

Business Plan

2019 - 2024



Mildura City Heart was established in 2010 as an Incorporated Association with an elected four traders and three community-based Directors for the Board of Management. Under the Board's guidance a small management team is committed to promoting and improving Mildura City Heart to add value to the trader and visitor experience.

OUR STAKEHOLDERS

Communication is paramount between our stakeholders to add value and maximise opportunities.

Visitors

Visitors to Mildura's City Heart feel safe and enjoy easy access and a range of public facilities. They respond to a mix of quality offers from traders and love that the environment is visually appealing with stimulating activities. Visitors are from our surrounding region as well as tourists travelling from afar.

Landlords

Landlords enjoy a return on their investments through long-term occupancy.

Traders

Traders are supported and profitable in their businesses by being well informed about opportunities.

Mildura City Council

Mildura City Council administers a levy from traders to enable Mildura City Heart to add value for stakeholders. The Council is responsible for implementing public infrastructure improvement.

Through a Memorandum of Understanding with the Mildura Rural City Council, Mildura City Heart assists the Council to meet the following goals and objectives.

Economic Development

- A vibrant, diverse and progressive economy
- Investment attraction and job creation
- Connectivity in the global marketplace

Leadership and Representation

- Deliver results in line with community expectation
- Proactively respond to the interests of our community and attract new tenants

Financial Sustainability

- Financial sustainability
- Meet the community's needs in a financially responsible manner

GOVERNANCE

All aspects of the organisation will be led by 'best practice'.

- Pursue a diverse, effective Board.
- Continue effective governance standards.
- Implement effective management, performance and reporting systems
- Practice evidence-based decision making
- Analyse trends and challenges for relevance to Mildura City Heart

CONSIDERATIONS FOR THE NEXT FOUR YEARS

Strengths

Mildura City Heart's Board and members have a wealth of corporate knowledge to share supported by the talent and resources of the MCH staff

Weaknesses

Trader and public perceptions can sometimes be negative in a challenging environment which may reduce their participation in collaborative and innovative opportunities.

Opportunities

Create a more collaborative 'village' type atmosphere with traders. Actively market and curate the mix to create a boutique destination in the region and fill vacant shops. Support the Mildura CBC Plan 2019-2035.

Threats

Economic downturn affecting retail sales, forcing shop closures and slow turnaround of tenants. Trader complacency in a rapidly changing and digitally connected world.



BUDGET

STRATEGIC PILLARS ALLOCATION

% DISCRETIONARY INCOME

\$ DISCRETIONARY INCOME

Communication	20%	\$58,386.60
Experiential	30%	\$87,579.90
Activate	30%	\$87,579.90
Advocacy	5%	\$14,596.65
Value	15%	\$43,789.95
Pillar Total		\$291,933.00

OPERATIONAL ALLOCATION

% DISCRETIONARY INCOME

\$ DISCRETIONARY INCOME

Administration	20%	\$104,275.00
Plant and equipment	30%	\$22,680.00
Staff and volunteers	30%	\$178,220.00
Other total	5%	\$305,175.00
Total Annual Budget		\$597,108.00

NB: Marketing expenses are allocated on a project basis and flow throughout all five pillars.

OUR PRIORITIES

OUR VISION

The Heart of Mildura's business and community.

OUR PURPOSE

Adding value to the Mildura City Heart trader and visitor experience.

Activation

We will engage in projects with our stakeholders that boost economic, social and cultural growth to stimulate visitation to Mildura's City Heart all year round.

- An events strategy to stimulate visitation
- Creative trader placemaking will add to the visitor experience
- Short-term utilisation of vacant shops will promote vibrancy and attract new tenants

Communication

Mildura City Heart's stakeholders will be kept informed and encouraged to participate through timely and engaging communications.

- Communication with our stakeholders is vital
- Continually review most relevant and efficient platforms for communication to maximize stakeholder engagement
- Linkages and strong branding are attached to everything that we support



Advocacy

By listening to our stakeholders Mildura City Heart will be well placed to effectively advocate on their behalf.

- Mildura City Heart will actively collaborate with stakeholders to build mutually beneficial relationships
- Enhance understanding and encourage positive action through stakeholder education
- Support the curation of a balanced mix of traders to meet visitor needs

Experiential

Mildura's City Heart will be a welcoming, fun, social and inclusive place with clean, green meeting spaces, and an evolving ambience.

- Visitors will be attracted to Mildura City Heart as a preferred meeting place
- An evolving ambience will encourage repeat visitation
- Connected traders will cross promote a 'village' atmosphere

Adding Value

By engaging in collective activities, we will add value for Mildura City Heart's traders and visitors making it a first-choice destination.

- Increased visitation and customer engagement
- Increased market-reach and improved business success outcomes for traders
- Financial and in-kind support gained for Mildura City Heart initiatives through external funding and partnerships

PRIORITY 1

ACTIVATION

OBJECTIVES

ACTIONS

2019-20

2020-21

2021-22

2023-24

An events strategy to stimulate visitation.	Annual calendar and themes promoted	Annual calendar and themes promoted	Annual calendar and themes promoted	Annual calendar and themes promoted
	Evaluate and review events mix	Approach new partners for co-branded events	Evaluate and review events mix	Approach new partners for co-branded events
Creative trader placemaking will add to the visitor experience.	Share examples in each newsletter	Share examples in each newsletter	Share examples in each newsletter	Share examples in each newsletter
	Create a trader call to action	Capture ideas for new trader pack	Create a trader call to action	Capture ideas for new trader pack
Short-term utilisation of vacant shops will promote vibrancy and attract new tenants.	Develop a portfolio of ideas	Develop a generic short-term lease	Evaluate and review	Evaluate and review
	Seek feedback from stakeholders	Promote opportunities	Promote opportunities	Promote opportunities

PRIORITY 2

COMMUNICATION

OBJECTIVES

ACTIONS

2019-20

2020-21

2021-22

2023-24

Communication with our stakeholders is vital.	Update the stakeholder database	Update the stakeholder database	Update the stakeholder database	Update the stakeholder database
	Explore new ways of sharing info with stakeholders	New Stakeholder Communication Plan	Implement new communications plan	Evaluate and review communications
		Introduce Board messaging app	Evaluate and review	
	Implement & evaluate promotions	Implement & evaluate promotions	Implement & evaluate promotions	Implement & evaluate promotions
Linkages and strong branding are attached to everything that we support.	Develop key messages and hashtags	Educate traders regarding social media	Review and evaluate	Educate traders regarding social media
		Develop sponsor guidelines	Review and evaluate	
		Develop generic promotional window materials	Review and evaluate	

PRIORITY 3

ADVOCACY

OBJECTIVES

ACTIONS

2019-20

2020-21

2021-22

2023-24

Mildura City Heart will actively collaborate with stakeholders to build mutually beneficial relationships.	Survey traders, research evidence create issues and opportunity statement and advocate	Survey traders, research evidence create issues and opportunity statement and advocate	Survey traders, research evidence create issues and opportunity statement and advocate	Survey traders, research evidence create issues and opportunity statement and advocate
	Measure user experience	Measure user experience	Measure user experience	Measure user experience
	Participate in MRCC planning	Participate in MRCC planning	Participate in MRCC planning	Participate in MRCC planning
Enhance understanding and encourage positive action through stakeholder education.	Research best parking options	Educate visitors and traders	Educate visitors and traders	Educate visitors and traders
	Educate traders re MCH purpose	Educate traders re MCH purpose	Educate traders re MCH purpose	Educate traders re MCH purpose
Support the curation of a balanced mix of traders to meet visitor needs.	Explore other precincts for success models	Establish method of identifying vacant spaces		
	Survey visitor needs	Design prospectus & info pack	Target new traders	Target new traders
	Research ways of connecting with real estate agents	Maintain relationships	Maintain relationships	Maintain relationships
	Connect with new traders	Design welcome packs	Update welcome packs	Update welcome packs

PRIORITY 4

EXPERIENTIAL

OBJECTIVES

ACTIONS

2019-20

2020-21

2021-22

2023-24

Visitors will be attracted to Mildura City Heart as a preferred meeting place.	Support MRCC to enhance and maintain MCH	Support MRCC to enhance and maintain MCH	Support MRCC to enhance and maintain MCH	Support MRCC to enhance and maintain MCH
	Explore laneway connectivity	Support MRCC to implement		
			Explore laneway activations	Support traders & MRCC to implement
An evolving ambience will encourage repeat visitation.	Seek out success examples at other precincts	Develop pop up interactive and creative installation plan	Implement plan	Review and evaluate
	Research and cost	Introduce new visual and audio facilities	Monitor	Review and evaluate
Connected traders will cross promote a 'village' atmosphere.	Facilitate social engagement activities	Facilitate social engagement activities	Facilitate social engagement activities	Facilitate social engagement activities
	Share trader information	Share trader information	Share trader information	Share trader information
		Review precinct opening hours	Develop guidelines for traders	Review and evaluate
	Encourage trader linkage to events	Encourage trader linkage to events	Encourage trader linkage to events	Encourage trader linkage to events
		Educate traders on gift registry program		
		Introduce mentoring program	Review and evaluate	

PRIORITY 5

ADDING VALUE

OBJECTIVES

ACTIONS

2019-20

2020-21

2021-22

2023-24

Increased visitation and customer engagement.	Destination branding and campaign developed	Implement campaign	Implement campaign	Review and evaluate
		Develop gift registry program	Promote the program	Review and evaluate
	Implement value adding activities	Implement value adding activities	Implement value adding activities	Review and evaluate
	Monitor statistics	Monitor statistics	Monitor statistics	Monitor statistics
Increased market reach and improved business success outcomes for traders.	Survey traders on gaps and needs	Implement support program	Review and evaluate	Implement support program
	Identify and promote collective opportunities	Identify and promote collective opportunities	Identify and promote collective opportunities	Identify and promote collective opportunities
		Target specific customer segments for destination marketing	Target specific customer segments for destination marketing	Review and evaluate
Seek external funding and partnerships to support Mildura City Heart initiatives.	Participate in stakeholder activities	Participate in stakeholder activities	Participate in stakeholder activities	Participate in stakeholder activities
	Identify partner opportunities <ul style="list-style-type: none"> Grants Events Efficiencies 	Identify partner opportunities <ul style="list-style-type: none"> Grants Events Efficiencies 	Identify partner opportunities <ul style="list-style-type: none"> Grants Events Efficiencies 	Identify partner opportunities <ul style="list-style-type: none"> Grants Events Efficiencies
	Review and evaluate	Review and evaluate	Review and evaluate	Review and evaluate



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