

# AEDA

# Business Plan & Budget

FY 2026/27



# Acknowledgment of Country

Adelaide Economic Development Agency tampinhi, ngadlu Kurna yartangka panpapanpalyarrinhi (inparrinhi). Kurna Miyurna yaitya mathanya Wama Tarntanyaku. Parnaku yailtya, parnaku tapa purruna, parnaku yarta, ngadlu tampinhi. Yalaka Kurna miyurna ithu yailtya, tapa purruna, yarta, kawi, ngayirda kuma puru martinhi, puru warri-apinhi, puru tangka martulayinhi. Kumartarna yaitya miyurna iyangka yalaka ngadlu tampinhi.

The Adelaide Economic Development Agency acknowledges the Kurna People of the Adelaide Plains as the Traditional Custodians of the land on which we live, work and gather. We acknowledge and honour their spiritual and cultural stewardship of this Country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things. We pay our respects to Kurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.

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# Adelaide Economic Development Agency (AEDA)

The Adelaide Economic Development Agency Charter identifies the objectives and purposes of the Agency as:

- To accelerate economic growth in the City of Adelaide by attracting investment and supporting businesses, festivals and events, as well as visitor, student and residential growth.
- To promote the City of Adelaide as a destination and 'magnet city' to increase its visitation and use by residents, workers, visitors and the community.
- To position the Rundle Mall as the State's premier retail and commercial shopping precinct to sustain retail, business and economic viability.
- To ensure that the Agency operates within the terms of its Charter and the Council's Strategic Plan.

AEDA's functions include:

- Work collaboratively with the State Government, strategic partners, peak bodies and key stakeholders and avoid duplication of effort in the delivery of its functions and duties.
- Position the City of Adelaide as an attractive investment opportunity for commercial and residential property development.
- Support the growth and development of existing businesses and attract new businesses, industries and entrepreneurs to the City of Adelaide.
- Promote and market the City of Adelaide to local, interstate and international visitors and investors.
- Position and promote the City of Adelaide as Australia's premier festival and event destination, with the aim of increasing visitation and investment.
- Attract and support growth of the visitor economy, including international students, festivals, events, conferences, conventions and exhibitions.
- Activate, promote and market Rundle Mall.
- Promote and develop mainstreet precincts as commercial hubs of economic, cultural and social significance.

The agency operates within the geographic boundary of the City of Adelaide but, reflecting Adelaide's capital city role, collaborates with organisations from outside this area on programs that deliver mutual benefit. The Rundle Mall Levy is spent on marketing and activating the area bounded by North Terrace, King William Street, Grenfell Street and Pulteney Street.

This Business Plan and Budget identifies AEDA's priorities in 2026/27 and addresses the Agency's obligations under section 6.2 of the AEDA Charter to produce an annual business plan and budget for the ensuing financial year.

# The Board

AEDA is a Section 42 Subsidiary under the *Local Government Act 1999 (SA)*, and in all things acts through the Board. The Board has responsibility to manage the business and other affairs of the subsidiary, ensuring that AEDA acts in accordance with the *Local Government Act 1999* and the AEDA Charter.

The AEDA Board oversees the business of the Agency. The skills-based Board includes expertise and experience across the hospitality, property development, placemaking, business development, investment, events and tourism sectors. Council is represented on the Board by the Lord Mayor.



Steve Maras (Chair)



Jim Kouts (Deputy Chair)



Dr Jane Lomax-Smith AM (Lord Mayor)



Jaimee Charlton



Denise von Wald



Emma Kardachi



James Black



Tim Last



Dr Michelle Perugini

The work of the Board is supported by an Advisory Committee that provides a two-way mechanism for city businesses, mainstreet associations and other stakeholders to exchange information and raise matters that are within AEDA's functions and powers. Current Advisory Committee Members are Jasmin Ilic (Chair), Angela Maglieri, James Black, Mirella Romano, Paula Mifsud and Nikki Hamdorf (Precinct groups representative).

# Structure and Funding of the Agency

The Agency consists of 31.6 FTEs led by a General Manager. Three senior staff members report to the General Manager with respective responsibilities for marketing and visitor economy, Rundle Mall and business growth, investment attraction and event sponsorship.

AEDA is funded through an appropriation from the City of Adelaide, and from funds raised through the Rundle Mall Differential Separate Rate. The rate is levied by Council on ratable land in the Rundle Mall Precinct. Funds from the separate rate will be expended specifically and only to support the delivery of the marketing plan, actions and operation of the Rundle Mall Precinct and not the broader city.

## Economic Outlook

The City of Adelaide's economy has continued to demonstrate resilience as South Australia's primary centre for business, higher education, innovation, cultural institutions, hospitality, retail and major events.

The number of businesses and people working in the city has continued to grow. Hotel occupancy is strong. However there are challenging headwinds. Cost of living pressures continue. The conflict in the Middle East has resulted in sharply higher fuel prices, which, if sustained, will add to inflation placing upward pressure on interest rates, as well as leading to calls to increase the level of working from home activity.

A significant pipeline of construction activity is set to shape the City of Adelaide across 2026/27. Several landmark projects will be completed while new developments commence, supporting both short-term activity and long-term precinct renewal.

### Major projects include:

- Five new hotels completed or underway: Veriu Adelaide, Crystalbrook Sam, Treehouse Hotel at Market Square, Little National Hotel and Oakwood Premier.
- The Lot Fourteen Innovation Centre, reinforcing Adelaide's reputation as a growing national hub for space, defence, AI and research.
- The new Women's and Children's Hospital, one of the state's most significant long-term health infrastructure commitments.
- Mainstreet upgrades improving amenity and vibrancy and essential infrastructure upgrades to key visitor precincts. Noting short-term foot traffic, communication and business expectations will need to be closely managed.
- The Adelaide Central Market Arcade redevelopment transitioning into operational stages, providing new retail, commercial and hospitality opportunities.

- Several residential projects, including student accommodation.

Together, these projects will attract construction workers, stimulate surrounding retail/hospitality trade, and deliver upgraded precincts that enhance the city's competitiveness.

### Macroeconomic Landscape

The macroeconomic landscape has changed since the end of 2025. The conflict in the Middle East impacting fuel prices, upward pressure on inflation, an environment in which interest rates are more likely to rise than fall have created a more volatile economic environment. This is being reflected in surveys of business and consumer confidence. This places continued pressure on discretionary spending, potentially slowing demand in retail, hospitality, events and the night time economy.

However, South Australia's broader economic fundamentals remain relatively strong. State Final Demand growth has been among the highest in the country, supported by business investment, dwelling construction and strong labour market participation. Employment remains near historic highs, which supports daytime city visitation and workforce activity.

Continuing momentum around AUKUS and defence investment is a major economic driver. Increased funding and associated private-sector activity are expected to stimulate growth across defence technology, advanced manufacturing, cyber, engineering and professional services — sectors heavily concentrated in the CBD. This presents significant opportunity for spillover economic activity, collaboration and high-skilled employment.

## Visitor Economy

Adelaide has transitioned into a premier global destination, with new air routes, new events, new hotels and greater awareness of what the city has to offer. With all pre-pandemic international air routes restored and new direct links opening to hubs like San Francisco, Shanghai and Guangzhou, inbound aviation capacity has increased by 32%, bringing opportunity for new inbound markets to South Australia. This infrastructure supports a high-yield visitor profile, driving CBD hotel revenue to record highs (exceeding \$100 million per quarter) and fuelling the demand for new luxury stays.

Major events, festivals and conventions remain critical drivers of visitation and spend, with the calendar delivering a year-round engine of growth. High-impact anchors like AFL Gather Round, LIV Golf and the Adelaide Festival (which recently saw a 40% jump in interstate/international visitors) are complemented by a booming business events sector. With delegates spending an average of \$1,600 per visit, Adelaide is strategically positioned to maximise the economic returns of a globally connected, modern tourism landscape.

The moderating influences are uncertainty regarding the Middle East situation on people's desire to travel internationally and cost of living pressures impacting people's decisions to travel domestically.

## Business and Workforce Growth

Adelaide continues to experience steady growth in both business numbers and jobs located in the city.

A broader trend is emerging within professional services, tech firms and corporate offices who are increasingly choosing CBD locations for talent attraction/retention. This is expanding Adelaide's high-skilled workforce and reinforcing the role of the city as the state's economic centre.

However, within the current environment, working from home is being promoted by various organisations as a tool to manage cost and energy pressures. This raises concerns about an impact on economic activity levels within the City of Adelaide.

Population growth continues to be a major contributor to Adelaide's economic performance. Net overseas migration remains strong, supported by Australia's relative attractiveness and labour market opportunities, and South Australia's rising profile as a lifestyle-oriented state. Adelaide is receiving increasing numbers of skilled migrants and working holiday makers, both of which are key to supporting labour supply in hospitality, health, construction and professional services.

International student arrivals remain a significant driver of economic activity in the city. Adelaide's universities and vocational providers continue to attract students from Asia, South Asia and Europe, with enrolments rebounding strongly post-pandemic. These students contribute directly through tuition and living expenditure, but also indirectly by supporting city vibrancy, public transport use, hospitality demand and long-term workforce pipelines. The return of international students has strengthened daytime and evening economies and reinforced Adelaide's position as an education city.

Population and student growth, however, continue to place pressure on housing supply. While new apartment developments are in train, demand has outpaced supply across both Greater Adelaide and the City of Adelaide. Rising rent levels, low vacancy rates and cost pressures highlight the need for ongoing investment in residential development. Rental vacancy rates have eased, although remain at historic lows.

However, for the first time since the Covid recovery the State has seen a fall in international student commencements raising from federal government policy tightening, visa approval rates falling, a contraction in the vocational education and training and English-language sectors and higher costs.

Workforce policies to address the staffing challenges resulting from major projects, an ageing population and a robust economy will be important.

## Future Outlook

The City of Adelaide, like other capital cities saw subdued growth in 2024/25 and 2025/26, as consumer spending softened under the backdrop of high inflation and interest rates. Cautious discretionary spending could continue into 2026/27.

Public and private investment, strong labour market conditions, visitor demand and large-scale developments will underpin growth. Key risks include persistent inflation, global uncertainty, and pressures on housing supply.

However, the city's growing economic diversification particularly in construction, professional services, research, technology, health and higher education provides a strong platform for sustained, long-term economic resilience.

# State of the City Snapshot

<i>Gross Regional Product</i>	Total as of 2025 YE June <b>\$28.2bn</b>	<b>0.04%*</b> Annual Growth  Source: National Institute of Economic and Industry Research. Compiled and presented in economy.id by .id (informed decisions)
<i>Consumer Expenditure</i>	Total as of 2025 YE December <b>\$4.25bn</b>	<b>2.0%</b> Annual Growth  Source: Spendmapp by Geografia
<i>Registered Businesses</i>	Total as of 2025 YE December <b>12,975</b>	<b>2.0%</b> Annual Growth  257 more businesses than 2024 Source: Australian Bureau of Statistics
<i>Workforce</i>	Total as of 2025 YE June <b>174,945</b>	<b>-0.5%*</b> Annual Growth  National Institute of Economic and Industry Research. Compiled and presented in economy.id by .id.
<i>Residential Population</i>	Est. Resident Population as of 2025 YE June <b>30,173</b>	Source: Australian Bureau of Statistics
<i>International Students</i>	Enrolments State-wide as of December 2025 <b>57,327</b>	<b>26,024</b> Commencements  Source: StudyAdelaide

*Office  
Vacancy Rates*

As of January 2026

**15.5%**

Declined from 16.4% in Jan 2025  
 Total stock (sqm): 1,593,215  
 Total occupied (sqm): 1,345,955  
 Net absorption (sqm): 33,023 (past 12 months)  
 Net absorption (sqm): 10,697 (past 6 months)

Source: Property Council of Australia

*Residential  
Vacancy Rates*

As of April 2026 (Adelaide & North Adelaide)

**1.8%**

Source: SQM

*Mainstreet  
Shop Vacancy*

As of January 2026

**8.95%**

Declined from 9.1% in October 2025  
 Source: AEDA Mainstreet Audit

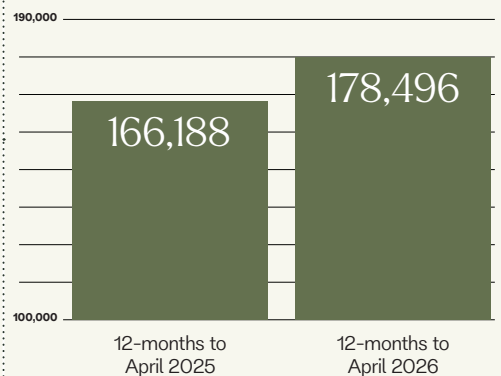
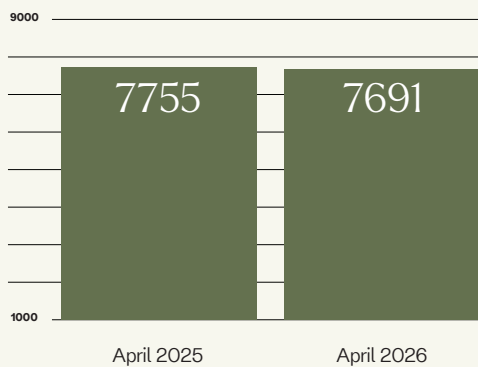
As of April 2026, there are 1,279 hotel accommodation rooms currently under construction in the City of Adelaide.

Change in room supply YoY as of April 2026

**-0.8%**

Change in room demand 12 months to April 2026

**7.4%**



*Hotel  
Occupancy  
Rates*

Room supply is relatively stable, reflecting rooms not available to booking due to refurbishments

Demand for rooms rose 7.4%

# AEDA Strategic Plan 2024/25 to 2028/29

The AEDA Board adopted the *AEDA Strategic Plan FY 2024/25 – 2028/29* at its meeting in October 2024. The Plan articulates the approach the Agency will adopt in responding to its obligations under its Charter and the responsibilities assigned to it in the *City of Adelaide Strategic Plan 2024 – 2028 and Economic Development Strategy 2024 – 2028*.

The Plan seeks to align, where possible, the measurements identified in the *City of Adelaide's Strategic Plan and Economic Development Strategy* to the goals of the Agency. To ensure alignment, this practice will continue to be applied to this business plan, noting many of the measures adopted by Council are significantly influenced by external factors and macroeconomic conditions.

The *2026/27 Business Plan* is structured around the following pillars and goals set out in the *Strategic Plan*.

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## 1. Activate Rundle Mall and Precincts

### Goals

1. Rundle Mall strengthens its reputation as the state's premier shopping precinct and evolving entertainment and dining destination to increase visitation and spend.
2. Rundle Mall evolves and regenerates with new capital investment.
3. AEDA's relationship with Rundle Mall stakeholders and levy payers is strengthened through effective partnerships, advocacy and management of the Rundle Mall program.
4. Adelaide's destination and liveability status is enhanced through activated laneways, arcades, precincts and neighbourhoods across the city.

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## 2. City Brand and Marketing

### Goals

1. The Adelaide brand clearly articulates what makes our city distinctive, and this brand position underpins all of AEDA's marketing activity.
2. City stakeholders actively participate in marketing campaigns.
3. Visitors to Adelaide and residents can easily discover what's on across the city.
4. Knowledge of Adelaide as a place to invest and grow a business is increased.
5. The AEDA brand is known, well-regarded and considered best in class in Australia within the business community.

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## 3. Growing the Visitor Economy

### Goals

1. Adelaide is viewed as an increasingly desirable place to visit.
2. Adelaide has a diverse range of tourism products and experiences that provide more reasons for people to visit and stay longer.
3. Comprehensive information is provided to visitors on things to see and do in Adelaide.
4. AEDA plays a pivotal role as a connector and central point for the visitor economy in Adelaide.

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## 4. Investment and Business Growth

### Goals

1. Growth in industry sectors that build on and extend the city's economic strengths.
2. Street level retail and hospitality activity that contribute to vibrant precincts and mainstreets.
3. Businesses are supported to grow.
4. Data and insights deliver useful information to city businesses and prospective investors.
5. Adelaide's reputation as a centre for health and education is strengthened.

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## 5. Governance and Operations

### Goals

1. Effective and transparent governance, reporting and processes.
2. Establish an approach to funding that supports multi-year forward planning.
3. AEDA is a destination of choice for people wanting to pursue a career in economic development and growing the city economy.
4. AEDA is seen as a prime economic development agency that effectively partners with the private sector, government and not-for-profit organisations to grow Adelaide's economy.
5. Engagement mechanisms that deliver on-ground intelligence to inform priorities and practice.



Image credit: South Australian Tourism Commission

# 2026/27

## Business Plan Overview

This Business Plan identifies the services and programs the organisation will deliver in 2026/27 to progress the delivery of its Strategic Plan. Priorities for 2026/27 identified by the Board include:

- Marketing and promoting the city with a consistent brand that underpins AEDA's marketing activities, supporting investment, and visitor attraction.
- Ensuring people visiting Adelaide receive advice and information that exceeds their expectations, both on the digital platform and in the new Visitor Experience Centre.
- Delivering a structured approach to investment attraction that identifies short-term opportunities to support organisations to relocate into the city or grow in situ, as well as focusing on the sectors that will underpin long-term economic growth. These include defence and space, health and medical, the data economy and tourism.
- Capitalising on Rundle Mall's 50th anniversary. The anniversary represents a pivotal moment to:
  - Reinforce Rundle Mall's position as the state's most important retail destination.
  - Reinvigorate public perception of the Mall as a place of innovation, inclusion and shared identity.
  - Create new emotional and cultural touchpoints that connect past, present and future generations.

### The Agency will continue to deliver the following Operating Activities:

- Delivery of ADL Fashion Week.
- Collection, analysis and dissemination of economic data and information about the city.
- Provision of grants to precinct groups through the Mainstreet Development Program.
- Management of Strategic Partnerships Program, providing funding support to Renew Adelaide, Study Adelaide, Business Events Adelaide, MTPConnect, Festival City Adelaide and ThinLab.
- Management of the Events and Festivals Sponsorship Program providing funding support to Illuminate Adelaide, SALA Festival, Nature Festival, Adelaide Film Festival, OzAsia Festival, Feast Festival, National Pharmacies Christmas Pageant, bp Adelaide Grand Final, St John Carols by Candlelight, Adelaide International, Adelaide Festival, Adelaide Fringe, Santos Tour Down Under, WOMADelaide, Tasting Australia, Adelaide Cabaret Festival, the Adelaide Equestrian Festival, Gather in the Garden, the AGSA Winter Art Series and DreamBIG Children's Festival.
- General operating activities in business growth/support, marketing and visitor growth to deliver the functions outlined in this business plan.

### The Agency will deliver the following Strategic Projects:

- Rundle Mall 50th anniversary
- Investment attraction
- City Brand implementation
- Small Business program



Image credit: South Australian Tourism Commission

# Activate Rundle Mall and Precincts

Rundle Mall, the state’s premier retail and commercial shopping Precinct, energises city life and enriches the Adelaide experience.

AEDA Strategic Plan Goal	2026/27 Proposed Actions
<p>1. Rundle Mall strengthens its reputation as the state’s premier shopping Precinct and evolving entertainment and dining destination to increase visitation and spend.</p>	<ol style="list-style-type: none"> <li>1. Curate a calendar of events, festivals, activations and PR moments that celebrate Rundle Mall’s 50th anniversary, honouring its history and heritage, highlighting its role in South Australia’s social life, and showcasing its lasting legacy as the beating heart and town square of Adelaide.</li> <li>2. Continue implementation of the Rundle Mall Christmas Strategy.</li> <li>3. Become a ‘cultural stage’: host significant cultural moments. Build Rundle Mall into a communal gathering place, building associations of being a memory-maker, and a modern-day town square.</li> <li>4. Deliver retail campaigns and experiential activations that elevate Rundle Mall’s reputation as South Australia’s premier shopping and entertainment Precinct.</li> </ol>
<p>2. Rundle Mall evolves and regenerates with new capital investment.</p>	<ol style="list-style-type: none"> <li>1. Advocate for the continuation of the Rundle Mall laneway strategy with the upgrade of Twin Street into an enhanced pedestrian-friendly shared zone connecting major transport links on Grenfell Street to Rundle Mall.</li> <li>2. Trial a semi-permanent dining and food activation zone that hosts unique pop-up restaurant experiences—partnering with top food operators, chefs and brand partners to deliver themed events and test new culinary concepts.</li> </ol>
<p>3. AEDA’s relationship with Rundle Mall stakeholders and levy payers is strengthened through effective partnerships, advocacy and management of the Rundle Mall program.</p>	<ol style="list-style-type: none"> <li>1. Champion initiatives and advocate for policy directions that protect and enhance the retail environment, support trader viability, and strengthen the economic performance of the Precinct, ensuring the needs and interests of Rundle Mall businesses are consistently represented.</li> <li>2. Develop a comprehensive brand and retailer engagement program to elevate the Rundle Mall experience by expanding strategic partnerships and attracting pop-ups, activations and new tenants, particularly in hard-to-fill and emerging retail categories.</li> </ol>
<p>4. Adelaide’s destination and liveability status is enhanced through activated laneways, arcades, precincts and neighbourhoods across the city.</p>	<ol style="list-style-type: none"> <li>1. Identify and pursue retail experiences that appeal to young people and create a point of difference with Adelaide’s suburban offerings.</li> <li>2. Deliver ADL Fashion Week.</li> <li>3. Action specific outcomes of the CoA Precinct/Placemaking review (subject to direction of Council).</li> </ol>

2026/27 Operational Measures

Total expenditure in Rundle Mall grows by at least 3%.

Greater alignment with desired brand reputation for Rundle Mall.

Rundle Mall visitation remains above 52 million.

AEDA Strategic Plan Measures

Increase in spending across the city.

*CoA Strategic Plan*

Deliver semi-permanent dining zone in Rundle Mall.

\$150 million of capital investment committed to in the Precinct.

*AEDA KPI*

Three new major brand partnerships.

Improvement to Rundle Mall Business Sentiment.

Concession income exceeds budget.

*AEDA KPI*

ADL Fashion Week delivered.

Increase foot traffic in key and emerging precinct year on year by 1.5%.

*CoA Economic Development Strategy*

# City Brand and Marketing

The voice of the city to consumers through Experience Adelaide and to businesses as the Adelaide Economic Development Agency.

AEDA Strategic Plan Goal	2026/27 Proposed Actions
1. The Adelaide brand clearly articulates what makes our city distinctive, and this brand position underpins all AEDA's marketing activity.	<ol style="list-style-type: none"><li>1. Work with precincts to boost their identity and find ways to ensure local area marketing and branding initiatives are developed and executed in a way that links to the overall city brand.</li><li>2. Reinforce the position of Adelaide as the State's Central Business District and amplify Adelaide's reputation as a place to learn, work and start a business by delivering a coordinated B2B marketing campaign that amplifies Adelaide as Australia's Innovation City, through the use of a consistent value proposition in marketing content and an ongoing partnership with Study Adelaide.</li><li>3. Implementation of the Adelaide brand through a 12-month program of initiatives comprising a flagship city campaign and updated brand guidelines and toolkit.</li></ol>
2. City stakeholders actively participate in marketing campaigns.	<ol style="list-style-type: none"><li>1. Regular programmed engagement with stakeholders on the latest marketing activity results, and upcoming plans so they can participate and support where relevant.</li><li>2. Develop a mechanism for city businesses to buy into co-operative campaigns to increase reach and awareness of the city, and increase booking revenue (in addition to business-as-usual promotion).</li></ol>
3. Visitors to Adelaide and residents can easily discover what's on across the city.	<ol style="list-style-type: none"><li>1. Deliver marketing campaigns that result in increased visitation by families, children and young adults, reinforcing the city's reputation as a retail, cultural, activity and entertainment centre.</li><li>2. Provide comprehensive information on events and activities occurring in Adelaide with a significant focus on the new Visitor Experience Centre.</li><li>3. Promote the new itinerary builder tool to provide prospective visitors and visitors in-destination, highlighting the breadth of activities in Adelaide to increase likelihood of a visit and extend stay.</li></ol>
4. Knowledge of Adelaide as a place to invest and grow a business is increased.	<ol style="list-style-type: none"><li>1. Strategically target prospective investors or firms, across key sectors, to educate them about the strengths of Adelaide as an investment destination.</li></ol>
5. The AEDA brand is known, well-regarded and considered best in class in Australia within the business community.	<ol style="list-style-type: none"><li>1. Implement a corporate communications strategy to increase the profile of AEDA and generate a greater awareness of how existing and new businesses in the city can utilise our services.</li><li>2. Leverage the skills, networks and independence of the AEDA Board to expand the reach and impact of AEDA.</li></ol>

2026/27 Operational Measures

AEDA Strategic Plan Measures

Launch new Adelaide brand marketing campaign.  
Communications tracking results exceed average benchmarks for Intention and Appealing metrics.

Increase in the brand health metric for Adelaide as a destination to visit to 7.5/10 (currently 6.39).  
*AEDA KPI*

Produce and share a half yearly marketing report for industry.  
Establish a co-operative marketing mechanism enabling businesses to participate in campaigns.

Deliver marketing and promotion strategies to share Adelaide's unique attributes and emerging opportunities.  
*CoA Strategic Plan*

Achieve 10,000 itinerary interactions in the first year and 15% conversion rate from itinerary views to further site exploration.

Increase in foot traffic in key and emerging precincts annually in line with the Council's *Economic Development Strategy*.  
*CoA Strategic Plan*

Produce and strategically distribute an updated investment prospectus.

Increase the number of new businesses and investment in the city.  
*CoA Strategic Plan*

Increase of AEDA brand awareness by 5% (currently 38%).

Improvement to AEDA Brand Sentiment.  
*AEDA KPI*

# Growing the Visitor Economy

Visitors have an enjoyable, vibrant and dynamic city experience so they return and become advocates for Adelaide as a great place to visit.

AEDA Strategic Plan Goal	2026/27 Proposed Actions
1. Adelaide is viewed as an increasingly desirable place to visit.	<ol style="list-style-type: none"><li>1. Establish a prospectus for nation-leading tourism investment opportunities that strengthen Adelaide's year-round appeal to visitors.</li><li>2. Undertake destination marketing on behalf of city operators through trade activity, supporting Adelaide's visibility and desirability in priority markets.</li><li>3. Ensure the Experience Adelaide website, e-marketing and social media channels provide equitable promotion of each content pillar (Attractions &amp; Experiences, What's On, Eat &amp; Drink, Trip Planning, Shopping), and each city neighbourhood.</li></ol>
2. Adelaide has a diverse range of tourism products and experiences that provide more reasons for people to visit and stay longer.	<ol style="list-style-type: none"><li>1. Support delivery of events and festivals through the Events and Festivals Sponsorship Program.</li><li>2. Support and build the capability of city businesses to develop new bookable products and experiences.</li></ol>
3. Comprehensive information is provided to visitors on things to see and do in Adelaide.	<ol style="list-style-type: none"><li>1. Position the new Visitor Experience Centre as both a trusted information hub and a compelling attraction in its own right, inspiring visitors to explore more of the city before, during and beyond their stay.</li><li>2. Maintain and grow customer satisfaction with Visitor Information Services.</li><li>3. Collaborate with Business Events Adelaide and city businesses to deliver coordinated visitor and delegate welcoming initiatives which highlight experiences and events across the city.</li></ol>
4. AEDA plays a pivotal role as a connector and central point for the visitor economy in Adelaide.	<ol style="list-style-type: none"><li>1. Establish a governance framework with the South Australian Tourism Commission (SATC) and metropolitan councils, and operationalise the Destination Management Plan roll out for the Greater Adelaide region.</li><li>2. Deliver visitor economy information that provides insights to tourism operators and potential investors via face-to-face forums and customised data.</li></ol>

## 2026/27 Operational Measures

Generate investment leads for tourism product development opportunities.

Attend at least two key tourism trade events with appointments held with at least 80 inbound tourism operators.

Support at least 20 events and festivals through the Events and Festivals Sponsorship Program.

Work with existing firms and new city businesses to develop at least 10 bookable experiences.

Increase to 90,000 visitor interactions and provision of information through AEDA visitor information services (currently around 45,000).

Exceed Net Promoter Score (NPS) of +80 for visitors interacting with AEDA Visitor Information Services (currently 79).

Deliver visitor welcoming initiatives for at least 20 business events and 10 cruises.

Complete at least one pilot project aligned with the Greater Adelaide Destination Management Plan.

## AEDA Strategic Plan Measures

Increase the number of people who visit the city annually to 2.5 million by 2028 through local, interstate and international visitation.

*CoA Economic Development Strategy*

An enhanced year-round event calendar, with experiences found throughout the city.

Grow as Australia's Festival Capital.

Grow the number and scale of business events hosted each year.

Grow the number of 4- and 5-star, and boutique hotel beds, to support international visitors.

Increase the number of airport arrivals and demand for city accommodation compared to 2024.

*CoA Economic Development Strategy*

Invest in Adelaide Visitor Information Centre tourism assets to increase visitation and improve visitor experience.

*CoA Economic Development Strategy*

Deliver economic data and insights to our business community.

*CoA Strategic Plan*

# Investment and Business Growth

An environment that attracts investment, supports emerging businesses and existing businesses to grow and increases the city's population.

AEDA Strategic Plan Goal	2026/27 Proposed Actions
<b>1. Growth in industry sectors that build on and extend the City's economic strengths.</b>	<ol style="list-style-type: none"> <li>1. Identify and target companies with the potential to establish, or grow, a city presence by:               <ul style="list-style-type: none"> <li>• Collaborating with State Government on initiatives to attract inbound investment.</li> <li>• Delivering initiatives that connect and grow Adelaide's strategic sector clusters through co-created events and workshops with innovation hubs, research institutions, and anchor industry partners.</li> <li>• Directly targeting firms in industries that are large occupiers of commercial office space that can either expand or relocate into the city (business/professional/financial services).</li> <li>• Working with city-based firms to support their growth.</li> <li>• Proactively seeking new investment opportunities including retail brands, tourism and professional services.</li> <li>• Assisting companies with their due diligence on investing in the city by providing data, information and customised property searches.</li> </ul> </li> <li>2. Work with institutional investors and developers to identify opportunities to increase the residential product mix in the City.</li> </ol>
<b>2. Street level retail and hospitality activity that contribute to vibrant precincts and mainstreets.</b>	<ol style="list-style-type: none"> <li>1. Support and promote precinct level activity to increase visitation and spend across the City of Adelaide.</li> <li>2. Continue to invest in a program of events, festivals, activities and marketing that increases the number of people coming into the city, thereby increasing demand for retail and hospitality sectors.</li> <li>3. Continue funding for Renew Adelaide to activate vacant shopfronts.</li> </ol>
<b>3. Businesses are supported to grow.</b>	<ol style="list-style-type: none"> <li>1. Build on arrangements with organisations funded through the Strategic Partnerships Program to increase the number of students, leverage business events and business visitors, support a culture of entrepreneurship, activate vacant shopfronts and commercial spaces, enhance Adelaide's festival sector, and foster business growth.</li> <li>2. Support emerging and small businesses to scale through initiatives that support business growth.</li> <li>3. Support city businesses to adopt, embrace and leverage digital transformation opportunities by delivering an Artificial Intelligence program via AEDA's partnership with the National AI Centre and the Australian Institute for Machine Learning (AIML).</li> <li>4. Deliver a highly creative 'Bring Your Business to Adelaide' marketing campaign targeting metropolitan Adelaide and nearby semi-regional markets to promote the city's 32 co-working spaces, showcase AEDA's tenancy and business support services, and leverage economic data and insights to attract investment and drive business growth.</li> </ol>
<b>4. Data and insights deliver useful information to city businesses and prospective investors.</b>	<ol style="list-style-type: none"> <li>1. Design and deliver industry briefings regarding city data and trending topics of value to city businesses.</li> <li>2. Disseminate relevant and timely data and insights to stakeholders.</li> </ol>
<b>5. Adelaide's reputation as a centre for health and education is strengthened.</b>	<ol style="list-style-type: none"> <li>1. Work with the biomedical sector to identify and progress opportunities.</li> <li>2. Work with innovation places to increase the value proposition that Adelaide provides for entrepreneurs, the creative sector and technology-based businesses.</li> <li>3. Progress activity with entities including Lot Fourteen, Biomed City, the higher education sector and other organisations to enhance the city's to enhance the city's role as the capital city and central business district.</li> </ol>

## 2026/27 Operational Measures

## AEDA Strategic Plan Measures

Work with at least 80 inbound/expanding companies, with an aim to identify an additional 2,100 new city-based jobs.

Deliver two co-created events and workshops with partners.

Work with Council and the development sector to facilitate/support an additional three residential developments in the city.

Increase city contribution to Gross State Product.

Grow the proportion of workers in emerging industry sectors.

Increase the number of new businesses and investment in the city.

*CoA Economic Development Strategy*

Work with partners and operators to deliver a diverse program of 20 medium to large events across the city.

Support Renew Adelaide to support activation of 18 vacant shopfronts and premises.

Activate and upgrade precincts to stimulate investment, visitation and maximise opportunities.

*CoA Economic Development Strategy*

Provide/support at least eight programs to support city SMEs, with a focus on those in emerging industries and those looking to scale up.

Attract 10 additional business enquiries through the Bring Your Business to Adelaide program.

Increase the size and number of city-based medium-sized businesses.

Scaling-up of microbusinesses to small and medium enterprises.

Growth by upscaling micro, small and medium enterprises into larger businesses.

*CoA Economic Development Strategy*

Produce and publish quarterly reports on city activity and visitor economy as well as maintain nine dashboards on aspects of the City's economy.

Deliver economic data and insights to our business community.

*CoA Strategic Plan*

A city which leads in innovation and research through our world-class universities and ecosystems of innovation, entrepreneurship, creative and high-technology sectors.

*CoA Economic Development Strategy*

# Governance and Operations

AEDA Strategic Plan Goal	2026/27 Proposed Actions
1. Effective and transparent governance, reporting and processes.	1. Provide governance arrangements and meet reporting requirements consistent with the obligations under the Local Government Act 1999 (SA), the AEDA Charter and City of Adelaide processes.
2. Establish an approach to funding that supports multi-year forward planning.	1. Work with the City of Adelaide to identify, implement and secure multi-year funding mechanisms to enable forward planning and timely and effective responses to emerging issues and opportunities.
3. AEDA is a destination of choice for people wanting to pursue a career in economic development and growing the city economy.	1. Ensure staff can develop their professional expertise and careers by ensuring AEDA's programs are impactful, contemporary and based on leading practices. 2. Identify opportunities to raise AEDA's profile through speaking and sponsorship opportunities at relevant industry events. 3. Identify ways to better recognise the contribution volunteers make to AEDA and the city.
4. AEDA is a prime economic development agency that effectively partners with the private sector, government and not-for-profit organisations to grow Adelaide's economy.	1. Work with industry groups and key business leaders to develop programs of activity that deliver mutual benefits. 2. Promote AEDA Board and Advisory Committee knowledge and networks to Council to progress shared goals, advocacy and initiatives. 3. Keep abreast of the directions and activities of Adelaide Central Market Authority (ACMA) and Kadaltilla / Adelaide Park Lands Authority, providing input and collaboration where AEDA can add value. 4. Collaborate with the State Government on opportunities to enhance economic growth in the City.
5. Engagement mechanisms that deliver on-ground intelligence to inform priorities and practice.	1. Develop improved mechanisms to ensure the needs of all businesses, including small business, are considered in the development and implementation of AEDA's programs. 2. Undertake periodic scans of the on-ground business environment, capturing small and large businesses, a spread of industry sectors and government agencies to stay across emerging issues and opportunities.



2026/27 Operational Measures

Opportunities and issues identified in the Board’s annual governance review are addressed.

Support the AEDA Board to provide effective oversight of the Agency.

Provide regular reporting to Council on AEDA’s activities and outcomes.

An approach to funding that supports multi-year planning is applied.

AEDA Strategic Plan Measures

Opportunities and issues are identified in annual governance review and are addressed.

Compliance with the *Local Government Act 1999 (SA)*, the AEDA Charter and City of Adelaide policies.

AEDA KPI

An approach to funding that supports multi-year planning is applied.

AEDA KPI

City of Adelaide Culture Survey results.

AEDA KPI

Delivery of Agency priorities through Strategic Partnerships.

AEDA KPI

Regular information on qualitative and quantitative business needs and opportunities provided to the Board.

AEDA KPI



# Appendix 1.

## Budget Summary

<b>AEDA Income Summary</b>	<b>2025/26 Q2 Budget</b>	<b>2026/27 Proposed Budget</b>
<b>\$000's</b>		
Contribution from City of Adelaide – Operating Budget	\$8,609	\$9,174
Strategic Project Funding	\$575	\$914
Rundle Mall Levy	\$4,138	\$4,232
Rundle Mall Supplementary Revenue	\$380	\$380
Visitor Information Centre	\$10	\$0
Other Revenue	\$0	\$0
<b>Total Income</b>	<b>\$13,712</b>	<b>\$14,700</b>
<b>AEDA Expenditure Summary</b>		
	<b>2025/26 Q2 Budget</b>	<b>2026/27 Proposed Budget</b>
<b>\$000's</b>		
Business, Investment and Residential Growth	\$2,971	\$3,255
Visitor Growth	\$3,321	\$3,516
Brand and Marketing	\$2,327	\$2,403
Rundle Mall Marketing and Activations	\$2,606	\$2,506
Rundle Mall Admin   Operations	\$1,912	\$2,106
Strategic Projects	\$575	\$914
<b>Total Expenditure</b>	<b>\$13,712</b>	<b>\$14,700</b>
<b>Strategic Projects</b>		
	<b>2025/26 Q2 Budget</b>	<b>2026/27 Proposed Budget</b>
<b>\$000's</b>		
Black Friday	\$50	\$0
City Brand	\$100	\$150
Investment Attraction Program	\$100	\$200
Partner Marketing - Winter Focus	\$75	\$0
Rundle Mall Live Music Program	\$100	\$0
Tourism and Business Attraction	\$150	\$0
Rundle Mall 50th Anniversary	\$0	\$257
Small Business Program	\$0	\$307
<b>Total Strategic Projects</b>	<b>\$575</b>	<b>\$914</b>

<b>Rundle Mall Finance Summary</b>	<b>2025/26 Q2 Budget</b>	<b>2026/27 Proposed Budget</b>
<b>\$000's</b>		
Rundle Mall Levy Income	\$4,138	\$4,232
Rundle Mall Supplementary Revenue	\$380	\$380
Admin   Operations Expenditure	(\$1,912)	(\$2,106)
Marketing   Activations	(\$2,606)	(\$2,506)

<b>Rundle Mall Admin   Operations Expenditure</b>	<b>2025/26 Q2 Budget</b>	<b>2026/27 Proposed Budget</b>
<b>\$000's</b>		
Security Retainer	\$318	\$403
Employee Costs	\$1,315	\$1,393
Business & Investment Support	\$90	\$117
Utilities, Storage Rent, Licences, Insurance, Depreciation	\$189	\$193
<b>Total Expenditure</b>	<b>\$1,912</b>	<b>\$2,106</b>

<b>Rundle Mall Marketing   Activations Expenditure</b>	<b>2025/26 Q2 Budget</b>	<b>2026/27 Proposed Budget</b>
<b>\$000's</b>		
Major Events & Activations (e.g. Christmas and ADL Fashion Week)	\$2,087	\$1,987
Marketing Services	\$415	\$419
Rundle Mall Assets Branding	\$77	\$64
Research & Insights	\$12	\$2
Placemaking & Vibrancy Opportunities	\$0	\$13
Other Expenditure	\$15	\$21
<b>Total Marketing and Activations</b>	<b>\$2,606</b>	<b>\$2,506</b>

<b>Capital New &amp; Upgrade Projects</b>	<b>Past FY(s) Budget</b>	<b>New &amp; Upgrade</b>	<b>Delivery Costs</b>	<b>Whole of Project Budget</b>
<b>\$000's</b>				
Visitor Experience Centre **^	\$2,246	\$1,901	\$358	\$4,505
<b>Total Capital New &amp; Upgrade Projects</b>	<b>\$2,246</b>	<b>\$1,901</b>	<b>\$358</b>	<b>\$4,505</b>

\*\* New & upgrade fully grant funded

^ some/all budget retimed from a previous financial year budget

# Appendix 2.

## AEDA Activity Calendar

Month	Activity – Events, Activations, Promotions & Funded Events	
<b>July 2026</b>	<ul style="list-style-type: none"> <li>• Adelaide Place Brand roll out campaign</li> <li>• AGSA Winter Art Series*</li> <li>• Bookable Tourism Experience Project</li> <li>• Bring your Business to Adelaide campaign</li> <li>• Gathered Market in the Mall</li> <li>• Illuminate Adelaide*</li> <li>• Influencer mini campaign</li> <li>• Innovation City campaign</li> </ul>	<ul style="list-style-type: none"> <li>• NAIDOC Week</li> <li>• Rundle Mall Brand campaign (cont. from 2025/26)</li> <li>• Rundle Mall retailer support campaign</li> <li>• Rundle Mall Spend &amp; Win campaign</li> <li>• School holidays</li> <li>• Visitor Experience Centre opening campaign</li> <li>• Winter in Rundle Mall (cont. from 2025/26)</li> </ul>
<b>August 2026</b>	<ul style="list-style-type: none"> <li>• Adelaide Place Brand roll out campaign</li> <li>• AEDA Flagship Event (date TBC)</li> <li>• AGSA Winter Art Series*</li> <li>• Bring your Business to Adelaide campaign</li> <li>• Daffodil Day in Rundle Mall</li> <li>• Gathered Market in the Mall</li> <li>• Innovation City campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Rundle Mall Brand campaign</li> <li>• Rundle Mall retailer support campaign</li> <li>• Rundle Mall Spend &amp; Win campaign</li> <li>• SALA Festival*</li> <li>• Visitor Economy Forum</li> <li>• Visitor Experience Centre opening campaign</li> <li>• Winter in Rundle Mall</li> </ul>
<b>September 2026</b>	<ul style="list-style-type: none"> <li>• Adelaide Place Brand roll out campaign</li> <li>• AGSA Winter Art Series*</li> <li>• Bring your Business to Adelaide campaign</li> <li>• Gathered Market in the Mall</li> <li>• Innovation City campaign</li> <li>• Nature Festival South Australia*</li> </ul>	<ul style="list-style-type: none"> <li>• Rundle Mall 50th Anniversary Event</li> <li>• Rundle Mall Father's Day retail support</li> <li>• Rundle Mall FruChoc Appreciation Day activations</li> <li>• Rundle Mall retailer support campaign</li> <li>• School holidays</li> </ul>



Month	Activity – Events, Activations, Promotions & Funded Events	
<b>October 2026</b>	<ul style="list-style-type: none"> <li>• ADL Fashion Week</li> <li>• Adelaide Film Festival*</li> <li>• AEDA Annual General Meeting</li> <li>• AGSA Winter Art Series*</li> <li>• Gathered Market in the Mall</li> <li>• Nature Festival South Australia*</li> </ul>	<ul style="list-style-type: none"> <li>• OzAsia Festival*</li> <li>• Rundle Mall October long weekend trading hours support</li> <li>• Rundle Mall retailer support campaign</li> <li>• Rundle Mall Shopping Weekend</li> <li>• School holidays</li> </ul>
<b>November 2026</b>	<ul style="list-style-type: none"> <li>• Activations in Rundle Mall to support extended trading hours</li> <li>• AGSA Winter Art Series*</li> <li>• Black Friday in Rundle Mall</li> <li>• BP Adelaide Grand Final*</li> <li>• Christmas in Rundle Mall: decorations, choir and music performances, and activations</li> </ul>	<ul style="list-style-type: none"> <li>• Feast Festival*</li> <li>• Gathered Market in the Mall</li> <li>• National Pharmacies Christmas Pageant*</li> <li>• Rundle Mall retailer support campaign</li> </ul>
<b>December 2026</b>	<ul style="list-style-type: none"> <li>• Carols by Candlelight*</li> <li>• Christmas in Rundle Mall: decorations, choir and music performances, and activations</li> <li>• Gather in the Garden*</li> </ul>	<ul style="list-style-type: none"> <li>• Gathered Christmas Market in the Mall (x2)</li> <li>• Rundle Mall Boxing Day activations to launch sales in the city</li> <li>• School holidays</li> </ul>



\*Events and festivals that receive funding through the AEDA Events and Festivals Sponsorship Program.

# Appendix 2.

## AEDA Activity Calendar (cont.)

Month	Activity – Events, Activations, Promotions & Funded Events
January 2027	<ul style="list-style-type: none"> <li>Gather in the Garden*</li> <li>Rundle Mall Australia Day support for exclusive trading hours</li> <li>Rundle Mall Brand campaign</li> <li>Rundle Mall retailer support campaign for January sales</li> <li>School holidays</li> <li>Tour Down Under*</li> </ul>
February 2027	<ul style="list-style-type: none"> <li>Adelaide Festival*</li> <li>Adelaide Fringe*</li> <li>Adelaide International*</li> <li>Colours of Asia Festival in Rundle Mall (date TBC)</li> <li>Festival Time in Rundle Mall</li> <li>Gathered Market in the Mall (TBC)</li> <li>Rundle Mall Lunar New Year activations</li> <li>Rundle Mall retailer support campaign</li> <li>Rundle Mall Valentine's Day retail support</li> </ul>
March 2027	<ul style="list-style-type: none"> <li>Adelaide Festival*</li> <li>Adelaide Fringe*</li> <li>Adelaide International*</li> <li>Easter Weekend (Friday 26 March to Monday 29 March)</li> <li>Festival time in Rundle Mall</li> <li>Gathered Market in the Mall (TBC)</li> <li>LIV Golf activations in Rundle Mall (TBC)</li> <li>Rundle Mall long weekend trading hours support</li> <li>Rundle Mall retailer support campaign</li> <li>Visitor Economy Forum</li> <li>WOMADelaide Festival*</li> </ul>



Month	Activity – Events, Activations, Promotions & Funded Events	
April 2027	<ul style="list-style-type: none"> <li>Adelaide Equestrian Festival*</li> <li>AFL Gather Round activations in Rundle Mall (TBC)</li> <li>Gathered Market in the Mall (TBC)</li> <li>Rundle Mall ANZAC Day trading hours support</li> </ul>	<ul style="list-style-type: none"> <li>Rundle Mall Brand campaign</li> <li>Rundle Mall retailer support campaign</li> <li>School holidays</li> </ul>
May 2027	<ul style="list-style-type: none"> <li>Adelaide Cabaret Festival*</li> <li>Attending Australian Tourism Exchange (Sydney)</li> <li>DreamBIG Children's Festival*</li> <li>Gathered Market in the Mall (TBC)</li> </ul>	<ul style="list-style-type: none"> <li>Rundle Mall Brand campaign</li> <li>Rundle Mall Mother's Day retail support</li> <li>Rundle Mall retailer support campaign</li> <li>Tasting Australia*</li> </ul>
June 2027	<ul style="list-style-type: none"> <li>Gathered Market in the Mall (TBC)</li> <li>Rundle Mall Brand campaign</li> <li>Rundle Mall Food &amp; Wine activation</li> <li>Rundle Mall King's Birthday public holiday trading hours support</li> </ul>	<ul style="list-style-type: none"> <li>Rundle Mall retailer support campaign</li> <li>Rundle Mall retailer support for June sales</li> <li>Winter in Rundle Mall</li> </ul>



