

First & Foremost

January-February 2015

E- Newsletter for Private Circulation only

Letter from the Chairman

The New Year has indeed begun with a big bang!

With the support and active participation of the Government of Maharashtra and the Government of India, a high powered conference “*Mumbai Next – MMR Transformation*” was organized on 6th February, 2015 to discuss and consider ways to transform MMR into a Global, Financial, Commercial and Entertainment Hub. This was a momentous occasion, when the Hon'ble Chief Minister participated in the deliberations, lasting over six hours. Not only was the Chief Minister there, throughout the deliberations, but we were also honoured to have the Union Urban Development Minister, Mr Venkaiah Naidu and the Union Minister of State for Finance, Mr Jayant Sinha. The Union Minister for Finance, Mr Arun Jaitley, although had agreed to come to Mumbai, could not do so because of a meeting convened by the Hon'ble Prime Minister but Mr Jaitley shared his ideas and

Upcoming Events

12th March

Discussion and Open House on the Development plan with MCGM Commissioner Sitaram Kunte, at Mumbai Press Club.

14th March

‘Brainstorming and Deliberation on Smarter Urban Development, Maharashtra’ (Government of Maharashtra, World Bank and Mumbai First)
By invitation only

31st March

The third Working Group Meeting on City Planning and Governance.

(Check our website for upcoming events' details)





perceptions with over 400 participants at the conference through video facility. We were also delighted to have with us the Chief Secretary and other senior officials and our thanks to them.

The Who's Who of the Business and Entertainment Industry were also present and got an opportunity to voice their concerns and address plausible solutions in their areas of expertise through a series of panel discussions. All of which got a very patient hearing and Shri Fadnavis made sure to address each and every concern expressed by the participants. To quote his words "The dream of MMR is not the Chief Minister's alone; it is the dream that belongs to all of us".

An immediate positive outcome of the conference was a letter Mr Amitabh Bachchan has written to the Hon'ble Prime Minister, strongly supporting Mumbai's nomination for UNESCO World Heritage Site. In his letter to the Prime Minister, Mr Bachchan wrote, "As a concerned citizen of the country and a loving Mumbaikar, I have offered my services to the Chief Minister of Maharashtra, Mr Devendra Fadnavis, during his recent conclave 'Mumbai Next'".

Another positive development is a meeting the Hon'ble Chief Minister had with the Government of Reserve Bank. Following this meeting, Mumbai First have been asked to set up a Committee with the Reserve Bank support to develop an agenda for transforming Mumbai into a Global, Financial, Commercial and Entertainment Hub.

Our other activities continue - the first phase of the ongoing project 'Kabhi Khushi Kabhi Gham' by Prafula Psychological Services, supported by Global Foundation and whom we are partnering with, was conducted successfully across 90 schools in the region of Mumbai. This is an initiative to boost the mental health of young school going children. Parents were counselled as well during the various workshops in building up emotional resilience. The response gathered was overwhelmingly positive and we hope to reach out to every child across MMR.

I am happy to announce that our third and final Working Group Meeting on City Planning and Governance will be conducted on 31st March, 2015. This is in conclusion to our highly successful conference on "The Challenges of Mumbai as a Mega City – A way forward with the EU" held in November 2013.

Our Speaker series on 'Reigniting the Spirit of Mumbai', in collaboration with Bombay Gymkhana, kicked off in January; it is an endeavor on our part to infuse the spirit of Bombay of the old back into our city.

From here on, we can only take things forward and truly up the ante on transforming the region of MMR into the vision of our dreams. Much has happened. Teams have been set up - to transform the words spoken into action. In the coming days, we, at Mumbai First, will continue to persevere in our efforts to make the region of MMR into a world class city to live, work and play in.

Sincerely,
Narinder Nayar



Transforming MMR: **MUMBAI**NEXT

February 6, 2015.

MMR TRANSFORMATION

All roads seemed to lead to Bandra's Taj Land's End as the Chief Minister of Maharashtra, Devendra Fadnavis unveiled his action plan through Mumbai Next-MMR Transformation.

The half day power packed conference was hosted by the Government of Maharashtra in partnership with Mumbai First and supported by Ministry of Finance, Government of India.

"I have never been to a conference like this before", seemed to be the common phrase among most who left the venue close to four pm.

The event saw the Chief Minister in and as part of the audience for the entire duration, sharing space with Union Minister for Urban Development Venkaiah Naidu, Minister for Finance Jayant Sinha, his own cabinet colleagues from the Maharashtra government apart from Industry captains, Consul Generals and leaders from Cinema, Heritage, Banking and Finance, just to name a few.

Arun Jaitley, Finance Minister was to be present at the conference too, but owing to the Niti Ayog meeting in Delhi on the same morning, joined LIVE through video conference, answering questions posed to him from Mumbai including one from RIL Chairman, Mukesh Ambani.

The who's who of over 500 in the august gathering which included Swadheen Kshatriya, Chief Secretary GoM, Poonam Mahajan, MP, Vinod Tawde, Minister of Education, GoM and industry captains like Cyrus Mistry – Chairman, Tata Group, Mukesh Ambani – CMD, Reliance Industries, Anil Ambani – Chairman, Reliance Group, Arundhati Bhattacharya, Chairman, SBI, Shikha Sharma, Managing Director & CEO, Axis Bank and actor Amitabh Bachchan amongst others, participated in the discussions. Onno Ruhl- County Director for India, World Bank and João Cravinho - Ambassador, European Union were present as well.

They discussed key challenges faced by the MMR region and the concrete steps that are required for moving rapidly ahead -decisions that need to be taken and finance requirements for speedier execution of various priority projects.

The Chief Minister of Maharashtra, Devendra Fadnavis, was himself present throughout the Mumbai Next conclave. At the end of the half day conference, having heard the participants; he shared his observations and action plan for the way forward.

A multitude of steps including an indication towards raising the floor space index (FSI) in the region, permission to raise bonds to the BMC and a promise of time-bound implementation of infrastructure projects in the region were announced.

The CM declared that the implementation of the Rs 8,500-crore coastal road project will be completed in two years and the implementation of the first phase of Navi Mumbai international airport by 2019. He also announced that the work on trans-harbour link will begin this year. His announcements also included a 'logistics city' near Bhiwandi, a new city near Kalyan and more

advanced infra facilities at the BKC. He also spoke of the creation of an information technology based platform for giving all project clearances.

Speaking about the initiative Mumbai Next, Chief Minister Fadnavis said, "This is the first step towards the Maharashtra government's commitment of expediting the development of the Mumbai Metropolitan Region and transforming Mumbai into a Global Financial, Commercial & Entertainment Hub."

CNBC-TV18's Shereen Bhan, who moderated a discussion on, 'Mumbai: Towards a Global Financial Services Hub', spoke to India's largest public sector bank SBI chief Arundhati Bhattacharya about what is holding back the country from becoming a global financial hub. Bhattacharya said lack of proper infrastructure is one of the main reasons dragging behind India's growth story. However, that is not the only reason, she added. According to her, the inability of the rupee to convert into other currencies is also a concern restricting India from becoming a financial hub. The panel also included Rajesh Aggarwal, Jt Secretary, Financial Inclusion, Sunil Kaushal, CEO, StanChart Bank (India), Kumar Iyer, British Dy High Commissioner, Mumbai, Ravneet Gill, CEO, Deutsche Bank (India) Mihir Doshi, MD and CEO, Credit Suisse Group (India) and NS Kannan, Executive Director, ICICI Bank.

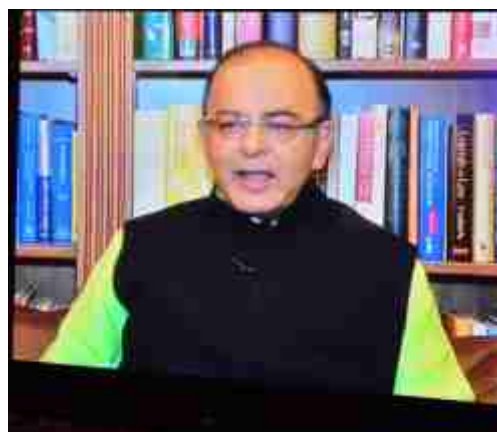
The bid to rebrand Mumbai as a mega financial services hub was one of the highlights of the conference. IBOC, first envisaged by Mumbai First - initiative of Mumbai corporate houses that are partnering with the government for Mumbai makeover - had been endorsed by the Empowered Committee on Mumbai makeover in 2012. This was presented as a wishlist to Mr. Jaitley and Mr. Sinha. "You can't take away the natural advantage that Mumbai has. No other city can match Mumbai," said Fadnavis.

As an outcome of the panel discussion on 'Encouraging Entertainment, Preserving Heritage, Boosting Tourism' in Mumbai, it was decided to entice filmmakers to shoot in Maharashtra state, particularly in Mumbai, and generate revenue through heritage tourism. Ekta Kapoor had categorically stated, "The average cost of shooting for a day at Mumbai's Gateway of India is Rs 2.25 lakh, whereas to shoot at the India Gate in Delhi is Rs 1.25 lakh. Hence, filmmakers rush to Delhi rather than Mumbai." Amitabh Bachchan rued the lack of proper upkeep of film and historical records.* The example of Opera House (Formerly, an iconic theatre; it is currently in a dilapidated condition) touched many a chords in the audience as Architectural Conservationist Abha Narain Lambah passionately put this example across. The government will also carry out a makeover of Film City, which is an integrated film studio complex situated at Goregaon in north Mumbai as announced by Valsa Nair Singh, Secretary, Tourism and Culture and supported by Nitin Kareer, Principal Secretary, Urban Development.

We at Mumbai First fully share the Hon'ble Chief Minister's vision of making Mumbai a better city to live and work in. We are delighted to be associated with this very important event and will continue to extend our full support for faster and timely implementation of the identified projects.

**Two weeks later, Amitabh Bachchan wrote a letter to PM Narendra Modi and offered his support as an ambassador to this initiative.*













"People should come to Mumbai to be entertained, to partake in the entertainment industry and should have something or somewhere to go"

"Mumbai should initiate, rather than prohibit and be a one stop for entertainment"

Amitabh Bachchan,
Padma Vibhushan, Actor



"The timeline you want will be achieved. Quick decision making is needed"

"Let's implement what has been planned over the years"

"We'll make Mumbai a city of every citizen's dreams and not just of the Chief Minister's dreams"

"I have created two things – Chief Minister's transformation office and the other is the war room; we will follow and examine each project, remove each and every bottleneck and co-ordinate with the 17 agencies of Mumbai"

Devendra Fadnavis,
Chief Minister of Maharashtra



"Over the years, we are made to think Government should do everything; however, we are in a democracy, we should hold ourselves accountable as well. Public private partnership is the way for investment"

"Public private partnership is the way for investment"

Venkaiah Naidu,
Minister of Urban Development, GoI



"India is a country that is not only governed by co-operative federalism but we have entered the era of competitive federalism"

"It is only when the states progress and prosper, India is going to prosper"

"Mumbai is the engine driver of India's growth"

Arun Jaitley
Union Finance Minister, GoI



"Our young dynamic CM Shri Devendra Fadnavis has this vision of taking Mumbai and Maharashtra forward by a 10% growth rate, in order to fulfil our honourable PM's vision of a 8% growth rate for this country."

Poonam Mahajan
MP, North Central Mumbai



"What is most disappointing is that, if a filmmaker has to just erect a set in Mumbai, he has to run from pillar to post to acquire about 146

permissions from the government authorities. In addition the rates charged by the state government are also exorbitant"

Ekta Kapoor
Joint Managing Director and Creative Director of Balaji Telefilms

People speak - Our suggestions to you, Mr. CM

“**Health Care** and **Education**’ should be included in the War Room. **Medical Tourism** for Mumbai should be encouraged.”

“Focus on existing upgradation of rivers to generate **open spaces** opportunity instead of creating new landmass.”

“**Tender** and **award** the contract to the proposal which adds value in the amount quoted and not just the lowest bidder.”

“**Senior Citizens** are an important sector of Mumbai; we need more space for them within the city in the form of **parks** and **opportunities** within society.”

“**Cleaning** and **developing** our **beaches** (lungs for Mumbai's children)”

“Can we look at massive **redevelopment** or **greenfield** development along the **major highways** rather than the interior of the city?”

“Ease of doing business in terms of **single window clearance**.”



MMR TRANSFORMATION

“Revive **UMMTA** and integrate all transport issues - particularly the **school bus policy**, **policy for water sports**.”

“**Tourism** is important, but making '**Places**' for masses is more important.”

“The quality of **open spaces** is very important.”

“Special **Ecological Zones** in Mumbai.”

“Building world class **museums** and **aquariums**.”

“Digitise the **land records**”

** Suggestion cards were placed at the Mumbai Next conference; these are few of the responses from the participants*

Reflections



Poonam Mahajan

MP, North Central Mumbai

"My Party, My Chief Minister and I are fully committed to the overall development of Mumbai. We have and will continue to prove our intention not just with words but with concrete steps."



H.E. Dr. João Cravinho, Ambassador of the European Union

"Under our *"The Challenges of Mumbai as a mega city – A way forward with the European Union"* process, ongoing since 2013, I have had the great privilege of working closely with Mumbai First and all the Mumbai institutions such as MMRDA, MTSU, and MCGM.

This excellent cooperation has convinced me of the tremendous potential of Mumbai to set in motion a process of deep transformation to truly become one of the great global cities. Smart cities, green growth, Make in India, digital India, housing for all are some of the themes around which the energies of India are now crystallising - themes which are compulsory elements for a transformed Mumbai. There is, in my view, a fundamental role to be played by international partnerships in this process and that is where the European Union is committed to be a long-term partner.

The process which we started in 2013 is still actively evolving: a workshop bringing concrete solutions to challenges of city planning, and a conference, bringing dozens of European city representatives to Mumbai to explore real on-the-ground partnerships to accelerate transformation will happen before the summer. The European Investment Bank will be one of the financial pillars of this process, with a few billion available in soft loans for infrastructure and clean-tech urban project.

The European Business and Technology Centre is already actively supporting clean-tech transfer from Europe to India. Today, the conditions are present for Mumbai to enter into a cycle of deep positive transformation, but concerted efforts of many are needed. I am convinced that the contribution of European cities, regions and companies can be essential ingredients for making Mumbai what the Mumbaikers deserve it to be: a global urban hub for the 21st century, a maker of opportunities for the world and for the citizens of this city."



B C Khatua Director, Mumbai Transformation Support Unit (MTSU)

"From the Government to the civil society, everyone has been dreaming of making Mumbai a vibrant, sustainable and livable city with world class infrastructure, transportation, housing and quality of life. The "Mumbai Next - MMR Transformation" conference was both a commitment to this dream as well as involvement of the civil society in taking stock of what has been done, what has been lagging and delineating what needs to be done.

Commitment of Hon'ble Chief Minister of Maharashtra Shri Devendra Fadnavis to the cause of Mumbai Metropolis was manifested through his presence at the Conclave for the entire six hours duration. The Conclave was able to unwrap some of the obstacles to the transformation of Mumbai into a world class metropolis. Inadequate transport infrastructure, inadequate and poor quality public transport, severe shortage of affordable housing and obstacles to "ease of doing business" were identified as the major dampeners to the realization of Mumbai's dream. The Conclave helped the Hon'ble CM to take on board some of the insightful suggestions which will help to set priorities for various critical projects and programs.

Mumbai combines the strengths of New York (Financial Hub) and Los Angeles (Entertainment and Tourism). Rightly leveraged, these strengths can help Mumbai rediscover its strength to reemerge as a global financial, entertainment, tourism and service centre. What is required now is to prioritize the

infrastructure projects, focus on their time-bound implementation, scale up and improve the quality of public transport system, streamline the ease of doing business and facilitate the sustainable growth of entertainment, hospitality and tourism sector.

The Union Ministers present at the conclave gave unqualified assurances of their support to the initiatives of Mumbai which are also in the larger interest of the country. Hon'ble CM's announcement of permitting Municipal bonds to raise resources, commitment given to streamline procedures for ease of doing business and to protect honest officers for their bonafide decisions set the right tone for the future.

The immediate tasks before MTSU are to work towards translating the 40 year vision (2012-2052) of the Vision Plan into operational strategies for the Development Plans of the individual ULBs, strengthening and operationalising UMMTA and carrying out whatever studies and policy analysis are required by various government agencies towards fulfillment of the Mumbai Transformation agenda. MTSU is committed to deliver on all these expectations."



Ravneet Gill CEO, Deutsche Bank India

"The *Mumbai Next* event stood out for its unwavering focus and intensity and the quality of its content. The very composite approach taken across urban development, finance and entertainment was outstanding because together they have the power to transform MMR.

Kudos to all concerned for organizing such a high energy and well managed event which fired the imagination and ambition of all present. The Hon. CM's inspirational leadership elevated the quality, stature and credibility of the event. Given that entrepreneurship, enterprise, entertainment and cosmopolitanism are intrinsic to its DNA, Mumbai has the potential to be one of the greatest cities on planet earth and it's incumbent upon us all to ensure it gets there soonest."



Abha Narain Lambah Architectural Conservationist

"The Mumbai Next Conclave was perhaps the most professionally managed conclave I have recently attended, bringing in the finest professionals minds from various fields and the government on one platform to address key issues for Mumbai's future. The format of having all the panelists addressing multiple challenges and opportunities in various sectors in the presence of the Chief Minister and key decision makers in the city and having the CM address the audience last, after receiving their feedback made for an immensely constructive session as the issues were flagged and the Government could then address them point by point"



Devendra Bharna Executive Vice President, The Oberoi Group

The Mumbai Next Summit was a high powered, high energy, high enthusiasm and highly decisive session. The passion exhibited by the participants and the various Government agencies was very motivating and encouraging.

The agenda was very relevant as it led to commitments with deadlines and an indication of costs; each of the three panel discussions stirred the mind and had everyone thinking "out of the box". The ideas and suggestions were workable and easy to implement. A "walk the talk" approach. It was also encouraging to see a high level of transparency on the part of the Government. The clear road map led to rumours and half information being squashed.

On my part, the relevance of entertainment to boost tourism was well accepted by the Honourable Chief Minister and his team. I again reiterate, Mumbai, besides being seen and presented as a financial capital of India, should be presented as "the financial and entertainment capital" of India. I believe in small steps like cleaning up the various tourist sites, improving the existing infrastructure and suggestions to launch a world class sound and light show on Shivaji Maharaj, upgrade the film city and launch structured Bollywood tours, to use the Fort area on Sundays for dining, small entertainment programmes, live concerts at MMRDA grounds with minimum licencing rules and use of the bay opposite Marine Drive for

water sports. What about revival of the Opera House? On the lines of The Royal Albert Hall!!! These are just a few thoughts and a tip of the iceberg.

Lastly, the most significant and relevant point of the Mumbai Next Summit was the Honourable, Chief Minister's presence throughout the Summit and the participation of Senior Ministers from the Central Government. This showed intent, commitment and promise. It was so encouraging to see the Chief Minister's commitment to take Mumbai to "Level Next".

Thank you Mumbai First for this truly remarkable initiative.



N.S. Kannan Executive Director, ICICI was a panelist on the discussion 'Mumbai: Towards a Global Financial Services Hub' at the Mumbai Next conclave. Given below are his reflections and vision:

Becoming a global financial hub goes hand-in-hand with broader economic growth and development. If India becomes a global financial hub, the natural choice of global financial city would be Mumbai, since Mumbai is and will continue to be India's financial capital.

In this context, the strengths of Mumbai are:

- Large and growing market for financial services
- Significant potential for attracting foreign investment flows
- Globalisation of business which creates demand for international financial services
- Large diaspora looking for investment services
- Demographic dividend and English language skills, which has been leveraged to create financial services related BPO and KPO business
- Well-developed financial market infrastructure with strong governance and smooth functioning
- Safe place to work for women employees

While becoming global financial services hub is a long-term journey, there are certain low-hanging fruits which can be addressed immediately. For example, 15 years ago, we needed to do an ADR issue to access a global investor base; today, we can attract the same investor base sitting in BKC in half a day through a quick QIP process! Similarly, some other steps that can be taken are as follows:

- I come across several Indians living and working in other countries who represent global investment funds that are domiciled offshore but invest in India. Why should they be operating from elsewhere? They should come here and work. To facilitate this, while quality of life issues will take some time to address, the tax issues should be fixed immediately.
- We have seen centres like the Dubai International Financial Centre (DIFC) that promote financial and business services by introducing initiatives like zero percent tax rate for a certain period, free capital convertibility, allowing 100 percent foreign ownership and independent regulation. This makes for a perfect base to take advantage of the region's rapidly growing demand. Mumbai can experiment with a similar setup on a pilot basis.
- Indian companies are borrowing foreign currency money from Indian banks – but from their overseas branches. We have Indian banks, raising bonds in overseas branches, and lending the funds to Indian companies in India! Just creating a framework for Indian banks to conduct this activity in India, in domestic branches or India-based offshore banking units (OBU), could bring all the employment and revenue from this activity into India. For this, we should reinstate the SLR exemption for OBUs of Indian banks (currently available only for first three years) and remove the restrictions on lending foreign currency resources from OBU to units in the domestic tariff area as well as overseas arms of Indian companies.

- Mumbai has India's best central business district (CBD) - BKC that boasts of high quality infrastructure, central connectivity, established businesses in corporate, financial services and diamond trade, event venues, sports facilities, etc. Mumbai needs to protect the value of this strategic asset by making the commuting faster and smoother and also build many more planned CBDs on the same lines as BKC.

With increased competition, the financial services industry in India is going through a period of exceptional innovation with new and exciting products and solutions being developed. For example, we have fewer than 15% of transactions taking place today in branches, with the rest taking place on electronic channels. At the same time, we have also seen examples of damaging potential of innovation in the context of the global financial crisis. It was argued that lack of regulations was a cause of the crisis. Governments and regulators face an uphill task of formulating policies that strike a fine balance between providing financial stability and depositor security while also allowing innovative ideas to flourish. Indian financial services regulators have been adopting a regulatory approach that encourages growth of financial innovation and financial services.

Finally, the Indian economy has recently witnessed several positive changes which appear to indicate the revival of economic growth resulting into a possible rating upgrade which will help accelerate growth and development in India. It is for all of us to work in a coordinated manner towards sovereign rating upgrade of India.



Dr Shirish Sankhe, Director, McKinsey & Company, India spoke at the 'Mumbai Next MMR transformation' conference on February 6, 2015. Following are the steps in his opinion that the Government of Maharashtra could take to save the city and make it more livable:

*'Ae dil hai mushkil jeena yahan, zara hat ke,
zara bach ke, yeh hai Mumbai meri jaan'*

This song is apt for our '*amchi Mumbai*' – a city of dreams, a city bustling with Indians from all over the country who come to chase their dreams in the financial and entertainment arena, a city where economic inequality is rampant, and an overcrowded city where the common man faces challenges every day. By 2030, the Mumbai Metropolitan Region (MMR) could have a population of 30-33 million (today around 22 million) as estimated by McKinsey & Company.

If a city makes peace with challenges, it cannot flourish, and Mumbai definitely faces myriad and complex challenges in terms of the large slum population, vehicular congestion, inadequate healthcare and education for its citizens.

I specifically focused on “nuts and bolts” examples from international cities that MMR could learn from in order to improve the quality of life. These cover three main areas: planning, governance and funding.

- **Planning:** An economic master-plan needs to be made before a physical master plan. A city needs to plan for transportation, affordable housing, open spaces and land use by taking into account at least a 20-30 year forward perspective.
- **Governance:** Most cities in the world that follow best practices have accountable and elected Mayors with a 4-5 year term. They also use corporatised agencies with CEOs to deliver important public services (for example, Transport for London).
- **Funding:** Most large cities with best practices spend more than \$300 per capita per year in capital expenditure. Mumbai needs US\$180 billion of capital expenditure by 2030 (\$9 billion per year) to execute plans and create infrastructure. Of this, approximately \$60 billion will be required to fund the city's transportation projects and another \$60 billion to finance affordable housing stock. Globally, cities have used key funding sources such as land monetisation, property tax and user

charges, debt and PPP and support from government. MMR would need to use all these sources to create a world-class infrastructure and fulfil other social obligations.

If MMR is to become a world-class metropolis, McKinsey suggests three structural actions that should be taken as soon as possible:

- Election of a metropolitan mayor for MMR empowered for a 5-year term
- Transfer of 20 percent of the collected GST directly to the city as done in all large cities in the world
- Creation of accountable corporatised agencies (similar to BEST or Transport for London) for transportation, economic development and housing. These SPVs/corporatised agencies could be led by empowered CEOs from the private or public sector

McKinsey also suggested some steps that the Government of Maharashtra could take immediately to catalyse MMR's transformation:

- Design, build and monetise 8-10 “economically master-planned” integrated mini-cities in and around MMR
- Transform “ease of doing business” in MMR in 12 months to world-class standards
- Reinvigorate the role of the Municipal Corporation of Greater Mumbai to develop and implement INR15,000 crores of projects (including transportation) every year
- Establish a “ring-fenced” Mumbai Development Fund raised through land monetisation and other cess/taxes to pay for major infrastructure of MMR. Aim to complete all 10 metro corridors by 2022 using this fund
- Create a Unified Metropolitan Transport Authority for Mumbai backed by legislation to ensure multi-modal integration
- Increase the annual supply of affordable housing stock in Mumbai by 1 million units by making new sources of land available and introducing a combination of incentives and subsidies to facilitate low-income housing redevelopment

In other sessions at the conference, suggestions for policies and timelines for particular projects were discussed:

- By 2022, 6 metro corridors will be completed in Mumbai rather than 10. But we could take a stretch target of completing all 10 metro corridors by 2022
- The municipal bond market is not developed. Municipal borrowing should be allowed in India as in other countries
- New projects should be launched but one should efficiently use current assets as well
- Navi Mumbai airport will be operational by 2019
- The government could look at reducing layers required for approval

The Last Word

When asked to describe Mumbai in one word, this is what the Who's Who had to say:

- 'Vibrant'** – Sunil Mathur, MD & CEO, Siemens Ltd, India
- 'Optimistic'** – Jamshyd Godrej, Chairman, Godrej & Boyce Ltd.
- 'Realistic'** – U P S Madan, Commissioner, MMRDA
- 'Inclusive'** – Sitaram Kunte, Municipal Commissioner, MCGM
- 'Excited'** – Sanjay Bhatia, Chairman & Managing Director, CIDCO
- 'Promising'** – Maninder Gill, Director, Social, Urban, Rural and Resilience, Global Practice at the World Bank

Partners-In-Change

'Kabhi Khushi Kabhi Gham'

A free initiative to boost the mental and emotional strength of every child across MMR

Prafulta in partnership with Mumbai First, a not-for-profit think tank NGO, and supported by Global Foundation initiated 'Kabhi Khushi Kabhi Gham' to boost mental health in the city of Mumbai.



The first phase of this project consisted of reaching out to children of over 90 schools in Mumbai and helping them understand the importance of mental health. The process started with counsellors meeting Principals of around 30 schools in each of the 3 different locations and convincing them that building emotional resilience is the need of the hour to help children especially when they are in stress. During these visits, Principals were informed that the event would be conducted at three Don Bosco Institutions (Matunga,

Andheri and Borivili) where students and parents would participate in workshops especially designed for them.

The 1st in the series of Kabhi Khushi Kabhi Gham event was held at Don Bosco International School, Matunga on January 10th 2015. It was a spectacle to watch over 600 students, including a large number from BMC schools, participate in the planned activities. These were students from Class 5, 6 and 7. They sat on the open ground in small groups to write, draw or paint their emotions. Once they got in touch with their feelings of joy, anger, sadness, jealousy, fear etc, they attended a workshop on 'Handling Difficult Emotions'. Children were taught to get in touch with their feelings and express them in appropriate ways. And while the children participated in this process, their parents attended a separate session on 'Effective Parenting'.

The 2nd event was held at Dominic Savio High School, Andheri on January 11 and the 3rd at Don Bosco High School, Borivali on Jan. 17. In each of these venues over 500 children and their parents participated in the workshops. Many of them



expressed that this was the first time they became aware of the importance of feelings and learned ways to deal with them. Violence in society has increased chiefly because of our inability to deal appropriately with feelings. Parents too were happy to learn effective ways of handling their children. They asked many questions and were grateful for the insightful answers they received.

More than 40 volunteer counsellors trained by Prafulta and elsewhere came together to conduct

these sessions for children and their parents. The core team included Fr. Godfrey D'Sa, the Founder Director of Prafula, Ms. Shalu Mehrotra who has been working at Prafula since 2001 and Mr. Shishir Joshi, CEO Mumbai First, who is also a trained counsellor. .

This programme was offered free of cost because of the generosity of Global Foundation that sponsored this event. Looking at the huge positive response and based on the understanding that a programme done only once may not be effective, plans are in store to have follow-up programmes with the same students and also, to organise many more such events for various other schools.

Ms Shalu Mehrotra

Prafula

In the news

Appoint more counsellors in schools

Hindustan Times, January 14th, 2015

<http://paper.hindustantimes.com/epaper/viewer.aspx>

Students and parents get lessons on emotional and mental fitness

Hindustan Times, January 12th, 2015

<http://paper.hindustantimes.com/epaper/viewer.asp>

Speaker Series: Reigniting the Spirit of Mumbai

One step back and two steps forward.

Monday, February 23, was one such evening when people of eminence from Mumbai came together to not just reminiscence the glory but, to draw examples from the past to make this city better in the years to come.

Titled 'Reigniting the Spirit of Mumbai', the first inaugural session had previously hosted eminent speakers Ram Pradhan and Julio Ribeiro who spoke at length about the essence of the 'Spirit of Mumbai'



Alyque Padamsee

This was the second edition of the speaker series hosted jointly by Bombay Gymkhana and Mumbai First.

Padamsee's talk reflected his personality - full of wit and action. Alyque Padamsee - Padmashree, advertising and communications guru and theatre thespian needs no introduction. A multi faceted genius who wears many hats, Mr. Padamsee began with the memories of the Bombay he knew. He stated the ever burgeoning population of Mumbai as one of the primary reasons for the apathetic conditions today. Mr Padamsee recalled that during his childhood, streets in the area in which he

lived (Colaba) were washed unfailingly day after day. People took pride in their city and treated it as one of its own. Today, the scenario however, is quite different.

Mr. Padamsee walked the audience through the various existing problems of Mumbai and gave counter solutions. He went a step further and sought to seek out the answer to the perennial problem of pot hole ridden roads of Mumbai from the audience. In turn, quite a few interesting solutions were offered. “One must remember, where there is a will, there is a way” was the age old adage he impressed upon. Dwelling into another fascinating insight, he stated the pun 'The Bottomline is the Top' holds no more truer than in a city like ours. There was constant interaction throughout and he exhorted the people present to take steps, albeit small ones to effect a change.



Nitai Mehta

Nitai Mehta, Founder Trustee, The Praja Foundation, spoke of the present challenges and how his foundation over the years has helped overcome them. For this, he said, it was important for people to be more informed.

He reiterated the need to empower citizens with tools that can make the elected representatives and the government accountable, transparent and efficient in what they are doing. Only then, will we be able to reignite the Spirit of Mumbai, he stated. According to him, these tools can be used threefold - to make democracy work, to create a culture of good governance and to simplify people's lives. Mumbai Citizens Handbook – 2005, Support of The Right to Information Act – 2007 onwards, Praja Dialogue – 2008 onwards, Praja MLA and Municipal Councillor Report Cards – 2011 onwards etc are some of the tools Praja has employed in the past and continues to do so, in the present.

Earlier, Darius Udwadia, President, Bombay Gymkhana, spoke about Bombay Gymkhana's heritage and its role in history followed by a brief update on the series by Roger Pereira, Vice Chairman, Mumbai First. A brief introduction to Mumbai First and its recent activities was given by Narinder Nayar, Chairman, Mumbai First. The vote of thanks was proposed by Bharat Raut, Vice President, Bombay Gymkhana.



(L-R) Bharat Raut, Nitai Mehta, Narinder Nayar, Darius Udwadia, Roger Pereira, Alyque Padamsee

Mumbai First in the news

Business honchos join chorus for Mumbai as global financial centre

Economic Times, February 7th, 2015

http://articles.economictimes.indiatimes.com/2015-02-07/news/58902673_1_gujarat-international-finance-tec-city-jayant-sinha-finance-minister-arun-jaitley

Mumbai Next: Industry welcomes Maha gov't's infra push

Money Control, February 6th, 2015

http://www.moneycontrol.com/news/current-affairs/mumbai-next-industry-welcomes-maha-govts-infra-push_1294965.html

Rebranding: CM Fadnavis to pitch for Mumbai as banking hub

Hindustan Times, February 4th, 2015

<http://www.hindustantimes.com/mumbai/rebranding-cm-fadnavis-to-pitch-for-mumbai-as-banking-hub/article1-1313692.aspx>

Industrial location policy to be scrapped

The Times of India, February 3rd, 2015

<http://timesofindia.indiatimes.com/city/mumbai/industrial-location-policy-to-be-scrapped/articleshow/46113694.cms>

Many proposals stuck for years, city planners say CM's vision for MMR a rerun of old plans

The Indian Express, February 3rd, 2015

<http://indianexpress.com/article/cities/mumbai/many-proposals-stuck-for-years-city-planners-say-cms-vision-for-mmra-rerun-of-old-plans/>

Mumbai: Fadnavis launches MMR mega financial hub plan

Hindustan Times, February 2nd, 2015

<http://www.hindustantimes.com/mumbai/fadnavis-launches-mmrmega-financial-hub-plan/article1-1312195.aspx>

The Big Picture: Space-starved Mumbai set to get its largest land parcel ever

The Indian Express, February 1st, 2015

<http://indianexpress.com/article/india/india-others/the-big-picture-maximising-mumbai/>

Transforming Mumbai - Jaitley, Cyrus Mistry, Mukesh Ambani to attend meet

Indiainfoline, January 31st, 2015

http://www.indiainfoline.com/article/news-top-story/transforming-mumbai-jaitley-cyrus-mistry-mukesh-ambani-to-attend-meet-115013100091_1.html

CM sets up war room in office

The Asian Age, January 31st, 2015

<http://www.asianage.com/mumbai/cm-sets-war-room-office-301>

CM unveils 'Mumbai Next' initiative to boost infra

Mumbai Mirror, January 31st, 2015

<http://www.mumbaimirror.com/mumbai/others/CM-unveils-Mumbai-Next-initiative-to-boost-infra/articleshow/46071539.cms>

Mumbai Port Trust snaps out of slumber, slums wake up to bulldozers

Indian Express, January 15th, 2015

<http://indianexpress.com/article/cities/mumbai/mumbai-port-trust-snaps-out-of-slumber-slums-wake-up-to-bulldozers/>

Chief minister's office to set up a 'war room' on infrastructure

Hindustan Times, January 15th, 2015

<http://www.hindustantimes.com/india-news/mumbai/chief-minister-s-office-to-set-up-a-war-room-on-infrastructure/article1-1306942.aspx>