

Key suggestions from Economic Development Strategy workshops

Creative City

Category	Suggested Action	Potential next steps
Facilitation costs only	Leaders of the city (to be defined) to come up with a shared articulation of what we want York to be like economically, culturally and visually in 30 - 50 years time (vision) and what its distinctive and unique characteristics will be which mark it out from other cities. This vision should be something which all key parties (again, to be defined) can sign up to but which provides strong, ambitious leadership for the City, makes clear judgment calls, takes into account future national and global trends, and informs future decisions about development and focus.	Need to understand whether there is appetite for parties to undertake such an activity and commit to following through over a number of years (decades?) on making it something which affects what happens in practice.
Facilitation costs only	Put on a big party or equivalent event which people <i>want to come to</i> so as to engender familiarisation and trust between diverse partners in the city who would not usually mix but are key to York's success.	If appetite for this, group of businesses/ others to initiate (should not be public sector led for branding purposes).
Facilitation costs only	Key events and festival organisers in the city come together each year to jointly plan and coordinate annual festival/events programming, starting from 2017.	A volunteer to gather the relevant people together to begin to plan.
Facilitation costs only	Initiate and equip a group of senior advocates with significant	Make it York to take forward within

	national/international influence with a small number of key messages to support lobbying, the promotion of the city, and attracting potential inward investors in high value sectors - some investment could be made into this particularly around inward investment.	existing remit (with support from Council on lobbying angles)?
Facilitation costs only	When up for renewal, re-commission Park and Ride contract for greater evening use/overnight capacity.	City of York Council to explore the business case for this
Facilitation costs only	Set up a virtual shared marketing team of marketing officers from key organisations and businesses in the city to spot opportunities to cross-promote York and key messages.	Make it York to initiate with key members and partners in the city?
Facilitation costs only	Run and promote widely architectural design competitions for each major new development in the city over the next few years.	CYC and landowners for key developments to understand how this would work / when / how for each major upcoming development
Category	Suggested Action	Potential next steps
Some cost (£1-5m)	Set up a fund for pump priming business/3rd sector ideas for economic and cultural development where a sustainable income can be developed (0% loan), with a panel of businesses assessing submissions.	Small group work up proposition for LEP / Council to consider.
Some cost (£1-5m)	Develop the Guildhall into a vibrant hub for businesses, particular around digital and creative sectors.	Continue work to develop business plan and seek external investment.

Some cost (£1-5m)	Roll out a comprehensive creative approach to digital signposting / communicating what's on and things to do in the city, which is accessible both virtually (e.g. through apps) and physically at key points in the city.	A group of people work up idea, business case, gap funding required and potential sources for funding.
Some cost (£1-5m)	Develop an improved digital toolkit including web presence for promoting the city.	Identify where this sits alongside other priorities, as potential to be delivered through Make it York.
Some cost (£1-5m)	Deliver a new major large scale annual creative festival of Media Arts: Mediale.	Continue to seek external funding for concept.
Some cost (£1-5m)	Invest small amounts to incentive/subsidise events organisers to spread festivals across the city to areas which may not yet be fully commercially viable to stimulate the market.	Small group work up proposition for Make it York / Council to consider.
Some cost (£1-5m)	Continue investment in maintaining the public realm and attractiveness of city centre.	Identify where this sits alongside other priorities, as potential through York BID and City of York Council capital maintenance programme.
Some cost (£1-5m)	Deliver a sustained collaborative marketing/PR campaign promoting and contributing to delivering the changes of perception needed for our articulated vision for York (see below).	Get a clear sense of joint vision, messages and audiences - is there sufficient alignment or is segmentation required? Possibly through vision/marketing actions below first?

Some cost (£1-5m)	Deliver a collaborative marketing approach for York as a family friendly city.	This branding could hinder the attractiveness of York for young single people working within creative, digital, enterprising industries, and reinforce existing 'uncool' brand. It would be better for marketing to flow out of vision exercise perhaps?
	Make creative use of Stonebow house, subsidising market rates to enable creative activities to happen there	A group of people work up idea, business case, gap funding required and potential sources for funding
Category	Suggested Action	Potential next steps
Big Ideas (£50-100m)	Plan and deliver comprehensive all-year-round lighting for the city centre which can used dynamically, be adapted seasonally and used to tell stories - to be an attraction in itself encouraging evening economy	A group of people work up idea and business case, gap funding required and potential sources for funding
Big Ideas (£50-100m)	Develop a new iconic public open space around Eye of York, with architecture that is an attraction in itself and reason to re-visit/re-think York, and where things happen	A group of people, including those who own the land or leading on the development, work up idea and business case, gap funding required and potential sources for funding

Big Ideas (£50-100m)	In addition to simply unlocking the York Central development, invest extra in creative contemporary architecture and space planning on the site with the unique opportunity of a 'blank space' to produce something truly distinct and memorable and with an iconic building as a focus point (e.g. conference centre/business space/other) and attraction in itself.	A group of people work up idea and business case including how it would affect viability of site delivery, in discussion with existing partnership, including additional sources of funding this could open up.
Big Ideas (£50-100m)	Commission a comprehensive, creative and accessible means for the digital presentation and exploration of the city, including virtual achieving and broadcasting of cultural heritage to be realised.	A group of people work up idea and business case, gap funding required and potential sources for funding.
Big Ideas (£50-100m)	Undertake a development to open up the riverbanks	A group of people work up idea, business case, gap funding required and potential sources for funding.
Big Ideas (£50-100m)	Create a creative bubble to explore and discover, possibly around Micklegate.	Too costly to justify
Big Ideas (£50-100m)	Provide funding for start-ups to make York a centre for students starting businesses	Not sure there is a market failure, there is a wide range of access to finance for start-ups already available

Brownfield Sites

Evidencing Demand

i	Set up a consultative group of local property agents, developers and business leaders with City of York Council to better quantify/qualify the evidence of demand on an ongoing basis	Partnership initiative	Can be initiated with a group of people from those which met for the workshop
ii	Compile and maintain a set of data of deals and availability of property, enquiries, occupancy of key business parks	Partnership initiative	Could be a product delivered by the above group
iii	Compile and maintain documented demand for new premises from existing businesses with desire to expand	Make it York-led initiative	Make it York take forward within existing set of responsibilities
iv	Independent market analysis of York Central office proposition drawing on national demand studies	Partnership initiative	CYC to explore
v	Deliver an advanced smaller test case office development on York Central with public/private financing to release latent demand and demonstrate viability	Proposal for external investment	A small group work up business case
vi	Market sites to developers/end users/government departments, including through high profile York people, local and national property agents and with a key sector focus	Make it York-led initiative	Make it York take forward within existing set of responsibilities

Taking Forward Complex Brownfield Sites

vii	Create, promote and keep up to date a clear pipeline of worked-up projects for LEP funding streams and/or private investment	Council-led initiative	Council facilitate developing clear business cases for gap funding with landowners
viii	Use business rates retention to fund upfront infrastructure costs	Council-led initiative	Explore once national business rates policy clearer
ix	Where there is a viable business case, short term interim uses - generate revenue on site as an initial return	Partnership initiative	If there are particular proposals, these can be considered
x	Set up a local development company	Council-led initiative	Assess cost/benefits/requirements/best structures
xi	Explore district heating network to which new businesses could connect (to be laid at the same time as drainage and other utilities thus keeping costs down but providing low energy costs for future occupiers	Proposal for external investment	Understand outline business case and whether there is evidence this would provide a driver for accelerated development / business location
xii	Explore local bonds as a means for financing site development or infrastructure required to unlock	Council-led initiative	Understand where this has worked and whether the conditions in York / with key sites are likely to match this type of financing
	Deliver an advanced smaller test case office development on York Central with public/private financing to release latent demand and demonstrate viability	Proposal for external investment	A small group work up business case

Local Plan

xiii	Private sector and CYC work together to feed in 'on the ground' market and economic evidence for local plan	Partnership initiative	Initial meeting between CYC and a few property agents to support commercial space assessment
xiv	Deliver a realistic and flexible local plan which forces the point that there has to be change - housing development in greenbelt with social housing policy that really bites	Council initiative	Highly political, so likely to be down to influence and debate. Private sector to provide clear voice within Local Plan forums
xv	Communicate stronger PR message on Local Plan to sell it to public, including engaging more of business community in working group meetings not just 'objectors'	Council initiative	Communicate out details and dates of working group meetings to list of potentially interested businesses/stakeholders

Priority Action List	Contributes to Priority
<p>YORK CENTRAL ENTERPRISE ZONE - Fully deliver on the opportunity presented by York Central Enterprise Zone to enable a successful new Central Business District for up to 7,000 new high value jobs in York</p>	<p>Brownfield Sites, Higher Value Jobs</p>
<p>A64 DUALLING TO SAND HUTTON - Invest in A64 dualling to Sand Hutton to enable benefits from high value business growth at Agri-food campus</p>	<p>Tackling Congestion</p>
<p>OUTER RING ROAD IMPROVEMENTS - Invest in improving A1237 outer ring road to ease congestion</p>	<p>Tackling Congestion</p>
<p>BIO-ECONOMY / AGRI-FOOD HUB WITH SHARED ACCOMODATION & KIT (BIOHUB OR SIMILAR) - Where market failure or commercial opportunities identified, invest in accommodation, shared kit or for bio-economy / agri-food businesses</p>	<p>Higher Value Jobs, Bio-economy / Agri-food</p>
<p>HESLINGTON EAST AS HIGH VALUE INNOVATION-LED BUSINESS LOCATION - Market a business accommodation offer for Heslington East for developers to invest in and businesses to relocate</p>	<p>Brownfield Sites, Higher Value Jobs</p>
<p>YORK STATION HIGH SPEED HUB - Make the improvements necessary for York Station to be ready for HS2/HS3, maximise the impact of this opportunity, and be an integrated multi-modal sustainable transport hub for the region</p>	<p>Leading Rail Hub</p>
<p>NATIONAL RAILWAY MUSEUM TRANSFORMATION - National railway museum upgrade/renovation to become a high tech science museum attracting a greater range of visitors and a key landmark driving footfall to York Central</p>	<p>Leading Rail Hub, Creative use of Heritage</p>
<p>EARLY TEST CASE OFFICE DEVELOPMENT ON YORK CENTRAL TO PROVE DEMAND - Invest in an advanced smaller test case office development on York Central with public/private financing to release latent office space demand and demonstrate viability of key sites</p>	<p>Brownfield Sites, Higher Value Jobs</p>

<p>YEAR ROUND CREATIVE LIGHTING SETUP FOR THE CITY CENTRE - Plan and deliver comprehensive all-year-round lighting setup for the city centre which can used dynamically, be adapted seasonally and used to tell stories - to be an attraction in itself encouraging evening economy.</p>	<p>Creative use of Heritage</p>
<p>EYE OF YORK ICONIC DEVELOPMENT - Develop a new iconic public open space around Eye of York, with architecture that is an attraction in itself and reason to re-visit/re-think York, and where things happen</p>	<p>Creative use of Heritage</p>
<p>ICONIC ATTRACTIONS/BUILDINGS ON YORK CENTRAL - In addition to simply unlocking the York Central development, invest extra in creative contemporary architecture on the site with an iconic building as a focus point (e.g. conference centre/business space/other) and attraction in itself</p>	<p>Brownfield Sites, Creative use of Heritage</p>
<p>DIGITAL PRESENTATION & BROADCASTING OF THE CITY - Commission a comprehensive, creative and accessible means for the digital presentation and exploration of the city, including virtual archiving and broadcasting of cultural heritage to be realised</p>	<p>Creative use of Heritage</p>
<p>RIVERBANKS DEVELOPMENT - Undertake a development to open up the riverbanks as a distinctive feature of York's city centre</p>	<p>Creative use of Heritage</p>
<p>ACCOMODATION & KIT (GUILDHALL OR OTHER) Where market failure or commercial opportunities identified, invest in shared accommodation & kit for IT, digital and media arts businesses, for example, in an iconic building like the Guildhall as a hub</p>	<p>Creative use of Heritage</p>
<p>DIGITAL SIGNPOSTING & WHAT'S ON - Roll out a comprehensive creative approach to digital signposting / communicating what's on and things to do in the city, which is accessible both virtually (e.g. through apps) and physically at key points in the city</p>	<p>Creative use of Heritage</p>
<p>LARGE SCALE BIENNIAL INTERNATIONAL MEDIA ARTS FESTIVAL - Deliver a new major large scale biennial creative festival of Media Arts: Mediale</p>	<p>Creative use of Heritage</p>

<p>PUBLIC REALM ENHANCEMENT PROGRAMME - Invest in a programme of maintenance and enhancement of public realm in York city centre to improve its attractiveness and ensure the 'shop window' of the city</p>	<p>Creative use of Heritage</p>
<p>STRONG PRIVATE SECTOR VOICE INTO LOCAL PLAN - Private sector articulate a strong unified business voice for the need for space for business growth, sufficient housing and a Local Plan to guide development, working together with the Council to evidence commercial demand</p>	<p>Higher Value Jobs, Brownfield Sites</p>
<p>STUDENT / STARTUP MEMBERSHIP OF BUSINESS NETWORKS - Offer student and start-up membership of business networks for greater integration of new and existing entrepreneurs, possibly linked to entrepreneurs societies</p>	<p>Higher Value Jobs, Culture of Enterprise</p>
<p>GRADUATE PROGRAMME FOR SMEs - Coordinate a shared graduate programme for SMEs which would otherwise be unable to do on their own</p>	<p>Higher Value Jobs, Culture of Enterprise</p>
<p>PROMOTION OF YORK CAREER OPPORTUNITIES TO YORK STUDENTS - Universities to proactively market York career options alongside paid-for national business promotion, including a complementary stand at Careers Fairs for groups of York-based SMEs to promote opportunities across the York sector</p>	<p>Higher Value Jobs, Culture of Enterprise</p>
<p>TARGETED VENTURE CAPITAL FUND - Develop a venture capital fund for Yorkshire & Humber SMEs and/or a specific fund for agri-food/bioeconomy businesses as a unique sector specialism</p>	<p>Higher Value Jobs</p>
<p>PUMP-PRIME FINANCIALLY SUSTAINABLE IDEAS - Instead of doing everything ourselves, set up a revenue fund for pump priming private sector ideas for economic development where a sustainable income can be developed (0% loan), with a panel of businesses assessing submissions</p>	<p>Enablers</p>
<p>COORDINATED LOBBYING AROUND RAIL CONNECTIVITY - Coordinate a joined-up, strategic and proactive approach to lobbying Government for continuing</p>	<p>Leading Rail Hub</p>

to improve rail connectivity to the city (electrification + high speed hub)	
LARGE EMPLOYERS SUPPLY CHAIN INITIATIVE - Large employers look at supply chain and procurement, where they may be able to support high value local businesses, or we are able to stimulate the market	Enablers
BIO-ECONOMY + AGRI-FOOD PRIVATE SECTOR LED NETWORK & INITIATIVES - Expand BioVale initiative to deliver private sector-led agri-food and bioeconomy network with independent capacity to support initiatives going forward	Bio-economy / Agri-food
RAIL CLUSTER PRIVATE SECTOR LED NETWORK & INITIATIVES - Deliver a rail cluster linking together the diverse sector in York to harness the key opportunities which arise from working together	Higher value Jobs, Leading Rail Hub
PROMOTION OF RAIL CAREERS IN SCHOOLS/COLLEGES - Rail sector to take a coordinated approach to promoting the sector in schools to help with pipeline of new talent to the sector and skills shortages	Higher value Jobs, Leading Rail Hub, Culture of Enterprise
GUILD OF MEDIA ARTS - Develop the Guild of Media Arts, with networking within the sector and private sector led initiatives	Higher value Jobs, Creative use of Heritage
DIGITAL / MEDIA SKILLS IN YORK SCHOOLS - Commission media / digital skills workshops in schools to equip with the competencies to participate in these growing sectors in York	Higher value Jobs, Creative use of Heritage, Culture of Enterprise
BIOECONOMY / AGRI-FOOD ENTERPRISE ZONE - Deliver a bioeconomy and agri-food enterprise zone providing incentives around key sites which are tailored to attracting new businesses in these sectors, borrowing against future business rates to fund this	Higher Value Jobs, Bio-economy / agri-food

<p>DELIVER YORK BID - Set up York BID, enabling private sector investment into York City Centre</p>	<p>Enablers</p>
<p>DIVERSE & INTERESTING INFORMAL NETWORKING OPPORTUNITIES (CREATIVE CONVERSATIONS OR OTHER) - Provide informal enjoyable opportunities for creative and energised people (particularly not just the usual suspects) to come together to network, develop ideas which will benefit the city and engender familiarisation between people who would not usually mix.</p>	<p>Culture of Enterprise</p>
<p>MAXIMISE LOCAL BUSINESS IMPACT OF DIGITAL CREATIVITY HUB - Maximise the support for local SMEs through new Digital Creativity Hub</p>	<p>Creative use of Heritage</p>
<p>ROLL OUT BISHY ROAD MODEL - Where there is appetite from the private sector, Roll out of Bishopthorpe Road model to other high streets around the city, with businesses collaborating around initiatives which are mutually beneficial for the street</p>	<p>Enablers</p>
<p>LOCAL PROPERTY GROUP TO EVIDENCE DEMAND FOR COMMERCIAL SPACE - Set up a consultative group of local property agents, developers and business leaders with City of York Council to better quantify/qualify the evidence of demand on an ongoing basis for high value business space</p>	<p>Higher Value Jobs, Brownfield Sites</p>
<p>CREATIVE MARKETING + PR TO CHANGE PERCEPTION OF CITY - Take forward a initiative together to promote and talk up a positive image of the city, delivering a sustained marketing/PR campaign and regularly communicate stories of business success in York to deliver business and investor confidence</p>	<p>Culture of Enterprise, Creative use of Heritage</p>
<p>COLLABORATIVE PROGRAMMING OF YORK EVENTS + FESTIVALS CALENDAR - Key events and festival organisers in the city come together each year to jointly plan and coordinate annual festival/events programming, beginning on an ad hoc basis around particular shared themes to identify synergies and shared programme strands</p>	<p>Enablers</p>

<p>AMBASSADORS PROGRAMME - Initiate and equip a group of senior advocates with significant national/international influence with a small number of key messages to support the promotion of the city to a range of audiences</p>	<p>Culture of Enterprise</p>
<p>COORDINATED MARKETING TEAM ACROSS ORGANISATIONS - Set up a virtual shared marketing team of marketing officers from key organisations and businesses in the city to spot opportunities to cross-promote York and key messages regionally, nationally and internationally</p>	<p>Creative use of Heritage</p>
<p>MAJOR ARCHITECTURAL DESIGN COMPETITIONS AROUND KEY DEVELOPMENTS - Run and promote national/international architectural design competitions for each major new development in the city over the next few years to help York become known for progressive contemporary urban design with sensitivity to its heritage</p>	<p>Creative use of Heritage</p>
<p>LINE UP EXPANDING YORK BUSINESSES TO BE ANCHOR TENANTS ON KEY SITES - Compile and maintain documented demand for new premises from existing businesses with desire to expand, including enabling signing pre-lets where appropriate</p>	<p>Higher Value Jobs, Brownfield Sites</p>
<p>WEB + DIGITAL MARKETING OF THE CITY TO A RANGE OF AUDIENCES - Develop an improved digital toolkit including web presence for promoting the city</p>	<p>Creative use of Heritage</p>
<p>TARGETED INWARD INVESTMENT THROUGH SENIOR ADVOCATES - Equip senior advocates to proactively sell the city to inward investing businesses in high value sectors, with a rolling top 100 list of prioritised business targets</p>	<p>Higher Value Jobs, Brownfield Sites</p>
<p>MARKET ANALYSIS OF SME BUSINESS SUPPORT + 'WHITE LABEL' TOOLKIT - Map the private sector/national support available for small and start-up businesses to understand any areas requiring local public sector intervention; and enable the development and promotion of a white label toolkit (which can be rebranded/tailored by individual networks)</p>	<p>Enablers</p>

<p>INDEPENDENT DEMAND REPORT FOR YORK CENTRAL GRADE A OFFICE FEASIBILITY - Commission an independent report of demand for grade A office on York Central to demonstrate to market and for planning decisions the feasibility of the opportunity for high value commercial space on the site and in the city</p>	<p>Brownfield Sites, Enablers</p>
<p>PROJECT PIPELINE - Invest in feasibility and scoping work to create, promote and keep up to date a clear pipeline of worked-up projects for LEP funding streams and/or private investment</p>	<p>Brownfield Sites, Enablers</p>
<p>BUSINESS RATES BORROWING FOR UPFRONT INFRASTRUCTURE COSTS - Once new national business rates policy is clear, explore use business rates retention to fund upfront infrastructure costs on key sites</p>	<p>Brownfield Sites</p>
<p>PARK + RIDE OVERNIGHT - When up for renewal, investigate re-commissioning Park and Ride contract for greater evening use/overnight capacity supporting a stronger evening economy</p>	<p>Creative use of Heritage</p>
<p>PROMOTE MAJOR SITES TO INVESTORS + DEVELOPERS - Proactively promote key development opportunities through major property conferences, networking opportunities and other events</p>	<p>Brownfield Sites</p>
<p>BUSINESS RATE INCENTIVES FOR HIGH VALUE GROWTH - Once the national business rates policy is clear, explore and provide business rate incentives which encourage for high value job creation (especially where they can be effectively fiscally neutral)</p>	<p>Higher Value Jobs</p>
<p>A LOCAL PLAN SUPPORTING A HIGH VALUE ECONOMY - Deliver an ambitious local plan which allocates appropriate land enabling at least 20% higher than baseline growth in high value sectors, and the housing to support this</p>	<p>Higher Value Jobs Brownfield Sites</p>
<p>BUSINESS FRIENDLY COUNCIL INITIATIVE - Deliver a culture change programme to improve the way the Council works with business, making investment where required in response to feedback from businesses as part of Business Friendly Council survey</p>	<p>Enablers</p>

