



# City South Association Inc Strategic Plan 2021-2022

August 2021

## KAURNA ACKNOWLEDGEMENT

*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, present and emerging.*

*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 for 2021 – 2022

Over the next year, 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.

City South Association strives to be a 'destination precinct that is open to all' and aims to increase visitation to our precinct. Furthermore, we will continue to explore opportunities to encourage further business, not-for-profit and resident membership in accordance with our constitution.

The 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:

1. Business and Mainstreets Focus
2. Marketing and Communication
3. Community Engagement
4. Art and Culture
5. Safety and Environmental Sustainability.

Many challenges and hard work lie ahead to successfully achieve the goals associated with our strategic pillars. Nevertheless, I believe they are attainable given that the dedication, tenacity and willingness of our members have allowed us to stage many wonderful events and valuable projects in the past. These have defined 'who we are' and 'why we get involved'.

City South Association is excited about the year ahead and believes that we have a significant role to play in helping the City of Adelaide create a vibrant world-class city.

Acting President – Briony Hunt

## OUR FUNDAMENTALS

### *What are we?*

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

### *Who are we?*

Passionate and engaged residents, business proprietors 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 on our 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
- Do such other things as may be conducive to fulfilling CSA's objects and purposes.

## OUR CONTINUED MISSION

### **'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.

## **City South Association's (CSA's) STRATEGIC PILLARS**

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

#### **GOALS**

- 1.0 Recognise the Mainstreets and Business Clusters within our Precinct, with a view to increasing patronage and turnover.
- 1.1 To increase business membership and participation with CSA across all business categories.
- 1.2 Focus community activities towards Mainstreets and Business Clusters where possible.

#### **STRATEGIES**

- 1.3 Produce and promote an Annual Zig-Zag Live Music Event as part of the Umbrella Winter Music Festival. Engage hospitality venues in the area to participate and promote nearby restaurants and cafes via the Event Map and website.
- 1.4 Organise a Gift Voucher programs in Autumn 2022 involving multiple venues and vouchers being distributed to Members as well as Newsletter recipients via Mailchimp. This program will engage and support local businesses and offer a tangible benefit to our Members.
- 1.5 Pursue increased Business Membership by forwarding invoices to current Members to make it easier to renew. Visit Non-Member Businesses personally to spruik Membership.
- 1.6 Engage businesses in Mainstreets, Business Zones and across the precinct through email, physical mail and face-to-face conversations with proprietors.
- 1.7 Monitor Business Zones to recognise trends and identify opportunities to focus our activities to best provide support.
- 1.8 Maintain the Directory page on CSA's website with priority listings for Business Members and less prominent non-member listings.
- 1.9 Continue to promote member businesses via profiles in CSA's monthly newsletter and CSA's social media platforms.

**RELEVANCE TO COA STRATEGIC PLAN** – Smart, Liveable and Creative Objectives.

### **2. MARKETING & COMMUNICATION**

#### **GOALS**

- 2.1 Increase awareness of City South Businesses within the wider Community
- 2.2 Raise City South's profile to give it brand recognition in the same way as East End and West End.
- 2.3 Raise the Association's profile within the Precinct to achieve greater membership and engagement.

#### **STRATEGIES**

- 2.4 Zig Zag City South events – aim to increase awareness of City South businesses to the wider community as well as raising the profile of the Precinct.
- 2.5 Actively promote participating venues in Festival events such as Fringe, Umbrella, History Month, SALA and Tasting Australia.
- 2.6 Physical and online brochure distribution in late Winter to promote the Association, and the Annual General Meeting.
- 2.7 Distribute 'City South & Proud' logo and stickers to Business and Resident Members to display and strengthen the City South brand.
- 2.8 Maintain website to highlight the Associations projects and the direction of City South's activities.
- 2.9 Monthly newsletter plus regular website and social media posts – highlighting events, news and developments in our precinct, as well as showcasing member businesses.

**RELEVANCE TO CITY OF ADELAIDE STRATEGIC PLAN** – Creative and Liveable Objectives.

### 3. COMMUNITY ENGAGEMENT

#### GOALS

- 3.1 Keep residents, workers, property owners and businesses informed of developments and issues relating to the Precinct.
- 3.2 To engage the Community to increase CSA's profile and expand its membership.

#### STRATEGIES:

- 3.3 City South Patch Catch Up Meetings – a casual format to allow greater networking with attendees. Book local community leaders and relevant guest speakers to discuss subjects of importance to the City South Precinct to ensure good attendances.
- 3.4 Zig Zag City South, Whitmore Square Lights, Christmas Live Music gig & other projects: use these to increase engagement with the local and wider community.
- 3.5 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.
- 3.6 Continue to promote activities of South West Community Centre (SWCC), South West City Community Association (SWCCA) and other local community organisations.
- 3.7 Network and support where possible local community organisations
- 3.8 Physical and online brochure distribution in Winter each year to promote CSA, the AGM and our current events.

**RELEVANCE TO CITY OF ADELAIDE STRATEGIC PLAN** – Liveable and Creative Objectives.

### 4. ART AND CULTURE

#### GOALS

- 4.1 Support arts projects and events within the precinct that visually engage persons living and working in the local community.
- 4.2 Promote new and existing street artworks within the precinct to the wider community.
- 4.3 Promote venues within the precinct that hold art and culture events and participate in events such as SALA, Umbrella and History Festival.
- 4.4 Advocate for the precinct's history and heritage.

#### STRATEGIES

- 4.5 Yarn Bomb Xmas Trees at the South West Community Centre & Minor Works Building.
- 4.6 CSA History Exhibition to be run within the 2022 History Festival.
- 4.7 Maintain Street Art Catalogue on CSA website's Gallery Page.
- 4.8 Look into the possibility of organising a Walking Tour of historical sites in the Precinct in partnership with SWCCA.
- 4.9 Look into a possible NAIDOC week event with local elder conducting a walking tour of Precinct's important sites to indigenous locals.

**RELEVANCE TO CITY OF ADELAIDE STRATEGIC PLAN** – Creative and Liveable Objectives.

### 5. SAFETY AND ENVIRONMENTAL SUSTAINABILITY

#### GOALS

- 5.1 Work towards a safe and practical precinct, by identifying hazards & developmental issues.
- 5.2 Help create a more visually appealing and cooler climate within the Precinct

#### STRATEGIES

- 5.3 Report identified hazards that may impact on safety to the City Of Adelaide.
- 5.4 Updates via our communication channels to show what developments and issues we have identified and pursuing.
- 5.5 Identify locations throughout the precinct where greenery can be increased.

**RELEVANCE TO CITY OF ADELAIDE STRATEGIC PLAN** – Green and Liveable Objectives.

## **APPENDIX 1–CITY SOUTH MAINSTREETS AND CLUSTERS**

### **MAINSTREETS**

City South Association has identified two Mainstreets in our precinct. The elements that define each as Mainstreet are outlined below:

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

- A number of community facilities are based on Sturt Street. These include South West Community Centres (now based in the Minor Works Building), the Sturt Street Community School and the Sturt Street Christian Centre.
- Sturt Street has a unique mix of businesses including a number of cafes/hospitality venues (Troppo, Erb’n’Flo, Kings Head Hotel), eateries (Vietnamese Laundry, Nishiki, Mimi, Donburi House) and Indigenous Art Galleries (Kintolai Gallery and Indigenu Gallery).
- Sturt Street is a wide boulevard and is a main feeder in and out of the city for public (bus) and private transport. The popular newly renovated City South tram stop is at the intersection of Sturt and King William Streets.
- Whitmore Square has long been a focus for CSA and community activities (such as the Festive Lights, Arts Fair and Westcare Carols). The Square intersects Sturt Street in the middle and is an important focal point for City South Precinct. Whitmore Square is the only Square within the CBD that is not dissected by a roadway.

#### **KING WILLIAM STREET**

- One of the city’s most prominent boulevards.
- Home to three hotels within the precinct – Crown and Sceptre, Kings Head and Brecknock Hotels.
- Residential apartment developments (Vue) and high-rise accommodation (Quest Apartments).
- High rise office buildings (Optus, Credit Union SA).
- Significant shop vacancies, particularly between Carrington Street and Halifax Street.
- It has a well utilised and recently upgraded tram stop (City South Tram Stop).
- Law Courts at the Northern end.

### **BUSINESS CLUSTERS**

#### **Introduction**

- Defined as groupings of hospitality businesses within the City South Precinct. They are our ‘precincts within the precinct’.
- The aim of this identification process is to divide CSA’s hospitality businesses into a number of manageable mini-precincts and tailor support and projects to these clusters.
- By identifying where these clusters are, what types of businesses make up each cluster and what makes each location unique, we can then formulate strategies to help support these businesses, increase patronage and reduce vacancies.
- We will also identify future cluster locations based on new projects being completed.
- Each cluster will be monitored quarterly for changes in tenancy mix and rental vacancies and trends reported at the Lord Mayor’s Precinct Forums.

## MAINSTREET& BUSINESS ZONE ANALYSIS (JULY 2021)

### KING WILLIAM STREET MAINSTREET

#### Businesses

- Funk Coffee & Food
- Trims
- Mugen House
- Brecknock Hotel / Citi Zen Restaurant
- Urban BBQ
- Astonish Asian Café
- How Sweet It Is
- Stax Café
- Quest Apartments & Café Society
- Kings Head Hotel (currently closed)
- No 12 Café (Halifax St)
- La Trattoria Restaurant
- Miss Malay
- Pure Earth Café
- Crown & Sceptre Hotel
- King Pawn
- Borsch Cafe

#### Characteristics

- Main Boulevard through City
- City South Tram Stop
- Accommodation, apartments, high rise offices
- Muirden College
- Echelon Apartments (on former Trims site – still not started)
- Law Courts

### STURT STREET MAINSTREET (EAST)

#### Businesses

- Kings Head Hotel
- RnR Serviced Apartments
- Nishiki Bar
- Mimi
- Donburi House
- District Barber
- Café Troppo
- Indigenu Gallery
- Café Outside the Square (Whitmore Square)

### Characteristics

- High number of surrounding apartments
- South West Community Centre in Minor Works Building
- Adelaide Christian Centre
- Mayfield construction site

## STURT STREET MAINSTREET (WEST)

### Businesses

- Erb'n'Flo Coffee Bar
- Vietnamese Laundry
- James Music
- Aztronics
- Bento Queen
- Sahara Moroccan Casbah
- Jane Edgerton Trading
- Rexel
- Chronicles of Hair
- City Trophies
- Ladle of Love
- Sturt Street Snack Bar
- CMI Toyota

### Characteristics

- Whitmore Square
- Sturt Street Community School
- South West Gallery
- Windmill Theatre

## PULTENEY PATCH

### Businesses

- Chifley Motel & Restaurant (South Tce)
- Adelaide Pulteney Motel
- Fasta Pasta
- Pokies on Pulteney
- Veggo Sizzle (moved from King William St)
- Mache Co-Working Space
- Luna Café/Wine Bar
- Koyeosa Korean BBQ
- Bar Periphiral
- Indian Delights
- Lira Pizza & Kebab

- Scootz Café
- Astor Hotel
- Etica Pizza / Allegra Dining Room (Gilles St)

#### Characteristics

- High profile entrance into the city via Glen Osmond and Unley Roads
- Majority are hospitality businesses
- Wide variety of international cuisine Italian, Indian, Asian, Australian
- Beaurepairs site being redeveloped.

### HALIFAX ZONE

#### Businesses

- Greek on Halifax
- Herringbone Restaurant
- Rob Roy Hotel
- East End Flower Market & Café
- Seoul Sisters

#### Characteristics

- A cluster of cool eateries and a Hotel on this lovely Street
- Many nearby apartments/units
- Surrounded by quality offices, design firms

### CARRINGTON ZONE

#### Businesses

- Irish Club
- Police Club & Precinct Café
- Archie & Co Café / Hair
- Ink Brothers Hair
- Saracens Head Hotel
- Spoon & Spice Restaurant
- Backpackers Inn
- Adelaide City Apartment accommodation

#### Characteristics

- Numerous empty shop and office spaces.

### WHITMORE SQUARE

#### Businesses

- Sparkke at the Whitmore Hotel
- My Kingdom for a Horse (Wright Street)
- Salvos Store
- Café Troppo
- Café Outside the Square

### Characteristics

- St Lukes Church
- St Vincent De Paul
- Occasional events on the Square
- Well used facilities on the Square

### WRIGHT STREET EAST

- Now becoming dominated by Asian eateries and businesses, closely linked to Gouger Street
- Is basically part of the Market District, and not an area CSA concentrates on.

### GILBERT STREET (EAST)

#### Businesses

- Brecknock Hotel / Citi Zen Restaurant
- Market Shed on Holland/ IGA Supermarket / L.Law Cafe
- Prohibition Liquor Co
- BWS
- Madre Pizza
- Gilbert Street Hotel
- 5 O'clock Somewhere
- Little Black Bike

#### Characteristics

- Hub around Supermarket
- Market Shed on Holland not used much these days.
- Becoming a gourmet food and hospitality hotspot.

### GILBERT STREET (WEST)

#### Businesses

- John Doe's Local Bar
- Duke of Brunswick Hotel
- Leisurely Coffee
- Studio Botanic (Florist)
- Accountant, Architect, Creatives
- TwangCentral Guitars

#### Characteristics

- Quiet part of City South Precinct
- Surrounded by houses and some businesses

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

### **City South Association**

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

### **City of Adelaide**

- Lord Mayor
- Deputy Lord Mayor
- Councillors – South Ward, Central Ward and Area Ward
- Administration (in particular the Place and Districts Consultant)
- 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**

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

### **Schools (alphabetical order)**

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

### **Care Agencies (alphabetical order)**

- Anglicare SA – The Magdalene Centre
- The 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 District Policing Team

#### Hotels (alphabetical order)

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

#### Businesses in the Area

- Accommodation
- Arts
- Automotive
- Cafes & Restaurants
- Child Care
- Design & Print
- Education
- Hairdressing
- Health & Fitness
- Medical
- Real Estate
- Retail

For a comprehensive list of Business in our Precinct, visit [www.citysouth.org.au/directory](http://www.citysouth.org.au/directory)

## Document Control Page

Document Title
City South Association Strategic Plan 2020 - 2021

Version	Version Date	Source	Reason(s) for Change
1.0 (initial draft)	May 2020	CSA Coordinator – Andrew Peters	<ul style="list-style-type: none"> <li>First initial draft – City South Association’s Strategic Plan 2020 - 2021</li> </ul>
1.1	July 2020	CSA Coordinator – Andrew Peters and CSA President – David Bolton	<ul style="list-style-type: none"> <li>Review / update strategic pillars</li> <li>Update businesses clusters</li> </ul>
1.2	August 2020	CSA Committee	<ul style="list-style-type: none"> <li>Update strategic pillars</li> </ul>
1.3	September 2020	CSA Committee – Andrew Peters	<ul style="list-style-type: none"> <li>Update Gift Voucher Strategy</li> </ul>
1.4	August 2021	CSA Committee – Andrew Peters	<ul style="list-style-type: none"> <li>Review / update strategic pillars</li> <li>Update businesses zones</li> </ul>

Proposed Review Date
<ul style="list-style-type: none"> <li>Strategic Plan – May 2022 / as required</li> <li>City South Precinct Business Clusters –quarterly (updates reported at Lord Mayor’s Precinct Forums)</li> <li>Strategic Pillars – at CSA Closed Committee Meetings</li> </ul>

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