



# City South Association Inc Strategic Plan 2016-2018

March 2016 (updated September 2016)

## ACKNOWLEDGEMENT TO COUNTRY

*City South Association Inc. acknowledges that we are located on the traditional country of the Kurna people of the Adelaide Plains, and pays respect to Elders past and present.*

*We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.*

## MESSAGE FROM THE PRESIDENT

I am privileged and delighted to present City South Association's Strategic Plan that will guide our overall undertakings from 2016 – 2018.

Over the next two-year period, this plan will lay the foundation for our precinct group to work towards defined activities and projects. It will guide us to achieve our objectives and purposes as stated in our Constitution.

Our vision is to strive to be a 'destination precinct that's open to all'. In addition, we want to explore opportunities to encourage further membership in accordance with our Constitution.

The overarching purpose of this Strategic Plan is to provide the fundamental framework for delivery of City South Association's objectives and purposes.

This plan is underpinned by five key Strategic Pillars, which are as follows:

- Business and Mainstreets Focus;
- Community Engagement;
- Art and Culture;
- Marketing and Events and
- Safety and Environmental Sustainability.

Many challenges and hard work lie ahead to successfully achieve the goals associated with our Strategic Pillars. However, I believe they are attainable since dedication, tenacity and willingness from City South Association's members has allowed us to stage many wonderful events and projects in the past. These have defined 'who we are' and 'why we get involved'.

City South Association is excited about our future and believes that we have a significant role to play in helping Adelaide City Council create a vibrant world-class city.

David Bolton

President

## OUR FUNDAMENTALS

### *What are we?*

An independent not-for-profit organisation, dedicated to representing the interests of businesses, residents, workers, visitors and property owners in our defined precinct within the Adelaide City Council's boundaries. We strive to have a positive impact on our community through projects, events and advocacy. We are part-funded by the Adelaide City Council, and source other funding through Grants and Membership fees.

### *Who are we?*

Passionate and engaged residents, business proprietors, workers and property owners determined to enhance our local community.

### *Why are we involved?*

Because we care and are passionate about the area we have a connection with. We want to see it recognised as a unique and vibrant part of the City.

## OUR PURPOSE (as stated in our Constitution and website)

The principal object and purpose of City South Association (CSA) is to build a vibrant community within our defined Precinct. To achieve this aim, CSA's further objects and purposes are to:

- Represent and promote the interests of the residents, businesses, visitors and workers of the CSA Precinct;
- Advocate for improved resources and infrastructure;
- Promote local businesses and enhance enterprise;
- Promote the arts and community events;
- Provide a forum for discussing and resolving local issues;
- Promote sustainability and the environment; and
- Do such other things as may be conducive to fulfilling CSA's objects and purposes.

## OUR MISSION FOR 2016 – 2018

### **'TO BE A DESTINATION PRECINCT THAT'S OPEN TO ALL'**

We see ourselves as a precinct open to people of all races and religions, regardless of social status. We want to promote our diversity and enthusiasm to the wider community.

#### **We want to be regarded as a destination for:**

- Businesses looking for a base with great benefits.
- Residents looking for a great lifestyle.
- Workers who enjoy and utilise their city environs.
- Visitors looking for vibrancy, uniqueness, something new and interesting.

## **HOW DO WE ACHIEVE OUR MISSION?**

Through our five Strategic Pillars; each Pillar has stated goals and defined strategies to achieve those goals.

## **STRATEGIC PILLARS**

### **1. BUSINESS AND MAINSTREETS FOCUS**

#### **GOALS**

- To increase business membership and participation with CSA through targeted industry engagement (Retail and Hospitality).
- Recognise the Mainstreets and Business hotspots within our Precinct and help foster growth in their visitation, business performance and tenancies.
- Focus community activities towards Mainstreets and Business hotspots where possible.

#### **STRATEGIES**

- Permanent entry on CSA's Meeting Agenda to review Strategic Plan.
- Establish a Task Group to focus on Business and Mainstreets Strategic Pillar.
- Engage businesses in Mainstreets and target industries (Retail and Hospitality) through email, physical mail, face-to-face conversations and networking with Proprietors.
- Launch a Business Task Group in October 2016 to focus on key Mainstreet Objectives.
- Plan and execute the Task Group's first Business-Focused Project by February 2017.
- Promote Member businesses via CSA monthly newsletter.
- Setup a directory page on CSA's website with minor listings for chosen businesses and priority listings for Business Members.
- Promote nearby Restaurants and Food Outlets as part of Beans & Sprouts event promotion.
- Explore having a local hospitality venue host the planned History Exhibition in May 2017.

#### **RELEVANCE TO ACC STRATEGIC PLAN**

- Smart, Liveable and Creative Objectives.

### **2. COMMUNITY ENGAGEMENT**

#### **GOALS**

- Engage residents, workers, property owners and businesses to expand CSA membership and the Committee.

#### **STRATEGIES:**

- Permanent entry on CSA's Meeting Agenda to review Strategic Plan.
- Establish a Task Group to focus on Community Engagement Pillar.
- Monthly Newsletter to our email databases plus regular Website and Social Media Posts. These will highlight events, news and developments in our Precinct, as well as showcasing Member businesses.
- Continue to promote activities of South West Community Centre (SWCC), South West City Community Association (SWCCA) and other local Community organisations. This includes actively promoting SWCCA's History Festival event[s].
- Beans and Sprouts Family Day Event – use this event to increase awareness of CSA to residents and wider community.
- Physical and Online Brochure Mail-out in September 2016 to promote the Association, AGM, Beans & Sprouts event, Business Task Group launch and Festive Lights installation.
- Bi-monthly Open Committee Meetings with local Community Leaders and relevant Guest Speakers discussing subjects of importance to the City South Precinct.
- Organise at least one networking event per year with a local Community Group.
- Consider having a manned stall at The Market Shed and / or Gilles Street Market to promote our activities and increase visibility of CSA to residents and attendees.

#### RELEVANCE TO ACC STRATEGIC PLAN

- Liveable and Creative Objectives.

### 3. ART AND CULTURE

#### GOALS

- Foster new Artwork and / or Community Arts Events within the Precinct that visually engage persons living and working in the local community
- Promote existing artworks within the Precinct to the wider community.
- Promote venues within the Precinct that hold art and culture events.
- Advocate for the Precinct's history and heritage.

#### STRATEGIES

- Permanent entry on CSA's Meeting Agenda to review Strategic Plan.
- Establish a Task Group to focus on Art and Culture Strategic Pillar.
- History Exhibition in Minor Works, SWCC or hospitality venue (History Month May 2017).
- Identify location for Street Art, Traffic Calming Art or Community / Youth Art Work with local businesses if possible.
- Christmas Yarn Bombing in Whitmore and Hurtle Squares in December.
- Maintain Street Art Catalogue on CSA website's Gallery Page.
- Obtain and archive historical and cultural information.

#### RELEVANCE TO ACC STRATEGIC PLAN

- Creative and Liveable Objectives.

### 4. MARKETING AND EVENTS

#### GOALS

- Raise CSA's profile, so that it has brand recognition in the same way as Hutt and Gouger Streets, North Adelaide, the East End and the West End.
- Raise CSA's profile to achieve greater membership and engagement.

#### STRATEGIES

- Permanent entry on CSA's Meeting Agenda to review Strategic Plan.
- Establish a Task Group to focus on Marketing and Events Strategic Pillar.
- Monthly Newsletter plus Regular Website and Social Media Posts – highlighting events, news and developments in our Precinct, as well as showcasing Member businesses.
- Physical and Online Brochure Mail-out in September 2016 to promote the Association, AGM, Beans & Sprouts event, Business Task Group launch and Festive Lights installation.
- Beans and Sprouts Family Day Event – use this event to increase awareness of CSA to residents and wider community.
- Continue the Festive Lights Project on Whitmore Square and promote CSA's responsibility for the Project through promotional posters. Continue to work towards a similar project in Hurtle Square.
- Engage with other local Community organisations (listed in Appendix 2) to work towards combined projects and events.

#### RELEVANCE TO ACC STRATEGIC PLAN

- Creative and Liveable Objectives.

## **5. SAFETY AND ENVIRONMENTAL SUSTAINABILITY**

### **GOALS**

- Work towards a safe and practical Precinct, by identifying hazards and developmental issues.
- Increase verdure within the Precinct to create a more visually appealing and cooler climate.

### **STRATEGIES**

- Permanent entry on CSA's Meeting Agenda to review Strategic Plan.
- Establish a Task Group to focus on Safety and Environmental Sustainability Strategic Pillar.
- Report identified hazards that may impact on safety to the Adelaide City Council (ACC).
- Regular updates in the Newsletter to show what developments and issues we have identified and pursuing with ACC.
- Identify locations throughout the precinct where greenery can be increased.
- Engage with groups who have successfully implemented greenery projects to gain knowledge on how objectives were achieved.

### **RELEVANCE TO ACC STRATEGIC PLAN**

- Green and Liveable Objectives.

## **APPENDIX 1 - MAINSTREETS AND HOTSPOTS**

### **STURT STREET – THE HEART OF CITY SOUTH**

- Community Facilities are based on Sturt Street and the adjacent areas. These include two Postal Outlets (Sturt Street Licence Post Office, and the Halifax Street Post Shop), two Community Centres (well established South West Community Centre and the new community space, The Minor Works Building, adjacent to Ergo Apartments), The Sturt Street Community School, Sturt Street Christian Centre and the City South Tram Stop.
- Sturt Street has a unique mix of businesses including a number of cafes (Troppo, Ladle of Love [LoL], Simply Delicious), hospitality venues (The Kings Head Hotel, Cantina Sociale), Eateries (Vietnamese Laundry), Indigenous Art Galleries (Kintolai Gallery, Indigenu) as well as a Dance Studio (Dynamism Dance) etc.
- Sturt Street is a wide Boulevard and is a main feeder in and out of the City for public (bus) and private transport.
- Whitmore Square has long been a focus for CSA activities (such as the Festive Lights, Arts Fair and Movie Screenings). The Square intersects Sturt Street in the middle and is an important focal point for the Precinct. Whitmore Square is the only Square within the CBD that isn't dissected by a roadway.
- Sturt Street has two major developments in varying stages of completion that will significantly increase its resident and visitor numbers – these being Mayfield and Ergo.

### **KING WILLIAM STREET**

- One of the City's most Prominent Boulevards.
- Home to three Hotels in our Precinct – Crown and Sceptre Hotel, Kings Head Pub and Brecknock Hotel.
- Significant shop vacancies particularly between Carrington Street and Halifax Street.
- Major developments in recent years, such as the 28-storey 'Vue' Apartment Complex.

### **GILBERT STREET**

- Community hotspot at IGA Supermarket, Delish Cafe and Market Shed on Holland, plus Dolce and Co, Feliciano and Gilbert Hotel nearby.

### **HALIFAX ST**

- Hospitality hotspot with Panacea, The Greek on Halifax and Rob Roy Hotel are in close proximity of each other.

### **WRIGHT ST**

- Hotel Wright Street, Prince Albert Hotel, Hans Patisserie and a number of Asian oriented Food outlets, Beauty and Entertainment opening up recently (including IDarts and an Internet Café). Also nearby Pool Hall and Taste Asian Restaurant. West of Whitmore Square is another hotspot developing with My Kingdom For A Horse Café and a variety of other retail outlets.

### **GILLES ST**

- Bowery Café / Supermarket adjacent Pulteney Grammar, Gilles Street Market, highly regarded Estia Pizza and Gilles Street Primary School.



**FEEDER STREETS / LANEWAYS**

- Compton Street (part of cross-town Pedestrian and Cycle route).
- Field Street
- Russell Street.
- Norman Street.

## **APPENDIX 2 - CITY SOUTH ASSOCIATION STAKEHOLDERS LIST**

### **City South Association**

- Members
- Committee Members
- Local residents
- Local businesses
- Workers
- Visitors
- Property owners

### **Adelaide City Council**

- Lord Mayor
- Deputy Lord Mayor
- Councillors – South Ward, Central Ward and Area Ward
- Administration (in particular the Business District Development Facilitator)
- Splash Adelaide
- Adelaide Park Lands Authority

### **Members of Parliament**

- State Member for the seat of Adelaide
- Federal Member for the seat of Adelaide

### **Community and Other Groups (alphabetical order)**

- ACC Precinct Groups
- Catherine House
- Neighbourhood Watch – Area 420
- South West City Community Association
- The Rotary Club of Adelaide South – District 9500 South Australia
- West Terrace Cemetery Community Consultative Committee

### **Hotels (alphabetical order)**

- Astor Hotel
- Brecknock Hotel
- Brunswick Hotel
- Crown and Sceptre Hotel
- Elephant and Castle Hotel
- Gilbert Hotel
- Hotel Wright Street
- Kings Head Hotel
- Prince Albert Hotel
- Rob Roy Hotel
- Saracen's Head Tavern
- Whitmore Hotel

**Schools (alphabetical order)**

- Gilles Street Primary School
- Muriden Senior College
- Pulteney Grammar
- Sturt Street Community School

**Care Agencies (alphabetical order)**

- Anglicare SA – The Magdalene Centre
- Salvation Army
- St Vincent de Paul Society
- WestCare Centre

**Places of Religious Worship (alphabetical order)**

- Adelaide Christian Centre
- Adelaide Mosque
- Christadelphian Ecclesias Hall
- Hope Church Adelaide
- St Luke Anglican Church
- St Mary Magdalene's Anglican Church

**South Australia Police**

- Representatives from Eastern Adelaide Local Services Area.

**Accommodation Providers**

- Any organisation that provides short and / or long term accommodation.

## Document Control Page

Document Title
City South Association Strategic Plan 2016 – 2018

Version	Version Date	Source	Reason(s) for Change
0.1 (initial draft)	October 2015	CSA Coordinator – Andrew Peters	First initial draft – Introduction of City South Association’s Strategic Plan 2016
0.2	November 2015	CSA Coordinator – Andrew Peters, CSA President – David Bolton and CSA 2015 Committee Members	Increased Strategic Plan’s period from 2016 to 2016 – 2018. Change document’s footer to include title and version number.
0.3	December 2015	CSA Coordinator – Andrew Peters, CSA President – David Bolton and CSA 2015 Committee Members	Reformatted: - included three additional pages – Cover/title (P1), Acknowledgement to Country (P2) and Message from the President (P3).
0.4	January 2016	CSA Coordinator – Andrew Peters, CSA President – David Bolton and CSA 2015 Committee Members	Introduction of fifth Strategic Pillar (Safety and Environmental Sustainability), which included other general updates.
1.1 (initial version)	February 2016	CSA Coordinator – Andrew Peters, CSA President – David Bolton	Adjusted 1 <sup>st</sup> Pillar from Mainstreet Focus to Business and Mainstreets Focus, which included other general updates.
1.2	March 2016	CSA Coordinator – Andrew Peters, CSA President – David Bolton	Adjusted ‘What we are?’ in ‘Our Fundamentals’.
1.3	September 2016	CSA Coordinator – Andrew Peters, CSA President – David Bolton	Updates to Strategic Pillars to reflect current status, which included other general updates to document.

Proposed Review Date
March 2018

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