

Business & Economic Development Advisory Committee Minutes

18 August 2026

Our Vision

*A City which values its heritage, cultural diversity,
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable
and socially cohesive, with a strong community spirit.*

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City of
Norwood
Payneham
& St Peters

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The Presiding Member declared the meeting open at 6.30pm.

PRESENT

Committee Members	Mayor Robert Bria (Presiding Member) Cr Grant Piggott Cr Hugh Holfeld Cr Garry Knoblauch Amanda Grocock (Committee Member) Amanda Pepe (Committee Member) Matt Grant (Committee Member)
Staff	Mario Barone (Chief Executive Officer) Claire Betchley (Manager, Marketing & Place Activation) Eve Green (Co-Ordinator, Place Activation & Economy) Selma Barlow (Principal Economic Development Advisor) Olivia Moore (Business Liaison Co-ordinator)
APOLOGIES	Joshua Baldwin (Committee Member)

1 CONFIRMATION OF MINUTES OF THE BUSINESS & ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING HELD ON 16 JUNE 2026

Cr Knoblauch moved:

That the Minutes of the Business & Economic Development Advisory Committee Meeting held on 16 June 2026 be taken as read and confirmed.

Seconded by Amanda Grocock and carried unanimously.

2 PRESIDING MEMBER'S COMMUNICATION

Nil

3 COMMITTEE MEMBER DECLARATION OF INTEREST

Nil

4 PRESENTATIONS

The Principal Economic Development Advisor provided a presentation to the Committee on the Economic Prosperity Plan.

5 MATTERS FOR DECISION

5.1 SHOP TO WIN - ANNUAL PARADE PRECINCT COMPETITION

REPORT AUTHOR: Manager, Marketing & Place Activation
APPROVED BY: Chief Executive Officer
ATTACHMENTS: Nil

PURPOSE OF THE REPORT

The purpose of this report is to advise the Business and Economic Development Advisory Committee, of the results of the 2026 *Shop-to-Win* competition for The Parade, Norwood and to present options for the 2027 Parade Precinct annual competition.

BACKGROUND

Each financial year, a shopping competition is conducted within The Parade Precinct to encourage greater visitation and expenditure within the Precinct. An attractive prize is often successful at achieving an increase in visitation and expenditure and is generally the reason why main streets around Australia run an annual shopping competition. A Shopping Competition has been conducted since 2019.

STRATEGIC DIRECTIONS

CityPlan 2030 Alignment

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services.

Objective 3.2: Cosmopolitan business precincts contributing to the prosperity of the City.

Strategy 3.2.3: Promote the City as a visitor and shopping destination.

2025-2026 Parade Precinct Annual Business Plan

Strategy 3.4 – Competitions: *Develop and deliver competitions for The Parade that engage businesses and encourage additional expenditure within the Parade Precinct.*

FINANCIAL AND BUDGET IMPLICATIONS

As previously endorsed, all costs associated with the competition, as well as all of the associated marketing and promotion, is funded through the *2026–2027 Parade Precinct Annual Business Plan and Budget*.

A total of \$50,000 was allocated towards the Competition prizes with an additional \$15,000 allocated to promote the competition.

RISK MANAGEMENT

As this report provides information on the outcome of the competition, there are no associated risk management issues.

CONSULTATION

Elected Members

Not Applicable.

Community

Not Applicable.

Staff

Nil

Other Agencies

Nil

DISCUSSION

This competition is designed to attract visitation and additional expenditure to The Parade during the winter months. To enter the competition, a minimum of \$25 is required to be spent at any business located within the Parade Precinct and an online entry is required to be submitted, including a valid image of the purchase receipt.

Since its inception, The Parade Precinct shopping competition prizes have included the following:

TABLE 1: COMPETITION COMPARISONS

Year	Competition	Direct Expenditure	Total Norwood Expenditure (during same time period)
2026	Shop-to-Win: Car + SA Holiday + e-bike	\$906,803.00	\$125.074m
2025	Shop-to-Win: Car + Country Holiday	\$629,847.74	\$66.58m
2024	Shop-to-Win: Car + Hotel stay in Adelaide	\$562,996.80	\$63.22m
2023	Shop The Parade & Cruise Europe	\$482,327.73	\$57.17m
2022	Win a FIAT 500	\$514,039.53	\$52.46m
2020	Win \$15,000 of Parade Prizes	\$271,283.55	\$28.23m
2019	Summer in Sorrento	\$502,844.33	No data

* There is a larger than expected variance between the 2025 and 2026 data. While some of the difference is due to inflation and the competition running for an additional two weeks, Spendmapp is investigating the remaining discrepancy and will provide an update to Council staff soon.

In 2026, the competition commenced on Monday 20 April and concluded on Sunday 14 June (8 weeks) with a direct expenditure of \$906,803.00, recorded at 230 businesses located within The Parade Precinct. This is an increase from 2025, which recorded a direct expenditure of \$629,847.74 at 220 businesses located within The Parade Precinct, noting that this year's competition was run for an additional two weeks than in 2025.

Prizes

The prizes sourced for the 2026 Competition are listed below with a total spend of \$49,038.21 from the \$50,000 budget:

- 1st Prize: Subaru Crosstrek Hybrid from local City of Norwood Payneham & St Peters business, Jarvis Subaru;
- 2nd Prize: Holiday package for two (2) South Australian Experience up to \$10,000 from Phil Hoffman Travel;
- 3rd Prize: Trek Allant+ E bike valued up to \$5,000 from Bicycle Express Norwood.
 - Weekly Prizes: 2 winners x \$100 Parade Gift Cards per week for the duration of the competition.

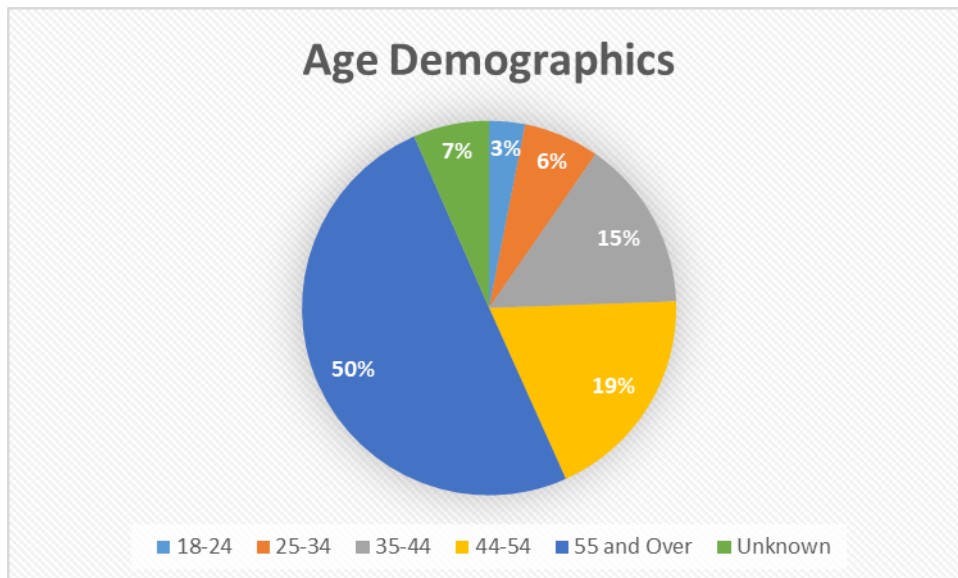
TABLE 2: VOTING PATTERNS FOR 2026

Week	Number of votes
1*	641
2	1,824
3	2,558
4	3,638
5	4,547
6	5,442
7	6,598
8	7,877

* note: after day 1 there were 60 votes.

The Parade Precinct has hosted a range of competitions over the past nine (9) years and in organising the competitions, several factors have been considered, including but not limited to, the prize, the time of year and the duration of the competition.

FIGURE 1: AGE DEMOGRAPHICS



Marketing

Given the value of the prizes on offer, this year's competition was widely marketed and promoted, including:

- radio (Southern Cross Austereo and ListenR app);
- solstice Media (InDaily and CityMag);
- Council eNewsletters;
- Council website;
- The Parade website;
- various social media platforms;
- Jarvis and Helloworld instore signage;
- banners on the exterior of Parade Central;
- street litter bin wraps;
- bollard wraps;
- on-street posters; and
- tear away pads which were positioned at every business.

TABLE 3: DIGITAL ENGAGEMENT RESULTS

Facebook	Instagram	Parade Website	QR code scan
751 reach	3,394 reach +14,192 paid reach	8.9K	4,231 scans (peak time through May)

Sentiment Feedback from Applicants

As part of the data that staff seek to obtain from participants, as a part of the competition, participants were also asked the following question: What do you love about The Parade” and listed below are some of the responses that have been received:

- *What I love most about The Parade is the atmosphere. A vibrant, welcoming, and full of little moments that make Adelaide feel special.*
- *I love how The Parade blends city energy with local charm. Morning coffees, shopping, and long walks that somehow always turn into memories.*
- *I enjoy the lively vibe and people watching.*
- *A fabulous shopping and eating strip.*
- *A mix of modern shops and historic buildings gives the street a nice blend of old and new, which makes the street feel really inviting.*
- *Accessibility and variety of shops.*
- *All my favourite shops in one street (with great coffee and food options nearby).*
- *Choice, vibrancy, community and convenience.*
- *Easy parking and quality outlets. Good eating places too.*

Competition Model-Options

- Major Prize with Second and Third Prizes

When a visitor to The Parade Precinct spends \$25 or more at any Parade Precinct business, they can enter online for a chance to win one (1) of three (3) competition prizes. The first prize and major prize is the prize with the highest value, with the subsequent prizes declining in value. Logistically, this competition model would not be too difficult to create and implement. The main challenge with this model would be ensuring that all prize providers are happy to share the marketing and promotional opportunities. Depending on the prizes that are selected, it may be that the major prize provider is given greater marketing promotional advantages as a Tier 1 sponsor. This will need to be determined once a decision is made regarding the prize.

- Single Major Prize

This option reflects the format followed with the previous competitions, when a visitor to The Parade Precinct spends \$25 or more at any Parade Precinct business, they can enter online for a chance to win the major competition prize. Logistically, this competition model is the most efficient to create and run. It is easier to liaise with a single prize provider and they can be offered sole marketing and promotional opportunities instead of potentially having to share this with other businesses, meaning they are more likely to offer a substantial prize. However, the challenge with this model, is that there can only be one (1) competition winner which may mean there is less incentive to enter.

Competition Timing

The Shop-to-Win campaign continues to be a valuable economic development initiative that supports the objective of increasing visitation and expenditure within The Parade Precinct.

Conducting shopping competitions, remain a widely used marketing tool among main streets and business districts across Australia, with the offer of attractive prizes proven to incentivise consumer spending, encourage repeat visitation and generate awareness and marketing of local businesses.

While the 2026 campaign achieved its primary objective of driving consumer activity within the Precinct, it presents an opportunity to consider whether the current timing of the competition is optimising its impact.

The competition has traditionally been conducted during the autumn and early winter period. While this timing provides a valuable boost during a quieter trading season, research and industry trends suggest that shopping competitions often achieve the strongest expenditure outcomes when aligned with key retail spending periods, major events, school holidays or seasonal trading peaks. These periods can leverage existing consumer intent to spend while providing an additional incentive to choose a particular destination.

For The Parade specifically, consideration could be given to aligning future campaigns with periods that offer the greatest opportunity to influence consumer behaviour and attract new visitors to the Precinct. Factors that may warrant further investigation include:

- seasonal trading patterns across retail, hospitality and service businesses;
- school holiday periods and family visitation trends
- competition with other retail centres and shopping campaigns; and
- opportunities to support traditionally quieter trading periods without competing against significant retail spending periods such as Christmas.

A review of expenditure data assists in identifying the most effective timing of the competition to maximise the return on investment and provide greater economic impact for participating businesses.

As shown below, in 2025, there were three months that do show a lower spend, namely, January, February and June. This pattern is consistent in 2023 and 2024. Consumer expenditure during January, February and June, is often impacted by seasonal spending patterns. Following the significant expenditure associated with the Christmas period and summer holidays, many households reduce discretionary spending in January and February, while June, can experience lower visitation and spending due to winter trading conditions and increasing household costs.

These periods are therefore commonly targeted for retail activation campaigns aimed at encouraging visitation and supporting local businesses.

TABLE 4: SPENDMAPP INFORMATION FOR 2025

Month	Spend
January 2025	\$64,085,732
February 2025	\$61,367,652
March 2025	\$67,006,459
April 2025	\$66,555,568
May 2025	\$70,874,115
June 2025	\$65,490,886
July 2025	\$69,363,071
August 2025	\$70,136,847
September 2025	\$69,137,699
October 2025	\$72,141,788
November 2025	\$73,124,350
December 2025	\$83,821,550

Given the significant investment associated with the Shop-to-Win campaign and to ensure that the initiative is still meeting its objectives, it is timely for the Committee to consider whether an alternative delivery period could further enhance visitation, increase expenditure and strengthen The Parade's position as South Australia's premier shopping and dining destination.

While retail spending can traditionally soften during the winter months, particularly in June, data obtained for the 2026 Shop-to-Win competition, indicates that consumer engagement remained strong throughout the campaign period. Analysis of weekly expenditure and entry data did not demonstrate a significant decline in participation or spending as the campaign progressed, suggesting the promotion successfully maintained momentum across the eight-week period.

This outcome supports the view that a May–June campaign is well positioned to achieve the primary objective of encouraging visitation and expenditure during a period that would otherwise be considered a quieter trading season.

Rather than competing with naturally high-spending periods such as Christmas, Easter or major retail sale events or other events, the campaign provides an incentive for consumers to visit The Parade and support local businesses during a time when additional economic stimulus can deliver the greatest benefit to the individual traders / businesses and the precinct generally.

The extended duration of the campaign also allows businesses across a diverse range of sectors, including retail, hospitality, personal services and professional services, to participate and benefit from increased consumer activity and over a sustained period. The absence of a notable week-to-week decline in expenditure suggests the campaign remained relevant to consumers throughout its duration and continued to generate awareness of the Precinct.

Based on the 2026 results, it is recommended that a campaign period of approximately eight (8) weeks during May and June continues to align with the strategic objective of supporting local business, driving visitation and encouraging consumer spending within The Parade Precinct.

OPTIONS

The Committee has a number of options available in respect to the major prize, the competition model, timing of the competition and the competition budget. These options are outlined below:

1. The Committee can endorse *Major Prize with Second and Third Prizes* as the competition model, with a minimum spend of \$25 at any Parade Precinct business being what is needed to enter. This option would also require the Committee to determine how it wishes to determine second and third prizes. **This option is recommended.**
2. The Committee can endorse *Single Major Prize* as the competition model, with a minimum spend of \$25 at any Parade Precinct business being what is needed to enter. **This option is not recommended.**
3. The Committee can endorse the competition to be conducted from May to June for a period of eight (8) weeks.

CONCLUSION

The 2026 Shop-to-Win campaign successfully delivered on its primary objective of encouraging visitation and expenditure within The Parade Precinct, while showcasing the breadth and diversity of businesses operating along The Parade. The campaign generated strong engagement from consumers and participating businesses and contributed to sustained economic activity throughout the promotion period.

Importantly, expenditure and participation data did not demonstrate a significant decline throughout the campaign, indicating that consumer interest remained consistent across the full duration of the promotion. This suggests that an extended campaign period during May and June, continues to be effective in driving visitation and supporting businesses during a traditionally quieter trading season.

Based on the outcomes achieved, it is considered that the Shop-to-Win campaign remains an important economic development initiative for The Parade Precinct and that a May to June delivery period of approximately eight (8) weeks should continue to be considered for future campaigns. Ongoing review of campaign performance, expenditure trends and trader feedback will ensure the initiative continues to evolve and maximise economic outcomes for the Precinct.

The Committees input into the 2026 competition is now sought.

RECOMMENDATION

1. *That the Committee recommends that 2027 competition be conducted during the months of May to June for The Parade Precinct Annual Shopping Competition 2027.*
 2. *That the Committee note and acknowledge the findings of the 2026 Shop-to-Win Report.*
 3. *That the committee recommend its preferred option (as listed in the report) for the Place Activation Team to progress towards for the 2027 Shop-to-Win competition.*
-

Cr Knoblauch moved:

1. *That the Committee recommends that 2027 competition be conducted during the months of May to June for The Parade Precinct Annual Shopping Competition 2027.*
2. *That the Committee note and acknowledge the findings of the 2026 Shop-to-Win Report.*
3. *That the Committee recommend its preferred option (as listed in the report) for the Place Activation Team to progress towards for the 2027 Shop-to-Win competition.*

Seconded by Amanda Pepe and carried unanimously.

5.2 ECONOMIC PROSPERITY PLAN 2027 - 2032 PROJECT APPROACH

REPORT AUTHOR: Principal Economic Development Advisor
APPROVED BY: Chief Executive Officer
ATTACHMENTS: Nil

PURPOSE OF THE REPORT

The purpose of this report is to seek endorsement from the Business & Economic Development Advisory Committee (BEDAC) of the proposed methodology and project approach for the development of the 2027-2032 Economic Prosperity Plan.

The proposed methodology builds upon the significant work already undertaken by Council while introducing a broader, contemporary, and evidence-based approach to establish a long-term vision for the future economy of the City.

BACKGROUND

The Council's current 2021-2026 Economic Development Strategy established the strategic framework for the Council's economic development activities over the past five years.

Since the adoption of that Strategy, the Council has delivered a broad range of initiatives supporting local businesses, precinct activation, business engagement, tourism, investment and place-making. Recent performance reporting demonstrates positive outcomes across many economic indicators, including growth in business numbers, employment, visitor expenditure and the continued success of nationally recognised events and business support initiatives.

Recognising the importance of maintaining strategic direction, the Business & Economic Development Advisory Committee's role is to assist in shaping the next phase of Council's economic development priorities.

At its meeting on 8 July 2025, the Committee received a presentation outlining key economic trends, progress against the existing Strategy and participated in facilitated workshops exploring Council's role in supporting economic prosperity. These workshops were subsequently replicated with Council staff to explore the City's strengths, opportunities, weaknesses, and challenges in relation to the Economic Prosperity objectives contained within *CityPlan 2030*.

At its meeting on 10 February 2026, the Committee considered a draft Economic Prosperity Action Plan, informed by the outcomes of these workshops.

The appointment of the Council's Principal Economic Development Advisor , provides an opportunity to undertake a comprehensive review of the proposed approach.

The following documents have been considered in this initial review:

- the Council's 2021-2026 Economic Development Strategy;
- implementation progress and performance reporting;
- the proposed draft Economic Prosperity Action Plan;
- Business & Economic Development Advisory Committee workshop outcomes; and
- relevant Council strategies.

The previous work provides a valuable foundation, however, the review has identified an opportunity to build upon the significant work that has already completed and broaden the focus from developing an operational action plan to defining a long-term vision for the City's future economy.

The proposed approach seeks to establish a shared vision for prosperity that will guide the Council's future investment, advocacy, planning and partnerships over the next decade.

This is proposed to be supported by a comprehensive evidence base, benchmarking, strategic alignment, and extensive stakeholder engagement.

STRATEGIC DIRECTIONS

CityPlan 2030 Alignment

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services.

Objective 3.1: A diverse range of businesses and services.

Strategy 3.1.1: Support and encourage local small, specialty, independent and family-owned businesses.

Strategy 3.1.2: Broker relationships to encourage new businesses to locate in our City.

Strategy 3.1.3: Foster emerging industries that support the local economy and community.

Objective 3.2: Cosmopolitan business precincts contributing to the prosperity of the City.

Strategy 3.2.1: Retain, enhance, and promote the unique character of all our City's business precincts.

Strategy 3.2.2: Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses.

Strategy 3.2.3: Promote the City as a visitor and shopping destination.

Strategy 3.2.4: Masterplan our main streets.

FINANCIAL AND BUDGET IMPLICATIONS

Development of the Economic Prosperity Plan will be undertaken within existing budget allocations.

Should specialist economic analysis, benchmarking or facilitation be identified as adding value during the project, any associated budget implications will be considered separately through the Council's budget process.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

Elected Members

Not applicable at this stage of the process.

Community

Not applicable at this stage of the process.

Staff

Chief Executive Officer.

Other Agencies

Not Applicable.

DISCUSSION

The City of Norwood Payneham & St Peters has established a compelling reputation as one of South Australia's most liveable and successful inner-metropolitan Local government Areas.

The Council has invested in high-quality public spaces, delivers nationally recognised events, supports a thriving business community that is recognised nationally and internationally and has built a reputation for excellence in place-making.

However, the economic environment is changing rapidly. Artificial intelligence, demographic change, housing growth, changing work patterns, climate adaptation and increasing competition between cities, are reshaping how local economies grow and prosper. Every City is competing for investment, talent, visitors, and ideas. The communities that succeed over the next decade will not simply respond to change. They will anticipate it.

The City of Norwood Payneham & St Peters already possesses many of the ingredients that are required for long-term prosperity. The next step is defining how those strengths translate into a distinctive economic future.

While the current Strategy has delivered many positive outcomes, the next Plan presents an opportunity to shift the conversation from what the Council does to the future economy the City wishes to create.

The proposed methodology has therefore been designed to build upon the previous work that has been undertaken, while broadening the scope of analysis, engagement, and strategic thinking.

Relevant Strategic Direction and Policies

The proposed Economic Prosperity Plan will align with the Council's strategic planning framework, including *CityPlan 2030*, and will also consider broader State and national priorities that influence economic growth, investment, and productivity.

Key documents to be considered include:

- The Council's strategic management plan *CityPlan 2030: Shaping our Future*.
- The Greater Adelaide Regional Plan.
- South Australian Economic Statement.
- South Australia Trade and Investment Strategy to 2030.
- South Australian Visitor Economy Sector Plan 2030.
- South Australia Advanced Manufacturing Strategy.
- South Australia's Small Business Strategy 2023-2030.
- South Australian Skills Commission 2025-2030 Strategic Plan.
- Skills SA, Skilled. Thriving. Connected.
- other relevant State and Commonwealth strategies.

Alignment with these documents will assist the Council in identifying opportunities for collaboration, advocacy, investment attraction and future funding.

The proposed methodology comprises six key phases:

1. Discovery

Review and consolidate the significant work that has been already undertaken by the Council to establish a clear understanding of the City's current economic development position and the lessons that should inform the next Plan.

This phase will consider the 2021-2026 Economic Development Strategy, implementation outcomes and performance reporting, previous consultation and Business & Economic Development Advisory Committee (BEDAC) workshop findings, the draft Economic Prosperity Action Plan, relevant Council strategies and existing economic data.

The review will identify what has worked well, where gaps or opportunities remain and which existing priorities and insights should be carried forward.

The objective is to ensure the development of the Economic Prosperity Plan builds upon the Council's existing knowledge and investment, avoids duplication, and provides a clear foundation for the work that follows.

2. Strategic Reset

Establish a clear strategic framework for the development of the Economic Prosperity Plan and define the questions the Plan needs to answer about the City's long-term economic ambition.

This phase responds directly to previous feedback from the BEDAC Committee, which highlighted the need to better define the City's aspirations, competitive positioning and desired economic outcomes before determining individual actions and initiatives.

It will explore what economic prosperity should mean for Norwood Payneham & St Peters, the type of economy the City wants to foster, the role that the Council should play in enabling that future and how success should be measured.

The objective is to shift the focus from developing a collection of economic development activities to establishing a clear strategic direction that can then be tested and refined through evidence, benchmarking and stakeholder engagement.

3. Understanding Today's Economy and Tomorrow's Opportunities

Develop a comprehensive evidence base to understand the City's current economic position and the forces likely to shape its economy over the next decade.

This phase will bring together economic analysis, benchmarking, and future trends to examine the City's business and industry composition, employment and workforce, visitor economy, investment activity, and emerging sectors.

It will also consider the broader trends reshaping local economies, including demographic and housing change, technology, and artificial intelligence, changing patterns of work, climate adaptation, skills and workforce pressures, and the evolving role of metropolitan Adelaide.

The evidence base will also consider relevant State and Australian Government economic, industry, workforce, infrastructure, and investment strategies to identify areas of strategic alignment, emerging policy priorities, and opportunities for Council to strengthen partnerships, advocacy and access to future investment and funding.

Comparative benchmarking will help identify where the City performs strongly, where opportunities may be emerging and how Norwood Payneham & St Peters is positioned relative to comparable metropolitan economies.

The analysis will seek to answer key strategic questions including:

- What are the City's existing and emerging competitive advantages?
- Which industries and sectors have the greatest potential for future growth?
- What is driving business location and investment decisions?
- Where are the barriers to productivity, investment, and employment growth?
- How is the City's role within metropolitan Adelaide changing?
- Where can Council have the greatest influence on future economic prosperity?

The objective is to move beyond describing today's economy to understand where the City's future opportunities lie and provide a robust evidence base for determining the Plan's priorities.

4. Co-designing the Future Economy

A successful Economic Prosperity Plan must be grounded in a shared vision for the City's future and a genuine understanding of the opportunities and challenges experienced by businesses, investors, workers, and other stakeholders on the ground.

Economic data and research will provide an important evidence base, however, local knowledge and lived experience will be equally important in understanding how the City's economy is changing, where barriers to growth and investment exist, and where Council can have the greatest impact.

Engagement will therefore be a central component of the Plan development process, rather than a final consultation exercise.

Internal engagement will include Elected Members, the Executive Leadership Team, BEDAC and relevant Council staff.

External engagement will include:

- targeted roundtables and forums with local businesses, major employers, industry, education providers, State Government, investors, and community stakeholders;
- a City-wide Business Survey;
- direct engagement with key businesses, employers, and stakeholders;
- engagement through Council's website, social media, newsletters, and business EDMs; and
- engagement with neighbouring councils, government agencies, and other strategic partners.

This engagement will seek to:

- build a shared vision and collective ambition for the City's future economy;
- develop a deeper understanding of local economic conditions, business needs, and barriers to growth;
- identify emerging opportunities, competitive advantages, and areas where the City could strengthen its economic position;
- test the findings emerging from economic analysis and benchmarking against local experience;
- identify priorities where Council can make the greatest difference through leadership, investment, advocacy, partnerships, or service delivery;
- build awareness, ownership, and support for the Plan across the business and broader community; and
- ensure stakeholder insights directly inform the priorities and actions contained within the Economic Prosperity Plan.

5. Plan Development

Bring together the evidence, strategic analysis and stakeholder insights to develop the 2027-2032 Economic Prosperity Plan.

The Plan will establish a clear vision for the City's future economy, supported by strategic directions, priorities, catalyst opportunities, and measures of success. It will also clearly articulate the Council's role and identify where outcomes will require partnership, advocacy, or investment from other levels of government and the private sector.

The objective is to translate the evidence and shared ambition into a focused Plan that provides clear direction for Council's economic development efforts and investment over the coming years.

6. Delivery

Translate the Plan into a practical implementation framework that provides a clear pathway from strategic ambition to delivery.

A Four-Year Delivery Plan will identify priority initiatives, responsibilities, partnerships, and indicative timeframes, supported by a monitoring and evaluation framework and annual reporting process.

The Delivery Plan will provide flexibility to respond to emerging economic conditions and opportunities over the life of the Plan, while maintaining alignment with its long-term strategic direction.

The objective is to ensure the Plan becomes a living framework for decision-making, investment, and action, rather than a static document.

Indicative Timeline and Key Milestones

Development of the Economic Prosperity Plan will be undertaken through a staged process over the remainder of 2026 and into 2027 as set out in Table 1 below. The timing of individual phases may overlap as research, analysis and engagement inform each other throughout the project.

Phase	Indicative Timing	Key Milestones
1. Discovery	August 2026	Review existing strategies, previous work, performance, and consultation findings
2. Strategic Reset	August – September 2026	Establish strategic framework, ambition, and key questions
3. Understanding Today's Economy and Tomorrow's Opportunities	August – October 2026	Complete economic analysis, benchmarking, and future opportunities assessment
4. Co-designing the Future Economy	October – November 2026	Business and stakeholder engagement, Business Survey, and development of shared vision
5. Plan development	February – April 2027	Develop and test draft Economic Prosperity Plan
6. Delivery	April – May 2027	Finalise Plan, Four-Year Delivery Plan, and monitoring framework for Council consideration (post 2027 General Election)

Immediate Next Steps

Subject to endorsement of the proposed methodology by BEDAC, the next phase of work will focus on:

- completing the Discovery phase and consolidating the existing evidence base;
- undertaking the required economic analysis and comparative benchmarking;
- identifying key businesses, employers, government, industry, education, and community stakeholders for targeted engagement;
- developing the City-wide Business Survey and broader engagement program;
- commencing discussions with the Executive Leadership Team, Elected Members and BEDAC around the City's long-term economic ambition; and
- establishing the baseline measures that will enable Council to monitor the impact of the Plan.

Findings from the evidence, benchmarking and engagement phases, will be progressively brought together to inform the development of the draft 2027-2032 Economic Prosperity Plan.

BEDAC will continue to play an important advisory role throughout the process, with opportunities to test emerging findings, provide strategic input and contribute to the development of the City's future economic vision.

The proposed methodology recognises that economic prosperity extends beyond traditional business support activities and events. Achieving the City's long-term economic ambitions will require a coordinated whole-of-Council approach that brings together economic development, land use and infrastructure planning, investment, place-making, sustainability, advocacy, and strategic partnerships.

Importantly, the Council cannot create economic prosperity alone. Its role is to help create the conditions in which businesses can invest and grow, people can participate in economic opportunity, and the City can attract the talent, investment and ideas required for long-term prosperity.

CONCLUSION

The City has established strong foundations through the successful implementation of the 2021-2026 Economic Development Strategy and the significant work undertaken to inform the draft Economic Prosperity Action Plan.

The proposed methodology acknowledges and builds upon this work, while introducing a broader and more contemporary approach to plan development.

By focusing on long-term prosperity, productivity, investment and competitive advantage, the 2027-2032 Economic Prosperity Plan will establish a clear vision for the future economy of Norwood Payneham & St Peters and provide a strategic framework to guide Council's decision-making over the next decade.

RECOMMENDATION

That the Business & Economic Development Advisory Committee:

- 1. Notes the work undertaken to date in the development of the City's future economic direction.*
 - 2. Provides feedback on the proposed methodology and project approach to inform the next phase of the Plan development process.*
-

Amanda Pepe moved:

- 1. That the Business & Economic Development Advisory Committee notes the work undertaken to date in the development of the City's future economic direction.*
- 2. That the proposed methodology and project approach to inform the next phase of the Plan development process, be endorsed.*

Seconded by Matt Grant and carried unanimously.

5.3 BUSINESS & ECONOMIC DEVELOPMENT ADVISORY COMMITTEE ADDITIONAL MEETING DATES

REPORT AUTHOR: Manager Marketing & Place Activation
APPROVED BY: Chief Executive Officer
ATTACHMENTS: Nil

PURPOSE OF THE REPORT

The purpose of this report is to for the Business & Economic Development Advisory Committee (the Committee) to approve the additional 2026–2027 Committee Meeting dates.

BACKGROUND

In respect to meetings, the Committee Terms of Reference state that:

- 7.1 Ordinary Meetings of the Committee will be held every two (2) months.*
- 7.2 The Committee will approve a schedule of Meetings for each year and Special Meetings will be convened as needed for urgent matters.*
- 7.3 Meetings will be held in the Mayor's Parlour, Norwood Town Hall, unless otherwise notified.*

DISCUSSION

In accordance with the Terms of Reference, Meetings of the Committee will be held in the Mayor's Parlour, located in the Norwood Town Hall at 175 The Parade, Norwood.

In respect to the time and date of the meetings, it is recommended that the Meetings of the Committee for 2026–2027 take place on a Tuesday evening and commence at 6.30pm on the dates outlined in **Table 1** below.

TABLE 1: 2026–2027 BUSINESS & ECONOMIC DEVELOPMENT ADVISORY COMMITTEE SCHEDULE OF MEETINGS

Meeting	Date	Start Time
1	Tuesday 13 October	6.30pm
2	Tuesday 8 December	6.30pm
3	Tuesday 9 February	6.30pm
4	Tuesday 30 March	6.30pm

In accordance with the Committee Terms of Reference, if there is no business for the Committee to consider prior to the Notice of a Committee Meeting being issued, the Chief Executive Officer may cancel a scheduled meeting of the Committee, in consultation with the Presiding Member, and advise all Committee Members via email.

RECOMMENDATION

That the Business & Economic Development Advisory approve the additional meeting dates and times for 2026–2027:

- 1. Tuesday 13 October*
 - 2. Tuesday 8 December*
 - 3. Tuesday 9 February, and*
 - 4. Tuesday 30 March.*
-

Cr Knoblauch moved:

That the Business & Economic Development Advisory approve the additional meeting dates and times for 2026–2027:

1. *Tuesday 13 October 2026*
2. *Tuesday 8 December 2026*
3. *Tuesday 9 February 2027; and*
4. *Tuesday 30 March 2027.*

Seconded by Amanda Pepe and carried unanimously.

6 CONFIDENTIAL REPORTS

Nil

7 OTHER BUSINESS

Nil

8 NEXT MEETING

Tuesday, 13 October 2026

9 CLOSURE

There being no further business, the Presiding Member declared the meeting closed at 7.19pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)