

Business & Economic Development Advisory Committee Agenda & Reports

20 October 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

To all Members of the Business & Economic Development Advisory Committee

NOTICE OF MEETING

I wish to advise that pursuant to Section 87 and 88 of the *Local Government Act 1999*, the next Ordinary Meeting of the Business & Economic Development Advisory Committee, will be held in the Mayor's Parlour, Norwood Town Hall, 175 The Parade, Norwood, on:

Tuesday 20 October 2026, commencing at 6:00 pm.

Please advise Claire Betchley on 8366 4582 or email cbetchley@npsp.sa.gov.au, if you are unable to attend this meeting or will be late.

Yours faithfully



Mario Barone PSM
CHIEF EXECUTIVE OFFICER

16 October 2026

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City of
Norwood
Payneham
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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) Joshua Baldwin (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 Mayor Robert Bria (Presiding Member)

1 APPOINTMENT OF ACTING PRESIDING MEMBER

2 CONFIRMATION OF MINUTES OF THE BUSINESS & ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING HELD ON 18 AUGUST 2026

That the Minutes of the Business & Economic Development Advisory Committee Meeting held on 18 August 2026 be taken as read and confirmed.

3 PRESIDING MEMBER'S COMMUNICATION

4 COMMITTEE MEMBER DECLARATION OF INTEREST

5 PRESENTATIONS

5.1 NATIONAL ECONOMIC DEVELOPMENT CONFERENCE - IDEAS AND TRENDS

PRESENTER/S

Manager, Marketing & Place Activation.

ORGANISATION REPRESENTED BY PRESENTER/S

Not applicable.

COMMENTS

A presentation from the Manager, Marketing & Place Activation who recently attended the National Economic Development Conference will present on the conference's ideas and trends.

6 MATTERS FOR DECISION

6.1 2027-2032 ECONOMIC PROSPERITY PLAN - PROGRESS UPDATE AND PRESENTATION

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

PURPOSE OF THE REPORT

The purpose of this report and presentation is to provide the Committee with an update on the progress of the 2027–2032 Economic Prosperity Plan.

BACKGROUND

As Committee Members will recall, a report on the 2027–2032 Economic Prosperity Plan was provided and considered by the Committee at its meeting held on 18 August 2026. A copy of the report is contained in **Attachment A**.

Subsequent to the August meeting, a number of actions have been progressed. Importantly, as identified in the August report, the business survey and stakeholder engagement process has commenced.

As discussed at the August meeting, a presentation on what has been undertaken to date would be provided at the October Meeting, with a view to seeking the Committee's input and comments.

STRATEGIC DIRECTIONS

CityPlan 2030 Alignment

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

Elected Members

Not Applicable.

Community

Not Applicable.

Staff

Not Applicable.

Other Agencies

Not Applicable.

DISCUSSION

Not Applicable.

OPTIONS

Not Applicable.

CONCLUSION

Not Applicable.

RECOMMENDATION

That the presentation be received and noted and the Committee provide advice in respect to the work that has been undertaken to date.

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 Councils 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.*

6.2 MICHELIN STAR RESTAURANT

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

PURPOSE OF THE REPORT

The purpose of this report and workshop is to seek input and comments from the Committee in respect to promotion and marketing of the two (2) restaurants in the City of Norwood Payneham & St Peters that have been awarded Michelin Stars.

BACKGROUND

As Committee Members are aware, on Wednesday 14 October 2026, eleven (11) South Australian venues received Michelin Guide stars.

Ten (10) received one-star ratings, while the Magill Estate Restaurant restaurant achieved a two star rating.

Two (2) venues in the City of Norwood Payneham & St Peters received one star ratings, Esmay (Hackney Hotel, Hackney Road, Hackney) and Arkhé (The Parade, Norwood).

Whilst both the venues and South Australian Tourism Commission will no doubt promote and market these achievements there is potentially a unique opportunity to promote the two venues within the context of leveraging on these achievements for the whole economic and business sector of the City. In this respect, these achievements dovetail really well with the Councils Food Secrets program and as such, staff are exploring and seeking direction from the Committee in respect to firstly whether this should be pursued and is so, how can the City's Business sector leverage from this success.

In this respect, leveraging off these venues has the potential to assist The Parade particularly and the City generally in terms of marketing the City's hospitality sector- a sector that is currently experiencing difficult times due to current economic conditions.

There is also an opportunity to leverage the Council's Food Secrets program with an extra "boost" in the knowledge that two venues within the City have achieved the highly sort after and valued Michelin Star ratings.

To discuss this potential, a presentation and workshop with the Committee is scheduled for this meeting.

STRATEGIC DIRECTIONS

CityPlan 2030 Alignment

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

Elected Members

Not Applicable.

Community

Not Applicable.

Staff

Nil.

Other Agencies

Nil.

RECOMMENDATION

That the report be received and noted.

7 OTHER BUSINESS

8 CONFIDENTIAL REPORTS

9 NEXT MEETING

Tuesday, 8 December 2026.

10 CLOSURE