UTC REPORT: CHENNAI AS A GLOBAL CITY

Title of the Campus: Chennai as a Global City
Organizer(s) Names: The Madras Chamber of Commerce and Industry
Partner Organization(s): National Institute of Urban Affairs, Chennai Metropolitan Development Authority, Indian Institute of Technology - Madras.
Date and Location: Thursday, 9th November 2017 - Friday, 10th November 2017 / The Raintree Hotel-Anna Salai, 636 - Anna Salai, Teynampet / Chennai, Tamil Nadu 600035 / India

Urban Thinkers Campus in figures:

- 3 COUNTRIES REPRESENTED
- 158 PARTICIPANTS
- 74 ORGANIZATIONS
- 6 PARTNERS GROUPS REPRESENTED

Executive summary:

[Icons representing the Sustainable Development Goals]
The Madras Chamber of Commerce and Industry has been an integral part of the growth of commerce and industry in Southern India. Through their Sustainable Chennai Forum launched in 2011, they have been working with an objective of assisting and promoting a business case for sustainable development and for evolving a congenial policy and action oriented environment for the all-round sustainable development of the Chennai Metropolitan Region in collaboration with like-minded institutions.

The Urban Thinkers Campus-Chennai was organised with the focal theme of "Chennai as a Global City. Chennai is the capital city of Tamil Nadu and is the largest industrial and commercial centre in South India. The Greater Chennai Corporation (GCC) is the flagship Urban Local Body in the Chennai Metropolitan Area (CMA). The Greater Chennai Corporation (GCC) is the oldest municipal Institution in India. Urbanization has spread well beyond GCC limits. The Chennai Metropolitan Area (CMA) managed under the Chennai Metropolitan Development Authority (CMDA) is the fourth largest urban agglomeration in India, which covers an area of 1189 sq.km, and has a population of 85 lakh as of Census 2011.

Chennai Metropolitan Region (including adjoining districts) is endowed with a diversified and balanced economic base. The region has attracted sizeable investments including Foreign Direct Investment (FDI) in Manufacturing, and has a thriving services base with well-developed Information Technology, Financial Services, and Education and Healthcare sectors. Implementation of proposed trunk infrastructure initiatives including the Chennai Bengaluru Industrial Corridor, Ring Roads and projects identified under Government of Tamil Nadu’s agenda for infrastructure development could stimulate further investment and engender growth.

Retaining and building on the advantages of a balanced economy and relatively good physical and social infrastructure would require addressing three imperatives for sustaining Chennai as a Global City: Resilience and Smart Cities.

Chennai has been grappling with natural calamities in two consecutive years in the form of flood and cyclone. The resilience of a city is its ability to persevere in the face of emergency, so it can continue functioning despite serious challenges. Chennai has been chosen as one of the 4 cities in India by the Rockfeller foundation (100RC) which will be provided with resources necessary to develop a roadmap to resilience. Chennai is also one of the twenty cities chosen under India’s “Smart City Mission”. The purpose of the Smart Cities Mission is to drive
economic growth and improve the quality of life of people by enabling local area
development and enhancing use of technology that leads to smarter and efficient
management of urban services. Understanding the vulnerabilities and chosen as
both a Resilient and Smart City, it is essential to integrate resilience with all urban
development initiatives in the city

Inclusion, City’s Expansion and Social Infrastructure
With the Chennai Metropolitan Area expansion proposed to cover 8,878 sq.km
from its existing 1,189 sq.km to include all districts of Kancheepuram, Tiruvallur
as well as Arakkonam Taluk, it becomes essential to regulate fast growing
development in the Suburban areas and create infrastructure enhancing
connectivity. At the same time it is essential to consider protection of natural
resources and plan for this green-field development. To make sure that the future
of city provides opportunities and better living conditions for all, it is essential to
integrate factors of spatial, economic, social, digital and gender inclusions.

Global Investment Destination and Governance
Chennai has emerged as the favourite destination and safe haven for Industries
and MNCs, besides many off-shore services, which has been the most important
driver in attracting the population here. The industrial base is anchored by the
automobile industry, software services, medical tourism, hardware manufacturing
and financial services. The drivers for a preferred destination are its matured
industrial base, well developed industrial infrastructure, port connectivity and
largest producer of skilled manpower in India. Partnerships and key initiatives by
the government have provided an ease of doing business. Establishment of an
industrial base, intelligent networks, infrastructure, and enhanced urban
prosperity needs to be monitored and evaluated constantly in-order to sustain as
a Global City

These imperatives formed the themes of the Urban Thinkers campus- Chennai.
The campus spread across two days on 9th and 10th November and started with
an Inaugural Plenary session with research, government, academia and industry
setting the tone on the objectives of the Campus. Each of the themes for the
campus had three sub-theme sessions with eminent speakers presenting,
deliberating and discussing topics of their expertise in relation to the existing
scenario in Chennai. Urban Labs were conducted, showcasing good practices
which could be adopted in Chennai. Each session ended with an interactive and
constructive dialogue with the participants, on the priority issues and the probable
outcome.

A plenary session, summing up and collating the key issues and outcomes was
conducted where in participants discussed and concurred on the issues and
outcomes. The campus concluded with a Valedictory Plenary session, which was presided by the Deputy Chief Minister of Tamil Nadu, who took note of all the campus proceedings and assured governmental support in executing the recommendations.

The key outcomes of the Campus was to set up a Chennai Urban Observatory - a digital data platform that would enable creation of an urban monitoring systems to support local planning and governance processes-linking data to policy. Secondly to engage citizens in local planning and constant dialogue.

There were approximately 200 participants representing, Industries, Corporate, Government, Corporation, NGOs and other stakeholders, besides around 60 high profile speakers and panelists representing, many national and international organisations. The proceedings and deliberations of the campus were covered through our media partners and were able to reach out to the citizens with news items published in the local newspapers.

There has been constant dialogue with the Chennai Metropolitan Development Authority both pre and post the Campus. It was essential to steer the campus proceedings to highlight the actual ground issues and challenges faced by the development authorities, regulators and operators of utility services. The post campus dialogue will continue with the government agencies and organizations that have pledged support in implementing the action points towards sustaining Chennai as a Global City.

Introduction to the Campus:

The Urban Thinkers Campus-Chennai was organised with the focal theme of "Chennai as a Global City". Chennai a Metropolitan City and the State Capital of Tamil Nadu, has a large number of Central, State and Local government agencies. It is also one of the first 20 Smart Cities of the Government of India. Chennai has been chosen as one of the 4 cities in India by the Rockfeller foundation (100RC) which will provide the necessary resources to develop a roadmap to resilience. Further Chennai also joined the C40 Cities, presenting their commitment to securing a low carbon and liveable future for its citizens.

The Urban Thinkers Campus was designed to provide a platform for discussion amongst various city-stakeholders and agencies to arrive at responsibilities and
implementation roadmaps on their contribution towards Chennai’s Global standing.
There are many organizations- Governmental, Civil societies, Corporates and institutions that work in their own capacities to address various challenges for sustaining Chennai as a Global City. The Madras Chamber of Commerce and Industry (MCCI) through their sustainable Chennai forum, has been the key link connecting all the city stakeholders in Chennai and has been spearheading various urban related initiatives since 2011. The National Institute of Urban Affairs (NIUA), New Delhi, a think tank to the Ministry of Urban Development Government of India and ICRA Management Consulting Services Limited, Chennai- a multiline management consulting firm were the official knowledge partners for the campus. The Chennai Metropolitan Development Authority, the nodal planning agency within the Chennai Metropolitan Area were principal sponsors and participated in all sessions, highlighting the key challenges within the city on a ground level and the issues in implementation. The campus was supported by Indian Institute of Madras (IIT-M), a premier engineering Institute in India, who brought in abundance of know-how & expertise in various sectors. There were representations from all leading corporates in Chennai who shared their perspectives of the industry with the city.
The Urban Thinkers Campus was conducted across two day and covered three themes under the topic of “Chennai as a Global City”. The themes were

1. Resilience & Smart Cities
2. Inclusion, City's Expansion and Social Infrastructure
3. Global Investment Destination & Governance

Each theme was further divided into three sub-themes. The Resilience & Smart cities had sessions on - Building a Resilient and Smart City, Enhancing Urban Connectivity and Improving Sustainable Urban Infrastructure. Similarly the theme of Inclusion, City's Expansion and Social Infrastructure had sessions on - Planning City's Growth and Natural Resources, Empowerment in Urban Inclusion and Urban Well Being and Social Infrastructure. Finally the third theme of Global Investment Destination & Governance had sessions on Ease of doing business, Governance and Partnerships and Sustaining as a Global City-Monitoring & Evaluation.
Each session had a panel of 5-6 eminent speakers who engaged in presentations, deliberations and discussions on topics of their domain expertise and brought forth the challenges and issues in the City. Further each session had 1-2 Urban Labs related to best practices and case studies across the country and a few
international case studies related to the session where speakers engaged the participants on how such similar practices can be adopted in Chennai as well. Each session concluded with vibrant participation from the audience on identifying and prioritizing the key challenges and issues within the city and mapping out the action points for each stakeholder. Post the third session in each theme, a plenary for summing up was held. This session had the issues to be addressed demarcated at the Governance level and the citizen level and the priority tasks lined up. The Urban Thinkers Campus concluded with a Valedictory plenary, which was presided by the Deputy Chief Minister of the State of Tamil Nadu. The issues raised and priority action tasks were taken note of and full support of all government department agencies towards fulfilling the tasks outlined was assured of. To start with, launching of a Chennai Urban Observatory was envisaged with the support of key stakeholders in Chennai. This Observatory would be a digital data platform, open to all, integrating information of various sectors and departments.

Summary of all session:

The Urban thinkers Campus started with an Inaugural Plenary session that set the tone and agenda for the campus. The inaugural session raised the following points:

1. A good conversation with the industry and governmental agencies is key to run the economy of the city and also critical in contributing towards the development of city and making it more sustainable.
2. Chennai is already a global city, and that the focus should be on retaining it as a global city.
3. Chennai has been pro-active about expanding the Chennai Metropolitan area and there is a plan to extend the area to a total of 8,878 km2 from 1,189 km2 as on date. It would be essential to strategically plan for these areas which will also contribute to a 30% increase in the State’s GDP.
4. Building of partnerships globally for outreach is essential.
5. It is important to start with small pilots to make significant changes and then understand what needs to be done in a cost effective manner with optimum resource utilization.
The campus had three themes running in parallel. The sessions under each theme are described below:

**Theme I: Resilience & Smart Cities**

**Session I: Building a Resilient and Smart City**

The topics in this session included:

1. Disaster Preparedness for Resilient Cities
2. Challenges in Implementation
3. Designing Smart Cities
4. Integrating Climate Resilience with Smart Cities
5. Understanding Vulnerabilities in Chennai

**Key Takeaways**

- The vision should be long term with schemes and programmes that go beyond governance changes.
- The infrastructure for the city should designed and implemented to the maximum with support through public private partnerships, awareness creation and adequate citizen engagement.
- Decentralized small scale waste management solutions at community level needs to be prioritized.
- Understanding Bio-mimicry found in local contexts will offer modularity and flexibility that needs to be integrated and built into the city systems.
- Cities should adopt frameworks or other certification standards to enable Performance measurable–on various indicators
- Data needs to be updated regularly and primary data needs to be generated.
- The decision making process is really fragmented, and there are too many institutions involved at multiple levels making the decision making a complex and time consuming.
- Post the 2015 floods, vulnerability mapping has been initiated and mandatory measures with regard to electric generators, public health supplies have been implemented. However vulnerability analysis needs to be conducted.

**Urban labs**

**Case Studies on the following topics were presented:**

1. Mobilizing Resilience & recovery through Collaborative Efforts-Chennai Floods
2. Use of COREDAR tool for coastal cities
3. Resilient Cities Strategies-A case study of Surat
Key takeaways
• Relief efforts in stage I of floods included immediate support through supplies of food, water, medical supplies and other essentials. The stage II included organising medical camps and rehabilitation measures for people whose areas which are badly effected due to disaster
• Use of Tools like COREDAR – as used in New York, about communicating the risk of sea-level rise and engaging stakeholders in framing a community based planning framework can be adopted.
• The resilience strategy for the City of Surat included identifying resilience priorities and goals under various sectors focusing on short and long term projects to be taken up by various agencies and institutional networks.

Session II: Enhancing Urban Connectivity
The topics in this session included

1. Digital Infrastructure for Cities
2. Transforming Transportation using Non-Motorized Transport
3. Mitigating Climate Change Effects of Urban Mobility
4. Traffic Management in Chennai

Key Takeaways
• Cities need digital technology and connectivity both in terms of virtual and physical infrastructure. Digital literacy is a key aspect
• Key challenges for Traffic police in managing the city are
  o Increase in traffic volume has been exponential,
  o Need for Camera and digitization for better and faster control and management of the city traffic
  o The Chennai Urban Mobility Transportation Plan needs to be revisited to align goals and visions of the city level agencies and stakeholders
• Need to promote public transport, multi modal transport systems and improve the overall last mile connectivity
• Mitigating climate change effects from Urban mobility can be achieved through:
  o A- Avoid (focus on working on reducing the carbon footprint, by working from home, online working, shopping)
  o S-Shift (shift to walking, cycling, increasing the green cover for the city)
  o I-Improve (improving overall urban infrastructure and other aspects to have a better living environment for all)
Urban labs

1. Public Cycle Sharing Infrastructure for Chennai
2. Future of Mobility-Electric Cars

Key Takeaways
• Ideas that cities need a flyover or a metro system to resolve city level traffic issues is a myth.
• Electric mobility is the future, but implementing a battery swapping ecosystem is the key in Chennai is the key

Session III: Improving Sustainable Urban Infrastructure
The topics in this session included

1. Water Supply & Sewage
2. Waste Management
3. Pricing for Urban Services
4. Infrastructure for Disaster Risk Reduction

Key Takeaways
• Due to non-availability of fresh water, Chennai needs to work on harvesting and treatment of water. Water sustainability lies in
  o Rain water harvesting
  o Waste water re-use
  o Desalination
• Waste to energy’ disposal of waste in scientific and environmental friendly way is the mantra to a resilient and global city. Chennai lacks a comprehensive waste management plan
• The Urban Local bodies act in a monolithic structure, and the role of the operator and regulator is one and pricing for urban services is archaic which needs to be changed as well.
• The subsidies for urban services need to be made more explicit rather than implicit. Use of direct benefit transfers needs to be brought about.
• The existing natural watershed of Chennai is well defined and rainwater needs to be managed well to avoid inundation and drought scenarios

Urban Labs

1. Creating Sustainable Community- Sri City
Key Takeways
• Sri City has a 3 tier water management plan and zero discharge plan. The industrial waste water discharge is recycled and 20% of city is run through solar power.- Decentralized ward level management of services is the key

Theme II: Resilience & Smart Cities
Session I: Planning City’s Growth and Natural Resources
The topics in this session included

1. City's Growth Expansion Plan
2. Future of Real Estate -Chennai
3. Redevelopment or Revitalizing Development
4. Housing for a Global City
5. Urban Green & Open Spaces
6. Conserving Natural Resources in Chennai

Key Takeaways
• The Chennai Metropolitan Area is proposed to expand 8- fold to 8878 km2.
• Demonetization, Real Estate (Regulation and Development) Act (RERA) in May 2017 and GST – are three interventions in a short span of one year that has brought a slowdown in the Real Estate industry in Chennai.
• The different urban governmental bodies work in silos in the city resulting in Chennai losing out to Hyderabad in terms of its infrastructure.
• Chennai has seen and is seeing more of greenfield development and very minimal redevelopment.
• Even though there are government schemes such as “Housing for All” by 2022 there are challenges for developers in long gestation periods in the approval process, availability of land at affordable prices, issues of FSI, availability of certain building materials and availability of finances for developers as well as customers.
• It is necessary to decentralize and improve the status of natural resources with involvement of local communities.

Urban labs

1. Vulnerabilities of Encroachment on Coastal Areas, Marsh Lands & Eco sensitive Areas- Case Study
2. Role of Civil Societies in Natural Resources Restoration
Key Takeaways
• An integrated approach towards vulnerability assessment is required to prioritize natural resources and address problems – leading to an action planning exercise.
• A suburb in Chennai-Mudichur has borne the brunt of inundation, due to encroachments on the natural drainage line and solid waste dumping. Priority action should concentrate on solving issues in such areas
• Integrated storm water management plan is required

Session II: Empowerment in Urban Inclusions
The topics included:

1. Engaging Urban Poor to build a Resilient, global and smart city
2. Financial Inclusion Solutions
3. Managing Migration
4. Women Empowerment

Key Takeaways
• Policies impacting the poor, restriction on the FAR, has led to a horizontal growth of the City with increase in capital expenditure of urban services. Compact and dense cities will have better outreach of public services and government agencies should consider increasing the FSI
• Banks and Financial Institutions need to provide proper hand holding to the Urban poor by creating more awareness on government initiatives - on different insurance schemes and zero balance accounts
• Government and Civil societies need to empower women with more knowledge on social infrastructure and schemes available to them. The third gender also needs to be given special consideration and empower them with proper means of livelihood

Urban labs

1. Contested Urban Commons-Case Study of Lake Sampagini
2. Upgrading Informal Settlements Case Studies – Kannagi Nagar/ Ezhil Nagar Chennai

Key Takeaways
• Historical timeline on how Lake Sampagni in Bangalore has turned into a Sports Stadium and how over time how a community managed utilitarian
resource was converted into a state owned sports stadium restricting people’s access urban commons
• Housing is not the only solution to address deprivation in informal settlements. The approach needs to be integrated considering the means of livelihood for the Urban poor

Session III: Urban Well-Being and Social Infrastructure
The Topics covered in this session included

1. Enhancing Skill Development for Industries
2. Creating Sports Infrastructure & talent
3. Universities & Smart Cities
4. Chennai Heritage Development
5. Quality of Life for all--City level Policy

Key Takeaways
• Heritage structures needs to be preserved as they were built by the local artisans with locally available material and commemorate open space and environmentally friendly construction native to the region.
• The Chennai master plan was done based on Land Use Plan which is static and does not capture the true picture of the city.
• Data is the Key. Chennai needs an
  o Urban Mobility Plan
  o Solid Waste Management
  o Urban Flooding Vulnerability Plan with buffer zones earmarked.
  o Pollution Map
  o Health indicators Map
• There is a need for skilling and reskilling movement in the city. Plans for skill development needs to be kept with the thought process that technology is rapidly changing and there will be a structural shift again in few years to come.
• Acute shortage of sports infrastructure and physical education in the Cities
• Universities are knowledge creators and are critical to framing human capital creators who can inform policymakers

Urban labs

1. Improving Road Safety

Key Takeaways
• Road fatalities are largely a result of an unsustainable mobility plan. Most of the urban mobility plans focus on vehicles and leave out the vulnerable group of road users—pedestrians and cyclists. Chennai needs to revisit and prepare an Urban Mobility Plan.

**Theme III: Global Investment Destination & Governance**

**Session I: Ease of Doing Business**

The Topics covered in this session include

1. Policy Enablers for Ease of Doing Business
2. Chennai Global Connect
3. Doing Business in a Global City
4. Emerging Business Opportunities in Chennai as a Global City
5. Easy life for Expats

**Key Takeaways**

- Traditional methods of competition such as tax concessions, free land, etc. are not attractive for investment. Soft advantages such as urban transport, manpower, quality of life, etc. have become more important, and need to be marketed.
- A single window system in Tamil Nadu went live in November to make business needs, pre-operation approvals and clearances in every stage of business life cycle at a single point of contact. This window system makes electronic distribution of applications to the relevant authorities without the need for applicants to visit the offices physically and eases out any hurdles for starting any industry.
- Chennai is the automotive hub of India and should capitalize on the various advantages it offers and sustain the same:
  o Infrastructural advantages
  o Proximity to ports – easy facilitation of imports and exports
  o Roads infrastructure
  o Developed industrial estates
  o Skilled workforce – developed regulation for labour
  o Uninterrupted power – no fluctuations in tariffs given by Government.
- The people of the city are its strength – the intellectual capacity and agility which offers a lot to expats and industries in the region.
Session II: Governance & Partnerships
The session topics included:

1. UK Connect for creating sustainable cities
2. Making Public-Private Partnerships work
3. Cyber Security in Cities
4. e-governance
5. Citizen Involvement & Dialogue for a Global City

Key Takeaways
• Municipal reforms are needed for strengthening the financial condition of local bodies. Secondly, there is a need to have balanced contracts for infrastructure projects. The contracting must be done right in order to encourage private sector participation
• The concept of good governance is based on five pillars: openness, participation, accountability, effectiveness and coherence
• The foundation of global cities is open data, hence there should efforts in thinking of the cyber security blueprint before implementation.
• Technology can enable citizens to come together and act. For e.g apps can bring citizens together, however Human interaction is also important, hence, spirit of physical communities needs to be revived. Physical participation can galvanize real change

Urban labs

1. GIFT- Gujarat International Finance Tec-City- Case Study- Govt JV

Key Takeaways
• GIFT is a green field-Transit-Oriented Development (TOD) planned city, with par excellence services in water supply, sewage treatment plant, waste management, and district cooling system, smart building management systems and rain water harvesting systems.

Session III: Sustaining as a Global City-Monitoring & Evaluation
The topics in this session included:

1. Role of Chennai Urban Observatory
2. Best and Next Practices of Cities Across India-Global Benchmarks
3. Managing Chennai’s development Trajectory
4. Translating IoT into Better Services
5. Smart Citizens for Global Cities

Key Takeaways
• Data should be available, neutral, and easy to use - To create sustainable urban monitoring systems to support local planning and governance processes-linking data to policy
• Scope to optimize the sprawl needs to be studied. An important question would be whether the city needs to be built for private vehicles or for the public to move.
• Use of geospatial tools to visualize data to understand complex information and connect the dots between trends, patterns and correlations is required
• Chennai is the only metro city in India that does not have a waste management. Waste is only being dumped.
• IoT helps Cities breaking the silos in which data exists in (infrastructure, IT, financial services, heavy engineering, hydrocarbons, developmental projects, etc.) and helps in working with the data together
• Technology and infrastructure alone cannot make a city smart if its citizens are not smart

Urban labs

1. Fraunhofer’s Morgenstadt (Cities of Tomorrow) Initiative
2. Online reporting of Civic Issues-Case Study

Key Takeaways
• Fraunhofer has developed 100 indicators. The first step to evaluate any city would be to analyse the baseline data and the major issue in Chennai is with the availability of data
• It is essential to integrate the silos of different departments in governmental bodies to work together.
• I Change My City’ – is a platform that is available for grievance redressal and gives performance reports, civic data insights and allows users to look at ward specific details and interact with authorities. Similar citizen engagement in Chennai needs to be envisaged.

The campus concluded with a summing up plenary session and the Valedictory which was presided by the Deputy Chief Minister of the State of Tamil Nadu. The issues raised and priority action task were taken note of and full support of all government department agencies towards fulfilling the tasks outlined was
To start with, launching of a Chennai Urban Observatory was envisaged with the support of key stakeholders in Chennai. This Observatory would be a digital data platform, open to all, integrating information of various sectors and departments.

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**Key outcomes:**

The outcome from all sessions have been categorized based on the issues to be addressed at the Governance level and the Issues raised by citizens & corporates

**Issues to be addressed at a Governance Level**
- Integrated urban planning is necessary especially with the expansion of the metropolitan area.
- Convergence of departments for spatial planning and de-coupling for actions
- Outsourcing of responsibilities and involving more partners for services
- Explicit rather than implicit subsidies and penalties with stronger enforcement
- Policy Coherence: Organizations (Govt., academic, CSO, etc.) with defined roles, talking to each other
- Digitization of services
- Converging data from different sectors and departments
- Single window mechanisms like Ease of doing business to be managed & expanded
- Mapping utilities and service deployment & delivery mechanisms
- Preventive action instead of mitigation for disasters. Need to conduct a vulnerability assessment study
- Preparation for Migration influx and provision for urban services
- Digital inclusion of population – and education about proper use
- Geo-spatial tools for monitoring and understanding urban patterns within the city
- Data driven framework: Adopt any one standard (WCCD, LEED, and Livability), measure indicators precisely. Data is the future gold.
- Data availability and ease-of-use for public
- Safeguards & oversight for cyber security, data terrorism
- Converting technology change and resultant job losses to skilling challenge.
- Talent identification and retention
• Sustained Information Education and Communication campaigns for increasing citizen ownership & responsibility
Issues to be addressed raised by the citizens & corporate
• How to enhance and bring forth the soft advantages the city offers for competitiveness (processes, quality of life, etc.), not the traditional tax sops, land, etc for investments.
• Involvement in preparation of the Climate Resilience Plan and Strategic Resilience Plan with different targets in different segments of infrastructure
• Ecology issues: Waterbodies protection, Natural species, Coastal & Marsh lands with development pressures (e.g. Mudichur)
• Improving Urban Commons: Green, open, equitable public spaces, with growth opportunities – for all lives
• Preparation of Heritage Conservation, Culture Plan & Enhancing Tourism Events and possibilities for monitoring & efficiency
• Preparation of a Waste Management: Comprehensive Plan, (no Waste processing plant)
• Tackling Real Estate slowdown
• Provision of more Affordable housing schemes and values / opportunities therein
• Scheme access for the Urban poor and policies for inclusion, (digital & financial means)
• Women & Gender issues: School, Transit, Work, public spaces
• Conduct studies on Health and city wide indices for diseases, epidemics, etc.
• Traffic Management: modal changes, multi-modal formats, last-mile connections, digital data

The clear Tasks and action plans that have emerged are:
• The city needs to come out with a City Vision 2030 document with Targets and Citizens Charter in each sector to monitor
• Vulnerability assessment: for natural hazards, natural resources, and health issues.
• Lessons and partnerships forged during 2015 floods , 2016 Cyclone and other events
• Initiate Community consultations, Focused Group Discussions, Resource Centres, Volunteer armies
• Reviving Chennai Urban Mobility Plan
• Rework pricing for Urban services
• Introduce Municipal reforms and outsource operating services through balanced Public-Private Partnerships
• Prepare a comprehensive waste management plan. Introduce laws for waste segregation at source.
• Strengthen existing & create new Social infrastructure (amenities like shelters, parks), not just Civil infrastructure (utilities like water, waste)
• Engage citizens through apps for recommendations and suggestions at every stage- planning and operations.

Conclusion & way forward

The Madras Chamber of Commerce and Industry, will continue to play a pivotal role in bridging the various stakeholders of the city and be a leading advocate on sustainable development to make Chennai an inclusive, sustainable, clean and green metropolis in the global context. The major objectives achieved through this campus are:

1. Defining Priority Actions
   MCCI has set-up the Sustainable Chennai Forum in 2011 for deliberation on various issues pertaining to Chennai's competitiveness and its sustainability. This campus brought out significant issues at the ground level and at a macro-level that the city administration needs to take up. The Metropolitan authority, Utility Government agencies have taken note of the issues and will be engaging in a constant dialogue with MCCI about the progress. Though Chennai is a part of the 20 cities in the Smart Cities mission of India, one of the 100 RC Resilient cities chosen by the Rockefeller foundation, one of the C40 cities - presenting their commitment to securing a low carbon and liveable future for its citizens, the deliberations in the Urban thinkers campus was able to bring out an interlinkage of all these activities and present a clear perspective on the future of the city, the gaps which require attention and the tasks of various stakeholders.

2. Building Partnerships and Commitment
   Through this Campus, Madras Chamber of Commerce and Industry (MCCI) has brought about partnerships and a strong network between various city
stakeholders. Many eminent speakers and organizations have pledged their support through expertise and knowledge sharing to the Government and this network formed for continued sustainable action for the city

3. Formation of the Urban Observatory
The prime take away from the entire deliberations of the campus was the need to have a digital data platform for the city. There are multiple organizations working in their own capacities but there is disconnect between these organizations. Further for urban planning, preparation of the Vulnerability assessment, mobility plan, and a vision document for the city, there is no standard baseline and all these plans need to be evolved and worked on simultaneously.

The Urban thinkers Campus- Chennai has helped in structuring the roadmap and defining the Urban Observatory. It is envisaged to launch a Chennai Urban Observatory which will contain spatial data on various sectors that will enable easy decision making. This will enable an urban monitoring system to support local planning and governance processes-linking data to policy. Further participation of various stakeholders and citizens with accessible data will help in shaping a better future.

The benefits will be multifold
• For Government: effective planning and policy actions
• For Chambers: business partnership & efficiency of functions
• For Academia: understanding cities and building frontier research areas
• For Communities: local issues, local solutions & livelihood opportunities
• For the City: Better quality of life, growth, sustainability and resilience

Once this digital data platform is enabled, preparation of other plans and assessing the Cities performance is easy.

4. Improved Citizen Engagement
Another highlight from the Campus was the need for citizen engagement. There is a gap and disconnect in planning exercises and inputs of the citizens are lost out. Engaging citizens through mobile app services to voice their concerns and issues will be rolled out in an effective manner.

Recommendations:
For Chennai the implementation New Urban Agenda is very significant because of the multi-fold expansion of the metropolitan area in the years to come. The campus was able to address aspects of the NUA and the outcomes are as follows:

The Transformative Commitments for Sustainable Urban Development:
• The campus highlighted the issues that need to be addressed by the local Government
  o Vulnerability assessment needs to be conducted identifying the various vulnerable groups
  o Affordable housing schemes and improving urban services access for urban poor
  o Government and Civil societies need to empower women with more knowledge on social infrastructure and schemes available to them. The third gender also needs to be given special consideration and empowered with proper means of livelihood
  o Studies need to be conducted on health and city wide indices for diseases and epidemics needs to be mapped
• Corporates and NGOs to engage in providing digital literacy for Urban Poor
• Banks and Financial Institutions need to provide proper hand holding to the Urban poor by creating more awareness on government initiatives on different insurance schemes and zero balance accounts

Effective Implementation:
• The campus has forged a network of dialogue between the local development authority and the state government to implement recommendations arising from the Campus.
• The first step along with the Local governmental agencies will be to set up the Chennai urban observatory—which will be a digital data platform effective planning and policy actions

Monitoring & Reporting:

Action Plans can be grouped according to the stakeholder commitments and the indicators to measure the progress are listed accordingly.

Government Level
• City Vision 2030 document with Targets and Citizens Charter in each sector to monitor
• Reviving Chennai Urban Mobility Plan
• Rework pricing for Urban services
• Prepare a comprehensive waste management plan. Introduce laws for waste segregation at source.
• Strengthen existing & create new Social infrastructure (amenities like shelters, parks), not just Civil infrastructure (utilities like water, waste)
• Introduce Municipal reforms and outsource operating services through balanced Public-Private Partnerships

Indicators

1. Interview and discussion with Chennai Metropolitan Authority and Chennai Municipal Corporation for Urban mobility and Waste management plan
2. Survey & Visual observation for improvement in social infrastructure-parks
3. Official Announcements

MCCI & Other Corporates and Consulting Organizations
• Launching of the Chennai Urban observatory
• Vulnerability assessment: for natural hazards, natural resources, and health issues

Indicator

1. Formation of an Urban Observatory Website
2. Report for Vulnerability Assessment- made public

Citizens
• Initiate Community consultations, Focused Group Discussions, Resource Centres, Volunteer armies
• Engage citizens through apps for recommendations and suggestions at every stage- planning and operations.
• Lessons and partnerships forged during 2015 floods, 2016 Cyclone and other events

Indicator
• Interview with community based initiatives
• Chennai based Apps- Statistics

In the short term
• MCCI will publish a detailed outcome report with the proceeding of the campus and share it with the WUC community and other partners
• Through the Sustainable Chennai forum, MCCI will monitor the progress of the outcomes of the UTC and will highlight the same in their working group committees.

Conduct a follow up event to explore the progress made based on the action plans and report to the UN Habitat on the progress made and other updates if necessary in 5 years.

UTC key speakers:

1. Prof Jagan Shah Director, National Institute of Urban Affairs
2. Mr. S. Krishnan IAS Principal Secretary to Government Housing and Urban Development Department Govt. of Tamil Nadu
3. Mr. Prakash Challa Chairman and Managing Director, SSPDL, Chennai
4. Mr. Arun Krishnamurthy Founder, Environmentalist Foundation of India, Chennai
5. Dr. M Vijayabaskar Associate Professor, Madras Institute of Development Studies Chennai
6. Mr. T. Shivaraman CEO and Managing Director, Shriram EPC Ltd, Chennai
7. Anand Madhavan Director Infrastructure and Public Finance CRISIL Infrastructure Advisory
8. Mr. Ravindra Sannareddy Founder Managing Director Sri City
9. Dr. Daniel Shah Director, Research Councils UK (RCUK) India, New Delhi
10. Mr. Damian Wagner Sr. Project Manager – Smart Cities and Co-ordinator – Triangulum, Fraunhofer IAO, Stuttgart
11. Dr. Ravindra Gettu Professor, Building Technology and Construction Management Division, Indian Institute of Technology- Madras,
12. Ms. Sheila SriPrakash Chief Architect Shilpa Architects, Planners Desingers, Pvt Ltd
13. Mr. Kamlesh Yagnik Chief Resilience Officer, 100RC- Surat
14. Dr B. Chandramohan, IAS Secretary to Government- Revenue & Disaster Management, Govt of Tamil Nadu
15. Mr. A. Shankar National Director-Strategic Consulting, JLL, Chennai
16. Mr. Prem Anand Sinha, IPS Joint Commissioner of Police, Traffic – South, Chennai
17. Mr. T.K. Ramachandran, IAS. Principal Secretary, Information Technology Department - Government Tamil Nadu
18. Mr. P. Selvadurai Chief Planner CMDA

List of Participants:

List of participants

List of partner groups represented:

1. Local and Subnational Authorities
2. Research and Academia
3. Civil Society Organizations
4. Foundations and Philanthropies
5. Professionals
6. Media

List of organizations represented:

List of organizations
List of countries represented:

1. India
2. Germany
3. United Kingdom

Website: