

## AGENDA SUPPLEMENT

### Decision Session - Executive Member for Economic Development and Community Engagement

**To:** Councillor Aspden

**Date:** Tuesday, 4 December 2018

**Time:** 2.00 pm

**Venue:** The Thornton Room - Ground Floor, West Offices (G039)

The Agenda for the above meeting was published on **Monday 26 November 2018**. The attached additional documents are now available for the following agenda item:

- 5. Attracting new Inward Investment through Promotion of our Historic Assets and development of shared vision for York**  
(Pages 1 - 14)

This agenda supplement was published on **Friday 30 November 2018**.

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# Annex A

## Surprising York

building a place making narrative

# Project ambition

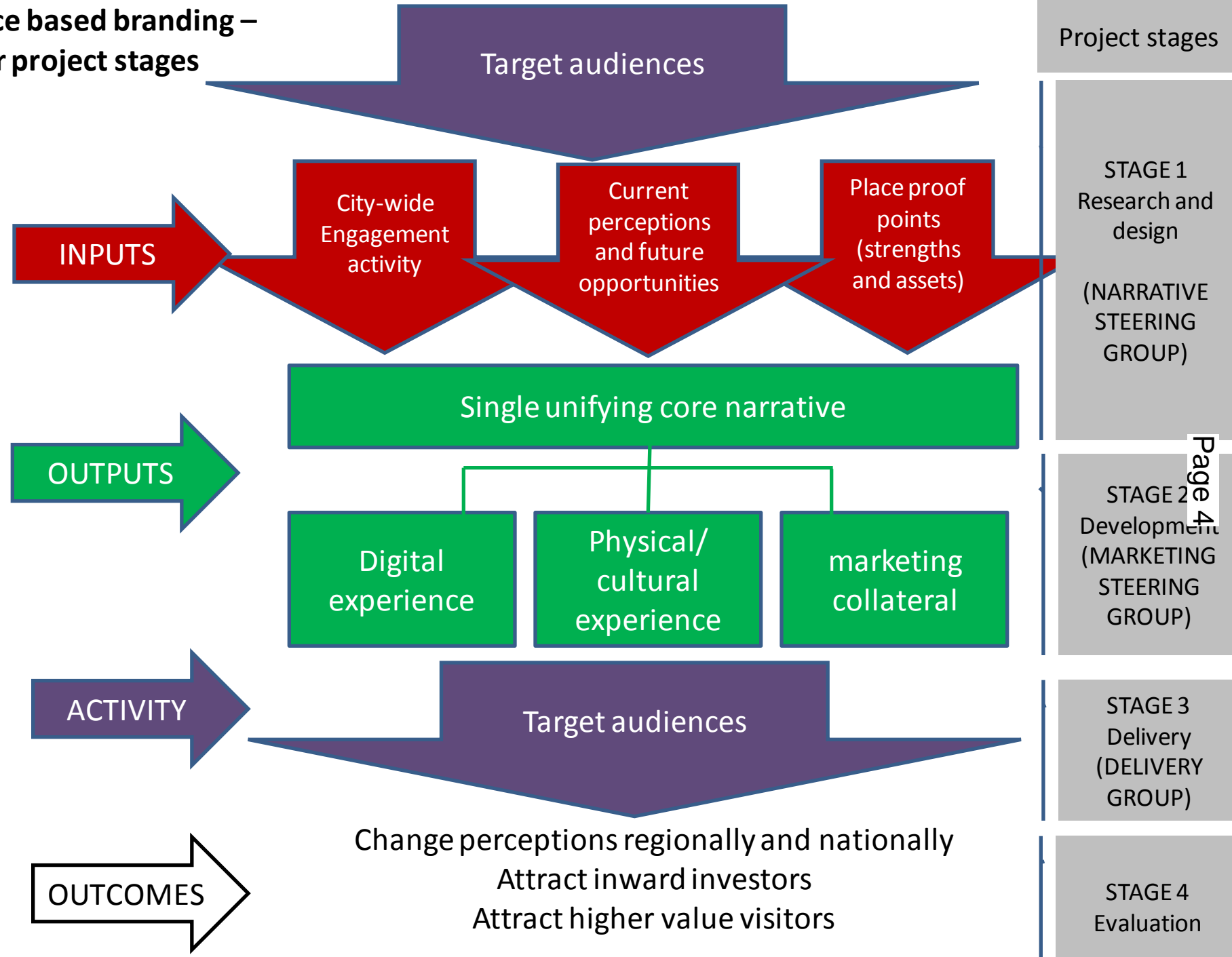
We aim to support York's longer term economic strategy and:

- **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.

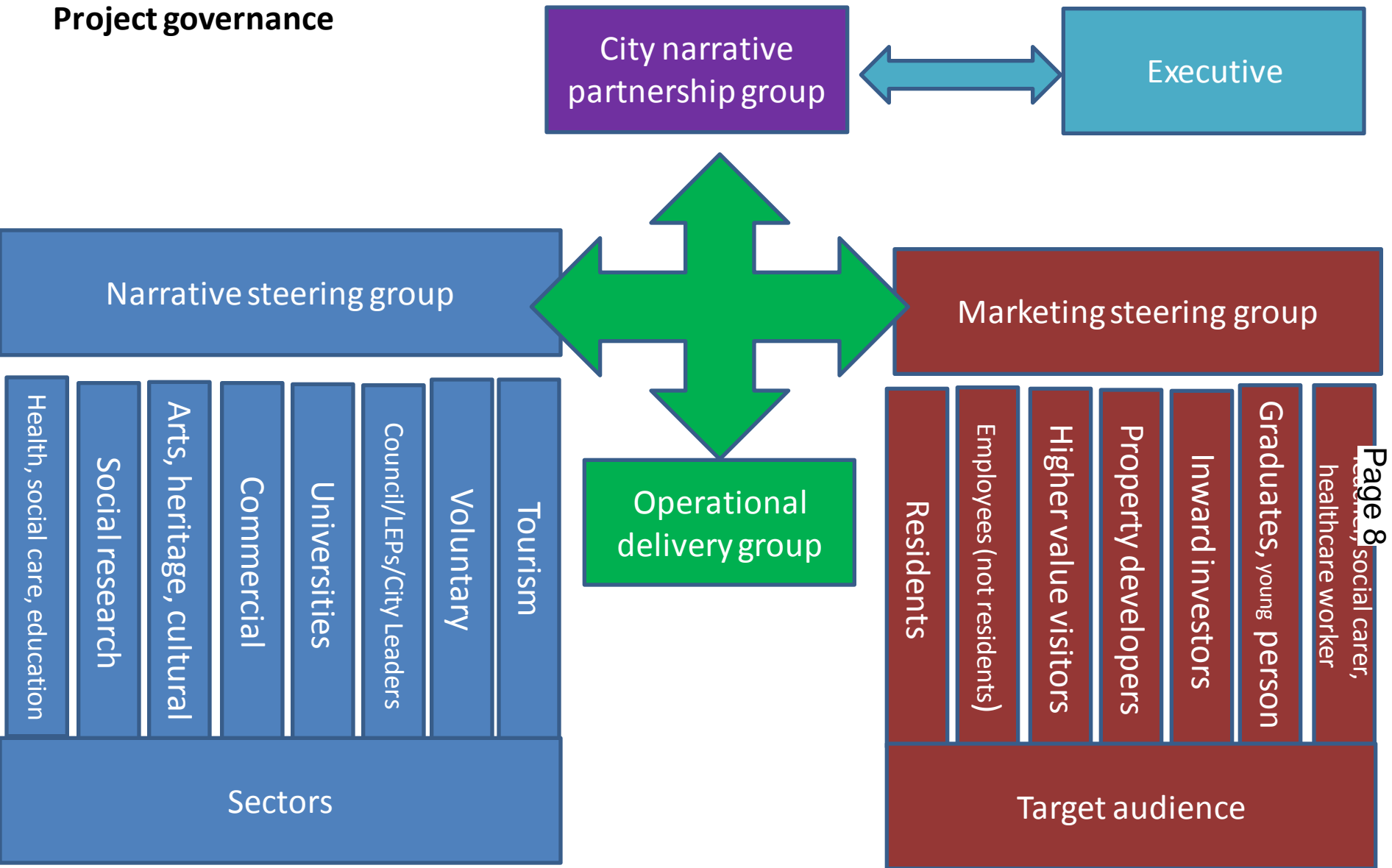


# Project objectives

## 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.

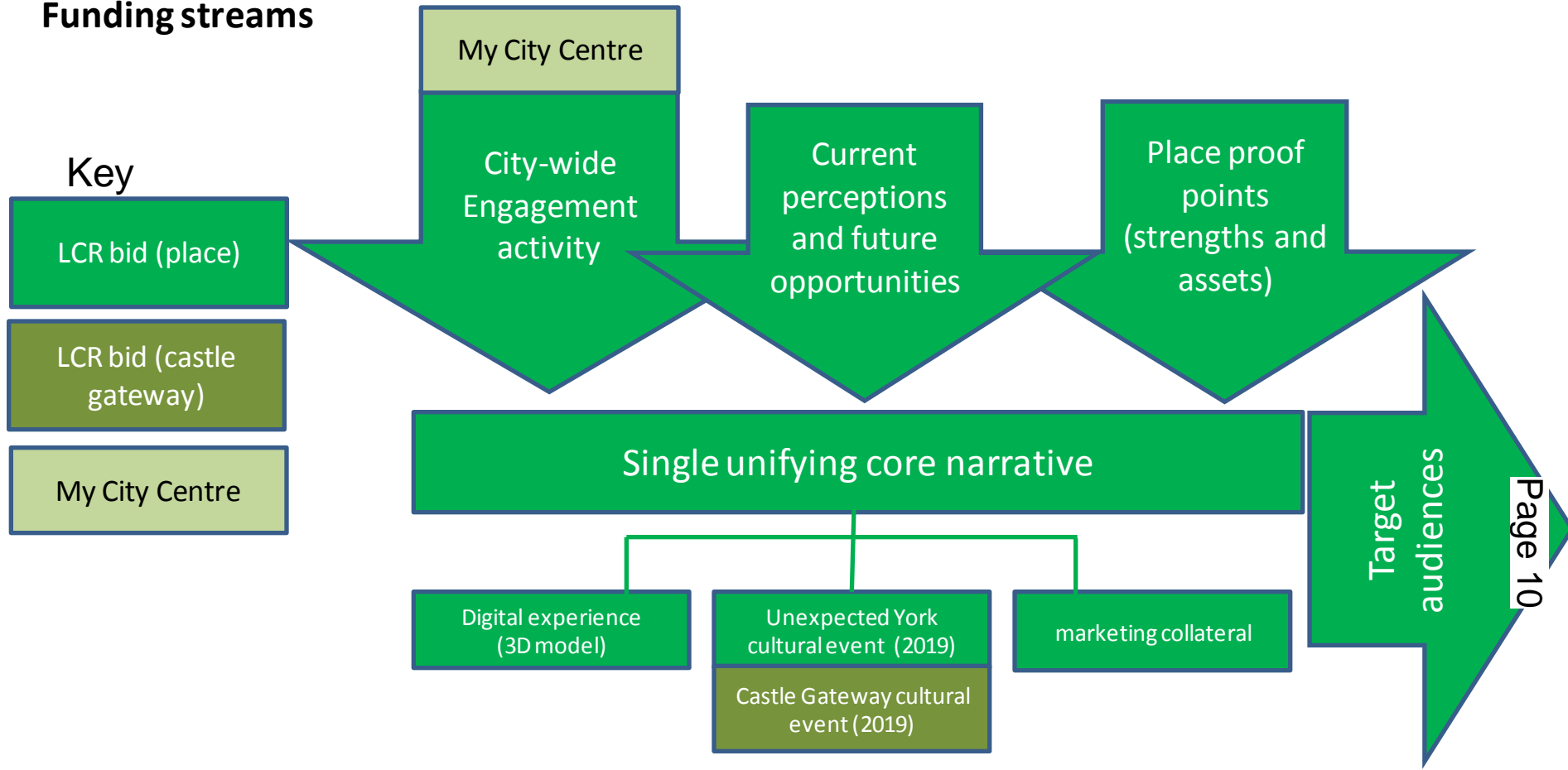
Operational delivery group

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



# 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

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