

Annex 4

My City Centre Engagement Plan

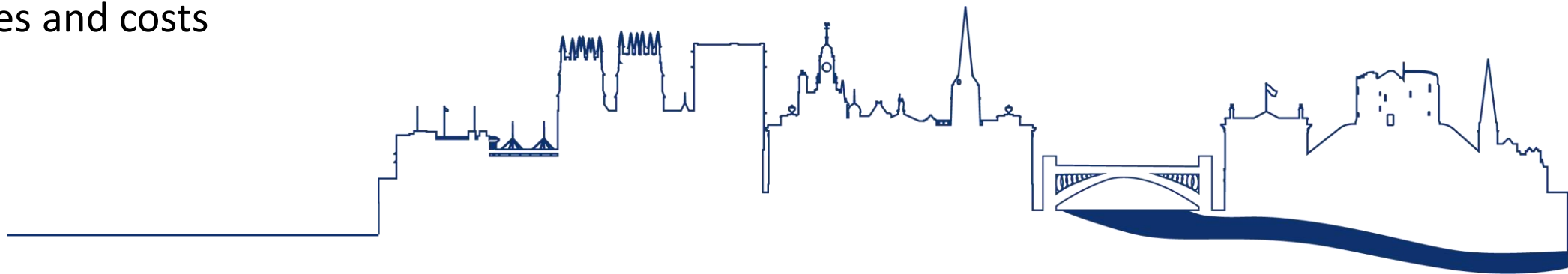
April 2021



Engagement plan

- Scope
 - My City Centre vision/ PID expected outcomes
 - My City Centre engagement
- Objectives
- Audiences
 - Influence and impact
 - What we already know
 - Areas of influence - What has already been decided/ What can still be influenced?
- Approach
- Key decision points
- Project timeline
- Resources and costs

My City Centre



Scope of My City Centre Vision



Aim: “To engage the public and stakeholders to develop a long term social, environmental and economic strategic vision for a sustainable future for York city centre”

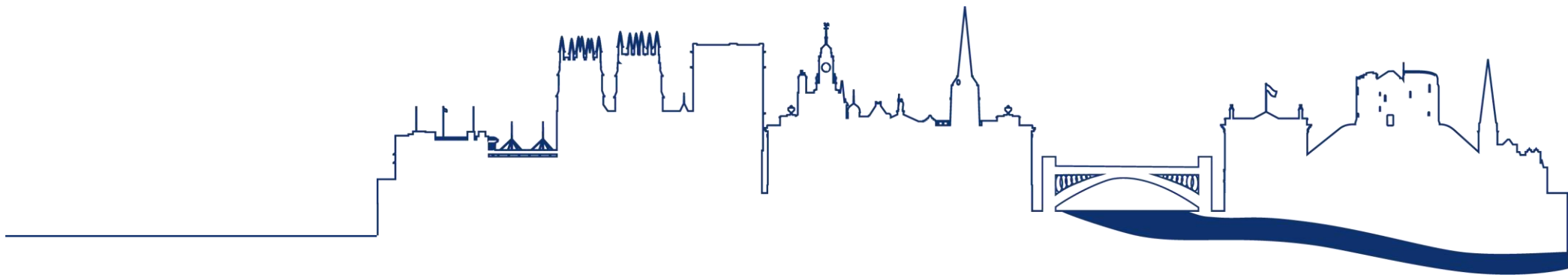
Due to the ‘open conversation’ approach, it’s scope will retain some fluidity, informed by the public and stakeholders identifying the challenges to which the vision will need to respond.

The vision will be used to guide and inform future investment decisions and funding bids, public realm improvements, events strategies, local plan policies and spatial masterplanning, building flexibility into the City Centre to respond to changing circumstances. It will establish a framework to guide future activity, and establish the broad scope for specific physical interventions to be developed further as future specific projects.

The vision will establish a strategic framework as opposed to being principally focussed on defining physical interventions for buildings and public spaces. Specific projects that emerge from My City Centre will need a business case establishing and additional resource and/or funding.

My City Centre will set the principles for the future of the city centre, not the full detail of how it will be delivered.

My City Centre



THEMES AND PRIORITISED CHALLENGES 03.21

SUSTAINABILITY/ CLIMATE CHANGE

THEMES

HERITAGE

PLAY

ENVIRONMENT & MOVEMENT

TECHNOLOGY

ECONOMY

LIVING & COMMUNITY

PRIORITISED CHALLENGES

Modern intertwined with old
 City at capacity at busy times
 Need for quality public realm
 Free to access public space
 Footfall

Shop to bar/ restaurant conversions
 Drinkers & shoppers
 Residents & tourists
 Family friendly environment
 Daytime & evening
 Covid impact on established events
 Behaviour change/ public safety perceptions
 Reduced evening/ lunchtime worker spend
 Established Events impacted
 Cultural organisations threatened

River is closed off
 Lack of cycle parking
 Accessibility
 Spreading the pressure of markets
 Servicing for units and HGV's
 Car free City Centre

Wayfinding
 Transport technology change
 Impact of hotels and Airbnb
 Impact of internet
 Planning red tape
 Business rates

Lack of start-up investment?
 Lack of start-up and incubator space
 Strong Indie sector needs support
 Too much retail?
 Retail/ office oversupply?
 Few but persistent vacancies
 Lack and loss of office space
 Low pay in retail sector
 Too many medium size retail floorplates
 Inflated rents and value expectations

Under-occupation of upper floors
 Affordable housing
 Terrorism threat
 Rough sleeping
 Housing demand
 Inclusivity and affordability
 Lack of indoor public space
 Space for meanwhile use
 Public seating and conveniences

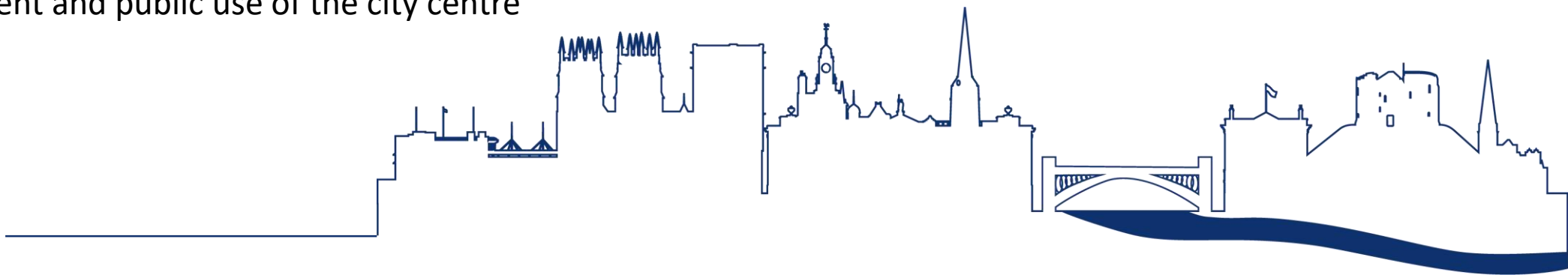
My City Centre Expected Outcomes (PID)



The principal project outcome will be for the city centre to have a long-term shared strategic vision in place that has been fully developed through public and stakeholder engagement. This vision will help to ensure the economic, social and environmental performance of the City Centre is maintained and improved, by allowing us to:

- Respond to the current challenges facing the high street and be prepared to respond to future and emerging trends
- Make informed and targeted investment decisions to maintain a successful city centre
- Be best placed to access regional and central government funding by having an approved, community owned, strategy and vision
- Encourage inward private investment and lend confidence to existing investors and occupiers
- Ensure the city centre meets the needs of both residents and visitors
- Create a supportive environment for local businesses to thrive
- Maintain and enhance York's reputation and role as a driver of regional growth
- Maintain a robust historic city centre that thrives and compliments York Central and other regeneration projects
- Balance the need for counter-terrorism measures with good accessibility to the city centre
- Promote resident and public use of the city centre

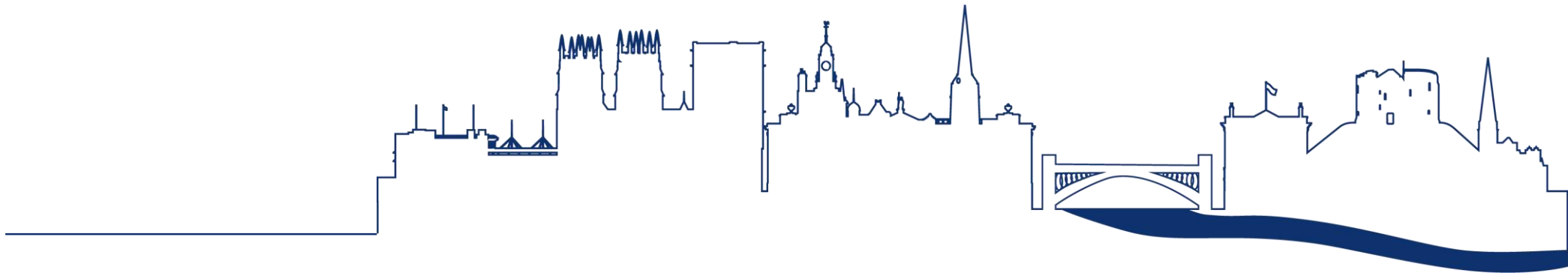
My City Centre



Scope of My City Centre Engagement

- identify the audiences and insight required **to develop a long term strategic vision for York city centre**;
- deepen insight into the **needs and aspirations** of key audiences in relation to creating a people focused city centre, where people drive the economy and vibrancy, towards a sustainable future for York city centre;
- follow the principles of the council's engagement strategy;
- the approach will make sure key audiences and users of the city centre **understand other perspectives and explore responses together**;
- cover **seven themes** relating to the city centre (defined by the BID boundary);
- will complement and benefit from insight gained from **linked engagement exercises**, including My Castle Gateway, City Centre Access Review and Our Big Conversation. The engagement will run alongside and complement the conversation shaping three emerging core strategies: Local Transport Plan, Carbon Reduction Strategy and the Economic Strategy, which in turn will deliver the My City Centre vision.

My City Centre

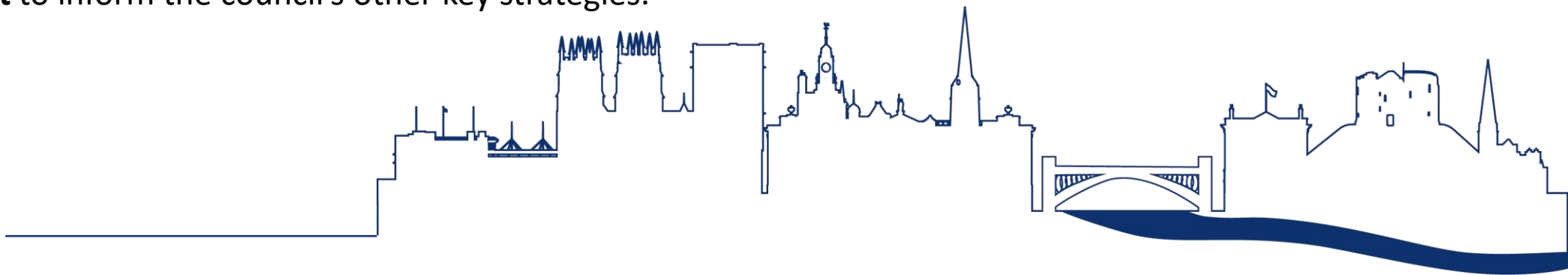


My City Centre Engagement Objectives



1. Identify the **audiences and insight required** to develop a vision for York city centre;
2. Engage the public and stakeholders in an **open conversation** on the current and future challenges facing the city centre, how they currently interact with York city centre and how this will evolve, and how they want to use it in the future;
3. **Explore and define the challenges** facing the city centre, and **explore responses together** to form a set of shared, prioritised responses to these;
4. **Deepen understanding of different needs and aspirations**, including surfacing any competing perspectives of residents, occupiers and visitors and in relation to creating a people focused city centre, where people drive the economy and vibrancy, towards a sustainable future for York city centre
5. Develop a **long term strategic vision** for York city centre that meets the needs and aspirations of a broad range of users and stakeholders;
6. **Establish networks** of individuals and organisations to enable coordinated action moving forward;
7. **Share insight** to inform the council's other key strategies.

My City Centre



Audiences

City wide to all households,
in public spaces and via
social and digital
communications

Demographic data will be
collected where possible,
along with an option to keep
informed by storing contact
details of participants, in line
with GDPR legislation, to
enable Stage 2/ sharing the
draft vision

Targeted engagement

Residents

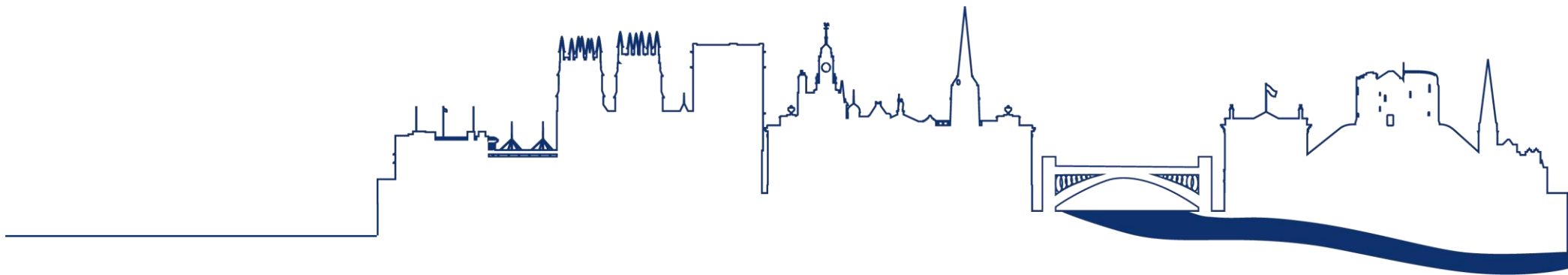
- Who live in city centre
- Who use city centre
- Who avoid city centre

City centre occupiers

- Conversations steered by My City Centre Stakeholder Group

City centre visitors

- Leisure users
- Tourists
- Shoppers
- Commuters



Audience influence and impact

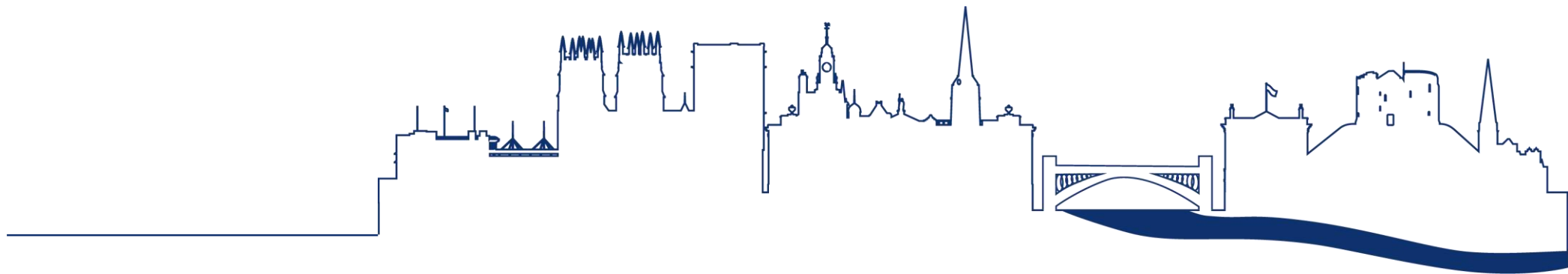
My City Centre	Sustainability/ Climate Change	Heritage	Play	Environment & Movement	Technology	Economy	Living & Community
Residents who live in city centre	✓	✓	✓	✓	✓	✓	✓
Residents who use city centre	✓	✓	✓	✓	✓	✓	✓
Residents who avoid city centre	✓		✓	✓		✓	
City centre occupiers	✓		✓	✓	✓	✓	✓
City centre visitors	✓	✓	✓	✓	✓	✓	
Specialist interest groups	✓	✓		✓			
Commuters	✓		✓	✓	✓	✓	

What we already know

This engagement will build on existing insight:

- National trend of high street decline - York retail/ occupancy more successful than national picture
- Behaviour changes e.g. remote working
- Footstreets open brief – mobility considerations (Nov 2020)
- My Castle Gateway, new public space open brief (May 2020)
- Our Big Conversation (March 2020 – ongoing)
- Stakeholder conversations through pandemic (eg. BID High Street data)
- City Centre Access counter terrorism (2018)
- My City Centre Mar- Apr 2020

My City Centre



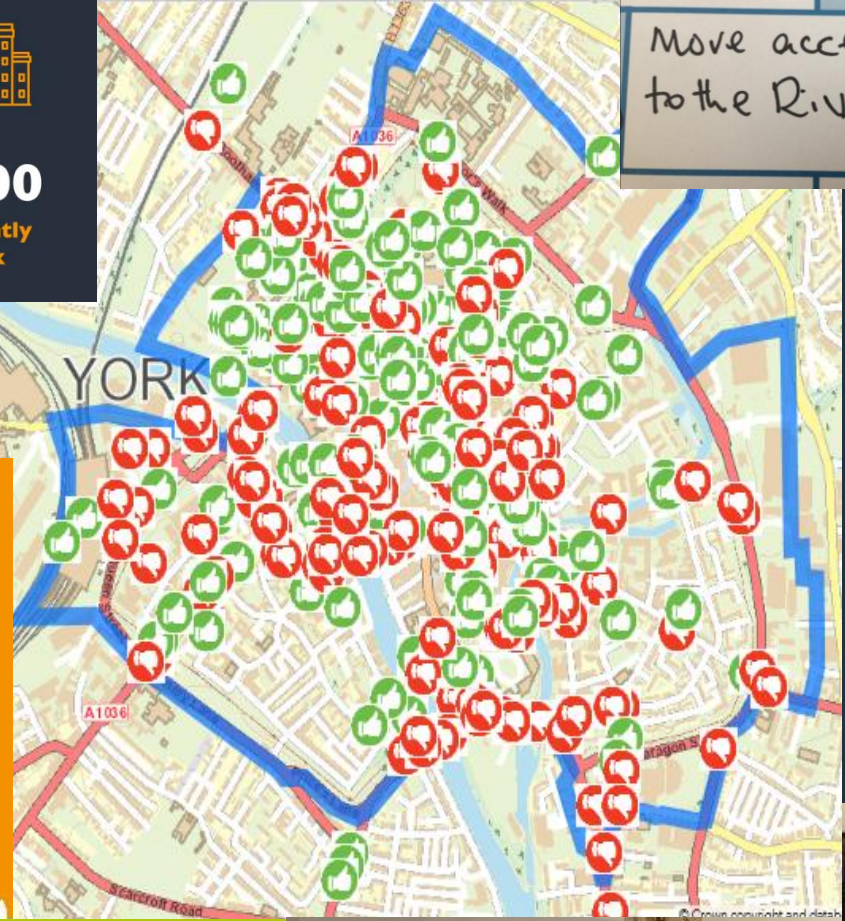


over **209,000** people currently live in York

Move access to the RIVER!

YORK CITY CENTRE BINGO

HAD A MEAL OUT 	"EVENING OUT" IN PUBS AND BARS 	SPENT TIME SHOPPING 	SAW THE SIGHTS
VISITED A MUSEUM 	SPENT TIME IN A PARK / OPEN PUBLIC SPACE 	WENT TO THE LIBRARY 	ATTENDED A FESTIVAL / EVENT
ATTENDED THE THEATRE 	SAW A FILM 	WENT TO A CONCERT 	WENT TO WORK



Help independent shops

TO STRENGTHEN YORK CITY CENTRE I WOULD...

over **8,400,000** tourists visit every year

0:02 | 905 views



THE THING I LOVE MOST ABOUT YORK CITY CENTRE IS...

MY CITY CENTRE
WHAT I WOULD LIKE TO DO IN YORK CITY CENTRE IN THE FUTURE



more children play areas

FEELING SAFE & AGREE TO WALK AROUND OUR BEAUTIFUL CITY

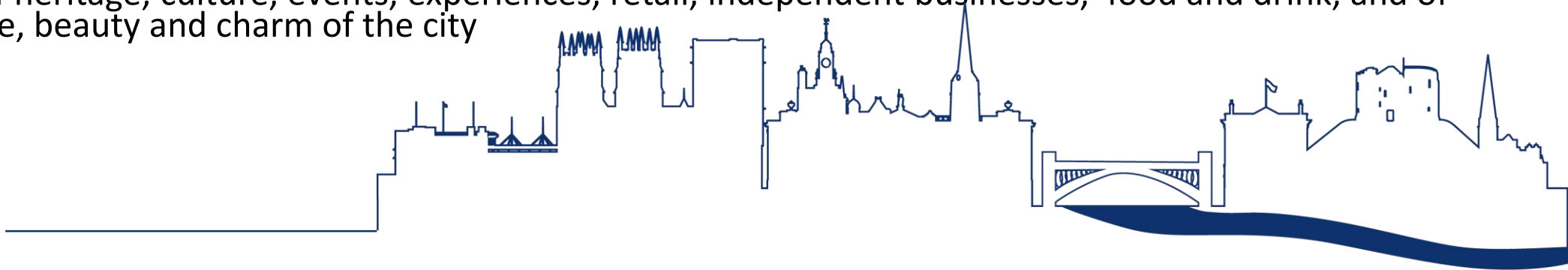
over **112,500** work in the city

What we already know

My City Centre resident engagement (March 2020)

- **Access** – cycling, car free/ less traffic, footstreets, walk, public transport, parking, deliveries, disabled access, and things that affect people’s **journeys** (seating, pavements. toilets)
- **Environment** – appreciation of green space, open space, trees, nature, as well as the need to respond to flooding
- The opportunity of opening up the **rivers** was recognised and welcomed
- Free/ **affordable** events, mix of **housing** including affordable to local people
- Appetite for **events** for residents as well as tourists, build **community**, living above the shops, **family friendly** and play space
- Potential conflicts from **antisocial behaviour**/ drinking culture, empty shops, **rough sleeping**, and general need to **clean** up the streets and provide bins
- Some welcome the world class **tourism** offer, seasonal markets and hospitality, but others are wary of **overcrowding** and feel that **residents** are not always prioritised
- **Appreciation** of heritage, culture, events, experiences, retail, independent businesses, food and drink, and of the human scale, beauty and charm of the city

My City Centre



Areas of Influence

What has already been decided?

- Climate Emergency declaration and net-zero target 2030
- Temporary footstreets arrangements to be made permanent (subject to TRO)
- Govt changes to increase planning freedoms; pop-up events, conversion to residential and more
- Castle Gateway masterplan; Castle public realm, open up the Foss, Piccadilly community, new active travel links, adequate replacement parking

What can be influenced?

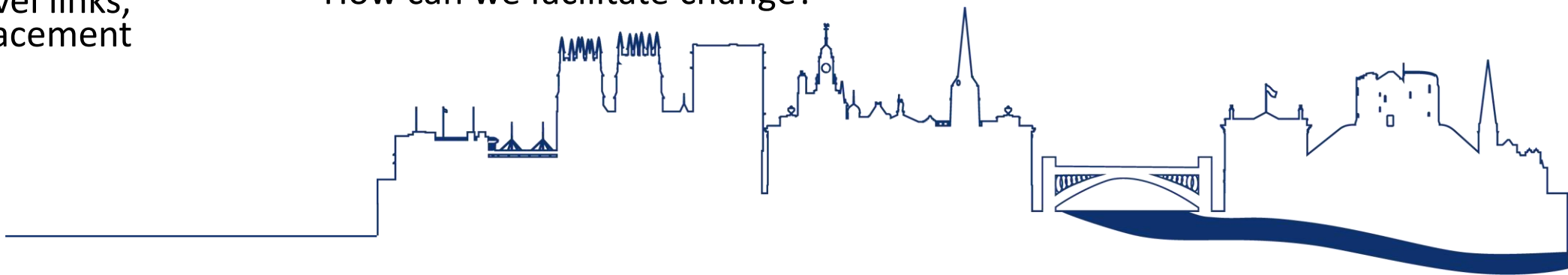
Inform future investment decisions and funding bids, public realm improvements, events strategies, local plan policies and spatial masterplanning.

Residents

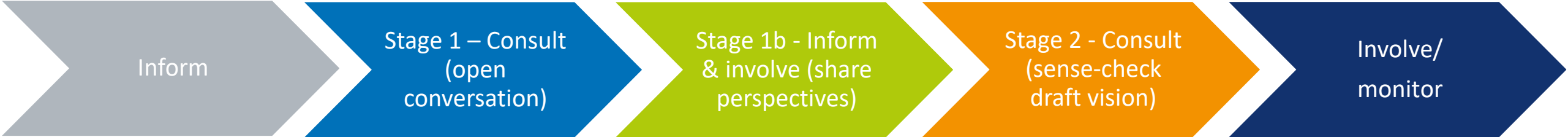
- Evidence base: What do you go to the city centre to do? How do you get there? When do you go to the city centre?
- How would you like to use the city centre in future?

Stakeholders

- What is the city centre's purpose?
- What will the long term impact of changes – accelerated by the pandemic - be on building use?
- How do people get to the city centre/ move about?
- How can we facilitate change?



Audience	Network/Partners	Engagement Tools	Communication Channels
<p>Residents:</p> <ul style="list-style-type: none"> - Who live in city centre - Who use city centre - Who avoid city centre <p>(cross section of York and surrounding area population and representation of all communities of identity/interest)</p>	<p>Ward members – all wards Resident associations Engagement map under development – partners and networks for all communities of identity and York geographies</p> <p>Hard to reach groups: Parish Councils – York outer residents Young people – York Youth Council, Show Me I Matter Disabled groups – YDRF, footstreets channel map, Age Friendly Families – Mumbler, Little Vikings</p>	<p>Facebook live Q&A Online Survey Curate social conversations polls, short stakeholder videos Community zoom workshop? Social media listening</p> <p>Potential community exhibition/ non-digital presence alongside virtual presence</p> <p>UoY Transform Challenge?</p>	<p>Ward member briefings – internal Zoom PR Social and facebook groups Partner network cascade Resident Email Newsletter Families newsletter Schools Email Newsletter – ask to share Our City insert?</p>
<p>City centre occupiers</p> <ul style="list-style-type: none"> - Businesses - Property owners and landlords - Employers and employees in city centre Cultural and public service providers/ civic institutions - Heritage and statutory bodies 	<p>Stakeholder Group Membership: BID, Indie York, Make it York, York Retail Forum, Property Forum, York Hoteliers Association, York Minster, York CVS, York Civic Trust, Police, Cultural Partnership, York University, Canal River Trust, York Food Festival, Safer York Partnership, York Museums Trust Location-specific traders associations (x-ref with econ development)</p>	<p>Stakeholder zoom workshop Online Survey Curate social conversations</p> <p>Link to Economic Strategy / Our Big Conversation</p> <p>Potential ‘Linked In’ Business targeting?</p>	<p>Business Bulletin Partner network cascade BID Rangers PR Social</p>
<p>City centre visitors</p> <ul style="list-style-type: none"> - Leisure users - Tourists - Shoppers 	<p>evening visitors bars/restaurants if feasible Domestic and international tourists visiting the City - day trips or overnight visits, typically with an emphasis on cultural attractions (direct with partners/ providers in lieu of face to face?)</p>	<p>Online survey</p>	<p>Social Media Poster QR Code in venues Venue/partner mailing lists</p>
<p>Special Interest Groups for 7 themes: Sustainability & climate change, Heritage, Play, Environment & movement, Technology, Economy, Living & community</p>	<p>York Environment Forum CYC technical officers See Engagement Map</p>	<p>Online survey</p> <p>Link to LTP & Climate Strategy/ Our Big Conversation</p>	<p>Zoom Social media Advocacy organisations cascade</p>
<p>Commuters</p>			



<p>Provide balanced and objective info; Existing insight, Constraints Points of influence</p>	<p>Gain feedback, deepen understanding of need from some groups</p>	<p>Sharing perspectives and understanding competing demands</p>	<p>Gain feedback and analysis on draft vision - test whether the draft vision reflects what people have told us</p>	<p>Executive decision/ final vision for city centre</p>	<p>Measure impact and support implementation Post adoption review 2024</p>
<p>Engagement activities</p>					
<p>Social media key Qs Update CYC landing page - areas of influence and future constraints Reinstate interactive map? Member briefings</p>	<p>Surveys – online and print (Our City, potential library or empty shop display) Our Big Conversation? Community zoom workshop? Multi-stakeholder zoom workshops: - Themes? Social media - key Qs, curated conversations Stakeholder video clips (can we include landowners?)</p>	<p>Share what people have told us so far – deepen understanding – how? Stakeholder Group meetings/ partner meetings; deep dive by theme</p>	<p>Publish vision on CYC website and promote to identified audiences Social media - present feedback and emerging ideas, curate conversations Present draft vision to stakeholder workshop Check against carbon, transport, economy and other engagement work.</p>		<p>TBC</p>
<p>Broadcast</p>					
<p>Signpost to web landing pages and mailing lists/resident eng lists Our City Partner/rep orgs cascade Media activity City Centre resident groups contact</p>	<p>PR Social campaign Targeted Social media ads Social communities Partner/rep orgs cascade Media activity</p>	<p>PR Social campaign Targeted Social media ads Social communities Partner/rep orgs cascade Media activity</p>	<p>PR Social campaign – digital assets (potentially inc images/animations) that break down key themes into bite size pieces Targeted Social media ads Partner/rep orgs cascade Media activity Community impact assessment</p>	<p>Publish insight brief</p>	

Inclusive approach

Engagement will be inclusive to address:



Lack of internet access

Users who struggle with literacy are unlikely to use the internet alone and would not use the internet as their main source of coronavirus information



Reliance on family and friends

Users who tend to rely on family and friends to support them with tasks that require reading, but not all users have access to that support



Trusted & respected local figures

Respected figures and organisations that people listen to can help build trust in the service and dispel existing myths and alternative narratives



Information is confusing and does not land with the community

Official information is confusing and inconsistent and does not resonate with the user group. Thus, people get alternative narratives from social media and WhatsApp



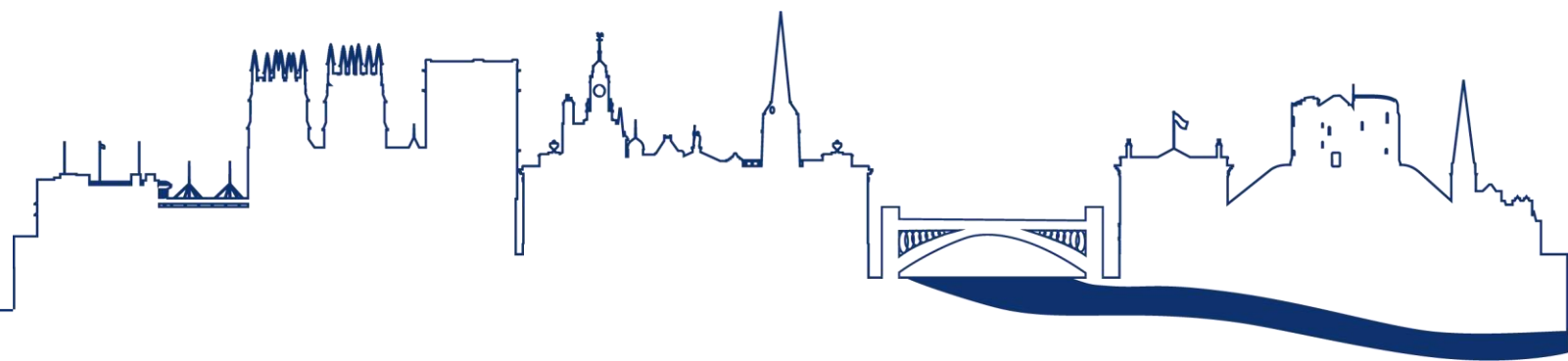
Visual methods of passing information are beneficial

Pictures, videos, icons and physical signage are beneficial to users as they are visual and easier to quickly understand and engage with



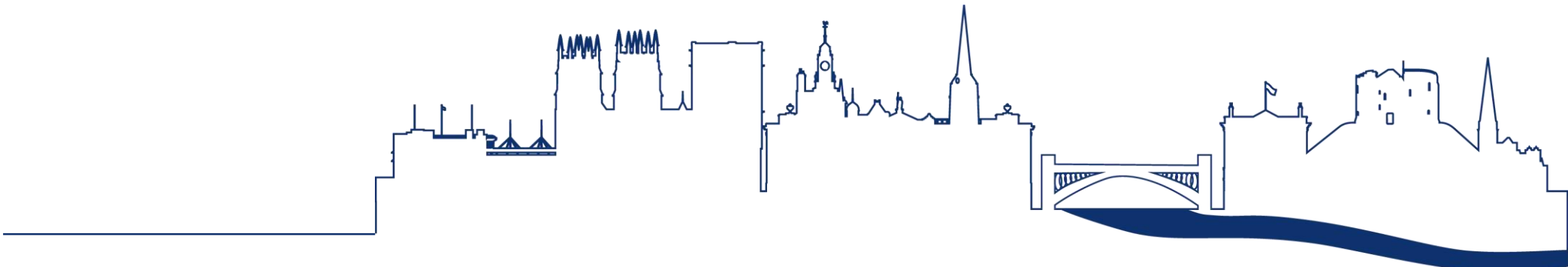
Familiar settings and staff

Engagement activities in familiar places could reduce feelings of fear or exclusion and may increase uptake



Key Decision Points & Project Timeline

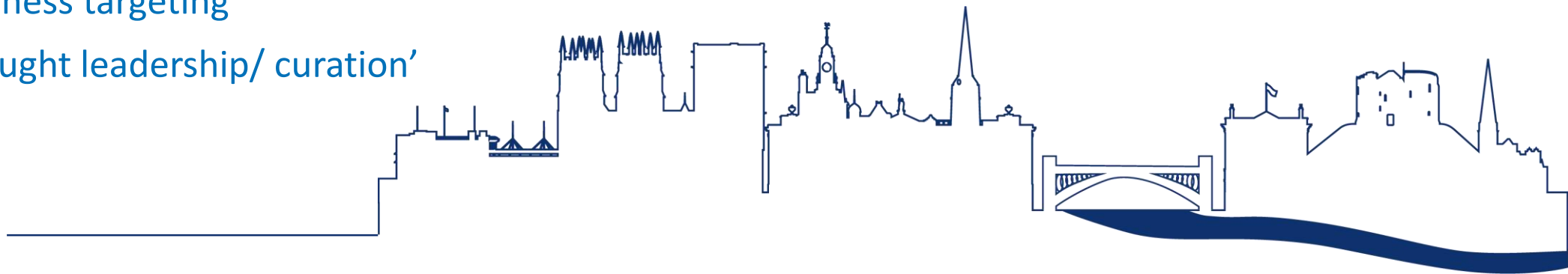
	April	May	June	July	August	September		2024
Executive Member Decision	27/04/21							
Stage 1a – Consult (open conversation, deepen understanding - survey, social, partners)								
Stage 1b – Involve (share perspectives)								
<i>(Internal - produce draft vision)</i>								
Stage 2 – Share/ check draft vision								
Executive decision – confirm final vision						30/09/21		
Post adoption review mechanism								



Social Communications

Consultants previously supporting delivery of engagement, whereas now the engagement approach has evolved, internal resources and capacity are improved, and we can build on the work done in 2020. Not proposed to re-activate Social Communications contract, but option to deploy budget residual if necessary to discrete deliverables from them, drawing on their specialisms to add value/ depth:

- Creative and engaging social media adverts to target:
 - Residents of York
 - Followers of York's attractions
 - Prospective visitors to the city
- Targeted digital campaign (focussed geographies/ demographics/ archetypes)
- Social listening
- LinkedIn business targeting
- External 'thought leadership/ curation'



Stakeholder Group Partners Role



Support to distribute messaging & encourage participation/ discussion

- Survey
- Workshop
- Social media
- Cascade via your membership/ your regular programme of meetings
- Tag us/ share feedback so that we can gather and share insight

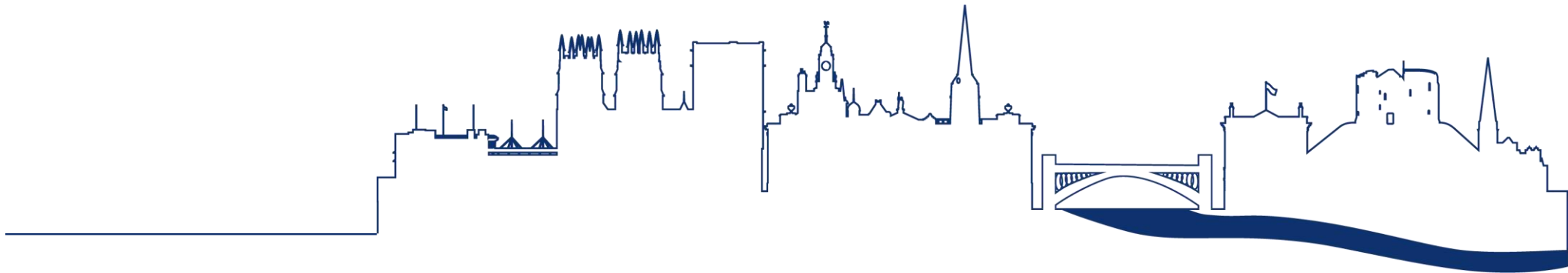
Help to broaden our reach and the diversity of responses

 facebook.com/mycitycentreyork (177 followers) plus CYC 15,000

 Twitter twitter.com/mccyork (449 followers) plus CYC 46,500

 Instagram instagram.com/mycitycentreyork (942 followers) plus CYC 2,800

My City Centre



Evaluation and learning framework



Objective	Indicator	Tools to measure	Learning questions
Increase participation	Diversity by survey demographic data Engagement map - % engaged across communities (geographical and interest/identity)	Demographic data on surveys Partners / networks reached on engagement map	Which communities engage with which
Build confidence in engagement opportunities	Levels of participation – and trust - from under-represented communities Social media sentiment	Feedback surveys Focus groups (testing recognition, attitudes, repeat engagement, progress along framework, perception of levels of influence)	Was it easy to share your views? Do you feel listened to? Do you feel this has had influence? Would you engage again?
Surface tensions and increase understanding/ cooperation	Diversity of attendance at multi-community workshops/conversations (by target audience per theme) Produce and publish community briefs for each engagement theme #interactions (comments, shares) with brief	Demographic data Sentiment of views exchanged Analytics of web page / platform if purchased Content of public speakers/press sentiment after decision published	Do audiences understand each other's aspirations? Do audiences want to compromise their aspirations to accommodate others?
Support better decisions	# new perspectives added Stakeholder response to process and recommendations	Feedback / wash-up session with project leads and exec Stakeholder endorsement and advocacy	How has engagement informed our approach? Has engagement led to a more informed decision?

