

Strategic 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.

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

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

OBJECTIVES

ACTIONS

An events strategy to stimulate visitation.

- Produce an annual calendar of mixed events to interest all.
- Identify and approach community groups and organisations to conduct co-branded events in the Mall.
- Promote themes in advance that traders can adopt to both support and benefit from events.

Creative trader placemaking will add to the visitor experience.

- Share examples of excellent placemaking through our newsletter.
- Encourage creative placemaking through positive action and leadership.
- Capture ideas in a handout as part of welcome pack to new traders.

Short-term utilisation of vacant shops will promote vibrancy and attract new tenants.

- Develop a portfolio of ideas (ie. window promotions, trader advertising, pop up shops, social enterprises) and seek feedback from stakeholders.
- Approach all landlords willing to have spaces utilized in the short term and identify in what ways.
- Source a generic short-term agreement that could be used by landlords with casual tenants, ie pop up shops and social enterprises.
- Promote opportunities to Mildura City Heart traders.
- Promote opportunities to social enterprises.

PRIORITY 2

COMMUNICATION

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

OBJECTIVES

ACTIONS

Communication with our stakeholders is vital

- Create a Stakeholders Communication Plan
- Annually review the stakeholder database including segmented audiences and their preferred methods of communication.
- Schedule communications on a regular basis within allocated budget using a mix of targeted advertising, public relations, email, website and social media.
- Regularly review effectiveness of promotions and communication channels.
- Communicate directly with the Board on an appropriate messaging app.

Linkages and strong branding are attached to everything that we support.

- Develop key messages and hashtags to be used in conjunction with marketing campaigns, ie. Mildura City Heart #lovethisplace
- Develop sponsor guidelines for Mildura City Heart and traders to share with community groups and organisations that we support.
- Educate traders on how to cross link and share posts on social media. ie. Share successful examples via newsletter / organize experienced traders to speak, mentor and provide workshops.
- Develop generic promotional materials for display in vacant shop windows

New ways of sharing information will enhance stakeholder engagement.

- Explore other successful ways of sharing information digitally and through hubs in other shopping precincts.
- Seek input from traders and visitors about how they would like to receive information.

PRIORITY 3

ADVOCACY

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

OBJECTIVES

ACTIONS

Mildura City Heart will actively collaborate with stakeholders to build mutually beneficial relationships

- Create issue and opportunity statements.
- Annually participate in measuring user experience to collect helpful and actionable data.
- Annually survey stakeholders on relevant issues and opportunities and seek additional evidence to support.
- Compile a list of advocacy topics and schedule for action with targeting of relevant stakeholders including councilors ie. MRCC upgrade and cleaning of public facilities.
- Represent Mildura City Heart regarding mutual MRCC plans.

Enhance understanding and encourage positive action through stakeholder education

- Educate visitors to park in appropriate places and walk to gain the best experience of Mildura City Heart
- Educate traders and staff on appropriate parking to keep spaces free for visitors.
- Educate traders on Mildura City Heart purpose including value of the special rates.

Support the curation of a balanced mix of traders to meet visitor needs.

- Explore through other successful precincts and visitor surveys what the ideal curated mix would look like.
- Design a prospectus, lease and finance information, and a promotional program to attract targeted tenants.
- Identify vacant or soon to be vacant spaces and cross promote opportunities to become part of Mildura City Heart.
- Develop stronger relationships with real estate agents and commence a regular communication program.
- Provide welcome packs to new traders with an invitation to participate in tours and social activities as part of their education.

PRIORITY 4

EXPERIENTIAL

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

OBJECTIVES

ACTIONS

Visitors will be attracted to Mildura City Heart as a preferred meeting place.

- Explore laneway connectivity opportunities with landlords and council.
- Explore laneway activations with traders, landlords & council.
- Support council to enhance the visual and cultural character.
- Support council to ensure MCH is clean, safe, attractive and welcoming.

An evolving ambience will encourage repeat visitation.

- Explore pop up interactive and creative installation opportunities.
- Seek out examples of other shopping precinct success stories for activation.
- Utilise visual and audio facilities to promote current and future events.

Connected traders will cross promote a 'village' atmosphere.

- Facilitate regular social engagement activities for traders.
- Share trader stories and educate regarding services provided.
- Review precinct opening hours.
- Develop guidelines for traders to promote uniformity in opening hours etc.
- Encourage linkage of shop displays to events and activities.
- Introduce a gift registry program.
- Traders encouraged to support and mentor new traders and social enterprises in the precinct.

PRIORITY 5

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.

OBJECTIVES

ACTIONS

Increased visitation and customer engagement.

- Promoting MCH as an attractive destination to locals and tourists.
- Develop compelling campaigns highlighting the collective story of Mildura City Heart traders.
- Promote and manage the Gift Card system.
- Implement value adding programs and promotions.

Increased market reach and improved business success outcomes for traders

- Survey traders on gaps and needs, ie. education, generic materials, professional services, merchandising.
- Explore and promote collective education activities that are accessible to traders, ie. subject / cost / time / location.
- Develop marketing campaigns targeting specific external audiences. ie. Broken Hill and Riverland residents, tourists exploring Silo Art.
- Negotiate group rates and discounts from external suppliers and educators.
- Bring collective marketing opportunities to the attention of traders.

Financial and in-kind support gained for Mildura City Heart initiatives through external funding and partnerships.

- Be an available stakeholder to MRCC and other partners to provide feedback on projects.
- Seek partnered grant opportunities and co-contributors to support delivery of events and projects.
- Pursue partnerships to improve operating outcomes efficiencies and support funding structures.



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