

Strategic Plan

2025 – 2030



Mildura City Heart was established in 2010 as an Incorporated Association with an elected Board of Management of traders and community-based Directors. 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 Vision

The Heart of Mildura's business and community

Our Purpose

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





Foreword

On behalf of the Mildura City Heart Board and Management, I am pleased to present our 2025 - 2030 Strategic Plan, outlining a vision for a dynamic, inclusive, and sustainable future for our precinct.

Cities around the world are still grappling with the lasting effects of the pandemic, along with the challenges of rising cost-of-living and ongoing inflation. These global issues, combined with the growth of online shopping and the rise of hybrid work models, continue to impact the retail, hospitality, and business landscape. In response, this plan focuses on supporting local businesses, hosting engaging events, creating unique activations, and enhancing the city centre experience. As we continue to advocate for timely, sustainable growth, we'll also help drive the positioning of Mildura City Heart as a regional hub for culture, commerce, and industry whilst aspiring to attract inward investment and foster civic pride.

Through extensive consultation with traders, the community, and local government, this Strategic Plan presents an ambitious and exciting vision for Mildura City Heart. The plan builds on our recent successes whilst also embracing new opportunities and initiatives. It reflects our goal to elevate the regions reputation as a premier destination while delivering tangible value back to our stakeholders.

I would like to express my sincere appreciation to our Board, traders, stakeholders and collaborators, and the entire Mildura community for your ongoing support in bringing this shared vision to life. Together, we will continue to thrive.

A handwritten signature in black ink that reads "Jacquie Tilley".

Jacqui Tilley

Chair - Mildura City Heart Inc.

Our Stakeholders

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 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 Rural City Council

Mildura Rural 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.



Strategic Pillars

Activation

Stimulating visitation for the purpose of delivering economic, social and cultural benefit to Mildura's City Heart all year round.

Advocacy

Listening to our stakeholders to achieve a collective 'voice of traders' that strengthens our advocacy work.

Communication

Regular, timely, and up-to-date communications, ensuring stakeholders are kept informed and encouraged to meaningfully participate.

Performance

Strong governance and sustainable business operations to ensure long-term viability and growth of Mildura City Heart.

Value Add

Positioning Mildura City Heart as a first-choice destination, achieving increased visitation, market reach, business success, and investment.



Activation

Driving visitation for the purpose of delivering economic, social and cultural benefit to Mildura's City Heart all year round.



Top 3 Priorities (as voted for by traders)

1. Increased number of supported and facilitated events
2. Investment in seasonal activation and placemaking
3. Broaden the 'activation zone' to connect businesses outside of Langtree Mall & Feast Street

Strategic Objectives

- ✓ A robust events strategy in place that delivers year-round activation and reflects the cultural and community identity of the region
- ✓ Activation across the Mildura City Heart precinct, encouraging greater disbursement of footfall and connecting fringe businesses
- ✓ Facilitate new reasons to visit and improve the overall visitor experience
- ✓ Deliver ongoing placemaking initiatives that strengthen the storytelling and activate multiple precinct 'zones'
- ✓ Utilisation of vacant spaces and places to create vibrancy and attract new businesses to operate

Advocacy

Listening to our stakeholders, achieving a collective 'voice of traders' that strengthens our advocacy work.



Top 3 Priorities (as voted for by traders)

1. Coordinate an annual 'voice of traders' advocacy submission to Mildura Rural City Council
2. Develop a blueprint of a best-fit business/trader mix, actively pursuing businesses that meet that criteria
3. Regularly promote the importance of 'shop local'

Strategic Objectives

- ✓ Facilitate collaborative working that strengthens strategic alignment to external stakeholders who can positively impact Mildura's City Heart
- ✓ In partnership with MRCC, develop a framework that guides Mildura City Heart and other key stakeholders toward curation of a 'best-fit' business and trader portfolio for the Mildura CBD
- ✓ Engage traders in our advocacy work, establishing regular updates on our progress and seeking input on future priorities
- ✓ Support traders to strengthen their customer experience through facilitating education opportunities and providing regular feedback
- ✓ Promote the importance of 'shopping local' through regular communications and engaging campaigns

Communication

Regular, timely and up-to-date communications, ensuring stakeholders are kept informed and encouraged to meaningfully participate.



Top 3 Priorities (as voted for by traders)

1. Receive regular communications about events and other things happening in Mildura's City Heart
2. Be informed on the activities of Mildura City Heart and understand how it impacts my business
3. Utilise Mildura City Heart channels to spotlight my business, make announcements, and promote offers/campaigns

Strategic Objectives

- ✓ Coordinate a dedicated communications strategy that guides the communication activities of the Association
- ✓ 'Share the stories' of Mildura City Heart traders, profiling their business and celebrating their success
- ✓ Invest in marketing and branding activities that strengthen the reputation of Mildura City Heart and provide direct economic benefit to traders
- ✓ Improve the flow of information to stakeholders through regular communication and timely updates
- ✓ Map the trader 'life cycle', developing tailored communications for all stages of the trader journey (new traders, early years, established, exiting)

Performance

Strong governance and sustainable business operations to ensure long-term viability and growth of Mildura City Heart.



Top 3 Priorities (as voted for by traders)

1. Increase activation and engagement amongst Mildura City Heart membership
2. The activities of Mildura City Heart are understood and reflect how businesses wish for their funds to be spent
3. Being part of Mildura City Heart demonstrates a clear value and return on investment to my business

Strategic Objectives

- ✓ Establishment of a governance framework to ensure accountability, transparency, and operational performance
- ✓ Embed sustainable business operations that reflect the long-term planning ambitions
- ✓ Growth of the Mildura City Heart membership whilst increasing activation and engagement amongst existing members
- ✓ Empower members to actively engage with the Association and become advocates of Mildura City Heart and other businesses
- ✓ Alignment of the roles and responsibilities of the Mildura City Heart workforce to achieve the performance requirements of the Association

Value Add

Positioning Mildura City Heart as a first-choice destination, achieving increased visitation, market reach, business success, and investment.



Top 3 Priorities (as voted for by traders)

1. Increase the amount of footfall into the City Heart
2. Provide a range of opportunities to promote my business
3. Trial new, innovative ways to create a welcoming, fun, social and inclusive environment throughout the precinct

Strategic Objectives

- ✓ Facilitate increased visitation and economic spend through a multi-channel marketing approach
- ✓ Strengthen relationships between businesses through coordinating training, networking and professional development opportunities
- ✓ Coordinate a range of performance measurement tools that evidence business success and capture important feedback
- ✓ Grow the value of proven initiatives (e.g. Mildura City Heart Gift Card) as well as explore other opportunities to incentivise consumer spend
- ✓ Increase the amount of non-rates-based revenues to grow the operational capacity of Mildura City Heart



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