



COMMITTEE FOR
ADELAIDE



COMMITTEE FOR ADELAIDE

BUSINESS PLAN & STRATEGY

1 July 2025 to 30 June 2026

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EXECUTIVE SUMMARY

Adelaide stands at a pivotal moment. As we enter FY26, the Committee for Adelaide is positioned to drive transformational change that will define our city and state for decades to come.

This Business Plan charts our course for the 12-month period from 1 July 2025 to 30 June 2026, serving as our strategic roadmap for leveraging membership investment and partnerships to deliver meaningful impact across South Australia.

Building on Strong Foundations

Throughout FY25, we have successfully elevated the Committee for Adelaide as the premier thought leader and advocate for social and economic growth in South Australia. Our work has been strategically aligned across four critical outcomes that continue to guide our mission:

- **Accelerating Growth** – Unlocking economic complexity and investment potential
- **Thriving Community** - Building an inclusive and connected community
- **Dynamic Vibrancy** - Creating cultural richness and urban vitality
- **Environmental Leadership** - Championing a sustainable transition to net zero

Importantly, we have achieved this impact while strengthening our financial sustainability and delivering exceptional value to our members.

Seizing the FY26 Opportunity

The year ahead presents an unprecedented opportunity to influence South Australia's future. With the State Election scheduled for March 2026, we have a unique window to advocate for the long-term policy settings that will accelerate Adelaide's growth trajectory.

Our strategy centres on catalysing action through three key approaches:

- **Thought Leadership That Drives Change:** We will convene critical conversations that move beyond discussion to actionable outcomes, engaging members, government, and key stakeholders in shaping policy and investment decisions.
- **Strategic Election Advocacy:** Building on our Benchmarking Adelaide 2025 report, we will unite members and stakeholders to identify and champion the priority issues that must be addressed by government. These priorities will also form our quarterly strategic focus areas and establish our advocacy agenda.
- **2050 Masterplan Development:** Our work will extend beyond the immediate election cycle, informing Adelaide's long-term strategic direction and the decisions required across all levels of government and industry to achieve our 2050 aspirations.



EXECUTIVE SUMMARY

Expanding Our Impact Through Diversity

To maximise our influence, we are committed to broadening our membership base across the sectors driving South Australia's future economy - defence, technology, health care and advanced manufacturing. This expanded network will strengthen our advocacy voice while ensuring diverse perspectives shape our strategic direction.

Our focus remains on delivering exceptional member value through high-quality events and thought leadership conversations that offer meaningful networking, exclusive insights and access to decision-makers, while attracting new members who share our vision for Adelaide.

The Path Forward

The Committee for Adelaide has never been better positioned to drive the conversations and decisions that will define our state's trajectory.

Through strategic thought leadership, targeted advocacy and an expanded community of committed members, we will ensure Adelaide seizes the moment to be Australia's most liveable, innovative and sustainable capital city.

Together, we will shape not just the next 12 months but the next 25 years of South Australia's growth story.



COMMITTEE FOR ADELAIDE

Unique Selling Proposition

South Australia's leading voice for transformational change - an independent, non-partisan coalition driving bold ideas and real impact. We unite business, industry, community and government to shape Adelaide's future and make it happen.

We transcend traditional sectoral boundaries to create genuine cross-sector collaboration. Our diverse membership from across the ecosystem of South Australia represents the decision-makers and changemakers who collectively shape our state's economic prosperity.

We understand that sustainable growth emerges from the dynamic interplay between people, business and capital. By strengthening these connections and optimising their relationships, we enhance both our community's social and cultural richness.



THOUGHT LEADERSHIP

Ideas that drive change

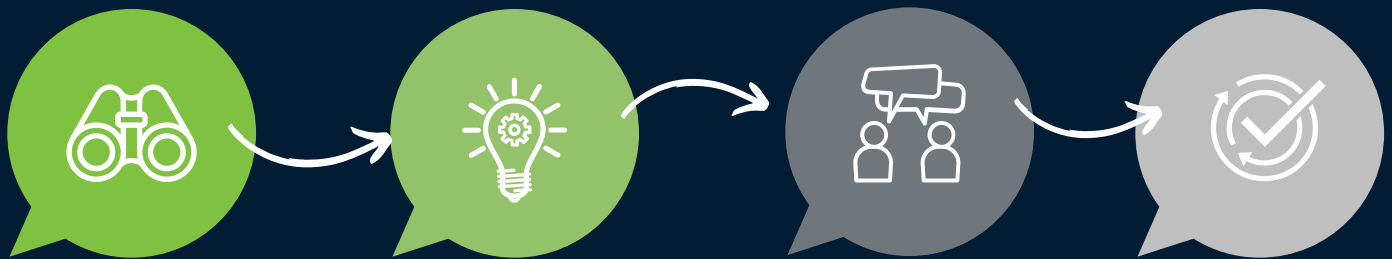
We will convene thought provoking conversations that move beyond discussion to identify actionable outcomes and at the same time influencing members, government and key stakeholders in shaping their policy and decisions.

Our approach is to transform traditional networking forums into dynamic platforms for change, where South Australia's most influential leaders don't simply exchange ideas, but rather they forge the strategies and commitments that drive implementation. Through carefully curated panel sessions, key-note speeches, roundtables, strategic workshops and executive leader briefings, we will create the opportunity for breakthrough thinking and collaborative problem-solving.

These conversations will be designed to address the opportunities and challenges, from infrastructure investment priorities and regulatory reform to innovation ecosystem development and talent attraction strategies, as identified in our priority identification work. Each engagement is designed with clear objectives, bringing together the right mix of expertise, authority, and resources to generate tangible outcomes.



SHAPING THE FUTURE OF ADELAIDE, SOUTH AUSTRALIA



VISION

For Adelaide and South Australia to be the most extraordinary, big thinking, welcoming and vibrant global city, with a growing economy and population.

STRATEGY

*Impacting policy and the future direction of Adelaide across four main strategic pillars:
Accelerating Growth,
Thriving Community,
Dynamic Vibrancy and
Environmental Leadership.*

CONVERSATIONS

Bringing together members, independent thought leaders and subject-matter experts to have engaging, insightful and future-focused conversations aligned to strategic pillars.

ACTION

Bold initiatives that catalyse action across government and industry and inform policy priorities and advocacy calls ahead of Federal and State elections.

GUIDING PRINCIPLES:

INDEPENDENT | THOUGHT-PROVOKING | TRUSTED | OUTCOME-FOCUSED | COLLABORATIVE

STRATEGIC PILLARS

Clear focus areas leading to action and output

PILLAR	ACCELERATING GROWTH
FY26 FOCUS AREA	PRODUCTIVITY

The Committee for Adelaide has championed productivity and innovation as the keys to unlocking South Australia's economic potential. Now it's time to step up. In FY26, we are shifting from championing the cause to being the catalyst to create an aligned agreement with a laser focus on boosting productivity.

It's clear from our 2023 and 2025 Benchmarking Adelaide Reports. South Australia's productivity gap demands urgent action. We need to enhance the productivity agenda, influence public and private sector priorities, secure long-term commitments to productivity-enhancing investments in innovation and technology, and deliver the institutional reform South Australia needs to thrive.

This requires consensus across political parties, bureaucrats, business leaders and academics. We'll partner with the South Australian Productivity Commission, the National Productivity Commission, the Business Council of Australia, universities and other willing organisations to actively come together to identify productivity strategies that outlast electoral cycles, reshape economic policy and supercharge productivity growth initiatives.

FY26 DELIVERABLES	
OUTPUTS	<ul style="list-style-type: none"> • Identification of key productivity boosting priorities endorsed by the South Australian Government and the private sector
EVENTS	<ul style="list-style-type: none"> • Productivity Roundtable • Productivity Thought Leadership Conversation focused on solutions and opportunities • Productivity Business Luncheon
POLICY INITIATIVES	<ul style="list-style-type: none"> • 2026 State Election Priorities Report • Productivity Opinion Piece Series • Productivity Priorities Paper



STRATEGIC PILLARS

Clear focus areas leading to action and output

PILLAR	THRIVING COMMUNITY
FY26 FOCUS AREA	DENSITY

The Committee for Adelaide has championed strategic urban density as the key to solving South Australia's housing crisis while driving sustainable economic growth. Our 'Density Done Well' case study proves that smart densification creates affordable, connected communities that reduce car dependency, supports local business and boosts productivity.

Generational wealth transfer and changing demographics are unlocking metropolitan areas for greater densification. But transformation requires action: planning reforms, infrastructure investment, positive community sentiment and incentives that bring the private sector on board.

The Committee will continue advocating for policy reforms that remove density barriers, promote well-designed medium-density developments, build community acceptance and secure infrastructure upgrades that support sensible growth.

We will collaborate with the Property Council, UDIA, local authorities, Planning Commission SA and Renewal SA, to shape the narrative and change how Adelaide sees density, from threat to opportunity. Better housing types. Greater amenity. Stronger community infrastructure.

FY26 DELIVERABLES	
OUTPUTS	<ul style="list-style-type: none"> Broad community acceptance of the benefits of increased density across metropolitan Adelaide
EVENTS	<ul style="list-style-type: none"> Density Roundtable Population growth thought leadership conversation focused on solutions and opportunities
POLICY INITIATIVES	<ul style="list-style-type: none"> 2026 State Election Priorities Report Density Opinion Piece Series Density Benefits Paper



STRATEGIC PILLARS

Clear focus areas leading to action and output

PILLAR	DYNAMIC VIBRANCY
FY26 FOCUS AREA	CONNECTIVITY

The Committee for Adelaide has long advocated for improved transport connectivity to support vibrancy, business competitiveness, talent attraction, improved productivity and workforce mobility across Greater Adelaide. Sustainable and integrated transport solutions are urgently needed to cater for population growth, address constraint issues, link neighbourhoods with employment opportunities and public services, and support a lively and vibrant cultural economy.

By demonstrating the collective voice of its members, the Committee will establish itself as a key advocate for connectivity, highlighting the social, cultural and economic imperatives of long-term transport planning, infrastructure and funding beyond election cycles. Building on the findings in the 2025 Benchmarking Adelaide Report, we will champion for policies and projects that support new housing in close proximity to existing public transport networks, as well as ensuring continued investment in light-rail and active transport infrastructure that enables safe, efficient and seamless connection across metropolitan Adelaide.

We will continue to collaborate with Committee members, industry groups, government agencies and local authorities in promoting multimodal connectivity solutions that capitalises on Adelaide's existing transport infrastructure, delivers a mobility system fit for the future and supports an amenity base and street life that is more vibrant and compelling.

FY26 DELIVERABLES	
OUTPUTS	<ul style="list-style-type: none"> Bipartisan commitment to deliver the State Transport Strategy with long-term infrastructure funding beyond election cycles
EVENTS	<ul style="list-style-type: none"> Connectivity Roundtable Connectivity Thought Leadership Conversation focused on priorities and opportunities
POLICY INITIATIVES	<ul style="list-style-type: none"> 2026 State Election Priorities Report Connectivity Opinion Piece Series Connectivity Benefits Paper



STRATEGIC PILLARS

Clear focus areas leading to action and output

PILLAR	ENVIRONMENTAL LEADERSHIP
FY26 FOCUS AREA	CLIMATE CHANGE

South Australia isn't just going green—it's going global. The Committee for Adelaide is positioning decarbonisation as the state's biggest economic opportunity, leveraging our unique competitive advantages to become a world leader in clean industries. By framing decarbonisation as an economic strategy, we're building the political and business consensus needed to accelerate and sustain South Australia's decarbonisation and circularity endeavours.

COP31 changes everything. If Adelaide is successful in its bid to host the world's premier climate summit, it will put South Australia in the global spotlight. This once-in-a-generation moment will showcase our decarbonisation leadership and cement our position as the clean economy capital. Green steel and green iron are anchor industries that will drive massive economic transformation and job creation. Our focus is for Adelaide to become the critical hub in global clean supply chains. We also need to get serious about climate change, accelerating preparedness and resilience and addressing the cost of energy. We will inform and inspire action across our membership to accelerate climate change and decarbonisation actions.

The Committee will convene business, government, and community around shared economic opportunities, expanding on the organic success of SA ZERO to create a unified decarbonisation powerhouse.

FY26 DELIVERABLES	
OUTPUTS	<ul style="list-style-type: none"> • Identification of climate change and decarbonisation priorities endorsed by the South Australian Government and the private sector
EVENTS	<ul style="list-style-type: none"> • Climate Change Roundtable • COP31 legacy Thought Leadership Conversation • Climate Change Thought Leadership Conversation focused on priorities and opportunities
POLICY INITIATIVES	<ul style="list-style-type: none"> • 2026 State Election Priorities Report • Climate Change Opinion Piece Series • Climate Change Priorities Paper



STATE ELECTION

Strategic advocacy

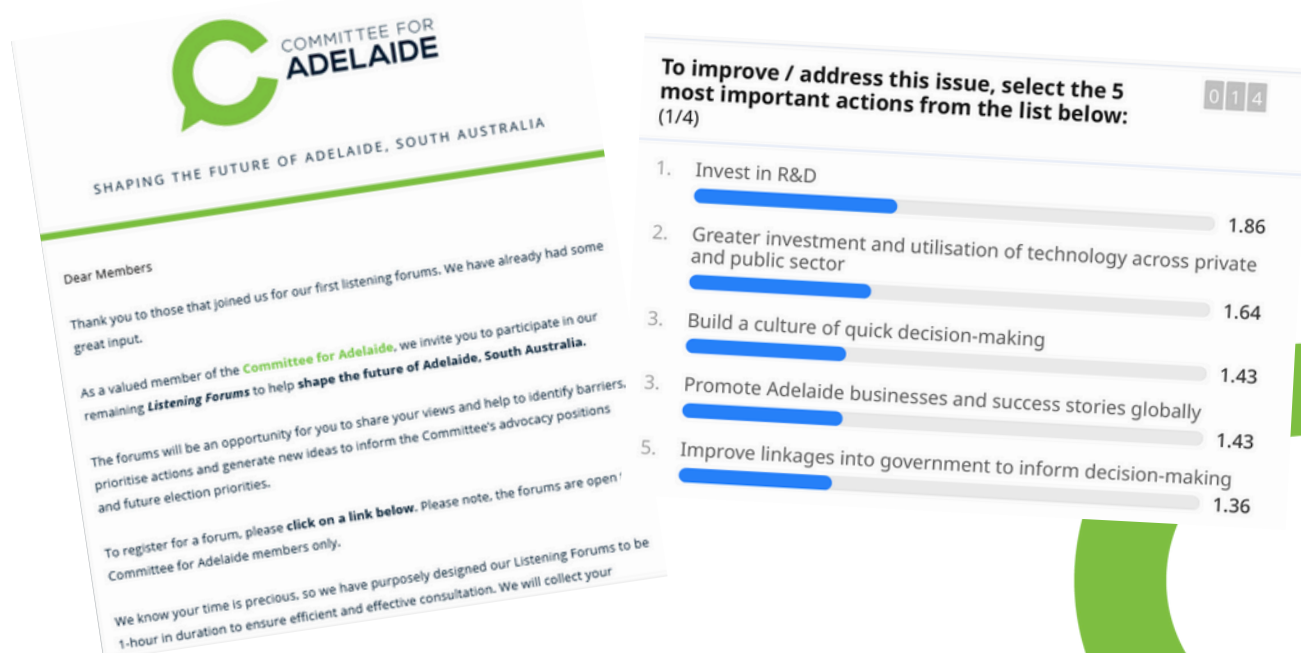
A key strategic initiative is to leverage the opportunity of the State Election to be held in March 2026. The election presents an opportunity for the Committee to prosecute the Committee's medium-term proprieties and long-term vision, with significant engagement and input from the Committee's membership to co-design the priorities.

Through a series of 'listening forums' with members, the Committee will receive insights, views and ideas on the key issues and opportunities facing Adelaide, South Australia to inform the Committee's focus areas for the next 18-24 months and to enable the development of the Committee's 2026 State Election Priorities.

By engaging the Committee's members in this process, the Committee will be tapping into the expertise and experience of the membership and ensuring the collation of divergent and diverse thinking, providing an opportunity to co-design solutions and to help inform and influence policy changes for the benefit of Adelaide, South Australia.

Importantly this initiative will also ensure that the Committee members also feel heard and that their input and feedback is fed into the Committee for Adelaide's thinking and outputs. Each session will have a specific focus area and theme, aligning with the Committee's Strategic Pillars and the themes of Benchmarking Adelaide, along with some suggested actions and ideas to help with generating discussion and to gather feedback on priorities from participants.

Participants will also be asked open questions such as 'What are the top 3 important factors impacting the future of Adelaide, South Australia in the next 10 years' as well as multiple choice questions to help prioritise opportunities / challenges, and open questions to prompt discussion. Following the sessions, a report of the Committee for Adelaide's proposed 2026 State Election priorities and future focus areas will be launched in Q2 FY26.



2050 MASTERPLAN

A united vision and comprehensive plan for Adelaide to reach its full potential

Building on the recent work of the Committee for Adelaide including the Benchmarking Adelaide Reports in 2023 and 2025 and the identification of the key focus areas for FY26, it is proposed that the Committee for Adelaide initiate a process to develop a comprehensive '2050 South Australian Masterplan' – a transformational blueprint that will position Adelaide and South Australia as Australia's most sustainable, innovative, and prosperous state by 2050.

This strategic initiative which is intended to be a multi-year initiative commencing in January 2026, will deliver an evidence-based masterplan that establishes South Australia's strategic direction to 2050, with clear milestones, accountable parties, and implementation mechanisms. The Committee for Adelaide's is uniquely positioned to bring together business, governments and community organisations in creating a shared vision and actionable roadmap for South Australia's next 25-year growth trajectory.

As South Australia's premier non-partisan coalition, the Committee for Adelaide is uniquely positioned to:

- Convene diverse stakeholders around shared long-term objectives
- Transcend political and sectoral boundaries
- Translate strategic vision into actionable initiatives
- Maintain continuity across changing government and business cycles



2050 MASTERPLAN

A united vision and comprehensive plan for Adelaide to reach its full potential

This strategic initiative is designed to consider a range of requirements, including:

Accelerating Growth	Dynamic Vibrancy	Thriving Community	Environmental Leadership
Economic Transformation Blueprint	Infrastructure & Connectivity Roadmap	Social Cohesion & Liveability Strategy	Sustainable Development Framework
<ul style="list-style-type: none"> Diversification strategies across emerging industries Innovation ecosystem development Industry investment attraction frameworks Workforce development and skills alignment 	<ul style="list-style-type: none"> Transport, digital, and energy infrastructure priorities Regional connectivity and development strategies Smart city technologies and urban innovation Water security and waste management systems 	<ul style="list-style-type: none"> Population growth and demographic planning Housing affordability and urban design excellence Health, education, and community infrastructure priorities Cultural development and creative economy growth 	<ul style="list-style-type: none"> Net-zero emissions pathway and circular economy transition Resource security and environmental stewardship Climate adaptation and resilience strategies Sustainable urban and regional development models
Catalysing Action & Advocacy: Governance & Implementation Architecture			
<ul style="list-style-type: none"> Cross-sector collaboration mechanisms Performance measurement and accountability frameworks Policy alignment across government levels Private sector engagement and investment facilitation 			

It will also take into account feedback and ideas collected through the 2025 Listening Forums and State Election Advocacy priorities. It is proposed that this strategic initiative is fully scoped and a comprehensive project brief prepared. Significant financial and resource investment is required to deliver this as a comprehensive plan for Adelaide. Phase 1 of this project is outlined below.

Phase 1: Foundation and Research (January to June 2026)

Stakeholder Mapping and Engagement	Evidence Base Development
<ul style="list-style-type: none"> Identify and recruit diverse working groups across key sectors Establish expert advisory panels and international benchmarking partners Create community engagement mechanisms and consultation processes Engage with global master-planned cities and regions. 	<ul style="list-style-type: none"> Research and data from Benchmarking Adelaide reports, Listening Forums and State Election Priorities Report Comprehensive analysis of current economic, social, and environmental baselines Global trends analysis and scenario planning Deep dive case study development with benchmarking peers Infrastructure audit and capacity assessments Explore ecosystem opportunities (i.e. MIT REAP)

COMMUNICATIONS

Showcasing ideas and generating action

KEY OBJECTIVES

- Provide timely and high-quality information, news, thought leadership, collaboration and networking opportunities.
- Showcase the breadth and depth of the Committee's offering and its members including events, thought leadership and advocacy.
- Highlight the strengths, opportunities and challenges facing Adelaide, South Australia.
- Generate pride and excitement in the future of Adelaide, South Australia.

2025-26 KEY DELIVERABLES

- Timely and relevant thought leadership and opinion pieces that highlight opportunities and challenges facing Adelaide, with an emphasis on solutions and recommended action.
- Interesting and insightful social media and newsletter content relevant to members and key stakeholders.
- Introduction of a 'Future of Adelaide' and 'Member Impact' video and podcast series.
- Effective Adelaide Connected and SA ZERO marketing campaigns to promote programs, events and outcomes.
- Web-as-hub approach, with all communications pointing back to Committee for Adelaide or Adelaide Connected websites.

GUIDING PRINCIPLES

- Timely
- Relevant
- Thought-Provoking
- Authentic
- Outcome-Focused
- Meaningful
- Trusted
- Collaborative



The introduction of several new international flights to and from Adelaide highlights the city's growing reputation as a destination for tourism, trade and investment, but while Adelaide's global connectivity is heading in the right direction, the same unfortunately can't be said for its local connectivity. The recent [2020 Benchmarking Adelaide](#) report reveals that Adelaide is ranked 12th out of 20 similar global cities for transport and infrastructure, falling behind on measures of congestion, walkability, public transport access and active transport.



The City of Salisbury hopes to play a big part in addressing the ongoing housing shortage across the state. Photo: Supplied.

For too long, Australia's urban growth default has been sprawl. More land. More roads. More cars. And more people pushed out further from the jobs.



MEMBERSHIP

Entitlements, benefits and targets

	 PLATINUM	 CORPORATE	 NOT FOR PROFIT	 SMALL ENTERPRISE	 ASSOCIATE
Opportunity to nominate an Associate Member from a cultural or small charitable organisation as part of your membership					
Leaders' Boardroom Series (<i>invitation only</i>)					
Emerging Leaders' Series (<i>invitation only</i>)					
Engage with Members of Parliament at key events					
Economic briefing with Treasurer					
Attend events with special delegations and dignitaries visiting Adelaide (<i>invite only</i>)					
Showcase the expertise and thought leadership within your organisation by appearing on our expert panels					
Host events to showcase your organisation and team					
Ability to post jobs on the Adelaide Connected website and feature in our Committee for Adelaide e-newsletter and social channels					
Elevate and promote your organisation's news and achievements by featuring in the Committee for Adelaide Member Newsletter and E-newsletter					
Opportunities to partner with the Committee for Adelaide at events and functions					
Participate in our roundtables					
Help shape the Committee's policy priorities					
Display your brand and promote your organisation via the Committee's website					
Attend the Committee's corporate functions and events					
Be the first to hear about and attend the Committee's Adelaide Connected networking events					

Nominated by
a Platinum
member

GOVERNANCE

2025-26 Committee for Adelaide Board



RAYMOND SPENCER
CHAIR



ALICIA GENET
DEPUTY CHAIR



TREVOR COOKE
DEPUTY CHAIR



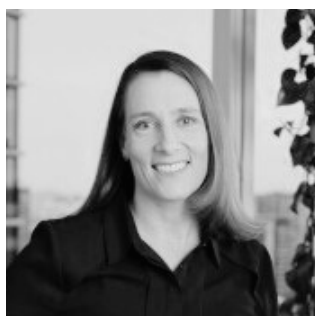
CAILLAN HOWARD
BOARD MEMBER



HENDRI MENZ
BOARD MEMBER



HEATHER CROALL
BOARD MEMBER



ANNA WILEY
BOARD MEMBER



**PROFESSOR JESSICA
GALLAGHER**
BOARD MEMBER



TEAM

Committee for Adelaide Team



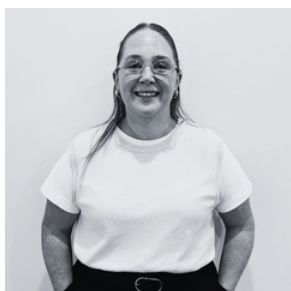
SAM DIGHTON
CHIEF EXECUTIVE



NAOMI MARSH
STRATEGY & PROJECTS MANAGER



ALI CHATBURN
MEMBERSHIP ENGAGEMENT & EVENTS MANAGER
(PARENTAL LEAVE)



LISA GRIMSEY
MEMBERSHIP ENGAGEMENT & EVENTS MANAGER



ALBERT D'ALOIA
OPERATIONS MANAGER

