

An aerial photograph of York, Pennsylvania, with a red outline tracing the city's boundary. The map shows a network of roads, green spaces, and industrial areas. The text is overlaid on the map.

YORK

NEW CITY BEAUTIFUL

TOWARD AN ECONOMIC
VISION

THE PANEL **Panel lead** Professor Alan J Simpson **Panel** David Chapman, Scott E. Adams, Mark Reynolds, Professor Franco Bianchini, Martin Stockley **Panel support** Rob Cowan, Amy Hall, Julie Barklie, Rob Vint, Dave Gibson, Valerio Simoni

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ENGLISH HERITAGE Neil Redfern

York Civic Trust, The Economic Partnership, Without Walls and all who attended the weekend charrette, the business breakfast, and the many community amenity and business interest meetings.

Successful and sustainable renaissance results from a range of interventions, and one of the most important is focused on enhancing quality of life and improving amenity, as a pre-cursor to business investment and growth.

A successful and competitive city is one that can retain and attract a high quality workforce.

More and more, quality of life plays a significant role in decided whether to stay in a place or to be drawn to another place. Quality of place is a key factor that affects personal and business location decisions. Enhancing the physical appearance of a city, improving accessibility and raising image and perception are all key issues if the city is to increase investment, employment creation and wealth.

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FOREWORD



I have known the City of York well since the late 1960's when York was perceived to be, and in reality was, a very different place to the City we see today. Since that time my work has allowed me to travel extensively and I have admired great cities around the world – but none improve upon the rich mix of history, tradition and culture York displays and never more so than it displays today.

Known during the 20th century for its railway engineering and chocolate making industries, York has always been recognized for its historic and archeological significance but in the mid twentieth century York was a 'smaller' place than it is today – certainly in terms of population. York was at that time a city far from the international tourist trail it sits on today; without the university now ranked in the top 100 around the world and ahead in that sense of most other UK provincial universities; without the quality shopping centre we see today – shopping in York was of mediocre quality, impact and

size in the 1960's; and without it, might be said, the ambition within the City today to become more widely recognized for its hallmarked history and archeology, but also for its ability to do good business, to teach and carry out research at the highest level; and to welcome and entertain the visitor in a manner most UK towns and cities fail to achieve - commercially, historically, culturally and traditionally.

As the city has grown it has not lost its sense of place. Core features of its natural environment have been incorporated into the city and its townscape. We see these today as strays, parks, nature reserves, gardens, riverbanks and pathways. With the late 20th century decline of its earlier industries, the city had to change and notably adopted a conservation strategy in advance of other British towns and cities.

The last such exercise in forward planning for the City of York was the Esher Plan (1969) when Bath, Chester, Chichester and York were the subject of the Government driven Four Towns Study. The Esher Plan was a conservation strategy recommending new development, predominantly in housing.

This next visionary plan-making exercise is a major opportunity for York. The City of York Council recognizes that quality of place matters to businesses making decisions about where to locate and invest. York's unique heritage and high quality of life combine economic success and quality of place as one – though more can be made of these qualities. The business community

in York has called for an economic master plan for the future of the City – a plan that sets out a long-term vision. For these reasons Yorkshire Forward funded the production of this Vision for York – a vision beyond traditional economic or urban design development strategies – one demonstrating future economic success and well being through investment in the City's quality of place.

Many City Stakeholders have been involved over this last 12 months, sharing views and ambitions for York with my team. Our response follows. We now need your further responses in building a consensus on York's urban and economic future.

Producing an Urban and Economic Vision for York provides the opportunity to collectively imagine the kind of place we would like York to become. In pursuing high aspirations over the next twenty years or so, a 21st century layer in the history of York will emerge predicated upon the city's future economy, culture and physical setting – a rediscovered York reaffirming the importance of the City nationally and internationally as a centre of recorded Roman, Viking, Medieval, Victorian and Edwardian cultures; a centre of notably successful responses to twentieth century demands for change; and a city with an urban and economic vision for the future – for the twenty first century – a New City Beautiful.

Professor Alan J Simpson 10/10/2010

YORK: CITY OF LAYERS



ROMAN YORK



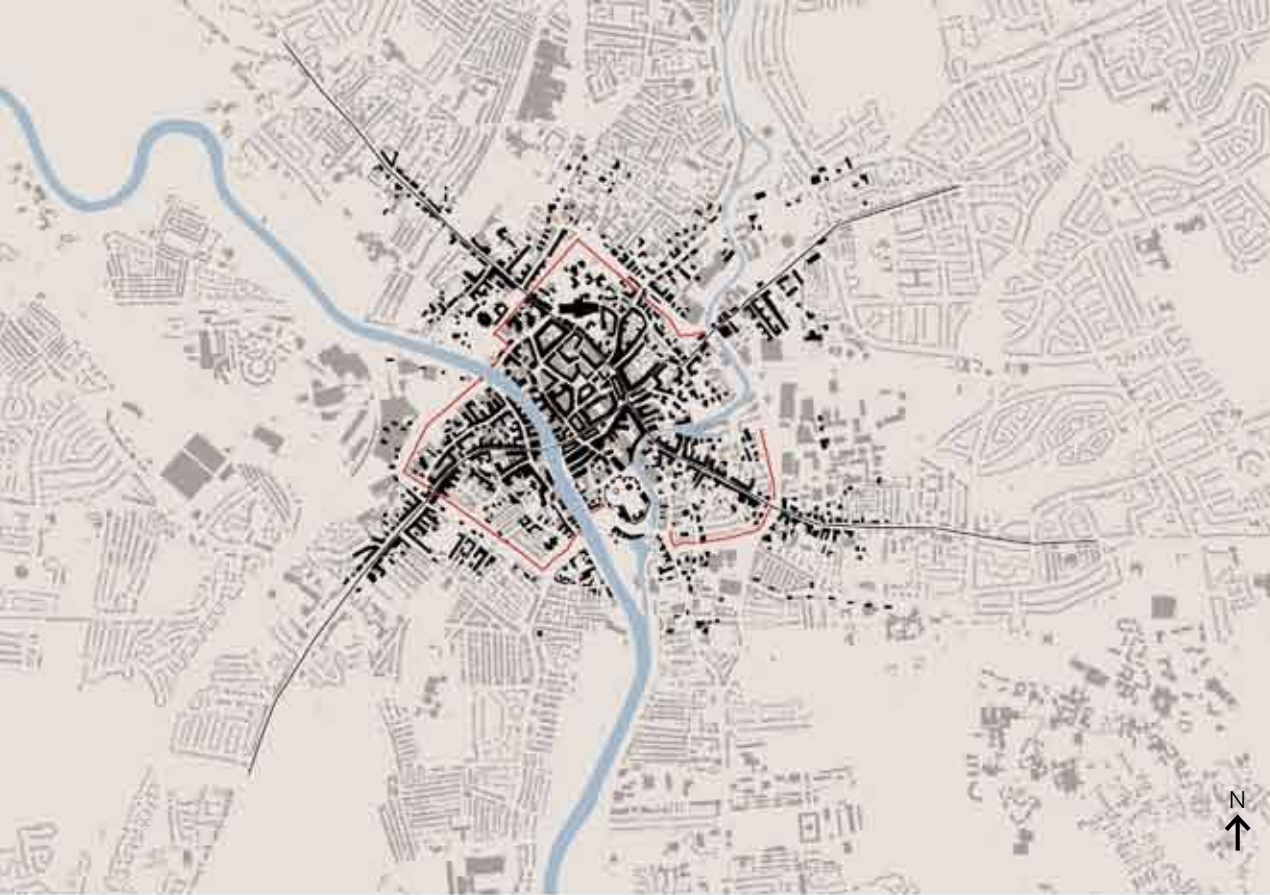
VIKING YORK



MEDIEVAL YORK



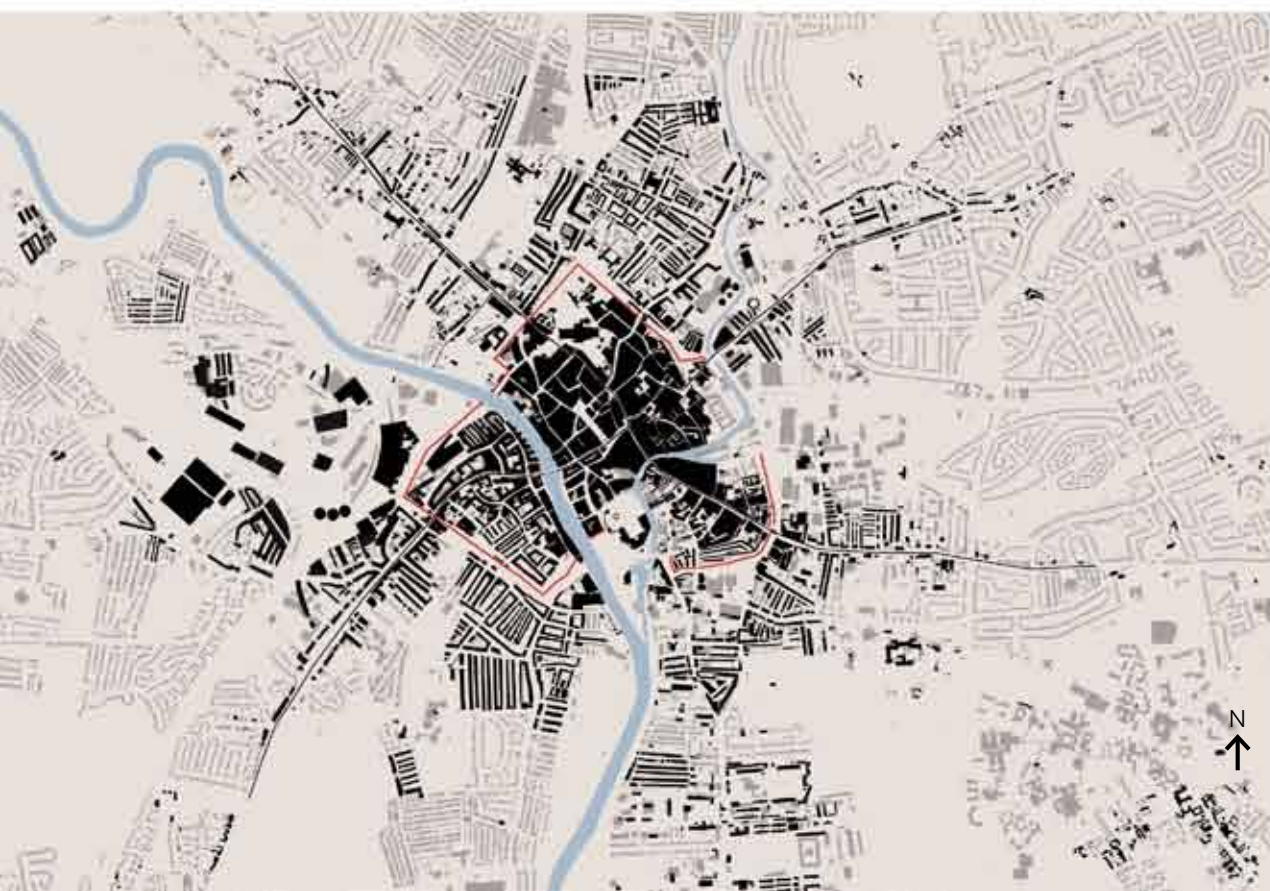
TUDOR STUART YORK



1832 YORK



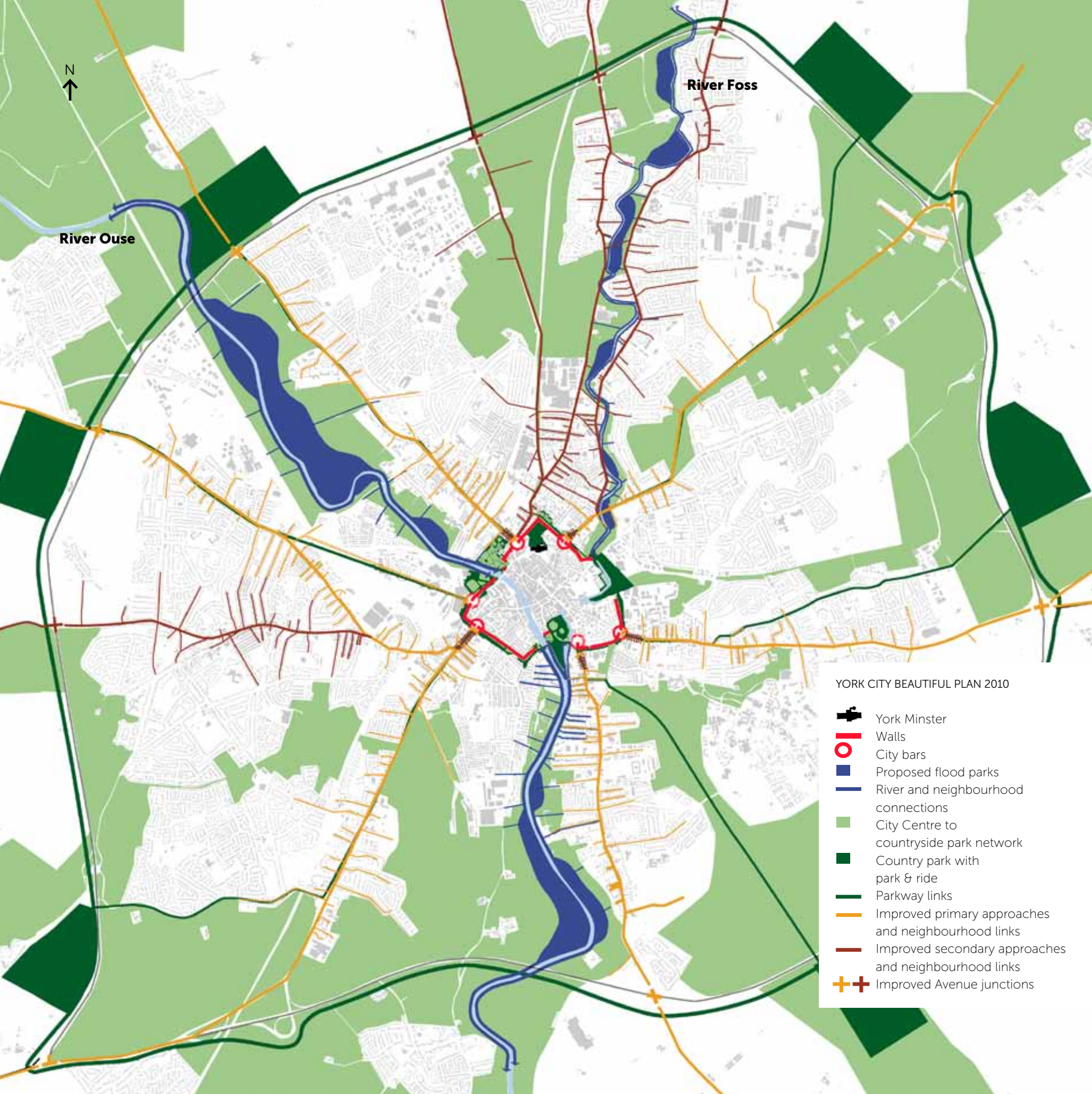
1851 YORK



1892 YORK



1932 YORK



EXECUTIVE SUMMARY

The value of York's economy in 2010 is £3.37 billion. The city's vision is to grow that value to £4.5 billion by 2035. It will achieve this by enhancing the city's cultural, social and physical assets, and it will work with the businesses, the universities and colleges, the voluntary sector, and communities to achieve sustainable economic growth.

The City of York Council in collaboration with Yorkshire Forward commissioned the production of a long-term, economic vision for the City of York in 2009. The amenity, business and political communities within the city have been central in advising and developing the vision, together with those concerned with matters civic, cultural, ecological, commercial and political. Through these engagements a citywide consensus emerged on how the city might best be improved and fulfill its potential.

This consensus focused on York's primary economic assets: the combined knowledge base of its people through the universities, businesses, and the many other communities of the city; the special qualities of the physical fabric of the place, and the ways in which through its culture and heritage the people and the place combine.

Many see York as a successful and attractive city unequalled by all but a few in the country. However, the City of York Council recognizes in the emerging Local development Framework and Local Transport Plan the need to redefine its transportation infrastructure; to promote higher quality places and spaces; to introduce more green spaces, trees and green infrastructure in the city centre; and to celebrate its two historic rivers. These plans highlight the fact that fractured connections limit the potential of several key city assets, including the railway station (the main gateway to the city); the university campus to the east; and links between commercial areas in and out of town.

The City Centre Area Action Plan sets a starting point for the creative development of the York Economic Vision. It concludes that there is a need 'to create a more attractive and accessible city', and in particular 'to reduce the impact of vehicles on the city and its environment'. It highlights that investment is needed to strengthen the way that the people, their culture and the place combine. Investment in the culture and heritage of York must be promoted through leadership and good governance. This is a hallmark of successful cities: leadership and good governance are not the province of city councils alone, but of the community at large. They must come from social, cultural and civic life, in business and commerce, in politics and education, in health and wellbeing, and in the making and managing of our towns and cities.

This document sets out an economic vision for York, identifying key areas of intervention that will be required to deliver this vision. These are set within an approach that builds on the city's great physical assets. It takes as a model – a city paradigm – the City Beautiful Movement of the early 20th century, and draws on the strategic character of that approach. It describes a means of delivering a more accessible and attractive – and indeed a more beautiful – city through a strategic rediscovery and reinterpretation of key city assets:

- **The City Rivers**
- **The City Walls and Gateways**
- **The City's Streets, Places and Spaces**
- **The City as Park**
- **The Great Street**
- **York Central**

The City of York, through its business, cultural, social, and political communities, can lead in environmental stewardship, public transport, park systems, cultural strategies, energy planning, food production and carbon reduction – and in the creation of a beautiful and thriving city where its streets and spaces are playgrounds for innovation, investment and success.

The York Economic Vision has been prepared by Professor Alan J Simpson and a panel of urban, economic, cultural and movement advisers commissioned to work

with city council officers and members, and with local amenity, business and community interests for the City of York Council and Yorkshire Forward RDA.

A new section of the City of York Council's officer team – the Renaissance Team – has been established to continue the working approach set out by the plan; to engage further with the community on strategy development; and to take projects and proposals through the stages of delivery.

It is proposed that the Renaissance Team will work through a new civic grouping in York – a York Town Team – in which public, private and voluntary interests come together to plan and to realise the city's future.

The Economic Vision

York must grow its economy by enhancing the city's cultural, social and physical assets, working with the businesses, the universities and colleges, the voluntary sector and communities. The York Economic Vision, underpinned by the council's existing and developing policies, describes how this can be achieved.

York must continue to support the high-quality small business community linked to the science and knowledge sectors, and to the creative industries, improving the city's levels of business density and self-employment. It must support skills development and tackle deprivation in order to raise aspirations and focus on unemployment.

The city must embed low-carbon economic opportunities into all of its enterprises; build on the strong bioscience and renewable research; and link this to the city's carbon-reduction targets and its strategy for renewable energy infrastructure.

The city can give new life to its economy by focusing on six distinct strengths: as conservation city; knowledge city; city of innovation; city of contemporary production; entrepreneurial city; and civic city. The economic vision explains how this approach must be reflected in the city's physical development.

City Beautiful

The economic vision takes inspiration from the city beautiful movement of the early twentieth century. That movement pioneered new approaches to creating a city that not only worked well, but that would also become more beautiful through rediscovering its best assets and making the most of them. To achieve that, York must build a strong partnership between the private and public sectors, with effective joint leadership. Physical development must create a structure of landscape, rivers, streets and a system of parks inspired by the city's strategy and its aspiration to be the new city beautiful. The economic vision explains how this can be done.

York – New City Beautiful

The city's major development opportunities must be shaped by a new understanding of the elements that define York: the city rivers; the city walls and gateways; the city's streets, places and spaces; the city as park; the Great Street; and York Central.

The city as park is a new way of thinking about York's existing and potential green spaces as a connected system of parks that could transform the ways in which people use and experience the city. The city centre will be focused on pedestrian movement along great streets, squares and parks unparalleled in a British historic city, and linked through a series of extended strays to all of the city's neighbourhoods and countryside beyond.

Three new city parks will be created in the city centre: a great cultural park, a grand civic park and an innovative production park. All three will be connected by the new circular Rampart Park, and its connected pathway and cycleway. Each will provide a unique destination for leisure and relaxation.

Beyond the city centre, new country parks at the ring road will be connected through a series of green cycle and pedestrian pathways. New park-and-go facilities will link to the city centre along arterial routes that will

be transformed into parkways. Outer and inner parks will be connected by enhanced and expanded strays and protected green space to create a series of green spokes.

The rivers should provide highly connected routes that join the pathways in and around the city, defining the city centre, inner neighbourhoods, and outer parks and strays. The rivers must be an integral part of the green wedges, parkways and pathways being developed through this vision. Development must face the rivers rather than turning its back on them.

The Great Street

The new city beautiful will develop through a series of strategic projects. The Great Street will connect countryside to city centre. It will reconnect the University of York to the walled city, providing a direct, legible route to the Minster and York St John University. It will continue to the city's grand entry point at York station. This new route, along dramatically improved existing streets, will unite the city's great civic, cultural, natural and educational amenities.

York Central

York Central must be planned not as a development site but as a new piece of city, able to contribute to the aspirations and the reality of York, the

New City Beautiful. York Central lies due south of the River Ouse. Development proposals should seek to connect the area to the river by a series of routes, pathways and cycle ways. The Ouse might be drawn into the site as a canal or lake with marina facilities, adding appropriately to the New City Beautiful plan and enhancing the role of the river. Gateways and access between York Central and the historic core of the city will be critical in the development of the site as a piece of city and its long-term economic success. Connections between York Station, the city walls and the city centre through the existing tunnels beneath the city walls are a further opportunity to create pedestrian linkages to the historic core.

City Development

The economic vision sets out in detail how its distinctive approach must be applied to the city's remarkably balanced portfolio of development sites and areas: Castle Piccadilly, Hungate, University of York, British Sugar, Nestle South, Terry's, Derwenthorpe, Germany Beck, Barbican and Monk's Cross. The economic vision will be achieved only if these are treated as opportunities, not just to get something built, but also to be part of a place with the aspiration to become a new city beautiful.

THE VISION PROCESS

Towards the end of the 1990s, the government recognised that major change was happening in our cities. For the first time in 50 years there was a cultural shift favouring towns and cities, reflecting a nationwide commitment to urban renaissance.

In 1998 the Deputy Prime Minister invited Lord Rogers to set up the Urban Task Force to identify the causes of urban decline and establish a vision for our cities, founded on the principles of design excellence, social wellbeing and environmental responsibility with appropriate delivery, both fiscal and legal.

Its 1999 report *Towards an Urban Renaissance* was updated in 2005 as *Towards a Strong Urban Renaissance*. That report stated that the vision of the Urban Task Force remains an integrated and multifaceted one founded on the creation of urban communities that:

- Are well designed, compact and connected
- Support a diverse range of uses in a sustainable urban environment
- Are well-integrated with public transport, and
- Are adaptable to change.

To achieve a higher degree of economic success, we must improve on our standards of design quality; of public and private sector design; of the construction of buildings; and of the provision of services and facilities. In particular this means improving the quality of our public places, streets, squares, parks and gardens. In 2009 the City of York Council in collaboration with the Yorkshire Forward Regional Development Agency undertook the preparation of an economic vision for the city. They commissioned a panel of expert advisers in urbanism, economics, culture and engineering to work with city council officers and members, and with local amenity, business and community interests.

The panel, chaired and led by Professor Alan J. Simpson, included Scott Elliott Adams and David Chapman along with Professor Franco Bianchini, Mark Reynolds and Martin Stockley. They worked closely with the city representatives, stakeholders and civic leaders to facilitate and develop long-term visions and plans for the City of York. This joint working provided a mechanism for engaging interest, support and ideas from local communities,

creating a consensus of intent for the future city. The process of developing the plan was used to challenge past assumptions, raise aspirations, and to encourage people to express their ideas and concerns. This seamless working together has created this shared vision for the future of York.

City engagement and public debate

Civic leaders, city stakeholders and the community are central to the preparation and long-term delivery of the York Economic Vision. Some will play key roles in its delivery and management, while others may assist indirectly. To ensure that both the prominent and the quieter voices within the city have been heard, the panel held a comprehensive series of presentations, meetings and workshops to gather views from a wide section of the city's community.

A number of active stakeholder groups contributed to this vision. These included the York Economic Partnership, York Civic Trust, York Environment Partnership, Visit York, York @ Large, Without Walls and the city's guilds, among others. These groups and civic leaders were also actively



involved in developing the project through a weekend charrette held at Merchant Taylors' Hall, York on 5 and 6 March 2010.

The event explored the city of today and envisaged the York of tomorrow. It defined the city's next historic layers and supported the idea of a new city beautiful.

In parallel with public and stakeholder meetings, the appointed advisory and visioning panel undertook a series of workshops with officers of City of York Council. These workshops brought the panel up to date on established and emerging policy regimes, and key development sites within the city. The panel and council officers worked together to integrate policies and development site aims into the York Economic Vision.

Plan development, city engagement and public debate are the start of the renaissance process. A new section of the City of York Council's officer team – the Renaissance Team – is being established to continue the working approach set out by the plan; to engage further with the community on strategy development; and to take projects and proposals through the stages of delivery.

THE VISION PROCESS

We are recommending that the Renaissance Team will work through and support a new civic grouping in York – a York Town Team. This group of community, business and civic leaders will provide the middle ground – a crucible – in which local government meets the citizens, and where public, private and voluntary interests and aspirations can be brought together and shape plan development and realization.

Making the plan

Urban design could never be classified as a science, and its costs and benefits are unlikely to be successfully reduced to a mathematical algorithm. But we know how effective place-making has been in the UK, elsewhere in Europe, and in the USA in promoting international interest and investment. We know that successful cities are magnets for people, culture, finance and business.

The vision's methodology, born out of the city's history, is based on a process of audit (understanding the strengths and weaknesses of the city today), precedent (the analysis of comparable successful places) and vision (the achievable plans that will define the future of the city).

Through the processes of audit, precedent and vision, the team focused on York's historic layers and their strategic role. These layers are defined as the city rivers; the city walls; the city streets, places and spaces; and the city as park. Each layer becomes a strategy, integrating the past into the future. Each can enhance the city's economic, cultural and environmental performance making the most of York's unique sense of place.

To identify the likely benefits, each layer was tested against key objectives, or filters. The filters were the means by which vision proposals were tested against critical agendas relating to community and culture; economy and business; skills and learning, and movement and form. Together the layers and proposals will define the next historic layer of the city.

While layers and projects provide the foundation for the York Economic Vision, several key city development sites and proposals have been identified to be taken forward. These sites will provide opportunities for York to develop economically, socially, physically and environmentally. To ensure that

development sites contribute most effectively to the next historic layer of the city, each was assessed against its ability to support, add to, and help deliver elements of the vision's layers. This process will provide City of York Council, its officers, elected members and citizens with a precedent-based method for assessing proposals for change against city objectives for these sites and any others in the future.

Embedding the plan

The success of the York Economic Vision in achieving an urban renaissance can be judged only in the long term. The process to date, has provided a solid foundation. The establishment of a panel of leading urbanists to work closely with City of York Council was a first step in making long-term plans. With significant public and community engagement, including community and business leaders, the city's stakeholders have been at the centre of the decision- and plan-making process. This is an essential element in the process of creating a successful economic vision for York.

The close working with council officers has ensured that proposals add to and



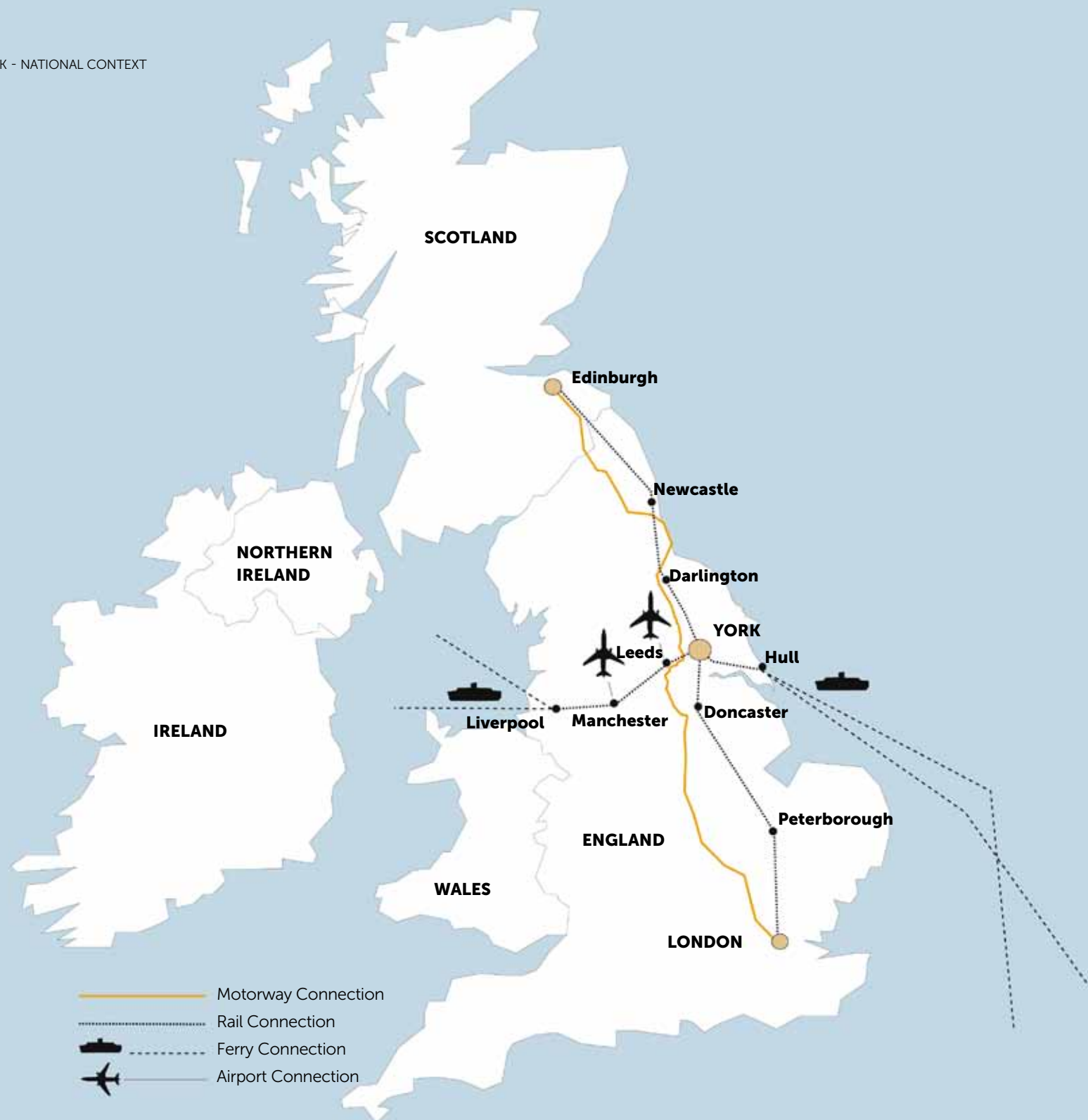
complement existing work, such as the local development framework, core strategy and the City Centre Area Action Plan. Many ideas in the council's existing and developing policies and guidance have underpinned the economic vision. Others have been further elaborated, expanded and celebrated.

This consensus, policy alignment and coordinated project development within the economic vision are critical to achieving the city's high-level vision. That vision reads:

'York aspires to be a city of confident, creative and inclusive communities; economically prosperous at the forefront of innovation and change; and a world-class centre for education; whilst preserving and enhancing its unique historic character and setting and fulfilling its role as a leading environmentally friendly city. This will be achieved in a way that ensures that York fulfils its role at the centre of the York Region and a part of the Leeds City Region. The LDF will take this agenda forward providing a planning framework to 2030 and beyond for the city's sustainable development'.



YORK - NATIONAL CONTEXT



THE ECONOMIC VISION

The future prosperity of York is directly linked to the strength of its existing assets, and how these can be made to work harder and in a coordinated manner. The last 30 years have seen some significant employment losses, in manufacturing and confectionery, but the city has not remained passive in the face of this structural economic change. It has diversified its economy by attracting business services investment, successfully promoting its heritage assets, enhancing its attractiveness as a tourist destination, and beginning to develop long-term sustainable growth through the science, technology and learning sectors. Today the city attracts more than six million visitors a year. It has recently opened the first five-star hotel in Yorkshire and it is home to two universities that are investing more than £350 million in knowledge- and science-focused activity. The city supports more than 80,000 jobs and contributes £3 billion of value to the economy.

The city's future is supported by a strong partnership with the private sector. The 2007 Future York Group report, an independent private sector response to the challenges faced by the city, set out some

clear messages in relation to the scale of economic growth that it should aspire to. The York Economic Vision positions the city to deliver the objectives of Future York. It emphasises the need to facilitate private sector investment opportunities and to achieve employment growth.

This economic vision has been prepared at a time of severe economic uncertainty and under the almost unprecedented conditions of a UK coalition government that is driving new approaches to sub-national economic growth. The focus will be on models led by the private sector, supported by the public sector where its intervention can directly lead to employment creation. The establishment of new sub-national structures in the form of private-sector-led local enterprise partnerships is the basis for stronger links between public and private sector activity, to maximise benefits and achieve more for less. The emerging Regional Growth Fund will provide local enterprise partnerships with the opportunity to access funding that can facilitate the most significant projects in their areas. Accessing this source of funding will depend on demonstrating that it will lead

to private sector employment and that the investment supports a wider economic growth strategy, diversifying public-sector-led economies. This rebalancing process is one of the fundamental principles that the vision has had to consider.

In the post-recession economic world, the long-term prospects for the city remain strong. Recent research indicates that the high skill base of its workforce and long-term opportunities in the business and science sectors provide the city with important elements of economic resilience. Supporting these sectors and developing ways to improve them is a main objective for this vision.

The economic future

York's current employment structure has a number of significant strengths, including its public services, retail and leisure sector, and the financial and business services sector. These are likely to remain important. Their long-term growth forecasts indicate more than 5,000 new jobs in the next decade. In the last 10 years, York's Science City initiative has seen the development of knowledge-intensive industries, notably bioscience,



YORK ECONOMIC VISION
THE ECONOMIC VISION

information technology, and the creative and digital industries, creating 3,000 new jobs. More than 9,000 people are now employed in technology occupations in over 250 businesses. This is critical to the city's continued economic development, and it is strategically aligned to the current government's emerging agenda. It allows the city to be an important player in a reshaped national economy, which is better balanced between public and private sector.

The existing city and its strengths set the focus for this economic vision. The city should seek growth across several fronts. History tells us that relying on just one or two activities is a high-risk strategy, leaving little ability to adapt to changing circumstances. York already has a reasonable level of resilience in this regard, but there is always more to do in strengthening current activity and exploring new.

The prosperity of the city will be enhanced by making the most of the potential of its heritage and cultural assets. Known throughout the world, they are major components of the current York brand. Further investment to improve the quality and attractiveness of the city is needed to capitalise on the strength of this brand.

The city has more to offer.

To maintain its competitive advantage, it must strengthen its knowledge-based economy by initiating, applying and reproducing both the know-how and know-what of the future. Collaboration between the universities and the private and public sectors must be at the heart of this. The city's two universities must be partners in this, with growing commercial research and technological developments, local industrial collaboration and new start-up enterprises.



PRECEDENT
A Leading Science City

Setting the precedent for a national network of UK 'Science Cities', Science City York was launched in 1998 as a unique working partnership led by City of York Council and the University of York, with the support and involvement of key public and private sector representatives.

Twelve years on, Science City York has assisted in the creation of over 100 new technology-based businesses, 2800 jobs and successfully brought more than £25 million investment to the city and region.

In 2007 Science City York became a company limited by guarantee, with the Council and University of York actively involved as major stakeholders.



YORK ECONOMIC VISION

THE ECONOMIC VISION

Growth through innovation, knowledge and cultural activity is linked closely to wider policy objectives across the city: efficient transport, balanced housing supply, and quality of place and education. A successful and competitive York will retain and attract high-quality human capital. Skilled and talented people will drive the local economy. Such human capital is not attracted by the power of higher wages alone. Quality of place and the rich diversity of activity affect personal and business location decisions. Enhancing the physical appearance of the city, improving retail and commercial activity, ensuring better accessibility, and improving image and perception are all important. They will complement measures to integrate key institutions into the city's economy, and to support business and skill development.

The York Economic Vision focuses on a renaissance of the city, maximising and renewing its assets; not starting afresh, but continuing to develop and expand horizons and aspirations.

Building on the people

A key step in this vision is building on the qualities of the people of York; investing in knowledge resources across the city; capitalising on the universities by enhancing their role in wider city life; developing attributes associated with a lively university city; and making the city more cosmopolitan, and oriented to young and older people alike. York will become a city of greater sights and cultural activities, with a more dynamic, enterprise-driven urban culture.

York must continue to support the vibrant and high-quality small business community linked to the science and knowledge sectors, and to the creative industries, improving the city's levels of business density and self-employment. It must support skills development and tackle deprivation in order to raise aspirations and focus on unemployment, enhancing the city's ability to provide local people with jobs in the growing sectors. It must embed low-carbon economic opportunities into all of its enterprises; build on the strong bioscience and renewable research to make the most of economic opportunities; and link this to the city's carbon-reduction targets and its strategy for renewable energy infrastructure.



YORK ECONOMIC VISION
THE ECONOMIC VISION

Enhancing the physical fabric

York must improve investor confidence by enhancing the quality of the city centre as a place. Its public realm, depleted and tired, must be greatly improved in order to remain attractive and competitive. The poor quality of some of its public space is part of the reason why York is no longer the first choice for shopping for a large part of its catchment population.

York is competing with smart new city centre investments in places such as Hull, Leeds, and further afield in Manchester and Newcastle upon Tyne. It also faces competition from its own out-of-town locations. While the city centre has a lively and diverse range of activities, including some of the most attractive small, niche retailing environments in the country, the physical fabric within which its sits presents challenging movement and accessibility issues. Investment to improve this, together with facilitating new development proposals at Castle Piccadilly and Hungate, bringing additional retail and commercial floorspace into the city centre, is important to encourage a greater proportion of the city's residents to spend time in their city. Local businesses have identified accessibility and movement in and around the city as being essential to improve. Making the city more business-friendly will increase demand and therefore private sector confidence.



YORK ECODEPOT

PRECEDENT
Climate Change

York is committed to becoming a sustainable city. Part of this means tackling climate change and cutting York's carbon dioxide emissions by 40 per cent by 2020 and 80 per cent by 2050.

To achieve this, the Council and the local strategic partnership - Without Walls - have created a Climate Change Framework and Climate Change Action Plan for York. These documents, currently out for consultation, will over time create a more sustainable, low-carbon city.

Work has already begun across the city to tackle climate change in areas such as domestic energy efficiency, renewable energy, sustainable design and construction, recycling and sustainable transport. Other examples include programmes to supporting schools and communities to tackle climate change, and the York Green Streets Challenge, which is working with householders to reduce carbon emissions.

The Council is also leading by example and, since 2008, has saved nearly 2,000 tonnes of carbon dioxide.



PRECEDENT

City of Festivals

The establishment of York as a city of festivals was the first key priority of the Cultural Partnership, York @ Large, in 2003. Since that time we have built a brand up for the city that is regularly referred to in national newspapers and our City of Festivals website lists over 35 festival happening annually in the city. Working with partners we have agreed that the 5 key festivals for the city are: Illuminating York, Food and Drink Festival, Viking Festival, Early Music Festival and biannually the York Mystery Plays.

ILLUMINATING YORK

Since 2004 over 1 million visitors have made their way to York to see its fantastic heritage be transformed through the latest, most innovative digital artwork. Its purpose is to encourage the development of a strong local creative practitioner base, whilst seeking out internationally renowned artists, in new and emergent technology to deliver distinct commissions of artistic and technological merit. In 2009 the Festival brought over £1.6M of business into the city. Its images have become synonymous with the new, 'cutting edge' York all around the world from national papers, OS map covers, Flickr and Twitter.

YORK ECONOMIC VISION

THE ECONOMIC VISION

Capitalising on the culture and heritage

As the glue that binds the people and the physical fabric together, the city's culture and heritage play a significant role in enhancing economic competitiveness. The city already has a cultural strategy, embracing all of its cultural organisations. The future priority must be to set out a coordinated approach to maximising the potential of the city's cultural and heritage assets, and their contribution to economic activity. York must explore and develop an alternative offer of culture and entertainment that will diversify the lively evening and night-time economy, and sharpen the international appeal of its events and festivals strategy. The potential is to attract an international audience, and to act as a marketing and image-raising tool to increase business investment. The cultural strategy needs to embrace all sectors of its diverse cultural economy. The notion of a 'culture club' within the city, planning events together and coordinating activity, offers the opportunity to achieve more from existing assets. Engagement with neighbouring areas through the local enterprise partnerships model, particularly focusing on the Roman heritage to the north and the coastal areas to the east, provides opportunity to put York at the heart of a wider cultural experience.

Economic paradigms

York has the foundations for growth: its people; the city and its assets; and cultural activities linking people and place. Economic paradigms highlight the key themes for the city to drive its economy, and improving its human capital, quality of environment and cultural activities.

Conservation city:

Knowledge and skills are economic drivers. In York the promotion of traditional skills in building conservation should be a brand and export. People and organisations drawn from around the world will be keen to learn and develop these skills as they once did. The couture fashion ateliers in Paris define Paris as the Fashion City. In a similar way twenty-first century guilds and craftsmen can define York as the Conservation City.

Knowledge city:

Economies throughout the world are sensitive to the knowledge capital of cities, particularly when supported by leading universities. The prestige of York's universities is certainly one of the city's greatest assets. Its international status can grow further with additional facilities and better integration with the businesses of York. The city and its universities should be hosting more international high-profile activities, collaborating with other leading universities in innovative ways and supporting the idea of York the Knowledge City.

City of innovation:

The past is important and the future offers much more. York needs to be locally at the forefront of new global agendas. The city must grow its research and development activities as part of its knowledge capital, extending its influence in the medical, construction, science and computer software fields. It should seek to lead in environmental stewardship, innovative public transport and imaginative cultural strategies. It should promote leading-edge park systems, planning, energy conservation, sustainable food production and carbon reduction. Projects should set world-quality standards and pathways for urban and rural challenge, defining York as the City of Innovation.

City of contemporary production:

Companies and other organisations need places to nurture growth. Decisions regarding location are generally based on cost, infrastructure quality, environment and labour considerations. Economic and environmental shifts are focusing on local goods and services. York should target such emerging industries, such as creative enterprises and green technologies. Opportunities should be sought to establish these organisations in York to support the idea of York as the city of contemporary production.

Entrepreneurial city:

Permanent built infrastructure and programmes of activities should encourage individuals, groups and networks with business ideas, to nurture and develop them into commercial, social and cultural enterprises. More nursery and

THE ECONOMIC VISION

incubator space should be provided to meet the needs of emerging businesses, as well as shared support services, including assistance in management, marketing, access to technology, and advice on intellectual property and legal aspects. Emerging new festivals, markets, conferences, small businesses and trade fairs should be considered to support **York as the Entrepreneurial City**.

Civic city:

Those who work, live and visit York are extremely passionate about our city. Civic pride is an essential aspect of a successful place. This civic element requires investment and support in order to maintain it and refresh it, encouraging active use of its spaces and places. Innovative projects should focus on the city's environment. They can be as simple as river-clean-up days and as specific as learning traditional masonry skills. Local stakeholders could buy community shares to support, for example, the improvement of certain streets, squares, buildings and gardens. Local and international competitions might introduce new uses in existing spaces. Collective civic action can support the idea of **York as the Civic City**.

Long-term outcomes

This vision should become the focus for achieving long-term economic outcomes for the city: confidence, value, growth, employment, promotion and connectivity. Realising these outcomes will help promote the economic paradigms and York's renaissance.

Confidence is critical to business development and stability. When the private sector is uncertain of the strategic direction for the city, risk limits the prospects for investment in long-term economic planning. This vision for the city will provide a clear statement to the private sector that the city is working on a plan agreed by its stakeholders.

Value and yields come from the human value we invest in something. That human value is determined to a great degree by the quality of the place's physical fabric. This, along with functional assets such as transport and amenities, defines preferred locations in real-estate terms. This vision aims to improve both the city's fabric and its functional assets, which is appropriate to York's historic nature.

Growth is critical to maintaining a lively city. Without growth a city deteriorates. Growth enables the renewal of places and creates space for new people to play their part. York, while well known and well regarded, struggles to offer the visitor and user an experience of a quality befitting the international status of the city and its heritage assets. Investment to improve accessibility and connectivity will enhance the attractiveness of the city to business investors and the knowledge workforce, and help retain and attract talent. In doing so, York can be best placed to promote growth (economic, social, environmental and cultural) growth that is sustainable in the long term.

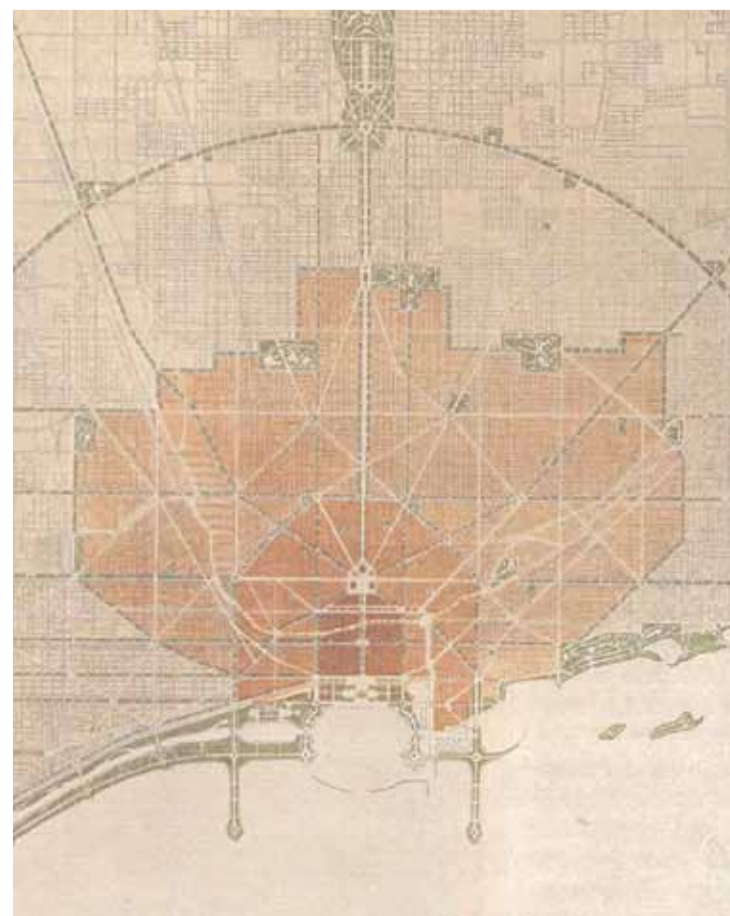
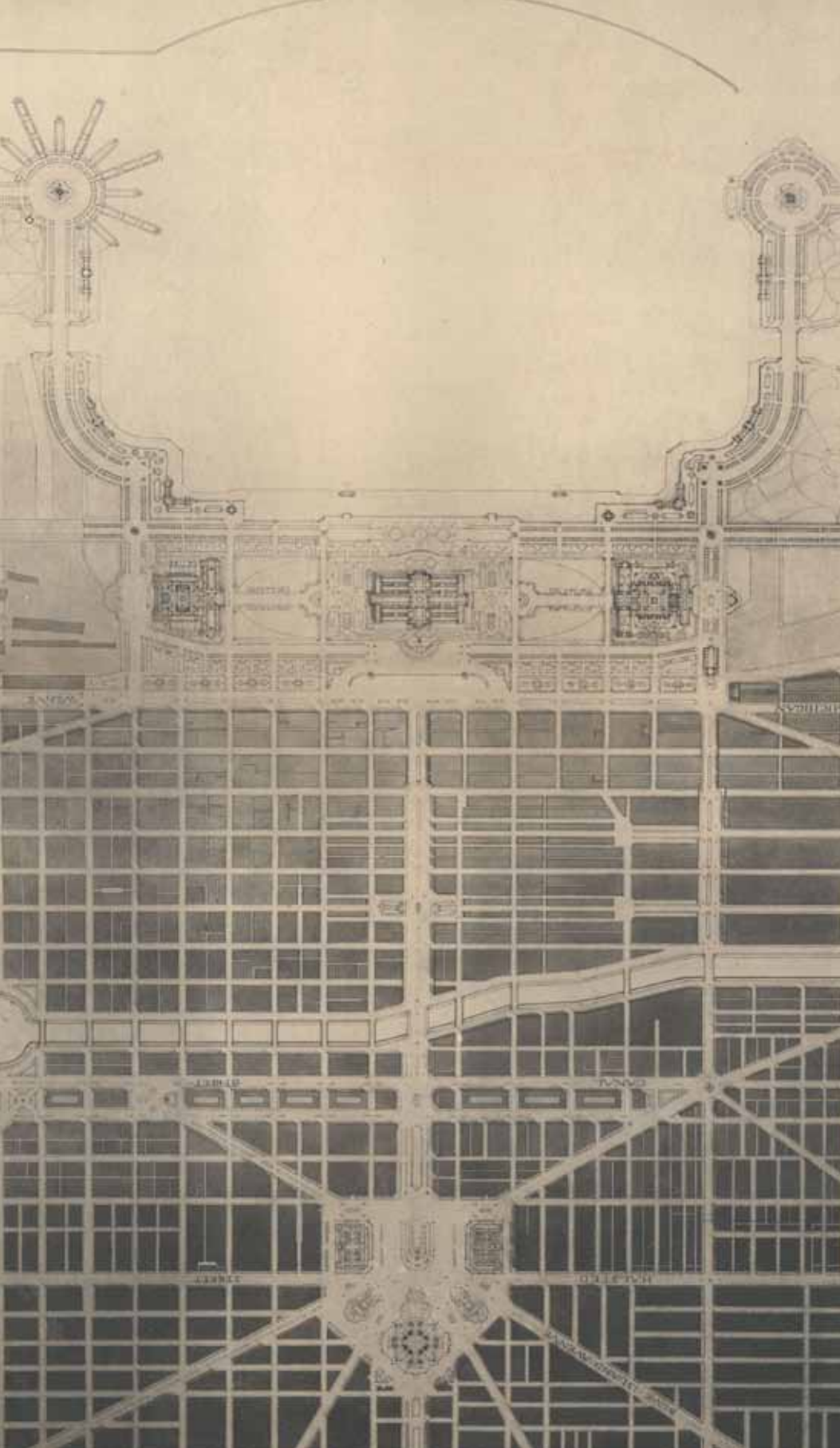
Employment must be full and offer a range of different returns. To achieve high-value employment, York must focus on issues that concern people who have choice. A high-quality physical framework that attracts high-value investment and employment within the science sector, technology, the creative industries, research and development and frontline professional services will be the bedrock of the local economy. It will help to achieve the regional economic objective of raising gross value added, and raise local land and property values, an vital factor for private sector investment and associated job creation.

Promotion of the city as a green, accessible and lively location, with high-quality architecture in its new buildings, great public squares and an international programme of cultural activity

linked to the city's heritage, is an important element of attracting international investment. York must assert its full potential and profile within a context of increasingly fierce inter-urban competition. This economic vision aims to create a platform to promote and build the existing York brand, able to compete with the city's global peers.

Connectivity is essential to city economies. Successful cities depend on businesses, clients and services being highly connected. York must present a more appealing prospect to visitors, potential investors and graduates by establishing an enhanced quality of access and movement within and around the city. This vision presents an integrated approach to better links, connecting the city within and without.

The city must improve its offer and invest further in its people and its cultural assets, as well as in leadership and governance, to direct and drive the vision forward. It must invest in the long term in the city's public realm and movement infrastructure. The creation of the next historical layer, and the development of a range of city sites, will promote the economic paradigms and deliver York's renaissance.



CITY BEAUTIFUL

'People flock to those cities where conditions of work are good, where means of recreation abound, and where there are attractions for the senses and the intellect. Persons of wealth and refinement seek such cities as their abiding-places; and those who have accumulated wealth in a city bent on improvement remain there. Moreover, there is no stronger appeal made to the citizen of to-day than comes from the call of one's native or adopted city to enter upon the service of creating better surroundings not only for one's self, but for all... to love and render service to one's city, to have a part in its advancement, to seek to better its conditions and to promote its highest interests are both a citizen's duty and a privilege.'

DANIEL BURNHAM (1909)

All cities are ideas, ultimately. They create themselves and the world acknowledges them accordingly, or ignores them. Cities in the UK, continental Europe and the USA have implemented adventurous and bold urban renaissance programmes (in Barcelona, Berlin, Boston, Chicago, Pittsburgh, Liverpool and Newcastle upon Tyne, among other places). They are acknowledged for their achievements in urban regeneration. Many are now very different places to what they were 20-30 years ago, with attractive, often beautiful, city centres, waterfronts and tourist attractions.

Much remains to be done.

The City of York seeks to address the complex issues of sustainable urbanism through an inherited city, a contemporary city, and a city of tomorrow. As a live laboratory in economic, social and physical urban renaissance, and in its history, and traditions, patterns of growth and change, the city has much to offer in both the idea and the reality of itself.

There are numerous cities where strategic urban design can be seen to have driven economic well being; and some cities

around the world where the idea of the 'city beautiful' has been used to secure a successful economic future.

The city beautiful movement has been adopted by world cities with varying degrees of success, in Paris, Berlin, Sydney and San Francisco. No city has developed a plan so comprehensive in scope or successful in application than that prepared for the city of Chicago. Following a devastating citywide fire at the end of the nineteenth century, Chicago responded in 1909 by producing a renaissance strategy based

CITY BEAUTIFUL

on city beautiful principles. The plan was driven by the Commercial Club of Chicago. The architect Daniel Burnham produced a visionary long-term economic, social and urban plan, creating of a city of great streets, public parks and waterfront settings. The city's leading citizens understood that the city beautiful movement and the creation of great urban settings, great streets, public parks and squares, could bring forward the economic drivers of the city's future. The 1909 Plan of Chicago is still referred and adhered to; its longevity was celebrated in 2009.

The greatest achievement of the Burnham Plan was in bringing together two seemingly warring impulses: private interests and public control. Nineteenth-century Chicago was the American Manchester. Here the new industrial order was on display in its full splendour and squalor. It was one of the ugliest cities in the USA.

By 1900 Chicago's leading capitalists had become convinced that the city they had helped to build would never be a world capital the like of London or Paris unless it began to discipline its chaotic growth, and alter its image and appearance. Major projects – reversing the flow of the

Chicago River and raising the city's ground and street levels – were implemented to ensure uninterrupted commercial growth. In preparing to host a world's fair in 1893 to showcase their city, Chicago's business elite carried through a civic renaissance unparalleled in the history of American cities. They built superb libraries, a world-class centre of learning in the University of Chicago, an impressive new museum for the Art Institute on Michigan Avenue and a civic centre for the performing arts – and expanded Chicago's impressive system of parks. Burnham's 1909 Chicago Plan was the crowning achievement of this civic awakening. America's first metropolitan plan encompassing both the city and its surroundings gave Chicago its peerless lakefront, established the Parisian-boulevard character of Michigan Avenue, and protected forest land from development on the periphery of the city.

None of the renowned achievements Chicago has made over the past century would have been possible without a single fundamental condition being in place; a partnership between the private and public sectors, the business leaders and the city's politicians and public officials.

Chicago was not being built or rebuilt on government hand-out or public grant. The investment was to be made by the wealth creators in the private sector, the industrialists and commercial leaders. There is a lesson here for all cities. Without strong partnership and joint leadership between the private and public sectors, little will be achieved, especially in times of financial stringency like today. Even in healthy times, government funding can only truly account for a small proportion of the cost of public projects. Too often that contribution has undermined the future of projects in creating false financial projections. The UK urban regeneration scene is littered with failed public projects driven by public finance, and without the private investment that understands market conditions and projections.

Successful and sustainable renaissance results from a range of interventions. One of the most important is focused on enhancing quality of life and improving amenity, as a pre-cursor to business investment and growth. A successful and competitive city is one that can retain and attract a high-quality workforce. Quality of life plays an increasingly significant role in people deciding whether to stay in a place or to be drawn to another

place. Enhancing the physical appearance of a city, increasing accessibility and improving its image and perception are vital if the city is to increase investment, employment and wealth.

The city beautiful movement in the early-to-mid twentieth century demonstrates how wide-ranging issues that concern a city can be addressed through a concerted effort to create a more beautiful place. The focus is not just on aesthetic beauty, but in beauty in function, beauty in integrated systems (such as park and transport systems), and beauty in creating civilized streets and spaces. Using ideas generated nearly 100 years ago, we can create the foundations of a future York based on the ideals of the city beautiful, a new city beautiful for York.

Civilised streets and spaces

As the twentieth century closed and the twenty-first opened, it had become clear that the nineteenth century idea of industry as the driver of human cultural and social development was flawed. The cycle of economic growth and decline over the past 50 years is evidence that a reliance on economic strategies alone does not provide the level of human wellbeing we require.

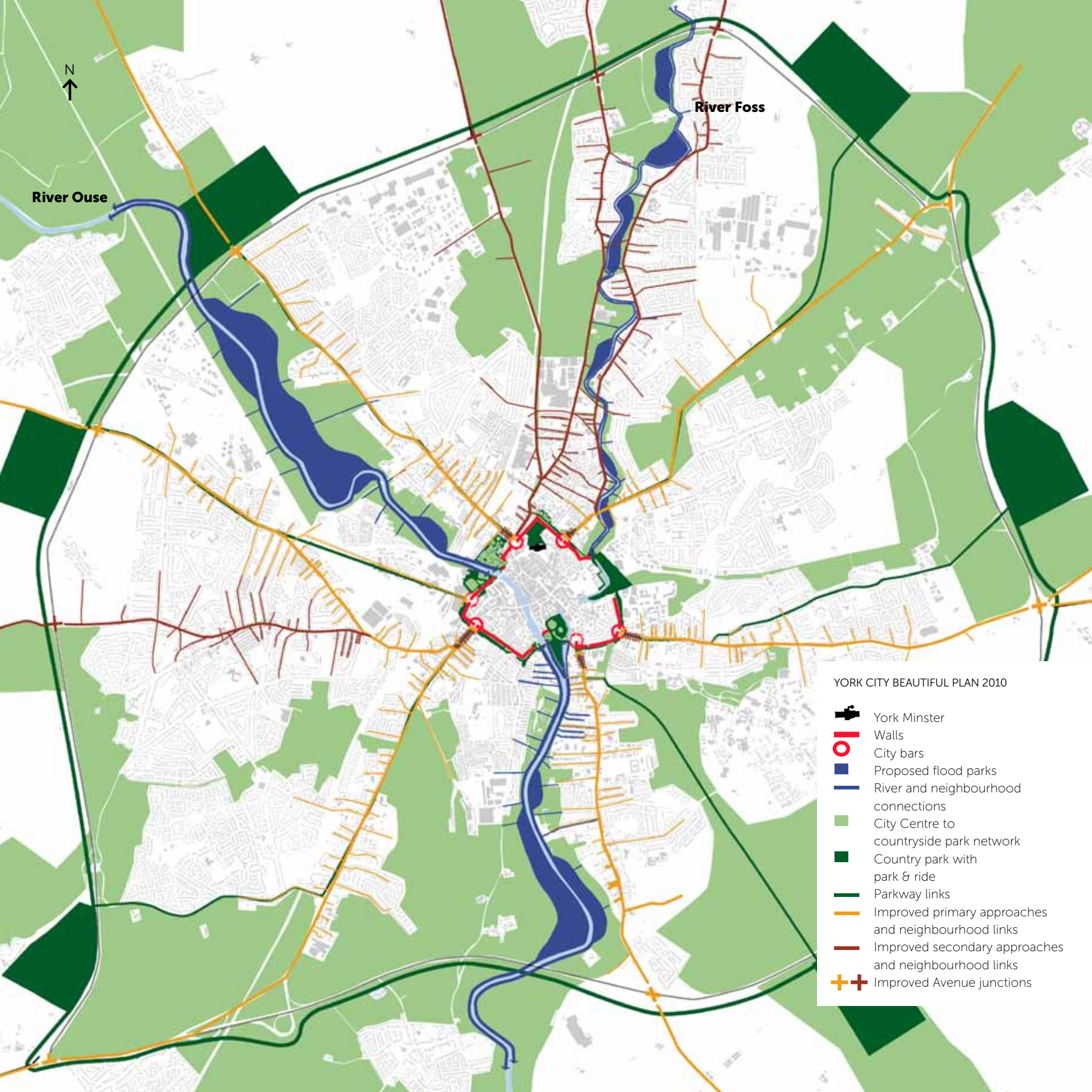
The DETR State of English Cities report (2000) and the Urban White Paper (2000) both highlighted the fact that many English cities lagged behind their US and European counterparts in terms of economic performance and urban quality. Cities and towns across mainland Europe – in France, Italy, Germany and Spain – provide many examples of great urban quality. Many European cities have a tradition of urban care and a sense of quality that makes their historic centres highly attractive.

In the UK many towns and cities also maintain high environmental standards – places like Durham, Cheltenham and Bath, many of the Northumbrian and Cotswold market towns, parts of Edinburgh and London, and recently in Liverpool and Newcastle upon Tyne. But neither the culture nor the attitude is in any sense the national trait it needs to be. While as a nation we value quality in our buildings and civic spaces – the value of tradition, amenity and beauty – we nevertheless lack real concern about what a place looks like and how it is used in its everyday life. This lack of concern manifests itself in low-quality buildings, the poor state of our public transport system, and the general condition of many of our streets and squares.

It manifests itself in the prevalence of litter and pollution and in the shortage of attractive landscaping, street trees and good public art. It manifests itself in the lack of an overall concept of amenity, in a sheer lack of beauty and a loss in civility.

Community interaction in cities drives our cultural and social activities. This interaction happens in streets, places, riversides, parks, public buildings, community centres, hospitals and schools; in short, community interaction happens in the public realm. The public realm is the circulatory system of our cities. It is where we commune. Its purpose goes far beyond being a place for the functional activity of moving people in vehicles. It needs to fulfill human needs and desires.

In the past we have developed and managed our streets functionally, leaving tasks to separate professional groups. Streets and spaces can never provide the capacity for all the people and all our vehicles all of the time. We can not provide high-quality places for civic and community life in attractive, beautiful environments as well as satisfying all the functional demands of private vehicle use. The critical need is in the quality and character of city streets, places and spaces. York has the makings of such conditions. Its decision 20



YORK ECONOMIC VISION
CITY BEAUTIFUL

years ago to create footstreets was a major factor in creating the city's human qualities that we enjoy today.

Good public spaces have high environmental qualities. They are generally low-hazard places, they are adaptable to different community uses, and they are accessible to people of different abilities to suit very different needs. By contrast we have created traffic congestion, a loss of civility and growing dissatisfaction with the regulation of our behaviour.

To achieve high quality in the public realm will mean reducing vehicle access into city centres and adjusting the way in which public transport serves it. Great improvements have been made to the operation and function of train, tram and bus transport in the UK in recent years. At its best this has meant a significant increase in the level of use. However, we have become too reliant on monitoring performance through timetables. As with the public realm, we need to assess the human quality of our public transport.

Promoting city beautiful ideas will depend on making civilised streets and spaces (promoting human qualities and improving the experience of travelling); encouraging and nurturing sustainable economic growth; and defining the renaissance of York – the new city beautiful.



PRECEDENT
Footstreets

A detailed review of the footstreets, which were first introduced to York city centre in 1987, took place in 2010 with a great deal of consultation with York residents. It included signage and cycle routes, as well as operational aspects and potential to expand the zone into peripheral streets.

The following options, agreed by the Executive Committee in May 2010, will modernise the footstreets to reflect the demands placed upon the city centre by its many users.

- Standardisation of the Footstreet operation hours.
- Extend the Footstreet operation period
- Investigate the practicalities of removing signing and lining
- Trial of cycle access along designated routes

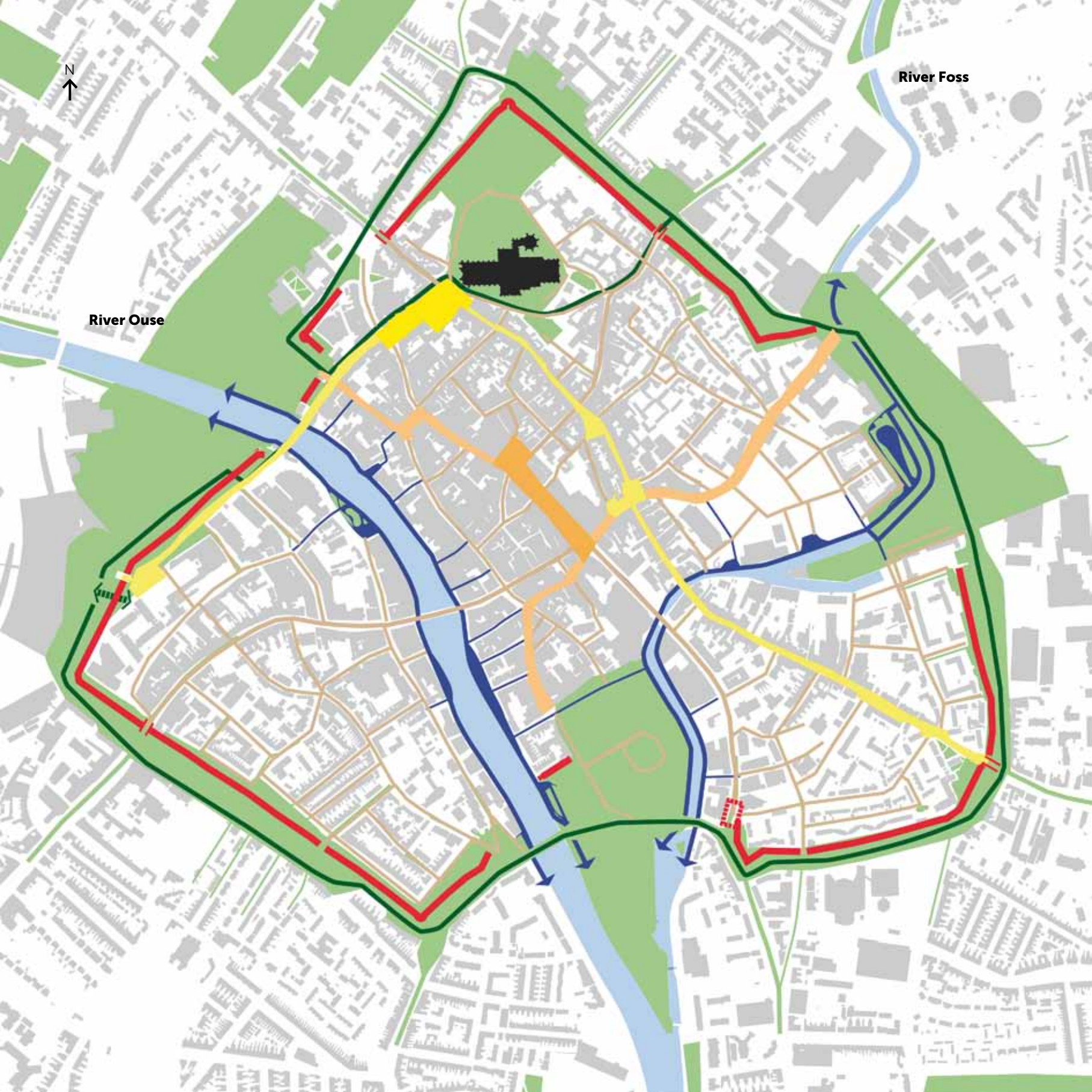
Extending the footstreets will help to maximise opportunities for enhancing cultural, tourist and evening economies, improve pedestrian accessibility, enhance the setting of iconic buildings such as York Minster and support retail in some of the less visited areas of the city centre.

Too much and too long, we seem to have surrendered community excellence and community values in the mere accumulation of material things... yet the gross national product does not allow for the health of our children, the quality of their education, or the joy of their play. It does not include the beauty of our poetry or the strength of our marriages; the intelligence of our public debate or the integrity of our public officials. It measures neither our wit nor our courage; neither our wisdom nor our learning; neither our compassion nor our devotion to our country; it measures everything, in short, except that which makes life worthwhile.

• **ROBERT F KENNEDY**

YORK ECONOMIC VISION

I. YORK: THE NEW CITY BEAUTIFUL



I. YORK: THE NEW CITY BEAUTIFUL

NEW CITY BEAUTIFUL

York is to be a city where the natural and built forms are better integrated and linked. There will be more green spaces and trees in the city centre and throughout the city's neighbourhoods.

The rural landscape will continue to play an important role, but it will become more easily accessible. Walking and cycling will be encouraged. The successful footstreets will extend to the city walls, making the city centre the best in the UK, with world class parks, squares and streets. Routes and streets will provide direct connections to the city's neighbourhoods and through to the countryside. Country parks will be the new city bars, welcoming visitors and residents alike, and providing the link between city and countryside. These natural wildlife parks, amenity parks and activity parks will be places of regional importance.

Streets will continue to be places for moving around the city. They will also be places to sit and enjoy life; to talk to a colleague or neighbour; to enjoy informal performances; and to offer the opportunity take in enjoyable sights and sounds specific only to York. Moving about the city will be easier, with a range of accessible modes of transport. High-quality public transport will have frequent services, and be enjoyable and stress-free. Cycling and walking will be the preferred ways to move about. Existing and new green spaces will be abundant, and connected to one another through lush green routes and spaces.

The existing buildings and spaces in York will be celebrated and enhanced. The city walls and gateways will be set in a park



I. YORK: THE NEW CITY BEAUTIFUL

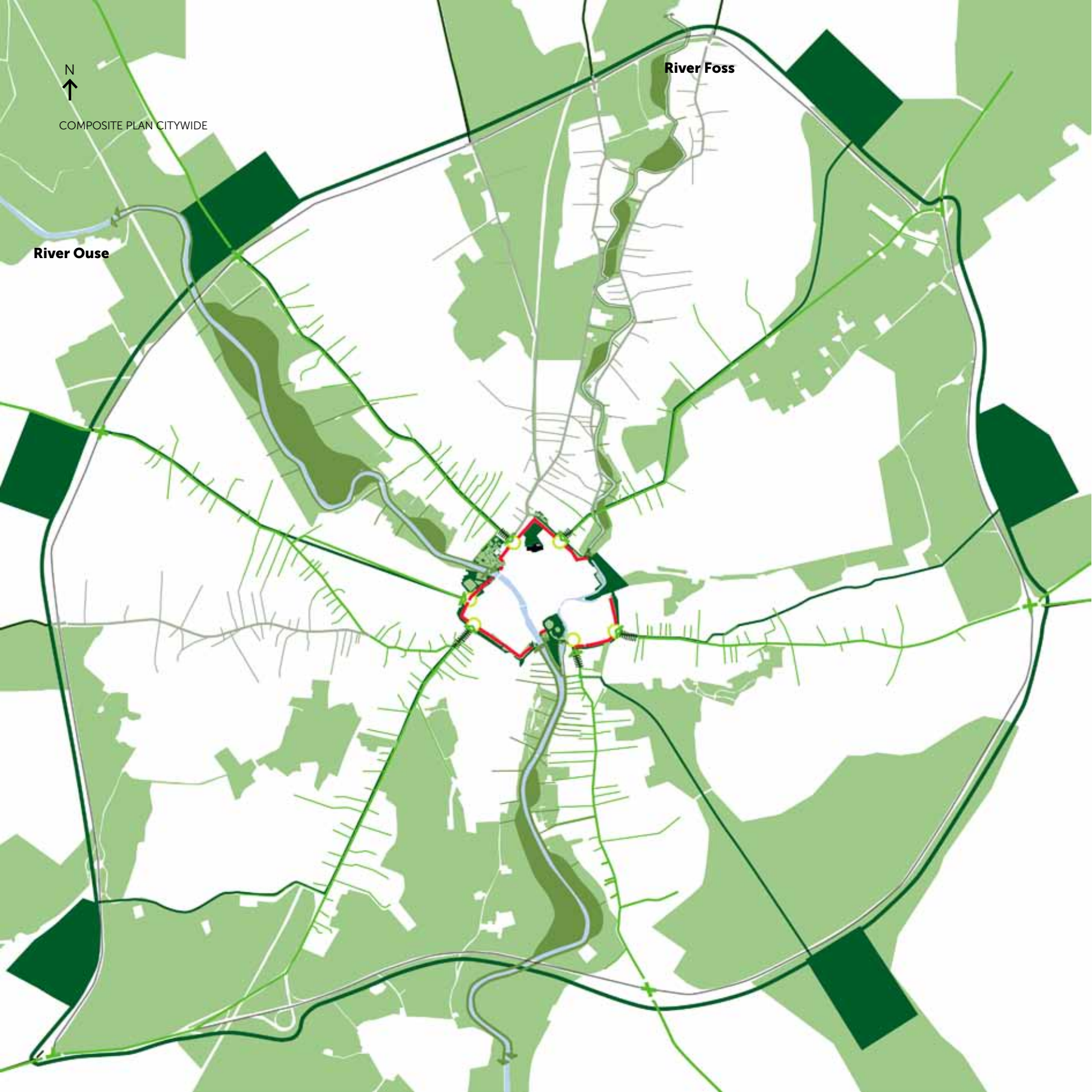
THE NEW CITY BEAUTIFUL

landscape. New squares and improved public realm will highlight world-class architecture. New gateways will become twenty-first century gateways, acting as the new city bars to the city centre. Important features, such as the Rivers Ouse and Foss, which have defined the city for nearly 2,000 years, will once again become its focus for residents and visitors.

Existing sites will be redeveloped, integrating with surrounding areas, and making the most of existing and potential views, street networks, open spaces and other assets. Each site will contribute to creating and extending open spaces, high-quality streets and links to adjacent areas. New buildings, rooted to their sites and context, will contribute to the rich mosaic of existing building styles.

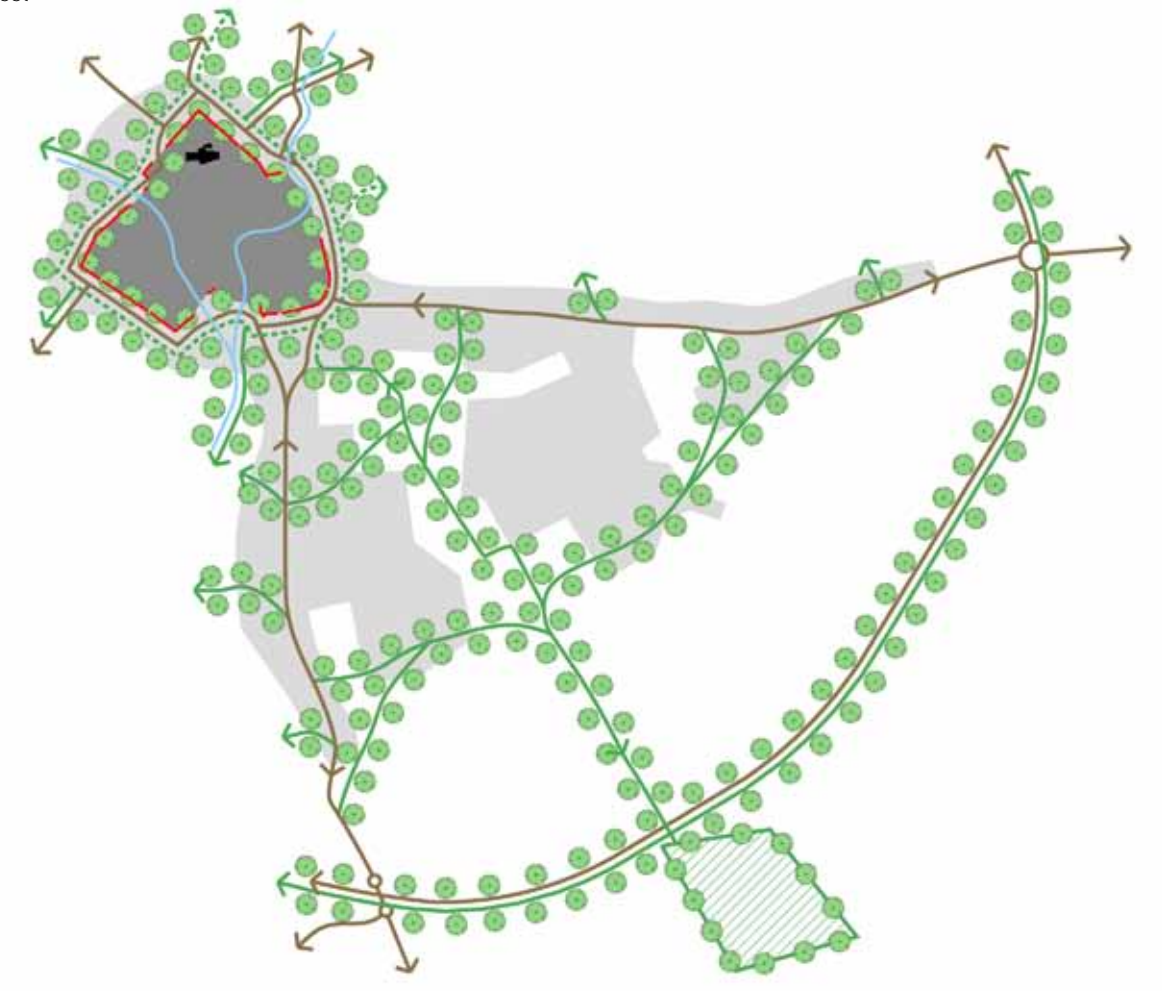
The city centre and the countryside will be better linked by a series of green spokes. These will extend and enhance the strays into a city park system. More produce will be grown locally just beyond the edge of the city's neighbourhoods. The countryside will offer sources of energy – from the sun, the wind or even bio-fuel sources. York will be a greener and healthier city. It will be a city with a growing and sustainable economy, prosperous neighbourhoods, and a beautiful and thriving city centre. York will be the new city beautiful.

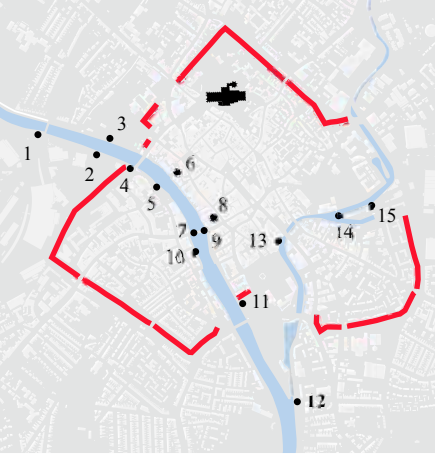
This is not an unattainable dream. The long-term economic vision is driven by major physical and cultural interventions. It builds on the urban character and great physical presence that York is renowned for. These interventions have come about through a process of re-discovering the city and creating a shift in perceptions on it is used and understood – its relationship with the rivers, the walls, streets, places and spaces, and understanding the city as park. This economic vision makes them more relevant, accessible and usable.



COUNTRY PARKS SEGMENT

-  Proposed Park/public realm
-  Existing parkways
-  Potential/proposed parkways
-  Existing highway/street
-  Potential/proposed street
-  City Wall
-  Railway
-  Urban Area





I. YORK: THE NEW CITY BEAUTIFUL

THE CITY RIVERS

The vision for the rivers is to enhance the setting and use of these historic natural features in the city centre, neighbourhoods and countryside. The point where the River Ouse meets the River Foss is not only an important natural point, but it is also the original reason and location for permanent settlement in York. This confluence needs a celebratory civic open space from which to see and enjoy it. Routes and spaces should radiate from this point and extend along each river, highlighting the urban, neighbourhood and rural contexts.

In the city centre, a seamless network will reconnect the city to the rivers with new frontages, spaces and river walks. The rivers will once again be at the heart of the city. Beyond, the network will continue through adjacent neighbourhoods and settlements in a more natural and open setting. Flood parks will be located around the centre, mitigating flooding and creating new public spaces for passive recreation.

The Foss and Ouse provide two of the city's strongest landscape assets. Though the city never grew so fast or so large that the rivers were buried and hidden, today they are disconnected from the city, and sometimes disruptive due to flooding. The rivers are an intrinsic part of York's heritage. They play an important role in the city's biodiversity. They

are an undeveloped social, cultural and economic asset.

The rivers provide opportunity for leisure, for extending commercial activity, and for use as access routes into and around the city. Many cities with rivers or canals have found ways to open up access to them, creating frontages for commercial, residential or mixed-use developments. This has not only proved popular to users, but also increases property values and makes development more viable. Waterside locations offer something unique and desirable within a city. Birmingham and Newcastle upon Tyne have successfully targeted development opportunities alongside waterfronts as the catalyst to private sector development. York has a similar opportunity.



PRECEDENT The City Rivers



FROM TOP TO BOTTOM
Newcastle Gateshead
Riverfront, Brindley Place
Birmingham, Banks Of
River Seine Paris, Banks
Of River Spree Berlin,
South Bank London



I. YORK: THE NEW CITY BEAUTIFUL THE CITY RIVERS

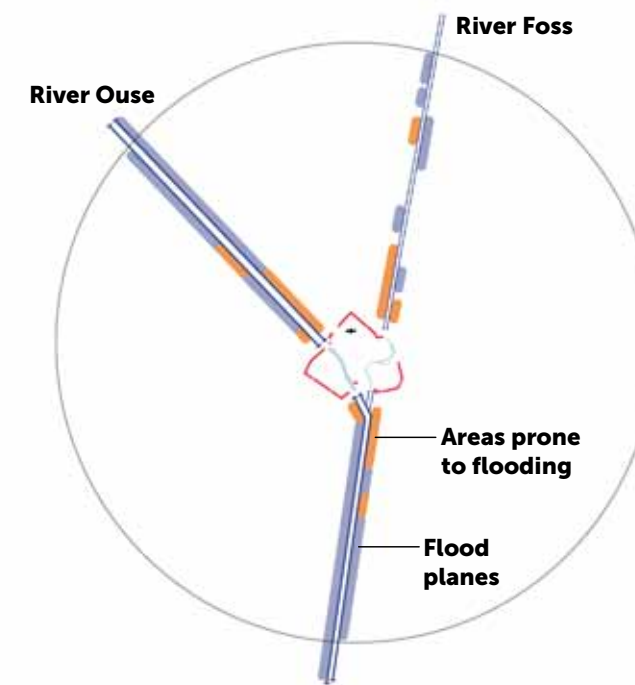
Movement along, and to and from, the rivers is already an important aspect of York's city life but in many areas access is limited unnecessarily. While some recent development in York has been designed to take advantage of its riverfront location, too much development faces away from the rivers, failing to make the most of the waterside. Creating high-quality frontages for commercial, residential and mixed use development along the river edges will prove popular to users, increase footfall and lead to further investment, development and employment opportunities.

In Newcastle-Gateshead, better access to the river led to significant private sector investment. Newcastle upon Tyne has a busy city centre and strong shopping area. Its businesses, local people and visitors can now benefit from improved access to the River Tyne. Investment in repairing quay walls, providing walkways and improving access to development sites has led to further investment in hotels and commercial space. This in turn has created employment and a new leisure-based economic sector.

The Ouse and Foss should rediscover their role as great rivers in York's collective memory and image. There are many examples of urban cultural animation strategies focusing on rivers. They include the river festivals promoted in London (including, on one occasion, the staging on the Thames of Venice's regata storica); the bookstalls and food stalls in the Quartier Latin in Paris and on London's South Bank; the creation of summer beach resorts on the Seine in Paris and on the Arno in Florence; and the use of



CITYCORE EXISTING RIVER CONDITION



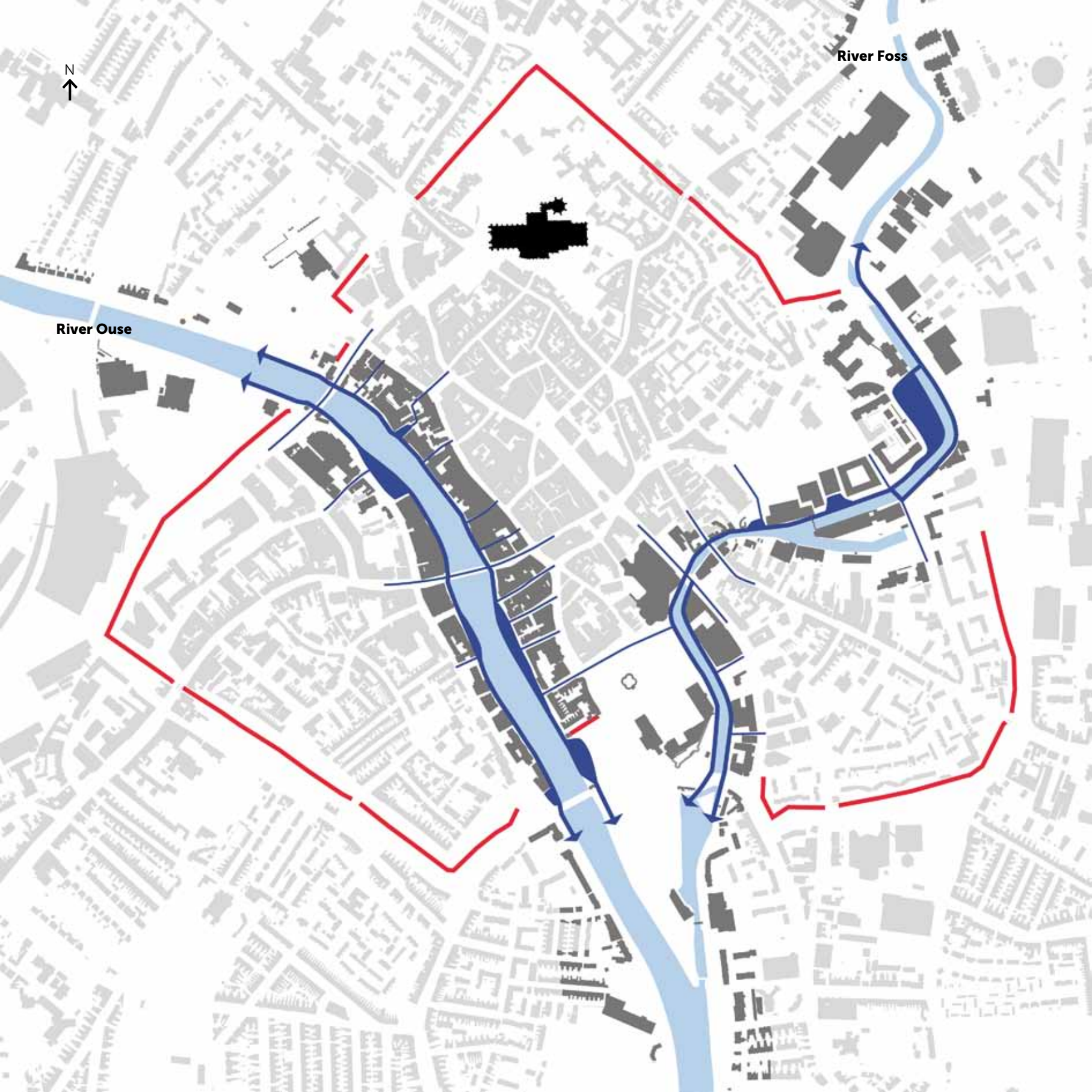
CITYWIDE EXISTING RIVER WALKS, FLOODPLAINS & FLOOD ZONES

jazz boats on the Tiber during the estate romana (Roman summer) in the late 1970s and early 1980s. Consideration should be given to the installation of walking platforms and boardwalks along the Ouse, ferryboat services to cross both rivers, and further terminals and hubs for river traffic. Floating platforms could allow cultural activities and events to take place even at times of flooding, as in the Netherlands.

The rivers could provide highly connected routes that join the pathways in and around the city, defining the city centre, inner neighbourhoods, and outer parks and strays. The rivers are an integral part of the green wedges, parkways and pathways being developed through this vision. Leading from the centre of York to outer areas of the city, the rivers can link York's neighbourhoods and communities with one another, and urban areas with the surrounding countryside.





Pedestrian and cycle movement along the riverside is generally good outside the city centre, but it is limited within the centre due to lack of access links and the absence of continuous river pathways.

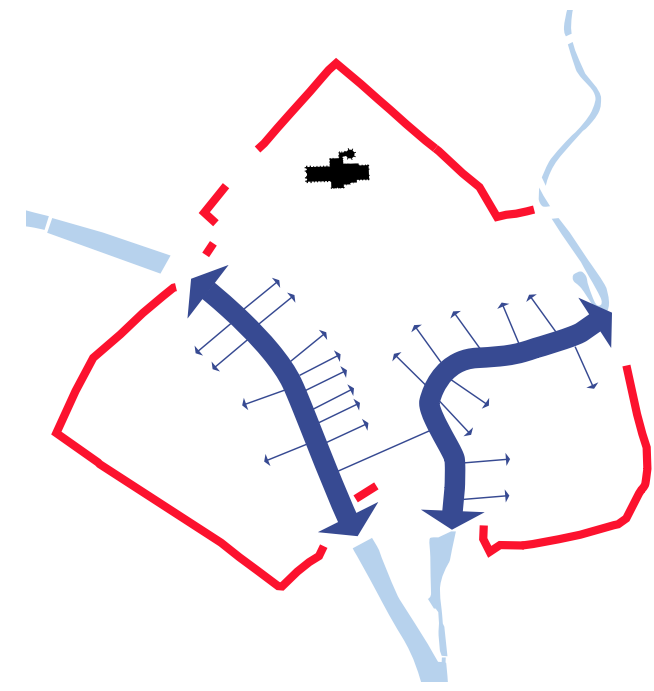
River navigation offers many opportunities to develop cultural initiatives and leisure activities. Competitive rowing and training is an important activity in York and a key part of the sporting culture of the city. It, and other sporting opportunities yet to be seen in York should be supported and encouraged.



I. YORK: THE NEW CITY BEAUTIFUL
THE CITY RIVERS
CITY CORE



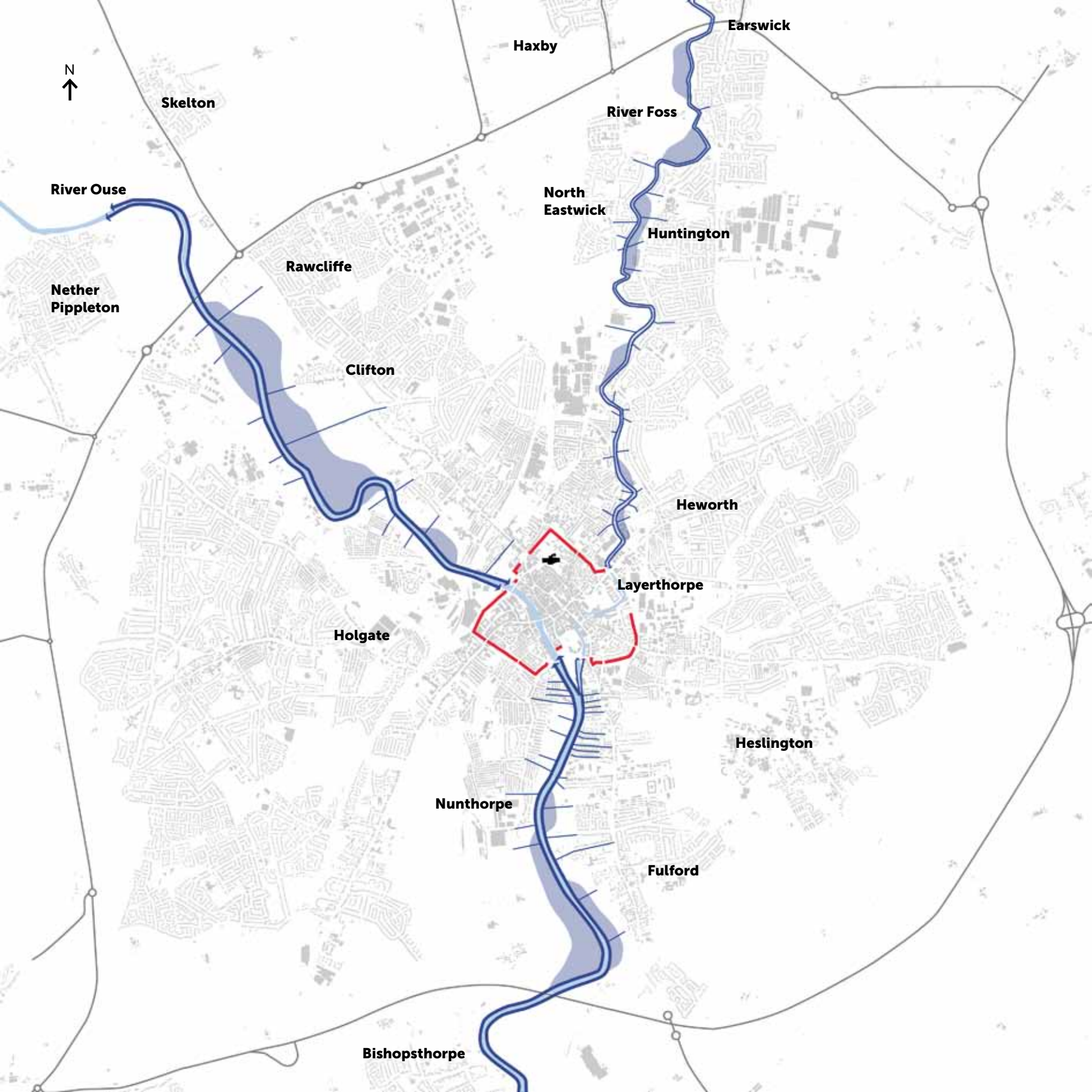
-  York Minster
-  Existing Building
-  Walls
-  Proposed river routes and spaces



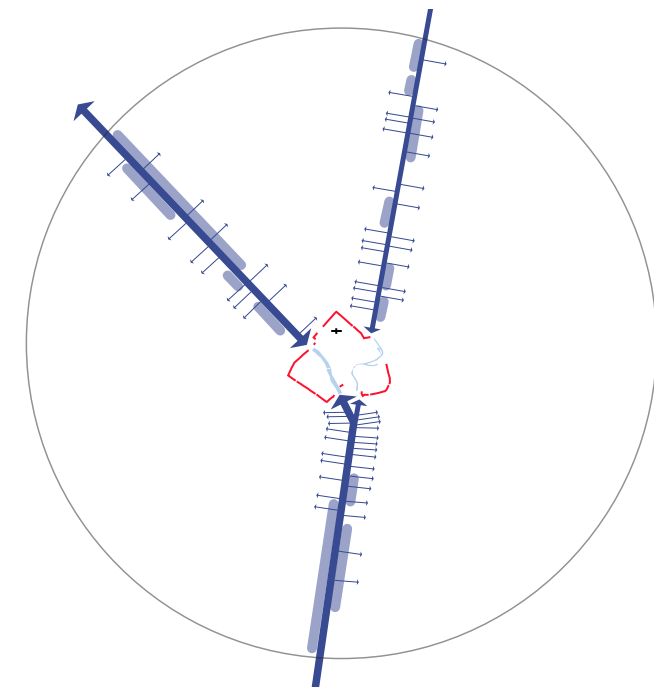
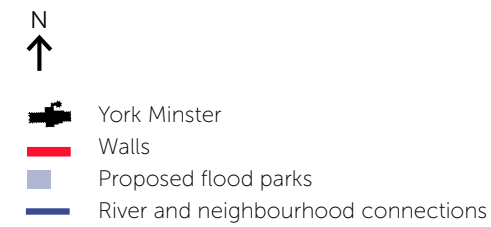
Rivers have a natural draw, bringing people to their banks. They inevitably segregate sides where crossings are limited or absent. York has few river crossings: new ones should be provided to unite disconnected districts and neighbourhoods. A new pedestrian bridge would enhance the quality of the train station as a gateway into the historic core via Museum Gardens, providing a green corridor leading to the Minster, the great street and the heart of the city. This would increase the value of the York Central area, connecting it directly to the walled city centre. Temporary bridges might also be used, especially to connect separate neighbourhoods.

Using the water for boat travel entices both residents and visitors to experience the rivers. Where possible, tourist boats, rowing boats, narrowboats and others should be encouraged to travel up and down the rivers, and to moor in appropriate places. New moorings should be promoted in certain areas to increase the activity and draw of city spaces, including the Castle/Foss Island area, which could become a site for a new marina.

CITYCORE PROPOSED RIVER CONCEPT



I. YORK: THE NEW CITY BEAUTIFUL
THE CITY RIVERS
CITY WIDE



CITYCORE PROPOSED RIVER CONCEPT

NEXT STEPS	ACTION
Promote a continuous walking and cycling edge along both rivers in the city centre, and opportunities for new and enhanced spaces and squares	Identify public realm opportunities along waterfronts, including opportunities for innovative floating walkways, and prepare a riverfront design strategy
Design public realm that can facilitate a range of civic and cultural activities	Develop a cultural strategy for the riverfronts
Enhance water-borne movement, including river taxis and recreational boats	Prepare a accessibility and movement strategy for the rivers
Enhance access to the Rivers Foss and Ouse from adjacent streets and squares in the city centre and city neighbourhoods	Prepare an accessibility and connectivity study to and from the rivers
Ensure that development proposals enhance connectivity between river corridors and the city centre	Prepare an accessibility and connectivity study to and from the rivers
Promote high-quality live and active frontage along river corridors	Prepare a river-front design code
Increase opportunities for mooring, including the creation of a York Marina	Explore opportunities along each river for additional moorings and assess opportunities to develop a marina in the Castle/Foss Island area
Promote the development of shipwright skills, linking traditional craft with the rivers	Work with city guilds in developing workshops to learn and practice traditional boat-building skills
Identify areas for passive river flooding and develop them as landscaped flood parks	Prepare a river risk assessment and identify flood park areas
Promote biodiversity in and along each river corridor	Assess the existing biodiversity along each river and explore opportunities to increase it
Promote cleaner and more sustainable water use in and around the rivers	Assess opportunities to promote cleaner water in the Rivers Ouse and Foss, including opportunities to limit contaminated or polluted runoff water that enters either river



PRECEDENT Cycling

York is leading the way when it comes to cycling, with the second highest levels of cycling seen in any town or city nationally and the accolade of being the safest place in the UK to cycle in 2008-2011, York received a multi-million pound investment from the government to build upon its successes and to encourage more people to cycle, more often. This has been achieved through a community-led partnership approach, its aims being to improve cycling facilities through the capital programme, as well as the rolling-out of a number of revenue-based school, employment and specialist group programmes to encourage modal-shift to cycling.

Where York is setting best-practise

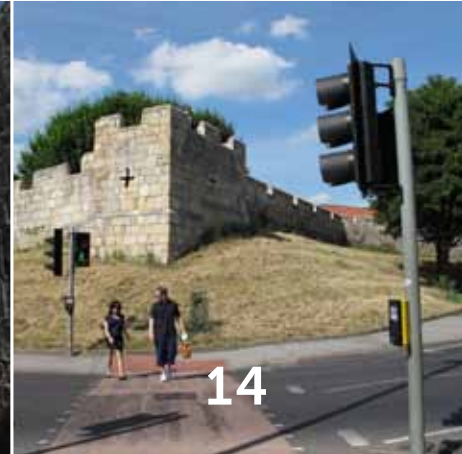
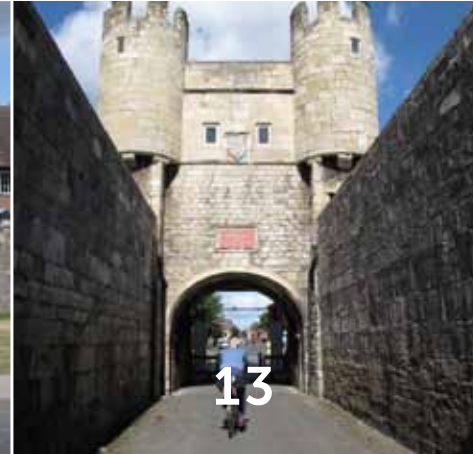
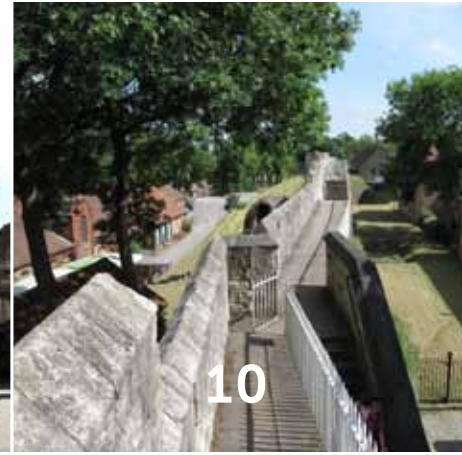
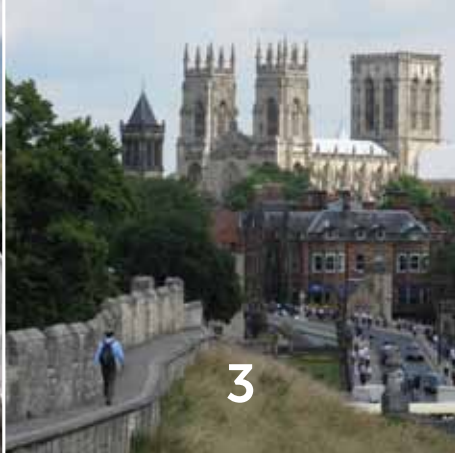
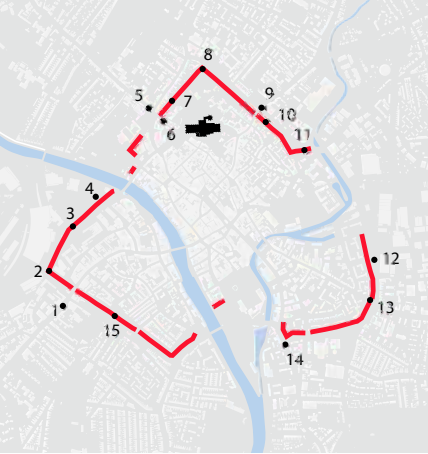
- A loan guarantee scheme giving those on lower incomes the opportunity to better afford a bike.
- First advanced green filter-light for cyclists (of its type) in the UK.
- Purchase of the first specialised sweeper/gritting unit that is dedicated to cycle lanes/paths for the local authority.
- Cycle training in all primary schools and consistent Bikeability Level 3 training in schools.
- GP referral system development in partnership with the York Health Group. This is to promote the health benefits of cycling and promotion of the cycling services on offer.
- Developed one of the most successful workplace engagement projects, where we have seen significant increases in cycling.
- First 'Cycle Hub Station' – secure, staffed, cycle parking within a building offering changing/washing facilities, as well as bike maintenance.
- Pioneering a female-only initiative aimed solely at teenage girls, done in partnership with Sustrans, and aimed at helping with a national discrepancy showing a lack of female cyclists by promoting the health and wellbeing benefits.
- Cycle programme developed specifically for those with a disability.
- Lighting scheme on isolated unlit off-road cycle path.
- Development of parent/carer cycle training.
- New facilities for cyclists to more easily access York Station.
- Police Partnership working. New cycle-tagging scheme, cycle-theft prevention, and enforcement operations.



PRECEDENT Park and Ride

Park & Ride has been the mainstay of the Council's policy to reduce congestion and improve air quality in the city centre without constraining economic activity for over 20 years.

The service currently uses 32 articulated and rigid Euro Enhanced Environmental Vehicle standard buses operating from 5 high quality sites with 3,750 parking spaces. It is recognised to be one of the most successful Park & Ride operations in the country with high customer satisfaction ratings carrying over 3m passengers per year and a net revenue income to the council. The sites have been located to maximise the efficiency of the service by enabling a high number of return trips to adjacent employment/retail areas. All of the sites are connected to the city's cycle network to encourage sustainable travel. Phase 1 of the Access York project includes the expansion of the service to 7 sites and 5,100 spaces to meet demand and intercept traffic on new radial routes.



I. YORK: THE NEW CITY BEAUTIFUL

THE CITY WALLS & GATEWAYS

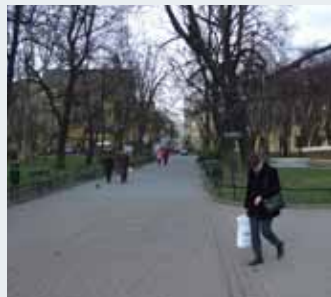
The city walls and historic city bars define and reinforce the compact city centre. They are an identifiable form that greatly contributes to York's unique sense of place. At the heart of the vision for the walls and gateways is to enhance their setting and use. The vision promotes a reinterpretation of the historic bars by providing new gateways at the edge of the current city as a series of new country parks.

The existing walls and city bars should be set within a high-quality, usable landscape. Enhanced pathways along segments of the walls will allow them to become major destinations and act as a high-level pedestrian route, with unparalleled views of the city and landscape. A new circular park along the ramparts will reinforce the walls' presence, and provide new public spaces and venues for events. The walls and park will be celebrated with new public spaces at the existing city bars and a new city bar at Piccadilly. The park will be punctuated by exciting temporary installations.

Outer gateways at the ring road will be transformed into a series of country parks. Within these twenty-first century city bars will be new park-and-go facilities. Park-and-go will be a new typology of park-and-ride, linking to the city centre, along existing arterial routes with improved public realm, acting as new parkways. The new country

parks will be welcoming points for visitors to the city, for commuters working in York, and for residents escaping the city and seeking a rural retreat. The parks will provide a combination of movement strategies and environmental health benefits that have rarely been seen. These parks will provide an important interface between town and country, just as the historic city bars did in the past.

York has one of the most complete examples of medieval city walls in the UK. They are an important part of York's distinctive landscape and contribute significantly to the city's identity. But they are culturally, socially and commercially underused and difficult to access. Movement through the walls is limited, and while they provide impressive gateways to the city centre, they could be more effective and play a greater role in the day-to-day life of the city. Of the seven main



PRECEDENT

The City Walls & Gateways



FROM TOP TO BOTTOM

The 'Planty' (Krakow Poland), Access (Girona City Walls), Transport (Tram Through Medieval Gate Freiburg), Monument To History (Potsdamer Platz Berlin), Cycle Route (Lucca Tuscany)



I. YORK: THE NEW CITY BEAUTIFUL

THE CITY WALLS & GATEWAYS

sections of the walls, only one, passing behind the Minster, carries a significant number of visitors. Many of the green spaces associated with the walls are unattractive, offering only passive green space and contributing little to the city's positive identity.

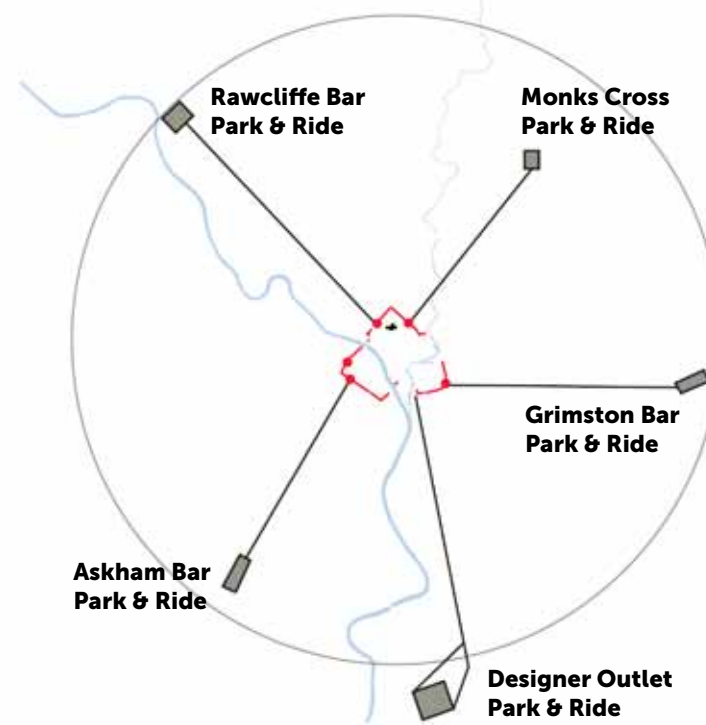
The walls should connect new public spaces along their length at different levels, developing the ramparts as a linear Rampart Park. Physical connections might be created between the wall-walk and adjacent public spaces at street level. Tunnels beneath the walls and adjacent to the railway station (subject to further study) should be opened to form new connections into the city centre.

Physical interventions will enhance the setting and connectivity of the walls, culturally and economically, providing venues for civic and cultural activities and events. Temporary structures could improve accessibility, making rest areas, cafes and performance spaces viable. Improved lighting, signposting, interpretation and historic narration would add to the experience. Further opportunities for temporary installations, art, festivals and scientific activities could find expression on and through the walls, creatively engaging with them while respecting their integrity.

By way of example and precedent to York's opportunity, in the 1820s the majority of the fortifications of Krakow in Poland were demolished. In their place a linear park was created as a two-mile loop set within 52 acres of garden. As soon as the walls were removed, city residents used the space for strolling. The informal linear space was finally inaugurated as a park in 1892. A wall of trees took the place of a wall of stone. What we see there today is the green circle, or Planty as it is called, which surrounds and defines the oldest part of the city. Today it is a magnet for people, an emerald ring that defines the city.



CITYCORE EXISTING WALLS CONDITION

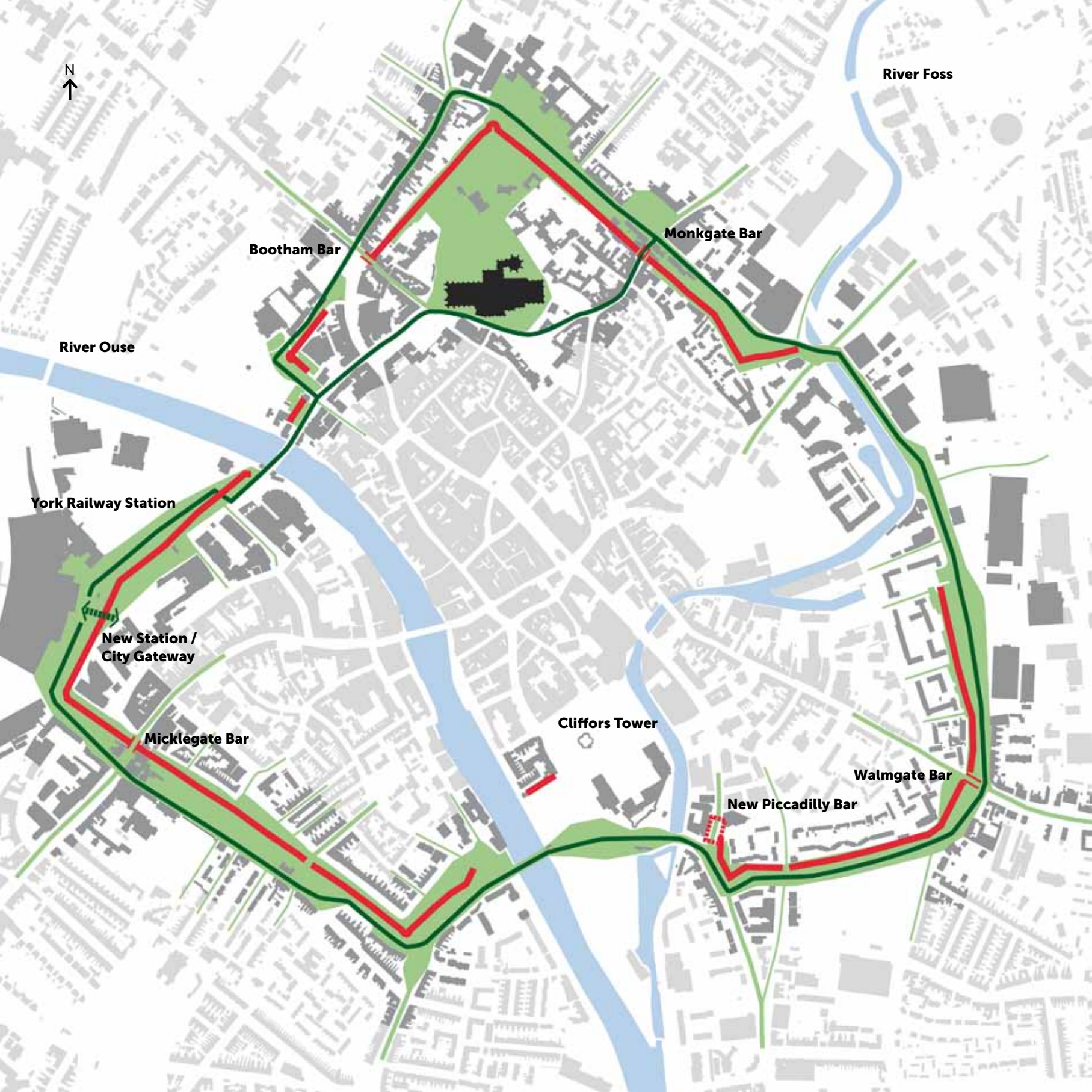


CITYWIDE GATEWAYS: EXISTING PARK & RIDE NETWORK

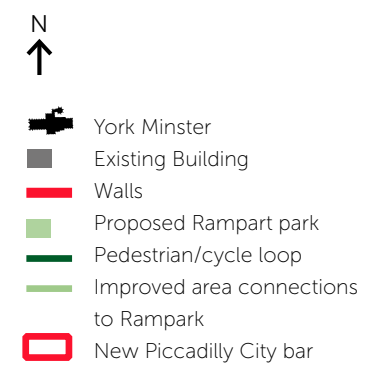
In a very different way, the Berlin has historic and recent associations with a wall. Despite it being long sections of it having been demolished, the history of the wall and its importance in the life of the city are a major tourist draw. The wall has helped to breathe new economic life into the city. The interpretation of the wall, the access to the remaining sections and the commercial investment that has occurred nearby, such as Potsdamer Platz, all provide lessons from which York can learn.

The city council of Arezzo in Tuscany has provided better access to its medieval walls through the use of well-designed escalators. In Arezzo a successful open-air cinema operates within a bastion of a renaissance section of the walls. Derry in Northern Ireland features temporary and permanent sculptures on its walls, and hosts the Walled City Music Festival. Lucca in north-west Tuscany has popular cycling and walking trails along its walls and ramparts, which are lined with plane and chestnut trees.

Beyond York's walls, the economic vision envisages a greater degree of connection at the point where city meets countryside. This will enhance the experience of living in both a beautiful city and beautiful country. The city and countryside would be connected through a series of country parks – essentially country bars – on or near the main radial routes to the city centre. The idea is to encourage people to leave their vehicles in the country parks before entering the city and inviting greater use of public transport. In doing so, the inner ring road would revert to, in effect, a series of normal city streets. It would no longer be required to move vehicles around, but would have the role of joining the streets of the city beautiful and contributing to the Rampart Park. This would allow for the expansion of shopping and cultural facilities, increasing the economic capacity of the city and raising the values of property in the centre.



I. YORK: THE NEW CITY BEAUTIFUL
THE CITY WALLS & GATEWAYS
CITY CORE



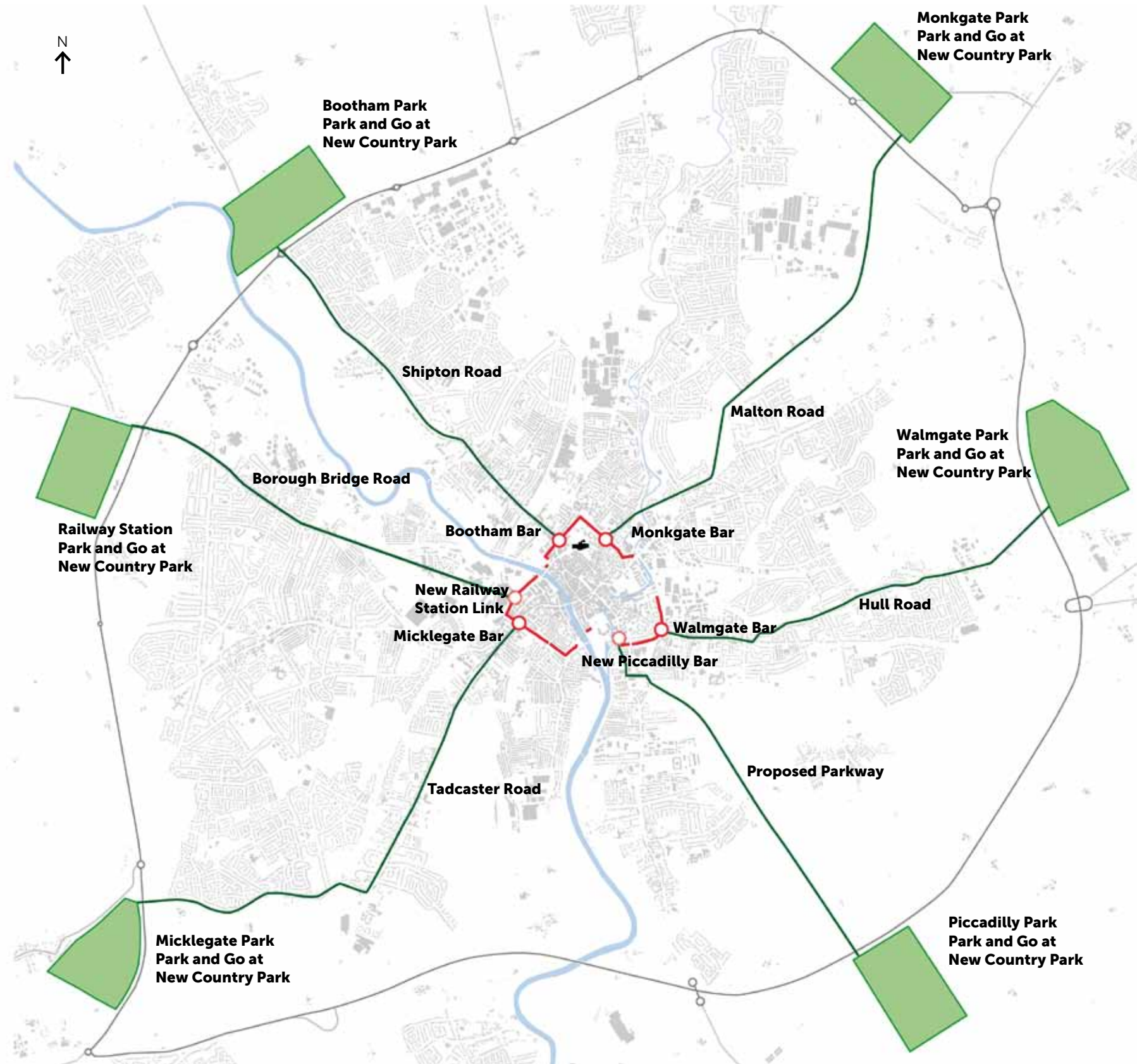
The country bars would increase capacity within the existing infrastructure, without creating greater congestion, without increasing vehicle use and without damaging the historic environment. This vision focuses on the city centre and works outwards, rather than from the ring road inwards. The proposition is to improve the quality of the city centre streets by removing general vehicle movements, while also improving the quality of the rest of the city.

Each country park is more than a park-and-ride. As natural wildlife parks, amenity parks and activity parks they will be places of regional importance. Building off the success of York's existing system of park-and-rides, they offer much more. They will become destinations for visitors and commuters on public transport, for cyclists and walkers, travelling into the city or into the wider countryside. The aim is to provide places that can be enjoyed by the residents of York as well as visitors and commuters, where the functional business of car parking and transfer to other means of transport can happen in a special environment.

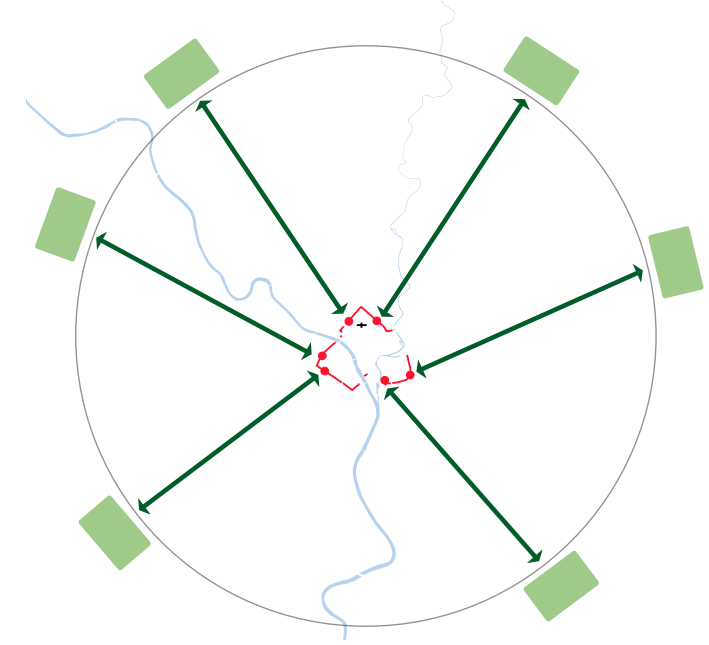
The country parks will allow the ring road to become the country route joining the country bars. From these it will be possible to glimpse views of the city in places, and views into the strays and out to the surrounding countryside. This great route would join the urban and rural landscape.



CITYCORE PROPOSED WALL CONCEPT



I. YORK: THE NEW CITY BEAUTIFUL
**THE CITY WALLS & GATEWAYS
 CITY WIDE**



CITYWIDE PROPOSED WALL CONCEPT

NEXT STEPS	ACTION
Create Rampart Park with enhanced walkways and new public spaces	Undertake a landscape design strategy for the new park
Enhance the city walls to become a great city street and improve access to the walls for all	Prepare a city wall accessibility and feasibility study
Reduce the barrier effect of the walls in certain locations (including the area between the Minster and York St John University)	Identify where the walls act as barriers and identify opportunities for improved permeability
Enhance the walls' presence at night	Prepare a city walls lighting strategy
Allow for temporary installations in selected areas that can offer seating, viewing platforms and services, such as cafes	Review city walls and identify opportunities for temporary structures
Create new civic squares at existing city bars	Assess existing spaces and prepare public realm design guides
Create a twenty-first century city bar at Piccadilly	Assess the feasibility and prepare a brief for an international design competition
Link through the city walls to the railway station through existing tunnels	Undertake detailed surveys to assess the feasibility of linking under the walls
Create a strategy for cultural activities on the city walls and fronting Rampart Park	Prepare a city walls cultural strategy, explore the possibility of a York City Walls Festival and consider the creation of a York City Walls trust
Create new country park-and-go facilities at the edge of the ring road	Identify locations and prepare park-and-go feasibility studies
Create parkway links connecting proposed country parks to existing and proposed bars	Identify key routes for future park-and-go links
Extend public transport accessibility to park-and-gos to include regional connections to local airports and future high-speed rail links	Review regional infrastructure connections and identify options to improve services and integrate into proposed park and gos



I. YORK: THE NEW CITY BEAUTIFUL



THE CITY STREETS, PLACES & SPACES

The vision for the city streets, places and spaces is to enhance the overall quality of York's streets and squares to best present the city's world-class architecture and the natural setting, creating places for people to use and enjoy. In the city centre, the successful footstreets will be extended to the city walls and, in some areas (such as the York Central site), beyond. Vehicular access will prevail on the radial routes into the city as at present, but the improved public transport, green routes and more walking will enable vehicle movement on these routes to be reduced, with significant improvements in the public realm. This will allow better walking, cycling and public transport routes to the city centre.

World-class spaces will be created at the Minster, within York Central, at Parliament Street, York University, and along the city walls and the Rivers Ouse and Foss. The spaces will provide public realm landmarks, add to the city's legibility, and provide venues for daily life and events. Primary and secondary routes into the city will be enhanced to become main approaches to the city. Public realm improvements will transform these approaches into grand avenues, helping to create spaces that encourage neighbourhood connections.

The city's streets, parks and squares are among the most compelling reasons for people to live,

work and visit York. Footstreets within the city are well liked and well used, due mainly to the lack of conflict between vehicles and pedestrians, and the scale and quality of the public realm. However, the physical quality of the streets needs substantial improvement. Streets and spaces are often cluttered, with an accumulation of traffic signs and poor-quality street furniture. Spaces are not particularly adaptable to different uses. The centre is compact, but it is not sufficiently legible, accessible or understandable. Outside the centre, private cars dominate routes and in many places the quality of the public realm suffers.



PRECEDENT
The City Streets, Places & Spaces



FROM TOP TO BOTTOM
Perugia (Italy), Kunsthaus in Graz (Austria), Luci D'artista (Turin), Queen Square Bristol (UK), Bonn Square Oxford (UK)



I. YORK: THE NEW CITY BEAUTIFUL
THE CITY STREETS, PLACES & SPACES

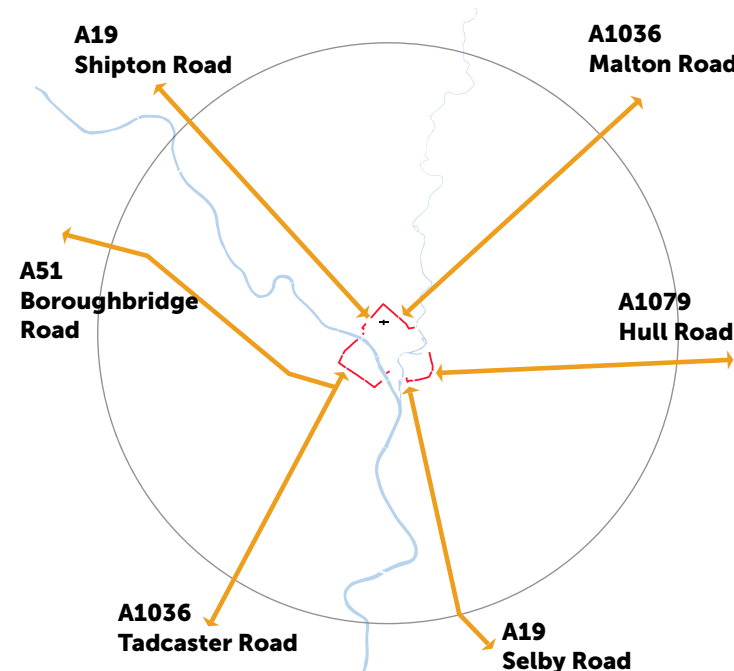
Over-regulation and a historic accumulation of signage detract from both the quality and function of the streets. The late-twentieth-century ideas about controlling all movement in city centres have been found to be flawed. They give higher priority to function than to joy, and to vehicles than to people on foot. Streets like New Road in Brighton have demonstrated the huge value that can be realised through a simpler, less-controlled environment, where people take greater personal responsibility and receive greater personal rewards in return.

Poorly connected streets and squares inhibit the efficiency of city movement and limit growth. The vision for the streets, squares and parks of York is to de-clutter the public realm, refresh its local character, and allow it to function as a series of connected pathways for rich civic life and prosperous economy. Culture, social wellbeing and investment flow along the streets and through the public places. Streets provide the important links between outlying areas of the city and the centre, including to the University of York. Improving levels of connectivity between functions and amenities can also provide development opportunities.

The absence of attractive links between parks and commerce, the rivers and the city, the Minster and the University of York, the railway station, and the city and business, is a major challenge. More green space is urgently required; the city centre is characterised by hard landscape with very few obvious areas of repose. Beyond,



CITYCORE EXISTING FOOT STREETS



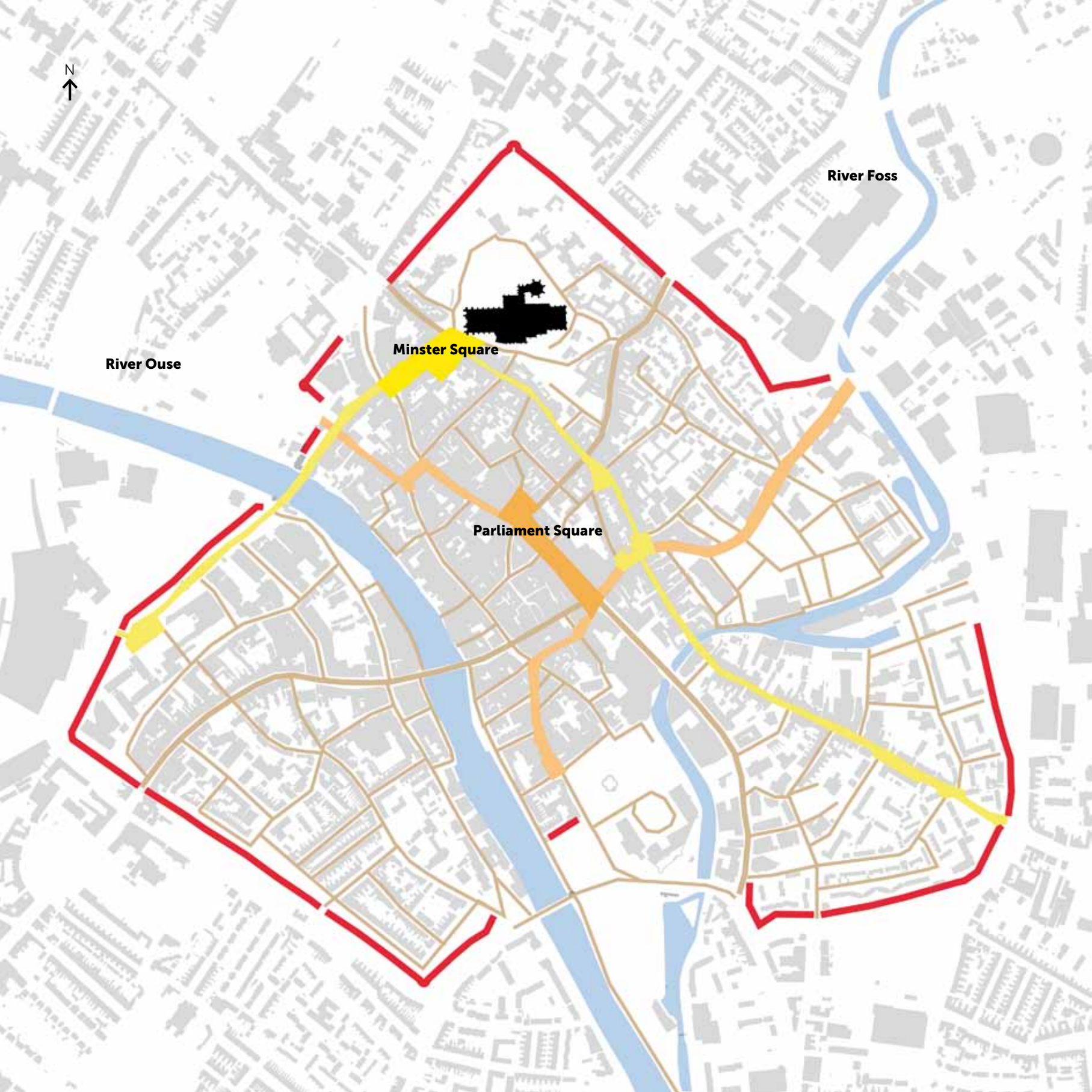
CITYWIDE EXISTING PRIMARY APPROACHES

The vision for the streets, squares and parks of York is to de-clutter the public realm, refresh its local character, and allow it to function as a series of connected pathways for rich civic life and prosperous economy.

there are strays and great parks, but more needs to be done to connect these green spaces to one another and into all of York's neighbourhoods.

High-quality streets, parks and squares will improve the city's appearance, amenity, development values and economic prospects. Development opportunities next to high-quality squares, parks and desirable streets will help to attract the higher-value commercial operations that the city is seeking.






The revitalisation of the former industrial city of Roubaix in France has been achieved through focusing on new forms of economic activity, creating a low-hazard and attractive public realm, delivering a range of cultural projects and promoting the city's architectural heritage. Investment



I. YORK: NEW CITY BEAUTIFUL

THE CITY STREETS, PLACES & SPACES CITY CORE



-  York Minster
-  Walls
-  Improved Minster approach
-  Improved Parliament square approach
-  Proposed network of footstreets



CITYCORE PROPOSED STREETS AND SQUARE CONCEPT

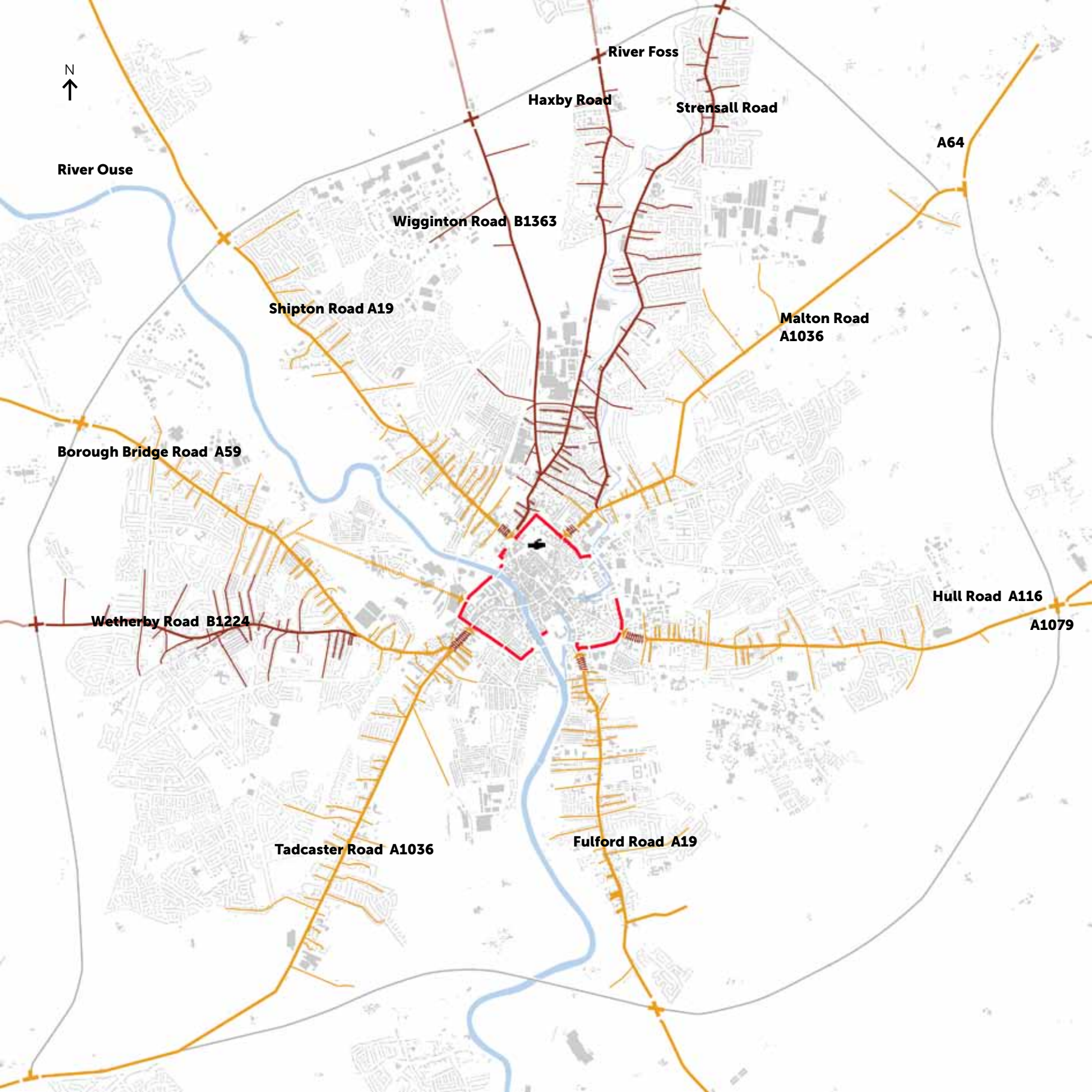
in the Grand Rue (High Street) was a high priority, enhancing the public realm, encouraging small shops and improving public transport. The neglected canal was turned into a green way and parks have been upgraded.

Streets, places and spaces are where we commune as a society, and are critical to the development of the culture of a place. Precedents of successful street cultural animation include the vibrant street theatre festival in Sarlat, a medieval town in France.

In Turin, policy-makers successfully initiated *Luci d'artista*, a project that involves internationally known visual artists, using lighting to draw attention to beautiful but undervalued streets, squares, individual buildings and landscapes, and creating new urban routes and defining spaces. *Luci d'artista* has become a significant new attraction for the Piedmontese capital in the winter months.

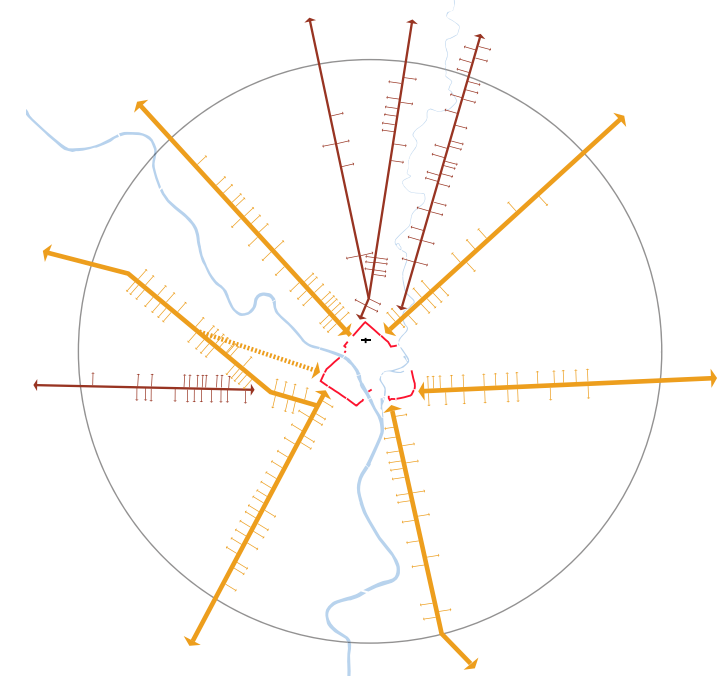
Beautiful heritage cities like Mantua in Lombardy, Modena in Emilia-Romagna and Arles in Provence have successfully diversified their cultural offer. In doing so they have become more vibrant and attracted more visitors through major international festivals focusing on literature, philosophy and photography respectively.

Other cities have combined in imaginative ways the old and the new, heritage and innovation. Examples include the Kunsthhaus, a contemporary art museum in the historic centre of Graz in Austria, designed by Peter Cook and Colin Fournier; Skulptur-Projekte, one



I. YORK: NEW CITY BEAUTIFUL
THE CITY STREETS, PLACES & SPACES
CITY WIDE

- N
↑
- York Minster
 - Walls
 - Improved primary approaches and neighbourhood links
 - Improved secondary approaches and neighbourhood links
 - Improved Avenue junctions



CITYWIDE PRIMARY & SECONDARY APPROACH

of Europe's largest outdoor exhibitions of public art, held once a decade since 1977 in Münster, Germany; Norman Foster's mediatheque, built in glass next to the Roman Maison Carrée in Nîmes in Southern France; and the installation in Perugia, central Italy, of escalators leading up several hundred metres to the city centre (an innovative scheme that helps to free the narrow medieval streets of the upper town from cars, and provides public access to a sixteenth-century fortress, the Rocca Paolina, which is used for exhibitions and other cultural events).

York has recognised the importance of world-class spaces and of integrating cultural activities within the cityscape. The city has made great strides in the conservation movement, leading the UK in creating a network of footstreets and, more recently, introducing the annual Illuminate York Festival. York has much more to offer in creating the world-class setting and world-class city.



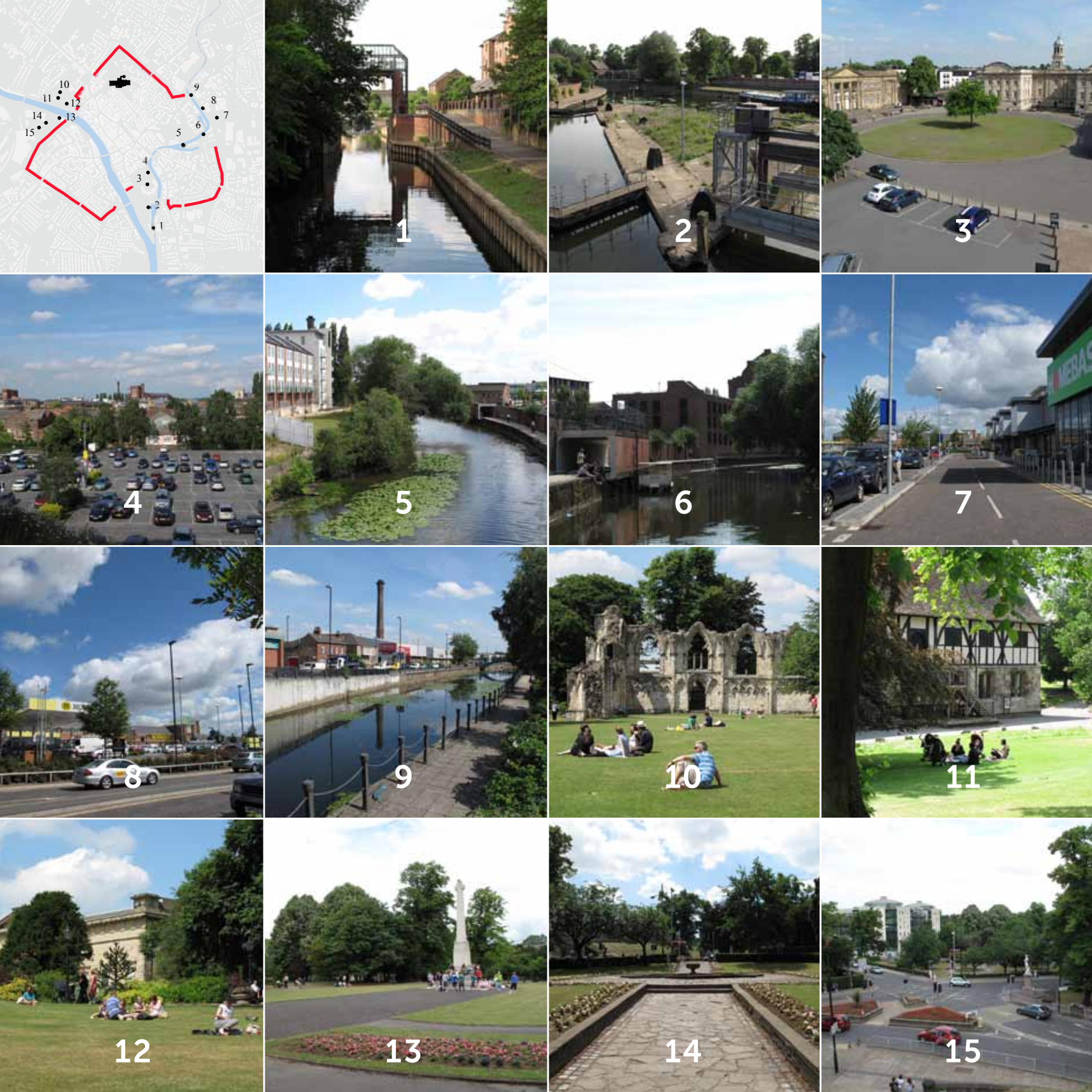
I. YORK: NEW CITY BEAUTIFUL
**THE CITY STREETS,
 PLACES & SPACES**

- Existing parkways
- ⋯ Potential/proposed parkways
- Existing highway/street
- ⋯ Potential/proposed street
- - - Potential civilised highway
- City Wall
- ⋯ Railway
- Urban Area
- Countryside
- Potential gateway

NEXT STEPS

ACTION

Extend footstreets to the city walls, and promote shared surfaces and access-for-all streets	Identify opportunities for shared surfaces and prepare a phased action plan for extending the footstreets
Remove non-priority car parking from within the historic core and along the city walls	Identify opportunities and prepare strategies for the incremental reduction of car parking spaces within the city walls
Design the city's public realm to accommodate current and future cultural and civic activities	Identify locations, public spaces and designs that can facilitate cultural and civic activities, and can be serviced by anticipated utilities
Promote a unified, coordinated streetscape throughout the city centre	Create a city centre public realm strategy and street design guide
Transform the inner ring road into a network of local streets, parkways and grand avenues within the proposed Rampart Park	Undertake an inner ring road review and identify opportunities to upgrade existing routes into civilised streets and parkways
Redesign Parliament Street as a great square	Prepare a feasibility study and a brief for an international competition
Create a world-class square at the Minster	Review developing plans and provide further recommendations
Reinvent Minster approaches as key streets and destinations	Undertake a full review of key access streets and approaches to the Minster, and prepare a streetscape design guide
Create a distinctive public realm design, creating legible links between Parliament Street and the three proposed city centre parks	Develop a city parks and linkages design guide
Create a new Railway Station Square as a shop front for the city and university	Identify opportunities to enhance the civic space in front of the railway station and prepare a design brief for an international competition
Reorder primary and secondary approaches as grand avenues and neighbourhood spaces	Undertake a primary and secondary approaches review, identifying opportunity areas for enhancement
Create a world-class 'knowledge square' creating better legibility and connection between the University of York and the city centre	Review existing plans for Heslington East and incorporate ideas for a new university square along key gateway(s)
Transform the outer ring road into a series of country routes, with additional junctions and crossings incorporated where appropriate (to be developed with the introduction of country parks)	Undertake an outer ring road review and identify opportunities to upgrade existing routes into civilised country streets and parkways



I. YORK: NEW CITY BEAUTIFUL

THE CITY AS PARK

The vision for the city as park is to create a city centre focused on pedestrian movement along great streets, squares and parks unparalleled in a British historic city, and linked through a series of extended strays to all of the city's neighbourhoods and countryside beyond. In the city centre, three new city parks will be created: a great cultural park, a grand civic park and an innovative production park.

All three parks will be connected by the new circular Rampart Park, and its connected pathway and cycleways. Each will provide a unique destination for leisure and relaxation. This park network will sit within the network of high-quality footstreets, effectively defining the whole of the city centre as an urban park.

Beyond the city centre, new country parks at the ring road will be connected together through a series of green cycle and pedestrian pathways encircling the edges of the city. Outer and inner parks will be connected together by enhanced and expanded strays and protected green space to create a series of green spokes. The city centre will be connected to the countryside, creating a networked city park system, with green, civilised spaces for all to enjoy.

There is significant potential for the city to be perceived as an urban park. Much of the foundation for this urban park exists today. Exhibition and museum parks are

attractive, popular and enjoyed by residents and visitors. The city is well endowed with a network of strays and managed green areas, which have shaped its growth. But the green infrastructure is poorly connected and provides limited amenity to York's residents and visitors. Overall the city's parks and green spaces are too small and too few, disconnected and underdeveloped; and the city has a relatively small number of trees.

In the city centre, three great parks should be created where the rivers meet the city walls. One of these parks already exists; Exhibition and Museum Gardens already are an important draw for residents and visitors. It should expand to connect better to the River Ouse and adjacent green space between the river and the railway station. The enlarged cultural park could host more activities and act as a front door from the city's primary gateway, York Central.

PRECEDENT

The City as Park



FROM TOP TO BOTTOM

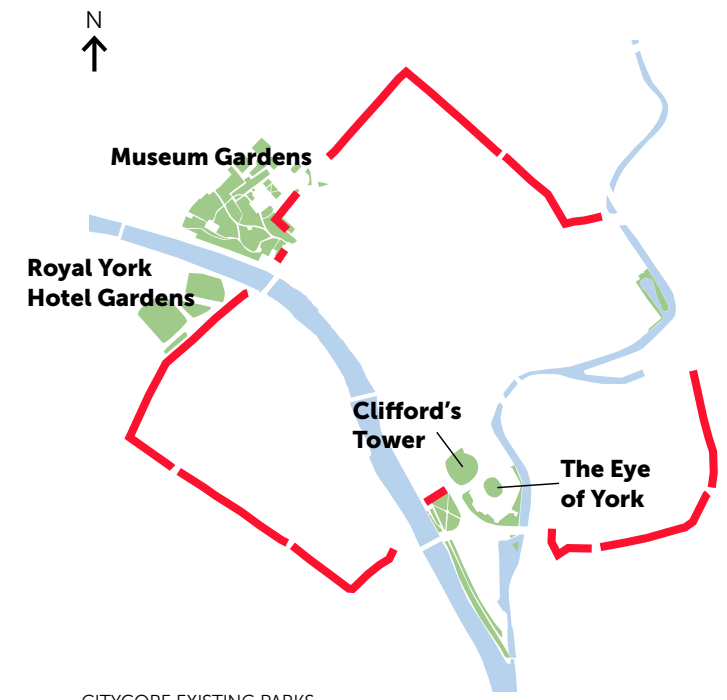
Mile End Park (London),
Killesberg Park (Stuttgart),
Parc St Pierre (France),
Buffalo Park System,
Millenium Park (Chicago)

I. YORK: NEW CITY BEAUTIFUL
THE CITY AS PARK

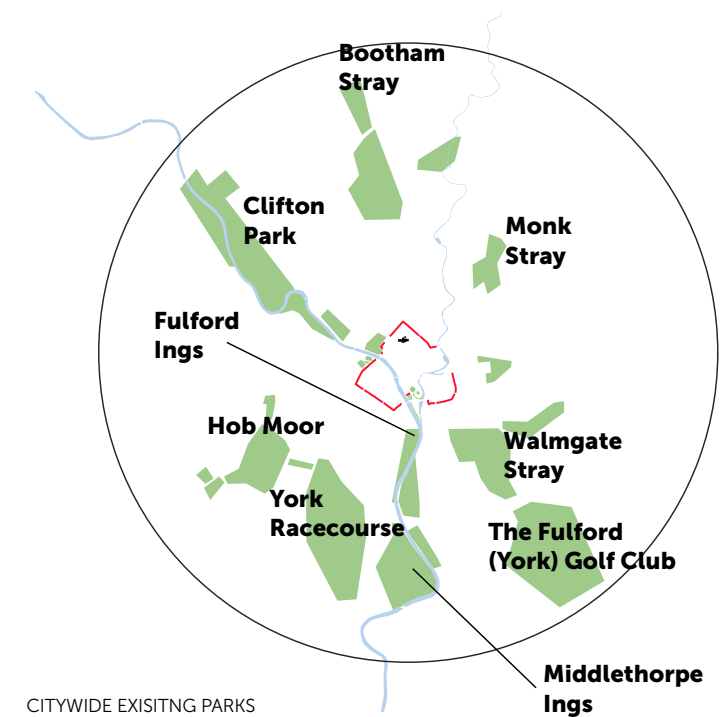
The city's historic founding point, where the Rivers Ouse and Foss meet, and where the Eye of York and Clifford's Tower are found, should become the location of York's premier civic park. This innovative green park will be punctuated with mixed uses set within earthen infrastructure. New frontages will enclose the park on opposite river banks, creating desirable and high-demand spaces in the true heart of the city.

The third park will be a highly innovative idea, mixing a green landscaped setting with new creative artists and craft industries fronting the River Foss, at Leyerthorpe Road and Foss Islands Road. The park will encourage the production of traditional and cutting-edge artistry, within an ecological landscape. Here the latest environmental and low-carbon concepts can be tested in practice. In doing so, small enterprises will be encouraged and grown; green ideas can be tested and developed for use in other parts of the city and beyond; and tourists will be drawn not only to the artists' goods, but also to see the artists in action.

Beyond the city centre, existing strays will be reconnected to the historic city centre and the Rampart Park. New and existing routes will facilitate this reconnection along tree-lined paths and spaces. These strays will also extend into the countryside landscape, connecting to country bars and the outer linear walking and cycling paths. Where possible, small shuttle buses can run parallel to these new great strays to increase the accessibility and effectiveness of public transport. Beyond the footprint of the city, strays and open spaces will extend to protect important natural areas and views from future development. New and enhanced routes from these extended strays will connect to outer villages and settlements to create a unified York through the new park system.



CITYCORE EXISTING PARKS

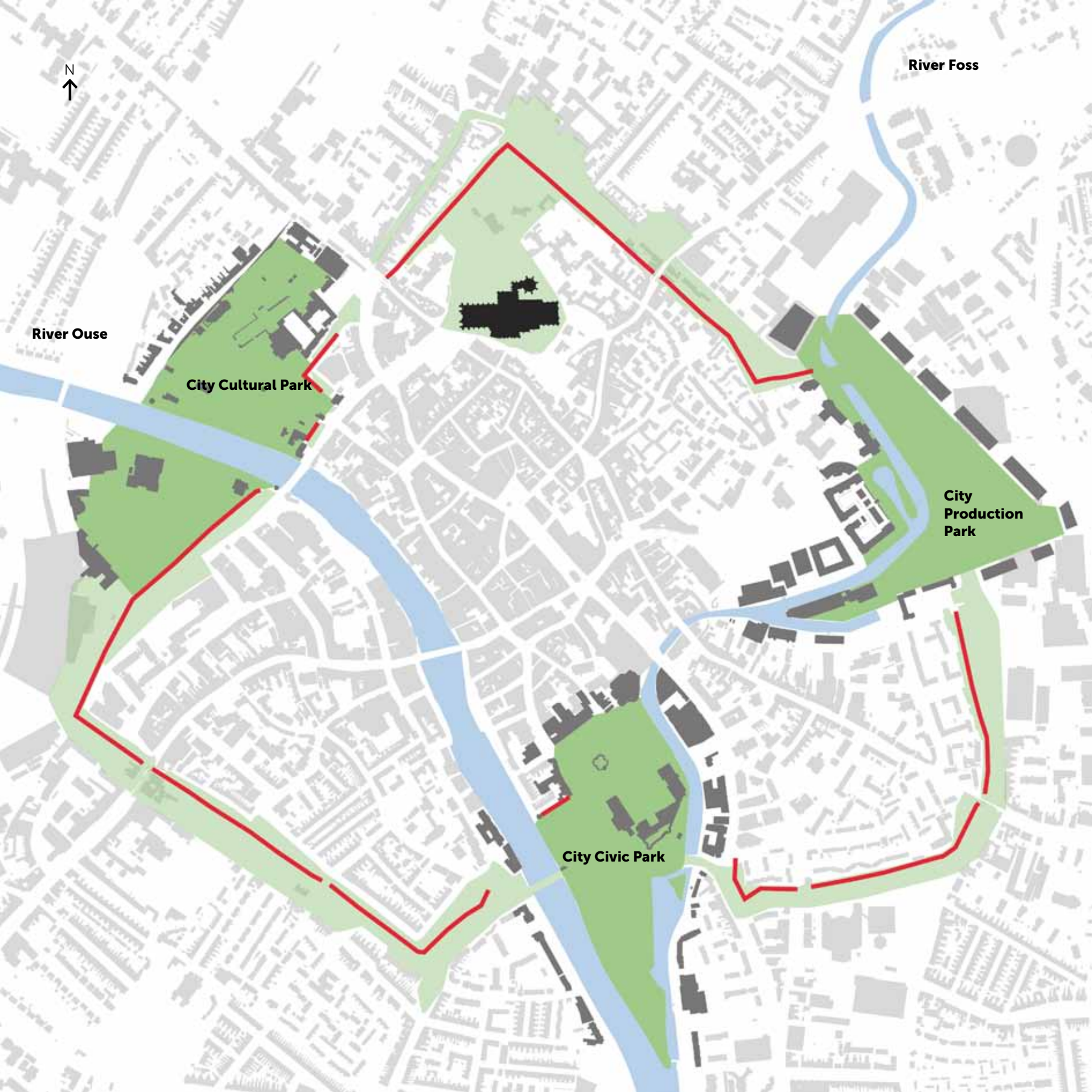


CITYWIDE EXISTING PARKS

The creation of a network of linked parks around the city will support wellbeing, and improve the city's image and attractiveness. High-quality green space has strong environmental credentials, increasingly important to corporate policy, and contributes greatly to higher quality of life. This is increasingly important for business-location decisions. The urban park concept supports the low-carbon economic objectives of the city and enables sustainable principles to be adopted, contributing to the growth of green and low-carbon employment opportunities. Better recreational and commercial access to parks for amenity, leisure and business is essential for city development and strategic growth. In a similar way to Frederick Law Olmsted's plans for Boston's Emerald Necklace and New York's Central Park, York's historic park system can be enhanced to welcome residents and visitors, raise land values, provide attenuation to flooding, provide events space and act as a resource for public education.

The city-as-park concept enables the city's historic natural qualities, its rivers, strays and countryside to reassert their role in the city. It creates a new green layer of parks, waterfront and countryside, breathing new cultural and economic life into York.

The Buffalo Parks System Plan (Buffalo, New York State, 1870) provides a precedent. It was designed by Frederick Law Olmsted as a network of six major parks connected by parkways and circles. The plan, integrating landscape architecture and city planning, represents the first park system in the USA. The large city parks anchored the plan, each linked to one another by parkways (essentially linear parks). Development fronting both the parks and parkways increased short- and long-term property values. The green spaces were the



I. YORK: NEW CITY BEAUTIFUL
THE CITY AS PARK
CITY CORE



- York Minster
- Walls
- Proposed rampart park
- Proposed city parks
- Existing/proposed park frontage



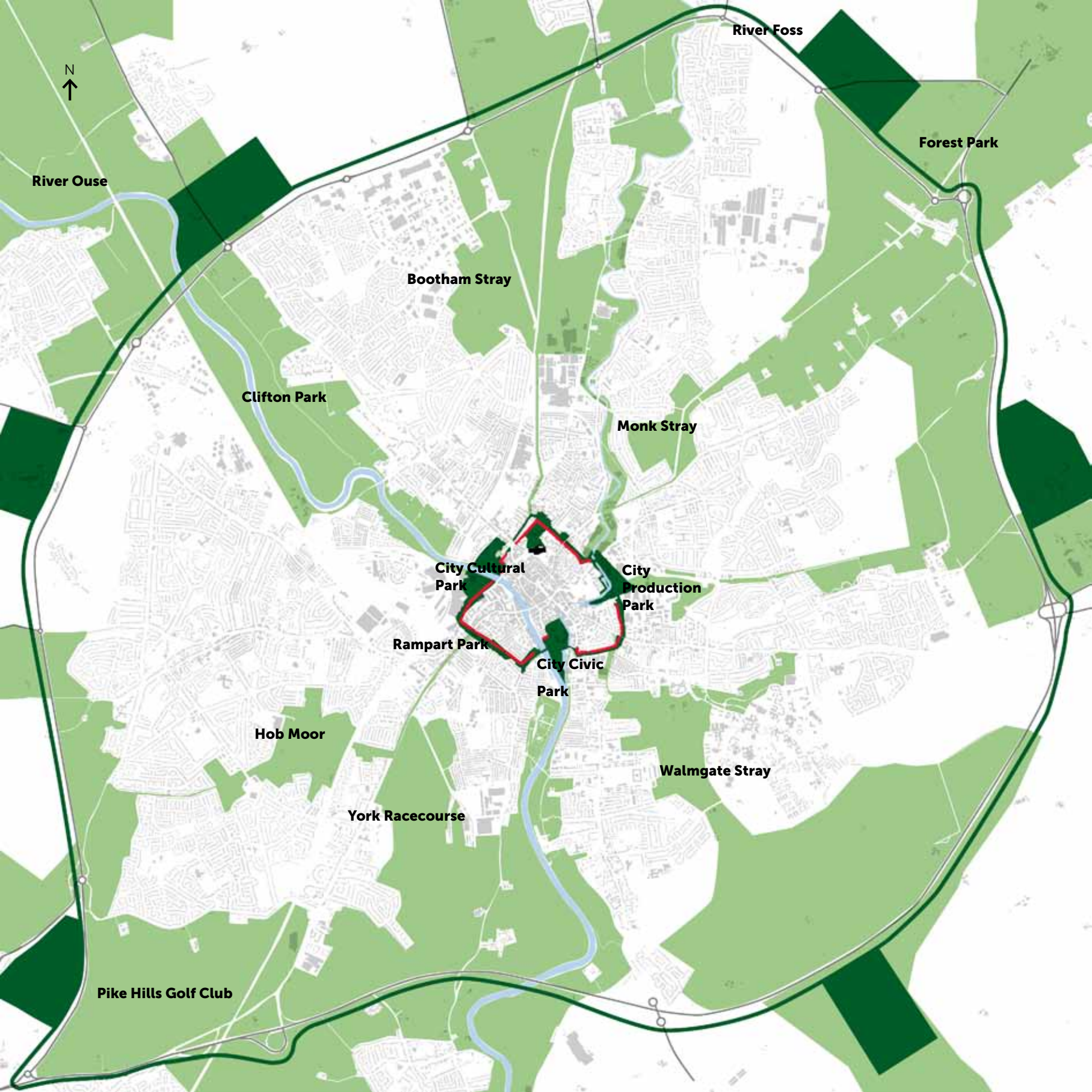
CITYCORE PROPOSED PARK CONCEPT

lungs and ribbons in an urban landscape, creating a network connecting all parts of the city together and encouraging social interaction.

The Rhine riverside area in Dusseldorf has become a great place to sit and relax, enjoy lunch and escape from the core business and commercial area of the city. This urban park has become the focus for visitors and weekenders, attracted by the waterside location and high quality of adjacent buildings. Closely linked to the city's heritage core, it provides a strong linear park for walking and cycling between the old town and the new media harbour, an important new regeneration area for the city.




Other precedents include the project for the 2012 Olympics, linking various parks and open spaces in London. another is the creation in the run-up to the 1992 Barcelona Olympics of over 150 interconnected public spaces and pocket parks, punctuated by sculptures, mosaics and fountains, lightening up Barcelona's townscape, and providing breathing space and recreation areas.

The potential for parks to act as new civic focuses is demonstrated by, among others, Mile End Park in London (featuring within its boundaries an ecology park, an arts park and a sports park), the Library Park in a deprived district of Medellin, Colombia, and Millennium Park in Chicago (which includes the Pritzker Pavilion, designed by Frank Gehry; Anish Kapoor's Cloud Gate sculpture; and the Crown Fountain video sculpture). The recently completed High Line linear park in New York demonstrates an innovative integration of a linear park with a high-quality, contemporary design.



I. YORK: NEW CITY BEAUTIFUL
**THE CITY AS PARK
 CITY WIDE**

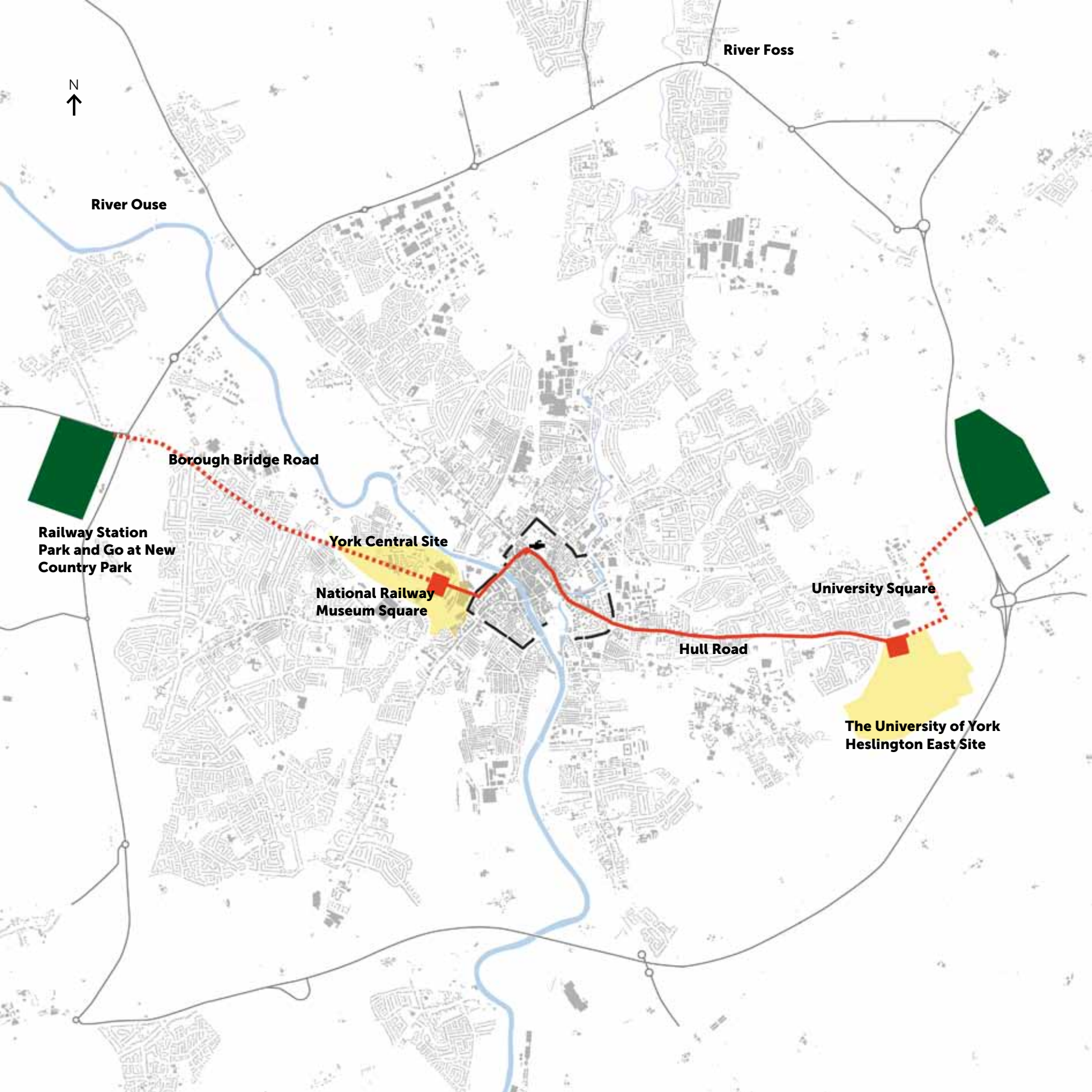


-  York Minster
-  Walls
-  Country parks
-  Country walking/cycling route
-  City Centre to countryside park network.



CITYWIDE PROPOSED PARK CONCEPT

NEXT STEPS	ACTION
Create an initiative to plant 50,000 trees in the city centre, neighbourhoods and in the York countryside	Create a tree-planting strategy, including planning locations, types of appropriate tree and maintenance regimes
Extend Museum Gardens to create York's cultural park	Identify opportunities and work with various stakeholders to create York's cultural park by connecting and unifying the range of existing open spaces (such as Museum Gardens, Ouse riverfront and opened-up spaces along Station Avenue)
Create Foss Island park as York's civic park	Work with area stakeholders and create detailed designs that incorporate the land south of Tower Street, between the Rivers Ouse and Foss
Create Kings Fish Pool as York's low-carbon and production park	Undertake feasibility studies to identify opportunities to create this park, including park boundaries, appropriate uses and new frontages
Transform the outer ring road into a city parkway	Undertake an outer ring road parkway accessibility strategy, and develop initial designs and phasing strategy
Instigate park programmes for high-profile international festivals and events	Identify opportunities to create an international festival, working with existing stakeholders and building on existing regional strengths
Extend ings, strays and existing green spaces to connect the city's neighbourhoods to the city centre and the proposed Rampart Park	Identify routes and areas to extend the city's green space network
Extend and define ings, strays and existing green spaces to maintain links to the countryside, protecting sensitive spaces and defining existing outer settlements and neighbourhoods	Work with the existing local development framework process to define areas and extend the existing green space network
Create walking and cycling routes alongside a reconfigured outer ring road, connecting proposed country parks	Identify potential walking and cycle routes, and develop an outer park movement strategy
Enhance existing pathways and cycle routes to maximise connectivity between villages, neighbourhoods and the park system	Develop a villages and neighbourhoods movement and accessibility strategy



I. YORK: NEW CITY BEAUTIFUL



THE GREAT STREET

The York Economic Vision promotes a new city beautiful, a vision composed of a series of layers and strategic projects, which will transform the city for future generations. The vision for the Great Street strategic project is to connect countryside to city centre and back to the countryside.

It will reconnect the University of York to the walled city, providing a direct, legible route to the Minster, its new world-class square and nearby York St John University. It will continue to the city's grand entry point at York station. New country parks will be established at the outer ring road to link to the University of York, and to connect to York station along the York North West site.

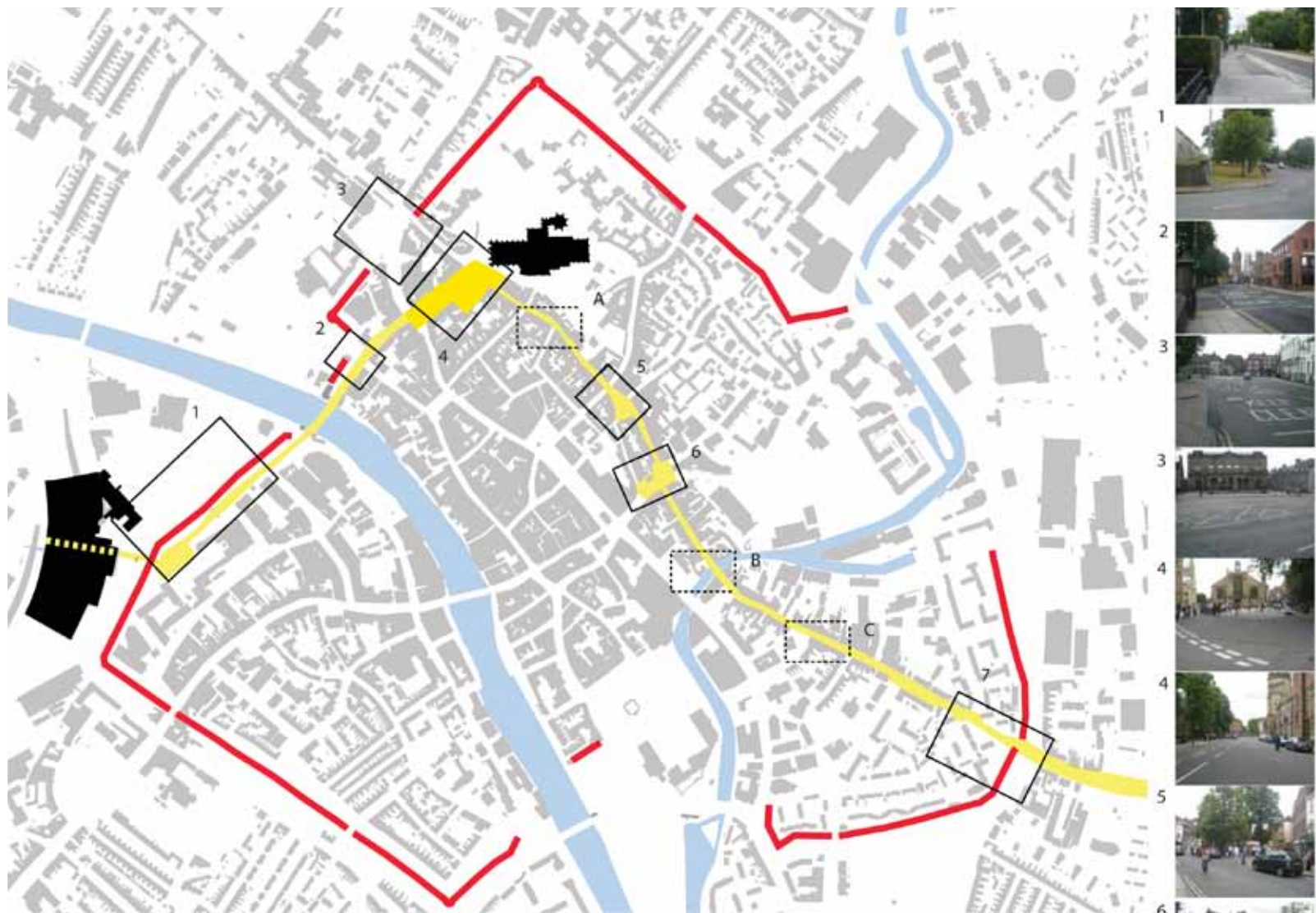
This new route, along existing streets, will be York's Great Street, a redefined civic route to add to the great avenues at Tadcaster Road and Bootham. The Great Street will unite the city's great civic, cultural, natural and educational amenities.

The concept of the street provides a clear and simple narrative for navigation around the city, since all routes can be linked either directly or indirectly to it. It creates a location, in real estate terms, creating an assurance of value and consequently an attraction to investment. The new street made up of existing streets: Hull Road to Walmgate to the steps of the Minster; from the Minster along Museum Street to York station; and from York Station to Boroughbridge Road by way of the York Central site. New connections, high-quality public realm, more street trees

and spaces for people will attract investment, and will help to redefine and enhance the city.

The Great Street from the city centre to the University of York will help to realise new opportunities for hitherto hidden locations and sites for development. Revealing the civic and economic importance of the city's streets and spaces through the Great Street will underline York's wider potential. The street will become a strategic economic connection; the flow of knowledge and talent along the Great Street from Heslington to the city is critical.

In Newcastle upon Tyne, the university connects functionally, economically and culturally with the heart of the city and its riverside. Northumberland Street and Grey Street link the city's universities into the centre of the city, connection with libraries and museums, shopping and commerce, theatres and culture, and bars and restaurants. Newcastle bustles, and so will York along this route. Cities are often defined by great streets: Swanston Street is a major thoroughfare in central Melbourne, on which key landmarks (such as St Paul's Cathedral, the State Library of Victoria, the University



GREAT AREAS ON THE GREAT STREET



OPPORTUNITY AREAS ON THE GREAT STREET

I. YORK: NEW CITY BEAUTIFUL

THE GREAT STREET

of Melbourne and Flinders Street Station) are situated. The street became car-free in January 2010, and there are plans for several city squares and large tram stops.

Another great street is Via Garibaldi in central Genoa. Built in 1550, it features over 100 palaces of the city's aristocracy, including Palazzo Doria, Palazzo Rosso and Palazzo Bianco. The street was restored in preparation for Genoa's year as European Capital of Culture in 2004, and has been designated as world heritage site by UNESCO. Copenhagen's great street is the Stroget, the longest pedestrian shopping street in Europe. Following its success, surrounding areas were also made car-free. The pedestrianised area has expanded since the early 1960s from 15,800 square metres to about 100,000 square metres.

The concept of the Great Street is based on connectivity and its associated economic benefits. Enhanced connectivity is the thread that links the priority sites. In the same way that Grey Street in Newcastle takes activity from the university to the leisure and business activity on the quays, through the commercial heart of the city centre, York's Great Street will connect the university campus at Heslington East with the city centre, York St John University and across to York station and the unprecedented development opportunities to be realised within the York North West site. The route of the Great Street passes Hungate.

The Great Street is the innovation connector through which the city's knowledge will flow from railway station gateway to centres of knowledge and learning, and back again, and linking to the countryside with new country parks. The objective is that the Great Street will be the focus for high-quality capital investment in commercial, residential and leisure projects. These themselves will support the enhancements and delivery of the Great Street concept.

NEXT STEPS

ACTION

Enhance the link between York station, the Minster and the University of York to create a new grand civic route: the Great Street.

Undertake a movement, accessibility and public realm strategy for the proposed streets included within the Great Street

Use the Great Street to connect and maximise the science and technology assets of the city

Identify opportunities to co-locate key city assets along the Great Street, such as university and science facilities, and incubator space

Provide extension routes through to York North West and York St John University

Identify key routes and links from the Great Street to York St John University and York North West

Maximise and enhance secondary connections from the Great Street to adjacent routes, spaces and rivers

Prepare a detailed legibility study of the links to and from the Great Street

Enhance the setting of the Minster

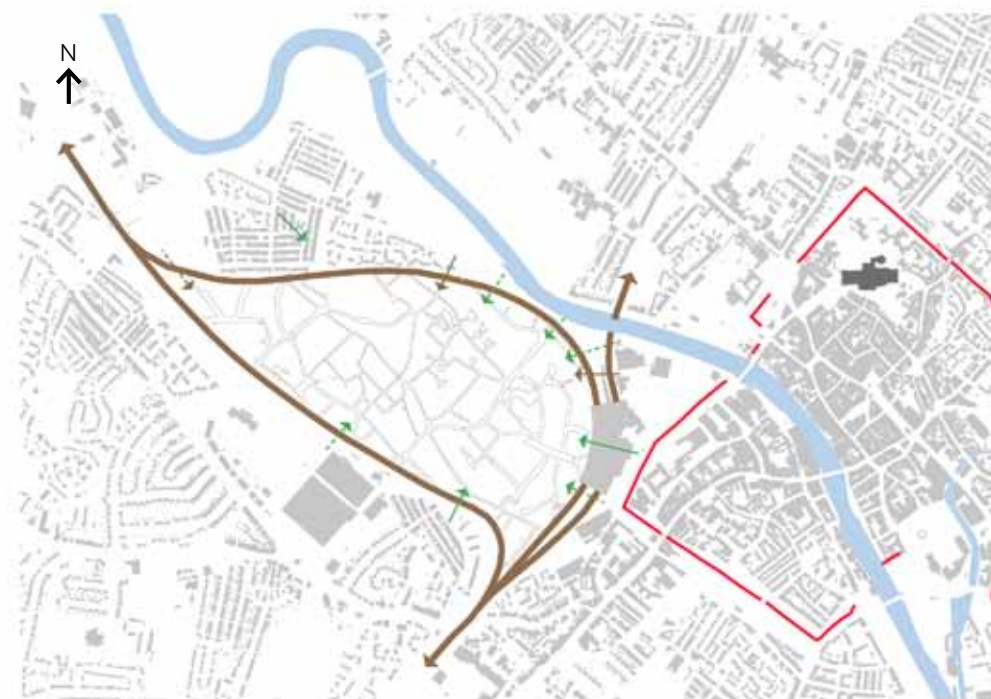
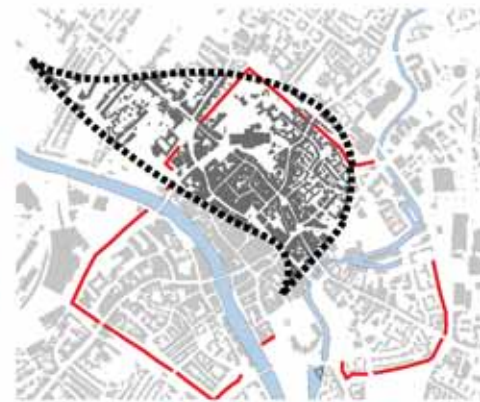
Review developing plans and identify opportunities to expand the brief





Create a new university square on Hull Road (A1079)

Review existing plans to expand Heslington East, and identify public realm and square opportunities to provide enhanced links to the Great Street

Enhance the pedestrian and cycle priority between the railway station and the city centre

Give priority to cyclists and pedestrians in existing streets between the city centre and the railway station



-  Existing vehicular and pedestrian connection
-  Potential vehicular and pedestrian connection
-  Existing pedestrian connection
-  Potential pedestrian connection

I. YORK: NEW CITY BEAUTIFUL

YORK CENTRAL

York Central is a strategic project for the city and region. Nearly three quarters of the size of the walled city, it is adjacent to the mainline railway station. The vision is to realize a new district – a new piece of city – that complements and enhances the historic core, retains and promotes the qualities of York (including its human scale, considered materials, connected streets and mixed uses), and connects and integrates into the surrounding built and natural form. It is an opportunity to demonstrate how to design places that will be cherished in the long term and how to reinterpret the essence of York for today, focusing on the city rivers; walls and gateways; city streets, places and spaces; and the city as park.

York Central today is an area of heavy and light industry. Some sites are abandoned, while others are still operating. Newer uses include recent housing development and the National Railway Museum, currently one of the main tenants of the area. The museum attracts significant numbers of visitors from around the world, but it is disconnected from the city by rail and road infrastructure. The scale of York Central provides major opportunities for growth on an unprecedented scale. It creates an opportunity to extend the city west, and to enable the railway station to face two centres: one serving the historic city, and the other serving the new city and its gateway opportunities to the west.

Being planned as a new piece of city, rather than just a development site, will enable York Central to contribute

to achieving the city's aspirations and to the reality of York, the new city beautiful. York Central lies due south of the River Ouse. Development proposals should seek to connect the area to the river by a series of routes, pathways and cycleways. The Ouse might be drawn into the site as a canal or lake with marina facilities, adding appropriately to the new city beautiful plan and enhancing the role of the river. Gateways and access between York Central and the historic core of the city will be critical in the development of the site as a piece of city and to its long-term economic success. Connections between York Station, the city walls and the city centre through the existing tunnels beneath the walls are a further opportunity to create pedestrian linkages to the historic core.

I. YORK: NEW CITY BEAUTIFUL

YORK CENTRAL

The timing and incremental delivery of York Central must be carefully planned. A connected network of streets, parks and squares will be needed. Development should take into account proposals for a linear park around the city walls and ramparts (the proposed Rampart Park), and their connection to Clifton Ings. Early opportunities should include improving links between the railway station and the city centre, and improving the setting and access arrangements for the National Railway Museum.

Such regeneration on this large scale is not unprecedented. The regeneration of the former Gothenburg shipyards was led by a long-term strategic approach to major site redevelopment and by including it as part of the city. Connectivity was crucial, ensuring that the site was joined up to the rest of the city by a new bridge, a metro station and an extension of the tram system. This accessibility, together with holding major events on the site to raise awareness and familiarity, has been the key to incorporating the site into the city and attracting private sector investment.

Policy-makers in other cities have used derelict or semi-derelict areas adjacent to city centres, similar to York Central, to create hubs for the local creative economy. Examples include Digbeth in Birmingham (featuring the managed workspace at the Custard Factory), the Cultural Industries Quarter in Sheffield, the Northern Quarter in Manchester and Rope Walks in Liverpool. The Cultural Quarter in Leicester offers more expensive premises at

the Depot and Phoenix Square (the latter specialising in digital creativity) and cheaper, more informal facilities at the nearby Independent Arts Centre.

At the Tacheles arts centre in Oranienburger Strasse, Berlin, a formerly derelict building has been converted into art workshops, with internal partitions made of glass so that one can see the artists at work, and opportunities for the public to buy artifacts. This resonates with the proposals by the Arts and Crafts Consortium in York (with regard to the Minster Revealed project) to create places where the public can see artisans at work - making stained glass, for example. These kinds of initiatives could foster an image of York as a city where people can see the arts and crafts in the making, ranging from traditional heritage skills in stonework and quilting to contemporary mixed media and digital production.

Realising York Central as a new piece of city will have profound economic benefits for the city and region. This is a major opportunity and a potential significant asset for the city, but it will require a long-term plan. It is not a site that should (or can) be developed in one great move. The financial commitment would be too large and the disruption to the city too great. There are few good precedents to indicate that such an approach would deliver a world-class piece of city.

The area should develop in gradual steps, with a clear plan that is adaptable to the many changes that will occur over its long life. York Central should enable the city to

accommodate a significant part of the physical expansion required for a regionally significant employment location.

A clear development framework will enable its scale and location to support the economic vision's objectives of accommodating growth sectors and attracting private sector investment. Iconic designs, linked to the station, adjacent to the internationally renowned railway museum, will attract high-value business services and knowledge sectors, as the economy emerges from recession and continues to grow. Its capacity of more than 130,000 square metres of commercial and retail employment uses could generate around 3,000-4,000 additional jobs and around £1 billion pounds of value to the local economy. A robust plan for its delivery is required, phased and linked to funding streams.

NEXT STEPS

ACTION

Promote the development of a new piece of city

Develop detailed urban design plans for the site and area

Focus on sub-sites within the area that can be developed to reinforce the existing city centre and later stages of development

Identify distinct development parcels within the area and prioritise phases

Initiate early development to create a new National Railway Museum Square with enhanced connections to the museum and associated development opportunities

Undertake early feasibility and design work to release areas between the York station and the National Railway Museum

Remove the Queens Street flyover to provide better access into the area with enhanced connections to Rampart Park

Undertake a feasibility study for the removal of the Queen Street flyover

Review the city centre planning boundary

Undertake a regional connectivity strategy related to major transport assets (including rail, air and sea), and identify future opportunities to enhance regional, national and international access to York

Extend York's successful footstreets approach into emerging development proposals

Investigate opportunities for embedding the footstreet approach in future development proposals at York Central

Investigate the possibility of a new high-quality east-west regional and national rail route, and connections to future high-speed rail plans

Undertake a regional connectivity strategy related to major transport assets (including rail, air and sea), and identify future opportunities to enhance regional, national and international access to York

Extend Boroughbridge Road (A59) as the new primary approach through the York Central site to the railway station

Undertake feasibility studies to link the A59 into the York Central site

Enhance the station as a visitor gateway to the city

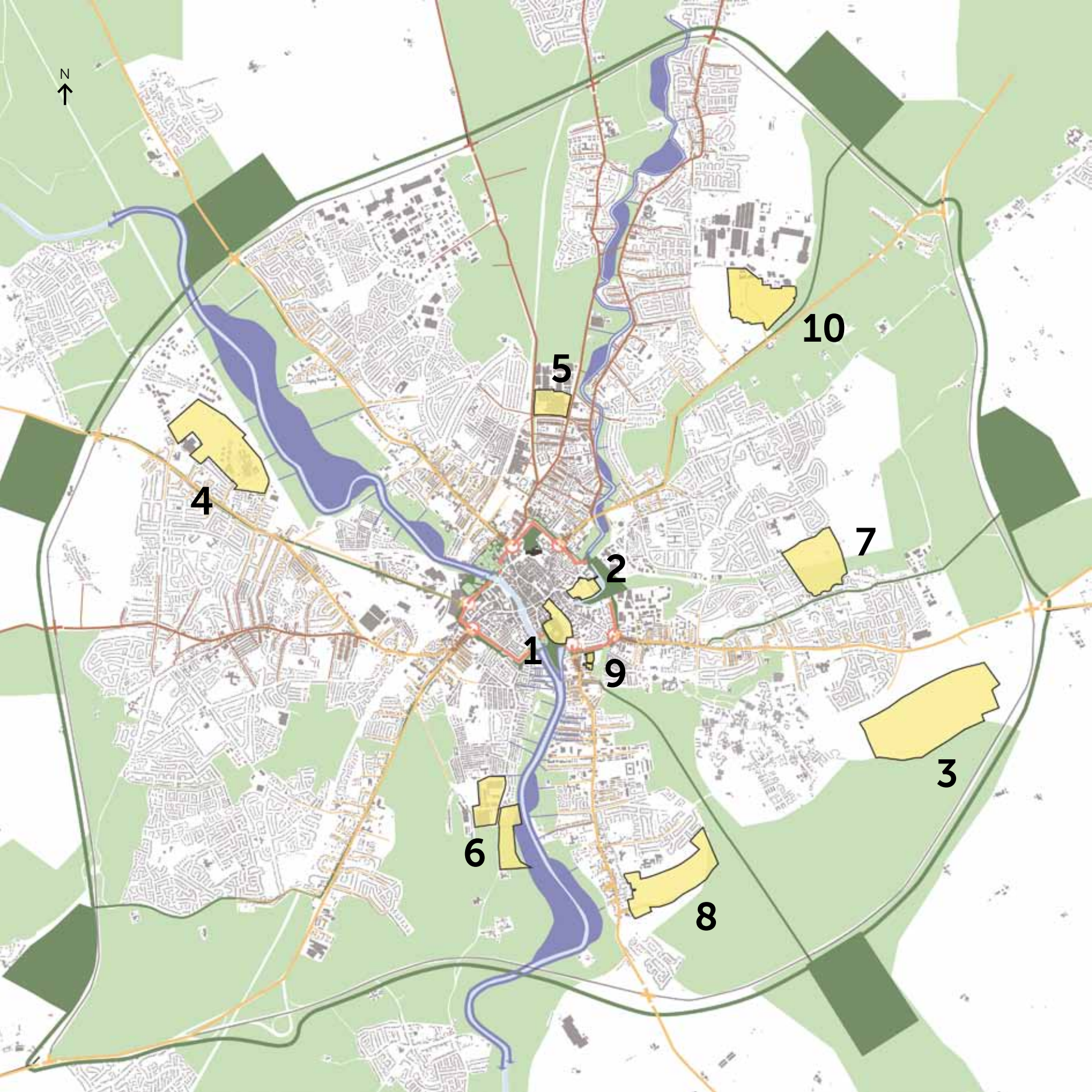
Work with Network Rail to agree station improvements

Focus on attracting city tourists by rail and through the use of country parks (park and go facilities)

Promote regional car movement to and from York to make use of country parks (park and gos) and promote greater railway patronage

YORK ECONOMIC VISION

II. DEVELOPMENT SITES



1. Castle Piccadilly
2. Hungate
3. York University
4. British Sugar
5. Nestle South
6. Terry's
7. Derwenthorpe
8. Germany Beck
9. Barbican Site
10. Monks Cross

II. DEVELOPMENT SITES

The York Economic Vision includes a range of long-term development opportunities across the city. These include the strategically important regional economic development sites at Heslington East and York Central, and the city centre locations of Hungate and Piccadilly, keys to increasing the centre's vitality and economic performance.

Other 'suburban' sites, at Terry's and Nestle South, offer locations, ideally suited for high-quality employment uses. Long-term residential growth can also be accommodated at Germany Beck, British Sugar and Derwenthorpe. Development at several of these sites will need to contain community facilities, which together will provide a range of investments to strengthen community cohesion and improve the quality of life locally.

The sites under consideration provide the city with a balanced portfolio of development areas. These will be able to respond to a range of market opportunities and need, providing important growth capacity for a variety of economic sectors.

These sites, representing the principal private sector investment opportunities in the city, are vital for its future economic prosperity. Diversification to mitigate the high proportion of public sector employment in the city is an important strategic economic objective. These sites offer the prospect of increasing the levels of employment in the private sector as economic recovery continues.

The key objective of the vision is to provide a proactive, strategic and achievable direction for the city's economic and spatial future, and to set out the main actions that are required to achieve long-term economic prosperity and sustainability. Cumulatively the sites are the priority opportunities for the city and the York Economic Vision. Key strategies have been designed to facilitate their delivery by creating the conditions that will attract private sector investment.

It is important that they are seen as a package. They each have unique characteristics, which together provide the city with an attractive mix of investment opportunities. Collectively these could increase employment in the city by more than 7,000 jobs and contribute over £300 million to the local economy annually.

In this section each of the major sites is considered in light of the new city beautiful vision and assessed against its ability to support, add to and help deliver the key projects of the plan (city rivers, city walls, city as park, and city streets, parks and squares). Through this approach, and by evaluating development sites against key projects, their relationship and the direct impact on city objectives (community and culture; economy and business; skills and learning; and movement and form) can be understood. Further direction is given on the potential economic impacts of the sites.

II. DEVELOPMENT SITES

1. CASTLE PICCADILLY



Castle Piccadilly will be a major extension to York's retail core. It will include the creation of a new world-class civic space around the Eye of York and Foss Island Park. This site, one of the city's jewels, has all of what makes York beautiful.

This retail-led, mixed-use scheme will include residential and entertainment uses, including restaurants, bars and cafes.

The site needs to be developed in a way that makes the most of its potential. The site, in the wedge between the two rivers, has views of the city walls and frontage that links to the proposed Great Street. It has the potential to enhance York's eastern edge with a beautiful civic space and park that balances the existing green space to the west (Museum Gardens).



CITY RIVERS It is essential that development engages the river and permits access along it. Positioning active frontages on the eastern bank of the Foss and western bank of the Ouse would provide dramatic views and definition of green space surrounding Clifford's Tower.



CITY WALLS AND GATEWAYS Key views of the city walls, seen when looking west from the site along the River Foss, should be protected and framed. As a new gateway to the city core, and access to the city walls, a new twenty-first century city bar should be built at Fishergate/Piccadilly, highlighting this important gateway.



CITY STREETS, PLACES AND SPACES Active frontage on to a new network of footstreets is essential. This will connect to the twenty-first century bar and green links to York's residential areas and new country parks beyond.



CITY AS PARK The protection and enhancement of Clifford's Tower by the development of a new world-class civic space on the castle side of the river, with integrated world-class development, is essential. Development must provide high-quality frontages to this new space and the river.

To maximise the regeneration impact, the area to the south of Tower Street (the triangle of land bounded by the Rivers Foss and Ouse) should be reinvented as a grand city park. Development within and defining the park should be of mixed uses with high-quality frontages to the park and river walkways. Together these spaces and associated development will create a new world-class destination.

CASTLE PICCADILLY CITY BEAUTIFUL RECOMMENDATIONS

Castle Piccadilly is a key development site in terms of implementing the vision and supporting the city's economic future. The site can reconnect the south-eastern area of the city centre, creating an important civic park for residents and tourists, extending the primary value retail pitch and providing long-term retail, business, cultural and leisure investment opportunities. This is vital in promoting a unique sense of place.

Redevelopment should take place in a phased and planned manner with York Central. The priority should be to address the city centre first, to attract the maximum private sector investment to the city core, the city's most important economic driver.

A planning brief has already been prepared for Castle Piccadilly (with community and stakeholder involvement). This sets out the planning and design parameters for development. New city beautiful recommendations build on this work in line with the vision.

To achieve the aspirations of the plan, proposals for the Castle Piccadilly must:

- Enhance views of Clifford's Tower, the Parish of All Saints Church and the city walls.
- Open up links to and across the River Foss and River Ouse and contribute to a river pathway.
- Connect and expand the various green spaces to create a major civic park that extends over to Foss Island.
- Promote linkages and connections to the proposed Great Street (Walmgate).
- Create a promenade along the River Ouse that will link the city centre to adjacent neighbourhoods and the Terry's development area and country parks beyond.
- Limit parking and extend the tradition of footstreets, allowing civilised streets to be created in lieu of roads.

Castle Piccadilly is necessary to provide new large-floorplate retail accommodation to retain catchment expenditure and improve the vitality of the city centre. The site has the potential to provide around 25,000sqm of high-quality retail space, and B1 commercial and residential uses. The retail element could provide more than 600 additional jobs and around £0.2 billion gross value added to the local economy over 10 years.

II. DEVELOPMENT SITES

2. HUNGATE



Hungate will develop a major new city centre residential, business and leisure quarter. This will include a new focal community building and new neighbourhood square.

A planning brief was prepared for the site with community and stakeholder involvement. This has set the planning and design parameters for any development. The subsequent master plan and planning permissions for the site seek to deliver a high-quality, mixed-use city centre quarter as envisaged by the planning brief.

Lying by the River Foss, the site is one of the main north east/south west routes across the city. It can contribute to important river, wall, park and street connections. Development at Hungate is a vital early step in the realisation of the city beautiful plan. Development here must set the standard for future development in York.



CITY RIVERS It is essential that the development relates to the river and permits access along it. Development should position active frontages on the north-western riverbank, with south-facing terraces, squares and spaces overlooking the River Foss, and allow new access routes across the river.



CITY WALLS AND GATEWAYS We welcome the construction of a further footbridge over the River Foss to allow access on to Navigation Road and the walls beyond. This will help to activate the development opportunity on the Travis Perkins site that sits on the city's linear park route. This site enables further regeneration along the riverside that contributes to the principles of the new city beautiful.



CITY STREETS, PLACES AND SPACES Frontage on to one of our primary routes into and out of the city centre is essential. This has the potential to transform the Stonebow into a street of far greater quality than currently, presenting a desirable route for pedestrians and cyclists entering the city from Heworth to the north east. Routes Throughout the site should create friendly streets and spaces connecting to the Stonebow. Removing parking from the entire site should be encouraged. The site is well connected and it will be within the proposed extended footstreets area.



CITY AS PARK The site fronts on to the edge of the third great city park: the Kings Fishpool park (the park of artisan production). Links should be made to directly link to the future park, and frontages along the northern edge of the site should create an active edge to define the park. This link to the city park should extend to the green link along the disused railway line to the east, creating an important city centre and countryside link, connecting to one of York's new country parks.

HUNGATE CITY BEAUTIFUL RECOMMENDATIONS

To achieve the aspirations of the plan, proposals for Hungate must:

- Promote active uses along the River Foss and contribute to the proposed river walkway.
- Provide a new bridge and links between adjacent segments of the city wall.
- Provide new public spaces to draw activity between the river and adjacent city streets.
- Ensure the creation of an enhanced car-free environment within the Hungate development, complementing the extended network of footstreets.
- Provide greater pedestrian activity crossing the current inner ring road between the Hungate and Foss Island retail park site, which would encourage the connection from the city to the new green link beyond.
- Maintain and enhance views of the Minster.

Many of these recommendations will be achieved if the approved master plan for Hungate is delivered. New city beautiful proposals and recommendations reinforce existing approvals.

Hungate, a centrally located development opportunity, is needed to diversify the mix in the city centre, creating an urban quarter with modern high-quality commercial accommodation, some new retail accommodation, bars, restaurants and residential accommodation to improve the vitality of the city centre. The site has the potential to provide more than 18,000 square metres of high-quality development space, more than 500 additional jobs and around £0.2 billion of gross value added for the local economy over the next 10 years.

II. DEVELOPMENT SITES

3. UNIVERSITY OF YORK



The site promotes the expansion of the University of York on a sensitive site in the south east of the city. Development will provide buildings for teaching, research, student and staff accommodation, and sports and social facilities. Located at one end of the new Great Street, the development must be well connected to the city centre. The site's location at the start of one of the new green links out to the country park will enhance the development's attractiveness.



CITY RIVERS Access to the river will be made available by the new green links across the site. These will connect over Fulford Road to allow a route into the city and Terry's development site beyond, by the river walkway routes.



CITY WALLS AND GATEWAYS The creation of the Great Street will provide direct linkage from this site to one of the original gates in the city wall at Warmgate Bar, one of only four original bars in the walls. A world-class public realm at Warmgate Bar could enhance the link between the University of York and the city centre.



CITY STREETS, PLACES AND SPACES Located on the new Great Street, this development will be connected directly to the city centre on an east-west link. The quality of this street needs to be improved. This would increase land values and development opportunities, creating a seamless extension of the city centre in future years.



CITY AS PARK This development site has the potential to have a direct connection to one of York's new country parks. This will provide a good connection to the countryside and access to a dedicated parking area in the park that can be used by university staff, visitors and students. This will allow reductions in parking on the development site itself. This will create an opportunity to reduce private vehicle use within the outer ring road area.

Located on one of the green links into the city centre, the university will also have a sustainable route in addition to that presented by the new Great Street. This will provide a sustainable link to the centre of city and out, which will complement the environment being proposed within the public realm of the University development.

UNIVERSITY OF YORK
CITY BEAUTIFUL RECOMMENDATIONS

The city's universities and its heritage base will drive much of the value-added economic activity in the city centre. At one end of the great street is the University of York, a prime asset, and Heslington East, which has enormous potential to underpin the economic strength of the city, and raise it to an international academic and research level with wider benefits across the city. York St John University, attached to the Great Street by way of the Minster, provides an equally important seat of learning and small business growth. Both universities will benefit the city even more impressively than they do if they become seamlessly connected to the city centre and play an even greater and more visible part of in the life of the city.

To achieve the aspirations of the plan, proposals for the University of York site must:

- Develop the Great Street concept, linking university to the Minster.
- Define a new gateway at Hull Road.
- Promote movement between the site and the city centre by foot, cycle or mobility scooter by the new Great Street or the new green link, and by bus by the new Great Street.
- Promote connection of Warmgate Stray from the city centre linear park to city countryside and contribute to creating an outer orbital country park.

The city benefits from a range of other development sites along the Great Street on the University of York side. Many of these are in attractive settings close to the city centre or its green fringe. If planned in a coordinated manner, through the principles of the new city beautiful plan, these sites can provide real economic benefits to the city.

Heslington East is a major investment by the University of York to increase the size of its campus and provide additional residential accommodation. The associated employment area is a key element for the city's long-term prosperity and a driver of economic value, providing opportunities for inward investment and growth of science- and knowledge-based business. On a site area of 25 hectares, more than 800 additional high-value jobs could be created, contributing more than £0.5 billion of local economic benefit over 10 years.

II. DEVELOPMENT SITES

4. BRITISH SUGAR



The British Sugar site, along with the York Central site, forms the York Northwest development area. This regionally significant investment priority will play a vital role in York's future.

Located on the western edge of the city, with wonderful views of the Minster and the River Ouse, this site provides extraordinary potential to deliver York's city beautiful plan. Its location between the core and countryside provides the opportunity to create a new twenty-first century neighbourhood.



CITY RIVERS The site lies south and west of the River Ouse. Proposals should provide leisure and amenity opportunities by direct access to the river through identified pathways and connections. These river pathways should be developed from green routes and spaces across the site, linking into both the city core and the wider countryside.



CITY WALLS AND GATEWAYS The site should connect to the city walls by way of the new arterial avenue through the York Central site, through the railway station into the new city wall gateway.



CITY STREETS, PLACES AND SPACES Streets and squares within the British Sugar site should reinterpret those of York's traditional neighbourhoods. A central avenue should be extended through the site as a spine of connected neighbourhood squares.



CITY AS PARK This site has the potential to deliver a section of the proposed linear park (running parallel to the current ring road). Direct connections should be established into the new Poppleton Country Park. This will enable the creation of a new pathway connection to the countryside and direct access to proposed a park-and-go country park. This will create an opportunity to reduce private vehicle use within the outer ring road area, creating a more sustainable and healthy environment. Connections should also provide seamless pathway access along the river to Museum Gardens (as the future cultural park), one of York's proposed great city parks, effectively linking the site to the city core.

BRITISH SUGAR
CITY BEAUTIFUL RECOMMENDATIONS

The British Sugar site, a significant area of brownfield land within the existing defined area of the city, is a major economic asset. The site must be cherished, and should not be developed for uses of low value in terms of either design or economics. Development at British Sugar will guide the future perception and standards for the city.

The proposals for an urban eco-settlement for York Northwest, with a pilot scheme on part of the British Sugar site, will contribute to this approach, and ensure that innovation and high standards of sustainable development are pursued. The design and delivery of the pilot scheme will be a benchmark for further development on this site and in the wider city.

The site, currently being master planned, will come forward before York Central. As its development is likely to represent the starting point of the wider redevelopment of York Northwest, proposals for British Sugar and York Central will need to complement and provide benefit to each other.

To achieve the aspirations of the plan, proposals for the British Sugar site must:

- Create direct access to the river and historic green wedges.
- Explore the potential for a central avenue to link to the Great Street, which starts on the York Central Site and extends into the city core.
- Provide strong pathways and linkages to the wider countryside and the new country park at Poppleton.
- Embrace the ring road and commence its transformation into an avenue.
- Explore sustainable street designs that reinforce the pedestrian and cycle connections to the station and city centre.
- Promote foot, cycle and mobility scooter movement between the site and the city centre.

British Sugar is a strategic housing site with a capacity of 1,300 units, located on the important north-western approach into the city. Linked to the York Central site to the south, the two development opportunities offer long-term scope to create a new employment and residential community that can fulfill the city's needs for the next 20 years. The site supports economic growth objectives, providing the opportunity to create a new residential area, designed with high environmental credentials to attract high-value individuals working in the technology, science and creative sectors. In terms of construction impacts, the site could employ more than 400 people, generating £0.1 billion of value for the local economy during the construction period.

II. DEVELOPMENT SITES

5. NESTLE SOUTH



The Nestle South site can accommodate a major new residential and business quarter, regenerating former factory buildings and supporting Nestle's continuing role in the city. The site is located at a point where two of the new green routes and the River Foss converge. This desirable site will have green links to both the city centre and country parks.



CITY RIVERS Access should be improved to the River Foss, which provides one of the green routes into the city centre and out to a potential new country park on the edge of the city. This link is poor at present. The link, and the route to it, should be improved.



CITY WALLS AND GATEWAYS This development site does not have a direct link to the city walls, but is located along an important arterial that links into the city at Gillygate, which should be improved. Further improvements to access into the city should be explored at the city walls along Lord Manor's Walk, to provide better links from the site to the Minster and its grounds.



CITY STREETS, PLACES AND SPACES Nestle South has a double aspect, with its east and west elevations fronting two radial routes into the city centre. Development should ensure active frontages to these key streets and support sustainable travel along them. Generous pavements must be provided for cycling and walking.



CITY AS PARK The site is important in linking to the future great city park, the King's Fishpool Park, along the route of the river. This development site could have a direct connection to two of York's new country parks. Located at the edge of one of the green links into the city centre, the Nestle South Site should have a sustainable route directly into the northern edge of the city.

NESTLE SOUTH CITY BEAUTIFUL RECOMMENDATIONS

To achieve the aspirations of the plan, proposals for the Nestle South site must:

- Protect and enhance views of the Minster.
- Enhance future connections to the River Foss, and facilitate and enhance water edge pathways.
- Provide movement between the site and the city centre on foot, cycle or mobility scooter, by way of the new green link that runs parallel to the radial route or River Foss.
- Promote public transport on the two radial routes that bound the site to the east and west.
- Enhance linkages from Bootham Stray to the city walls linear park.
- Promote the creation of a network of streets and spaces that connect into adjacent neighbourhoods and districts.

Nestle South is a smaller site, but important economically given its links with the research and development associated with the Nestle site, and the opportunity for high-value growth sector activity. The site has capacity for around 165 new homes and 12,000 square metres of employment uses. These could accommodate over 300 net new jobs and generate £0.2 billion of gross value added over 10 years.

II. DEVELOPMENT SITES

6. TERRY'S



The Terry's site will deliver a new employment-led, mixed-use development for the city. There will be a balanced mix of complementary uses to assist in creating a sustainable community. Development of this site, with its wonderful, historic buildings, will need to protect the character of the listed former factory buildings and be of exemplary design. Development should respect the great beauty that surrounds it. From the river and Rowntree Park to the east to Micklegate Stray and the Knavesmire/race course to the west, this site is situated in a place of natural beauty and open space. The site's history as the location of one of the country's most famous family-run business and its natural assets demand that this scheme be an exemplar of design quality.



CITY RIVERS The eastern boundary of the Terry's development site should be defined by the southern bank of the River Ouse. This would provide an asset that could provide direct access to the city centre along riverwalk paths, linking directly to the future Foss Island Park.



CITY WALLS AND GATEWAYS This development site does not have a direct link to the city walls. However, the river link that will connect the site to the city centre and Foss Island Park, which will have a new twentieth-century city bar, will become the primary gateway into the city centre for this site.



CITY STREETS, PLACES AND SPACES The site is connected directly to the city centre on a north-south link, along Bishopthorpe Road. The quality of this street needs to be improved as it approaches the site. As the road approaches Scarcroft Road it becomes a civilised street, with generous pavements and active shop fronts on either side. Improvements should focus on creating a high-quality public realm along this route. During race events the streets around this site enjoy some of the most intense pedestrian activity that York sees. Providing a network of linking streets and spaces to the racecourse will encourage use and footfall for the businesses and activities on the site.



CITY AS PARK The site provides an opportunity to link a new employment and mixed-use quarter to the Foss Island Park, along a foot and cycle path along the River Ouse. The site is situated on the edge of the Micklegate Stray and Knavesmire, home of York Race Course. Complementing and connecting to these open space facilities should influence the movement patterns on the site, and link the site to the city centre and to the countryside beyond.

TERRY'S
CITY BEAUTIFUL RECOMMENDATIONS

To achieve the aspirations of the plan, proposals for the Terry's site must:

- Enhance the connection to the River Ouse, and enhance the city's network of water-edge footways and pathways.
- Enhance connections to the city centre and York's new country parks.
- Enhance the connection to the bustling community hub of Bishopthorpe Road, and provide high-quality spaces and links to and along this route.
- Contribute to the overall city park framework by linking the development to Rowntree Park and the future Foss Island Park.
- Promote a network of streets and public spaces that links into adjacent residential neighbourhoods with active frontages on existing streets and to the adjacent racecourse.
- Promote movement between the site and the city centre by foot, cycle and mobility scooter, by way of green links and high-quality streets.

Planning permission has been granted for a mixed-use development for the Terry's site. The development, adjacent to York racecourse, will be set within the fine architecture of the former chocolate factory. In this high-quality environment, the site provides a unique opportunity for knowledge- and science-based inward investment. The site can accommodate around 270 new homes and 30,000 square metres of employment uses, creating more than 750 net new jobs and contributing over £0.33 billion of gross value added into the local economy over the next 10 years.

II. DEVELOPMENT SITES

7. DERWENTHORPE



Derwenthorpe is to be a new model residential community, to be developed in partnership with the Joseph Rowntree Housing Trust. The site, straddling a disused railway line, is located at the midpoint of one of the new green links. It is close to the proposed Great Street. The development should be an exemplar project for York, setting the standard for sustainable development.



CITY RIVERS While not directly connected to the rivers, the site will benefit from a robust network of streets to surrounding areas, eventually linking to the river by way of the city's network of streets and pathways.



CITY WALLS AND GATEWAYS Although set at the outskirts of the city, accessibility to the city walls and the centre will be vital in allowing residents to move in a sustainable manner between city destinations and amenities. Improving links to Hull Road will create better connections to Walmgate, the primary city bar for the development site.



CITY STREETS, PLACES AND SPACES Located along the new Great Street, this development will be connected directly to the city centre on an east-west link. The quality of this existing street needs to be improved. This will increase land values and development opportunities that can create a seamless extension of the city centre in years to come.



CITY AS PARK Derwenthorpe will be able to link directly to the city centre along the new green link that connects to the future great city park, the Kings Fishpool park. This route will allow easy access to the countryside and provide a direct connection to one of York's new country parks. This will also provide a direct sustainable link to the heart of the city and other development sites.

DERWENTHORPE
CITY BEAUTIFUL RECOMMENDATIONS

To achieve the aspirations of the plan, proposals for the Derwenthorpe must:

- Contribute to the enhanced connection between the University of York site and the city centre, along the Great Street.
- Promote streets linking to a central green spine, connecting neighbourhoods to the north and south, and linking towards the city centre and into the future new city park at the former site of the King's Fishpool.
- Create a new edge to the York settlement, and facilitate a green link between the city centre and countryside.
- Encourage sustainable transport by foot, cycle and mobility scooter by way of the new Great Street, by a new green link, and by bus by way of the park-and-ride facility.

Derwenthorpe will be an exemplar sustainable residential community, to be developed in partnership with the Joseph Rowntree Housing Trust. The site will provide more than 500 new family houses, making a strong contribution towards the city's affordable housing needs. An important project for retaining and attracting people to support the city's economic growth targets, it can generate more than 300 jobs and contribute around £50 million of value to the local economy during construction.

II. DEVELOPMENT SITES

8. GERMANY BECK



Germany Beck is a major residential urban extension area on the edge of York. Located within one of York's largest green wedges, the site has access to both the River Ouse and a new country park.



CITY RIVERS Better access to the river should be provided so that new residential units have the opportunity to enjoy the river for leisure and enjoy it as a pleasurable link to the city centre and countryside beyond.



CITY WALLS AND GATEWAYS While this development site does not connect directly to the city walls, enhanced footstreets and pathways along the River Ouse will provide sustainable transport connections to the city walls, its associated park infrastructure and the amenities of the city centre.



CITY STREETS, PLACES AND SPACES The site should create streets and squares as places to use and enjoy. A legible network of streets and routes should link into the countryside and to the river.



CITY AS PARK The site has the potential to link the countryside to the city core green link along Walmgate Stray. Germany Beck could also connect directly into one of the new country parks, an asset that the new residential development would benefit from.

GERMANY BECK CITY BEAUTIFUL RECOMMENDATIONS

To achieve the aspirations of the plan, proposals for the Germany Beck must:

- Promote the extension of Walmgate Stray into the city centre and out to the countryside.
- Improve the crossing point over Fulford Road, better linking the site to the River Ouse.
- Focus on sustainable travel by way of the new Great Street or new green link, and encourage low private car ownership, promoting cycling and walking to the city centre.

Germany Beck is a strategic housing site with a capacity of 700 units, creating high-quality residential and educational accommodation and amenities. As an important site with potential to attract and retain highly skilled individuals, it is a key component of the city's activity to secure new business investment. The site provides supporting infrastructure to help achieve wider economic development objectives. During the construction period the site could employ more than 500 people, injecting around £0.1 billion of value into the local economy.

II. DEVELOPMENT SITES

9. BARBICAN SITE



The Barbican site and its former leisure centre and car park will be transformed into a large events venue that will offer the capacity to attract large acts to York. The development will provide a large conference facility, available to businesses, residents and visitors to York.

The land adjacent to the auditorium was formally the leisure centre, bowling green and car park. This is currently held in private landowners and will be sold separately. Development proposals have yet to be agreed, but discussions have included housing and/or hotel use.



CITY RIVERS The Barbican site is close to the River Foss. Development proposals will enhance pedestrian and cycle links to the river, and provide easy access to this amenity. Visitors to the conference facility, guests of the hotel and future residents will benefit from river access. Existing links to the river should be enhanced and the feasibility of new connections to the west of the Barbican should be investigated.



CITY WALLS AND GATEWAYS This development site offers a highly valuable opportunity to add to and benefit from its location, directly opposite the city wall. Development must provide a high-quality frontage to the walls, not only offering magnificent views to the wall but also creating magnificent views from the wall to this scheme. Public realm improvements to Paragon Street should be included within this scheme, and cycle and pathways should be connected into the proposed Rampart Park.



CITY STREETS, PLACES AND SPACES While the Barbican site will accommodate a potentially large-floor-plate conference building, the site should be laid out with a street and block structure that can accommodate proposed uses within a traditional street pattern. New streets should connect into the surrounding network and provide a high-quality public realm. Development should line streets, and the conference centre and hotel will need active frontage at the ground floor.



CITY AS PARK Development proposals should take maximum advantage of the site's close proximity to the city centre, Castle Piccadilly and the proposed Foss Island Park. Pedestrian and cycleway enhancements to Paragon Street should be extended to Tower Street, allowing easy access from the Barbican to the city, Castle Piccadilly and its new civic spaces, facilities and park.

BARBICAN SITE CITY BEAUTIFUL RECOMMENDATIONS

While the Barbican site is relatively small, it is a significant for the city and the conference facility will provide an important economic asset. In terms of scale and proximity to the city core, such a site is a rare opportunity.

To achieve the aspirations of the plan, proposals for the Barbican site must:

- Create direct access to the Castle Piccadilly, Foss Island and the rivers.
- Embrace Paragon Street and commence its transformation back to a street.
- Deliver associated parts of the Rampart Park.
- Deliver a sustainable street pattern that reinforces pedestrian and cycle connections to the station and city centre.
- Ensure that the conference facility is a recognisable landmark and destination by making it subject to an international design competition.

The Barbican site, an important gateway to the city centre, has a future role in contributing towards the growth of the business and cultural sectors. Its development as a large events venue will offer the capacity to attract significant performances to the city, strengthening its role as a regional cultural centre, while also providing a large conference facility, recognised as a current gap in the city's assets. This will offer businesses (particularly in the science and technology sectors) the opportunity to showcase their excellence and attract international conferences. Such facilities can have a significant economic impact for a city, through business tourism as well as encouraging investment.

II. DEVELOPMENT SITES

10. MONKS CROSS



Located approximately two miles to the north-east of York city centre close to the A64 dual carriageway. The development comprises employment uses, the Monks Cross Retail Park, Huntington stadium, a leisure club and swimming pool and a park and ride facility.

The Monks Cross area is anchored by a main retail element that comprises of Monks Cross Retail Park, Asda, Sainsbury and numerous other retail outlets including Aldi. Early employment at Monks Cross consisted of industrial and warehouse accommodation with subsequent office development.

Whilst recent development at Monks Cross has been predominantly retail and office based, this major development area must now focus on strategic employment opportunities. This will help ensure that development does not compete with the city centre offer and will further help to provide the city with a balanced portfolio of land.



CITY RIVERS Monks Cross is in close proximity to the River Foss. Future development must seek to connect to the river via existing neighbourhood streets and pathways. Connecting both existing and future development to the Foss will open up access to this amenity and provide sustainable links to the city centre and wider countryside.



CITY WALLS & GATEWAYS Monks Cross is situated adjacent to the Malton Road. Under the economic vision this route will be enhanced as a new parkway link connecting Monkgate Bar to a new park & go east of Earswick. Development must capitalise on the connections afforded by Malton Road as a new park link, with enhanced public realm and sustainable transport connections.



CITY STREETS & SQUARES Expansion of Monks Cross must deliver a connected network of streets and pathways that link into adjacent residential neighbourhoods and the existing Monks Cross. This area must not be developed as a cul-de-sac and instead must seek to connect existing pods of development. When appropriate, modification and renewal of existing units must help urbanize streets and where possible should promote new routes and pathways.



CITY AS PARK Monks Cross is a strategically important site for the delivery of the city as park. This development area is directly adjacent to Monk Stray and can help define this important piece of historic green infrastructure. Development here must provide a high-quality frontage to Monk Stray that creates not only a new edge to the green space but, importantly a new edge to the city.

MONKS CROSS CITY BEAUTIFUL RECOMMENDATIONS

To achieve the aspirations of the plan, proposals for the Monks Cross must:

- Create direct access to the River Foss.
- Embrace the transformation of Malton Road into a parkway link.
- Define a new edge to Monk Stray.
- Deliver a connected street pattern that links into adjacent neighbourhoods and the existing Monks Cross development.

The city should seek to ensure that new retail and commercial development is focused on the city centre in the first instance, to support the long term vision of strengthening the city centre as a location for private sector investment. To support the vision, Monks Cross has an important role to play in providing the city's strategic employment location, for uses that are either too large or inappropriate to be sited in central areas.

YORK ECONOMIC VISION

III. GOING FORWARD

PRECEDENT

The York Local Development Framework (LDF)

York aspires to be: a city of confident, creative and inclusive communities; economically prosperous at the forefront of innovation and change; and a world class centre for education; whilst preserving and enhancing its unique historic character and setting and fulfilling its role as an environmentally friendly city. This will be achieved in a way that ensures that York fulfils its role at the centre of the York Sub Area and as a part of the Leeds City Region. The LDF will take this agenda forward providing a planning framework to 2030 and beyond for the City's sustainable development.

York LDF – Core Strategy

We are developing a vision for the LDF, which responds to key influences and challenges affecting York. The vision statement published at the preferred options stage states that:

This vision is broken down into four key themes:

- York's special historic and built environment
- Building confident, creative and inclusive communities
- A prosperous and thriving economy
- A leading environmentally friendly city

We are continuing to refine this vision as we progress to the next stage of the core strategy, such as including an extra theme on education. The vision has been translated

into a spatial strategy that will underpin the distribution of future development in York. Flowing from the vision, the spatial strategy is based on a range of principles.

Green Infrastructure

We have undertaken extensive work on green infrastructure beyond the regional corridors. We have worked with both internal and external key stakeholders such as Natural England to develop a hierarchy of corridors which uses the LDF evidence base of nature conservation sites, open space, flood zones etc as a basis to identify multifunctional green corridors such as the strays, green wedges, and river corridors which form a network of accessible green spaces for people and wildlife alike.



Figure 1: Sustainability by focussing development in the main urban area and settlements with good access to services

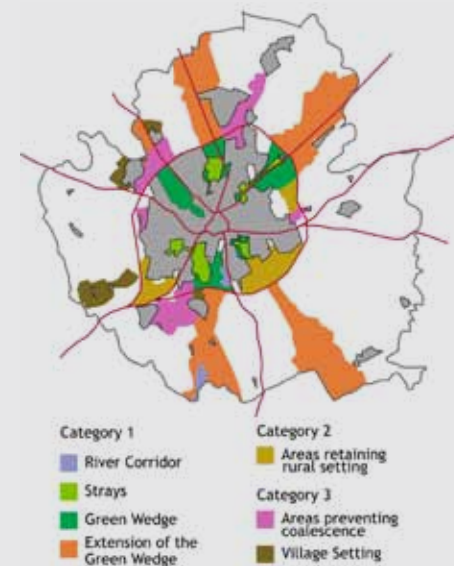


Figure 2: Preserving the historic character and setting of York

GOING FORWARD

Like the city itself, the planning and plan-making process evolves. Plans do not last forever and their relevance at any given time is partly based on their age, relationship with other strategies and, sometimes, an understanding of what they have developed from or replaced. The York Economic Vision has been developed, as much as possible, to be a flexible, working vision. It aims to accommodate future change, to continue to be relevant over the vision period, and to be deliverable.

This understanding of policy connections is critical to moving the vision forward towards delivery in the next 5, 10 and 20 years.

The York Economic Vision supercedes the City Centre Vision Prospectus (January 2010). That developed and progressed from the City Centre Issues and Options paper (July 2008), which received public consultation and comment, and was reported to the Local Development Framework Working Group in January 2010. It was initially put on hold while the York Economic Vision was being prepared, and later incorporated into this document. The aims, issues, aspirations and key development projects set out within the prospectus have been acknowledged and grown within the economic vision. The work has served as a strong foundation and early reference point.

The York Economic Vision will be delivered through several key city strategies. The Local Development Framework (LDF) will be the key to this. The LDF is essentially a series of documents that set out York's blueprint for the economic, social and environmental future of the city. It provides the framework for the council's future aims and objectives for land and buildings in York.

Policy relationships and connections between the framework and the York Economic Vision are fundamental in moving forward. Particularly relevant documents within the framework are the Core Strategy and City Centre Area Action Plan.

LDF Core Strategy

This economic vision has been developed in line with the aims and objectives of the Local Development Framework and it further develops the spatial analysis of the city. It reinforces the key strategies, messages and themes of preserving and enhancing York's special historic and built environment, building confident, creative and inclusive communities, ensuring a prosperous and thriving economy, and delivering York's aspiration of becoming a leading environmentally friendly city.

Through the Core Strategy connections, the York Economic Vision also aims to help deliver the spatial aspects of the Sustainable Community Strategy, and it reflects national, regional and local policy.

York City Centre Area Action Plan

The York City Centre Area Action Plan intends to help protect and enhance the unique and special historic environment of York city centre while planning for economic growth and vitality and delivering community, leisure and cultural facilities over the next 20 years.

Again, the York Economic Vision builds on this plan and spatially grows the key

themes of economic vitality, historic environment and community life. It also builds and expands on the five opportunity areas identified in the city centre area action plan (Castle Piccadilly, the Cultural Quarter, Gateway Streets, City Spaces, and Riversides) that have clear potential for improvement and resultant economic benefit to the city.

The Area Action Plan and Core Strategy messages and themes are grown throughout the new city beautiful and layers section of this document, while key projects identified in the City Centre Vision Prospectus are grown within the development sites section.

Critically, the York City Centre Area Action Plan highlights the council's commitment to the comprehensive delivery of the city centre plan. In pursuing the aims of the plan, it will:

- Encourage partnership working through a Charter for Place.
- Secure public and private investment for city projects in the short, medium and long term.
- Secure developer contributions through the planning process.

- Pursue other funding sources, including grants and revenue funding.
- Use compulsory purchase orders where appropriate and necessary to bring forward land for development.
- Undertake viability assessments for individual projects and prioritise high-impact infrastructure projects.

The York Economic Vision supports these commitments and, in going forward, stresses that they must be followed through at every level and embedded in the working ethos of those charged with delivering the vision.

Through these policy relationships and commitments, the Local Development Framework is, today, the overarching driver and mechanism for delivering the York Economic Vision.

Like the Local Development Framework, the York Economic Vision seeks to complement York's emerging Local Transport Plan 3 and will help deliver the transport plan's vision to fundamentally shift travel patterns in

York. First, by reducing the need to travel by private car and, second, by ensuring that sustainable transport provision is a key component of future development.

Movement and the public realm are a primary layer and critical element of the York Economic Vision. Such propositions and proposals put forward within this vision should be accounted for and tested within the emerging Local Transport Plan 3. Similarly, this vision should guide the emerging City Movement and Accessibility Framework. This will form part of the comprehensive evidence base for the Local Development Framework and will need to reflect the aims of the Economic Vision.

This vision will also need to be accounted for through the review of the Sustainable Community Strategy, and through local and sub-regional economic development strategies.

In addition, many more than the above strategies and plans will be prepared during the lifetime of the York Economic Vision. Each should take account of this work in the first instance, at relevant levels, during

its preparation and delivery. For example, the emerging policies of the new coalition government will have a strong focus on working harder and more effectively with the private sector to facilitate sub-national economic growth. A strong emphasis towards interventions that can achieve private sector employment, in sectors that are important to local economic growth, can therefore be expected.

This vision recognises the local growth opportunities in the science and knowledge sectors and the retail, tourism and service sectors, and identifies projects that are important to facilitate private sector investment across these sectors. This will enable the city to react to policy and funding changes with interventions that can all demonstrate their value to the priority objective of diversification away from public-sector-led employment.

To achieve this, the working relationship forged between the council, businesses and the community during the Local Development Framework and visioning process must continue and expand.

Delivery plans

The value that can be released through disposal or more effective use of the city council's own assets will also be important in delivering this vision.

In times of stringent public sector spend, methods of raising investment finance locally need to be found. Coordinated asset disposal, with receipts prioritised for the key city-wide economic development initiatives, will need to be one part of that approach. As such, the council will need to establish which assets the city has and which it may be prepared to dispose of, or use to provide upfront or match funding to support particular projects. Here the council will need a Delivery Plan.

The Delivery Plan will need to be made up of a series of Action Plans for each of the key interventions highlighted within this vision. These will need to set out the next steps of work, identify the champion organisation or individuals, and provide reference where appropriate to costs and funding. Delivery and action plans will be working documents that contribute to delivering the policy objectives set out within the Local Development Framework.