

**GOODWOOD CENTRAL TRADERS AND SERVICES
ASSOCIATION**

STRATEGIC PLAN 2011 – 2013

Prepared for the

CITY OF UNLEY

March 2011



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Principal



alive & vibrant

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Executive Summary:

About Goodwood Central Precinct:

The Goodwood village is a small community within the City of Unley. Only minutes from the City of Adelaide on the southern side of the city, Goodwood central sits within the suburbs of Goodwood, Millswood, Forestville and Wayville. The precinct begins on Goodwood Road south of Leader Street and extends to Mitchell Street (ie just before the underpass). Within Goodwood Central there are approximately 100 + specialty shops and businesses, supported by off-street parking.

The precinct is home to a variety of businesses, including:

- Antiques and collectables
- Beauticians and hairdressers
- Florists and home, garden and gifts
- Fashion and footwear
- Professional services, including banking, legal, finance, building and real estate
- Cafes, restaurants and takeaway food
- Liquor store
- Medical and allied health services

Additionally, a Foodland supermarket, fruit and vegetable shop, butcher, newsagency, post office, and chemist ensure that the precinct has much to offer.

Analysis:

There is no stated MISSION or VISION for the precinct.

Clause 3 of the Rules for the Association outlines the following OBJECTS and PURPOSES:

- 3.1 To facilitate the revitalisation of the commercial precinct and Goodwood Road (between Leader Street/Parsons Street to the north and Mitchell Street/Arundel Avenue to the south) and its near surrounds with the support and participation of the whole community.
- 3.2 To coordinate the efforts of tenants, traders and other persons who work and/or own commercial property along Goodwood Road (between Leader Street/Parsons Street to the north and Mitchell Street/Arundel Avenue to the south) for the betterment of the same.
- 3.3 To implement and maintain programs, projects and events which enhance the physical appearance, convenience, safety and appeal of Goodwood Road central commercial precinct, and to promote the services available and economic strength of the same.
- 3.4 To maintain communication with all authorities, levels of government, community groups, agencies and individuals who may have an interest in, or be able to assist the objects of the Association.

In August 2009 Jensen Planning and Design completed the Goodwood Precinct Urban Design Framework. The focus of the Framework was the shopping precinct between the tram line (north) and Clifton Street (south). There were a number of key aspects addressed by the Framework, including:

- Linking precinct goals with Council plans and objectives (page 1)

Macro Environment:

Using the PESTLE framework

- Political
- Economic
- Social/Cultural/Demographic
- Technological
- Legal
- Environmental

Environmental Factor	Comments
Political	<ul style="list-style-type: none">• Re-elected Labor Governments at both a Federal and State level – tourism continues to be a key driver of the South Australian economy• Increased focus on local community• Local Council – UBED• Trader Association Committee
Economic	<ul style="list-style-type: none">• South Australia’s Strategic Plan• The City of Unley Business & Economic Development Strategy 2010 – 13• City of Unley’s Community Plan 2015• South Australia’s 30 Year Plan for Greater Adelaide• Goodwood Precinct Urban Design Framework – Jensen Planning & Design August 2009• Potential development of Capri Cinema complex and surrounding area
Social/Cultural/Demographic	<ul style="list-style-type: none">• Anecdotal evidence that consumers may be moving away from shopping at major shopping centres to shopping along key “strips” and smaller “community” retail precincts• Changing socio-cultural population as the growth in the International Education industry provides

	<p>opportunities to offer employment, accommodation, retail and services to students</p> <ul style="list-style-type: none"> • “Time poor” society leading to an increase in convenience shopping and dining • Properties are tightly held in the surrounding suburbs, with turnover extremely low -> there is some evidence of “generational” change occurring, as younger professionals and families are moving into the area • Recent completion of medium-density development that is a mix of offices/residential near Greenhill Road • Embracing of “community” and development of activity places, street entertainment and markets for community activity
Technological	<ul style="list-style-type: none"> • Within the Unley Council area, there is generally good broadband internet access, which will assist with new forms of communication • Increasing number of home-based businesses • Increasing online retail activity • Possible development of an iPhone Applications for the City of Unley that will provide a regional focus as well as highlight each of the precincts within the region • Social Media developments, including Facebook, Twitter, You Tube
Legal	<ul style="list-style-type: none"> • Constitution drafted in 2004, no stated “Mission” or “Vision” • Association Incorporations Act
Environmental	<ul style="list-style-type: none"> • Stormwater harvesting and various water use projects in line with Council’s vision to be environmentally and economically self-sufficient by 2016 • Climate Change, seek to reduce greenhouse emissions and increase energy efficiency of buildings • Embracing of “greening” initiatives

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| | <ul style="list-style-type: none">• Waste and recycling |
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Industry/Internal:

Marketing

- Marketing Levy imposed on Commercial “Shop”, Commercial “Office” and Commercial “Other” , with focus on the promotion of Goodwood Events and the benefits to the wider community in supporting their local precinct -> 55% of the FY11 Marketing Budget allocated to Marketing projects, including the promotion of Goodwood events, maintenance of website, promotional material and advertising -> measuring the effectiveness of this spend is critical, as attracting greater “shopper loyalty” from the neighbouring suburbs will benefit all traders -> issue as to whether traffic statistics per business, turnover data, website hits are reflecting a greater profile and awareness of the precinct
- Promotional activities reflect the fact that the precinct is not seen as a “destination strip” but rather a friendly and inclusive precinct open to all within the local community
- Development and circulation of Goodwood E News and Goodwood Snippets to help facilitate information flows from the Committee to the Traders and amongst the Traders
- Website is a source of much information about both the precinct, the work of the Trader Association, and also presents an opportunity for the traders to profile their business -> the “Stay in Touch Request Form” is another positive step initiated by the Committee to ensure traders have regular contact and the opportunity to raise issues with the Committee

Stakeholder Relations

- Association offers representation to Unley Council on behalf of traders and members -> ability to lobby Council has been strengthened by the work of the Association “voice”
- Strong relationship with Economic Development arm of Unley Council through regular attendance at Committee meetings by Coordinator and trader representation on the UBED Committee
- Association actively looks to foster collaborative relations with local community groups and is open to partnering proposals with mutual benefits -> encourages the reporting of crime to ensure the precinct remains safe and welcoming to all
- Individual traders have reasonable ability to negotiate with property owners -> the “funky and eclectic” culture and character of the precinct is clearly evident and the

existence of long standing businesses within the strip provide further evidence that traders net returns haven't been too eroded by increasing rents

- Sense that there is some evidence of general apathy from some of the traders towards the activities and objectives of the Association -> has been a struggle to get trader support for some of the networking and community events, and attendance numbers at some events have been low

Committee

- Current Committee members passionate and committed, with a strong representation from traders along both sides of the Goodwood Road central strip as well -> mix of businesses represented on Committee also diverse
- Reviewing role of Coordinator and whether need to allocate greater level of resource to this function and role

Location

- Website spruces the "ease of getting to the precinct" -> short walk from tram line and supported by key bus routes
- Parking is reasonable on the eastern side of Goodwood Road, however there is a question over the adequacy of parking for businesses located on the western side of the road -> need to review parking limits on Goodwood Road, particularly between Rosa Street and Clifton Street, as this can increase safety concerns for pedestrians
- Traffic management has been identified as a major concern; improving the safety of the precinct is a major focus for all affected stakeholders -> a reduction in the speed limit for the core precinct is a priority action
- Only minutes from the Adelaide Showgrounds -> there is a mixed response from traders as to the whether there is increased patronage of the precinct or otherwise on the days when events are held at the Showgrounds
- Rents per square metre are generally considered to be more affordable for all traders
- Future redevelopment of Capri Cinema is heavily supported to ensure both its ongoing viability as well as a retention of heritage facade -> this is in keeping with the character and heritage of the precinct, and contributes significant to the "whimsical and eclectic" culture
- A Bendigo Community Bank has opened in the core precinct within the last 5 years (???) which further supports businesses located within the precinct

SWOT – Summary:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Community focus and involvement -> evidenced by Goodwood Events, Street Markets, Goodwood Trail, and relatively recent opening of a community bank • Alliances and relationships with key stakeholders • Eclectic & funky community with a strong heritage & sense of place -> a good mix of businesses that contribute to the development of a warm, inclusive community • Positive relationship with Economic and Development arm of Unley Council • Reasonable ability to negotiate favourably with property owners -> rents seen as “more attractive” vis-a-vis other major trading streets in city-fringe suburbs • Committee mix reflects a diverse group of business owners, each able to bring different perspectives to the discussions • Many businesses within precinct been long standing, reflecting recognition that must continue to offer friendly, personal service and good quality product -> this is the hallmark of successful Mainstreet precincts & their competitive edge over bigger shopping centres • Committee provides a strong representative voice for the rest of the community • Promotional activities very focussed on raising profile and awareness of precinct “within its own community” -> this reflects the strong sense of community amongst the traders and the road’s positive vibe • Core group of traders that have a primary goal of sustainable and eco-friendly products and services 	<ul style="list-style-type: none"> • Traffic management issues impact on pedestrian safety and security -> at times creates further challenges to those traders located on the western side of the road due to unwillingness of some customers to cross Goodwood Road • Precinct doesn’t have a cafe/ informal restaurant that provides a welcoming environment for friends, family and businesses to meet/relax -> busy main road split by one pedestrian crossing also contributes to this • Unlike some other Mainstreet strips, parking is not as plentiful & does cause problems for traders based on the western side • Precinct is looking tired • Generating interest in activities and objectives of Association from some of the traders has been challenging -> some are more than happy for others to do all the work & “piggy back” off this • Need to increase the support for the precinct amongst local residents & look to decrease the “leakage” to other shopping precincts

Opportunities	Threats
<ul style="list-style-type: none"> • Mixed use development • Achieve a “village green” and upgrade streetscape as precinct looks to upgrade its wider appeal • Public art • Greater traffic management will alleviate safety & security concerns and accentuate intimate Village appeal of precinct • Development of Capri Cinema complex, with associated parking and streetscape issues • To foster greater community ownership and support of precinct by offering trader discounts/rewards etc • “seniors” shopping days that caters to need to large component of demographic residing in neighbouring suburbs • Increase usage of Community centre and library -> diverse users both in terms of age and multicultural backgrounds, by further supporting and developing activities will attract more patronage to the precinct • Look to offer particular “events/functions” etc on days when traffic at the Showgrounds is higher -> look to instigate discussions with organisers of Growers Market to see if any opportunities/alliances with the Goodwood Road Central precinct • Increase imposition of Marketing Levy to businesses south of Mitchell Street to Cross Road • Review structure and model adopted by Association in terms of core purpose, outcomes and activities & whether outcomes can be achieved under a different model 	<ul style="list-style-type: none"> • Marketing and promotional activities of other Mainstreet precincts and shopping centres that can offer a wider shopping and dining experience • Development of Castle Plaza shopping complex may cause further leakage from precinct • Continued growth of Growers Market at Showgrounds • Unley Council appoints a Coordinator to work with all Trader Associations, which may have detrimental impacts on the Associations autonomy, ability to control resources and activities and the focus on the Association

Strategic Directions:

In order to achieve our primary purpose, the Association will focus on the following key strategic directions:

1. Marketing:

- 1.1. Identify and prepare campaigns and other promotional opportunities across all forms of media
- 1.2. Clear branding of the precinct
- 1.3. Technology and social media initiatives for precinct and individual traders
- 1.4. Consistency in message for all promotional material

2. Environment, Streetscape and Traffic Management:

- 2.1. Enhanced safety and shopping environment for pedestrians
- 2.2. Coordinated and clearly signed parking areas along both sides of Goodwood Road
- 2.3. "Greening" initiatives via Village Green
- 2.4. Beautification of road, including shop fronts and footpaths
- 2.5. Increased focus on Public Art
- 2.6. Ecological sustainability and management focus

3. Trader/Member Services:

- 3.1. Promotion and facilitation of networking
- 3.2. Communication to traders/members
- 3.3. Collective voice for traders/members
- 3.4. Promotion of precinct-subsidised advertising and promotional opportunities for individual traders
- 3.5. Loyalty offers, precinct rewards and customer service recognition awards
- 3.6. Coordination and promotion of various "Goodwood Events"

4. Stakeholder Relations:

4.1. Continue to work with key property owners/developers to create “shared vision”

4.2. Advocacy for precinct and lobbying to key Council, State and Federal agencies and representatives

4.3. Facilitation of partnerships with community groups

4.4. Identification of key partners (ie Growers Market coordinators, hospitality, tourism, heritage etc)

5. Operational/Administrative:

5.1. Strive for best practice financial management, reporting, transparency and accountability

5.2. Adoption of corporate governance and risk management principles

5.3. Continued succession planning for Committee

5.4. Financial stability

5.5. Ongoing review of Strategic Plan and actions identified

Actions to achieve Strategic Directions:

Marketing Levy:

Period: 1st July 2011 – 30th June 2012

Goodwood Central Traders and Services Association

2011/12 Grant \$46,500

Funding via Marketing Levy to Commercial businesses

Strategic Directive 1: Marketing:

Action Item	Details and Due Date	Responsible Agency	Resources Required
1.1 Identify and prepare campaigns and other promotional opportunities across all forms of media			
1.2 Clear branding of the precinct			
1.3 Technology and social media initiatives for precinct and individual traders			
1.4 Consistency in message for all promotional material			

Strategic Directive 2: Environment, Streetscape and Traffic Management:

Action Item	Details and Due Date	Responsible Agency	Resources Required
2.1 Enhanced safety and shopping environment for pedestrians			
2.2 Coordinated and clearly signed parking areas along both sides of Goodwood Road			
2.3 “Greening” initiatives via Village Green			
2.4 Beautification of road, including shop fronts and footpaths			
2.5 Increased focus on Public Art			
2.6 Ecological sustainability and management focus			

Strategic Directive 3: Trader/Member Services:

Action Item	Details and Due Date	Responsible Agency	Resources Required
3.1 Promotion and facilitation of networking			
3.2 Communication to traders/members			
3.3 Collective voice for traders/members			
3.4 Promotion of precinct-subsidised advertising and promotional opportunities for traders	Refer 1.1 above with respect to ½ page feature in December Adelaide Matters	FRSTA, Traders	NIL
3.5 Loyalty offers, precinct rewards and customer service recognition awards			
3.6 Coordination and promotion of various “Goodwood Events”			

Strategic Directive 4: Stakeholder Relations:

Action Item	Details and Due Date	Responsible Agency	Resources Required
4.1 Continue to work with key property owners/developers to create a “shared vision”			
4.2 Advocacy for precinct and lobbying to key Council, State and Federal agencies and representatives			
4.3 Facilitation of partnerships with community groups			
4.4 Identification of key partners (ie Growers Market coordinators, hospitality, tourism, heritage etc)			

Strategic Directive 5: Operational/Administrative:

Action Item	Details and Due Date	Responsible Agency	Resources Required
5.1 Strive for best practice financial management, reporting, transparency and accountability			
5.2 Adoption of corporate governance and risk management principles			
5.3 Continued Succession Planning for Committee			
5.4 Financial Stability			
5.5 Ongoing review of Strategic Plan and actions identified			

Infrastructure Projects: