

URBAN AGE INDIA CONFERENCE

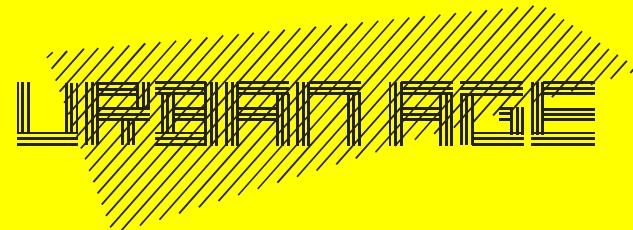
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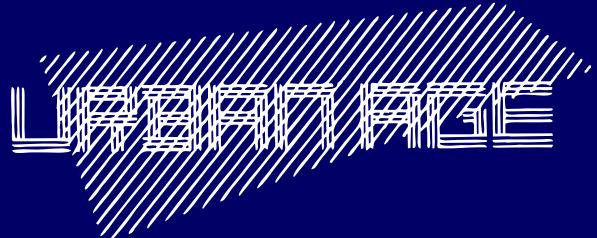
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Mumbai's Emerging Future

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MUMBAI'S EMERGING FUTURE

Cyrus Guzder
CMD, AFL Group

Mumbai, 02 November, 2007

The City Of Gold

SHOULD WE ALLOW A CITY TO SWALLOW ITSELF ?

“The City of Gold” is two places. Firstly, the city to which people came – hoping to make their fortune. But in their search for gold...many died. Their bodies were laid in a place called **Sonapur** which also means “City of Gold”...

- Gillian Tindall
“*City of Gold*”

“Commoners here by the thousands float
And jostle one another down,
Each paddling in his leaky boat
And here they fish for gold; or drown”

- Jonathan Swift

What's Great About Mumbai...1

- Large agglomeration of diverse businesses, occupations and markets – scale can be used to advantage.
- The City is wealthy (40% of India's Tax Revenues) and can be tapped for investment.
- Large workforce available – highly educated, skilled and non-skilled.
- Geographic location by the sea is an asset.
(6 Chinese cities account for 1/5th of China's GDP. 5 of these are coastal.
60% of Americans live within 50 km of the Coast).

What's Great About Mumbai...2

- Of all Indian cities, it's the most cosmopolitan – easier to find work, caste barriers minimised, a culturally lively place.
- Telecommunications, infrastructure, availability of power, the rail and bus mass transport system – work better than in most other Indian cities.
- It leads the country in services, entertainment, jewellery exports, shipping, banking, the stock market, insurance...
- Mumbai appears to be a great city...

So why this debate?

Great City...?

But, as Charles Correa famously said :

“Bombay’s a great city...but a terrible place !”

What's Terrible ?...1

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 - Open spaces and playgrounds – for children and adults – are vanishing (0.03 acres per thousand against the international norm of 4 acres).



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 - Tap water throughout the city is not fit to drink.
 - Civic services are not delivered willingly, efficiently or free of corruption.
- By the above standards (affordable housing, proximity to work, availability of clean water, minimal open spaces and supportive municipal services), **the quality of life in the city is poor – and getting steadily worse.**



Why Such A Comprehensive Failure?

There has been abdication by Government on 3 fronts :

1. Urban Planning has effectively been dismantled.
2. The presence of slum dwellers in the city is barely acknowledged – and certainly not their contribution to its well-being.
3. City Governance – apart from provision of basic services – has all but collapsed.

Three Questions

1. Who runs the city?
2. Who plans comprehensively the future of the city?
3. How did half the city's residents come to live in non-legal housing – in rooms averaging 10 feet by 20 feet – without direct access to water and sanitation?

The Elected Representatives Don't Control City Government

- Elected Corporators and the Mayor debate civic issues and pass a Budget.
- But the Government nominated Municipal Commissioner can veto corporation decisions.
- The Municipal Commissioner is appointed by the State Government's Ministry of Urban Development.
- The Minister of Urban Development reports to (or sometimes is) the Chief Minister.
- Ergo...

No wonder Sheila Dixit, Chief Minister of Delhi recently stated in anguish : “We need City States”.

Planning By Notification

- In today's context, 20 - year Development Plans are dead in the water, even before they're in print.
- The population, budget and amenities projection in 1991-2000 Development Plans were grossly underestimated. Infrastructure and amenities were overwhelmed by the actual population increase.
- Yet, in the last decade the State Government took numerous steps that diminished open spaces and increased densities in already overpopulated areas.
- Meanwhile, planning approvals accelerated without any reference to road capacity, infrastructure and amenities.

Examples of Salami Planning

- Open Spaces de-reserved (0.03 acres per 1,000 which includes Private Clubs, traffic islands, etc.)
- SRA schemes (Autonomous planning authority disregards infrastructure impact).
- 37 fold increase in Cars with road network less than doubled.
- TDR doubles FSI in the suburbs where amenities were planned for half the population size.
- Cessed Buildings are re-developed removing all limits on height and FSI.
- Cessed Building rules are contributing to the destruction of 2 / 3rd of listed heritage buildings in the city.
- Textile Mill Lands de-reserved on a large scale. The Parel area will have a gross deficiency in amenities.
- Building approvals (especially high rises) are granted without reference to adjacent road arteries or water supply and sanitation.

Dharavi Shanghai-ed...1

- The crowning achievement of this approach & planning – relaxation of rules site by site, without regard to infrastructure, amenities, transport planning or the environment –
 - is the Dharavi Re-development Scheme.
- Shirish Patel, V.K. Phatak and others have exposed the present scheme for its brutal outcome –
 - that after re-development, it will have densities that far exceed any in the world,
 - and significantly worse than Mumbai's most congested “C” ward, with 115000 persons per sq. km.

Dharavi Shanghai-ed...2

- The scheme either provides no open spaces, roads or amenities or will have no land available for any commercial development or will need to eject 1,00,000 people or so, from the re-settlement plan.
- Such is the consequence of planning imposed by the Department of Urban Development, conceived in secrecy, without due process or further consultation, to benefit a few at the cost of the many.

Good Governance Maximises a City's Potential...1

- Bad Governance causes citizens to suffer increasingly severe consequences – diminished personal accomplishments, lower expectations, hunger, injury, sometimes death.
- Better governance has strong and proven linkages with sustained economic growth.
- It comprises, at least :
 1. **Security** – Without personal security, Governments cannot deliver other desirable political goods.
 2. **The Rule of Law** – To be applied uniformly to all, regardless of their standing in society.

Good Governance Maximises a City's Potential...2



3. The right to **participate fully in the political process** – including the tolerance of dissent and difference, and regard for human rights.
4. Supply of adequate, affordable **Health Care**.
5. Provision of **school and educational instruction**, affordable and accessible to all.
6. Provision of principal **arteries of commerce** – transport infrastructure, telecommunications and banking.
7. Provision of clean **drinking water, unpolluted air** and **open spaces** for a healthy existence.

A Governance Scorecard...

- Government's performance requires measuring outcomes – not inputs.
- Citizens should develop a GOVERNANCE SCORECARD to assess delivery of civic services in the city – not budgetary provisions or Government advertisements that list projects and intentions.
- A Governance Scorecard must shame Local Bodies into superior performance – and embolden civil society to push for more improvement and reform.
- Mumbai needs a person in charge of this city who is interested in solving its problems – not in making money out of them.

Mumbai – 10 Years On

- Can we develop a VISION for the city which the majority of citizens can share?
- The Planning process needs radical reform : 20 - year Development Plans must be replaced by a different approach to planning, with :
 - **a set of Guiding Principles** : The values we want to imbue urban development with, and our aspirations for some of the qualitative aspects of city life.
 - **a set of Planning objectives** : Statements which bring clarity to the purpose of the plan (Where are we now? What trends will drive future change? What do we see as the major strengths, activities and jobs in the city? What patterns of living settlements will work best? What transport system will minimise travel time and increase safety?... and so on).
 - These objectives then become the subject of intensive **public consultation**, down to Ward level and up again.

My Type Of City...1

Ten Guiding Principles :

1. Make Mumbai an attractive place to live in, and work in, for all its citizens.



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1. Make Mumbai an attractive place to live in, and work in, for all its citizens.
2. Encourage job locations in the city that are consistent with minimising infrastructure costs and maximising quality of urban life.
3. Provide Municipal services to all income groups in the city. Public interest can be secured only by listening to a plurality of voices.
4. Encourage the development of rental housing, and facilitate home ownership loans for all income groups.

My Type Of City...2

5. Encourage preservation of the character of the city.



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6. Public transport must have priority over private transport.
7. Expand green spaces – make them accessible to all and within walking distance of where they live.
8. There should be no free housing for anyone. Slum resettlement schemes should provide easy finance to assist self building of homes, with the grant of a marketable right.

My Type Of City...3

9. Government's policies towards land ownership should give priority to the public interest, not the maximisation of individual profit.



URBAN AGE

My Type Of City...3

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10. Release land of the Eastern Docklands to develop a new centre of integrally planned commercial, residential and public spaces – along an Eastern Waterfront.

Mumbai – Which Way Forward?

- A Mumbai where the quality of life for its citizen starts improving, will require:
 - **Political reform**, to allow citizens' participation in the planning process and monitoring of service delivery
 - **Governance reform**, to make elected representatives accountable to citizens and oriented away from profit and rent seeking, to solving city problems
 - **Planning reform**, by replacing 20 – year Development Plans with Rolling 5 – Year Planning By Objectives

Thank You

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