



# INDIAN CULTURAL PRECINCT FRAMEWORK 2018

DANDENONG



# TABLE OF CONTENTS

## PART A: BACKGROUND & CONTEXT

Introduction	5
Recognising & Formalising the Precinct	6
Fast Facts	7
A Community Led Vision	8
Community Engagement	9

## PART B: THE VISION

Community Vision	12
Precinct Objectives	13

## PART C: PRECINCT OBJECTIVES

<b>1.0</b>	<b>Presentation &amp; Curation</b>	<b>15</b>
1.1	Colour & Vibrancy	16
1.2	Significant Identity Markers	17
1.3	Wayfinding, Interpretive Signage & Branding	18
1.4	Maintenance & Upgrade	19
1.5	Wall & Street Art / Statues & Sculpture	19
1.6	Lighting	20
1.7	Use Foster Street, Halpin Way, Settlers Square & the Laneways	21
1.8	Awnings, Shelter, Amenity & Furnishing	22
1.9	Improve the Museum	23
1.10	Child Friendly	23
<b>2.0</b>	<b>Trade Experience</b>	<b>24</b>
2.1	Extend Retail Offer	25
2.2	Visible Street Culture & Night Life	26
2.3	Street Food & Street Market	27
2.4	Trader Uncertainty	28
2.5	Activate the Traders	29

<b>3.0</b>	<b>Marketing &amp; Partnerships</b>	<b>30</b>
3.1	Marketing	31
3.2	Effective Management	33
3.3	Business Support	34
3.4	Links Beyond the Precinct	35
3.5	Partner with Afghan Bazaar Cultural Precinct	36
3.6	Car Parking	37
3.7	Traffic Circulation	37
<b>4.0</b>	<b>Festivals &amp; Events</b>	<b>38</b>
4.1	Festivals	39
4.2	Events	40
4.3	Programming	41
4.4	Places	41
4.5	Temporary Trade Infrastructure	42
<b>5.0</b>	<b>Community Hub</b>	<b>43</b>
5.1	Precinct Community Centre	44
5.2	Major Attractor	45
5.3	Cinema / Theatre	46
5.4	Social Infrastructure	46
<b>6.0</b>	<b>Development</b>	<b>47</b>
6.1	Development Impact	48
6.2	Cultural Design	49
6.3	Cultural Mixed-Use	50
6.4	Complimentary Attractor	51

## PART D: STAKEHOLDERS AND MEASUREMENT

Stakeholder Relationship Map	53
Implementation, Reporting and Monitoring	54



PART A  
BACKGROUND & CONTEXT



## INTRODUCTION

Greater Dandenong is located approximately 35km southeast of the Melbourne CBD and is the regional capital of southeast Melbourne. In addition to playing an important strategic role in Melbourne, it is also the most culturally diverse Local Government Area in Victoria.

Within the City of Greater Dandenong there are three activity centres Dandenong, Springvale and Noble Park which vary in terms of their scale, characteristic, role and function. Dandenong is a principal activity centre. It is the civic and administrative centre in the region and was traditionally the social and economic centre of Melbourne's south east.

During the 1990s and early 2000s competition from newer neighbouring areas for investment in retail and entertainment activities, as well as traffic and amenity concerns, reduced activity in central Dandenong. This in part led to the 'Revitalising Central Dandenong'(RCD) initiative, which in 2006 saw an investment of \$290 million through Development Victoria (formerly Places Victoria) to attract private investment and re-establish Dandenong as the capital of Melbourne's southeast.

The 15 to 20 year project is expected to attract more than \$1.2 billion in private sector investment over the life of the project while creating 5000 jobs and enhancing Dandenong's appeal as a place to live, work and visit.

Development Victoria acquired seven hectares of land west of Lonsdale Street to realise the project vision. Nearly 40 per cent of land within the RCD area is now developed, under construction or contracted for development with more than \$500 million in private investment committed to date. The core of Dandenong's Indian retail offer - Little India, lies within the seven hectare area which has been acquired for future development.

The Little India Cultural Precinct in Foster Street wraps into Mason Street between Foster Street and Halpin Way and has existed since 1990. There is a second much smaller and informal co-locating of Indian specialty stores in Pultney Street anchored by MKS Spices and Things. Indian retail offerings are also located in Lonsdale Street, Dandenong Plaza and the Dandenong Market.

The Little India Cultural Precinct has evolved of its own accord and has maintained a predominant cluster of between 25 - 33 Indian retailers along Foster Street with specialty goods from India, Pakistan, Fiji, Sri Lanka and Bangladesh. The principle concentration of Indian shops is between the railway station and Thomas Street.

Since 2006 Council has worked with the Little India Cultural Precinct traders to raise the profile of the precinct and to support business development and economic vitality.

## RECOGNISING & FORMALISING THE PRECINCT

In May 2015 the Victorian government initiated a process with promised funding, to develop an Indian Cultural Precinct in metropolitan Melbourne as the primary destination for enjoying Indian culture and commerce.

***“The Indian Cultural Precinct will recognise the important contribution the Indian community makes to Victoria and will be a place to hold festivals, a hub to support business, a drawcard for tourism, and a meeting place for the entire community”***

– Minister for Cultural Affairs, Robin Scott, 24 June 2015.

Also in 2015 Minister for Multicultural Affairs, Robin Scott established an Advisory Panel to make recommendations on the most appropriate location for Melbourne’s Indian Cultural Precinct. Three public community meetings were held in Wyndham (Werribee), Melbourne CBD and Dandenong during August 2015.

The three locations were subject to independent feasibility studies by consultants ACIL Allen. The City of Greater Dandenong made a formal submission to this process nominating Dandenong as a focus for Indian and Sub-Continent communities and the natural home of Melbourne’s first Indian Cultural Precinct.

In December 2015 the Andrews Labor Government announced Dandenong will be home to Victoria’s first ever Indian Cultural Precinct, Minister for Multicultural Affairs Robin Scott was joined by Member for Dandenong Gabrielle Williams to announce the transformation of Little India in Foster St, Dandenong.

The Victorian Budget included \$500,000 to create Melbourne’s first Indian Cultural Precinct.

***“This Precinct will become a hub of activity – hosting festivals, a drawcard for tourism, supporting small businesses and boosting the local economy in Dandenong.”***

– Minister for Cultural Affairs, Robin Scott, 2 December 2015.

***“We listened to community members and groups to determine the best location for this precinct, and it’s a huge win for the people of Dandenong.”***

– Member for Dandenong, Gabrielle Williams, 2 December 2015.



## FAST FACTS

- Victoria's Indian born population has grown to 170,000 in 2016 representing 37% of Australia's Indian population
- More than 12,400 first generation Indian residents live in the City of Greater Dandenong
- An authentic and original precinct, which has grown organically on its own accord since the early 1990s
- Dandenong is a favourite amongst Melbourne's Indian community, especially for fashion
- The Indian Museum, a first for the Indian community, opened in 2014
- 62 shops with an Indian cultural offering in the activity centre, 33 of these are in the Foster Street area with a further cluster at Dandenong Market and another in Pultney Street.
- Foster Streets retail strength is invested in having 38% saris and fashion, 15% cafes and restaurants, followed by supermarkets and other retail offerings
- Of the 30 Indian origin places of worship located around greater Melbourne, 7 of these are in and around Greater Dandenong
- Dandenong's Indian Precinct has potential to access over 60 related cultural associations across greater Melbourne
- Australia's largest Hindu institution the Shri Shiva Vishnu Temple is 12 km from Dandenong
- Hinduism and Buddhism are fast growing religions nationally
- Dandenong's position to provide for Melbourne's first formal Indian Cultural Precinct not only rests with its high population of Indian and Subcontinent residents, but also its proximity to significant populations in surrounding municipalities
- Dandenong's prime location with significant public assets and public space provides opportunity for a vibrant social and cultural program
- Foster Street's strategic location within the Revitalising Central Dandenong development footprint provides access to a significant and increasing catchment of visitors, and opportunities to increase its cultural offer

## A COMMUNITY LED VISION -METHODOLOGY

***“The Indian Cultural Precinct Consultation process will be undertaken with a range of identified stakeholders with the aim of developing a Shared Vision for Melbourne’s Premier Indian Precinct. In addition to the Shared Vision will be a set of clearly articulated Precinct Objectives, to underpin all future actions and provide a filter to prioritise short and medium term outcomes and deliverables”***

Through a collaborative partnership between the Victorian Government, Multicultural Affairs and Social Cohesion Division, Development Victoria, City of Greater Dandenong and the Indian Cultural Precinct Taskforce, a community consultation and Shared Visioning exercise will set a strategic direction for an Indian Cultural Precinct in Dandenong.

This community driven Shared Vision will;

- Position Dandenong to fulfil the role of being Melbourne’s first Indian Cultural Precinct
- Sustain the Indian and Sub Continent offer in Dandenong well into the future
- Articulate a sustainable set of precinct objectives that will underpin future investments, priorities and actions in the Indian Cultural Precinct in Dandenong
- Inform the best use of funds allocated in the Victorian Budget through the Multicultural Affairs and Social Cohesion Division (\$500K)

The community consultation process aims to;

- Engage with specific stakeholders that represent a broad cross section of the Indian and Sub Continent community including India traders, community leaders, the general Indian/Sub Continent community (students, residents, business leaders), cultural associations, non Indian traders, Development Victoria, politicians, festival and event organisers, Indian media representatives and other / local, Melbourne and regional stakeholders that have an interest in Melbourne’s Premier Indian Cultural Precinct in Dandenong.
- Recap the unique qualities of Dandenong’s Indian Cultural Precinct offer (as the catalysis), those who trade in the area, and those who frequent it, including how the precinct functions, its economic, social and cultural impact, its reputation, performance and/or how it can be improved.



- Identify and develop a community lead Shared Vision for Melbourne's Premier Indian Cultural Precinct in Dandenong that will take it into the future and is befitting of its status for all Victorians
- Develop clear Precinct Objectives that draw on the Shared Vision and community aspirations for an Indian Cultural Precinct to inform public realm presentation, future uses, desired visitor experiences, festivals or events and innovative ways to develop the precincts place character (look, feel, and atmosphere).
- Identify short term priority projects suitable for delivery via the Multicultural Affairs and Social Cohesion Division funding (\$500,000) that support the Shared Vision and enact the Precinct Objectives.

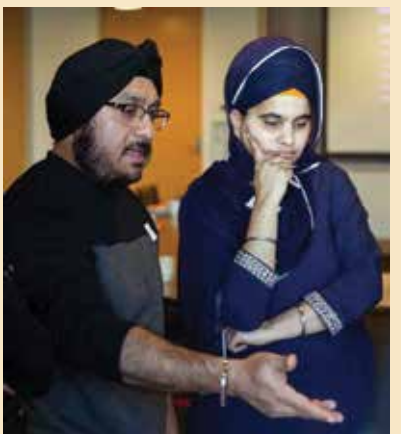
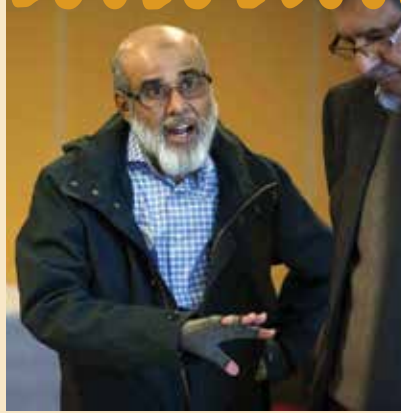
## COMMUNITY ENGAGEMENT

Community engagement was carried out with representative groups over multiple sessions each. The groups comprised of local traders, Foster Street Trader Association representatives, festival and event organisers, Indian Film Festival Melbourne, media and tourism, youth, community and cultural associations, Federation of Indian Associations in Victoria, faith leaders and sporting representatives. A broader catchment of community input was also sought through an online Our Say portal, which contributed to the overall findings.

The workshops provided a context for Dandenong's strong position to provide for Melbourne's Indian Cultural Precinct. This was presented through the City's Indian and Subcontinent population and its relationship with local, regional and national demographics; Foster Street's natural evolution into Little India over 30 years, its location within the Revitalising Central Dandenong initiative, and strategic location within the Activity Centre; and the City's socio-cultural offer beyond Foster Street with potential links across greater Melbourne.

Discussions around the Precinct's physical, social, cultural, political and economic environments, and the need to build a broad stakeholder network, centred on a large format aerial photograph of the Foster Street area and surrounds. Trace overlays, audio recordings and professional photography for each discussion provided an effective medium for notating and recording ideas and aspirations, and provided the method of documenting session findings. A matrix was set up to understand and categorise comments and primary themes or 'references' such as Colour & Vitality, Extending the Retail Offer and Marketing. This matrix provided a tool to better understand 48 main points of reference and group them into the six Precinct Objectives: Presentation & Curation, Trade Experience, Partnerships & Marketing, Festivals & Events, Community Hub, and Development. The references themselves provide the categories for each objective and helped identify the related Initiatives.

The preliminary results of the workshop process were presented to representatives from the City of Greater Dandenong, Development Victoria and Multicultural Affairs and Social Cohesion Division during a Government Stakeholder Workshop. This encouraged discussions and input for Government interests in an environment responsive to community aspirations, and aims to establish a collegial approach to Precinct development over time with open communication.





PART B  
THE VISION



## COMMUNITY VISION

*Dandenong's Indian Cultural Precinct is a colourful and vibrant area synonymous with Indian and subcontinent cultures. Precinct presentation, street art, and cultural expression in all its diversity welcomes thousands of pedestrians from the immediate station and Halpin Way precincts. It entices local employees and residents, and reaches out to visitors from abroad. People will return to enjoy a great variety in cultural offerings including retail, food and cuisine, daily street culture and programmed activities, events and festivals. The lively hub promotes an inclusive and representative place for cultural interests dispersed across the Activity Centre and Melbourne.*

*Melbourne's Indian Cultural Precinct in central Dandenong builds on its foundation as the nation's first Indian and subcontinent Cultural Precinct to have naturally evolved since 1990. Greater Dandenong's demographic standing as a municipality with a high Indian and subcontinent representation at a local, regional and national scale; and its location in context of other significant populations across greater Melbourne, reinforce Dandenong's position as Victoria's first formal Indian Cultural Precinct and one with broad appeal.*

A program of improvement and rejuvenation over the short, medium and long term and a collegial approach to meeting varied stakeholder interests is required. This will guide innovation and embrace opportunities presented by the Precinct's unique location in the heart of the Revitalising Central Dandenong's initiative. A community commitment to initiating, delivering and managing a rich socio-cultural program; supported through the advantages offered by the surrounding public realm and its position between Dandenong train station and the civic centre; and instilled with the confidence that future development seeks to encourage complimentary offerings in and around the Precinct, will reinforce long term sustainability.

A growing network of stakeholder contacts will encourage partnerships and collaboration, including continued support from both public and private sector interests. This will nurture larger aspirations such as exploring places to accommodate a myriad of culturally-based activities, ranging from small family or regionally based celebrations, to assisting larger events and festivals, and welcoming significant opportunities related to international phenomena such as Bollywood. Enthusiasm for community facilities and testing feasibility to investigate an enterprise such as a community centre, can provide the key for creating a significant attractor for the broader Indian, Subcontinent and general community. This will create a socially and economically vibrant environment for a cultural precinct of international standing.



## PRECINCT OBJECTIVES

### OBJECTIVE 1 PRESENTATION & CURATION

To uplift the Precinct's appearance and presence with a program of introducing colour and vibrancy through all maintenance and upgrade opportunities, establishing distinct visual markers of cultural expression, and curating the Precinct's adjacent public realm

### OBJECTIVE 2 TRADE EXPERIENCE

To increase Precinct commerce by promoting greater diversity in retail offer and cultural representation, balancing traditional with contemporary culture, adopting the public realm in and around Foster Street for an active street culture, and encouraging a growing cultural offer around the Precinct's periphery

### OBJECTIVE 3 MARKETING & PARTNERSHIPS

To establish comprehensive Precinct marketing and promotion through an active and continually updated online presence that advertises all offers and events, partners with cultural initiatives beyond the Precinct, provides practical information such as access and parking, and seeks links with the broader Indian and Subcontinent community locally, state wide, nationally and internationally

### OBJECTIVE 4 FESTIVALS & EVENTS

To attract the vitality of festivals and events into the Precinct, program accompanying events to mark the beginning and duration of others held elsewhere, and use the Precinct's adjacent public realm for a high level of social activity

### OBJECTIVE 5 COMMUNITY HUB

To establish a place of constant cultural activity in, or close to the Precinct through programming an existing venue, with a view to establishing a purpose-designed venue to accommodate a range of cultural activities that consistently attracts high visitation to the Precinct

### OBJECTIVE 6 DEVELOPMENT

To secure greater confidence in the Precinct's sustained future through a collaboration between authority stakeholders to investigate and encourage future development that embraces the Precinct's cultural offer



PART C  
PRECINCT OBJECTIVES







## 1 PRESENTATION & CURATION

*“There is a beautiful aesthetic within Indian culture that is not visible here... at the moment it looks redundant and old - there’s no life.”*

### OBJECTIVE

To uplift the Precinct’s appearance and presence with a program of introducing colour and vibrancy through all maintenance and upgrade opportunities, establishing distinct visual markers of cultural expression, and curating the Precinct’s adjacent public realm.

*Little India, Singapore (m.buro247.sg)*

## 1.1 COLOUR & VIBRANCY

“In India as we all know it’s all about colour, it’s all about life, it’s got spice – it’s about sensations; so where is it?”

Initiatives	Timeframe	Responsibility
Investigate opportunities for permanent, semi-permanent and temporary Precinct dressing and temporary precinct dressing by undertaking detailed analysis of existing infrastructure that can support vibrant Indian colours and deliver visually effective, low cost initiatives	Short, Medium and Long term	Community Council State Government
Explore a themed / composed colour scheme for the shops	Medium and Long term	Community Council State Government
Develop the Foster Street streetscape as a segway into the colour of local retail	Long term	Community Council
Bring immediate colour and vibrancy to existing and future laneways through temporary and or permanent public art interventions through <i>Objective Category 1.5: Wall &amp; Street Art / Statues &amp; Sculpture</i>	Short term	Community Taskforce Council State Government

Short term up to 2 years

Medium term 2-5years

Long term 5+ years

## 1.2 SIGNIFICANT IDENTITY MARKERS

*“That’s the one thing that’s missing about Little India, there’s no one signifying thing that you’re actually going into an Indian precinct. It’s just a combination of shops together.”*

Initiatives	Timeframe	Responsibility
Visual analysis and plan for iconic visual markers that can be seen from a distance and identify locations for entry markers.	Short term	Council
Define the environment within the Precinct through murals, paving, street furniture and signage	Short and Medium term	Community Council
Accommodate for flag raising on events such as Independence Day (August 15) using available public realm	Short and Medium term	Community Council
Establish gateways expressed through culturally relevant forms such as arches and domes, garlands, and cultural motifs	Medium and Long term	Community Council
Create a contemporary light-based icon to encourage and support night activity	Medium and Long term	Community Council



### 1.3 WAYFINDING, INTERPRETIVE SIGNAGE & BRANDING

*“We came down here, but the thing was where do we go? The wayfinding is really key because there are these gems out there - I’m sure they’re out there, but we couldn’t find them because we’re not familiar with the place.”*

*“It goes back to branding. It is focused on India, but we know in fact that we’re talking about something much bigger. This is the long term vision: how do you rebrand it so it’s inclusive?”*

Initiatives	Timeframe	Responsibility
Improve wayfinding systems throughout the Precinct through considering the role of the City’s standard Interpretive Signage Program, RCD Wayfinding Signs and options for Precinct specific signs	Short term	Council
Develop informal wayfinding cues that contribute to Precinct colour and vibrancy	Short term	Council
Use the existing brand style to inform future branding initiatives throughout the Precinct hub around Foster Street and connect to the Precinct’s broader cultural offer throughout the Activity Centre	Short term	Council
Reinforce the physical sense of the Precinct and its boundaries through public art opportunities.	Short and Medium term	Community Council
Reinforce the brand at strategic locations such as Dandenong Station, Halpin Way, Afghan Bazaar Cultural Precinct, Dandenong Market, Drum Theatre, Dandenong Plaza, Harmony Square and Library	Short and Medium term	Community Council
Program broader cultural inclusion into the Precinct brand	Short and Medium term	Community Taskforce
Explore the layering of cultural narratives and story-telling from Indigenous through to the current Indian and Subcontinent offer to enrich the experience for visitors	Medium term	Community Council
Develop a self guided walking tour with physical tour markers, and explore the opportunity for digital stories	Medium term	Community Council

## 1.4 MAINTENANCE & UPGRADE

*“Anybody will only want to come if the place is attractive. I don’t want to come to a place which is so run down. Like, at the moment I walk on.... ”*

Initiatives	Timeframe	Responsibility
Undertake a maintenance audit to determine recommendations for potential public and private enhancements and develop a strategy for improving the public face of private properties between owners and tenants having regard to the future use of sites.	Short and Medium term	Community Council State Government
Undertake an audit to assess access for all compliance	Short term	Council

## 1.5 WALL & STREET ART / STATUES & SCULPTURE

*“We’ve seen it - that art is so powerful, it attracts people....and it will attract the whole of Melbourne.”*

Initiatives	Timeframe	Responsibility
Develop an Indian Cultural Precinct Public Art Program to identify locations for permanent and temporary art and creative interventions including a hierarchy from Significant Identity Markers to more intimate and unexpected expressions in unused areas	Short, Medium and Long term	Community Council Taskforce
Investigate opportunities for a youth program to encourage contemporary cultural expression throughout the Precinct	Short, Medium and Long term	Community Taskforce
Integrate public art Precinct and shop front appearance initiatives, and temporary and permanent festival infrastructure and decoration.	Short, Medium and Long term	Community Council Taskforce State Government

## 1.6 LIGHTING

“Light that has meaning – projections is a great way – but something that can permeate through, and show that there’s some activity going on.”

Initiatives	Timeframe	Responsibility
Experiment with temporary low cost illuminations linked to Diwali with a view to providing lighting infrastructure to accommodate festivals and events, and night activity leading up to celebrations	Short and Medium term	Community Taskforce Council
Develop a programmed window light display for evening ambience	Short and Medium term	Community
Undertake a lighting audit to assess performance of existing street lighting and develop a lighting design for safety, aesthetics and cultural expression	Short, Medium and Long term	Council
Explore dynamic lighting displays that contribute to <i>Objective Category 1.2: Significant Identity Markers</i>	Medium and Long term	Community Council State Government
Identify lighting requirements at the Precinct’s periphery, such as the laneways	Medium term	Council
Explore curated lighting events as a satellite to Melbourne’s White Night	Medium term	Community Taskforce State Government



## 1.7 USE FOSTER STREET, HALPIN WAY, SETTLERS SQUARE & THE LANEWAYS

*“Even though the Precinct is there, is there a reason why it can’t back onto Halpin Way? - Because 12 thousand people every week walk down Halpin Way. And I guarantee you, if you ask 12 thousand people, 11 thousand of them wouldn’t even know Little India is there.”*

*“... don’t need to do anything major, put up marquees in the car parks, start like that, and every year you build on it, and then you start having permanent structures.”*

*“A few years before, we had a Bollywood Day. It was a very big success, they had closed off Foster Street, and it was a big hit.”*

Initiatives	Timeframe	Responsibility
Identify and establish the support requirements to enable the Precinct to periodically adopt the laneways, Halpin Way and Settlers Square environments as part of Precinct life through public events	Short, Medium and Long term	Community Taskforce Council
Bring more life and colour to Halpin Way and laneways to assist in Precinct wayfinding through <i>Objective Category 1.5: Wall &amp; Street Art / Statues &amp; Sculpture</i>	Short, Medium and Long term	Community Taskforce Council State Government
Program Foster Street as a permanent part of festivals and events	Short, Medium and Long term	Community Taskforce Council
Once enlivened with colour, use the laneways as a testing ground for smaller happenings, launches and Precinct promotions	Medium term	Community Taskforce Council
Explore medium to long term development opportunities along the south side of Halpin Way to temporarily and/or permanently establish a Precinct address that faces the Activity Centre	Medium and Long term	Community Council State Government

## 1.8 AWNINGS, SHELTER, AMENITY & FURNISHINGS

*“It’s so windy through there, how do we shelter people, how do we make them feel nurtured - that this is a cultural hub, not a wind tunnel.”*

Initiatives	Timeframe	Responsibility
Make improvements and repairs to existing awnings and verandas	Short term	Community Taskforce State Government
Make public toilet availability clearer through signage and wayfinding	Short term	Council
Audit furniture and amenity throughout the Precinct and scope furniture needs and consider how furniture contributes to branding and way finding initiatives	Short, Medium and Long term	Council State Government
Identify comfortable staying places and scope Precinct shelter improvements	Medium term	Council State Government

## 1.9 IMPROVE THE MUSEUM

*“I would really like to see the museum being on a larger scale, and definitely more inclusive, because it doesn’t showcase India’s cultures - it’s very limited.”*

Initiatives	Timeframe	Responsibility
Establish consistent and reliable opening hours for visitors	Short term	Community
Develop ways that Museum India can assist in street activation	Short, Medium and Long term	Taskforce Community
Explore how a museum can provide a significant attractor for the Precinct against the existing cultural offer of Museum India such as scoping the inclusion of contemporary art and culture	Medium and Long term	Community

## 1.10 CHILD FRIENDLY

*“I’ve got young kids who I want to immerse in Indian culture, but I have nowhere to take them because it’s either extremely community-based stuff, or they don’t understand what the hell’s going on.”*

Initiatives	Timeframe	Responsibility
Undertake a child friendly assessment of the Precinct	Short term	Council
Investigate all opportunities for child friendly experiences in future Precinct initiatives and development	Short, Medium and Long term	Community Council
Cater for children as part of the festivals and events offerings	Short, Medium and Long term	Community





## 2 TRADE EXPERIENCE

*“How would you like the street to look? - You got Singapore, very alive, everybody is on the street, eating food and shopping, more alive, more fun.”*

### OBJECTIVE

To increase Precinct commerce by promoting greater diversity in retail offer and cultural representation, balancing traditional with contemporary culture, adopting the public realm in and around Foster Street for an active street culture, and encouraging a growing cultural offer around the Precinct's periphery

*Little India Singapore (chcentralmich.com)*

## 2.1 EXTEND RETAIL OFFER

*“Probably the first thing you want to do, is to actually up the Indian offer, that is about this identity that gives both sides of the audience a reason to come.”*

Initiatives	Timeframe	Responsibility
Investigate non-retail uses to attract people and support the retail offer through short term, temporary or pop up initiatives	Short and Medium term	Community Taskforce
Create strategies to attract greater diversity in retail offer through representing wider Indian and Subcontinent cultural diversity as well as contemporary culture to balance the traditional offer	Medium term	Community Taskforce
Create strategies to attract retail mix such as personal services and daily needs	Medium term	Community State Government
Encourage the establishment of more restaurants and eateries as the Precinct redevelops including greater diversity in cuisine and promotion of night life	Medium and Long term	Community Council State Government

## 2.2 VISIBLE STREET CULTURE & NIGHT LIFE

*“It’s all about the theatre; it’s all about the theatre, and how you see it.”*

Initiatives	Timeframe	Responsibility
Review footpath trade and outdoor dining opportunities	Short and Medium term	Community Taskforce Council
Introduce later night trading to maximise economic activity associated with key celebratory times and accommodate nightlife in future developments in close proximity to the precinct	Medium and Long term	Community State Government
Investigate opportunities for the development of culturally themed and transportable street trading infrastructure such as ‘push carts’	Medium and Long term	Community Council
Investigate opportunities for permanent street and Precinct infrastructure in a streetscape strategy that can accommodate footpath trading	Long term	Community Council State Government



## 2.3 STREET FOOD & STREET MARKET

*“If you open up this for stalls, because that is essence of Indian culture - that we don't really do the shop, shop, shop - it's a street kiosk.”*

Initiatives	Timeframe	Responsibility
Identify existing Precinct restaurants and food outlets, and other Indian and Subcontinent food providers throughout the Activity Centre to establish a core providers of street food at appropriate times	Short term	Community
Scope the role of weekend food trucks in Precinct activation and strategies and ensure Precinct food outlets also benefit	Short and Medium term	Community Council
Activate unused areas at the Precinct periphery through street food during festivals and events	Short, Medium and Long term	Community Council
Develop a Precinct culture of street food through the design of culturally-themed vendor structures or decorations that can be used in the Precinct and festival locations throughout the Activity Centre	Long term	Community Council State Government

## 2.4 TRADER UNCERTAINTY

*“My worry is that we’re not sure we will stay here or not, this is the biggest worry. If they’re not staying in this area, everything will be lost.”*

Initiatives	Timeframe	Responsibility
Scope opportunities and work with developers/investors/traders to develop transition options for existing Little India traders	Short, Medium and Long term	Community Taskforce Council State Government
Provide support to traders through effective and efficient spending of funding to show on-ground support using innovative projects that improve the Precinct’s physical and social environment	Short, Medium and Long term	Community Taskforce Council State Government

## 2.5 ACTIVATE THE TRADERS

*“They’ve not done anything because they have been hanging for so long.”*

Initiatives	Timeframe	Responsibility
Create an environment of confidence though delivering small projects that express Precinct support	Short term	Community Taskforce Council
Conduct a business identification and shop front improvement program with traders	Short and Medium term	Community Taskforce Council State Government
Engage traders in being involved in ‘grass-roots’ projects for Precinct improvement	Short, Medium and Long term	Community Taskforce Council State Government
Establish quality, regular and aligned communications from stakeholder authorities to traders	Short, Medium and Long term	Community Taskforce Council State Government



### 3 MARKETING & PARTNERSHIPS

*“It’s not just for the Indian community; the idea is to bring in the rest of the Victorian and the Australian community.”*

#### OBJECTIVE

To establish comprehensive Precinct marketing and promotion through an active and continually updated online presence that advertises all offers and events, partners with cultural initiatives beyond the Precinct, provides practical information such as access and parking, and seeks links with the broader Indian and Subcontinent community locally, statewide, nationally and internationally

*Workshop session, Community Shared Vision, Dandenong Indian Cultural Precinct*

### 3.1 MARKETING

*“Next weekend is going to be India Independence Day, celebrated here. Anybody knows around here? Nobody.”*

Initiatives	Timeframe	Responsibility
Schedule effective marketing with improvements delivered throughout the Precinct	Short, Medium and Long term	Community Taskforce Council
Use key events and festival dates as an advertising opportunity for marketing beyond the Indian and Sub Continent community	Short, Medium and Long term	Community Council
Develop contemporary online, mobile-savvy communication platforms tools such as Website, Facebook, Instagram, and provide regular and updated information with the local, national and international network	Short, Medium and Long term	Community Taskforce Council
Partner with other key Indian and Subcontinent stakeholders to better share online audiences	Short, Medium and Long term	Community
Invest in up-to-date professional photography and video that best conveys the Precinct's offer and traders	Short, Medium and Long term	Community Council
Explore the logistics of how to create a comprehensive marketing strategy – Eg marketing and sponsorship committee	Medium term	Community
Develop a clear value proposition for the Precinct for all marketing applications and a culture of high accountability to deliver on the marketing promise	Medium term	Community Council State Government Taskforce
Explore an advertising campaign with metro Trains, Ventura Buses and other public transport stakeholders	Medium term	Taskforce Council

Initiatives	Timeframe	Responsibility
Utilise key advertising locations such as Dandenong Station, Dandenong Plaza, Dandenong Market, Drum Theatre, Harmony Square and Library	Medium term	Community Council
Reinvigorate a cultural tour program and explore opportunities with Tourism Victoria and Destination Melbourne	Medium and Long term	Community Council
Consider a Bollywood Bus service to connect the Precinct with local retail attractions such as Dandenong Plaza and Dandenong Market	Long term	Council



## 3.2 EFFECTIVE MANAGEMENT

*“There has to be a very strong team that can decide, and really enterprising people that understand what broader India means.”*

Initiatives	Timeframe	Responsibility
Encourage all traders and stakeholders to have voice in the continuing vision of the Precinct	Short, Medium and Long term	Community Taskforce Council State Government
Seek support, partnerships, collaborations for specific Precinct initiatives and ensure effectiveness and accountability of all representative groups	Short, Medium and Long term	Community Taskforce Council State Government
Chart responsibility of governance for a cohesive management approach. IE community responsibilities, Council responsibilities, and broader Authority responsibilities	Short, Medium and Long term	Community Taskforce Council State Government

### 3.3 BUSINESS SUPPORT

*“They do programs where small businesses come and say this is my problem and students use a semester to solve the problem. So you’re giving the students real live projects, they’re getting on the job training, and the small businesses are able to access facilities and the things they wouldn’t otherwise be able to afford.”*

Initiatives	Timeframe	Responsibility
Investigate opportunities for business support such as programs with universities and tertiary education providers	Medium term	Community Taskforce
Develop the required business support packages to encourage participation in Precinct events. For example customer service, visual merchandising, risk management, liability and insurances for festival participation and street trading	Medium term	Community Council
Opportunities for further business development such as holding local business initiatives	Medium term	Taskforce Council

### 3.4 LINKS BEYOND THE PRECINCT

*“You think big if you got the goods; and what is the population in the next Council here, Casey Council, not 5 kilometres away - that’s 36,000 Indian families there- one of the largest amount of Indian’s in Australia.”*

Initiatives	Timeframe	Responsibility
Secure active links with relative associations, facilities and community centres/venues throughout the Activity Centre	Short term	Community Taskforce
Establish and promote links to arts and culture opportunities, such as the library with its collection of Indian literature, Walker Street Gallery, the Drum Theatre, the big screen in Harmony Square, Dandenong Market, festival organisers, and community groups	Short term	Community Council
Promote active links and ongoing initiatives with Indian and Subcontinent traders outside the Foster St hub located throughout the Activity Centre	Short term	Community Taskforce
Establish ties with the forthcoming municipal Indian Precinct at Wyndham	Short, Medium and Long term	Community Taskforce Council State Government
Continually build a stakeholder inventory to include state and national cultural and representative associations, and cultural institutions such as places of worship	Short, Medium and Long term	Community Taskforce Council
Initiate ties with significant international cultural events organisers, such as the Kala Ghoda Festival in Mumbai, St+Art Foundation in Delhi, and the Brick Lane Curry Festival in London	Medium and Long term	Community Taskforce

### 3.5 PARTNER WITH AFGHAN BAZAAR CULTURAL PRECINCT

*“It needs to be interconnected with other Precincts. I came specifically to see this precinct, and then I wonder well where’s the Afghan Precinct, where is that other precinct? - I see it on the website, it looks pretty cool - I want to actually touch those tiles, but I can’t find it”*

Initiatives	Timeframe	Responsibility
Collaborate on related cultural events and festivals such as Eid	Short term	Community Taskforce Council
Entice Thomas Street shoppers and visitors to continue onto the Indian Cultural Precinct (and vice versa) in marketing strategies	Medium term	Community Council
Establish active links between precinct trader and cultural associations	Medium term	Community

### 3.6 CAR PARKING

*“I remember everyone use to say, ‘Oh Dandenong, if you want to shop for Indian clothes it’s always Dandenong.’ My cousin just got married and they had fifteen people went shopping together. They’re not going to find parking spots for six cars around here, and they go to Footscray.”*

Initiatives	Timeframe	Responsibility
Actively engage traders in advertising and promoting parking availability and locations including Walker Street car park after 6pm on weekdays and weekends	Short term	Community Council
Promote parking options through online platforms as a key element to planning your visit to the Precinct	Short, Medium and Long term	Community Council
Promote public transport access and availability to Precinct visitors	Short, Medium and Long term	Community Council
Ensure adequate parking is provided with the future development in the Precinct	Medium and Long term	Council State Government

### 3.7 TRAFFIC CIRCULATION

*“It is very hard for people to know that they have to go further (Lonsdale Street) across Foster Street and then make a U-turn and come, and there are no clear indicators saying to make a U-turn to get to the Indian Precinct.”*

Initiatives	Timeframe	Responsibility
Provide effective wayfinding at key vehicle entry points into the Precinct including the major carriageways carrying vehicles around the Precinct	Medium term	Council State Government
Link wayfinding to Precinct parking opportunities, such as the Walker Street Park to encourage people to visit the Precinct	Medium term	Council





## 4 FESTIVALS & EVENTS

*“I recently did the Indian Festival at the Queen Vic Market, and if you looked at the crowd, only 50% of it was Indian. The rest of it was Australian. And I think that’s the key thing.”*

### OBJECTIVE

To attract the vitality of festivals and events into the Precinct, program accompanying events to mark the beginning and duration of others held elsewhere, and use the Precinct’s adjacent public realm for a high level of social activity

*Holi Festival (creativebeing.com)*

## 4.1 FESTIVALS

*“I go to the west to see Holi; we don’t have Holi here – we got to get something here, we got to get people in.”*

Initiatives	Timeframe	Responsibility
Establish partnerships with event organisers of major festivals to utilise the Precinct as part of the festival program, for example, weekends to associate with longer Festivals such as Diwali and Holi	Short term	Community Council
Pursue government funding and sponsorship opportunities for Precinct based events	Short term	Taskforce Council
Establish performance measures to ensure investment in festivals strengthens the Precinct	Short term	Community Council
Create a Festival and Events Framework to trigger a program of cultural events to take place in the Precinct through investigating other festivals such as Ganesh chaturthi (10 day Hindu festival), Navratri (multi day autumn Hindu festival), and Durga Puja (Indian and subcontinent festival), and identify separate celebrations to provide an alternative to the larger gatherings	Short, Medium and Long term	Community Taskforce Council
Establish associations with regional festivals	Long term	Community Taskforce
Investigate opportunities to align with other multicultural festivals	Long term	Community

## 4.2 EVENTS

*“Obviously Bollywood is a very, very big thing for Indian culture. So something like Bollywood workshops, dance workshops, even a small cinema where you can have screenings of Bollywood movies”*

Initiatives	Timeframe	Responsibility
Experiment and innovate with small niche events to physically and creatively interrupt movement and vistas around the Precinct	Short and Medium term	Community Taskforce Council
Indian and subcontinent themed weekend food events such as events curated in collaboration with the Melbourne Food and Wine Festival	Short and Medium term	Community
Develop a proposal for Precinct event sponsorship	Medium term	Community
Explore art based events and activities to leverage interest in street art	Medium term	Community Council
Explore street closures for a Precinct party of food, music and dancing for example, an annual Bollywood day, the longest curry lunch in Melbourne	Medium and Long term	Community Council
Establish connections with the South Asian Film Industry	Medium and Long term	Community
Establish links with existing venues such as Walker Street Gallery and the proposed Masonic Hall Art Gallery	Medium and Long term	Community Council
Establish international links to attract global artists and singers	Medium and Long term	Community

### 4.3 PROGRAMMING

*“You get your own community to come and you grow year by year. It may not be ten thousand strong the first year, but it might be twenty thousand strong the next year; if you do it right the first year.”*

Initiatives	Timeframe	Responsibility
Identify a precinct ‘kick start’ event	Short Term	Community Taskforce Council
Develop partnerships with cultural associations and support the community to create a calendar of events and happenings in and around the Precinct	Medium Term	Community Taskforce

### 4.4 PLACES

*“This will create that temporary memory of that place. If the memory is strong enough, then people will demand that, and they will come.”*

Initiatives	Timeframe	Responsibility
Undertake smaller experimental events to gain momentum	Short term	Community Council
Work with Council and relevant authorities to chart opportunities for the use and programming of streets and public spaces in and around the Precinct	Short and Medium term	Community Council
Develop small and large event layout plans to assist Precinct event planning	Short, Medium and Long term	Community Council

## 4.5 TEMPORARY TRADE INFRASTRUCTURE

*“See the arches, we all understand that’s the marker we need. This could be in temporary material... so these are temporary entrances. If they work very well, then you could draw a prototype later on, and that could be very easily done for the cost we are talking about.”*

Initiatives	Timeframe	Responsibility
Scope opportunities for temporary trade infrastructure and seek relevant funding	Medium and Long term	Community Council
Design a branded suite of trade and festival infrastructure	Medium and Long term	Community Council
Undertake a design program for temporary designs to prototype permanent opportunities	Long term	Community Council





## 5 COMMUNITY HUB

*“If you do a benefit analysis of a community hall, it would become a place for screening movies; you can have exhibitions there, but all temporary; our kids learn dance, that’s a big 200 hundred audience at least; you find every ethnic group within India have their own get-together, not performances - simply get-togethers, 50-100 people.”*

### OBJECTIVE

To establish a place of constant cultural activity in, or close to the Precinct through programming an existing venue, with a view to establishing a purpose-designed venue to accommodate a range of cultural activities that consistently attracts high visitation to the Precinct

*Indian Heritage Centre, Singapore,  
Greg Shand Architects & Urbanarc ([aasarchitecture.com](http://aasarchitecture.com))*

## 5.1 PRECINCT COMMUNITY CENTRE

*“If we have something close by where we can have enclosed functions because then the street would be more life-people coming there.”*

Initiatives	Timeframe	Responsibility
Audit existing spaces and venues in and around the Precinct to host community uses	Short term	Community Council
Explore the relationship with the redeveloped Masonic Hall Art Gallery	Short and Medium term	Community Taskforce Council
Explore developing a multifunctional facility fitted out to host a range of activities from small gatherings to weddings and cinema screenings	Medium and Long term	Community Council State Government
Consult with stakeholders to investigate the feasibility of a community facility integrated with a future development	Medium and Long term	Taskforce Council State Government
Scope size, design and facility requirements through discussions with the community, community groups and associations	Medium and Long term	Community Council State Government

## 5.2 MAJOR ATTRACTOR

*“I live in Dandenong and I go out of Dandenong for an Indian experience – whether its food, whether its fashion, whether its movies, whatever it is.”*

Initiatives	Timeframe	Responsibility
Investigate what will attract the pedestrians moving around the Precinct to frequently visit	Medium Term	Community Council
Explore creative uses of the vacant development land parcels creating a major draw-card	Medium Term	Taskforce Council State Government
Explore all options for one or more major attractors such as a large food/market outlet, and a significant architectural icon	Medium and Long term	Community Council State Government

### 5.3 CINEMA / THEATRE

*“I would suggest bring in a good cinema. It’s Indian culture. You can have puppetry there, cultural shows - and that’s a high yield business - south Asian cinema – it’s a great revenue.”*

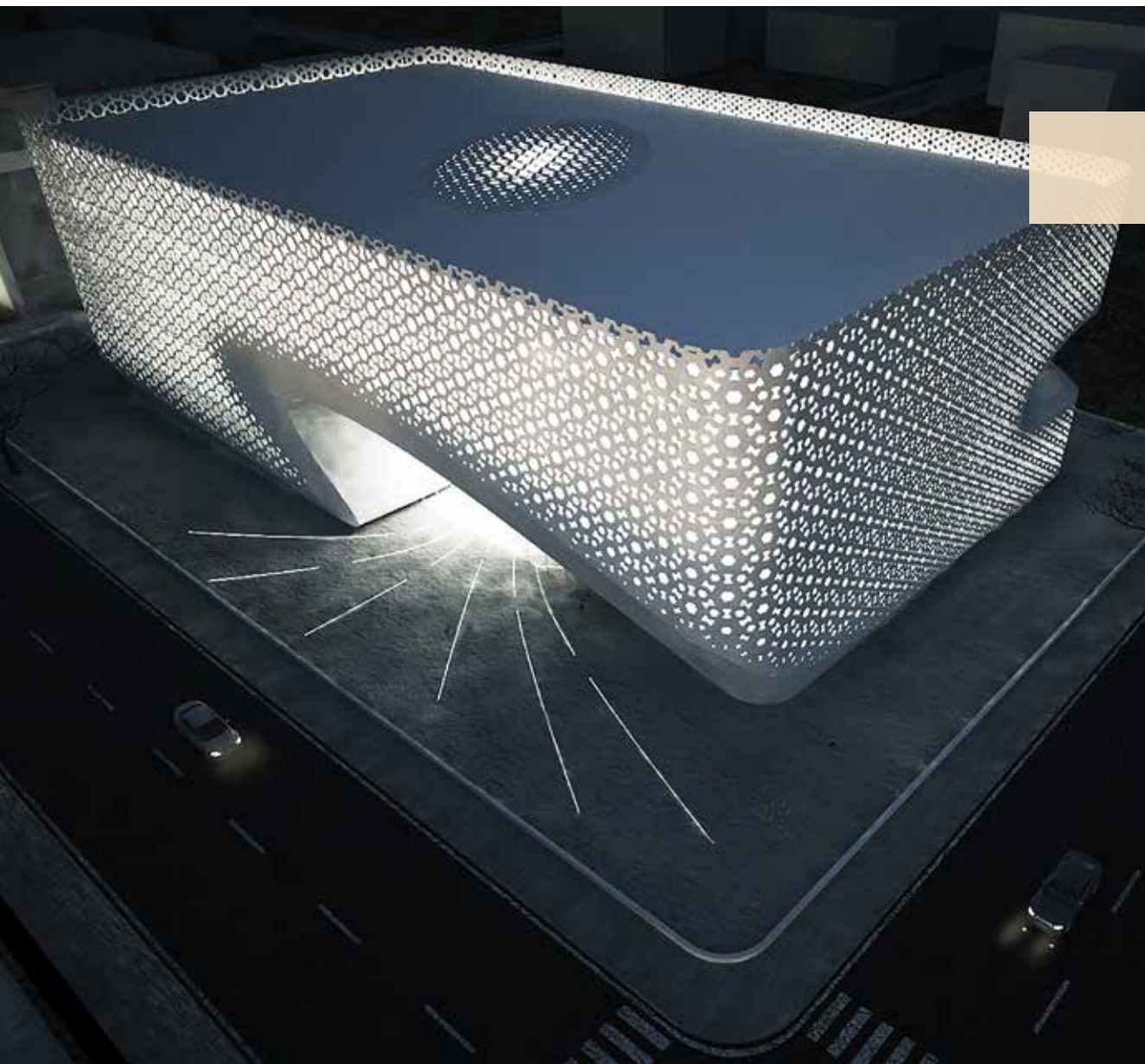
Initiatives	Timeframe	Responsibility
Seek innovative ways to include cinema experiences in the Precinct and experiment with a summer outdoor screening program	Short term	Community Council State Government
Establish a specific local, national and international network of contacts to invest in and develop cinematic experiences	Short term	Community
Leverage greater Precinct outcomes via collaboration with India Film Festival Melbourne	Short term	Taskforce State Government Council
Investigate options for potential project contributors and collaborations	Short, Medium and Long term	Community Taskforce

### 5.4 SOCIAL INFRASTRUCTURE

*“Even a small temple would be good - on the way back, they have their food in Dandenong, they buy the groceries, and then ‘Oh lets go and look at the clothes too’, and then the whole day goes like that.”*

Initiatives	Timeframe	Responsibility
Explore social infrastructure opportunities to meet future development and community aspirations	Short, Medium and Long term	Community Taskforce Council State Government





## 6 DEVELOPMENT

*“There is a lot of potential – this is a prized location.”*

### OBJECTIVE

To secure greater confidence in the Precinct’s sustained future through a collaboration between authority stakeholders to investigate and encourage future development that embraces the Precinct’s cultural offer

*Punjab Kesari Headquarters, Delhi, Studio Symbiosis  
([archdaily.com](http://archdaily.com))*



## 6.1 DEVELOPMENT IMPACT

*“Dandenong Revitalisation Program has created issues for the Precinct, because of construction, parking, blocking the roads, turning the buses away, and people soon walked away from here.”*

Initiatives	Timeframe	Responsibility
Discussions between relevant authorities regarding development opportunities that can benefit all stakeholders	Short, Medium and Long term	Community Taskforce Council State Government

## 6.2 CULTURAL DESIGN

*“... it should be seen from a distance - like the Taj Mahal, so you say ‘Wow!’ Then all the Indian people say, ‘I want to live in the Taj Mahal’, so then we got a big Indian community living there - it would work, high end apartments, if it’s designed properly”*

Initiatives	Timeframe	Responsibility
Explore options for future developments in and at the periphery of the Precinct to reflect cultural expression	Short, Medium and Long term	Community Taskforce Council State Government
Encourage future developments to create the visual icons required to attract more people	Short, Medium and Long term	Community Taskforce Council State Government
Investigate opportunities for specific design processes and develop partnerships to deliver innovative and culturally expressive design for future development	Short, Medium and Long term	Community Taskforce Council State Government
A relevant offer that speaks to Indian and Subcontinent families and young people	Short, Medium and Long term	Community Taskforce Council State Government

### 6.3 CULTURAL MIXED-USE

*“...could it be considered using that piece of land for community purposes? Can be a multi storey thing – community centre can be first level and second level, and if there is interest in more apartments – they could be retirees, they could be overseas students.”*

Initiatives	Timeframe	Responsibility
Consult and collaborate with the private sector to investigate opportunities and viability for culturally based development	Short, Medium and Long term	Community Taskforce Council State Government
Support feasibility and economic exercises to establish innovative approaches to development	Short, Medium and Long term	Taskforce State Government
Encourage co-ordination for future development to integrate community facilities such as a Community Centre and Cinema/Theatre	Short, Medium and Long term	Community Taskforce Council State Government
Encourage innovative development proposals that actively look to embrace/incorporate the Indian Cultural Precinct into future building	Short, Medium and Long term	Community Taskforce Council State Government
Utilising the Indian and Subcontinent cultural associations and taskforce, actively seek further investment from the Indian and Subcontinent private sector for new development projects	Short, Medium and Long term	Community Taskforce

## 6.4 COMPLIMENTARY ATTRACTOR

*“It is not just about Indian culture. On the big picture, what else might compliment it?”*

Initiatives	Timeframe	Responsibility
Explore opportunities for a significant project that attracts the local community, and Melbourne’s broader community that is different to, but complimentary to an extended Indian Cultural Precinct Offer	Short, Medium and Long term	Community Taskforce Council State Government

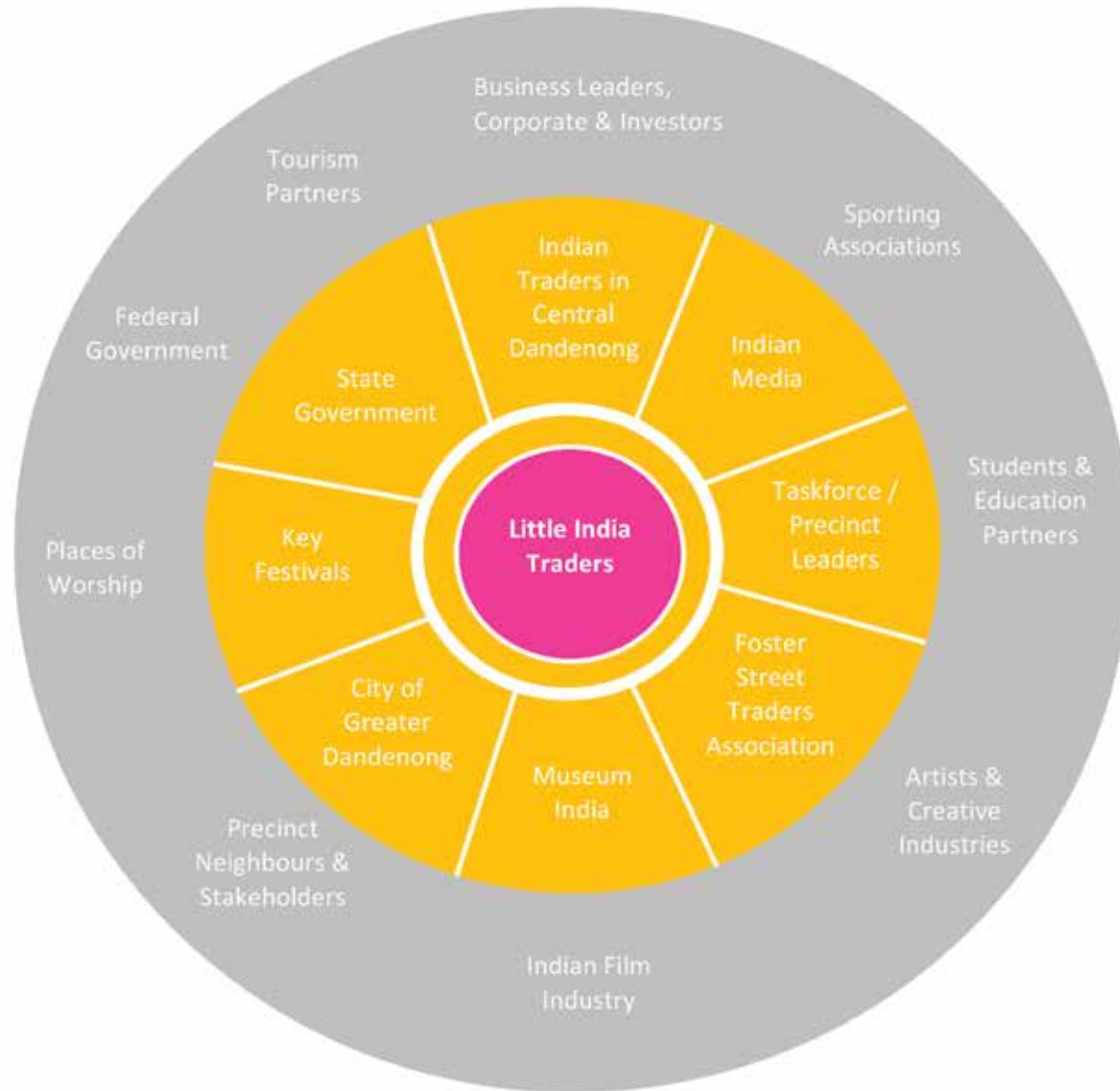


PART D  
STAKEHOLDERS AND MEASUREMENT





# STAKEHOLDER RELATIONSHIP MAP



## IMPLEMENTATION, REPORTING AND MONITORING

The Indian Cultural Precinct Taskforce will oversee the implementation, measurement and monitoring of the initiatives detailed in the Indian Cultural Precinct Framework. Implementation of the Framework will be a shared government responsibility in partnership with the community reflecting a holistic commitment to the contribution the Indian and subcontinent community makes to Victoria.

The Indian Cultural Precinct Taskforce will have a key role in the implementation of the initiatives, providing an ongoing advocacy role and direct connection to the business and broader Indian and subcontinent communities.

The six Precinct Objectives established in the Indian Cultural Precinct Framework will act as a filter for ideas to ensure all future investment and actions deliver on the communities shared vision and aspirations for Dandenong's Indian offer.

An annual progress update detailing implementation between 2018 – 2021 will be provided to state and local government, structured in response to the Office of Multicultural Affairs and Social Cohesion Division funding agreement.

The impact of implemented capital and non-capital initiatives will be measured through place making foundation measures for central Dandenong including;

- Place Score (base measure in 2017 - next collection 2020)
- Behaviour Mapping (base measure in 2017- next collection 2018)
- Business Audits (base measure in 2015 - next collection 2019)
- Pedestrian Movement Mapping (base measure in 2016 - next collection 2018)

