

Annex A

Surprising York

building a place making narrative

Project ambition

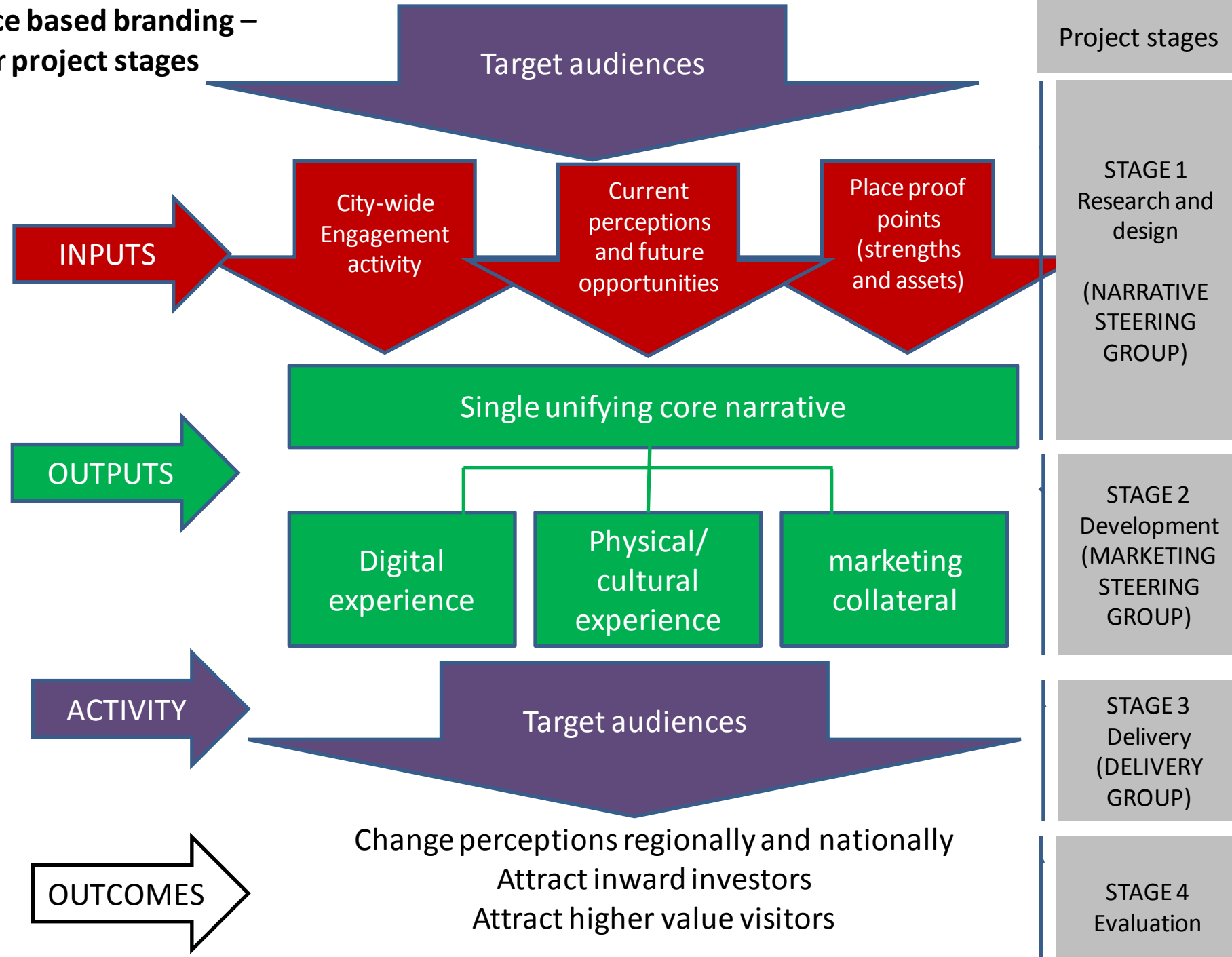
We aim to support York's longer term economic strategy and:

- **Engage residents:** connect residents to the whole city, building their confidence, harnessing their energy, curating their stories to show how they are the story of York
- **Evolve perception:** Build on city strengths to enhance the regional, national and international perception of York, so its widely recognised as heritage destination that embraces the future
- **Attract investment:** Draw on the shared perception to build an understanding amongst inward investors and property developers of future opportunities.
- **Attracting visitors:** Increase spend in the tourism sector by continuing to attract a higher value and longer staying visitor.

Target audiences

- All residents, ensuring no one is left behind
- Employees who don't live in the city
- Higher value visitors
- Potential and recent property developers, inward investors, business owners

Place based branding – four project stages



Project objectives

research and design stage

1. Define our market offer
 - **Commission research** to understand perceptions of target audiences and what would most attract them to invest in the city
2. Develop a narrative that appeals to target markets
 - **Develop an engagement framework** to structure conversations with different target audiences so they can describe their understanding of ‘surprising York’
 - **Deliver an engagement process** across different target audiences to articulate “surprising York” including **4 x face to face events** across the city and in areas of deprivation, using geo-targeting to encourage people to engage in evolving perception.
 - **Collate proof points and features** that are unexpected and unique to York
 - Condense target audience insight into **a core easy-to-understand, authentic, narrative** with a hierarchy of messages that most appeal to the audience (s)
 - Test different ideas with inward investors/developers and different audiences throughout Spring 2019

Project objectives

Development stage

3. Evolve perception

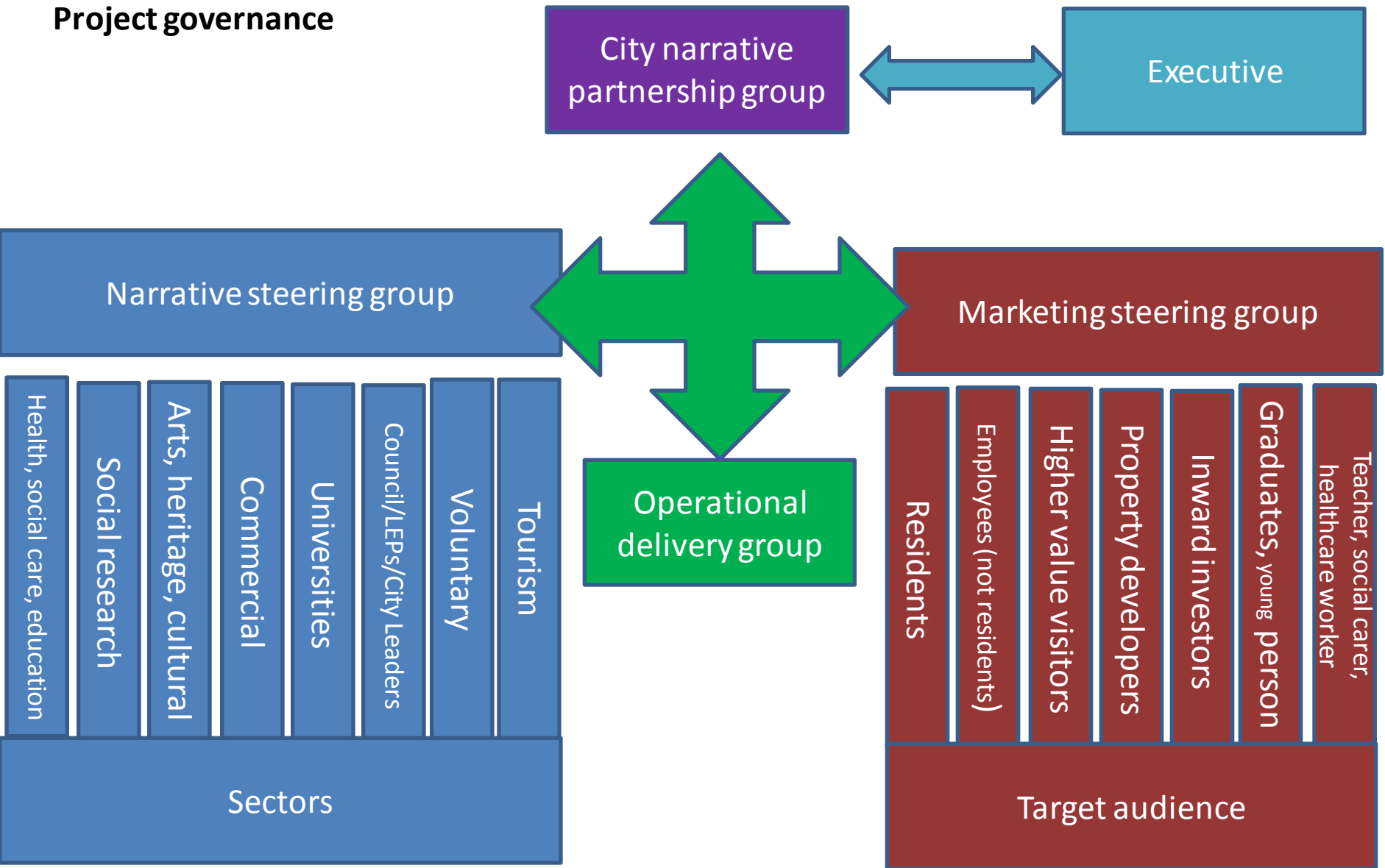
- Commission a design agency to **create a narrative and design toolkit** with flexible and consistent elements. This toolkit will be shared with city and community partners to ensure the brand is presented consistently and authentically and be ready for launch May 2019.
- **Produce content** that appeals to the target audiences and can be used by partners for example, a series of social media posts, 20+ videos, photo library and a high quality prospectus that showcases the very best of York, promoting organisations that share the narrative themes and curating residents stories
- **Hold a conference** hosted with anchor institutions to embrace the new brand, recognising the opportunity this provides school leavers and working residents
- Commission York's creative industries to showcase their expertise to deliver an **augmented reality immersive experience** that creates a hybrid heritage and hi-tech, ensuring the experience is future-proof, can be maintained and is commercially managed, bringing to life key themes from the narrative, is award-winning and is internationally recognised aiming to launch autumn 2020 – with opportunity to showcase the development process
- Deliver an **“surprising York” cultural experience** in Autumn 2019 to bring to life the narrative in unexpected places, building on the experience of the 2018 Mediale Festival introducing narrative themes throughout.

Project objectives

Delivery and evaluation stage

3. Target different audiences (delivery stage)
 - Commission a marketing agency to develop a marketing strategy and PR and Communications plan that will attract the right potential commercial occupants to our scarce commercial space, creating a pipeline of potential occupants who would complement the narrative.
4. Share lessons (evaluation stage)
 - Develop an evaluation report to demonstrate the extent the ambition has been realised and perceptions have been changed amongst target audiences
 - Deliver regular regional engagement, together with a blueprint presentation of the brand development process together with run a road show of 3 regional events for CXs and Heads of Economic Development by Winter 2020.

Project governance



Project governance

The partnership group acts is responsible for the overall direction and management of the project and specifically reviews progress, gives challenge and provides advice, ensures plans are in place, signs-off outputs, owns and monitors risks, approves changes, and ensures benefits are realised

Executive

At key points throughout the life cycle of the project, Executive are invited to comment on evidence-based recommendations and endorse direction of travel

City narrative partnership group

Attendees are nominated from the steering groups, operational delivery group, and representatives of sponsor, leadership and customer of the project

Narrative steering group

The narrative steering group represent different sectors and city partners. They are independent of CYC and will ensure the design of the narrative is rooted in insight and city strengths and that it is authentically York. They provide expertise and challenge.

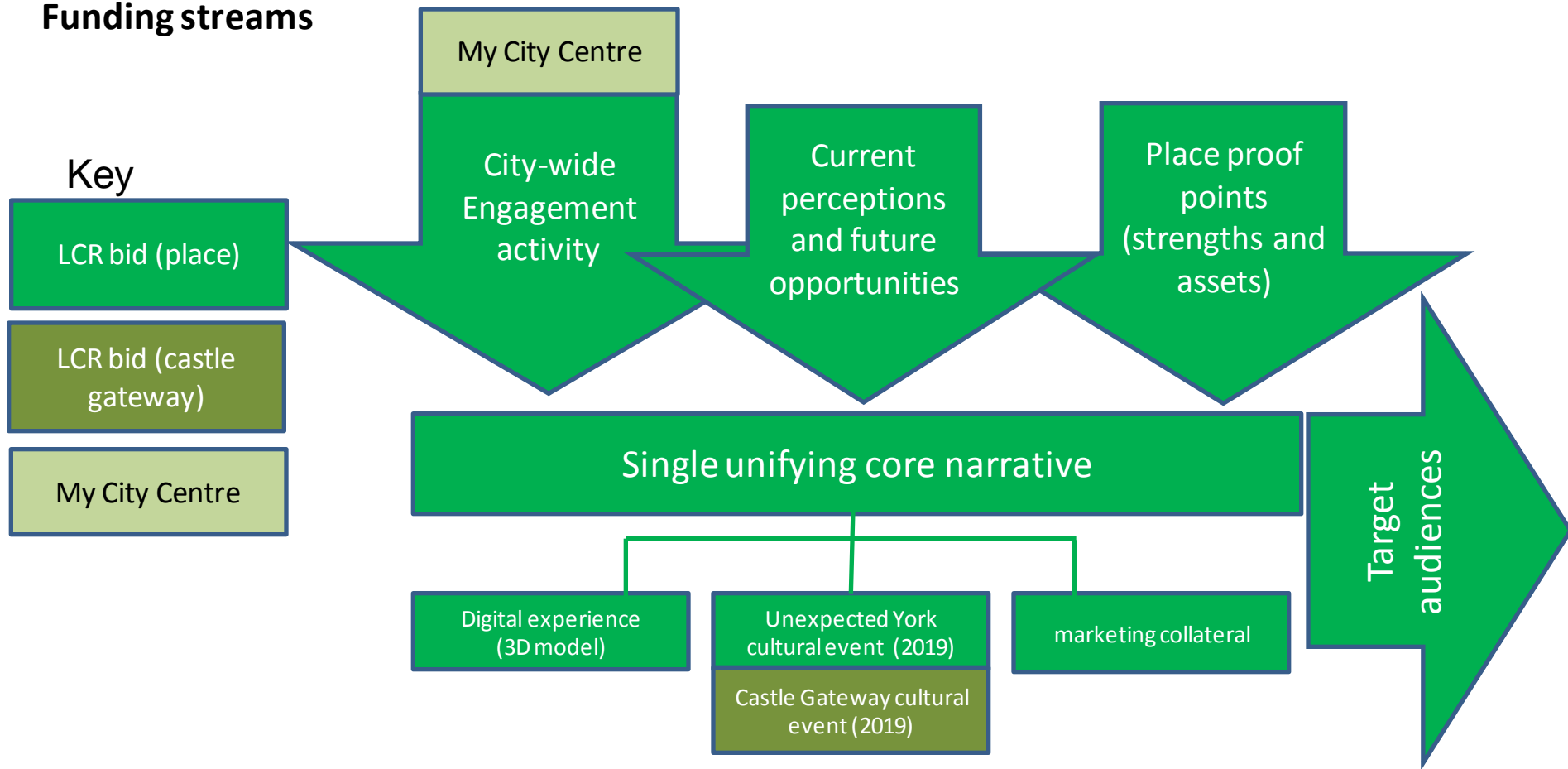
Operational delivery group

The operational delivery group will share progress, discuss issues and risks, agrees responsibilities, identify problems, and escalate problems with propose solutions. The group is chaired by the project manager and consists of key stakeholders involved in delivering your project, meeting on a monthly basis

Marketing steering group

The marketing steering group is led by CYC and comprised of target audience representatives who will help meet the project outcomes. They ensure that marketing is consistent, authentic , audience appropriate and will achieve the outcomes

Funding streams



My City Centre

City-wide
Engagement
activity

Current
perceptions
and future
opportunities

Place proof
points
(strengths and
assets)

Single unifying core narrative

Digital experience
(3D model)

Unexpected York
cultural event (2019)

marketing collateral

Castle Gateway cultural
event (2019)

Target
audiences

Key

LCR bid (place)

LCR bid (castle
gateway)

My City Centre

Outputs framework

| Evolve perception | Attract investment | Attract higher value visitor | Engage residents |
|---|---|---|--|
| Commission research to understand perceptions of target audiences | Deliver an augmented reality immersive experience | | |
| Collate proof points and features | Produce content that appeals to the target audiences and can be used by partners for example, a series of social media posts, 20+ videos, photo library and a high quality prospectus that showcases the very best of York, promoting organisations that share the narrative themes | | |
| Condense into a core easy-to-understand, authentic, narrative , a hierarchy of messages, content and toolkit | | Deliver a “surprising York” cultural experience | |
| Develop an engagement framework and deliver an engagement process across different target audiences to articulate “surprising York” | Commission a marketing agency to develop a marketing strategy and PR and Communications plan that will attract the right potential commercial occupants to our scarce commercial space, creating a pipeline of potential occupants who would complement the narrative | | Hold 4 x face to face events across the city and in areas of deprivation, using geo-targeting to encourage people to engage in evolving perception |
| Test different ideas with inward investors/developers and different audiences | | | Hold a conference hosted with anchor institutions to embrace the new brand, recognising the opportunity this provides school leavers and working residents |
| Evaluate against outcomes, deliver regular regional engagement and a blueprint to share learnings | | | |

Outcomes framework

| Engage residents | Evolve perception | Attract investment | Attract higher value visitor |
|---|---|--|--|
| Create opportunities to curate resident stories to bring the narrative to life | Increase the international profile of York and the Leeds City Region | Increase in business inward investment | Increase visitor spend and satisfaction |
| Increase resident's positive association with the whole city | Sustainability of Mediale beyond first two editions | Increased investment in sectors / higher skilled capabilities across the region | Increase visitor frequency and length of visit |
| Increase resident active involvement in city-wide initiatives (whether cultural, sporting or council, etc.) | Increased awareness and take up of support available across the region | Take up of space/development of new facilities in York Central regeneration area | Change profile of visitors to mostly higher spenders |
| | Partners support changing perception through uptake of a toolkit and use of the narrative | Create a pipeline of potential inward investors | |
| | | Raise awareness of the scarcity and value of available commercial space | |

Commissioning approaches, products and funding streams

| Commissioning approach | Products | Funding stream |
|---|---|--|
| Open competition to place-based brand agency or consortium | Study of current perception and understanding of future opportunities | LCR city narrative |
| | Engagement, hard to reach engagement, insight and evidence collation, narrative development | LCR city narrative |
| Open competition to design agency / Make it York | brand toolkit | LCR city narrative |
| Open competition to marketing agency / Make it York | Marketing strategy, plan, marketing collateral | LCR city narrative |
| With University of York, commission creative media industries in York, via series of grants to exploit available data | Digital experience opportunities | LCR city narrative |
| MIY | Creative industries videos, shared photo library | LCR city narrative |
| Brief to Mediale for initial discussions | Unexpected places , Castle Gateway car park, Mediale 2020 | LCR city narrative LCR castle gateway |
| Open competition / skills development team | Skills development collateral Anchor institution conference | LCR city narrative |