Transforming Mumbai and MMR
Into a
World Class Region

Presentation to

Hon'ble Chief Minister of Maharashtra

MUMBAI
first

Presentation Outline

1. **Transformation Agenda for MMR**

    – Background of Mumbai and MMR

    – Role of Mumbai First

    – Partners in Transformation for MMR

    – Role of Mumbai First

    – Key challenges for MMR

    – Contribution of Mumbai First and Mumbai First

2. **Concept Plan for MMR**

3. **Way Forward for Mumbai First and Mumbai First**

Transformation Agenda

for MMR

Importance of Mumbai

- India's Prime City, with Global Status

- MMR as Industrial , Export – Import Hub
  - 10% of factory employment,
  - 25% of industrial output,
  - 40% of India's foreign trade
  - 70% of maritime trade in India

- Mumbai is the Business , Financial & Entertainment capital of India.
  - 33% of income tax collections
  - 60% of customs duty collections,
  - 20% of central excise tax collections
  - 70 % of capital transactions to the nation's economy.

- Over 60% of State's revenue collections

- Generates more than 6.16% of the total National GDP at US $ 209 Billion

- India's largest city by population- Mumbai -13mn, MMR-22mn.

- World's 5th largest Metropolitan region – 8 Mun. Corporations, 9 Mun. Councils – 4355 sq.kms.

Mumbai as the Financial Capital
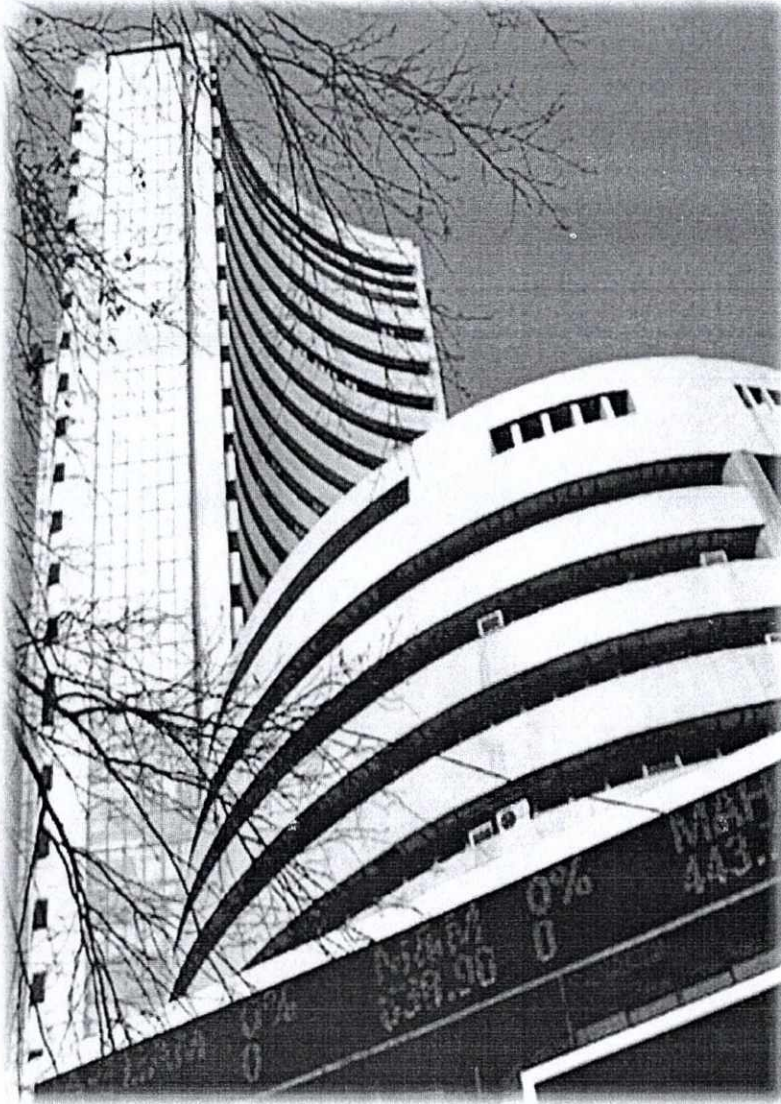
- ➢ Bombay Stock Exchange is the largest stock exchange in South Asia, 12th largest in the world Started under a banyan tree in 1875

- ➢ Mumbai is home to country's key financial regulators

- ➢ Major hub of business, industry and services

- ➢ 97% of foreign banks are located in Mumbai

- ➢ Entertainment is big Business: Bollywood is the world's largest film industry Produces more than 1,000 films a year

Situation on the Ground is grim

Water supply	Sewage	Affordable Housing	Public Transportation
Only 105 lpcd supplied, need 140-150	Only 30% of sewage is treated	53% in Mumbai & 45% in MMR population lives in slums	Public transport share has declined from 86% to 76%

Storm water drains	Private Transportation	Solid waste	Open Space
Storm water drain coverage of only 20%	Peak morning travel time of 1.5-2 hours	Only 70% of solid waste collected	Only 2.7 m2 open space per capita compared to 14 m2 in Beijing

SOURCE: McKinsey Global Institute analysis
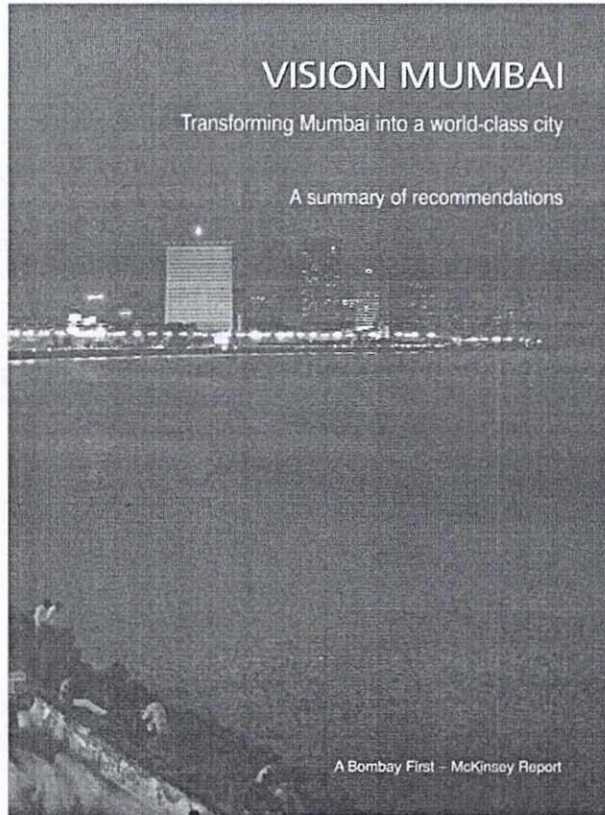
Need for urgent, drastic measures

WAKE UP CALL

Stepped In

Carried out a study together with McKinsey

Role of Bombay First

VISION MUMBAI

Transforming Mumbai into a world-class city

A summary of recommendations

A Bombay First – McKinsey Report

Transforming Mumbai into a World Class City
Bombay First- McKinsey Report 2003
This study proposed a comprehensive programme for the next 10 years for the transformation of the Mega City.

➢ Modelled on another successful institution, London First
➢ A Think Tank for the city
➢ Acknowledged as 'Best Practice' for Public Private Partnership by the Ministry of Urban Development , Government of India.

Vision

" Transforming Mumbai into a world class city with a vibrant economy and a globally comparable quality of life for its citizens"

Mission

To enhance the quality of the citizens of Mumbai and improve the economic and social fabric of the city. In short, to transform Mumbai into a world-class city, one of the best places in which to live and do business in

International Co-operation and Expertise – Mumbai First

Bombay First does not believe in "re-inventing the wheel" and we feel that cities who have gone through urbanization programs, could be invited to participate in the development in Mumbai. With this in view, Bombay First has been successful in bringing experience and technologies in different fields from:

- **European Union**– In November 2013, 200 participants, 38 from Europe, which included Mayors, Deputy Mayors, Specialists in different fields, came to Mumbai for a 2-day conference, to discuss solution for Mumbai infrastructure problems – this included areas covering water management and resources, better city plans and a vast range of technology that could be useful in resolving Mumbai's problems.
- **Barcelona** – through close association with the Mayor's Office, particularly in the area of Port development and also "Smart City Concept"

International Co-operation and Expertise (cont..d)

- **London First** – through their network, arranged several meetings connected with Security and counter-terrorism measure adopted in London
- **Mayor of London** – conference was organized with the Mayor of London, when they shared their concept of preparing a London Plan and also the Governance pattern in the city.
- **London Metropolitan Police** - close co-operation established between Scotland Yard and Mumbai Police, full details of this has been given earlier.
- **New York Police** – Close co-operation between Mumbai and New York Police at various Security events as mentioned earlier
- **Singapore** – following a conversation with Minister Mentor – Mr. Lee Kuan Yew, Bombay First took a delegation to Singapore to see the working of URA and their ideas on development of Singapore over the last 40 years. This led to preparing a 40 -Year Concept Plan for Mumbai Metropolitan Region, as mentioned earlier.

Unique Public-Private Partnership Created

Citizen's Action Group (CAG) - Chaired by Chief Minister, GoM, VC – Narinder Nayar, Bombay First

- Consists of 30 eminent citizens from cross sections of society,
- To be managed by citizens - self-driven and self-regulated - for membership and process
- Bombay First to act as the Secretariat of CAG

Empowered Committee (EC) - Chaired by Chief Secretary, GoM

- Consists of officers and 8 public/ corporate nominees. *(Deepak Parekh, Noel Tata, Anand Mahindra, Jamshyd Godrej, Ranjit Pandit, Vithal Palekar, Mukesh Ambani / Anand Jain and Narinder Nayar)*
- Empowered to decide on proposals except those of cabinet and cabinet committees
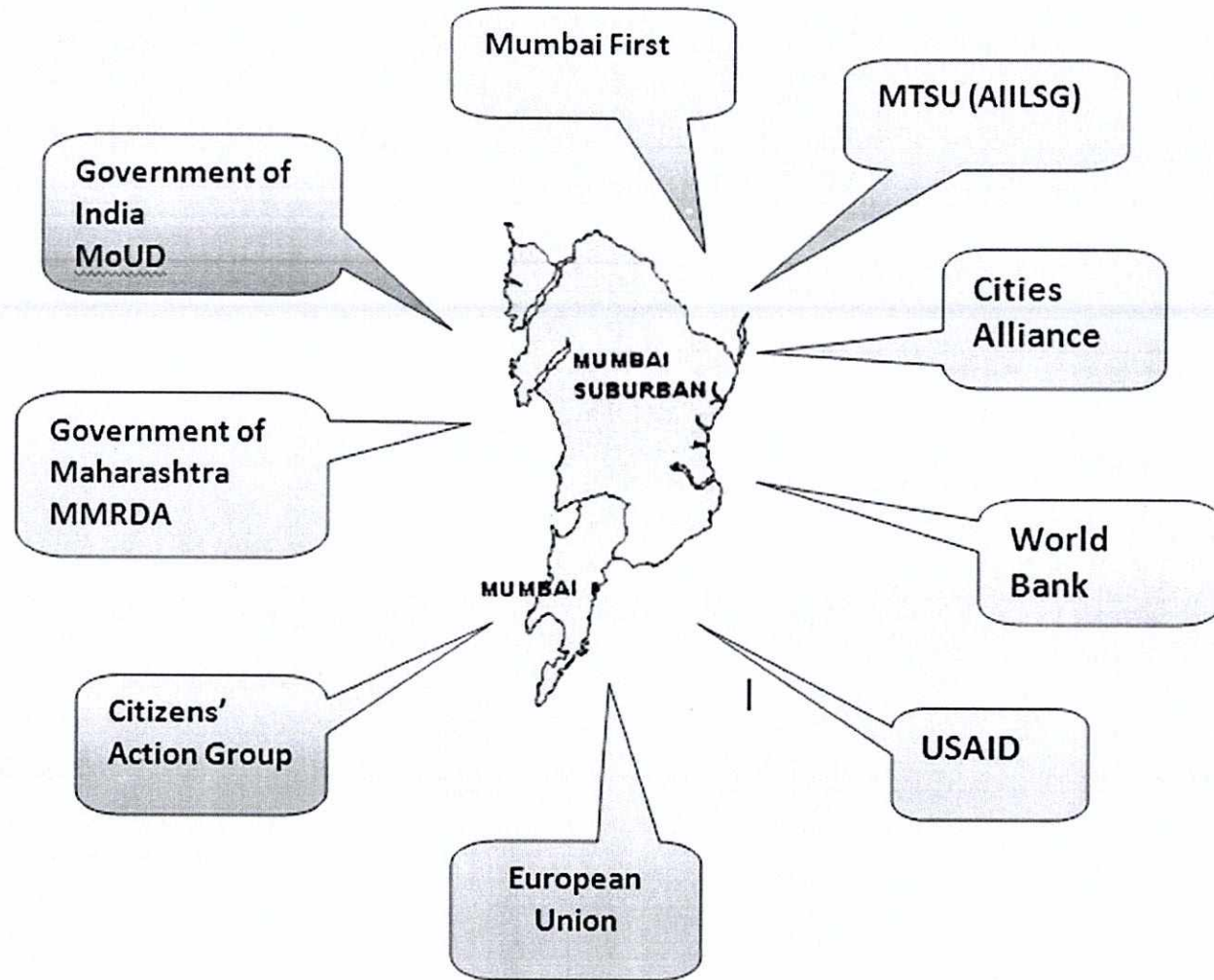
Secretary (Special Projects) created in GAD

Mumbai Transformation Support Unit (Mumbai First)

Mumbai First (Mumbai Transformation Support Unit) created in (2005) AIILSG to anchor

monitor the transformation agenda and provide secretarial services to EC and CAG

Partners in Transformation

Key Challenges for MMR

Housing

- 9 million live in slums
- 5 Lakh migrants added annually
- 2 million homes required
- Present policy discriminatory and developer oriented

Planning & Implementation

- Lack of proper planning, ad hoc housing policy, no open spaces.
- 0.33% of the city is open space VS the global standard of 2.5 %
- Need for dynamic Regional and Development Planning
- Multiple agencies - Lack of coordination & accountability

Governance

- This is a big challenge – 17 agencies run the city
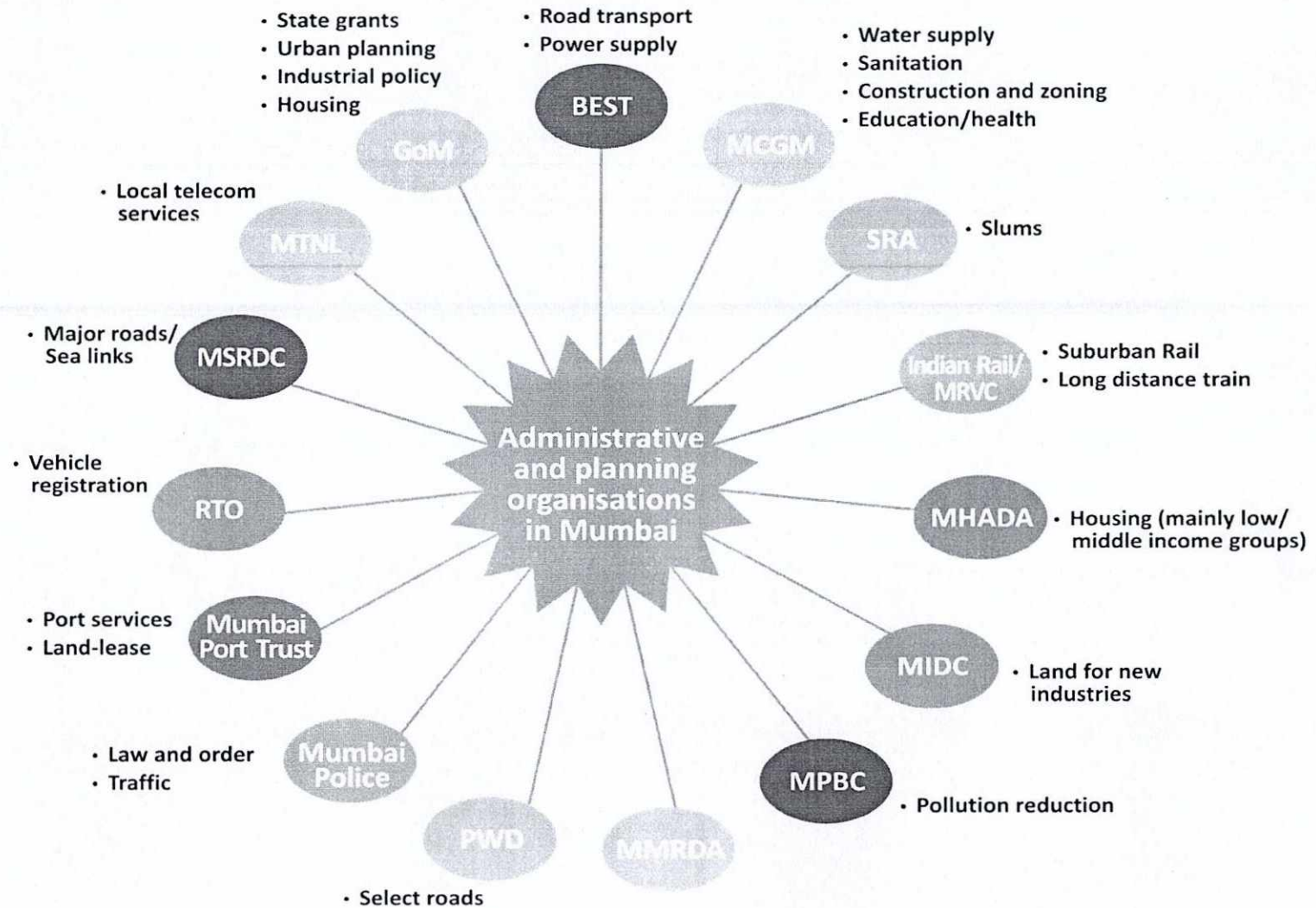- We have the orchestra but no conductor or director.

Transport

- Multiple agencies. 21st century traffic carried on inadequate 19th century infrastructure .
- Slow progress in Public Transport infrastructure

Climate Change:

- Consequences not fully Realized
- Battling the sea water rise

Governance : Mumbai is currently run by multiple agencies

- State grants
- Urban planning
- Industrial policy
- Housing

- Road transport
- Power supply

- Water supply
- Sanitation
- Construction and zoning
- Education/health

BEST

GoM

McGM

- Local telecom services

MTNL

SRA · Slums

- Major roads/ Sea links

MSRDC

Indian Rail/ MRVC
- Suburban Rail
- Long distance train

- Vehicle registration

RTO

Administrative and planning organisations in Mumbai

MHADA · Housing (mainly low/ middle income groups)

- Port services
- Land-lease

Mumbai Port Trust

MIDC · Land for new industries

- Law and order
- Traffic

Mumbai Police

MPBC
· Pollution reduction

PWD

MMRDA

· Select roads

Contribution of Mumbai First

- Set up 7 missions in collaboration with GoM Departments / Agencies to prepare sectoral Road Maps for action

1. Transport	2. Housing	3. Health	4. Education
5. Governance	6. Environment	7.Security	

- Follow up on Mission Reports for Action
- Facilitated Visit of Home Minister / police officers to London on Security study tour.
- Invited UK Experts for training Mumbai police and security
- Held Conferences and Workshops on Urban and Energy Challenges with pan-EU experts
- Invited Dutch experts working on "Building with Nature" principles for meeting with Hon'ble CM and Govt officers.
- Financial support to Mumbai First

Contribution of Mumbai First

- Has conducted a number of studies on urban issues identified by Govt, fully funded and guided by experts from World Bank and Cities Alliance

- Has conducted a number of studies for Government departments and agencies such as Dept of Housing, MMRDA, MCGM, CIDCO.

- Provided need based policy analysis and inputs to the Government.

- Monitors Transformation agenda of MMR and provides inputs/ updates to the Empowered Committee

- Brings up important issues thrown up by government agencies, Experts, NGOs, and public to EC.

- Secretarial support to EC and CAG.

Concept Plan for MMR

"If one does not know to which port one is sailing, no wind is favorable"

....Seneca

Where are we heading

Where do we want to be by 2052..?

Unique Initiative - 40 year Concept Plan for MMR

Bombay First strongly advocated the need of a 40 year 'Concept Plan' for MMR.

Government accepted the recommendation and International Consultants appointed and work commenced March 2010
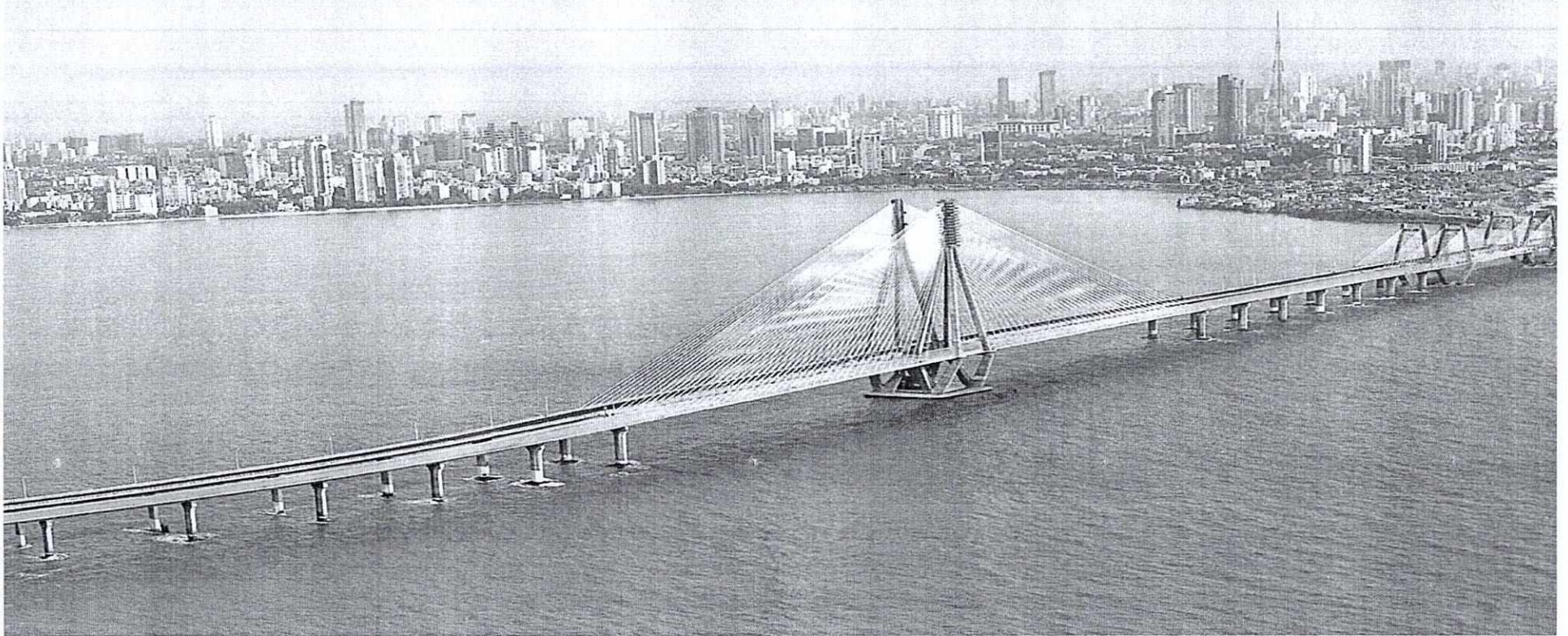
The need for a "Concept Plan for MMR"

- Saturation of Mumbai as a growth centre

- Increasing integration of suburban cities into Mumbai's ecosystem

- But Planning and governance in MMR is still fractured without synergy.

- Felt need for integrated strategy and planning for balanced and synergistic growth of MMR.

- Bombay First, MMRDA and Mumbai First came together to prepare a 40 year Concept Plan for MMR in 2009. Government accepted the recommendation. Singapore based Consultants - Surbana International Consultants (India) Pvt. Ltd. were appointed through a rigorous selection process.

Objectives of a Concept Plan for MMR

- Concept Plan is a strategic development vision and a long term physical development framework, to direct its physical and sectoral growth.

- Key objective of the Concept Plan is to explore bold and break-through ideas from international experiences in city development.

- It also establishes benchmarks for development of various sectors based on global best practices and determines strategies to achieve this.

- The Concept Plan will help determine the long-term positioning of MMR nationally and internationally.

- It will demonstrate strategies to bring about renewal of its existing urban areas as well as optimize development in the newly urbanizing areas in a synergistic and sustainable manner.

Some Statistical Highlights of MMR

S.No	Item	Mumbai	MMR	
		2012	2012	2052
1	Area (sq.km)	482	4335	4335
2	Population (mn)	13	26	44
3	Population Density (per sq.km)	31,500	5970	12000
4	Urbanisation Area (sq.km)	250	650	1740
5	Strategic Govt. Land Ownership (sq.km)	-	16	304
6	Urbanisation to be restricted to (%)	-	-	40%
7	Protected Nature Area (%)		31%	31%

Path towards Transformation: Proposed Concept Plan 2052

DEVELOPMENT STRUCTURE
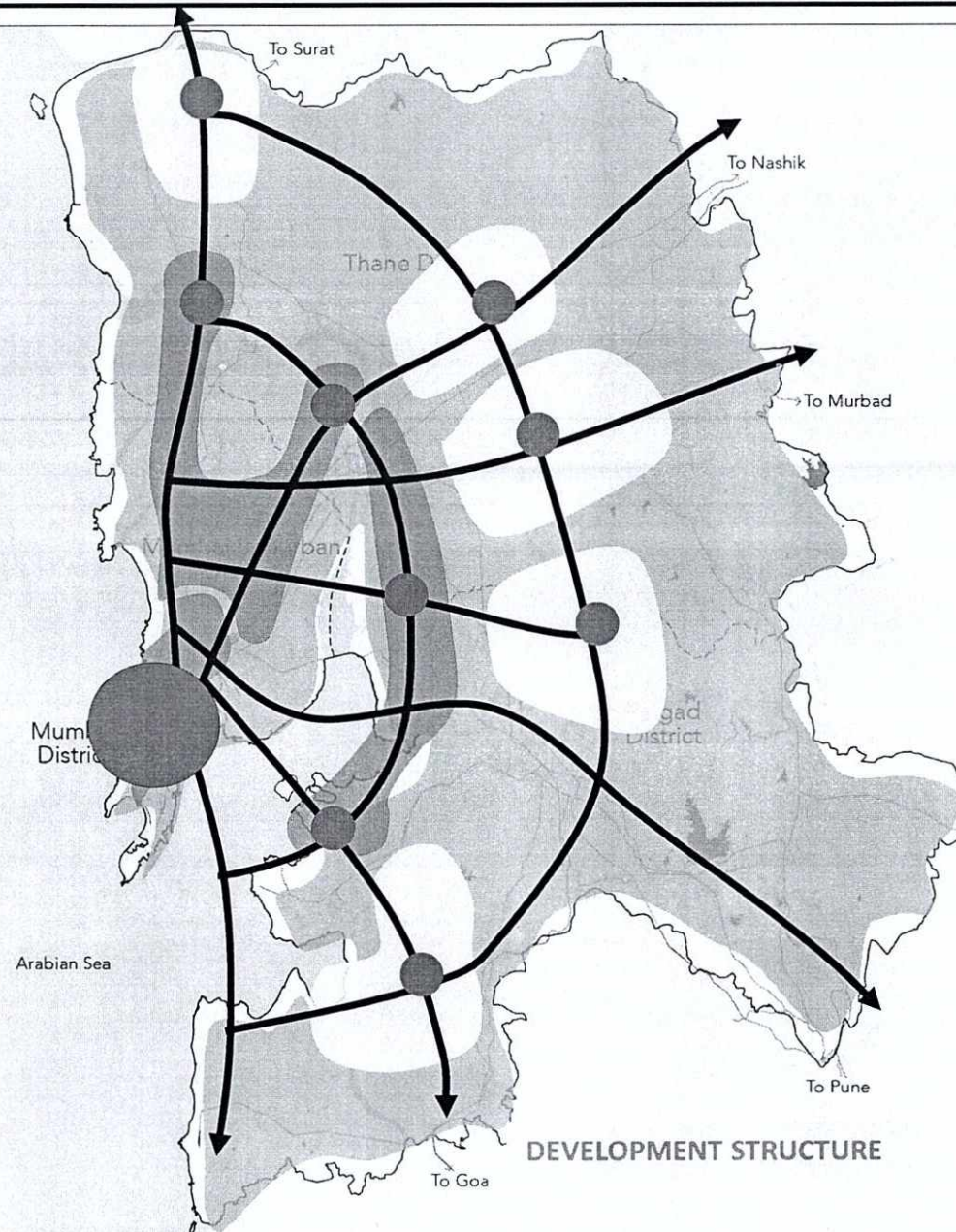
1   **A Distinctive Global Financial Centre:**
MMR's economic engine

2   **Balancing Urban Growth:**
Initiating multiple and systematic city developments

3   **Jobs for all:**
Ensuring healthy employment supporting economic advancement

4   **A Place to Call Home:**
Equitable and quality living for all citizens

5   **A Metropolis on the Move:**
Efficient transportation systems as backbone of MMR's growth

6   **In Sync with Nature:**
Preserving nature and integrating with lifestyles

7   **Enlivening the Magic of Mumbai:**
Celebrating Mumbai's unique identity and integrating international culture

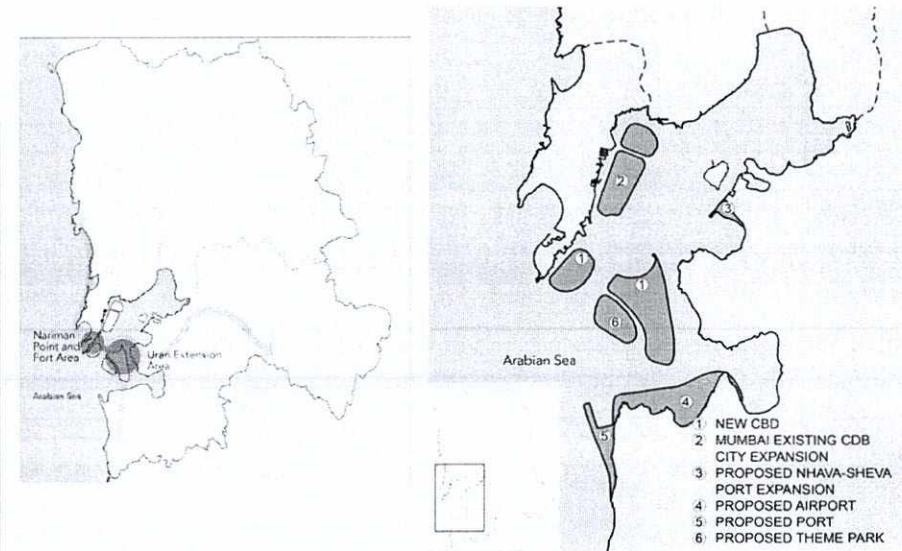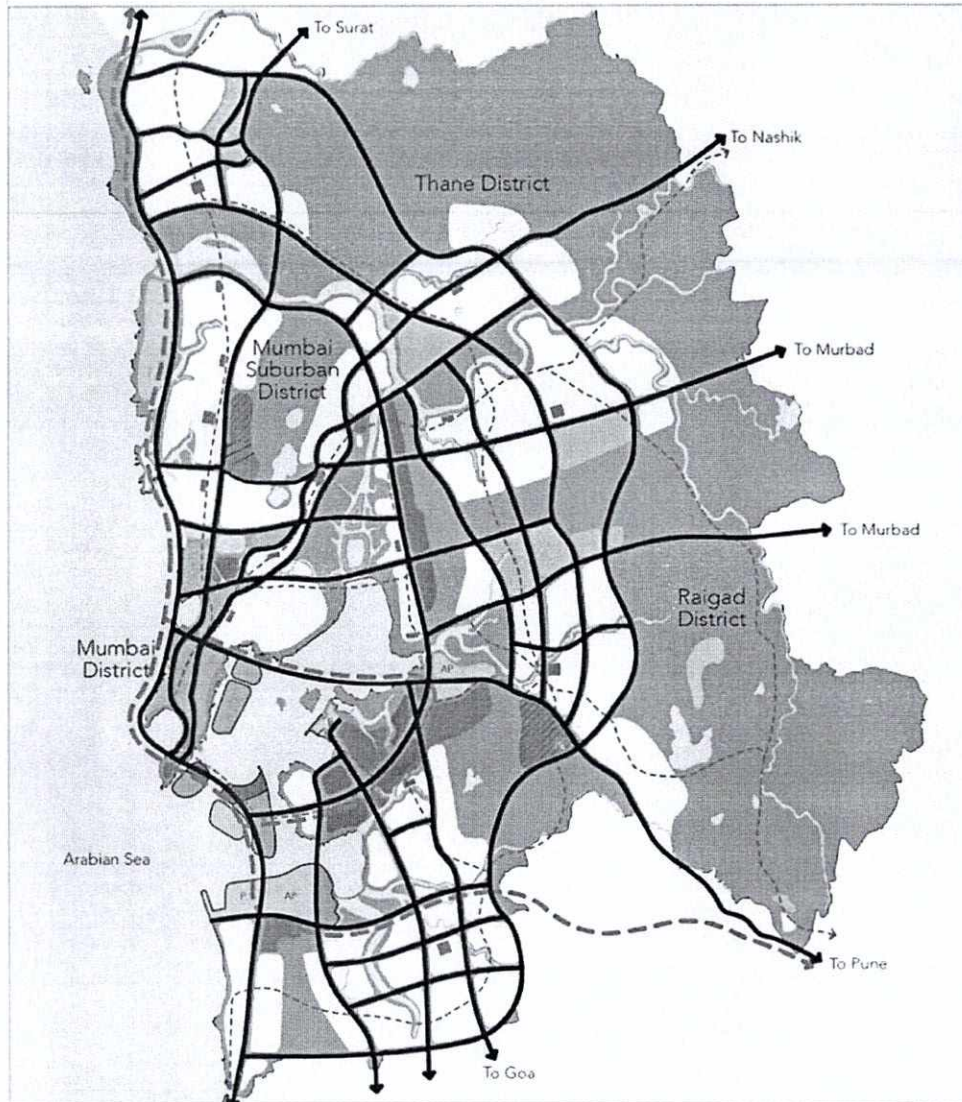# Regional Concept Options

"City of Cities": The Base Case
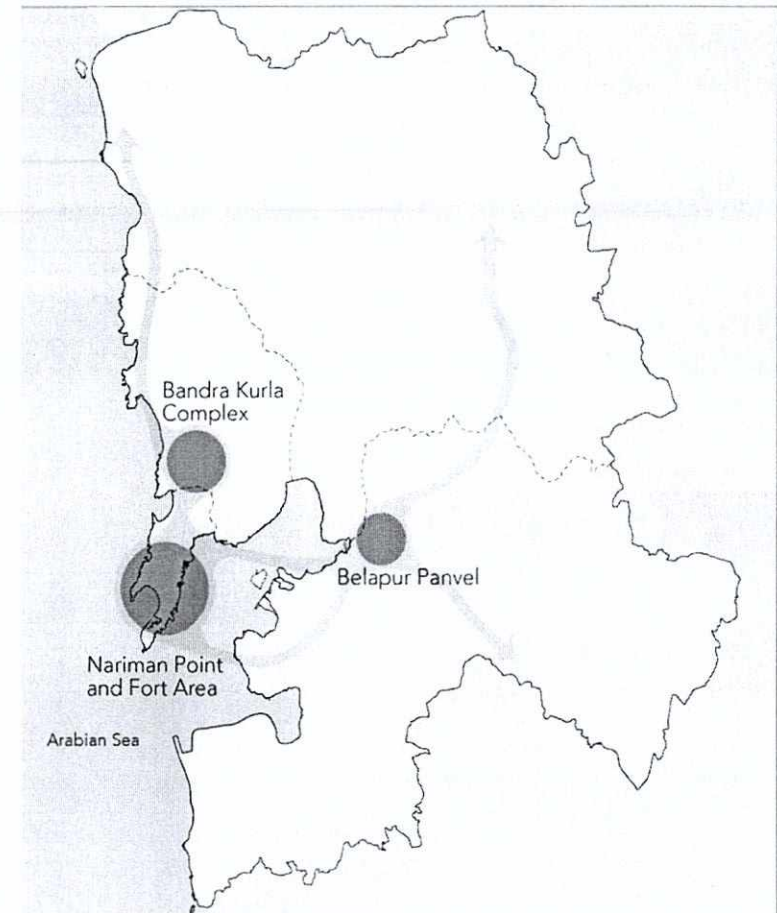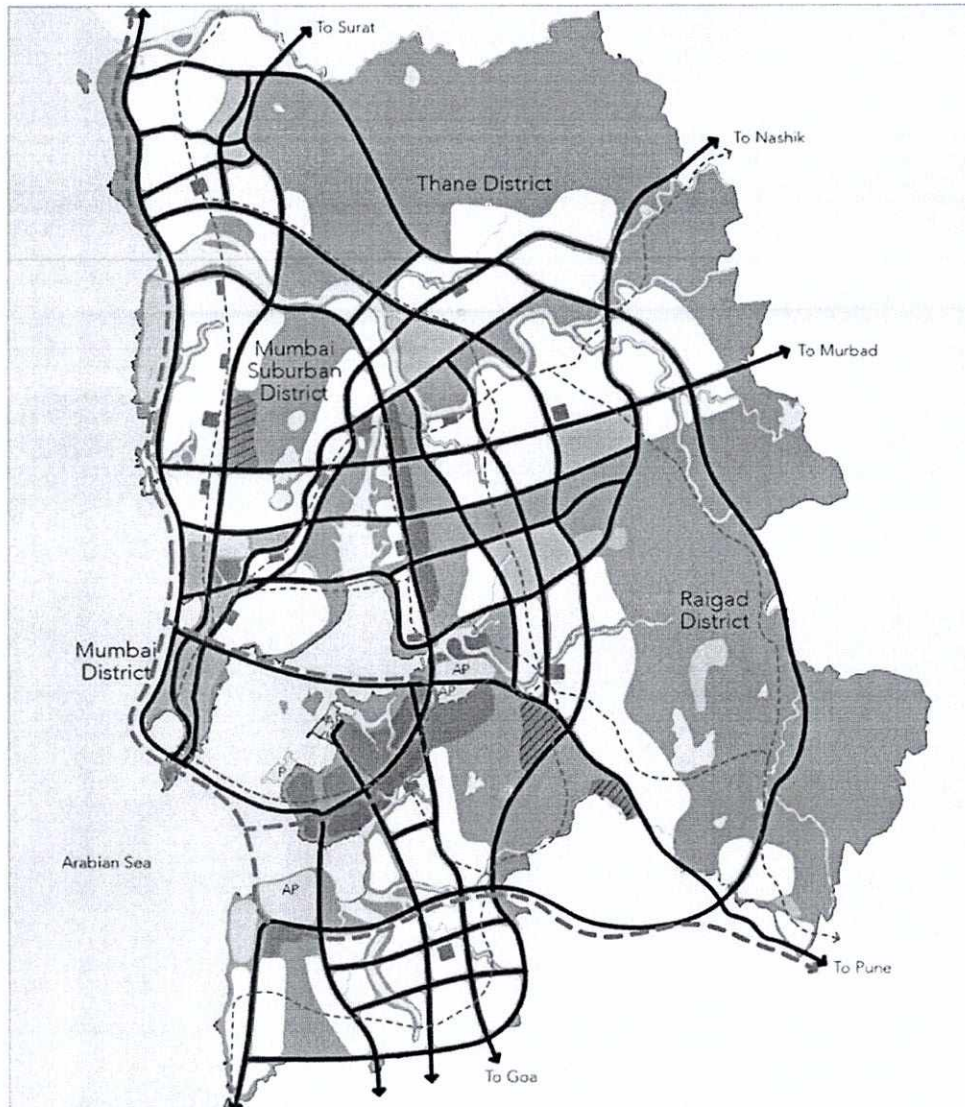
Regional Concept Options

In the long term a more breakthrough approach can be adopted

"City of Islands": The Enhanced Case

1. NEW CBD
2. MUMBAI EXISTING CDB CITY EXPANSION
3. PROPOSED NHAVA-SHEVA PORT EXPANSION
4. PROPOSED AIRPORT
5. PROPOSED PORT
6. PROPOSED THEME PARK

KEY PROPOSALS

- Building upon the base case and creating land for CBD expansion in Harbor Bay
- Re-creation of Mumbai's legacy as island city
- Creation of strong identity and strategic land bank
- Development of a new generation, state-of-the-art, international financial centre
- Venues for thematic waterfront uses
- Expo, MICE, Integrated Resort, Theme Parks and lifestyle destinations

In Sync with Nature

TOWARDS A GREEN CITY

- Preserving & bringing people closer to nature

- Creating major Urban Park & integrating cultural features

- Revitalizing waterfront areas

- Injecting variety of Sport & Recreation facilities.

- Establishing Green Connectors
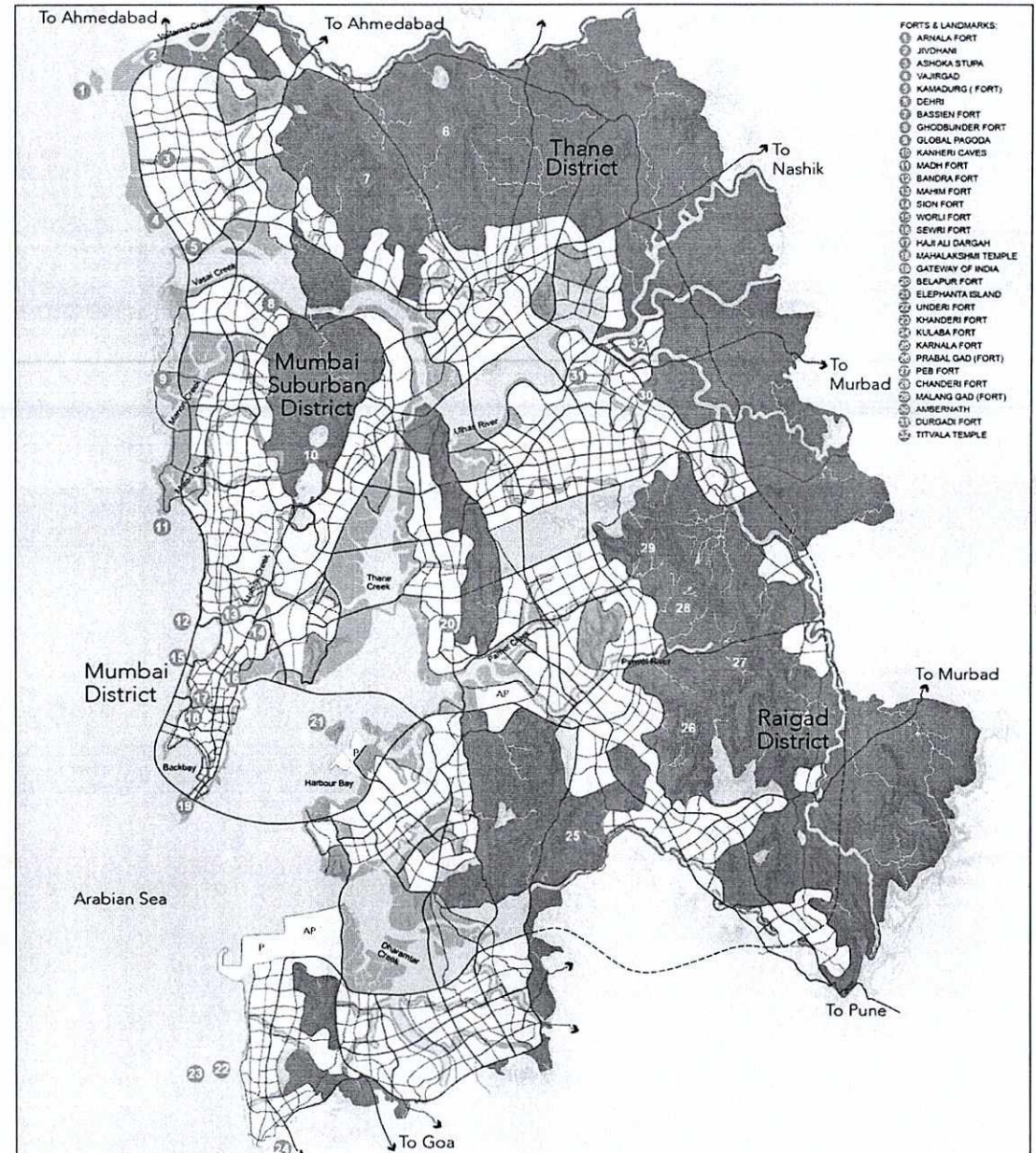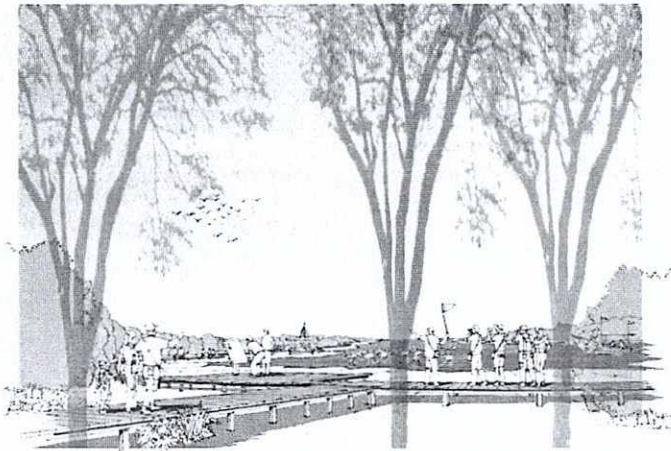
Evolving Vision

Vision Mumbai
by Bombay First and McKinsey

Date of Publication: Sept '03
Region: Greater Mumbai
Projection Year: 2013

*Transforming **Mumbai** into a **world class city***

Transforming Mumbai into a World Class City,
by Chief Ministers' Task Force, GoM

Date of Publication: Feb '04
Region: Greater Mumbai
Projection Year: 2013

*Transforming **Mumbai** into a **world class city** with a **vibrant economy** and **globally comparable quality of life** for its citizens*

Business Plan for MMR
by MMRDA and LEA Associates

Date of Publication: Aug '07
Region: MMR
Projection Year: 2032

*Transforming **MMR** into a **world class metropolis** with a vibrant economy and globally comparable quality of life for **all** its citizens*

VISION FOR MMR 2032

*Transforming MMR into a "World Class Metropolis" with a **vibrant economy,** a **globally comparable quality of life** and a **healthy and attractive environment** for all its residents*

VISION FOR MMR 2052

*To promote MMR as a **"Global City"** which capitalizes on **its unique identity**; and is an **international business hub**, a **leading technological innovator**, a melting pot of **local and cosmopolitan cultures** and a **centre of excellence for urban environmental management**.*

**VISION FOR MMR
2032**
MMR a "World Class Metropolis"

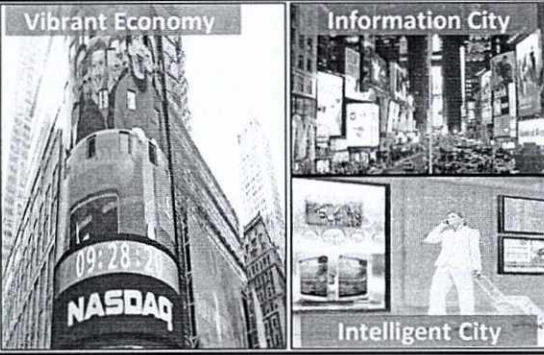**VISION FOR MMR
2052**
MMR a "Global City"
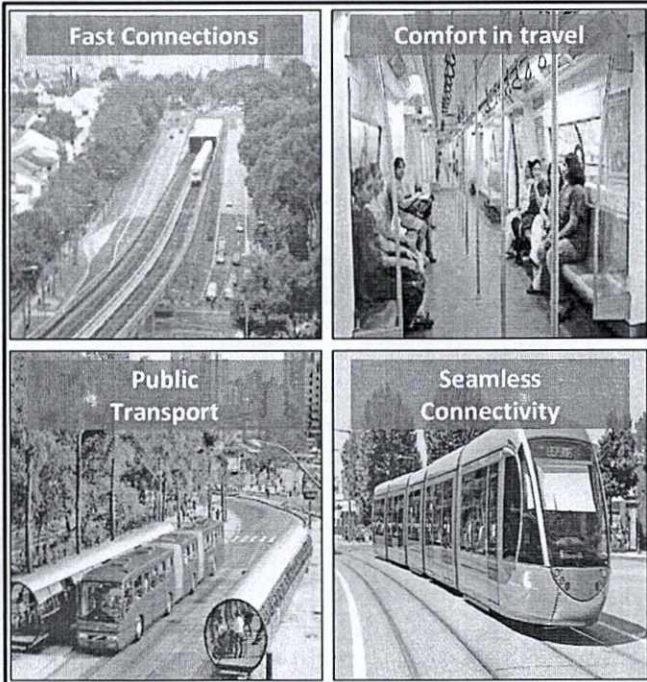
Mumbai: Potential to become a world-class city
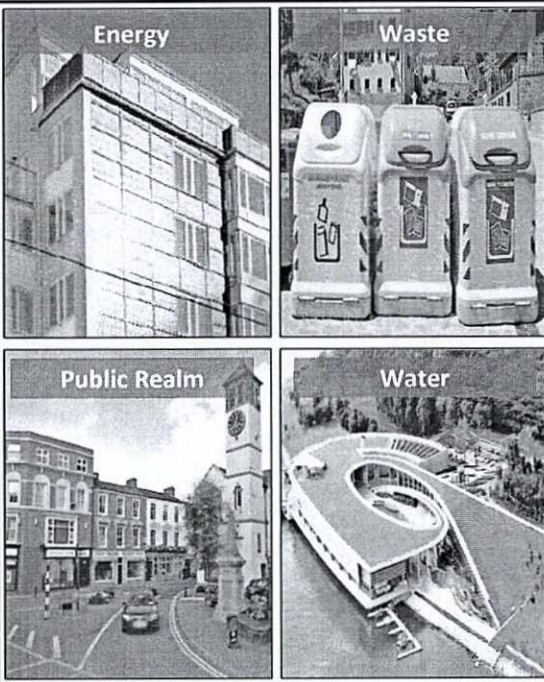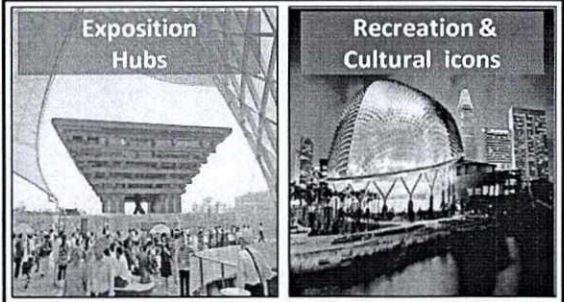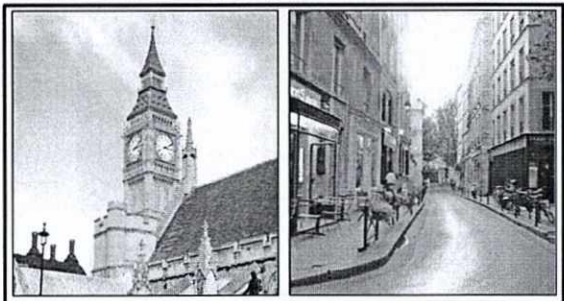
Recommendations to make the Mumbai Vision a reality

|	
Policy / governance reforms	• Rethinking CRZ norms within key areas of MMR • Allowing development of salt-pan lands while meeting environment norms • Allowing controlled, environment friendly reclamation • Increasing Govt. revenue streams (ex: through development charge, FSI/FAR reforms)
Infrastructure build-out	• Speedy implementation of metro and other mass-transit plans of MMR • Expedite clearance for the Mumbai Trans Harbour Link (MTHL) – Sewri-NhavaSheva Project • Resolve pending issues with Navi-Mumbai International airport (land acquisition, single-till approach) • Develop multi-modal mass transit corridors connecting peripheral townships of MMR (Virar to Alibaugh) • Develop coastal outer ring road for express commute • Develop high speed water-based transport as a viable commuting alternative
Others	• Develop eastern seaboard (Mumbai Port Trust Land) of Mumbai island city as a world-class economic, cultural and heritage centre); potentially consider winding down port operations of MBPT • Expedite Environment Clearances for "Navi Mumbai Airport Influence Notified Area" (NAINA) to develop it as a world-class township

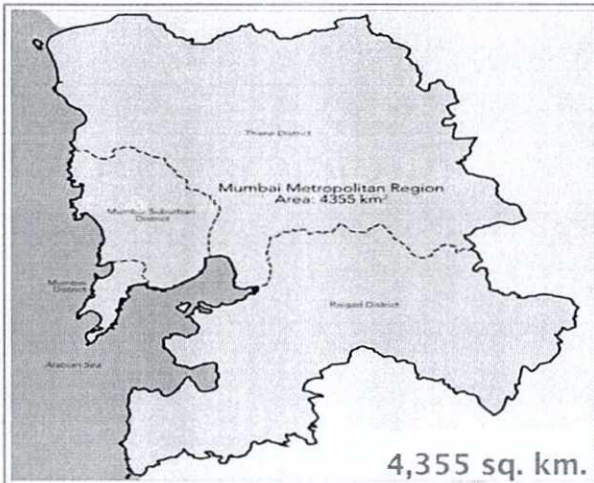# Mumbai: Helping India become an Economic Super-Power in the World

2052 – some projections . . .

4,355 sq. km.
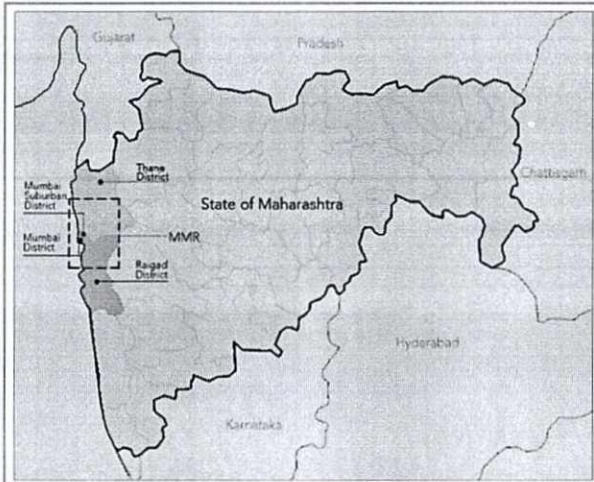
Population – 44 m, largest metropolis in the World

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GDP – USD 1 Trillion, 35th largest amongst countries

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Leading city in the world – financial, and cultural capital of the world with world-class living standards

Help required

- Approve in collaboration with the State Government, plan for Mumbai transformation

- Constitute a PM Task Force headed by the Cabinet Secretary to oversee Mumbai Transformation

Governance Architecture in MMR

One of the core factors holding back the development of MMR is the lack of an effective mechanism of engagement between the Centre and MMR, and also the current structure of governance for the metropolitan region. In this context, we take the liberty of outlining an effective mechanism of governance required at both the central and state level to systematically drive the development of the Mumbai Metropolitan Region. We outline two key interventions required to reinvent existing governance structures and systems for the effective transformation of the Mumbai Metropolitan Region into a world–class metropolitan city:

➢ **Redesign the Metropolitan Planning Committee and strengthen and fully empower MMRDA**

   ➢Redesign the Mumbai Metropolitan Planning Committee
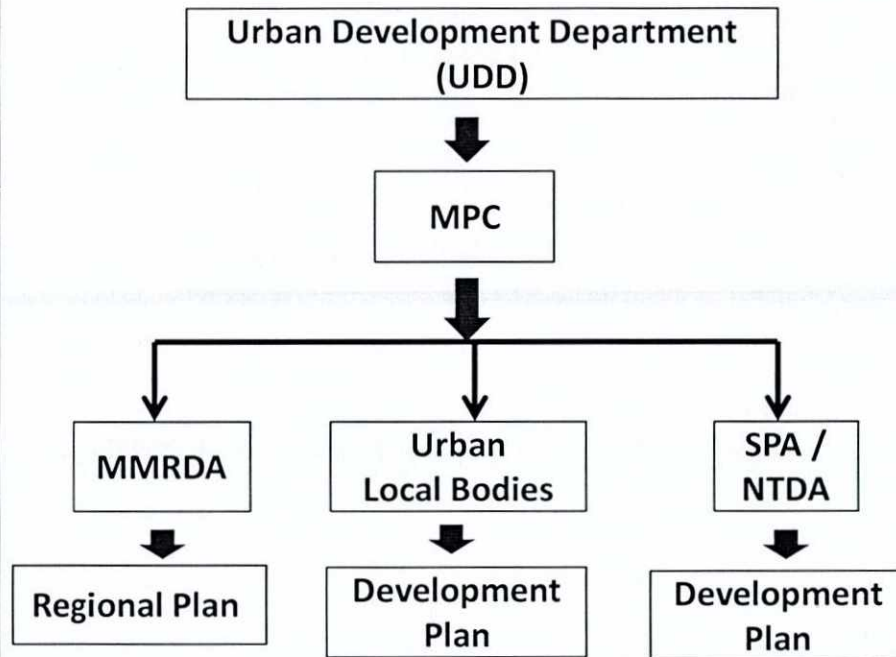
   ➢Strengthen and fully empower MMRDA

➢ **Separate cell at Ministry of Urban Development for 4 million plus cities**:
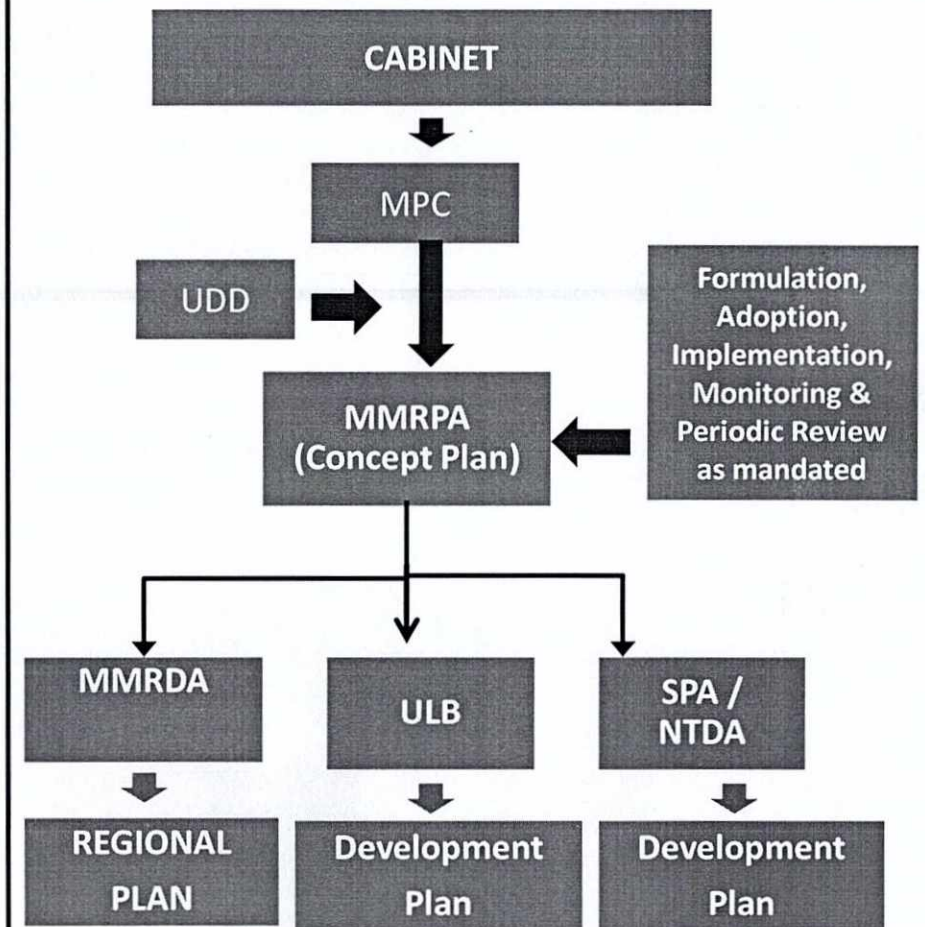As highlighted above, facilitating inter– ministerial coordination in Government of India is a highly cumbersome process for state government officials, leave alone city officials. As it is known a "one–size fits all" approach is unviable to guide India's urbanization efforts, as the requirements of cities at various stages of development are markedly different.

Institutional Framework

CURRENT

Urban Development Department (UDD)

↓

MPC

↓

- **MMRDA** → **Regional Plan**
- **Urban Local Bodies** → **Development Plan**
- **SPA / NTDA** → **Development Plan**

PROPOSED

CABINET

↓

MPC

UDD →

↓

MMRPA (Concept Plan) ← **Formulation, Adoption, Implementation, Monitoring & Periodic Review as mandated**

↓

- **MMRDA** → **REGIONAL PLAN**
- **ULB** → **Development Plan**
- **SPA / NTDA** → **Development Plan**

Making It Happen

- Key Challenges:
  - Limited land bank with the Govt.
  - Limited financial resources
  - Shortfall in Infrastructure and Housing
  - Rigid and blanket regulatory policies in the planning and implementation framework.
  - Complicated, multi-layered planning and admin framework

- A four-pronged implementation strategy is proposed for MMR, involving:
  - Improvements to the Planning & Regulatory Framework
  - Development Phasing & Priority
  - Immediate Critical & Catalytic Projects
  - Increasing Government Land Holdings & Revenue Stream

- Need for immediate incorporation of Concept Plan strategies into the statutory plans (DP & RP)
- Hence, need for reconstitution of Metropolitan Planning Council.
- Approval of MPC and State Cabinet to the Concept Plan
- Dissemination of Concept Plan Strategies and Capacity building – city wise.

Way Forward for Mumbai First

Need for a Think Tank for MMR

- Fractured planning and governance structure in MMR- even MMRDA role in planning is confined to non ULB areas except for transport planning.

- Urban policy framework, especially in housing and transport is dynamic and needs periodic research, analysis and review through empirical studies.

- Dynamic development planning and vigorous monitoring will improve housing and transport scenario – to reduce slummification.

- Major programmes, viz., BRTS, urban renewal, new townships, etc. will require a lot of research.

- Need for a concerted program for small but important intervention, viz., junctions, footpath improvements, signages, pedestrianisation of station access, etc.

- Local needs and initiatives from NGOs, experts and public need a platform for public advocacy and escalation to Govt.

- Smaller ULBs will need hand holding and support from a Think Tank, especially on the Concept Plan strategies.

Strengthening as a Think Tank for MMR

- Mumbai First's efforts are modest compared to Think Tanks in other cities but they are unique and extremely valuable.
- It has been appreciated by Government, World Bank, Cities Alliance, Mumbai First and the public at large.
- In the Smart City programme, the GoI would need support of Think Tank institutions such as Mumbai First which can be a role model
- It needs a formal recognition as a Think Tank from the government with a well defined role.
- It needs a secure financial base for efficient functioning and best outcomes
- A Corpus of Rs 15 to 20 crore (interest- free loan) generating adequate annual income is necessary.
- Cities Alliance will also be pursued as in the past, for project based support.

Way Forward for Mumbai First

Mumbai First request your agreement to the following Action Points

- ➢ BRIC Countries Global Cities Summit

- ➢ Chief Minister's Global Think Tank

- ➢ Creating a War Room in the Chief Minister's Office

- ➢ A Fast Track Mechanism to Solve High Value Crimes

- ➢ To develop Mumbai / Navi Mumbai's capacity to host future Asian Games

- ➢ Reconstituting CAG - Agree to Chair meetings on CAG once quarterly

- ➢ To make Mumbai an International Banking Operation Centre

Bombay First extends a warm welcome to the
The Hon'ble Chief Minister of Maharashtra and the CMO

Bombay First promises unconditional support in making
Mumbai one of the best metropolitan cities in the world
to
live, work and visit.

Thank you for your time and attention!