



City South Association Inc

Strategic Plan 2023-2024

August 2023

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 2023 – 2024. The past year saw the Association take great strides in achieving many of the intended actions and we are all excited to ensure the next year will be even more successful.

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 Main Streets 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 the dedication, tenacity and willingness of our members, which has 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 looking forward to 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. Thank you to all members and CSA colleagues for continually bringing this wonderful area to the forefront of residents and visitors minds when they think of Adelaide.

Acting President – David Bolton.

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 purpose.

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

- 1.1 Increase patronage and turnover of local businesses, as well as overall visitation to the Precinct.
- 1.2 Increase business membership and participation with CSA across all business categories.
- 1.3 Focus our events and activities towards our Mainstreets and Business Zones where possible,

STRATEGIES

- 1.4 Produce and promote an Annual Live Music/Cellar Door Event. Engage hospitality venues in the area to participate and promote those venues as part of the Event.
- 1.5 Produce a series of City South & Proud videos showcasing the local businesses, sites of interest and resident stories for use on social media and website.
- 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 Provide benefit to Business Members and increase social media engagement through a Gift Voucher Giveaway promotion via our Facebook Group.
- 1.8 Organise an Annual Business Networking event with quality guest speaker to attract attendees.
- 1.9 Monitor Business Zones to recognise trends and identify opportunities to focus our activities to best provide support.
- 1.10 Regularly update local Business mailing lists to ensure new arrivals are kept informed and out-of-date addresses are removed. Review this at every Committee meeting.
- 1.11 Maintain the Directory page on CSA's website with priority listings for Business Members and general listings for Non-Members
- 1.12 Continue to promote Member Businesses via profiles in CSA's monthly newsletter and CSA's social media platforms.

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 Increase awareness of City South businesses within the wider community and raise the profile of the Precinct through projects such as our Live Music Event, City South & Proud videos and Gift Voucher Giveaway via Facebook.
- 2.5 Actively promote participating venues in Festival events such as Fringe, Umbrella, History Month, SALA and Tasting Australia.
- 2.6 Produce City South & Proud tote bags and non-member stickers as a way of strengthening the City South Brand. Tote Bags could be sold through local traders.
- 2.7 Physical brochure distribution in July/August to promote the Association and Annual General Meeting to residents and businesses.
- 2.8 Distribute 'City South & Proud' logo and stickers to Business and Resident Members to display and strengthen the City South brand.
- 2.9 Maintain the CSA website to highlight the Associations projects and the direction of City South's activities.
- 2.10 Continue the CSA Monthly Newsletter plus regular website and social media posts – highlighting events, news and developments in our precinct, as well as showcasing member businesses.

3. COMMUNITY ENGAGEMENT

GOALS

- 3.1 Keep residents, workers, property owners and businesses informed of news, developments and issues relating to the Precinct.
- 3.2 Engage with the Community so as 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 Live Music Event, Snapshot Videos, Whitmore Square Lights & 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 Minor Works Community Centre and other local community organisations.
- 3.7 Network with and support where possible our local community organisations
- 3.8 Physical and online brochure distribution in Winter each year to promote CSA, the AGM and our current events.

4. ART AND CULTURE

GOALS

- 4.1 Support arts projects and events within the precinct that 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 The Adelaide Fringe, SALA, Wellfest, Good Music Month and History Festival.
- 4.4 Advocate for the precinct's history and heritage.

STRATEGIES

- 4.5 Maintain Street Art Catalogue on CSA website's Gallery Page.
- 4.6 Look into the feasibility of a Reconciliation week event involving a local elder conducting a walking tour of the Precinct's important sites to indigenous locals.
- 4.7 Yarnbomb Christmas Trees at the South West Community Centre in the Christmas Season.

5. SAFETY AND ENVIRONMENTAL SUSTAINABILITY

GOALS

- 5.1 Work towards a safe and practical precinct by identifying hazards and developmental issues.
- 5.2 Support projects that promote cooler climates and greater visual appeal within the Precinct.

STRATEGIES

- 5.3 Support the work of Youth Options Garden Squad in helping to beautify verges in the Precinct.
- 5.4 Identify locations throughout the precinct where greenery can be increased.
- 5.5 Report identified hazards that may impact on safety to the City of Adelaide.
- 5.6 Post updates via our communication channels to show what developments and issues we have identified and are pursuing.

APPENDIX 1—CITY SOUTH MAINSTREETS AND BUSINESS ZONES

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 the Minor Works Community Centre, 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 – temporarily closed), 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 (temporarily closed) 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 ZONES

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 zones.
- By identifying where these clusters are, what types of businesses make up each zone 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 zone locations based on new projects being completed.

MAINSTREET & BUSINESS ZONE ANALYSIS (JUNE 2022)

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
- Balance Healing Centre
- Credit Union SA
- Stax Café
- Quest Apartments & Café Society
- Muirden College
- Kings Head Hotel (temporarily closed)
- No 12 Café (Halifax St)
- La Trattoria Restaurant
- Miss Malay
- DOB on King William
- Persian Carpet Gallery
- The Innovation Factory
- Tom's Court Motel
- Crown & Sceptre Hotel
- King Pawn

Characteristics

- Main Boulevard through City
- City South Tram Stop
- Accommodation, apartments, high rise offices
- Former Trims site now getting tenants back into building.
- Law Courts

STURT STREET MAINSTREET (EAST)

Businesses

- Kings Head Hotel (temporarily closed)
- RnR Serviced Apartments
- Nishiki Bar
- Mimi
- Donburi House
- District Barber
- Café Troppo
- Indigenu Gallery

Characteristics

- High number of surrounding apartments
- Minor Works Community Centre
- 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
- Happy Snack Bar
- CMI Toyota

Characteristics

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

HALIFAX ZONE

Businesses

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

Characteristics

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

PULTENEY PATCH

Businesses

- Hotel Alba (South Tce)
- Adelaide Pulteney Motel
- Fasta Pasta
- Pokies on Pulteney
- Veggo Sizzle (moved from King William St)
- Mache Co-Working Space / EcoCaddy
- The Butterfly Table
- 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
- Former Beaurepairs site now redeveloped as apartments.

CARRINGTON ZONE

Businesses

- Irish Club
- Police Club & Precinct Café
- Archie & Co Café / Hair
- Unisex Barbers
- Mikeneko Pet
- Saracens Head Hotel
- Spoon & Spice Restaurant
- Backpackers Inn
- Adelaide City Apartment accommodation

Characteristics

- Numerous empty shop and office spaces.

WHITMORE SQUARE

Businesses

- Mismatch Brewing
- My Kingdom for a Horse (Wright Street)
- Salvos Store
- Café Troppo

Characteristics

- St Luke's 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 / Hello Stranger
- Prohibition Liquor Co
- Next Door 24 Bar
- BWS
- Bar Riot
- Gilbert Street Hotel
- Etcher Salon
- Fallen Muse
- Movement Halo

Characteristics

- Hub around Supermarket
- Market Shed on Holland used infrequently these days.
- Becoming a gourmet food and hospitality hotspot.

GILBERT STREET (WEST)

Businesses

- John Doe's Local Bar
- Silvers Auto
- Duke of Brunswick Hotel
- Leisurely Coffee
- Studio Botanic (Florist)
- Bloom Bar
- 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
- 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
- West Care 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

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"> First initial draft – City South Association’s Strategic Plan 2020 - 2021
1.1	July 2020	CSA Coordinator – Andrew Peters and CSA President – David Bolton	<ul style="list-style-type: none"> Review / update strategic pillars Update businesses clusters
1.2	August 2020	CSA Committee	<ul style="list-style-type: none"> Update strategic pillars
1.3	September 2020	CSA Committee – Andrew Peters	<ul style="list-style-type: none"> Update Gift Voucher Strategy
1.4	August 2021	CSA Committee – Andrew Peters	<ul style="list-style-type: none"> Review / update strategic pillars Update businesses zones
1.5	August 2022	CSA Committee – Andrew Peters	<ul style="list-style-type: none"> Review / update Pillars, Business Zones, Presidents Message
1.6	August 2023	CSA Committee – Andrew Peters	

Proposed Review Date
<ul style="list-style-type: none"> Strategic Plan – May 2024 / as required City South Precinct Business Clusters –quarterly Strategic Pillars – at CSA Closed Committee Meetings

© City South Association Inc.: This document is the property of City South Association Inc. It may not be copied, distributed or recorded on any electronic medium without the permission of City South Association Inc.