









Bengaluru Blueprint: What are we doing?



Evolve A Shared Vision for Bangalore

Quantify Goals for each Quality of Life theme, say for a 3-5 year timeframe Create Roadmaps with measurable annual milestones, clear owners for each sector/theme; to include projects and reforms Put in place
Project
Governance
and
Management
unit

Quarterly
Dashboards,
Reviews



Bengaluru Blueprint: Process



- 1. Obtain solutions for the city from citizens. We have so far reached out to over 170 stakeholders and met with 72 stakeholders and obtained their inputs.
- 2. Expand stakeholder base to cover wide cross-section of citizenry. We will share back with citizens we meet, their solutions and inputs and final synthesised inputs in due course.
- 3. Identify and engage with **Sectoral Champions** who can take ownership to create sectoral roadmaps
- 4. Synthesise priorities obtained from stakeholders into Sectoral Roadmaps
- 5. Engage with government on creation of Project Governance & Management
- 6. Government to Review and sign off Bengaluru Blueprint & Roadmaps; Implement



Illustrative Goals



Sector/Theme	Illustrative 5-year Goals
Mobility	 80% of Bangalore Roads are fully walkable, including for the elderly and differently abled Increased share of public transport to 65 % Reduce share of commute by private vehicles by 20 %
Water Supply and Sanitation	 135 lpcd of water to all citizens through public delivery channels Eliminate by 70% flow of untreated sewerage into storm water drains and lakes
Solid Waste Management	 60 % reduction in instances of open garbage on roads 100 % of garbage related grievances resolved within 12 hours
Governance	 Extend term of the Mayor to five years Bring Planning, Transport, Water, Power, Police under GBA/Council Establish empowered Zonal Committees with dedicated budgets
Citizen Participation	 At least 30% of city budgets utilised through participatory budgeting processes Functioning Ward Committees (on the lines of BBMP Restructuring Committee report) 0.5 million citizens covered annually under a structured program for citizen volunteering, internships for young professionals and students, in civic agencies



An Illustrative Blueprint



JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

Quality of Life Perspective

economy

Improve power availability

Improve trade and investment

equity

Improve Provide water affordable availability education

Provide affordable health

environment

Improve solid waste mgmt.

Improve sewage and I lakes

Solid waste

management

Improve heritage & culture Increase trust & participation of city dwellers

Development Perspective

Improve project selection

Improve

mobility

Traffic command center

Parking lots

Mobility

Pedestrian crossings and FOBs Reduce leakage and theft

rain water
harvesting

Enforce

Plans

Water availability and pollution

treatment plants Segregation at Source

Waste to energy projects

Iconic festivals and structures

Heritage &

Culture

Health profile for early screen

Health

Improve spatial planning

Prepare detailed landuse plan Prepare integrated mobility plan

Implement Plans Improve financial management

Maximize revenue and explore alternate sources

Optimize Expense Increase Transparency

Policies & Processes
Perspective

Improve coordination among civic agencies

Simplify lateral/technical recruitment process

Improve processes for citizen participation

Improve accounting and audit process

Improve urban plan & design standards

Leverage and formalize PPP model

Formalize incentives/ fines for behavior change

Simplify online city services

Decentralize decision making & execution

Defined roles, authority and accountability

Leadership & Capacity
Perspective

Increase skilled urban management team

Increase manpower to deliver city services

Empowerment of city representatives

Legitimacy of city representatives

Partner with private players and experts for skill/ capacity expansion



Non Motorized Transport – 5 year Roadmap (Illustrative)

GOAL: Make 30% of roads pedestrian and cyclist friendly with high utilization by 2021



• Year 3 • Year 5 Year 1 Year 2 Year 4

- Create integrated mobility plan, with emphasis on nonmotorized transport
- Define implementation plan for each pilot
 - Footpaths
 - Cycling lanes & stands
 - Pedestrian crossings & signal
 - Foot-over-bridges
 - Street lighting
 - Cameras
 - Dedicated areas for Parking, Waste bins, Electric poles
- Obtain funding from State Govt. for pilot localities
- Identify localities/ roads for pilot
- Finalize protocols for inter agency coordination - BBMP, BESCOM, **BWSSB**
 - Shifting of garbage bins, electrical poles and agreement to prevent digging of footpath
- Form dedicated team with requisite strategic and technical capabilities
- Joint tender issued for pilots of Non-Motorized transport

- **Execute** footpath, cycle lane as per implementation plan on pilot roads
- **Define policy** for fines on improper behavior
 - Parking on footpaths (apart from designated areas)
 - Hawkers
 - Garbage dump
 - Ignoring pedestrian crossing/ signal
- Formalize community policing for increased security for pedestrians

• Execution milestones met on

pilot roads

- Finalize execution on pilot roads
- Launch awareness campaign
 - Adoption of non-motorized transport options
 - Pedestrian rights
 - Best practices
- Develop bike sharing models offering last mile connectivity by involving private players
- Engage with corporates for encouraging employees to adopt walking/ cycling
 - Internal campaigns
 - Perks etc.
- Formalize subsidies for cycle purchase (Similar to free bus pass for students)
- Identify additional roads/ localities for revamping nonmotorized transport infra
- Increase number of traffic policeman on the roads
- Inauguration of revamped pilot roads
- Identification of additional roads

- Enhance city finances for partial contribution to funding of the new projects
- MoU with State government for remaining funding of additional roads
- Incorporate Walkability **principles** as a part of City Spatial Plan
- Formalize PPP Policy for nonmotorized transport infrastructure upgrade
- Formalize additional contracts for non-motorized transport infrastructure

- Execution of projects for additional localities
- Mandating certain congested areas as "Private car-free"*
- Develop sustainable model for continual implementation and financing for future, incorporating learning from pilots

- Joint tender issued for additional roads
- · Financing and PPP formalized

- ~30% roads declared pedestrian/ cyclist friendly
- Finalized sustainable model

Note: *Car-free zones need additional dependencies to be

taken care of, through a systematic roadmap, not covered above



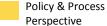
Dev. Perspective **Projects**



Dev. Perspective **Spatial Plans**











How can we break the status quo?



• Set Goals and Milestones

Can we set measurable goals in each quality of life theme, say for a 3-5 year timeframe? E.g., 80% of roads in Bangalore walkable as per predefined benchmarks or increase in share of public transport by 20% in 5 years. Can we have annual milestones, e.g. for the goal on footpaths, BESCOM may have a milestone in say 18 months to remove 80% of their installations from footpaths

• Create Roadmaps for each Quality of Life theme

Can we have sectoral champions, say academics or other domain experts, who can take ownership for creation of a sectoral roadmap by coordinating with agency heads, principal secretaries?

Appoint owner for the Roadmap

Who can be the single owner who is accountable for delivering on the thematic Roadmap?

Measure and Publish Performance

Can the Owner hold monthly review meetings of activities, publish monthly dashboards and possibly hold monthly press conferences? Can the Bangalore In Charge Minister chair quarterly thematic review meetings, and the CM a quarterly Bengaluru Blueprint review meeting? Each meeting to review quantitative dashboards and to publish the same in public domain.



Bengaluru Blueprint: Sectoral Roadmaps



• To be covered for each thematic area:

- What would be the **5-year goals** for this theme? Quantify to the best extent possible and attempt to phase through 1-5 years.
- What are the **easily implementable solutions** ("low hanging fruits") that can implemented in **1-2 years**?
- Which **metrics** should be published periodically to track progress? What **base line data** would you need?
- Who / Which agency will have direct accountability for achieving the goals? Which agencies need to be involved?
- What new policies and/or processes are required to support the above?
- Do you see a need for significant additional **financial resources**? How can the same be raised?
- Do you perceive a lack of **human resources** (quantity-wise or skill-wise)? If yes, how can the same be addressed?
- Do citizens need to be involved at any stage? If yes, how?
- What kind of **tracking / monitoring mechanism** should be instituted to make sure that the milestones/goals are met? How should the same be communicated to the citizens periodically?

Annexure



Key messages from conversations



- 1. Shared sense of despondency; the current status quo needs to be broken urgently; things cannot go on as they are
- 2. Major issues and solutions are largely known; urgent action needed on the ground, though "how to" still elusive
- 3. No clear lines of accountability and ownership due to fragmentation, poor inter-agency coordination;
- 4. Huge shortfall in skilled staff required for managing city services
- 5. Strict enforcement needed of rule of law; significantly increase fines and penalties for violations
- 6. BBMP Council needs to play a more meaningful role in the city
- 7. Private sector expertise much needed in governance
- 8. Shared cultural identity of the city and sense of belonging among citizens neglected, needs to be nurtured; need better mechanisms to understand needs of the poor and marginalised and make city more inclusive and welcoming
- 9. Role of BDA needs to be revisited
- 10. Unplanned growth of real estate accentuating mobility, water and environment challenges emerges as a grave concern

Stakeholders met

Political Leaders

Dinesh Gundu Rao, Minister, Food and Civil Supplies Krishna Byre Gowda, Minister of Agriculture for State

Dr. Ashwath Narayana C.N, MLA, Malleshwaram

B.N. Vijayakumar, MLA, Jayanagar

N.A. Haris, MLA Shantinagar

S. Suresh Kumar, MLA, Rajajinagar

Ravi Subramanya L.A., MLA, Basavanagudi Constituency

B.N. Manjunath Reddy, Mayor, BBMP

Government

TM Vijay Bhaskar, Chairman, BWSSB Vandita Sharma, Principal Secretary, Infra Dev Dept Pankaj Kumar Pandey, MD, BESCOM Dr Ekroop Caur, MD, BMTC

Dr M. A. Saleem, Additional Commissioner of Police, Traffic

I. S. N. Prasad, Principal Secretary, Finance

PKH Tharakan, Former Director, RAW

S K Das, Former Secretary, Government of India

Academia

Narendra Pani, Professor, NIAS, IISc Prof J Ramachandran, Professor, IIM Bangalore Prof T G Sitharam, Professor, Dept. of Civil Engineering, CiSTUP Sudhir Krishnaswamy, Director, School of Policy and Governance, APU Aromar Revi, Director, IIHS Prof. CNR Rao, National Research Professor, JNCASR Dr GK Jayaram, Founder and MD, ILID

Prof. Anurag Kumar, Director, Indian Institute of Science, Bangalore

Culture and Heritage

Arundhati Nag, Founder and Managing Trustee, Sanket trust Prakash Belawadi, Member, B.PAC and Founder, Centre for Film and Drama Naresh Narasimhan, Managing Partner, Venkataramanan Associates Ramchandra Guha, Historian and writer

Domain Experts

V Ravichandar, Member, BBMP Restructuring Committee

Manish Michael, Executive Director, United Way

Uday Vijayan, Founder, Beyond Carlton

Nitin Pai, Director, Takshashila Institution

Alok Gupta, COO Embarq

Dr Devi Shetty, Founder, Narayana Hrudalaya

Sanjay Sridhar, Regional Director for South and West Asia, C40

Srikanth Nadhamuni, Managing Trustee, E Governments Foundation

Vivek Menon, MD, Invicus

Eminent Citizens/Civil Society

Xerxes Desai, Former MD, Titan

Prakash Padukone, Eminent Sportsperson

Nitya Ramakrishnan, Member, Whitefield Rising

Ananth Padmanabhan, Azim Premji Philanthropic Initiatives

Kalpana Kar, Member, B.PAC

P. Lakshapati, Founder, Association for Promoting Social Action

Arun P, Bangalore Rising

RK Mishra, Founder Director, Center for SMART Cities

Mr Pronab Dasgupta, Director, BIC

Padmini Ravi, Eminent Bharata Natyam Artist

Santosh Hegde, Former Justice, Supreme Court of India

Madhu Kishwar, Professor, CSDS

CV Madhukar, Co-Founder, PRS

KK Nayar, Trustee, Janaagraha

Narayan Ramachandran, Co-Chairman, Takshashila Institution

Corporates

NR Narayana Murthy, Founder, Infosys

Ashok Soota, Executive Chairman, Happiest Minds

Vikram Kirloskar, Chairman & MD, Kirloskar Systems Ltd.

Alok Ohrie, President & MD, Dell India Pvt. Ltd

Shekhar Viswanathan, Vice-Chairman, Toyota Kirloskar

Ravi P N C Menon, Chairman, Sobha Developers

M Lakshminarayan, MD, Harman International (India) Pvt Ltd

Manish Sabharwal, Chairman & Co-founder, Teamlease Services

Kiron D Shah, Managing Director and CEO, Velankani Infrastructure

Sachin Bansal, Co-Founder, Flipkart

Subroto Bagchi, Chairman, Mindtree

V Balakrishnan, Founder & Chairman, Exfinity Venture Partners

Sridhar Iyengar, Independent Director

Mohandas Pai, Chairman, Manipal Global Education & VP, B.PAC

S D Shibulal, Co-Founder, Infosys

Vinita Bali, Former MD, Britannia

Media

Veera Raghav, Resident Editor, The Hindu

Maya Sharma, Resident Editor, NDTV

Darlington Hector, Editor, Financial Express

Meera K, Co-founder and Editor, Citizen Matters