



# City South Association Inc

## Strategic Plan 2024-2025

June 2024

## ACKNOWLEDGEMENT OF 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, 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.

City South Association Inc. also extends that respect to visitors of other Aboriginal Language Groups, and other First Nations.

## MESSAGE FROM THE PRESIDENT

I am privileged and delighted to present City South Association's Strategic Plan that will guide our overall undertakings for 2024 – 2025. The past year saw City South take significant strides in achieving its intended actions and we are all excited to ensure the next year will be an even greater success.

For the next year, this plan will lay the foundation for City South to work towards defined activities and projects. It will guide us to achieve our objectives and purposes as stated in our constitution.

City South strives to be a 'destination precinct that is open to all' and aims to increase visitation to our precinct within the City of Adelaide. Furthermore, we 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'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 is looking forward to the year ahead and believes that we have an important role to play in helping the City of Adelaide create a vibrant world-class city. Thank you to all members and City South colleagues for continually bringing this wonderful area to the forefront of residents and visitors minds when they think of Adelaide.

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 Adelaide Economic Development Agency (AEDA), 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 businesses, residents & 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 a number of hospitality venues in the Precinct 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 Provide benefit to local Businesses and increase social media engagement through a regular Gift Voucher Giveaway promotion via our Facebook Page.
- 1.7 Organise an online Business Networking event to connect with local business owners.
- 1.8 Engage businesses in Mainstreets, Business Zones and across the precinct through email, physical mail and face-to-face conversations with proprietors.
- 1.09 Rework the Directory page on CSA's website with equal representation for all Precinct businesses.
- 1.10 Promote CSA's new Membership structure with equal cost for all resident and business members.
- 1.11 Promote new and established Precinct Businesses via regular profiles in CSA's monthly newsletter.
- 1.12 Regularly update local Business mailing lists to ensure new arrivals are added and closed businesses are removed. Review at every Committee meeting.
- 1.13 Monitor Business Zones to recognise trends and identify opportunities to focus our activities

### **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 equal to the East End and West End.
- 2.3 Raise the Association's profile within the Precinct to achieve greater membership and engagement.

#### **STRATEGIES**

- 2.4 Ensure projects such as the Live Music Event, City South & Proud videos and Gift Voucher Giveaways are maximising the use of City South brand to gain wider exposure in the Community.
- 2.5 Activate a City South Instagram page with images of local businesses and attractions and feature these on the Home Page of the CSA website.
- 2.6 Make further changes to the CSA website, including changing the branding to City South Adelaide.
- 2.7 Actively promote participating venues in Festival events such as Fringe, Umbrella, History Month, SALA and Tasting Australia.
- 2.8 Distribute City South & Proud tote bags and stickers as a way of strengthening the City South Brand. Tote Bags can be sold through local traders or used for fundraising activities by not-for-profits groups.
- 2.9 Physical brochure distribution in July/August to promote the Association and Annual General Meeting to residents and businesses.
- 2.10 Distribute 'City South & Proud' stickers to Business and Resident Members to help promote the brand.
- 2.11 Maintain the CSA website to highlight the Associations projects and activities.
- 2.12 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 meeting to allow attendees to network whilst also presenting updates from CSA, Council and other local organisations. Book local community leaders and relevant guest speakers to discuss subjects of importance to the City South Precinct.
- 3.4 Install the Festive Lights on Whitmore Square over the Christmas Period to create a focal point in the Square and increase safety to pedestrians at night time.
- 3.5 Use projects such as the Live Music Event, City South & Proud Videos & others to increase engagement with the local and wider community.
- 3.6 Promote a Photographic Competition to increase engagement with the local Community and traction on CSA social media channels.
- 3.7 Continue CSA's monthly newsletter to our email databases as well as regular website and social media posts to highlight events, news and developments in our Precinct.
- 3.8 Continue to promote activities of Minor Works Community Centre and other local community organisations. Continue to network and support them wherever possible.
- 3.8 Distribute a physical CSA brochure each year to promote CSA, the AGM and current events.

### **4. ART AND CULTURE**

#### **GOALS**

- 4.1 Support arts projects and events that engage persons living and working in the Precinct.
- 4.2 Promote new and existing street artworks within the precinct to the wider community
- 4.3 Advocate for the precinct's unique heritage.

#### **STRATEGIES**

- 4.4 Promote a Photographic Competition to increase engagement with the local Community and traction on CSA social media channels.
- 4.5 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.
- 4.6 Maintain the Street Art Catalogue on CSA website's Gallery Page.
- 4.7 Display CSA's Yarn Bomb Trees at the South West Community Centre during 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 (Café Troppo, Erb’n’Flo Coffee Bar, Kings Head Hotel – temporarily closed), eateries (Vietnamese Laundry, Nishiki, 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 and retail 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 2024)**

### **KING WILLIAM STREET MAINSTREET**

#### **Hospitality & Retail Businesses**

- Funk Coffee & Food
- Trims
- Mugen House
- Brecknock Hotel / Citi Zen Restaurant
- JV Garden Vietnamese
- Astonish Asian Café
- How Sweet It Is
- Stax Café
- Quest Apartments & Café Society
- Kings Head Hotel (temporarily closed)
- No 12 Café (Halifax St)
- Warung Suka
- La Trattoria Restaurant
- Persian Carpet Gallery
- Tom's Court Motel
- Crown & Sceptre Hotel
- King Pawn
- Miss Malay

#### **Other Businesses**

- Muirden College
- The Innovation Factory (Co-Working)

#### **Characteristics**

- Main Boulevard through the CBD
- City South Tram Stop
- Vue on KW Apartments building, Optus and Credit Union SA high rise offices
- Horse Mounting Yard being built at Carrington St intersection
- Many legal offices in the area due to nearby Law Courts.
- Still many empty shopfronts detracting from the amenity of the area.



## **STURT STREET MAINSTREET (EAST)**

### **Hospitality & Retail Businesses**

- Kings Head Hotel (temporarily closed)
- RnR Serviced Apartments
- Hockey World
- Nishiki Bar
- Congee Story
- Donburi House
- District Barber
- Niku House
- Café Troppo
- Indigenu Gallery

### **Characteristics**

- Minor Works Community Centre
- Adelaide Christian Centre
- Unfinished Mayfield construction site and large vacant buildings impacting area.

## **STURT STREET MAINSTREET (WEST)**

### **Hospitality & Retail Businesses**

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

### **Characteristics**

- Whitmore Square
- Sturt Street Community School
- Interesting mix of businesses and reasonable foot traffic give this zone a more vibrant feel than some other streets in Precinct.

## **HALIFAX ZONE**

### **Hospitality & Retail Businesses**

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

### **Characteristics**

- A zone of cool eateries, a good Hotel and some thriving retail on a picturesque street.
- Many nearby apartments/units
- Surrounded by quality offices and design firms
- Definitely a street with good atmosphere.

## **PULTENEY PATCH**

### **Hospitality & Retail Businesses**

- Hotel Alba (South Tce)
- Adelaide Pulteney Motel
- Fasta Pasta
- Pokies on Pulteney
- Veggo Sizzle
- Mache Co-Working Space / EcoCaddy
- Kom Coffee Roasters
- 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
- Variety of international cuisines.

## **CARRINGTON ZONE**

### **Hospitality & Retail Businesses**

- Crown & Sceptre Hotel (KW Street)
- Irish Club
- Police Club & Precinct Café
- Archie & Co Café / Hair
- Unisex Barbers
- Mikeneko Pet
- Saracens Head Hotel
- Spoon & Spice Restaurant
- Backpackers Inn
- Adelaide City South Apartments

### **Characteristics**

- Numerous empty shop-fronts and office spaces in this area.

## **WRIGHT STREET WEST**

### **Hospitality & Retail Businesses**

- Mismatch Brewing (Whitmore Square)
- My Kingdom for a Horse (Wright Street)
- Prince Albert Hotel
- Hard Day's Night
- Good Social Cafe

### **Characteristics**

- Proximity to Westcare and Whitmore Square can see issues of homelessness and bad behaviour sour the atmosphere of this area.
- Well patronised hospitality venues in a quiet part of the City.

## **WRIGHT STREET EAST**

- This area is dominated by Asian eateries and businesses that have expanded from Gouger Street
- City South shares its boundary with the Market District along this Street, and as such, it is an area CSA doesn't tend to focus its attention 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 (currently closed)
- Gilbert Street Hotel
- Gilbert Social
- Etcher Salon
- Fallen Muse Tattoo Shop
- Movement Halo Wellness

### **Characteristics**

- Thriving hub concentrated around IGA Supermarket
- Market Shed on Holland host occasional markets and events.
- Despite Bar Riot being closed, this area is still a hospitality hotspot.

## **GILBERT STREET (WEST)**

### **Businesses**

- Duke of Brunswick Hotel
- Leisurely Coffee
- Studio Botanic (Florist)
- Bloom Bar
- TwangCentral Guitars
- Fine Choice Coffee

### **Characteristics**

- A quiet but lovely spot within the City South Precinct

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

### **City South Association**

- Members & Committee Members
- Local businesses, residents and property owners
- Workers & Visitors

### **City of Adelaide**

- Lord Mayor & Deputy Lord Mayor
- Councillors – South Ward, Central Ward and Area Ward
- Administration (in particular the Place Coordinators)

### **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
- Neighbourhood Watch Groups within City of Adelaide
- The Rotary Club of Adelaide South – District 9500 South Australia
- Adelaide Park Lands Authority
- 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
- Catherine House

### **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

### **Businesses in the Area**

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

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 2024 - 2025

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>
1.5	August 2022	CSA Committee – Andrew Peters	<ul style="list-style-type: none"> <li>Review / update Pillars, Business Zones, Presidents Message</li> </ul>
1.6	August 2023	CSA Committee – Andrew Peters	<ul style="list-style-type: none"> <li>Review / update Pillars, Business Zones, Presidents Message</li> </ul>
1.7	June 2024	CSA Committee – Andrew Peters	<ul style="list-style-type: none"> <li>Review / update Pillars, Business Zones, Presidents Message</li> </ul>

Proposed Review Date
<ul style="list-style-type: none"> <li>Strategic Plan – May 2025 / as required</li> <li>City South Precinct Business Clusters – twice yearly</li> <li>Strategic Pillars – at CSA Closed Committee Meetings</li> </ul>

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