

## 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
<b>Category</b>	<b>Suggested Action</b>	<b>Potential next steps</b>
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	Proposal for external investment	A small group work up business case

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## 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