Transformation of a Mega-City:
The Case of Mumbai: Our City
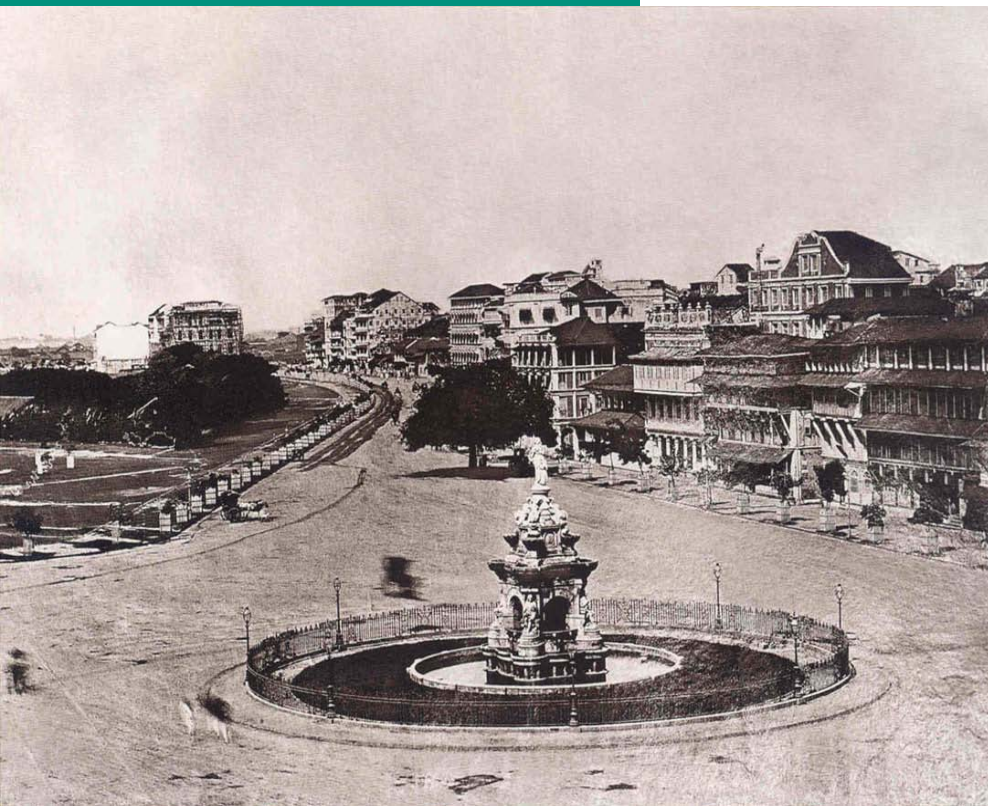
Presentation by

Narinder Nayar
Chairman, Bombay First

at

Cities Alliance Conference

On

Public Policy Forum Mumbai

19th January 2010

What do you call a city

that's a magnet for the corporate world,

a financial rival to top cities,

a city built on hopes, dreams and aspirations,

a creation of human energy and ingenuity…

a city that's always open for business?

First Among Equals

A bubbling microcosm of virtues (and some vices),

vanguard of business and creative pursuits, incubator of tradition and melting pot of diversity

Geography rather than history began the story of Mumbai

A sultry archipelago of seven islands came together to form one

BOMBAY first

Where for more than 300 years, people have been coming to make fortunes…
and fortunes were made

Generates 38% of the country's GDP and pays 40% of its taxes

- Bombay Stock Exchange is the largest stock exchange in South Asia, the 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

- Even begging pays Mumbai beggars earn more than $40 million a year

ENTERTAINMENT IS BIG BUSINESS

Bollywood is the world's
largest film industry
Produces more than 1,000 films a
year

You can feel the beat of 18 million people

The coolie …made immortal by the legendary actor Amitabh Bachchan

The taxi driver …who needs GPS with him around?

The commuter …the quintessential Mumbai resident (the suburban railways carry 2.2 billion passengers a year, more than one-third the world's population)

The dabbawalla …makes sure city workers get their lunch on time (the service has earned a six sigma rating from Forbes magazine - for 99.99% efficiency)

The traffic cop … we'd be in a jam without him (and sometimes even with him)

The fisherwoman …expert in the fine art of negotiation

The street-side vendor …serves up varied fare spiced with gossip

The shoeshine boy … puts a shine on your day

BOMBAY
first

BOMBAY *first*

Mumbai's growth began to slow down

and the quality of life deteriorated

Some factors contributing to the problem:

Poor infrastructure and services

Inadequate investment

Lack of urban planning

Rapid increase in population

Out-of-date regulations on land use and rent control

Mushrooming of slums

High cost of living and doing business

HELP!

stepped in

Bombay First

Established in 1995

Modelled on London First

A think tank for the city

Bombay First is an organization dedicated to improving the economic and social infrastructure of the city, making it globally competitive and improving the quality of life of it citizens

Bombay First Mission

Bombay First is an initiative to make the city a better place to live, work and invest in. It aims to serve the city with the best that the private business can offer. It will achieve this by addressing the problems of today and the opportunities of tomorrow, through partnerships with government, business and civil society.
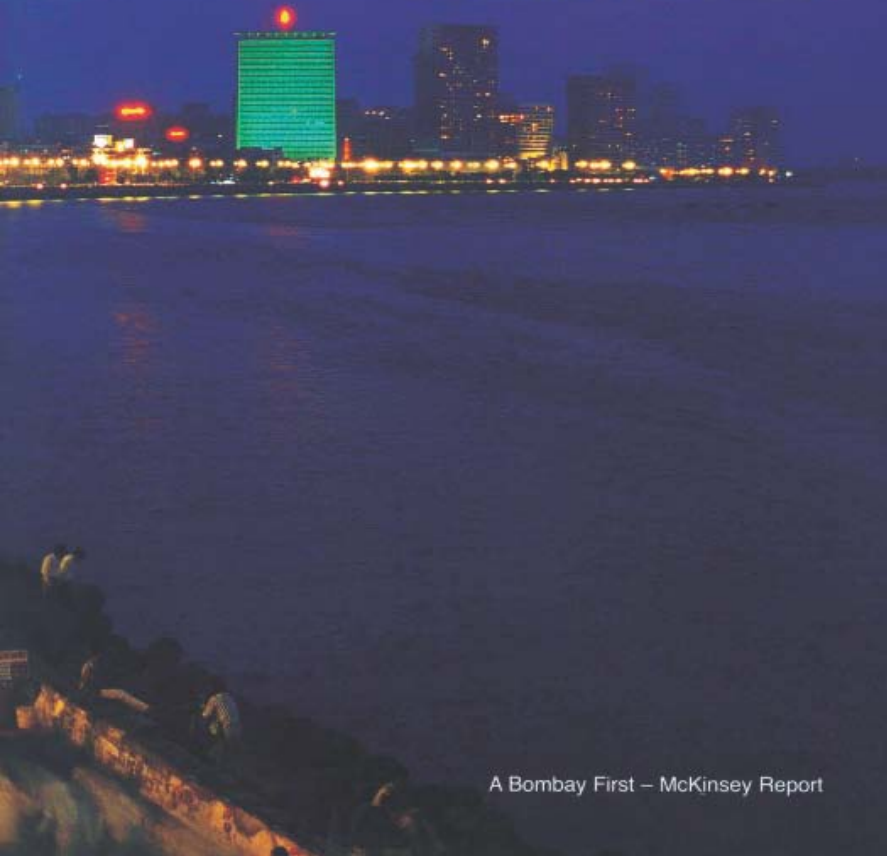
The Vision

To make Mumbai a world-class city for people to live, work and invest in

VISION MUMBAI

Transforming Mumbai into a world-class city

A summary of recommendations

A Bombay First – McKinsey Report

Bombay First requested McKinsey to undertake a study on Mumbai and the problems the city faces – Vision Mumbai

 This study proposes a comprehensive programme for the next 10 years for the transformation of the Mega City.

Six sub-groups … and a grand vision

Strategic Planning

Chaired by Mr. Narinder Nayar

Economic Growth

Chaired by Mr. Anand Mahindra

Governance

Chaired by Mr. Ranjit Pandit

Housing
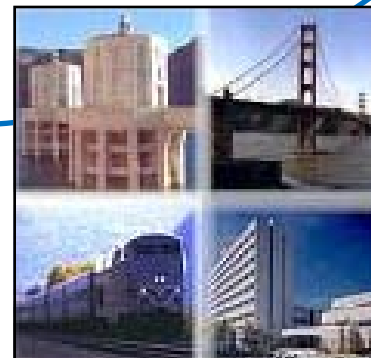
Chaired by Mr. Deepak Parekh

Six main areas of transformation identified:

Social Infrastructure

Health & Education

Chaired by Mr. F. C. Kohli

Physical Infrastructure

Chaired by Mr. Naseer Munjee

This led to a public-private partnership for the rejuvenation of the city

Citizens' Action Group – Chaired by the Hon. Chief Minister
Empowered Committee – Chaired by the Chief Secretary

- Consists of 30 eminent citizens from cross sections of society,

- To be managed by citizens - self-driven and self-regulated - for membership and process

Role & Objectives of CAG

- To function as the external monitoring mechanism, Complement and Monitor the Government efforts focusing on the resources of civil society on the tasks and objectives defined by Vision Mumbai's Task Force, and its sub-groups.

- Generate energies, ideas, linkages, resources and Citizen Participation. Promote effective, responsive and proactive Governance in Mumbai.

- Mobilize civil society – citizens and business interests – to complement the efforts of the Government in a true Public- Private Partnership to transform Mumbai into a world-class city.

- Continue functioning in a dynamic manner with changing needs of Mumbai beyond Vision Mumbai

- Bombay First to act as the Secretariat of CAG

Role of the Empowered Committee

- To create a comprehensive multi-year plan for the transformation of Mumbai and Mumbai Metropolitan region. This plan should include all major development projects and policy changes.

- Will take all the key policy and other decisions related to the plan of transformation of Mumbai.

- Will monitor all key initiatives for Mumbai's transformation. The Committee will be empowered to decide on the financing model for key capital projects.

- It is also authorized to decide on the selection of projects and funding under the Mumbai Development Fund.

Bombay First through its Chairman & Governing Board participates actively in conceptualizing and formulating plans for the future.

Bombay First through the CAG provides a link with other NGOs and thus collects information about the citizens' aspirations and expectations. It plays active role in putting these across to Authorities.

Bombay First through participation in the meetings of the Empowered Committee effectively conveys to the Government the views of the citizens and works as a sounding board. In turn the Empowered Committee attaches considerable importance to this PPP
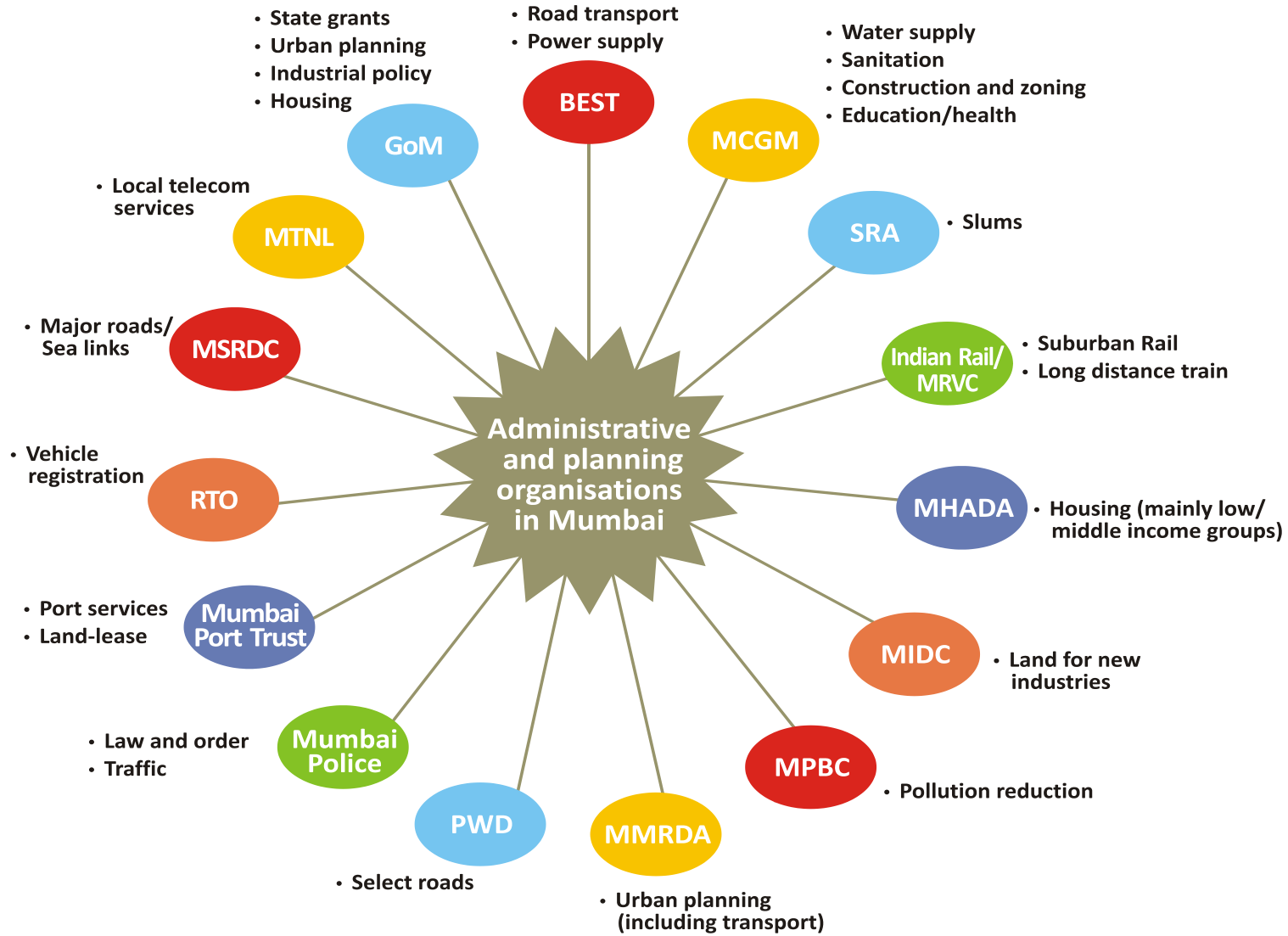
INSTITUTIONAL FRAMEWORK FOR MUMBAI TRANSFORMATION
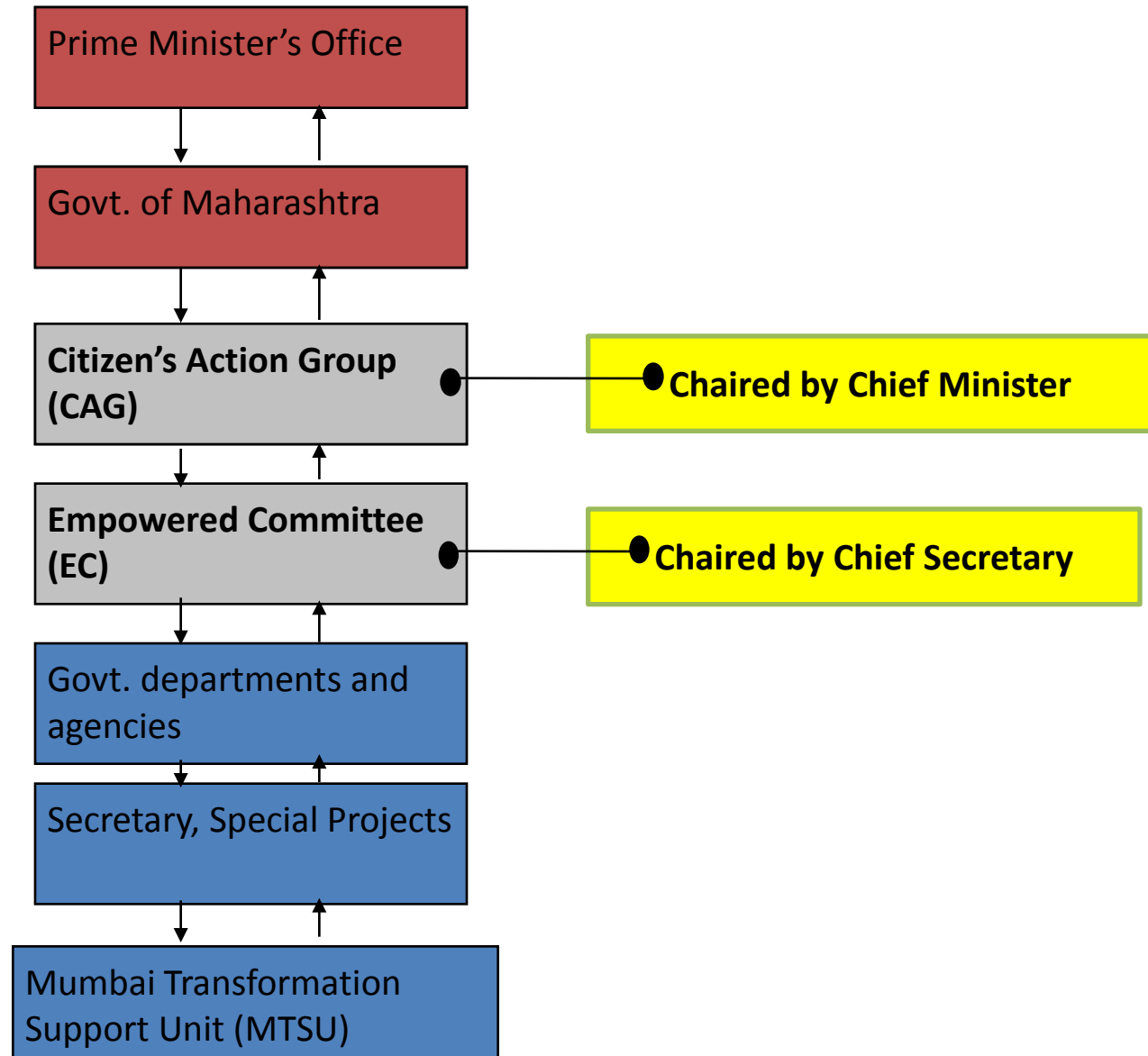
Partners in Transformation
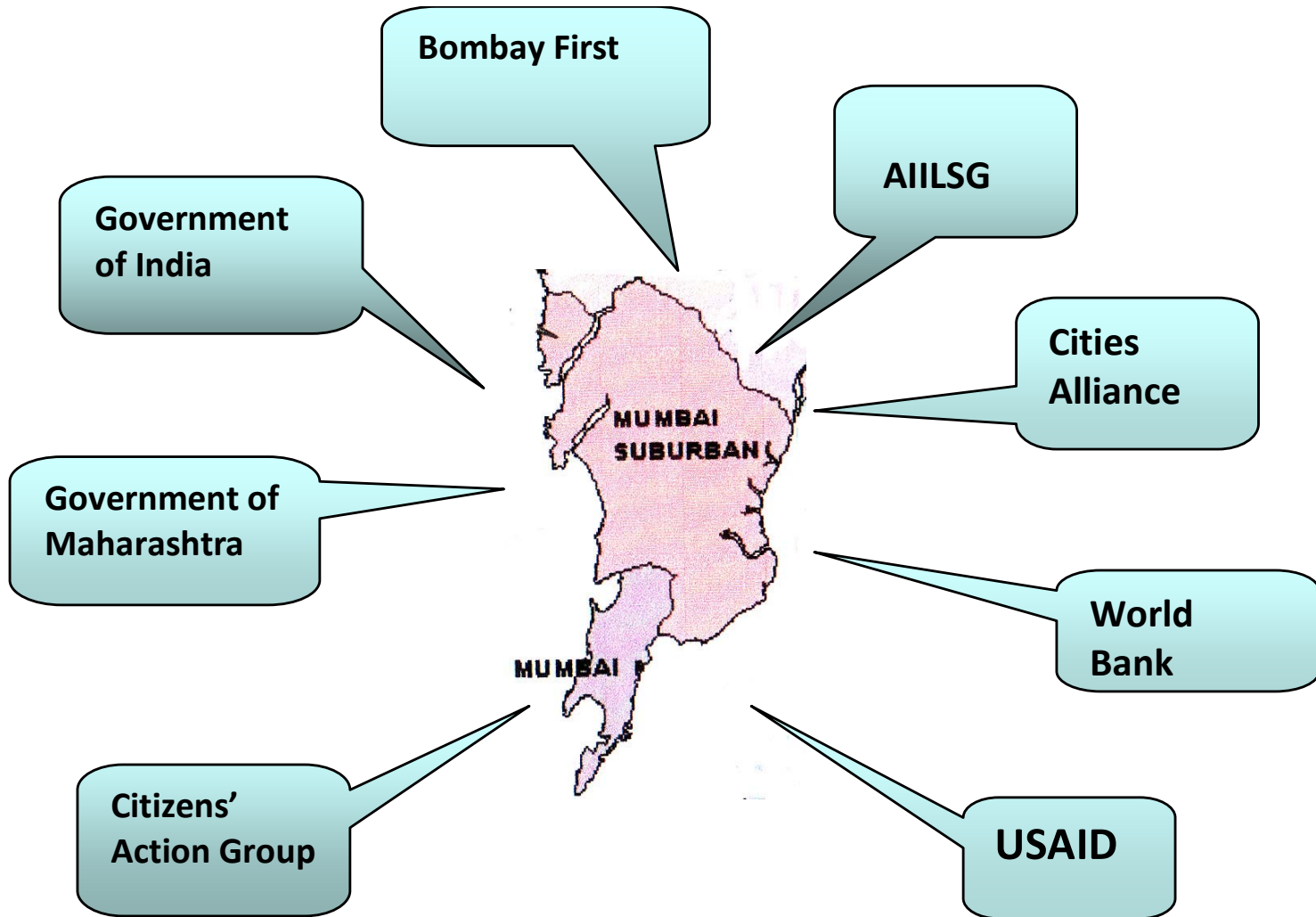
- Security
- Water
- Housing
- Transport
- Planning
- Governance
- Climate Change
- Implementation

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

GoM

BEST

MCGM

- Local telecom services

MTNL

SRA

- Slums

- Major roads/ Sea links

MSRDC

Indian Rail/ MRVC

- Suburban Rail
- Long distance train

Administrative and planning organisations in Mumbai

- Vehicle registration

RTO

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

- Urban planning (including transport)

Climate Change

o Consequences not fully Realized

o Battling the sea water rise

➢ Security White Paper

➢ **WATER** – Urgent need to develop a plan to make Mumbai self

sufficient – not depend upon monsoons

– Singapore experience

➢ **TRANSPORT** – UMMTA

➢ **MEGAMORPHOSIS** – Background Papers prepared by Experts

and Academicians on :

1. Economic Growth

2. Governance

3. Housing

4. Education

5. Health Care

6. Physical Infrastructure

➢ **Implementation & Accountability –** Establish WAR ROOM in Chief Minister's office

OPPORTUNITIES - waiting to be grabbed

Despite gloom and doom around the world, INDIA will still grow this year between 7 – 8 %

- Talent Magnet: The New York of Asia

- The leader of South Asian culture in the emerging Asian Age

- Investments in Physical Infrastructure

- Investment of US $60 billion envisaged in Mumbai

- Second International Airport

- Setting up Exhibition and Convention Centres

- Setting up of Malls – considerable avenue for retail business

Our focus is not just problem solving and trouble shooting

We want to improve the city's attractiveness as a place to live, work, visit and invest

Bombay First has been successful in establishing a true Public Private Partnership and will continue to act as an interface between the State and citizens to make **Mumbai** the city of our dreams

(a city that can even create 'slumdog millionaires' in real life)

Conclusion…

BOMBAY first

Thank You