Mumbai 2.0 Conclave 2018
An overview of all sessions
## Contents

1. Union Minister Nitin Gadkari’s Speech .......................................................... 3
2. Union Minister Suresh Prabhu’s Speech ....................................................... 6
3. Panel Discussion # 1 – How We Grow ......................................................... 9
4. Panel Discussion # 2 – How We Earn ......................................................... 17
5. Panel Discussion # 3 – How We Live ......................................................... 24
6. Chief Minister Devendra Fadnavis’s Closing Remarks ............................... 33
7. Potential quick wins for the government ...................................................... 41
Union Minister Nitin Gadkari’s Speech
1 Union Minister Nitin Gadkari’s Speech

Key points

Mr. Gadkari, Union Minister of Road Transport & Highways, Shipping and Water Resources, River Development & Ganga Rejuvenation, began his talk by focusing on the development of the Mumbai Port Trust and the Eastern Waterfront. He stated that the Government will take responsibility for developing land in the Mumbai Trust port and no builder or developer will be involved in the process. He conveyed that the development of an international cruise terminal has been initiated in Mumbai and work is progressing at a good pace. He also mentioned that the cruise service between Mumbai and Goa has commenced this year.

Since the work has been initiated for the development of the new international airport at Navi Mumbai, Mr. Gadkari conveyed that the Government has already conducted technical feasibility studies for water taxis to be used for travelling to the Navi Mumbai airport. He stated that a coastal waterfront garden will be developed on the lines of the Marina Bay gardens in Singapore.

He highlighted the pollution levels in the sea, with waste piling up in all of Mumbai’s beaches in addition to the foul smell in the surrounding areas. He emphasized the need for recycling waste water and the success of the model in Nagpur.

He suggested that Mumbai follow the measures taken by South Korea in cleaning its sea and using inland waterways for urban transport. The alternative of using water transport, he said, would reduce the burden on the local trains.

He also spoke about the key pilot projects in Maharashtra – Karla solar wind hybrid project which is one of the large scale hybrid projects in India, and a desalination plant in Karla which will provide water at Rs 3/litre (which will be cheaper than the Chennai Desalination plant).

He concluded by saying that all the upcoming projects in Mumbai are economically viable and emphasized the need for sustainable transport and improvement in the drainage system in Mumbai.
Union Minister Suresh Prabhu’s Speech
Mr. Prabhu, Minister of Commerce & Industry and Civil Aviation, spoke about how countries like Singapore and China have focused on city-led growth in the past. According to him, in order to attain growth of GDP at a national level, one must plan the strategic development of its major cities. This, he said, is something Mumbai is already positioned to achieve by virtue of several natural advantages.

He went on to highlight Mumbai’s contribution in improving India’s ranking in the ease of doing business index. He added that the future of Mumbai lies in the growth of service-oriented industries. He mentioned that the Rs. 5000 cr sanctioned by the Cabinet for promoting the service sector of India can contribute to this.

Moving on to the theme of sustainability, he began by pointing out that as of now the same potable water is indiscriminately supplied for drinking, bathing, sanitation, etc. He stated this should not be the case and any new buildings should be constructed with separate lines for carrying water with different quality levels. Next, he spoke about energy and the possibility of having distributed energy in the city. Coming to environment, he briefly touched upon climate change and how important it is for Mumbai to be prepared for its risks.

Moving on to the economy of Mumbai, he mentioned tourism, and how the festivals of Mumbai will help give it a boost if promoted sufficiently.

On transportation, he highlighted two points: first, that they were working on an integrated ticketing system that will allow commuters to use a single ticket for all modes of transport; second, they were looking into developing a chopper service from different parts of the city including Navi Mumbai and Nariman Point for Mumbai and other cities.

He concluded by reiterating the possibility of a far-reaching public transport system addressing the housing crisis in the city, adding that people will be able to come into the city to work in spite of not being able to afford a house here if presented with an efficient and accessible transport system.
Panel Discussion # 1 – How We Grow
# List of Speakers

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>Organization</th>
</tr>
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<tbody>
<tr>
<td>Moderator</td>
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<tr>
<td>Mr. Amitabh Kant</td>
<td>CEO</td>
<td>NITI Aayog</td>
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<tr>
<td><strong>Panelists</strong></td>
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<tr>
<td>Mr. R.A. Rajeev</td>
<td>Metropolitan Commissioner</td>
<td>MMRDA</td>
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<tr>
<td>Mr. Ajoy Mehta</td>
<td>Municipal Commissioner</td>
<td>MCGM</td>
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<td>Mr. Sanjay Reddy</td>
<td>Vice Chairman</td>
<td>GVK</td>
</tr>
<tr>
<td>Mr. S.N. Subrahmanyan</td>
<td>CEO &amp; MD</td>
<td>L&amp;T</td>
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Panel Discussion (1/4)

- Mr. Kant, CEO of NITI Aayog, highlighted the role of cities in driving economic development and pointed out that while they are the highest contributors to a nation’s GDP, they are also responsible for releasing the most carbon emissions.
- Bringing the topic of discussion to the fore, he added that with the onset of urbanization in India, we need to ensure that all progress is rooted in innovation and sustainability. It all begins with Mumbai, he said.
- Mr. Mehta, commissioner of MCGM, described five imminent issues that needed intervention:
  1. Housing - in order to get one million affordable houses by 2034, there is an urgent need to change the current land use pattern
  2. Employment – demographic patterns suggest that eight million jobs in the service industry will be needed by 2034. The decision of allowing an FSI of 5 for commercial areas will be instrumental in making more office space available to people in the future.
  3. Waste – garbage that had been simply dumped so far is now being processed and waste is being converted to energy.
  4. Sewage – six STPs are being put up to process sewage water and bring it back for non-potable purposes.
  5. Transport - with ease of transport becoming increasingly important, the focus is currently on the coastal highway and fast tracking completion of ongoing metro work.
Mr. Rajeev, Metropolitan Commissioner of MMRDA, said their two main focus areas at the moment were planning and executing 275 kilometres of metro line network in MMR and constructing the 22-kilometer Mumbai Trans-Harbour Link (MTHL).

He also mentioned the recent decision of increasing the area of MMR by 2000 square kilometres and adding three upcoming growth centres in the area.

He added that Boisar, which will be Maharashtra’s last station for the bullet train, will be reachable in 15 minutes after the implementation of the project. Hence, he said, proper planning was important to prevent the development taking place haphazardly.

He mentioned that a 126 kilometre long multi-modal corridor from Panvel to Virar, which will connect four national highways, was also in the works. He concluded by saying that he hopes the new growth centres will cause workforce to migrate into the city and also help in decongesting the city.

Mr. Subrahmanyan, CEO and MD of L&T, began by applauding the CM and his administration for being proactive in terms of driving initiatives like the MTHL. He went on to say that the MTHL will create a separate corridor which will make it possible for a whole new city to come up.
Panel Discussion (3/4)

- Citing the figure of ten thousand jobs created when one million passengers come to an airport in average, he estimated that when GVK will set up a new airport, it will have around 20-30 million people which will completely change the dynamics of employment in that area.

- Next, he went on to talk about the coastal road, which he said will take about three to three-and-a-half years to complete. He mentioned the Mumbai metro project is likely to reduce cost of living along with travel time.

- He went on to say that development puts pressure on natural resources like water, adding that schemes like the Surya Water Park scheme were helping solve the problem of water scarcity.

- However, he said, alternative sources like water, especially desalination, was a critical need which needed more efforts and attention directed towards it. He cited creating large tanks of water under national highways as a possible solution to the problem.

- Mr. Reddy, Vice Chairman of GVK, said that the progress of the new airport was personally being monitored by the CM. He stated the biggest challenge so far had been the land, which had been riddled with obstacles and had to be raised by nearly 8 metres for construction to be possible.

- Mentioning that the current airport was operating at full capacity, he said that their growth rate was about 6-8% whereas the rest of India was growing at 18-20% annually. He added that they hoped to cater to an additional 52 million passengers this year.
Panel Discussion (4/4)

• Coming to capacity, he said that while they had originally planned the new airport for 60 million passengers, they were trying to increase capacity to 100 million passengers.

• Lastly, he pointed out that the upcoming airport is more aspirational and futuristic in nature, intended to be a hub. He stressed the importance of having one strong carrier with the ability of investing and connecting to every city in the world.

• Mr. Kant concluded the session by summarizing all the challenges highlighted by the panellists and all the corresponding suggestions they had put forth.

• He said that the efforts put in by various players in the public and private sector made him extremely optimistic about the city’s future.

• In conclusion, he stated that India has greatly benefitted from Mumbai’s performance so far and will continue to do so.
## List of Speakers

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>Organization</th>
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<tbody>
<tr>
<td><strong>Moderator</strong></td>
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<tr>
<td>Mr. Uday Kotak</td>
<td>Managing Director and CEO</td>
<td>Kotak Mahindra Bank</td>
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<td><strong>Panelists</strong></td>
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<tr>
<td>Mr. Praveen Pardeshi</td>
<td>Additional Chief Secretary</td>
<td>Government Of Maharashtra</td>
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<tr>
<td>Ms. Kalpana Morparia</td>
<td>Chief Executive Officer</td>
<td>JP Morgan India</td>
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<tr>
<td>Mr. Ravi Raheja</td>
<td>Group President</td>
<td>K Raheja Corp</td>
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<tr>
<td>Mr. Sanjay Nayar</td>
<td>Chief Executive Officer</td>
<td>KKR</td>
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Panel Discussion (1/4)

- Mr. Uday Kotak, Managing Director and CEO, Kotak Mahindra Bank welcomed all the panellists on the stage for the panel discussion. He mentioned that three important issues which need to be highlighted are - how have we grown as a city, how to have more economic activity and create more jobs.

- While talking about the major economic activities in Mumbai, he said that apart from financial services and entertainment industry we also need to focus on other economic activities as well like education and schooling where we are lagging behind and need to grow.

- During the course of discussion he also highlighted that each business must make a commitment for a period of 5 years in terms of what they will do for the city of Mumbai; without expecting anything in return directly.

- Mr. Praveen Pardeshi, Additional Chief Secretary, Government of Maharashtra, mentioned that the key enabler for the growth of financial services and entertainment industry in Mumbai is its geography, but the key challenge facing the city is the space constraint.

- He mentioned that Government is focused on getting the port link development project right by making a series of small ports and connecting them seamlessly.

- He said that for a city like Mumbai which has an image of operating 24*7, the Government has changed the Shops and Establishment Act, thereby allowing shops to operate 24*7.
Panel Discussion (2/4)

- He laid emphasis on the issue of FSI and how there’s reluctance to do anything with FSI because it is linked to scams and has some vested interests. He suggested to think of innovative ways to develop city’s infrastructure vertically up.
- He also cited example of the city of Yokohama in Japan which had similar challenges like Mumbai and has now abolished all laws around construction and land and put in place only a single law.
- Mr. Ravi Raheja, Chief Executive Officer, K Raheja Corp, urged the government that when thought from an investment perspective in Mumbai, all regions like Thane, Navi Mumbai, MIDC, MMRDA, and CIDCO, should have only one set of rules.
- He also expressed his desire to contribute 2% of CSR funds to development activities, in order to give back to the city of Mumbai. He suggested that all regulators should look at financial service as one activity whether back office, front office, BPO or branch.
- He also highlighted how MMR has lost many transactions due to fear of regulations by the promoters and requested the government to simplify policies.
- Ms. Kalpana Morparia, Chief Executive Officer, J.P. Morgan India, highlighted that with automation coming in, low skill jobs will slowly be taken over by the machines but at the same time all global organizations would like to do more high-end work and that’s when we would like to define new tax laws for the revenue pool coming from these types of high-end jobs.
While talking about how to create more jobs, she mentioned that for a city like Mumbai where the population is ever growing, the services industry also has immense potential to grow as this growing population of the city needs access to services like beauticians, tailors etc.,. She highlighted that any young entrepreneur thinking of targeting this growing services industry doesn't have a clear picture about the number of approvals he/she is going to need or how can they get access to financing.

She talked about the "Global cities initiative" run by JP Morgan which is helping cities and metropolitan leaders across the globe with an in-depth, data-driven look at their regions. She expressed her interest to include Mumbai in this initiative to help micro entrepreneurs with the knowledge of all the approvals required to start their own venture.

She also highlighted that if India truly wants to create high paying, high value jobs, the government needs to seriously rethink how it makes people pay their taxes, as current ways of paying might become obsolete later.

Mr. Sanjay Nayar, Chief Executive Officer, KKR, highlighted that no element of the financial services should be outside of Maharashtra, including stakeholders like the regulatory bodies to prevent delays in decision making.
Panel Discussion (4/4)

• He suggested that areas of innovation should be explored so that the fund managing industry that has been exported out of India can be brought back.

• The session was concluded on the note that to support the development of Mumbai, there is no choice but to develop infrastructure vertically up, there should be a firm basis to it and should be done in clear and transparent way.

• Reclamation of land, organizing the unorganized sector, creating more jobs with flexi-times and safer public transport for women are also challenges that need to be addressed.
Panel Discussion # 3 – How We Live
## List of Speakers

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<thead>
<tr>
<th>Name</th>
<th>Designation</th>
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<tbody>
<tr>
<td><strong>Moderator</strong></td>
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<tr>
<td>Mr. Ronnie Screwvala</td>
<td>Founder</td>
<td>UTV Group</td>
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<td><strong>Panelists</strong></td>
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<tr>
<td>Mr. Bhushan Gagrani</td>
<td>Principal Secretary, Culture</td>
<td>Government of Maharashtra</td>
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<td>Mr. Bittu Sahgal</td>
<td>Founder and Editor</td>
<td>Sanctuary Asia</td>
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<tr>
<td>Mr. Pullela Gopichand</td>
<td>Chief National Coach</td>
<td>Indian Badminton Team</td>
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<tr>
<td>Mr. Ashish Hemrajani</td>
<td>Founder</td>
<td>Bookmyshow</td>
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<tr>
<td>Mr. Ritesh Agarwal</td>
<td>Founder</td>
<td>OYO</td>
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Mr. Screwvala, founder of UTV group, began by posing a question to the audience: do we really respect the quality of life in this country?

He pointed out several soft points: the way waste collection starts much later in the morning than it ideally should, how the extent of congestion in the city makes it difficult for ambulances to pass through, and lastly how the ecosystem of senior citizens could be channelized to drive some real change in society. He then invited the panellists to speak.

Mr. Gagrani, Vice Chairman and MD of CIDCO, began by saying that the entire region of MMR rather than just Mumbai should be considered while talking about liveability.

He highlighted the need for citizens to take pride in knowing and communicating the various “hidden treasures” of our culture to the rest of the world. For example, he said we have the world’s biggest meditation centre, one of the world’s best bio-marine interpretation centres, progressive Marathi theatre, etc.

Next, he stated that the government is undertaking initiatives like pulling back almost 60 reservations into the public arena which will help in coming up with more gardens and introducing a policy of single window clearance to obtain all permissions for film shootings. The development of the portal is currently underway.
Mr. Gopichand, former badminton player and current chief national coach for the Indian Badminton Team, highlighted that while we have been focusing on mental literacy, we have somewhat overlooked physical literacy over the years.

He stressed the importance of physical growth in children in order for mental growth to take place. He pointed out the need for more sports establishment, adding that sports is an inclusive activity that is not merely for the genetically-advantaged.

He concluded by saying that children needed to be exposed to a wide variety of physical activities in order to encourage happiness, good health, gender equality, and bridge the gap between the haves and have-nots.

Mr. Sahgal, founder and editor of Sanctuary Asia painted a picture of the Mumbai he dreams of: wider footpaths, tree-lined avenues, drinking water fountains, benches, and parks.

He emphasized the important role played by Mumbai’s mangroves, pointing out that not treating them as a vital asset is to undervalue them.

He added that natural arenas such as Sanjay Gandhi National Park and Thane creek are actually infrastructures and they should be utilized and appreciated accordingly.
Mr. Agarwal, founder of OYO, stated that every overnight success has at least five-years of hard work behind it. Elaborating, he said that companies like OYO were possible due to a supportive ecosystem and the belief that in order to provide great living spaces, they do not necessarily have to be constructed.

Thus, he put forth his motto: restore and renovate. Stating that about 11.2% of Mumbai’s housing stock currently lies vacant, he went on say that renovating these areas will create wealth for all the stakeholders involved, while also proving affordable accommodation to customers.

For his next point, he said that the infrastructure in and around Mumbai can be developed and restored as weekend getaway destinations. He cited Vasai Fort as an example, adding that they were working closely with the Tourism Ministry to restore it.

For his last point, he mentioned that crowd-control technology could be employed at events such as Ganpati visarjan and Dahi Handi and they could then be ticketed in order to generate revenue from them.

Mr. Hemrajani, founder of Bookmyshow, pointed out in spite of having 13 million people in the city, there is no real CEO. He cited IPL as an example: how if one wants to organize a single task such as having various modes of transport available after the event, it is extremely difficult because all the involved entities such as the stadium, Mumbai Indians, railways, etc. are all run by different authorities.
Panel Discussion (4/4)

- He stated that there is a need for the city to see its citizens as consumers, rather than thinking from a Business to Business perspective.

- He spoke of a vision where Mumbai will have various districts such as a theatre district, a cinema district, a waterfront, etc. He mentioned that issues such as not having a pontoon can be solved by using current infrastructure.

- Lastly, he stated that there is a need to create major infrastructural projects similar to Universal Studios and Disneyland in order to turn citizens into consumers.

- The session was concluded by the moderator, Mr. Screwvala, who summed up the points put forth by all the panellists. He spoke of the next ten years being the era of post-arbitrage business for India.

- Mumbai specifically, he added, is capable of owning entrepreneurship, innovation and creativity. He stated that there is a need for Mumbai to portray certain visuals or representations of what it stands for to the rest of the world.

- In conclusion, he said that Mumbai is likely to be a soft power in sports as well as media and entertainment, but there is a need for it to build its own brand.
Chief Minister Devendra Fadnavis’s Closing Remarks
Chief Minister Devendra Fadnavis began by acknowledging all the three panels and how they have provided him with multiple ideas to shape the future of Mumbai. He reiterated the MCGM Commissioner, Mr. Mehta’s point regarding affordable houses, with an emphasis on how the Mumbai development plan 2034 will unlock the land potential of the city and thereby change the “face of housing” in the city of Mumbai.

He reiterated Mr. Praveen Pardeshi’s point that the biggest challenge when it comes to infrastructure is implementation.

He further elaborated the issues regarding implementation by highlighting that the ongoing and the upcoming infrastructure projects in Mumbai were conceived about 20-25 years ago but were getting implemented now. He conveyed that his ‘War Room’ will now be used to accelerate the decision making process during the deliberation period for any infrastructure project.

As an illustration of this, he mentioned that the state administration has already given an approval for 250 km of metro rail infrastructure network in the MMR region, compared to the first metro rail project which took over 10 years. In a period of less than a year – DPRs were completed, all approvals were provided, bids were awarded and work commenced for these 250km. All preparations were made in order to prevent procedural delays. This has been achieved despite the two litigation cases which are presently under review by the High Court, costing the administration a loss of public funds and significant amounts of time.
Key Points (2/5)

• He commented on other projects where different kinds of issues have been circumvented in order to ensure implementation. He credited the proactive government at the Centre for granting the state government permission for the coastal road, which was pending for several years.

• In reference to the pollution levels of the sea, which had been mentioned by Mr. Gadkari in his address, the Hon’ CM conveyed that, in the context of sewage discharge into the sea, there was a lack of clarity regarding the standards of the treated water which could be discharged into the sea.

• It has taken a year and a half to set the standards for discharge effluents. Multiple forces of democracy – suggestions, objection, activist activity, the green tribunal – the green judge and the environmental secretary have operated in tandem to set standards for the constructions of STPs in the city.

• He conveyed that in the next 3-4 years (with the STPs operational), not a single drop of sewage will be disposed in the sea, ensuring hygienic standards along our coastlines.

• He reiterated the need to focus on implementation by highlighting the case of the Navi Mumbai International Airport. Eight NOCs were required from the central government, which had been pending for 10 years.
In his meeting with the Joint Secretaries of states, regarding slow implementation of infrastructure creation, the Hon’ Prime Minister ensured that seven of these NOCs were cleared and also prevented procedural delays involved in the eighth NOC. With this proactive attitude from the central and state government, and a dedicated team of CEOs, secretaries, commissioners, in around three years, the state has managed to achieve things that have remained stalled over the last 15-20 years.

The Hon’ CM also cited the example of the creation of a logistical park in Bhiwandi where the law has been standardized, and the creation and operation of large logistical facilities is underway.

He also spoke about the slums in Dharavi and how over twenty years have been spent on planning the layout of Dharavi, without trying to understand the specific issues in the area. He conveyed that in the next few months, the government will start a redevelopment project in Dharavi which could potentially be the World’s/ Asia’s/ India’s largest urban renewal project.

He specified that the current residents and business owners of Dharavi were consulted to identify problems and pointedly address them.

NAINA is the largest urban agglomeration whose construction has commenced. Further, the Trans-Harbour Link has helped reduce the issue of accessibility, connecting the island city with the extended Metropolitan region. With proper planning, he said that all the deficits of Mumbai can be addressed through the NAINA region.
The new regional plan of the MMR region (which is to be soon finalized), extends beyond the MCGM area and includes the urban agglomeration which is said to be unorganized, unplanned and inaccessible, and will soon change due to the new infrastructure projects which aim to increase the accessibility to all parts of the metropolitan region.

The Hon’ CM called Mumbai a multi-brand city. Maharashtra accounts for 25% of Start-ups in the nation, however Bangalore is still branded as the ‘Start-up’ capital.

Mumbai is multibranded – finance, IT, entertainment etc. are large industries, where Mumbai is a leader. However, he is afraid of the complacent outlook in general.

The swelling prices of real estate have been detrimental to the growth of industry in Mumbai. Cities like Bangalore and Hyderabad have gained a lot due to the unaffordable commercial spaces in Mumbai. With the creation of commercial spaces the state aims to balance the equilibrium between supply and demand of commercial space.

The Hon’ CM considered the third panel very enlightening and referred to the matter discussed in the panel as related to the soul of the city. The government worked on reducing the licences required for businesses. For example, from 175 to 25 licenses to build a hotel. For the entertainment industry, the number of licenses and permits required for shooting is also being reduced.
Key Points (5/5)

• The airport also is an example of art, culture, and beautiful architecture, something he wishes to standardize.

• He also mentioned the migratory birds – building the trans-harbour link while preserving the habitat of the flamingos as a sustainable model. Aim at making the National Park encroachment free.

• Bollywood a soft power and world renowned – it affects international relations with other countries. Using the example of St. Petersburg, Israel, China - shows the immense power of Bollywood.

• More space is required for sports – sports facilities and hospitals are required. In the new Mumbai DP there is no compromise on open spaces, or special facilities for the generations to come.
Mr. Khan spoke about how the well-established IT industry of India could potentially become a launching pad for strengthening the reach of VFX (visual effects, special effects and animation) in the country. For the same endeavor, he committed to formulating a blueprint outlining the policy.

Mr. Khan urged the government and corporates to encourage affiliation and collaboration of colleges and universities with international institutions for specialized education. In response, the Chief Minister said this is already underway and cited the example of Mumbai University collaborating with Wadhwani Foundation, USA to establish India’s first institute for artificial intelligence.

Briefly touching upon the education sector, Mr. Khan said that he would help in setting up a archival centre and digital library for children in the city.

He concluded by saying that healthy competition among players from the public and private sector will improve performance and pave the way to Mumbai becoming a hub for creativity and cultural inclusiveness.
Potential quick wins for the government
We design, manage and execute lasting changes

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