



COMMITTEE FOR
ADELAIDE

COMMITTEE FOR ADELAIDE

BUSINESS PLAN & STRATEGY

1 July 2026 to 30 June 2027

TABLE OF CONTENTS



1. EXECUTIVE SUMMARY	3
2. PRIORITIES FOR A RESILIENT FUTURE	5
3. UNIQUE SELLING PROPOSITION	7
4. STRATEGIC APPROACH	8
5. THOUGHT LEADERSHIP	9
6. STRATEGIC PILLARS & FOCUS AREAS	11
7. GOVERNMENT RELATIONS	15
8. ADL2050 VISION	16
9. COMMUNICATIONS	17
10. MEMBERSHIP	18
11. GOVERNANCE	19
12. TEAM	20

EXECUTIVE SUMMARY

Global economic headwinds will impact South Australia's economy over the next 12 months. As we enter FY27, the Committee for Adelaide is uniquely positioned to be the indispensable partner that members, government and our community need most. Now is a time when the Committee is needed, not despite the economic uncertainty but precisely because of it.

This Business Plan charts our course for the 12-month period from 1 July 2026 to 30 June 2027, serving as our strategic roadmap for deepening member value, broadening our advocacy impact and anchoring Adelaide's long-term vision across government and industry.

BUILDING ON THE FOUNDATIONS OF FY26

Throughout FY26, the Committee for Adelaide consolidated its position as South Australia's premier thought leader and cross-sector advocate. We delivered meaningful advocacy outcomes ahead of the March 2026 State Election, initiated Phase 1 of the ADL2050 Vision project and strengthened our relationships across business, government and community. Our four strategic pillars guided our focus:

- **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.

We delivered these outcomes while maintaining financial sustainability and demonstrating exceptional member value which are the foundations on which we are able to positively look forward into FY27.

NAVIGATING THE FY27 ENVIRONMENT

The operating context for FY27 is more challenging than previous years. Ongoing global economic dislocation, cost-of-living pressures, geopolitical uncertainty and the ripple effects of the conflict in the Middle East are being felt directly by our members. Some organisations are reassessing discretionary expenditure, including membership commitments.

This context demands a clear and honest response from the Committee. We recognise and appreciate that while our members are facing financial pressure, it is important for the Committee to demonstrate in concrete terms what their membership delivers. Our value proposition as the most influential non-partisan, independent, multi sector organisation is indispensable at a time where South Australia must respond to tougher economic conditions and geopolitical uncertainty.



EXECUTIVE SUMMARY

EVOLVING OUR FINANCIAL MODEL

FY27 will see the Committee take deliberate steps to continue to diversify revenue streams. Alongside membership fees, we will pursue Federal, State and Local Government co-investment in the ADL2050 Vision project, develop the Research & Innovation Fund with industry partners, and explore a broader public-facing conference anchored to the Benchmarking Adelaide 2027 launch.

Financial resilience is not separate from our mission, it is a prerequisite for sustaining it.

THE PATH FORWARD

The Committee for Adelaide has never been more needed. In a year of economic and geopolitical uncertainty, our unique ability to convene business, government and community across sectors and across political lines is a resource South Australia needs more than ever. Through a sharpened value proposition, visible advocacy wins, renewed government partnerships and the long-term anchor of ADL2050, we will ensure Adelaide does not just weather FY27, it uses this moment to define the conditions for its next era of growth.

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



7 PRIORITIES FOR A RESILIENT YEAR

Our strategy for FY27 centres on seven interconnected priorities:

- 1. Demonstrating Proven Member Value:** We will focus closely on membership retention, ensuring our members feel seen heard and included. We will also introduce a formal Member Value Report. This personalised annual statement for each Platinum and Corporate member quantifying policy influence, event participation, media coverage and connections made. A decision for a member not to renew should feel like surrendering a competitive advantage.
- 2. Strengthening Our Membership Model:** We will explore a number of membership model changes. This may include piloting a 'Consortium Membership' for start-up organisations in defence, technology and cultural sectors, allowing groups of three to five companies to share a membership at an accessible price point.
- 3. Expanding Our Evidence Base:** We will continue our thought-leadership conversations, commission Benchmarking Adelaide 2027 and explore the establishment of a Research & Innovation Fund to underwrite a structured pipeline of independent, locally-relevant research. This strengthens our advocacy credibility, deepens member engagement and diversifies our revenue base beyond membership fees.
- 4. Refining Our Strategic Pillars:** Our four pillars will be refreshed to better reflect the current economic climate, renamed as Prosperity, Population, Liveability and Sustainability. Each pillar will be applied with a sharper focus on practical economic outcomes: reducing business operating costs, boosting workforce participation, lowering energy bills and capitalising on the concrete economic opportunities of sustainability.
- 5. Making Advocacy Wins Visible:** We will publish a regular Advocacy Scorecard tracking our advocacy outputs and commitments sought from government and industry against commitments secured, including summarising advocacy wins, meetings with MPs and other key stakeholders, research outputs, published opinion pieces and policy changes. Members will see their investment working in real time.



7 PRIORITIES FOR A RESILIENT YEAR

6. **Seizing the Post-Election Government Partnership Opportunity:** With the Malinauskas Government returned at the March 2026 election, FY27 opens a critical window to embed the Committee as the government's indispensable private-sector partner. A new Ministerial Fireside Briefing Series, which will be delivered monthly to members in a 'Chatham House' format will connect our members directly with Ministers portfolio-by-portfolio, positioning the Committee as a governing partner rather than a lobby group.
7. **Anchoring Adelaide's Long-Term Vision with ADL2050:** The ADL2050 Vision project, which was launched in FY26, becomes the Committee's most powerful retention and engagement tool in FY27. All members will be invited to contribute: hosting workshops, making submissions, and helping define practical actions to guide Adelaide over the next 25 years. The project will also reach beyond members to prominent South Australians, local media and the general public, building community-wide ownership of Adelaide's future.



COMMITTEE FOR ADELAIDE

Unique Selling Proposition

South Australia's leading voice for transformational change - an independent, non-partisan, multi-sector 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 are indispensable at a time where South Australia must respond to tougher economic conditions and geopolitical uncertainty. We understand that navigating uncertain times requires close collaboration and communication between people, business and capital. By strengthening these connections and optimising their relationships, we can weather economic uncertainty and enhance business, community and social resilience.

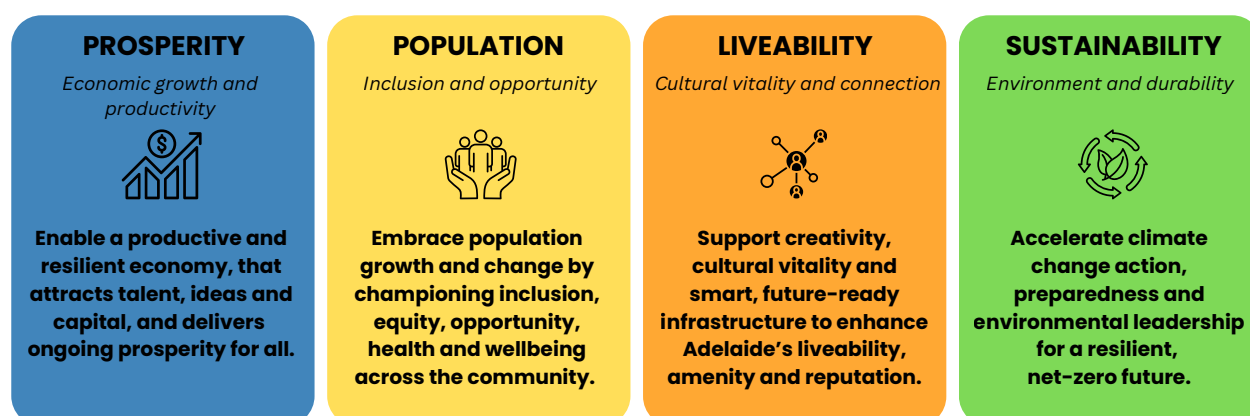


COMMITTEE FOR ADELAIDE

Same vision with refreshed Strategic Pillars

The Committee's vision is for Adelaide, South Australia to be an extraordinary, big-thinking, welcoming, prosperous and vibrant place, with a thriving economy and population.

In pursuing this vision, we have slightly refined and simplified our strategic pillars as follows:



While it's important that our strategic pillars remain future-focused and aspirational, it is also important to ensure the content and focus of the Committee's outputs reflect the current economic climate and the day-to-day pressures, concerns and opportunities facing our members.

Accordingly, in FY27 we will continue to focus our attention on the strategic pillars with an additional lens of current state, including cost-of-living/operating and ongoing economic competitiveness pressures.

For example, under the '**Prosperity**' pillar, we will focus in on productivity and reducing business operating costs; under '**Population**' we will continue to focus on workforce attraction and utilisation as well as housing affordability; '**Liveability**' will explore the need for boosting active transport infrastructure, reducing commute costs and enabling productive regions, and through the '**Sustainability**' pillar, we will explore energy efficiency and cost reduction, green jobs creation and capitalising on the economic opportunity of sustainability.

Continuation of the Adelaide Connected program (subject to a new funding agreement), the Future Leaders Series, the ADL2050 Vision Project and the SA Zero program will support delivery against these pillars.



THOUGHT LEADERSHIP

Ideas that drive change

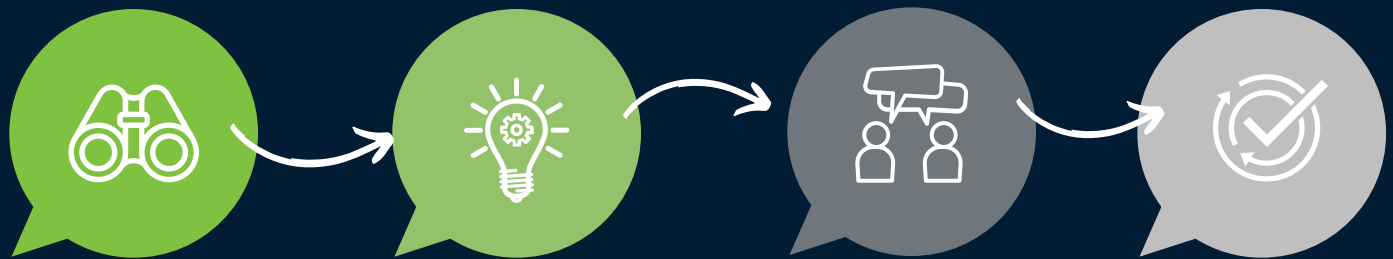
We will continue to convene thought provoking conversations that move beyond discussion to identify actionable outcomes and at the same time influencing members, government and key stakeholders in shaping their policy and decisions.

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 an extraordinary, big thinking, welcoming, prosperous and vibrant place, with a thriving economy and population.

STRATEGY

Impacting policy and the future direction of Adelaide across four main strategic pillars: Prosperity, Population, Liveability and Sustainability.

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 and advocacy that influence policy, investment decisions and catalyse action across government and industry.

GUIDING PRINCIPLES:

INDEPENDENT | INCLUSIVE | SECTOR-AGNOSTIC | FUTURE FOCUSED |
SOLUTIONS ORIENTATED | THOUGHT-PROVOKING

STRATEGIC PILLARS

Clear focus areas leading to action and output

PILLAR	PROSPERITY
FY27 FOCUS AREA	DRIVING PRODUCTIVITY AND REDUCING BUSINESS COSTS

The Committee for Adelaide has long championed productivity and innovation as the foundation of South Australia's economic potential. In FY27, we move decisively from advocacy to action, focusing on practical reforms that lift productivity while materially reducing the cost of doing business.

Insights from our Benchmarking Adelaide Reports reinforce the urgency. South Australia's productivity gap remains a structural challenge, compounded by rising operating costs across energy, regulation, infrastructure and workforce constraints. Closing this gap will require targeted, coordinated action that improves efficiency, removes friction and enables businesses to scale, invest and compete.

In FY27, we will prioritise:

- Advancing reforms that streamline regulation, improve planning systems and reduce administrative burden on business
- Championing reliable, affordable energy and infrastructure as critical enablers of productivity
- Supporting investment in technology, innovation and skills that drive firm-level productivity gains
- Elevating business input into policy design to ensure reforms deliver real cost relief and competitiveness

This work demands alignment across government, industry and the research sector. We will seek to convene and partner with key institution including the South Australian Productivity Commission, the Productivity Commission, the Business Council of Australia and our universities, to build consensus on a focused pipeline of reforms.

Our goal is to secure enduring commitments that outlast electoral cycles, reshape the cost environment for business, and unlock sustained productivity growth for South Australia.



STRATEGIC PILLARS

Clear focus areas leading to action and output

PILLAR	POPULATION
FY27 FOCUS AREA	TALENT ATTRACTION AND UNLOCKING HOUSING SUPPLY

The Committee for Adelaide has long championed strategic urban density as part of the solution to South Australia's housing challenge. In FY27, we sharpen our focus, linking housing accessibility and affordability directly to workforce attraction, participation and economic growth.

South Australia's ability to attract and retain talent is increasingly constrained by housing supply, cost and choice. At the same time, workforce utilisation, particularly among underrepresented group, remains below its potential. Addressing these challenges requires a more integrated approach: one that aligns housing, planning and workforce policy to support a growing, skilled and mobile population. Our 'Density Done Well' work continues to demonstrate that thoughtful, well-designed infill can deliver diverse, affordable housing close to jobs, services and transport—reducing cost-of-living pressures, improving access to employment and supporting more productive communities.

In FY27, we will prioritise:

- Advocating for infrastructure and transport investment that connects people to jobs and reduces barriers to workforce participation
- Supporting policies that attract and retain skilled workers, including interstate and international talent, aligned to industry needs
- Promoting initiatives that improve workforce utilisation, including pathways for young people, migrants and those currently under-engaged in the labour market
- Shaping the narrative on density and growth to build community confidence and support for change.

We will work in partnership with industry, government and the development sector, including the Property Council, UDIA, local government, the Planning Commission SA and Renewal SA, to drive a coordinated reform agenda. Our objective is to enable a more accessible and affordable housing system that supports population growth, strengthens workforce participation and positions South Australia as a destination of choice for talent.



STRATEGIC PILLARS

Clear focus areas leading to action and output

PILLAR	LIVEABILITY
FY27 FOCUS AREA	CONNECTING PEOPLE, PLACES AND REGIONS

The Committee for Adelaide has consistently advocated for stronger transport connectivity as a foundation of liveability and economic performance. In FY27, we sharpen this focus on prioritising active transport, reducing commute costs and strengthening connections between metropolitan Adelaide and its regions to support more productive, accessible communities.

As population grows and cost-of-living pressures intensify, the efficiency and affordability of how people move matters more than ever. Long commutes, car dependency and fragmented networks reduce productivity, limit workforce participation and place pressure on household budgets. A more balanced, integrated transport system, one that makes active and public transport viable, safe and attractive is essential.

In FY27, we will prioritise:

- Advocating for expanded active transport infrastructure, including safe cycling and walking networks that connect people to jobs, education and services
- Championing investment in public transport that reduces commute times and costs, particularly along key growth corridors
- Supporting land use and transport integration to ensure new housing is well connected to existing networks and employment centres
- Promoting stronger links between Adelaide and regional centres to enable more productive, connected regional economies
- Elevating the role of transport in shaping vibrant, people-focused places and reducing cost-of-living pressures

Building on insights from the Benchmarking Adelaide Reports, we will work with government, industry, local councils and our members to advocate for long-term, coordinated transport planning and funding that extends beyond electoral cycles. Our ambition is to deliver a connected, affordable and efficient transport system that enhances liveability, lowers the cost of getting around, and supports a more productive Greater Adelaide and South Australia.



STRATEGIC PILLARS

Clear focus areas leading to action and output

PILLAR	SUSTAINABILITY
FY76 FOCUS AREA	LOWERING ENERGY COSTS AND UNLOCKING THE CLEAN ECONOMY

South Australia is well placed to lead in the transition to a low-carbon economy but in FY27, the focus sharpens from ambition to delivery and maintaining support in what is likely to be a tough economic climate.

Sustainability is not only an environmental imperative; it is a pathway to lower energy costs, stronger industries and new sources of economic growth. For businesses and households alike, energy affordability and efficiency are now critical. At the same time, the global shift toward decarbonisation is creating significant opportunities in green industries, advanced manufacturing and clean supply chains. South Australia has a clear competitive advantage but realising it will require coordinated action, investment and a sharper focus on outcomes.

In FY27, we will prioritise:

- Advocating for policies and investments that improve energy efficiency and reduce power costs for businesses and households
- Supporting the growth of green industries as drivers of jobs, exports and economic diversification
- Enabling the creation of high-quality green jobs through skills development, workforce transition and industry partnerships
- Positioning South Australia within global clean supply chains and capitalising on emerging export opportunities
- Promoting practical approaches to climate resilience and adaptation that reduce long-term economic risk

We will continue to convene business, government and the community to align around shared economic opportunities, building on initiatives such as SA ZERO to strengthen collaboration and momentum. Our objective is to reduce the cost of energy, grow a globally competitive clean economy and secure long-term, sustainable prosperity for South Australia.



GOVERNMENT RELATIONS

Strategic advocacy

The March 2026 State Election has had a defining impact on FY26. The start of the FY27 period allows the Committee to position itself as the indispensable private-sector briefing partner for the Malinauskas Government.

During the first few months of FY27, we intend to hold an SA Government Ministerial Fireside Briefing series (monthly, members-only, closed-door) which will allow our members to engage with each South Australian Minister about the policy setting for each department and how these impact our members. This will also allow the Committee to discuss, build on and continue to advocate for its 2026 State Election Priorities which was delivered to the Premier and the government prior to the election. This will position the Committee not as a lobby group but as a governing partner, provide additional value for members to connect with and access senior government decision-makers and ensure that members see the value of the Committee's advocacy.

The Committee will also continue to work closely with the Committees for Capital Cities and continue its federal government advocacy, sharing insights, advocating for collective action and influencing policy for the benefit of Australia's capital cities, both now and into the future. As individual organisations and as a collective, we are committed to engaging with Federal parliamentarians and stakeholders on a broad range of issues and topics relating to Australia's urban policy landscape.



ADL2050 VISION

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

The Committee is convening a series of strategic workshops to develop a bold, long-term vision for Adelaide by the year 2050.

The 'ADL2050' Vision Project will bring together representatives from business, government, academia, schools, and the community to visualise and define how we imagine and hope Adelaide will be like by the year 2050. It will also help to identify a set of practical pathways and actions to guide our city over the next 25 years, with the aim of identifying 50 actions for 2050.

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**

The Committee is working closely with several urban design, architecture and planning members to host the workshops including JPE Design Studio, Hames Sharley, Woods Bagot, Baukultur and ARUP. Each workshop will focus on a different but complementary theme and provocation:

- **Art and culture at the centre of everything**
- **An accessible, well-connected city**
- **Invest in and protect Adelaide's assets**
- **Urban infill over urban sprawl**
- **Prepare for change**

In addition to the workshops, we are also launching a public-facing campaign to collect ideas, thoughts and visuals from prominent Adelaideans and the general public to feed into the visioning piece. Selected submissions may be featured as part of a broader conversation about Adelaide's future and will help inform the development of a long-term vision for Adelaide by 2050. The webpage will be heavily promoted through the Committee's own communication channels including newsletters, social media and at events.

Students, schools and community groups will be encouraged to participate in addition to members and key stakeholders. We will be calling on members to help promote and share the campaign to reach as many South Australians as possible.



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.

2026-27 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 Quarterly Advocacy Scorecard.
- Introduction of a Member Value Report.
- Creation of a C4A corporate video, featuring content from members and events
- 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



MEMBERSHIP

Entitlements and benefits

	 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					
Elevate and promote your organisation's news and achievements by featuring across the Committee for Adelaide's digital channels, including member newsletter, social channels and website					
Opportunities to partner with the Committee for Adelaide at events and functions					
Participate in our roundtables					
Help shape the Committee's policy priorities					
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

2026-27 Committee for Adelaide Board



RAYMOND SPENCER
CHAIR



ALICIA GENET
DEPUTY CHAIR



TREVOR COOKE
DEPUTY CHAIR



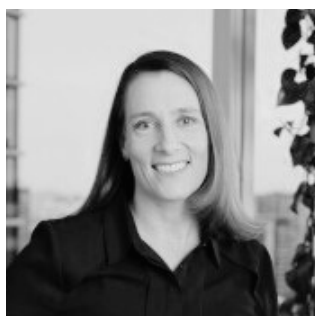
**CAILLAN
HOWARD**
BOARD MEMBER



HENDRI MENZ
BOARD MEMBER



HEATHER CROALL
BOARD MEMBER



ANNA WILEY
BOARD MEMBER



**PROFESSOR JESSICA
GALLAGHER**
BOARD MEMBER



TEAM

Committee for Adelaide Team



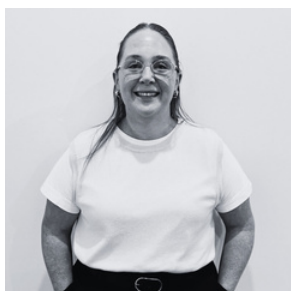
SAM DIGHTON
CHIEF EXECUTIVE



NAOMI MARSH
STRATEGY & PROJECTS MANAGER



ALI CHATBURN
MEMBERSHIP ENGAGEMENT & EVENTS MANAGER
(PARENTAL LEAVE)



LISA GRIMSEY
MEMBERSHIP ENGAGEMENT & EVENTS MANAGER



ALBERT D'ALOIA
OPERATIONS MANAGER

