

# Annual Report

2024 / 2025





## Acknowledgement Of Country

Mildura City Heart Inc acknowledges the First People of the Millewa-Mallee – the Latji Latji, Ngintait, Nyeri Nyeri and Wergaia – as the Traditional Owners and Custodians of the Country on which we work, rest, and play.

We acknowledge their living culture and unique role in the life of this region, including their ceremonies of celebration, initiation and renewal, and their ancient connection they hold with their Country.

*We pay our respects to their Elders, past, present, and emerging.*





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# Our Profile

The Mildura City Heart Inc. (MCH) Board of Directors is responsible for the governance and strategic direction of the MCH Traders Association.

Elected by MCH members, the board sets policies, develops the Strategic Plan, approves the annual operational plans and budgets, and advocates on behalf of its members.

# Strategic Plan

The following Strategic Plan developed in 2024 identified key priorities for 2025-2030. As part of the annual review of the Strategic Plan, actions for each strategy are outlined within the framework of a 12-month Business Plan.

## Our Vision

The Heart of Mildura's business and community.

## Our Purpose

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

## Our Priorities

### 01 Activation

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

### 02 Advocacy

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

### 03 Communication

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

### 04 Performance

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

### 05 Value Add

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





## Our Board

**Jacqui Tilley**  
Chair

**Jay Telford**  
Deputy Chair,  
Governance & Finance  
Committee

**Cassi Circosta**  
Treasurer,  
Governance & Finance  
Committee

**Briony Bridgett**  
Director,  
Marketing Committee

**Raelene Shields**  
Director,  
Marketing Committee

**Katerina Stephens**  
Director

**Riley Toms**  
Director

## Our Staff

**Danielle Hobbs**  
Managing Director

**Chelsea Dichiera**  
Administration Assistant

**Amy Mann**  
Administration Assistant



# Year In Reflection

A message from Mildura City Heart Chair Jacqui Tilley and Managing Director Danielle Hobbs

## **This year has been one of reflection, transition, and forward planning for Mildura City Heart.**

We began the 2024/2025 financial year reviewing the achievements and lessons of our 2019-2024 Strategic and Business Plans.

Those plans gave us stability through turbulent years, lifted the profile of MCH, and positioned us as a trusted voice for traders and the precinct.

With only small but important adjustments needed, we were able to build on this strong foundation and develop our new 2025-2030 Strategic Plan and 2025-2027 Business Plan, both of which were endorsed by Mildura Rural City Council (MRCC) in February 2025.

This endorsement provides certainty and direction for our next chapter. The introduction of a Performance pillar to our Strategic Plan reflects our commitment to strengthening governance and ensuring accountability, while shortening the Business Plan cycle to three years ensures our focus remains sharp, relevant, and adaptable.

Against this backdrop of planning, our precinct has remained active and vibrant.

In 2024/2025, we delivered and facilitated a remarkable 330 event days, bringing thousands of locals and visitors into the heart of Mildura.

Our Gift Card initiative continued as a proven way of driving economic activity, while trader engagement in advocacy has strengthened the collective voice of the precinct.

It has also been a year that highlighted the realities of a changing retail landscape.

The announcement of Kmart's relocation, combined with the continued growth of online giants like Temu, Shein and Amazon (now holding about 17% of the market), was a sobering reminder of the challenges our precinct faces.

Rising cost-of-living pressures have also tempered spending habits and tested the resilience of our traders.



Rather than viewing these changes as setbacks, we see them as catalysts. The Kmart relocation has sparked important conversations with MRCC and developers about new opportunities for infill development and city centre renewal.

Declining national foot traffic makes it even more vital to focus on unique experiences, events, and a connected, safe CBD environment that cannot be replicated online.

This is where our advocacy becomes most important.

MCH continues to be a credible and influential voice at the table, ensuring traders, landlords, and the community have input into the future of the CBD.

With strengthened relationships, clear priorities, and an ambitious new Strategic Plan, we are well positioned to shape this next chapter for Mildura's City Heart.

The year ahead is not without challenge, but with the right mix of collaboration, creativity, and confidence, we know the heart of our city can continue to thrive.

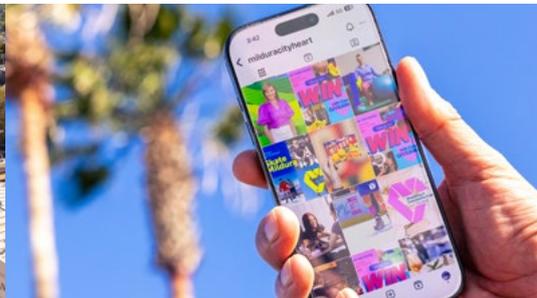
**Jacqui Tilley** | Chair

**Danielle Hobbs** | Managing Director

# 2024/2025 Snapshot

All of our work in Mildura City Heart is guided by our new Strategic Plan, underpinned by our five pillars: Activation, Advocacy, Communication, Performance, and Value Add.

While our new Strategic Plan looks forward, this year's highlights show the strength and adaptability of our precinct and community.



## Activation

- 330 event days across the precinct and wider region, including the Mildura Easter Powersports Show & Shine, Christmas activations, school holiday programs, and community festivals.
- Seasonal activations, murals, and placemaking initiatives continued to attract locals and visitors, building vibrancy and atmosphere.

## Advocacy

- Proactively engaged with MRCC and developers following the Kmart relocation to ensure the CBD's future remains front of mind.
- Strengthened partnerships with the Victorian Chamber of Commerce Business Alliance, aligning our precinct with state-level advocacy.
- Continued representation at Council and community forums, ensuring traders' voices shape local policy and planning.

## Communication

- Maintained a strong marketing presence through innovative campaigns, social media, and promotional channels.
- Supported traders with regular updates, promotional opportunities, and tailored communication at different stages of the trader journey.
- Shared precinct stories to celebrate local success and reinforce community connection.



## Performance

- New Strategic Plan (2025-2030) and Business Plan (2025-2027) endorsed by MRCC in February 2025.
- Three-year Business Plan cycle introduced to ensure flexibility and relevance, avoiding the challenges of the past five-year cycle.
- Governance and operations strengthened with an added focus on accountability and transparency.

## Value Add

- MCH Gift Card initiative continued to generate significant economic activity for traders, with targeted giveaways driving local spend.
- Ongoing support for new traders entering the precinct, while providing promotional and cross-collaboration opportunities for established businesses.
- Behind-the-scenes work to create a more connected and supportive business community.

# Governance

The 2024/25 financial year marked a new chapter for Mildura City Heart's strategic direction.

We finalised our 2019-2024 Strategic Plan, and the new 2025-2030 Strategic Plan was endorsed and implemented.

A notable change within the new 2025-2030 Strategic Plan is the introduction of a Performance pillar, which aims to strengthen our governance and ensure accountability and transparency.

This addition to the Strategic Plan, supported by our 2025-2027 Business Plan, paves the way for a review of Mildura City Heart's current governance structure, documentation and decision-making practices into the new financial year.

The review will also map MCH's current governance performance, gaps and needs in relation to our strategic direction, and ensure our practices align with our strategic and legal obligations.

As a not-for-profit organisation, MCH must adhere to Rules of Association forming the basis of our constitution, as required for registration with Consumer Affairs Victoria.

## Agreement With MRCC

In line with governance requirements, MCH provides half yearly and annual reporting to MRCC which, upon approval, activates the release of biannual funding allocation. The Strategic Plan is available at:

**[www.milduracityheart.com.au/about/governance](http://www.milduracityheart.com.au/about/governance)**



# Insights And Analysis



## Strengths

- Delivery of significant outcomes through the dedicated implementation of the 2019-2024 Strategic Plan, now transitioning into a refreshed three-year Business Plan and six-year Strategic Plan.
- A cohesive and increasingly diverse Board with a united vision, a broad skill set, and varied insights into trader needs across the precinct, who collaborate to achieve shared strategic aims and strengthen representation and inclusivity.
- Established relationships with key stakeholders, significant committees, police, and sector experts ensuring MCH has a strong and credible voice “at the table”.
- Strong visual marketing with a refreshed brand, effective communication channels, and an active online presence that enhances the visibility of the precinct and supports trader promotion.
- Supplementary income streams supporting operations and activations, helping offset reduced external funding availability.
- Strategic communications and consultation with traders via surveys, workshops, and dedicated forums provide valuable insights for decision-making and foster collaboration.

## Weaknesses

- Limited capacity to expand the annual events and activations calendar due to HR and resourcing constraints.
- Declining trader engagement in MCH’s digital platforms (e.g. private Facebook group), reflecting broader fatigue, economic stress, and reduced capacity for active participation.
- Persistent vacancies in CBD buildings, compounded by low levels of business investment and limited interest in new start-ups.
- Reduced availability of grant funding, constraining opportunities to supplement income for precinct initiatives.
- Ongoing perception challenges from empty or underutilised properties, impacting precinct vibrancy.
- Absence of a local Chamber of Commerce and the gap left by the wind-down of Mildura Regional Development, which has not been fully addressed by MRCC’s Economic Development department, leaving a lack of coordinated business advocacy beyond MCH’s remit.



## Opportunities

- Strengthening alignment with MRCC's restructured Strategy & Growth Department offers an opportunity for greater transparency, more effective collaboration, and joint delivery of CBD-focused initiatives.
- Leveraging council's renewed focus on tourism and economic development provides precinct businesses the chance to benefit from increased visitation, investment, and profile.
- Reinvigorating trader communications and digital platforms to encourage engagement and collaboration.
- Opportunities through the Victorian Chamber of Commerce Business Alliance to expand advocacy reach, influence policy, and deliver additional value for traders.
- Improving succession planning and Board recruitment, through mentoring and engagement.
- Advocating for and co-designing a dedicated MRCC budget line for CBD-focused operations to improve cleanliness, safety, and civic pride.
- Renewed interest and methods in filling building vacancies beyond traditional activation projects.
- Expanding creative and diverse approaches to promote MCH's vision and the precinct's identity to the public.

## Threats

- Lack of buy-in from commercial real estate agents continues to restrict the ability to curate a balanced and vibrant business mix.
- Broader economic pressures, including rising cost-of-living, affecting viability of local traders.
- Continued trader fatigue, driven by sustained economic, environmental, and social challenges, risks a "holding pattern" mentality developing across the precinct, with businesses becoming less likely to participate in MCH initiatives.
- Ongoing building vacancies and brand retraction (to capital cities or online) contributing to perceptions of stagnation and decline.
- Antisocial behaviour undermining perceptions of safety and discouraging visitation.
- Misinformation and negative narratives about the CBD from detractors (even from within the MCH community) limiting investment confidence.



# Trader Movements

## The Mildura City Heart landscape is ever-changing.

Each year, we gather the data that helps form part of the story of our precinct – offering an insight into trends and movements within Mildura City Heart and some of the factors that drive them.

Our snapshot at the end of the 2024/2025 financial year shows the precinct had an occupancy rate of 88.5%, compared to 94.45% the previous year.

Looking closer at Langtree Mall, occupancy at the end of 2024/2025 stood at 79.25%, dropping from 90.2% in 2023/24.

As illustrated in the Vacancy Rate Snapshot, the Mildura City Heart precinct is constantly evolving.

In the past year, we welcomed 26 new traders to the precinct, six existing traders relocated within the precinct and another four traders underwent a management change.

Sixteen traders closed their doors, while 14 others relocated out of the precinct.

We continue to witness changing trends in the business landscape as owners take action to mitigate rising costs associated with bricks and mortar stores, and the impact cost-of-living pressures are having on their customers.

Some businesses have moved to home offices or studios, while others have relocated to operate within existing businesses, helping to shrink overhead costs.

We note an emerging shift in some nationals – like Witchery and Jeanswest – withdrawing from the regions, reinforcing the importance of Mildura City Heart's advocacy and promotion of shop local values to capture limited spend.



## Vacancy Rate Snapshot

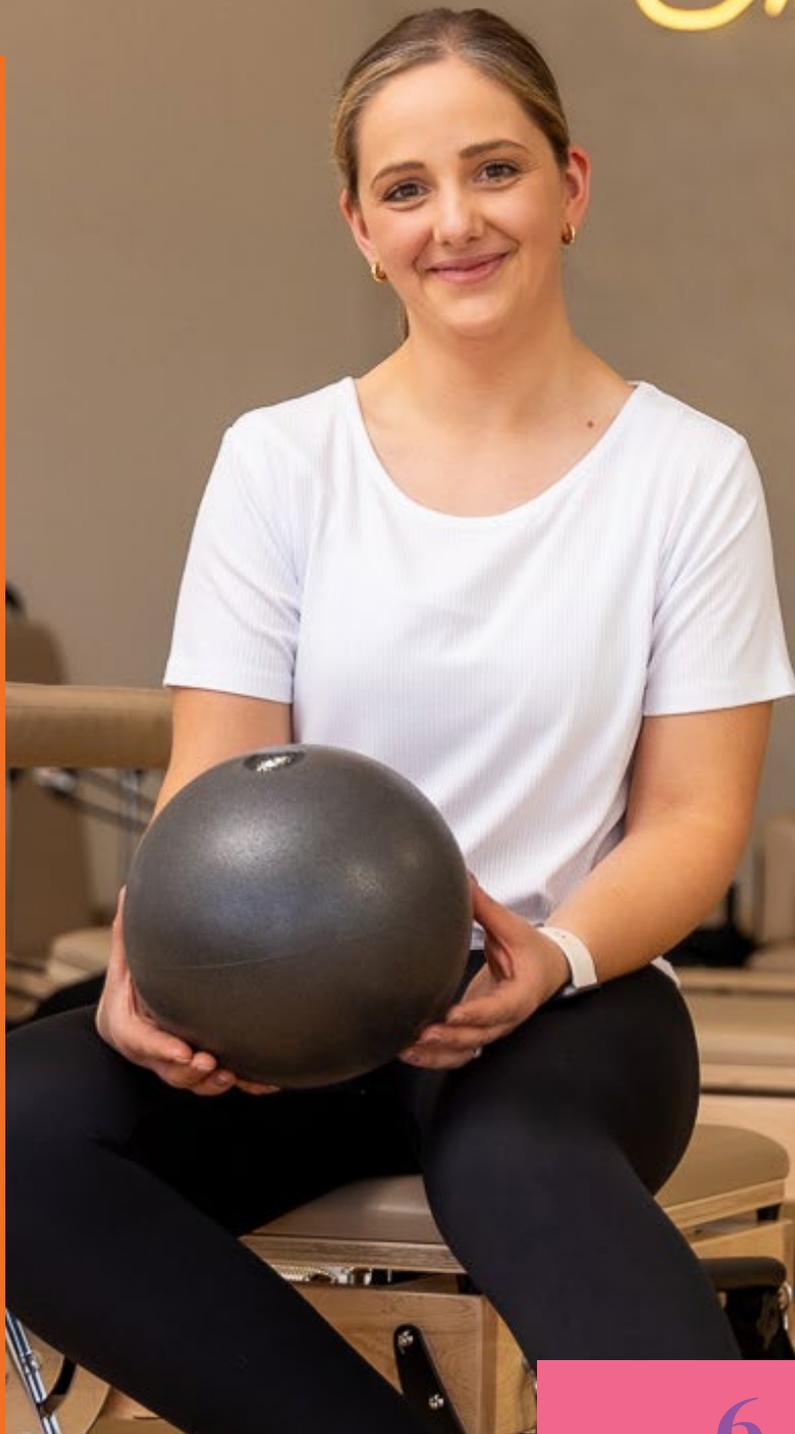
	Feb 2020	Jun 2020	Jun 2021	Jun 2022	Jun 2023	Jun 2024	Jun 2025
MCH precinct (inc Langtree Mall)	7.29%	8.64%	11.28%	8.33%	5.27%	5.55%	11.50%
Langtree Mall	18.18%	25.45%	40.74%	25.92%	14.81%	9.80%	20.75%

# The Studio

# 26

New traders

New business



# 0

New traders

Relocated to the precinct

# 4

New traders

Under new management

# 6

Existing traders

Relocated within precinct

# 14

Existing traders

Relocated out of the precinct

# 16

Existing traders

Closed

# Marketing Our Precinct

## Our CBD In The Spotlight

Mildura City Heart's strong brand presence and strategic marketing activities and promotions keep the CBD front-of-mind and centre stage.

Building on the 2023/2024 rollout of Mildura City Heart's refreshed branding, this financial year we've integrated this across all our marketing.

Our advertising spend is split across three key areas:

- **Traditional media:** TV, radio, newspaper
- **New media:** Digital advertising, website, social channels
- **Innovative marketing:** Bus backs, soundscape, promotion of MCH and the precinct through community connections and hiring out of equipment.

## A Winning Approach To Promotions

Our two gift card giveaways – the December Christmas Gift Card Giveaway, and June's Love Local Gift Card Giveaway – remained highlights on our promotions calendar this year.

These promotions are highly anticipated across our community each year and provide tangible results for traders and the precinct.

Entry forms provide the data to measure the promotions' success.

The \$25,000 Christmas Gift Card Giveaway in December 2024 offered shoppers 99 opportunities to win a gift card valued between \$100 and \$5,000.

About 28,500 entries were received across this promotion, each required to spend a minimum of \$10 at an MCH business to enter.

The promotion incentivised people to do their Christmas shopping at MCH businesses, rather than online or out of the precinct. And they did just that to



the tune of \$4.9 million in the 2024 campaign. This figure was extrapolated from the data our office collects on the average spend of the 99 winners (\$172.95), averaged out across the total number of campaign entries (about 28,500).

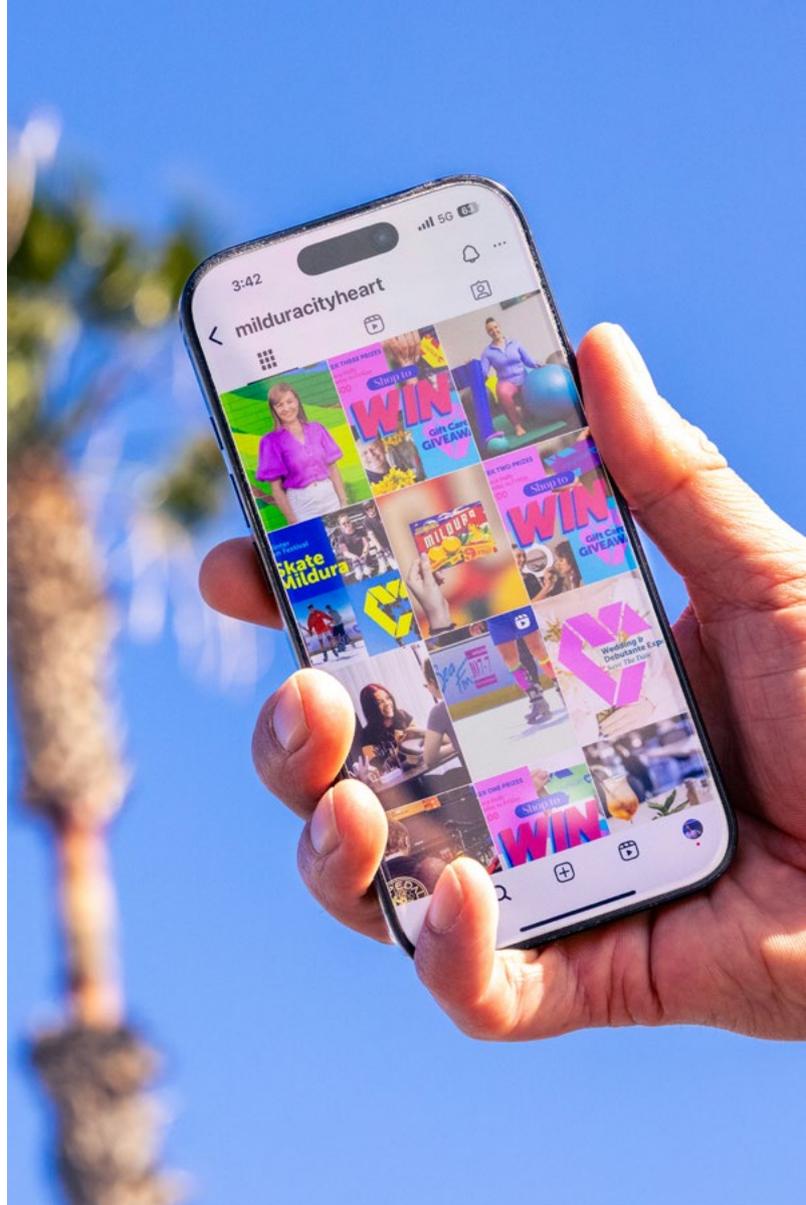
After reflecting on the 2024/2025 Christmas Gift Card Giveaway, this promotion will begin in November in 2025, with the aim to bring new shoppers to the precinct a month sooner, while also capturing the regular December Christmas spend.

The \$10,000 Love Local Gift Card Giveaway in June aimed to encourage more consistent foot traffic across the CBD in a typically quiet trading time. The numbers from the campaign suggest it was a success.

About 29,400 entries were received – each with a required minimum \$10 spend – with 51 opportunities to win a gift card valued from \$100 to \$1,000.

This was an additional 6,000 entries compared to last financial year's giveaway.

These promotions encourage spending and, most importantly, the gift card winnings are reinvested back into the precinct.



## Communication

Our strategic communication is vital for a thriving CBD, helping to inform, activate and connect our traders, community and visitors.

From traders and locals, to those visiting our precinct for the first time, we keep our stakeholders informed by timely and engaging communication through a range of channels.

We foster a connected trader community through trader emails, social media and messaging apps.

It's critical our traders are consistently made aware of activities, promotions, and opportunities for involvement in their CBD.

In 2024/2025, we worked to make communication with our stakeholders more streamlined.

The Mildura City Heart website was updated to include a registration feature, proving particularly

helpful for planning and executing events like the Twilight Markets and the Wedding & Debutante Expo.

The added feature is helping to improve efficiency and the user experience.

Outside of communication with traders, Mildura City Heart news, events and marketing promotions are shared through active social media pages.

This year, we worked to add another dimension to the way we communicate with visitors to our precinct, connecting the physical Mildura City Heart space to our online space through the use of QR codes.

In the year ahead, MCH's communications and marketing will undergo a review to inform and develop a five-year communications strategy for inception in 2026/27.

# A Gift From The Heart

## Small Card Making A Big Impact

**It's the bright little card tucked into thousands of locals' birthday cards, Christmas cards, gift hampers, prize packs, purses and wallets making a significant impact on Mildura City Heart traders.**

Mildura City Heart's gift card promotion continues to generate value through consumer spending across the precinct.

In 2024/2025, nearly 4,500 gift cards valued at \$422,000 were sold, bringing the five-year tally of gift card sales to more than \$2 million.

These sales generate a significant financial gain to our more than 200 traders who accept gift cards.

November and December remain the highest earning months for gift card sales.

We promote the sale of gift cards year-round through targeted campaigns and activations, encouraging the community to consider a 'Gift from the Heart' and a gift of choice when they shop locally.

While the annual gift card sales were down, reflecting the experience of traders who reported a drop in retail sales, the average spend on the 4,500 cards was \$98.87, similar to last year.

This year we saw an increase in corporate and organisational spending on gift cards, while household gift card buyers' spend dropped.

We've had a strong focus on promoting our gift cards to schools and workplaces, particularly at Christmas, and we're seeing the result of that as they become popular workplace gifts and student prizes.

This support highlights the community's recognition of the value of a local gift card program, and the flow-on effect their purchase provides to the trader community.

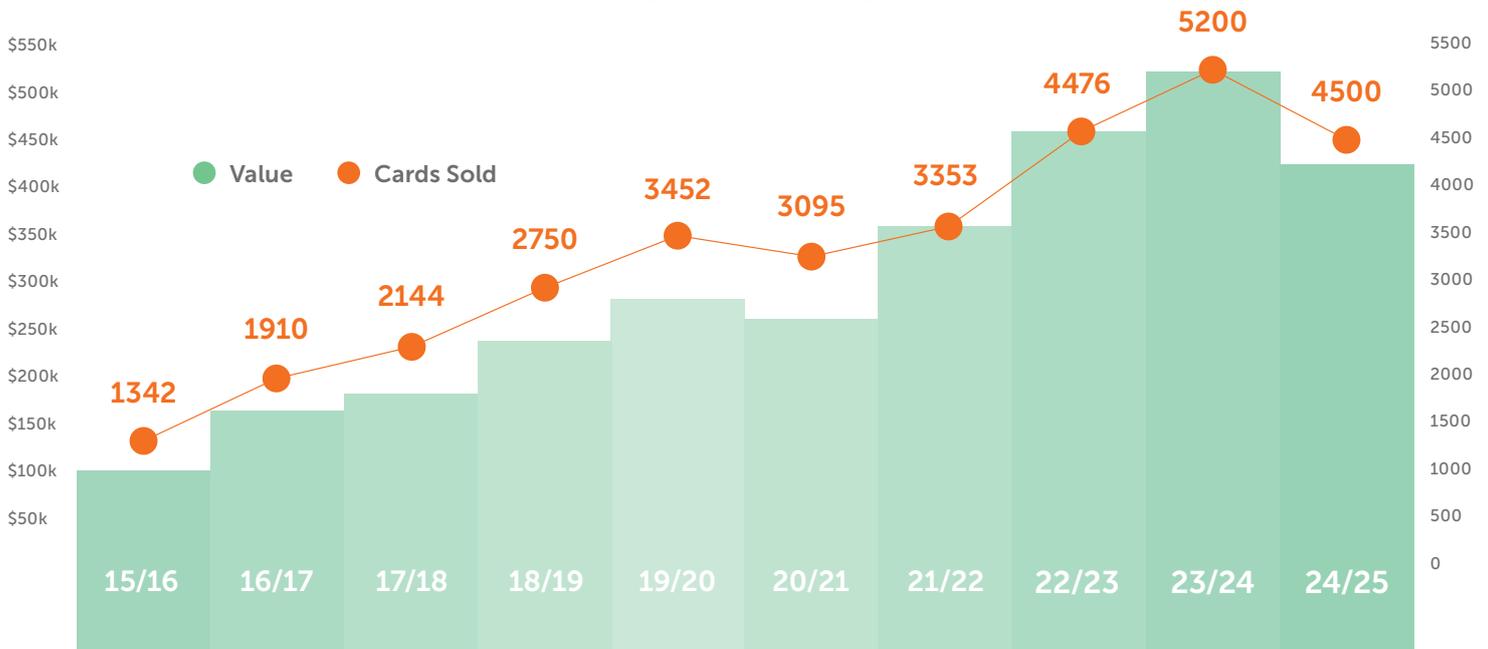


## Gift Card Monthly Sales Comparison By Financial Year

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Jul</b>	\$3,400	\$10,100	\$9,917	\$16,360	\$9,704	\$10,042	\$16,120	\$27,940	\$19,857.50
<b>Aug</b>	\$5,100	\$10,250	\$17,700	\$17,220	\$7,830	\$9,495	\$17,000	\$30,745	\$26,850
<b>Sep</b>	\$7,050	\$9,245	\$14,950	\$15,760	\$6,820	\$12,930	\$17,215	\$24,723.95	\$23,276
<b>Oct</b>	\$7,795	\$14,027	\$14,240	\$14,021	\$15,038	\$8,191	\$17,900	\$44,683	\$20,810.07
<b>Nov</b>	\$5,756	\$20,205	\$12,055	\$20,698	\$23,265	\$49,443	\$44,034	\$78,229.50**	\$48,250**
<b>Dec</b>	\$72,605	\$51,805	\$103,297	\$118,969*	\$139,455**	\$179,377**	\$205,264**	\$184,107.77	\$161,397.57
<b>Jan</b>	\$10,280	\$8,504	\$6,750	\$11,988	\$8,900	\$9,420	\$21,387	\$19,253	\$18,616.48
<b>Feb</b>	\$6,145	\$8,705	\$6,315	\$11,825	\$11,381	\$9,433	\$18,505	\$20,587.40	\$19,077
<b>Mar</b>	\$6,911	\$8,055	\$11,636	\$9,625	\$12,815	\$11,270	\$16,199	\$20,050	\$23,130
<b>Apr</b>	\$9,656	\$9,821	\$6,744	\$2,100	\$1,307	\$10,070	\$20,145	\$19,467	\$21,851.50
<b>May</b>	\$8,975	\$12,389	\$15,872	\$18,340	\$10,072	\$15,840	\$21,029	\$33,400****	\$19,287****
<b>Jun</b>	\$15,916	\$11,718	\$16,020	\$22,779	\$27,429***	\$25,580****	\$48,545****	\$23,882	\$19,465
<b>YTD</b>	<b>\$159,589</b>	<b>\$174,824</b>	<b>\$235,496</b>	<b>\$279,684</b>	<b>\$274,016</b>	<b>\$351,091</b>	<b>\$463,343</b>	<b>\$527,068.62</b>	<b>\$421,868.12</b>

\*Includes MCH Christmas Gift Card giveaway to the value of \$14,000 | \*\* Includes MCH Christmas Gift Card giveaway to the value of \$25,000  
 \*\*\* Includes MCH Love local Gift Card giveaway to the value of \$20,000 | \*\*\*\* Includes MCH Love local Gift Card giveaway to the value of \$10,000

## Gift Card Yearly Sales Comparison By Financial Year



## The Top 15 Stores Accepting Gift Cards

**Cotton On**  
 \$26,127.13  
 569 cards

**Ritchies IGA**  
 \$14,471.79  
 307 cards

**Surf Crew**  
 \$13,598.51  
 219 cards

**Chemist Warehouse**  
 \$13,316.84  
 266 cards

**George & Olive**  
 \$13,288.85  
 147 cards

**Sportsgirl**  
 \$12,980.50  
 298 cards

**Ghanda**  
 \$10,713.16  
 203 cards

**Endota Spa**  
 \$10,580.50  
 138 cards

**Fifi & Annie**  
 \$10,574.35  
 115 cards

**My Chemist**  
 \$10,306.49  
 162 cards

**Tilley's Furniture**  
 \$10,246.24  
 102 cards

**Jewellery @ 65**  
 \$10,174.67  
 137 cards

**Best & Less**  
 \$9,101.22  
 235 cards

**400 Gradi**  
 \$7,753.59  
 104 cards

**Doug Haynes**  
 \$7,635.04  
 64 cards

# Events And Activations

Mildura City Heart's reputation as the home for events and activations in our city was solidified in 2024/2025, as our events calendar continued to grow.

In 2024/2025, our calendar of events delivered, supported, and hosted 281 event days in the CBD, and supported a further 50 events in our broader community through equipment loans and sponsorship, a total of 331 event days.

Events attract locals and visitors to our precinct, building vibrancy and delivering an economic boost to our businesses.

This year's total events spend was \$167,367.96, representing 22.4% of MCH's yearly expenditure, and aligns with our Strategic Plan and priority pillars.

We're proud of our core events and enjoy working with the community to bring their events to life.

It's heartening to see events – like the SMECC Multicultural Festival – return each year, helping to build our relationships and connections with the broader Mildura community, and cementing our CBD as a valuable and sought-after public events space.



The events held in MCH fall within three categories:

- **Our events:** Events that are coordinated, hosted, and primarily funded by MCH.
- **Supported events:** Events that MCH provides location and/or resources in collaboration with the event organisers or business/community group.
- **Facilitated events:** Small, one-off events held in the precinct utilising MCH equipment and staff guidance.

## Our Events

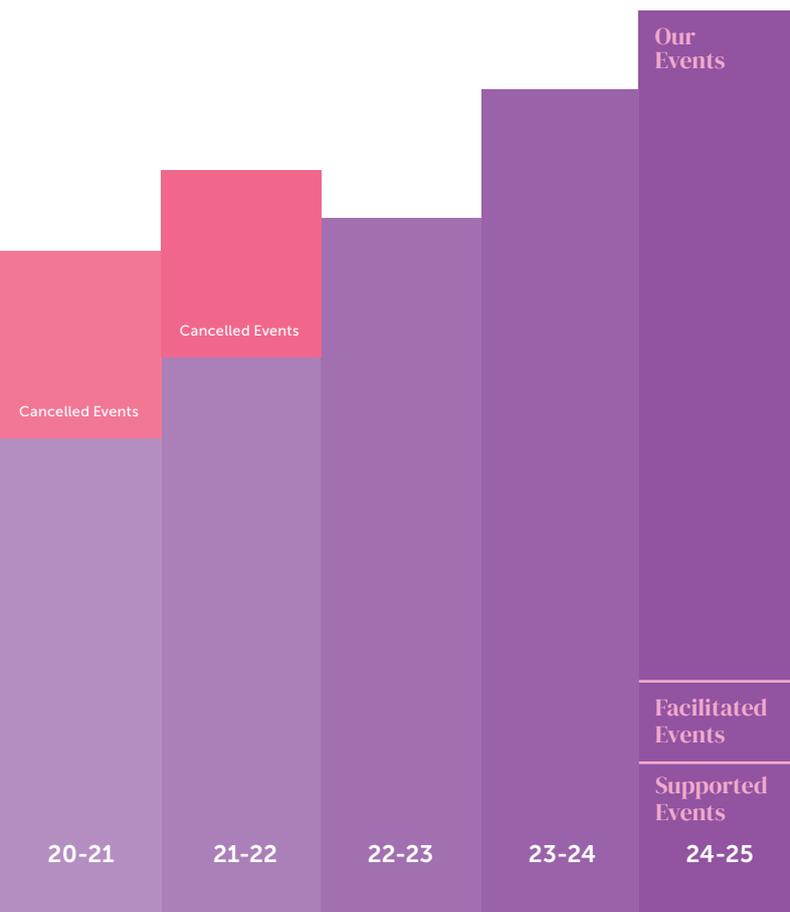
These events – coordinated, hosted, and primarily funded by MCH – represent some of our biggest days of the year in our CBD.

For exactly 200 days, our events brought the CBD to life, with the Easter Powersports Show & Shine, MBPH x MCH Cocktail Party and Fashion Parade, and Christmas in the City.

Our school holiday programming and Spring activities brought EnviroEDU animal education, facepainting, slime making and pot plant decorating to the precinct.

The space under the pavilion in Langtree Mall was once again transformed into our popular City Beach, while laser tag, basketball clinics with Adelaide 36er Alex Starling, and the Hot Wheels Kids Zone provided something for every age and interest.

**200 Days | \$153,507.61**





## Supported Community Events

Our supported community events category highlights our strong connection to the community and the value our precinct brings to the wider region.

Within the CBD, our supported events included the Desert City Rodder's Goanna Run, SMECC Multicultural Festival, the Mildura Wentworth Country Music Festival, Rotary Deakin's Longest Lunch under the vines, and SARG's Pet Photos with Santa, bringing our in-precinct supported community event days to 34.

Our impact was also felt outside of the CBD, where we supported 50 event days, including The Great Australian Vanilla Slice Triumph, Mildura Carols, SMECC Harmony Day, Magenta Art Prize, Cullulleraine Music Festival and Mildura Riverfront Marathon Festival.

**84 Days | \$11,860.35**

## Facilitated Events

We welcomed a diverse range of community groups and businesses to stage their one-off events in the Mildura City Heart.

The ADF Careers Regional Tour, The Salvation Army Brass Band, Coffee with a Cop, HomeBase's Youth Cinema Project, SuniTAFE's Skills & Jobs Centre, White Cane Day walk, Small Business Bus, performances by the Australian Jazz Convention, MRCC's White Ribbon Walk, and Law Week in Langtree Mall were just a few of the groups that joined our Mildura City Heart community for their event.

Thank you to these groups who chose our precinct, helping to activate the CBD for 47 days.

**47 Days | \$2,000**

# Murals, Maps And Merchandise

## City Streets Become Art Walk

Mildura City Heart launched the next phase of its Mural Art Project, this year launching the Mural Map.

The printed Mural Map brings a new experience to Mildura City Heart, taking people on a self-guided tour of the precinct's murals and art landmarks.

The tour helps people explore Mildura City Heart's Mural Art Project murals, as well as other community art, ghost signs and iconic advertising in the precinct.

The map offers a brief outline of each landmark, while QR codes at each Mural Art Project site link to the Mildura City Heart website and films to provide greater insight to those on the walking tour.

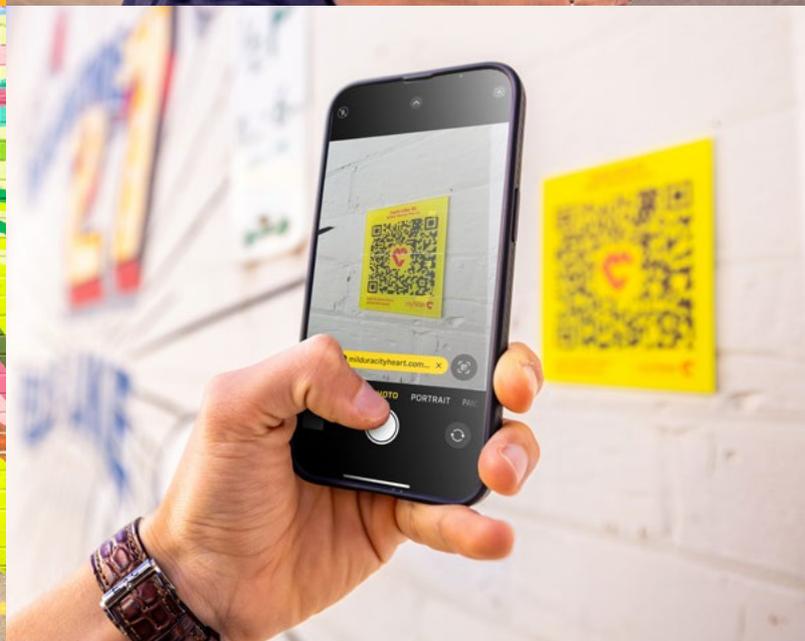
The CBD's vibrant and eye-catching murals are a drawcard of the precinct, attracting attention from Top Town Awards, Slow Rail Journeys and Mildura Rural City Council's tourism campaign, which all used our mural imagery.

The murals are often used as the backdrop for professional photoshoots, as well as impromptu visitor selfies, all putting a spotlight on our streets.

While no new murals joined the Mural Art Project this financial year, we continue to be on the lookout for new locations and opportunities to bring more art to life.

### Maps are free and are available from:

- Mildura City Heart office
- Mildura Visitor Information Centre
- Wentworth Shire Council
- Arts Mildura
- Mildura Holden Museum
- Hotels and motels across our region



# Merchandise Sales

Mildura City Heart now has a healthy Mural Art Project merchandise offering, sales of which contribute to the continuation of the project and new artwork installations.

In 2024/2025, the total income from the Mural Art Project merchandise was \$5,376, just more than half of last year's total, and the number of items sold decreased from 758 in 2023/2024 to 208 in 2024/2025.

In the years that we produced a mural, or added to our merchandise line, we witnessed a bump in sales, however no new murals or products were added this year.

Instead, this year's addition to the Mural Art Project was the free Mural Map, encouraging people to immerse themselves in our CBD to see the artwork first-hand, and grab a coffee or explore a new store along the way.

Mural Art Project merchandise is available for purchase at the Mildura City Heart office and online store, and the Mildura Visitor Information Centre.

We continue to scope opportunities to thoughtfully expand our merchandise offering, including into T-shirts and puzzles, as well as new avenues for promotion and sales.

## Merchandise Type Qty

Mildura   small poster	14
Mildura   large poster	8
Mildura   postcard	48
Bowring's   small poster	2
Bowring's   large poster	1
Bowring's   postcard	21
Sunrays   small poster	10
Sunrays   large poster	0
Sunrays   postcard	43
Streets Of Our Town   small poster	6
Streets Of Our Town   large poster	5
Streets Of Our Town   postcard	22
Streets Of Our Town   tote	3
Streets Of Our Town   tea towel	2
Streets Of Our Town   sticker	0
Fine & Rare   small poster	3
Fine & Rare   large poster	0
Fine & Rare   postcard	20



# Advocacy

## Driving Progress For Our Precinct

Mildura City Heart's advocacy ensures the voices of traders and the broader CBD community are represented at every level of decision-making. Whether it's pushing for revitalisation projects, engaging in policy reviews, or championing trader priorities, MCH continues to be a strong and consistent voice for our precinct.

While our events and marketing often take centre stage, countless hours are dedicated behind the scenes to advancing the needs of our precinct, ensuring a vibrant, safe, and thriving CBD for businesses and visitors alike.

## Langtree Mall Placemaking – Project Delivered

The Langtree Mall Placemaking Project has been one of the most visible outcomes of our advocacy in recent years. In 2024/2025, the project transitioned from planning to delivery, with MCH partnering with MRCC and the Victorian Government to bring five placemaking priorities from the CBD Revitalisation Project to life, including lighting and misters, seasonal displays of green, lawned areas and the sound system renewal, bringing flexible infrastructure to the CBD.

The works were delivered in stages between September and February, despite challenges posed by caretaker restrictions during the Council election period. MCH worked with MRCC to adjust communications, ensuring traders and the community were kept informed.

Community feedback has been overwhelmingly positive, foot traffic has lifted, and traders are seeing benefits from a more engaging public space.

## Feast Street Rejuvenation

The redevelopment of Feast Street remains a major advocacy focus. This project will deliver a shared street design with widened footpaths, new arbour structures, outdoor dining areas, and improved lighting and landscaping – all designed to elevate the precinct into Mildura's premier hospitality destination.

In 2024/25, stakeholder and trader input shaped the 70% detailed design package, with refinements made to parking bay and lane widths, outdoor dining configurations and design of the arbour structure.

Following delays caused by the Council election period, consultation resumed late in 2024, and the design package is now under final review. Council endorsement is targeted for late 2025.

With 54% of businesses currently food-related, MCH continues to advocate for a proactive leasing strategy to strengthen the hospitality mix, ensuring Feast Street becomes the CBD's 'jewel in the crown' and a true competitor to suburban shopping and dining alternatives.





## Advocacy In Action

Beyond major capital works, MCH represents traders in a wide range of forums and consultations. This year, our advocacy work has included:

- **Safety and security:** Continued partnership with Victoria Police, Hands Up Mallee, and support agencies to address anti-social behaviour, shoplifting, and homelessness. While survey results show gradual improvement, business owners continue to rank customer safety as their number one priority.
- **Public amenities:** Strong trader calls for improved toilets and family facilities have been elevated to MRCC, with Council now investigating options for new or upgraded amenities.
- **Revenue and Rating Plan:** MCH raised ongoing concerns regarding MRCC's proposal to increase business rates from 130% to 140%, highlighting the absence of a dedicated CBD budget and the need for transparency around use of funds.
- **Trail of Lights:** Engagement with MRCC to explore opportunities for MCH to support ticketing, reinforcing our commitment to positioning the CBD as a central hub for community experiences.

## Trader Priorities At A Glance

The 2024 Retail & Governance Report Card prepared for the third year running by David West Premier Retail Marketing reinforced the key issues our traders want us to champion:

- **Customer safety and reduction of anti-social behaviour**
- **Improved family-friendly amenities and toilets**
- **Attracting and securing quality new businesses**
- **Maintaining a high-quality streetscape**
- **Boosting customer visitation through tourism campaigning**

These priorities remain at the core of our advocacy, ensuring that every conversation with Council, government, or community partners reflects the needs of our traders.

# Thank You

## People are at the heart of what makes our CBD precinct a unique and vibrant village and retail space.

Each year, we're fortunate to have community groups and volunteers willingly give their time, skills and knowledge to support our precinct.

These groups and individuals share in our passion and commitment to seeing the City Heart community thrive.

This financial year was no different, as 59 people gave an incredible 1,389 hours behind the scenes to ensure thousands of people – both in the local community and visitors to our region – could enjoy everything our Mildura City Heart has to offer.

This includes 294 hours put in by our volunteer board members who choose to give back to their trader community.

## Organisations, Schools, MCH Traders & Community Groups

5th Mildura Cub Scout Unit / ABC Mildura-Swan Hill Radio / Adelaide 36er Alex Starling / Alchemy By Maddi / Ambulance Victoria / American Car Club / Andrea & Iwan Soebardi Music / Anika Walker Stylist / Are-Able / Arnie's Laserforce / Arts Mildura / Australian Jazz Convention Committee / Black Pepper / Blue Ribbon Foundation - Mildura Branch / Border Sports Academy Basketball / Bump Trucks Australia / Buronga Public School International Food Festival / Burrows Jewellers / Cabarita Inc / Cam Waters Ford XB Coupe and Monster Car / Chaffey Secondary College / CHALLIS / Community Corrections / Connect Family Law / Consumer Affairs Victoria / Coomealla Health Aboriginal Corporation / Coomealla Wentworth Cricket Club Pink Stumps Day / Country Fire Authority (CFA) Mildura / Court Network Volunteers / Courts Vic / Cullulleraine Music Festival Committee / Dept Justice & Community Safety / Desert City Rodders / Distinguished Gentleman's Ride / EnviroEDU / Face, Paints and Smiles by Rose Rogers / Filipino Community of Sunraysia / Fiona & Friends (Fiona Beyer Singing) / Fire Rescue Victoria / Focus On Detailing / FutureLabs / FWG Contracting / Generations Early Learning / Gol Gol Pre School P&C / Gol Gol Public School P&C / Hands Up Mallee / Henderson College, Road To Bethlehem / HomeBase / Hot Wheels Stuntz Inc / Intereach / Irymple CFA Good Friday Appeal / It's Delish / Jaguar Car Club of Victoria (New 2024) / JDRF One Walk Mildura / Johnsons Trucks / Klarich Legal / Klemms NewsXpress (Mildura News & Lotto) / Lions Club of Merbein / Little Glitter Shack / Little Notes / Love This City - Mildura Carols / Lyndsie Storer Music / Magenta Art Prize Committee / Mai's Shoes & Accessories / Mallee Bandits Baseball Club / Mallee Accommodation and Support Program (MASP) / Mallee District Aboriginal Services (MDAS) / Mallee Family Care / Mallee Sexual Assault Unit-Mallee Domestic Violence Service / Maloney Anderson Legal / Marathon Adventures - Mildura Riverfront Marathon / Maurice Blackburn / Merbein Lion's Club / Merbein P-10 Public School / Merbein Progress Association The Great Australian Vanilla Slice Triumph / Mildura Ski Club / Mildura Base Public Hospital Foundation / Mildura BMX Club / Mildura Brass Band / Mildura City Markets / Mildura Entertainment / Mildura Football Netball Club / Mildura Health Foundation / Mildura International Balloon Fiesta Inc / Mildura Kart Club / Mildura Motorcycle Club Inc / Mildura Muscle Cars / Mildura Orchestra / Mildura Police / Mildura Roller Derby League / Mildura Senior College / Mildura Ski Club / Mildura Speedway Club / Mildura Swimming Club / Mildura Vintage Vehicle Club / Mildura Visitor Information Centre / Mildura Wentworth Country Music Festival / Mildura Writer's Festival / Millewa Advisory Group - Millewa Centenary / Moirae Studio / MRCC Feast Street Advisory Committee / MRCC White Ribbon Committee / MRCC Youth Engagement Services / My Chemist / Nichols Point Football Club / Northern Mallee Leaders / NorthWest Rural and Small Business Financial Services / Our Lady Sacred Heart School Merbein / Ouyen Festivals Committee Inc / Ovation Studio / Ready Steady Go Kids / Red Cliffs Historical Steam Railway / Rights Information and Advocacy Centre (RIAC) / Roadway Traffic Management / Rotary Club of Mildura Deakin / Royal Flying Doctors Service / Ryan Legal / School Nurse Program - Edu Dept (Chaffey) / School Nurse Program - Edu Dept (Murrayville) / SCHS (10,000 Steps) / Services Australia - Vanessa Peterson Indigenous Service Officer / Sheriffs Victoria / Skills and Jobs Centre, SuniTAFE / Small Business Bus, Business Victoria / South Mildura Sporting Club Ladies Day / St John Ambulance Services Victoria / Sun City Vanners / Sunassist Volunteers & Helpers Inc. / SuniKids Dream LTD / Sunraysia Animal Rehousing Group (SARG) Santa Pet Photos / Sunraysia Dirt Karters / Sunraysia Drag Racing Association / Sunraysia Historic Motorcycle Club / Sunraysia Line Dance Co / Sunraysia Mallee Ethnic Communities Council (SMECC) / Sunraysia Men's Shed / Sunraysia Steam Preservation / Sunraysia Table Tennis Association / Sunraysia View Club / The Pink Ball Committee / The Professionals / The Science Collective / Ulysses Club Mildura / Uteznvanz / Victoria Legal Aid / Victorian Aboriginal Legal Service / Victorian Electoral Commission / Victorian Mini Club Inc (Mildura Minis) / Vision Australia / Waters Excavations / Wentworth District Netball Football Club / St Joseph's Red Cliffs PS - Christmas Carolling / Irymple South PS - Christmas Carolling / Ranfurly PS - Christmas Carolling / Trinity Lutheran College - Christmas Carolling / 400 Gradi / All About Me / Banjo's Cafe Bakery / Blue Illusion / Casual Collections / Collins Booksellers / Cotton On / CRAV VR / Deakin Cinema - Wallis / Doug Haynes / Elite Supplements / Endota Spa / Etheringtons Jewellers / GazMan / George and Olive / Hammertons Jewellers / House of Blk / Iggy & Zee / Karma Kameleon / Kiss Case / Magnolia Beauty / Pizza Cafe at the Grand / Rae & Audrey / Ray White Mildura / Sportsgirl / Sunglass City / Surf Crew / Sussan / Suzanne Grae / The Cheesecake Shop / The Corporate Moose / Tilley's Furniture / Tree Of Life / Twenty Seven / Virgo Mildura / Wallers Mildura

A special thank you to the 2024/2025 Directors who developed the 2025-2030 Strategic Plan and 2025-2027 Business Plan.



## Giving Back

As the Heart of Mildura's business and community, it is important we also give back to the groups and organisations that call Mildura home.

In 2024/2025, we are proud to have contributed \$21,532 in equipment loans to our community for events and promotions and donated 96 MCH gift cards – with a total value of \$3,771.37 – for fundraising and gifting.

## Lend A Hand To The Heart

We are always looking for people who are willing to give back to the Mildura City Heart community, from volunteers to traders. Our traders are encouraged to be active members of our CBD village by putting their hand up for board positions or promoting MCH's work, events, and activations.

Contact the MCH office on (03) 5023 8010 if you would like to learn more, or get involved.

# Financial Positioning

Mildura City Heart’s core source of revenue is the Special Rate collected by MRCC from rated properties in the precinct. MRCC voted on and passed a continuation of the Special Rate in May 2024, providing a level of financial certainty to continue MCH’s work through to June 30, 2030.

In addition to this funding, the Board is conscious of the benefit of seeking external funding to increase the budget available for projects.

In setting the 2025-2030 Strategic Plan, MCH strategically divided this revenue over its five priority pillars – Activation, Advocacy, Communication, Performance and Value Add.

The Board determines these target percentages, which serve as a guiding framework for how resources should be distributed to align with the Strategic Plan.

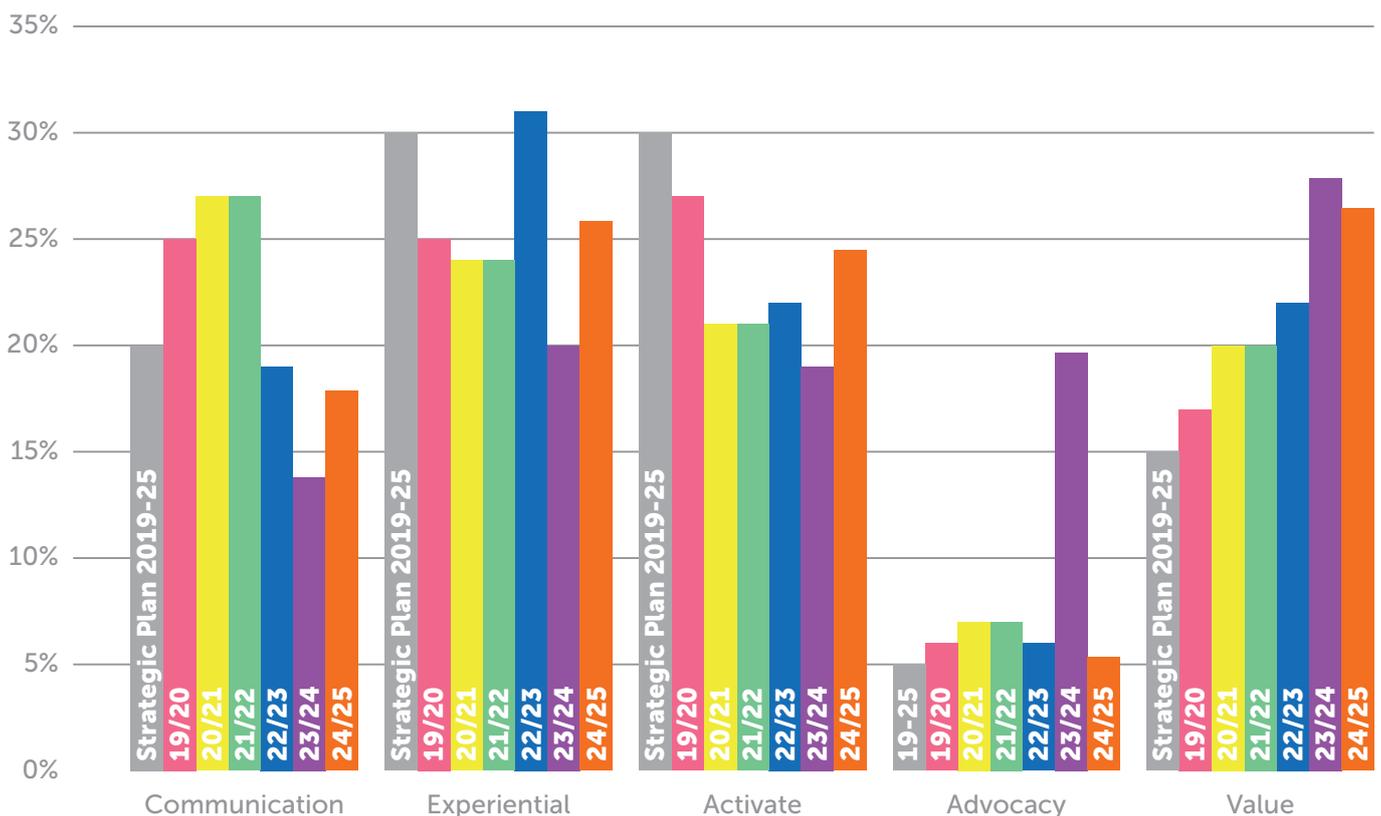
The graph shows how the priority pillar budgets are allocated in the 2019-2024 Strategic Plan, compared to their actual spend each year.

This highlights how MCH’s operations align with the Strategic Plan, and where adjustments occurred.

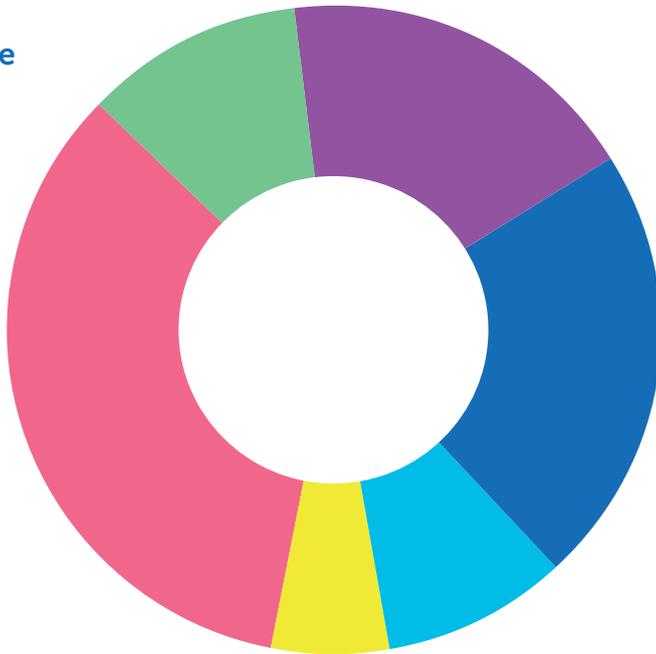
It’s important that the Strategic Plan budget sets the framework for spending through the financial year, while allowing MCH to remain responsive and adaptable to changes as they appear. This was highlighted throughout the COVID period, where event expenditure shifted.

MCH Board members and staff endeavour to be fiscally responsible with the revenue levied from member traders, and are mindful that everything they do, they do for our stakeholders and the City Heart community.

2019-2025 Strategic Plan vs Annual Actuals



**2024/2025  
Expenditure**



**Administration**

18%

**Events**

22%

**Marketing**

9%

**Plant and Equipment**

6%

**Staff and Volunteers**

34%

**Unspent Income**

11%

**2024/2025 Supplementary Income**

	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
<b>Christmas in the City</b>	\$6,725.74	\$7,838.00	\$12,138.49	\$9,193.41	\$9,842.32	\$11,547.58
<b>Mildura Easter Show &amp; Shine</b>	\$4,500.00	\$-	\$30,000.00	\$6,281.82	\$6,714.56	\$1,979.08
<b>Great Australian Vanilla Slice Triumph</b>	\$11,288.35	\$-	\$-	\$-	\$-	\$-
<b>Fashion Night Out</b>	\$1,059.10	\$-	\$-	\$-	\$-	\$-
<b>Murals</b>	\$-	\$-	\$-	\$8,000.00	\$-	\$-
<b>Merchandise</b>	\$6,703.79	\$7,991.28	\$4,351.00	\$11,098.42	\$9,883.57	\$11,666.82
<b>UP Project</b>	\$-	\$50,900.00	\$-	\$-	\$-	\$-
<b>Mallee Pride Auspice</b>	\$-	\$10,000.00	\$-	\$-	\$-	\$-
<b>School Holiday Programming</b>	\$481.82	\$-	\$3,546.00	\$4,224.78	\$3,355.49	\$4,009.23
<b>Equipment Hire</b>	\$273.73	\$2,302.27	\$1,780.00	\$1,593.64	\$1,045.45	\$865.90
<b>Interest Received &amp; ATO Refunds/ Boosts</b>	\$21,611.03	\$12,784.08	\$-	\$3,192.49	\$3,079.11	\$1,639.95
<b>Grants and Sponsorship</b>	\$-	\$-	\$33,438.18	\$8,600.00	\$-	\$20,261.96
<b>Other Income</b>	\$-	\$-	\$-	\$-	\$3,702.70	\$2,405.48
<b>Suplimentary Income Totals</b>	<b>\$52,643.56</b>	<b>\$91,815.63</b>	<b>\$85,253.67</b>	<b>\$52,184.56</b>	<b>\$37,623.20</b>	<b>\$54,376</b>



# Financial Report

## MILDURA CITY HEART INCORPORATED

ABN 96 628 236 116

### COMMITTEE'S REPORT FOR THE YEAR ENDED 30 JUNE 2025

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Your committee members submit the financial report of Mildura City Heart Incorporated (MCH) for the financial year ended 30 June 2025.

#### Committee Members

The names of the committee members throughout the year and at the date of this report are:

Jacqui Tilley - Chair

Jay Telford - Deputy Chair

Raelene Shields

Riley Toms (appointed 8th October 2024)

Cassandra Circosta - Public Officer/Treasurer

Briony Bridgett

Katerina Stephens

#### Principal Activities

The principal activities of the association during the financial year were:

- The promotion of Mildura City Heart Traders and Precinct.

#### Significant Changes

No significant change in the nature of these activities occurred during the year.

#### Operating Result

A surplus for the year amounted to \$92,791.

Signed in accordance with a resolution of the Members of the Committee.



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Jacqui Tilley, Chair



---

Cassandra Circosta, Treasurer

Dated this 1st day of October 2025

**MILDURA CITY HEART INCORPORATED**

ABN 96 628 236 116

**INCOME AND EXPENDITURE STATEMENT****For the Year Ended 30 June 2025**

		<b>2025</b>	<b>2024</b>
		<b>\$</b>	<b>\$</b>
<b>INCOME</b>	<b>Notes</b>		
Mildura Rural City Council (MRCC)		685,000	670,000
Grant & Sponsorship		20,262	5,000
Hire of Equipment		866	1,045
Other income	2	31,609	28,499
Interest		1,640	3,079
		<u><b>739,376</b></u>	<u><b>707,623</b></u>
<b>EXPENDITURE</b>			
Accountancy, Audit & Bookkeeping		9,445	7,660
Advertising - General		39,602	58,263
Bank Fees & Voucher Charges		3,766	4,414
Board Member Payments		-	-
Depreciation - Plant		37,223	30,732
Freight, Delivery & Installations		3,888	8,687
Fringe Benefit Expense		-	-
General Administration Expenses	3	17,238	30,050
Insurance		9,324	7,238
Minor Plant & Equipment Purchases		1,986	2,911
Motor Vehicle Expenses		947	1,937
Office Supplies & Printing		3,831	6,307
Project MRCC - Placemaking Langtree Mall	4	-	360,244
Promotions	5	205,491	264,290
Rent & Outgoings		47,567	48,996
Sponsorship		2,532	1,850
Staff Amenities, Training & Uniforms		1,388	1,310
Subscriptions & Memberships		9,737	4,430
Telephone & Internet		2,355	2,502
Travel & Accommodation		3,098	-
Wages, Superannuation & Leave Provisions		247,166	222,924
		<u><b>646,585</b></u>	<u><b>1,064,745</b></u>
<b>NET SURPLUS/(DEFICIT)</b>		<u><b>92,791</b></u>	<u><b>(357,122)</b></u>
<b>COMPREHENSIVE RESULT</b>		<u><b>92,791</b></u>	<u><b>(357,122)</b></u>

*This statement should be read in conjunction with the accompanying notes.*

**MILDURA CITY HEART INCORPORATED**

ABN 96 628 236 116

**STATEMENT OF FINANCIAL POSITION**

As at 30 June 2025

	Notes	2025 \$	2024 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	6	234,110	148,965
Trade and Other Receivables	7	3,787	377,707
Inventories	8	6,296	-
Prepayments	9	8,837	4,446
<b>Total Current Assets</b>		<b>253,030</b>	<b>531,118</b>
<b>Non-Current Assets</b>			
Property, Plant and Equipment	10	76,801	95,103
<b>Total Non-Current Assets</b>		<b>76,801</b>	<b>95,103</b>
<b>Total Assets</b>		<b>329,832</b>	<b>626,221</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Provisions	11	27,050	11,943
Trade and Other Payables	12	13,239	407,534
<b>Total Current Liabilities</b>		<b>40,289</b>	<b>419,477</b>
<b>Non-Current Liabilities</b>			
Provisions	11	765	10,758
<b>Total Non-Current Liabilities</b>		<b>765</b>	<b>10,758</b>
<b>Total Liabilities</b>		<b>41,054</b>	<b>430,235</b>
<b>Net Assets</b>		<b>288,777</b>	<b>195,986</b>
<b>EQUITY</b>			
Retained Surplus		288,777	195,986
<b>Total Equity</b>		<b>288,777</b>	<b>195,986</b>

*This statement should be read in conjunction with the accompanying notes.*

**MILDURA CITY HEART INCORPORATED**  
ABN 96 628 236 116

**STATEMENT OF CHANGES IN EQUITY**

**For the Year Ended 30 June 2025**

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	Retained Surplus \$	TOTAL \$
<b>BALANCE AS AT 1 JULY 2023</b>	<b>553,108</b>	<b>553,108</b>
Net Surplus /(Deficit)	(357,122)	(357,122)
<b>BALANCE AS AT 30 JUNE 2024</b>	<b>195,986</b>	<b>195,986</b>
Net Surplus/(Deficit)	92,791	92,791
<b>BALANCE AS AT 30 JUNE 2025</b>	<b>288,777</b>	<b>288,777</b>

*This statement should be read in conjunction with the accompanying notes.*

**MILDURA CITY HEART INCORPORATED**

ABN 96 628 236 116

**STATEMENT OF CASH FLOWS****For the Year Ended 30 June 2025**

		<b>2025</b>	<b>2024</b>
		<b>\$</b>	<b>\$</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>Note</b>		
Receipts from customers		1,154,721	776,797
Payments to suppliers and employees		(1,035,279)	(1,068,970)
Cash payments from other operating activities		(15,376)	16,036
<b>NET CASHFLOWS FROM OPERATING ACTIVITIES</b>	<b>13</b>	<b>104,066</b>	<b>(276,137)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Proceeds from sale of property, plant and equipment		-	-
Purchase of property plant and equipment		(18,921)	(62,748)
<b>NET CASHFLOWS FROM INVESTING ACTIVITIES</b>		<b>(18,921)</b>	<b>(62,748)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Other cash items from financing activities		-	-
<b>NET CASHFLOWS FROM FINANCING ACTIVITIES</b>		<b>-</b>	<b>-</b>
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>		<b>85,145</b>	<b>(338,885)</b>
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR		148,965	487,850
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>		<b>234,110</b>	<b>148,965</b>

*This statement should be read in conjunction with the accompanying notes.*

## MILDURA CITY HEART INCORPORATED

ABN 96 628 236 116

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

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#### NOTE 1. STATEMENT OF ACCOUNTING POLICIES

##### Statement of Compliance

This financial report is a special purpose financial report which has been prepared in order to satisfy the financial reporting requirements of the Association Incorporation Reform Act 2012, and applicable Australian Accounting Standards and Interpretations (AASs). The committee has determined that the association is not a reporting entity.

The financial report has been authorised for issue by the Chairperson and Treasurer of the Committee.

##### Basis of Accounting

The financial statements have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements have been rounded to the nearest dollar.

The accrual basis of accounting has been applied in the preparation of these financial statements whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

##### Accounting Policies

The estimates and associated assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and also future periods that are affected by the revision. There are no judgements and assumptions made by management in the application of AAS that have significant effects on the financial statements and estimates.

These financial statements are presented in Australian dollars, and prepared in accordance with the historical cost convention.

##### a. Income Tax

Mildura City Heart Incorporated is a not for profit organisation and is exempt from income tax under Section 50 of the Income Tax Assessment Act 1997 and is therefore not required to make any provision for income tax.

##### b. Revenue

Revenue from the sale of goods and services is recognised upon the delivery of goods and services to customers generally accepted in the market for similar arrangements.

Grant revenue is recognised in profit or loss when the association obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the entity and the amount of the grant can be reliably measured.

Interest revenue is recognised on a proportional basis taking into account the interest rate applicable to the financial assets.

All revenue is stated net of the amount of goods and services tax (GST).

**MILDURA CITY HEART INCORPORATED**  
**ABN 96 628 236 116**

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025**

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**NOTE 1. STATEMENT OF ACCOUNTING POLICIES (cont'd)**

**Accounting Policies (cont'd)**

**c. Cash and Cash Equivalents**

Cash and cash equivalents include cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

**d. Trade and Other Receivables**

Receivables are expected to be collected within 12 months of the end of the reporting period and classified as current assets.

**e. Inventories**

Inventories are carried at the lower cost or net realisable value. Cost is based on the weighted average cost method and includes expenditure incurred in acquiring the inventories and bringing them to the existing condition and location.

**f. Property, Plant and Equipment**

Property, plant and equipment are carried at cost less, where applicable, any accumulated depreciation.

The depreciable amount of all property, plant and equipment is depreciated over the useful lives of the assets to the association, commencing from the time the asset is held ready for use.

**g. Impairment of Assets**

At each reporting date, the association reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value-in-use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to profit or loss.

Where it is not possible to estimate the recoverable amount of an individual asset, the association estimates the recoverable amount of the cash-generating unit to which the asset belongs.

**h. Employee Benefits**

Provision is made for the association's liability for employee benefits arising from services rendered by employees at balance date. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled. Employee benefits payable later than one year have been measured at present value of the estimated future cash outflows to be made for those benefits. Those cashflows are discounted using market yields on national government bonds with terms to maturity that match the expected timing of cashflows.

**i. Prepayments**

Prepayments represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

**MILDURA CITY HEART INCORPORATED**  
**ABN 96 628 236 116**

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025**

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**NOTE 1. STATEMENT OF ACCOUNTING POLICIES (cont'd)**

**Accounting Policies (cont'd)**

**j. Payables**

Accounts payable and other payables are initially recognised at fair value for goods and services provided. Payables represent the liability outstanding at the end of the reporting period for goods and services received by the entity during the reporting period which remain unpaid, which includes any GST payments or receivables. The balance is recognised as a current liability if it is expected to be settled within 12 months.

**k. Goods and Services Tax (GST)**

Revenue, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables are recognised inclusive of GST.

Cash flows included in the Statement of Cash Flows are on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable, or payable, are classified as operating cash flows.

**l. Comparative Figures**

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

**m. Key Estimates**

(i) Impairment

The association assesses impairment at each reporting date by evaluation of conditions and events specific to the group that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value in use calculations which incorporate various key assumptions.

**n. New Accounting Standards for Application in Future Periods**

The AASB has issued new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods and which the association has decided not to early adopt. The association does not expect that these changes will have a material effect on its financial statements.

**MILDURA CITY HEART INCORPORATED**  
ABN 96 628 236 116

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025**

	<b>2025</b>	<b>2024</b>
	\$	\$
<b>NOTE 2. OTHER INCOME</b>		
Event Income	8,049	5,070
Posters & Postcards	11,894	9,884
Reimbursements	9,487	9,842
Insurance Recoveries	-	3,123
Energy Rebate	800	325
Miscellaneous Income	1,378	255
	<u>31,609</u>	<u>28,499</u>

**NOTE 3. GENERAL ADMINISTRATION EXPENSES**

General/misc expenses	-	27
Strategic & Business Planning	12,610	2,152
Technology, website and software	4,628	27,871
	<u>17,238</u>	<u>30,050</u>

**NOTE 4. PROJECT MRCC - PLACEMAKING LANGTREE MALL**

Funds accumulated from unspent events and activation budget lines during the COVID period, which were held in the MCH High Interest Account, were utilised to enhance the outcomes of the Langtree Mall Placemaking Project. This initiative was delivered through the Mildura Rural City Council's CBD Revitalisation Project, and supported by the Victorian Government's Regener8 grant funding. No funds were used from the 2023/2024 operational budget.

**NOTE 5. PROMOTIONS**

Christmas in the City	45,769	103,642
Country Music	3,174	12,500
C&G Clock Project	-	567
Easter Show & Shine	32,232	20,240
Gift Cards	21,995	40,183
Goanna Run	7,000	6,364
Ice Skating	24,906	-
Live Music in Langtree Mall	18,127	17,433
Longest Lunch	600	600
Mildura City HeArt Mural Project	4,103	4,558
Mildura Fashion Night Out	7,349	7,220
Mildura Posters & Postcards	(5,808)	1,242
Music Management	1,080	5,975
Playgroup Week	-	657
School Holidays	21,022	16,265
Shop Local	10,100	10,000
SMECC Multicultural Festival	1,087	458
Social Media	8,273	5,815
Sweat Fest	-	4,119
Table Tennis	-	97
Traders Meetings & Functions	3,650	3,529
Up Project	114	195
Volunteers Expenses	720	2,631
	<u>205,491</u>	<u>264,290</u>

**MILDURA CITY HEART INCORPORATED**  
ABN 96 628 236 116

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025**

	2025	2024
	\$	\$
<b>NOTE 6. CASH AND CASH EQUIVALENTS</b>		
Cash on Hand	273	273
Cash at Bank	233,837	148,692
	234,110	148,965
<b>NOTE 7. RECEIVABLES</b>		
<b>Current</b>		
Trade Debtors	-	377,000
GST Receivable	3,787	707
	3,787	377,707
<b>NOTE 8. INVENTORIES</b>		
<b>Current</b>		
Merchandise on hand	6,296	-
	6,296	-
<b>NOTE 9. PREPAYMENTS</b>		
<b>Current</b>		
Prepaid Expenses	8,837	4,446
	8,837	4,446
<b>NOTE 10. PROPERTY, PLANT AND EQUIPMENT</b>		
Plant & Equipment		
At cost	316,003	297,082
Accumulated Depreciation	(244,075)	(207,976)
	71,928	89,106
Motor Vehicle		
At cost	25,561	25,561
Accumulated Depreciation	(20,688)	(19,564)
	4,873	5,997
Total Property, Plant and Equipment	76,801	95,103
<b>NOTE 11. PROVISIONS</b>		
<b>Current</b>		
Provision for Annual Leave	14,134	11,943
Provision for Long Service Leave	12,916	-
	27,050	11,943
<b>Non Current</b>		
Provision for Long Service Leave	765	10,758
	765	10,758
<b>NOTE 12. PAYABLES</b>		
<b>Current</b>		
Trade Payables	1,155	8,368
Income in Advance	-	-
Other Payables and Accrued Expenses	12,084	7,945
Integrated Client Account - ATO	-	48,721
Income in Advance	-	342,500
	13,239	407,534

**MILDURA CITY HEART INCORPORATED**  
ABN 96 628 236 116

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
<b>NOTE 13. NET CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net Profit/(deficit)	92,791	(357,122)
Adjustments for non flows in profit		
Depreciation of property, plant and equipment	37,223	30,732
Changes in Assets and Liabilities		
(Increase)/decrease in receivables	377,000	(192,500)
(Increase)/decrease in tax assets	(3,080)	(537)
(Increase)/decrease in inventories	(6,296)	-
(Increase)/decrease in prepayments	(4,391)	31,266
Increase/(decrease) in provisions	5,115	(1,927)
Increase/(decrease) in tax liabilities	(48,721)	44,040
Increase/(decrease) in payables	(3,074)	(5,089)
Increase/(decrease) in income in advance	(342,500)	175,000
	<u>104,066</u>	<u>(276,137)</u>
Net cash flow from operating activities	<u>104,066</u>	<u>(276,137)</u>

**NOTE 14. CONTINGENT LIABILITIES AND CONTINGENT ASSETS**

The Committee was not aware of any contingent liabilities or contingent assets as at 30 June 2025.

**NOTE 15. EVENTS AFTER THE BALANCE SHEET DATE**

The Committee was not aware of any events after balance sheet date.

**NOTE 16. RESPONSIBLE PERSONS AND RELATED PARTY TRANSACTIONS**

There were no related party transactions during the year.

**NOTE 17. ECONOMIC DEPENDENCE**

While the association's activities are assisted by the governing funding, its core source of revenue is the Special Rate collected by Mildura Rural City Council (MRCC) from rated properties in the Mildura City Heart precinct. At the date of this report, the directors of the board had no reason to believe that MRCC would not continue to provide financial support to Mildura City Heart Incorporated.

**NOTE 18. ASSOCIATION DETAILS**

The registered office of the association is:  
Mildura City Heart Incorporated  
63a Langtree Mall  
Mildura VIC 3500

**MILDURA CITY HEART INCORPORATED**

**ABN 96 628 236 116**

**COMMITTEE DECLARATION**

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We, Jacqui Tilley and Cassandra Circosata, being members of the committee of Mildura City Heart Incorporated, certify that -

The statements attached to this certificate give a true and fair view of the financial position and performance of Mildura City Heart Incorporated during and at the end of the financial year of the association ending on 30 June 2025.

At the time of signing we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



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**Jacqui Tilley, Chair**



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**Cassandra Circosta, Treasurer**

Dated this 1st day of October 2025

# Auditor's Report

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF MILDURA CITY HEART INC.

#### Opinion

We have audited the financial report of Mildura City Heart Inc. (the Association), which comprises the statement of financial position as at 30 June 2025, the income and expenditure statement, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the declaration by those charged with governance.

In our opinion the financial report of the Association has been prepared in accordance with the *Association Incorporation Reform Act 2012* including:

- (a) giving a true and fair view of the Association's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards as referred to in Note 1 to the financial statements

#### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Association in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Emphasis of Matter – Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purposes of fulfilling the Association's financial reporting responsibilities under the *Association Incorporation Reform Act 2012*. As a result, the financial report may not be suitable for another purpose. Our report is not modified in respect of this matter.

#### Other Information

Those charged with governance are responsible for the other information. The other information comprises the information included in the Association's annual report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Responsibilities of the Committee and Those Charged with Governance for the Financial Report**

The committee of the Association is responsible for the preparation of the financial report, and has determined that the basis of preparation described in Note 1, is appropriate to meet the requirements of the *Associations Incorporation Reform Act 2012*. The committee's responsibility also includes such internal control as the committee determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibilities for the Audit of the Financial Report**

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. This description forms part of our auditor's report.



Lucy Partridge  
*Director*

Dated this 2<sup>nd</sup> day of October, 2025

*Davidsons Assurance Services Pty Ltd*  
*101 West Fyans Street*  
*Geelong, Victoria 3220*







[milduracityheart.com.au](http://milduracityheart.com.au)