Letter from the Chairman

Since my last message, we have had another busy month. Continuing our growing co-operation with the European Union, a conference was arranged on 25th May, when we met up took stock of the four previous conferences that have been held since November 2013, and more importantly we launched another EU India initiative on world cities. Under this interesting programme, three Indian cities – Mumbai, Navi Mumbai and Chandigarh will work with three European cities – Copenhagen, Stuttgart and the Lazio region on urban issues.

Another very interesting and exciting programme was held on 6th June, when Mumbai First partnered with the Netherlands Government to hold a seminar on “A Dutch View on Infrastructure Development and Delivery”. The seminar was attended by Hon’ble Prime Minister of Netherlands and the Hon’ble Chief Minister of Maharashtra and an agreement was signed between two Governments to work together for development of infrastructure projects in MMR particularly the Coastal Road.

The successful model of public private partnership developed by Mumbai First is catching the attention of several other cities not only in India but also abroad. More recently, we had requests from Pune Municipal Commissioner to assist them in setting up Pune Action Task Force and Shishir Joshi and I, visited Pune on 28th May to share our experiences and the Bombay First journey over the last decade.

It was heart breaking to see that several lives were lost recently in a major fire in Kalbadevi. We share the grief with the families of those who lost their lives. This incident again underlines the importance of proper safety and necessity to have adequate fire protection system. No new building permission should be given unless adequate fire protection measures are in place. One sees several new
buildings coming up with no area around for the fire brigade to enter and move around the building in case of any untoward eventuality. We urge MCGM to give this aspect very serious consideration.

On another note we would like to share with you one of our major initiatives for the next 12 months. Encouraged by the very positive response from our Hon'ble Chief Minister, we are gearing up with the arrangements for holding a BRICS Cities Summit in Mumbai in April 2016. In addition, we are also proposing that Mumbai should be chosen to house the headquarters Secretariat of BRICS Nations.

warm regards

Narinder Nayar

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EU & India Cooperate on World Cities Project - Mumbai First Plays Key Implementation Role

Prepared by Dr. P. Karamanos

Three Indian cities- Mumbai, Navi Mumbai and Chandigarh are being paired with three European cities (Copenhagen-Denmark, Stuttgart-Germany, Lazio Region-Italy) under the new World Cities project, a European Union (EU) initiative which originated in the European Parliament. The overall aims of the project are to promote long-term working relations between participating cities across the world and to contribute to better urban policy for the improvement of quality of life. Actions are designed to increase so-called 'triple-helix cooperation' between governments, research and business.

The project is implemented in India in partnership with Mumbai First.

In the last week of May (May 25-29) experts from across several EU countries exchanged information, expertise and engaged in dialogue with senior managers from Mumbai's key agencies. Subject areas for cooperation under the project are selected based on the priorities of Indian cities.
and EU cities expertise (e.g., development plan, waste management, water management, business development). EU and Indian sides exchanged information and discussed relevant urban planning issues during May 27-29. This will be followed by six months of decentralised cooperation on specific topics between the cities after which the EU will organise 5-day working meetings and site visits of the nominated Indian city delegates with their EU counterparts in selected EU cities. The concluding meeting will be held in India, with suggested prospects and take-aways for both India and EU in early 2016. The initiative was launched at the Conference on Sustainable Urbanisation & World Cities.

Conference on Sustainable Urbanisation & World Cities-May 25th, 2015-Mumbai

The day-long conference was organised as part of the Mumbai Partnership between the EU, Mumbai First and Mumbai’s planning agencies in the presence of 15 European city delegates and senior officials of the State government and civic authorities from Mumbai including Mr UPS Madan, MMRDA Commissioner, Mr Kunal Kumar, Pune Municipal Commissioner, Mr. Sanjay Sethi, Addl. Metropolitan Commissioner & Project Director, MMRDA, Mr B C Khatua, Director, MTSU, Mr J K Bantia, former chief secretary Maharashtra and Ms Uma Adusumilli, Chief of the Planning Division of the MMRDA.

The EU was represented by HE the EU Ambassador to India, Dr João Cravinho and Dr W Deffaa, Director General, EU DG for Regional and Urban Policy, Brussels, besides other senior officials and EU experts.

The conference served to launch the World Cities projects, further strengthen the ties between EU and Mumbai institutions, examine the impact of the Mumbai Partnership, and help develop the way forward for EU-India cooperation on sustainable urbanisation.

In the morning session 30-40 representatives from EU and Indian cities focused on the way forward regarding Mumbai’s Development Plan, waste management, wastewater management, and the development of business districts. The afternoon session was open to a larger audience of more
than 150 persons. This session included a keynote speech by Mr. Pedro Ortiz, Senior Urban Planner on Concepts of Metropolitan Management & Planning Considerations about Mumbai, as well as panel discussions on Mumbai Metropolitan Region & Future Urban Planning and Business Opportunities for SmartCities & Environmental Projects.

The conference was attended by representatives from the state and local governments, planning agencies, development authorities, private sector, non-governmental organisations, consulates, universities, consulting firms, and other stakeholders.

**About the Mumbai Partnership**

The Mumbai Partnership (MP) was established in 2013 to build a long-term cooperation platform between the European Union (EU), Mumbai First, government agencies and other stakeholders inorder to address the challenges of urbanisation in Mumbai. The partnership encourages the exchange of best practices, examines the applicability of new policies, supports outreach activities, and promotes smart city development through conferences, working groups, and policy analysis.

The Mumbai Partnership launch event was the Conference on “The Challenges of Mumbai as a Mega-City - A Way forward with the EU” in November 2013. After extensive deliberations, it was decided to focus on the three key development issues of environment, energy/integrated transport and city planning through a series of separate working groups:

1. Working Group - I on Environmental Issues (July 2014)
2. Working Group - II on Energy & Integrated Transport (December 2014)

Overall, the Mumbai Partnership has achieved its objectives in relation to increased capacity and awareness, closer ties between the EU and Mumbai stakeholders, and outreach activities. It has enabled Indian participants and officials to have meaningful discussions with EU and other experts, examine new opportunities, and to develop the way forward for EU-India cooperation on sustainable urbanisation.
Going Dutch: Mumbai's Coastal Road

June 6 was a red letter day in Indo-Dutch relationship. On the side-lines of a Seminar on Dutch view on Infrastructure development and delivery, hosted by Mumbai First, the Governments of Maharashtra and the Netherlands signed a Memorandum and Joint Declaration of Dutch support for the Coastal Road project of Mumbai.

Chief Minister of Maharashtra, Mr. Devendra Fadnavis and the Prime Minister of the Netherlands, Mr. Mark Rutte signed the joint declaration in the presence of a galaxy of official's representation Maharashtra and the Netherlands, apart from Industry captains.

The Coastal Road, a 36 km project will connect Kandivali suburb to Nariman Point along Mumbai's west coast. In their presentation Dutch Experts shared their view on the feasibility of combining the coastal road and the new metro line 3 has been studied by the Netherland government. Given the experience the Netherland have with sustainable land reclamation and the use of the sea when there is a shortage of land, the Netherland Government has keenly agreed to share its knowledge in this field.

In May 2015, two Dutch Government experts visited Mumbai to discuss how best to execute the Mumbai Coastal Road-cum-metro executed, using international best practices. Apart from stakeholder inclusion, a recipe for success for the projects executed by the Dutch in both the Netherlands and in other countries, etc. has been 'early contractor involvement' by world famous Dutch marine specialized Design and Build companies. All these companies have been working on coastal projects for over 100 years.

How the Coastal Road and the metro can be combined and how Mumbai can benefit from stakeholder inclusion and 'early contractor involvement' has been captured in a report, based on the findings that these two experts in Mumbai gathered in May.

The presentation was followed by an open house discussion on the same subject, Moderated by Mr. Sanjay Ubale, former IAS and CEO, Tata Reality and Infrastructure Ltd.

Among those who attended included Mr. Ajoy Mehta, Commissioner MCGM; Mr R Ramanna, Executive Director (Planning) MMRC, Mr. UPS Madan, Commissioner MMRDA, just to name a few.

“The Dutch came with their expertise of building with nature”, as urged by the Chief Minister Mr. Fadnavis.
Mumbai First inspires Pune citizens to launch Pune Action Task force (PATF)

Mumbai First has often been cited as a best practises case study by institutions across the world. It was also a pleasant surprise that Mumbai’s very backyard, Pune, drew inspiration, resulting in citizens joining hands to change things for the better.

Pune Action Task Force (PATF) is an initiative of like-minded well-intentioned citizens and civil society leaders from Pune who joined hands with people’s representatives to launch PATF. At the inaugural event, Kunal Kumar, Commissioner, Pune Municipal Corporation lauded this effort and assured his full might. Ganesh Natraj and Ruchi Mathur of Zensar, Pune MP, Mrs Vandana Chavan were among those present. Some of the key projects initiated by PATF includes:

**Swachh Pune:** The goal is to achieve a Zero-Garbage and Zero-open defecation city. To start with, PATF is working on garbage management and also setting up replicable models for Toilets on high streets.

**Saakshar Pune:** The goal is to ensure Quality Education for all. Work is being done on Teacher Training as well as infrastructure requirements in schools. 33 schools are being developed as ‘model schools’ which will serve as the intersection point for all 3 tracks viz Cleanliness, Digital Literacy and Quality Education.

**Digitally Literate Pune:** Digital Literacy is the ability to use a digital device, namely the internet, for an improved quality of life. PATF has put together a strategy and plan to reach 100% Digital Literacy in Pune, over the next 3-5 years.
Pune’s Municipal Commissioner Kunal Kumar spoke at MCCIA on Public-Private-People partnerships and the Pune Action Task Force (PATF). PATF led by Ganesh Natarajan, Meher Pudumjee, Anand Deshpande and Anshoo Gaur aims to create a Swachh, Saakshar and Digitally Literate Pune. Mumbai First Chairman Narinder Nayar and CEO Shishir Joshi spoke of their experience whilst McKinsey’s Shirish Sankhe provided direction for Pune becoming a Smart City.

“Let’s make Mumbai safe from fire hazards”

In the recent major fire accident in a century-old-building in Kalbadevi, Mumbai lost four senior fire brigade officials in service - not to mention loss of private property. The incident follows a spate of major fire accidents occurred in 2014, including the Lotus Business Park (Andheri) fire accident that claimed one fireman. These accidents remind us that fire still continues to be an untamed threat to the most populous and largest city of India.

Mumbai faces a major fire hazard, especially from the 32,429 buildings that are more than 30 years old. Old buildings are more vulnerable to short circuits, as pointed out by FICCI’s India Risk Survey 2013 report: “More than 70% of the 13,185 fire incidents between 2009 and 2012 in Mumbai were caused by short circuits primarily in old buildings”. Even in the case of Kalbadevi accident, initial clues suggest that short-circuit caused the fire (although final reports are yet to be released).

Most of the old buildings do not have fire safety systems installed in them. In fighting fire and mitigating its disastrous consequences, detecting fire in early stage is the most important step. Fire detection technology is very mature to an extent that wide variety of fires can be detected in very early stages in various types of buildings: from historic buildings to office buildings, from tunnels to aircraft hangers, from warehouses to shopping malls…etc. Fire detection systems coupled with appropriate fire-suppression systems and evacuation systems can drastically mitigate loss of personnel and property in fire incidents. While fire-suppression system attempts to douse the fire instantly, evacuation system guides people to safety – well before the fire brigade arrives at site.

On the other hand, fire systems are installed in majority of the recently constructed buildings. But the equipment is not maintained in operational condition – as was the case in Lotus Business Park (Andheri) fire accident.

In other words, compliance of the buildings to the fire safety norms in Mumbai is not up to the mark. According to the municipal corporation, about 95 per cent of the buildings in the city have not undergone safety audits as mandated under the Maharashtra Fire Prevention and Life Safety Measures Rules 2009. “Noncompliance of standards and regulations seen as a major challenge to slash incidents and losses”, according to FICCI’s India Risk Survey 2013 report.

Stricter implementation of regulations will certainly help in making Mumbai safe from fire.

By- Mr. Devidas Kulkarni, is head of Building Technologies division of Siemens Ltd.
India's Undisputed Global Finance Hub - Mumbai

The last two months, there has been much discussion on the resurgence to emphasize Mumbai as an International finance hub and destination. Here is one more argument in favour.

**Mumbai: The Starter City's Untold Story**

India has the fastest growing and 3rd largest start-up ecosystem in the world with nearly 800 start-ups a year (Nasscom). A recent report from CB Insights on Asia's top emerging start-up cities names Beijing, Tokyo, Shanghai, and Bangalore at the top 4 positions, with Delhi, Mumbai and Gurgaon among other Indian cities in the top 25.

Mumbai attracts US$513 million of investments in start-ups - the 3rd largest after NCR and Bangalore - is a lifestyle zone, is flush with economic activity, has the right combination of food, fashion, finance, retail and entertainment and plentiful work opportunities. However, the right set of initiatives could catapult Mumbai into the forefront of Indian as well as global cities for start-ups.

New York, the second largest tech hub in the world is a virtuous cycle of investments. New companies use established infrastructure and industries such as advertising, media, finance and fashion as platforms for growth. The true power of networking emerges here where successful founders encourage, mentor, as well as support enterprising employees and peers to take the leap into founding new companies. The sale of Double-Click for $1.1 billion in 2005, kicked off a decade of rapid growth for the New York City tech sector. Since, then companies like Buddy Media, Etsy, Gilt Group and App Nexus have received millions of dollars in investment and exited for several billions more. These resources have found their way back into newer start-ups in the circle.

As another example, London has retrofitted its East London zone where old industrial sheds and spaces have been converted into hip and cool spaces for suave start-ups to mushroom. This was an initiative by the Mayor of London in the mid 2000’s, and today is attracting some of the best talent across Europe. The city's vibrant and mixed cultural scene has been a major factor in attracting entrepreneurs and talent. In the last four years, the number of tech companies in East London has reportedly nearly quadrupled to about 1,400.

Mumbai, compared to Delhi and Bangalore, already has some advantages – with uninterrupted power supply, satellite hubs, an efficient public transport system, a promising funding ecosystem, some of the country's finest academia, and a persistent attitude with which work gets done. With only 6% of Indian start-ups founded by women, the city being among the safest in India, offers a good beginning for women entrepreneurs. Set to grow by 40% over the next 5 years the city is planning major infrastructure investments in water ferry taxis, sea links that connect all the way to Nariman point, and another two metro lines to cut across the city. The city with the option of scale and complexity also offers entrepreneurs a testing ground for their ideas and innovations, becoming a
beginner's obvious favourite. And since technology enables businesses today, Mumbai has the capacity of driving a technology-led entrepreneurial revolution.

Learning from London, MMRDA can help leverage current infrastructure and retrofit abandoned projects into business districts with co-working environments for shoestring budgets. Mumbai can also take inspiration from New York and create its own funding network, as the city is home to the largest number of billionaires in the country who are keen to fund great ideas.

While the government has announced the launch of a Rs. 10,000 crore fund to increase capital flow to start-ups and SMES in the country, issues such as lack of adequate tax incentives and sheer red-tapism remain unaddressed. Today, it takes 13, 11, and 11.9 procedures; and 30, 27, and 28.4 days to start a business in Mumbai, Delhi, and in India overall. With the government's focus on improving business conditions and moving to a paperless e-filing mechanism, there is scope for improving Mumbai's rankings.

Mumbai can be a harbinger of the Indian start up ecosystem if the city provides access to low cost quality infrastructure, a funding eco system, incentives to attract employment in start-ups and a hassle free environment, kick starting a virtuous cycle in investment, employment, entrepreneurship and development.

By: Dhanpal Jhaveri - Managing Partner – Private Equity

As the Managing Partner of Everstone Private Equity, Dhanpal is involved in all facets of the firm’s private equity investment process, but with a particular focus on exits as Head of Exits & Capital Markets. Prior to joining Everstone in 2008, he had seventeen years of experience in corporate finance and strategy. Dhanpal previously worked with Vedanta Resources as Director of Corporate Strategy, with ICICI Securities as the Head of Investment Banking and with KPMG as a Partner.

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**Round Table discussion on Counter-Terrorism**

Mumbai has often been the target of terrorist vengeance. The attacks in 2008 are a grim reminder of the vulnerability that this city and metropolis faces. Only recently, the Government in Maharashtra has given the green signal to fortify Mumbai with Closed Circuit cameras, a cause which Mumbai First has been relentlessly pursuing since the attacks.

Mumbai First has also been the initiator in bringing experts from various countries, across the table with their counterparts in Mumbai. Be it the Scotland Yard or the New York police.
This time, it was a discussion on Counter Terrorism, preceded by a presentation of his research findings by Dr. Gary Lafree, who is a professor of criminology and criminal justice and director of the national consortium for the study of terrorism and responses to terrorism (START) at the University of Maryland. Dr. Lafree has also served as president of the American Society of Criminology (ASC) and was named a fellow of the SAC in 2006. He has also served as the past president of the ASC's division on international criminology, the chair of the American Sociological Association's section on crime, Law and Deviance, the Executive Board of the Harry Frank Guggenheim Foundation, the Executive Committee of the Justice Research Statistics Association. Dr. Lafree has written over 80 articles and book chapters and five books mostly looking at criminal and political violence. He received his Ph.D in sociology from Indiana University in 1979.

The discussion was moderated by Mr. J K Banthia (Former chief secretary, Maharashtra). In his presentation Dr. G. Lafree talked about the world wide patterns of Terrorism, pattern of terrorism in India followed by sharing some of his research insights. The discussion also included the importance of tying up the national and international agencies in tackling terrorism.

The discussion was marked by the presence of civil societies, private players and defence sectors such as B.C Khatua, Director MTSU; Atulchandra Kulkarni, JCP (Crime); Milind Bharambe, Jt. CP (Traffic); Sudhir Amin (Deputy Chief Fire Officer); Sanjay Saxena, IPS and Chief Force One; Parag Vora, Head of security, Mahindra, Mr. Rajan Luthra Vice president, Global Corporate Security, (RIL).

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OnBoard:Guiding the Visually Impaired

'I hope every BEST bus in Mumbai has one such device' BEST GM

Mobility and transport have always been thoughts which tire the average commuter across Mumbai. The condition is even more deplorable for those who may be fully or partially Visually Impaired (VI), thanks to the absence of basic facilities which have never been thought or implemented.

The breakthrough has come from IIT Delhi and XRCVC which partnered with Mumbai First and supported by BEST, Mumbai's lifeline on roads, completed its experiment of the On Board.
It is a device which can facilitate VI commuters to identify the bus route/number and also seamless entry into the bus. The device works on radio frequency and consists of a very affordable, small user module and a bus module with a speaker fitted next to the entrance of the bus. The system has a very simple user interface.

The device was first tested with a small number of users on cluster buses operated by Delhi Integrated Multi-Modal transit system (DIMTS). The Mumbai trails was the first instance when a full scale real life unsupervised testing of the system has been undertaken. The trials have been conducted for more than two months starting 31st Jan 2015 and concluding on 8th April 2015. During this period two phases of testing were undertaken. The first phase saw OnBoard units fixed on 16 buses on route numbers 121 and 134 which led to over 100 supervised boarding by visually impaired persons.

Mumbai First, IIT Delhi's ASSISTECH, Xaviers's Resources Centre for the visually challenged (XRCVC) and the Brihan Mumbai Electricity Supply and Transport (BEST) has played a key role, taking the initiative to organize the trails in Mumbai. Mumbai First has also helped in setting up meetings with key BEST Officials to ensure a seamless coordination of the operation.

The trials have been conducted for more than two months starting 31st Jan 2015 and concluding on 8th April 2015. During this period two phases of testing were undertaken. The report based on the analysis of the trial data would be ready by July 2015.
TRIBUTE TO OUR FIRE FIGHTER BRAVE HEARTS

On May 9, 2015, a building in south Mumbai's congested Kalbadevi went up in flames, compelling the Fire Brigade to press all their services to bring it under control. There was no civilian casualty. Tragically, the blaze claimed Mumbai's four fire-fighting heroes.

Mumbai First in the news

Rapid expansion of MMR essential to accommodate future population, The Indian Express
May 26, 2015

EU, India to cooperate on World Cities Project, 26th May, 2015

Experts from Europe to study City's BLUEPRINT, Hindustan Times, April 24, 2015

Devendra Fadnavis @Dev_Fadnavis 5d
Had a good discussion with EU Ambassador Dr. @JoaoCravinho about international significance of Mumbai & other devpt work