Outcome - If the proposed event is on land other than the Foot streets, Tower Gardens or the Eye of York determine whether the event falls within Make It York's remit and objectives, and if so: - Seek relevant Council approvals to proceed. - provide appropriate management advice or other support to the event organiser at an agreed cost; and							

CE7	- if not, sign post the event organiser to web-based and other information resources as appropriate. Output - - Enabling appropriate use of public spaces in a safe manner and obligating event organisers to manage and deliver events to national policy and guidelines, legislation, local restrictions i.e., noise management plans, guidance, and Safety Advisory Group recommendations. Outcome - Work within relevant laws and regulations that exist and ensure compliance with all licenses and permissions always associated with particular sites. Output - Delivering events and festival in line with legislation, guidance, and best practice. - Ensuring all relevant event costs by MIY or third-party event organisation are covered. - For MIY directly delivered events - any CYC costs are required to be on fixed price cost that are agreed up front supported by relevant MIY purchase order. - For all third-party events CYC costs are required to be on fixed price cost that are agreed up front with the Third-Party event deliverer. MIY will not be liable for any costs associated with Third Party Organisers.							CE 7 All events compliant with requirements with no reported breaches.	
CCV	City centre vibrancy	✓	✓		✓	1. Family friendly and affordable city centre	✓		

CCV 1	Outcome - Oversee opportunities for Eye of York, Tower Gardens, Exhibition Square, Kings Square and St Helen's Square, within the constraints and challenges these areas have. Develop workable solutions to put to the council to be able to commercialise these areas, if possible. Output- Engage with partners and stakeholders to explore a vision which will improve these areas and create spaces suitable for events.					2. An attractive, active, and healthy city centre 3. A sustainable city fit for the future 4. Making tourism work for York 5. Embracing our riversides	✓	CCV1 Identify investment opportunities to make spaces fit for purpose and support the aims and objectives of CYC.	
CCV 2	Outcome - Create a high-profile calendar of city centre festivals, activities and events ensuring that partners including the Council, and the BID are enabled to contribute. Identify times when new events would add value to the York experience and fill these gaps and responding more effectively to seasonality. Output - Complete analysis of gaps and provide recommendations to support the development of the year-round visitor economy and encourage new events and festivals to further animate the city and encourage a diverse a diverse annual events calendar and that the programme is attractive to families. - Create new offers and experiences and market existing opportunities to present a year-round visitor offer. Output					6. A safe city centre which is welcome & accessible to all 7. Thriving businesses & productive buildings 8. Celebrating heritage and making modern history		CCV 2 - Undertake gap analysis to identify events/activities that can take place in the shoulder months of March, April, September, October, and November - Contribute ideas to enable delivery of a programme of family friendly activities that assist to strengthen aspirations for Purple Flag Accreditation CCV 4 - Reduced No of complaints on use of spaces to less than 50.	

CCV 3	- Using front line services and digital services to promote a clear and consistent message of a welcoming city for all and everyone is treated with dignity and respect. Outcome – Developed a draft Spaces and Places Policy to strengthen the management of buskers, street traders, street cafés, and pedlars in the city centre. The policy will be shaped in collaboration with the Council, the BID, and key city centre organisations who will act as delivery partners in its implementation. Output - CYC/MIY to implement a new Spaces and Places Policy, supported by a management framework that ensures each location is respected for its character, purpose, and occupants. The policy will balance the needs of all street users while celebrating local talent, supporting local businesses, and enhancing the vibrancy and distinctiveness of the city centre. - Management of Busking Subject to adoption of a Spaces and Places policy.								
CUL	Culture Culture Strategy – Help to deliver the culture strategy along with other partners to enable an ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries from the spaces managed by MIY.	✓	✓	✓	✓	1. Family friendly and affordable city centre 2. An attractive, active, and healthy city centre 3. A sustainable city fit for the future	✓ ✓	CUL 1 & 2 - Number of outdoor cultural events supported x 2. - Number of 'heritage' spaces signed up to York Pass.	CUL 1 & 2: - Number of outdoor cultural events supported x 2. - No of artists, arts and heritage organisations engaged with events and

CUL 1	Outcome - Promote an ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries from the spaces managed by MIY. Output - Continue to develop and integrate Yorks cultural offer through events and festivals enhancing place identity, local vibrancy, and visitor audience. - Management and facilitating filming in the city. - Delivery of York Pass.					4. Making tourism work for York 5. Embracing our riversides 6. A safe city centre which is welcome & accessible to all 7. Thriving businesses & productive buildings 8. Celebrating heritage and making modern history	✓		festival and speciality markets using the city outdoor spaces. - Number of 'heritage' spaces signed up to York Pass. - Number of regional/ national/ international partnerships created. - Number of Festivals and Cultural Events held. - New initiatives and partnerships formed. - Participation at events increased. - Immediate tourism & local business value
CUL 2	Outcome - Work with partners to facilitate or deliver joint events - for the creative sector. Output - Enable two joint events to take place in the city - Promotion of these events through our digital assets						✓		
CUL 3	Outcome - Receive regular strategic advice from both the cultural and creative sectors maintaining appropriate liaison arrangements to inform the Make It York board of directors and to steer the company's plans. Output - Attendance at strategic meeting held within the city - Liaison with other DMO's on regional and national cultural and creative sector activity							CUL 4 & 5 Support CYC in the development of a Events Strategy	

EFV 2 Output - To agree and establish the key Strategic Events that would benefit York in partnership with relevant partners. Outcome – Support CYC as lead in the delivery of an events framework Output - A more cohesive strategic direction for festivals and events to ensure that these align with the City’s key strategies, objectives and outcomes. - Building and facilitating partnerships and capacity and support for delivery of events and festivals. EFV 3 Outcome - Take the initiative in building coalitions and partnerships for specific initiatives to fill identified gaps in product as identified by the framework. Output - Improving opportunities through progressive and active collaborative partnerships working leading to jointly attracting more national and regional funding. EFV 4 Outcome - Engage businesses and visitors in mass participation sporting events commissioned by the Council. Output - Engaging business will delivering tangible impacts to the city and its communities and visitors such as social impact, health and						6. A safe city centre which is welcome & accessible to all 7. Thriving businesses & productive buildings 8. Celebrating heritage and making modern history	✓ ✓	EVF 2 - Events Framework co – produced for approval. EVF 3 - Number of regional/ national/ international partnerships created. - Number of Festivals and Cultural Events held. EVF 4 - New initiatives and partnerships formed. - Participation at events increased. - Immediate tourism & local business value - Future tourism & local business value	
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	wellbeing impact, participation impact, economic impact from tourism & event expenditure, growing customer base to York. Volunteering impact.								
UD	UNESCO designation Ensure the people of York understand and appreciate the importance of York's UNESCO Creative City of Media Arts status and maximise its impact. Through promotion on the Visit York and Make It York Website. Detailed delivery: UNESCO designation Outcome - Support the Council as the focal point for UNESCO City of Media Arts designation by Promoting York's status. Work with UNESCO Focal Point and wider partners to deliver the current UNESCO Creative City objectives. Output Promotion of heritage and culture for all sectors of York's community. Creating opportunities for capacity building.	✓	✓	✓	✓	1. Family friendly and affordable city centre 2. An attractive, active, and healthy city centre 3. A sustainable city fit for the future 4. Making tourism work for York 5. Embracing our riversides 6. A safe city centre which is welcome & accessible to all 7. Thriving businesses & productive buildings 8. Celebrating heritage and making modern history	✓	UD 1, 2 and 3 - Page views, click-through rates on UNESCO-related content on Visit York and Make It York website - Number of collaborations, projects, or initiatives explicitly tied to York's UNESCO Media Arts status.	
UD1									
UD 2	Outcome - Promote the creative sector through media channels highlighting York's profile as a creative city, as part of the membership scheme Output Increase the number of members promoting UNESCO on their channels								

UD 3	Outcome - Promote the designation within the city, e.g., through the BID, Retail and Hospitality Forums. Output • Circulate marketing assets to individual businesses to use as a promotional tool						✓		
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