

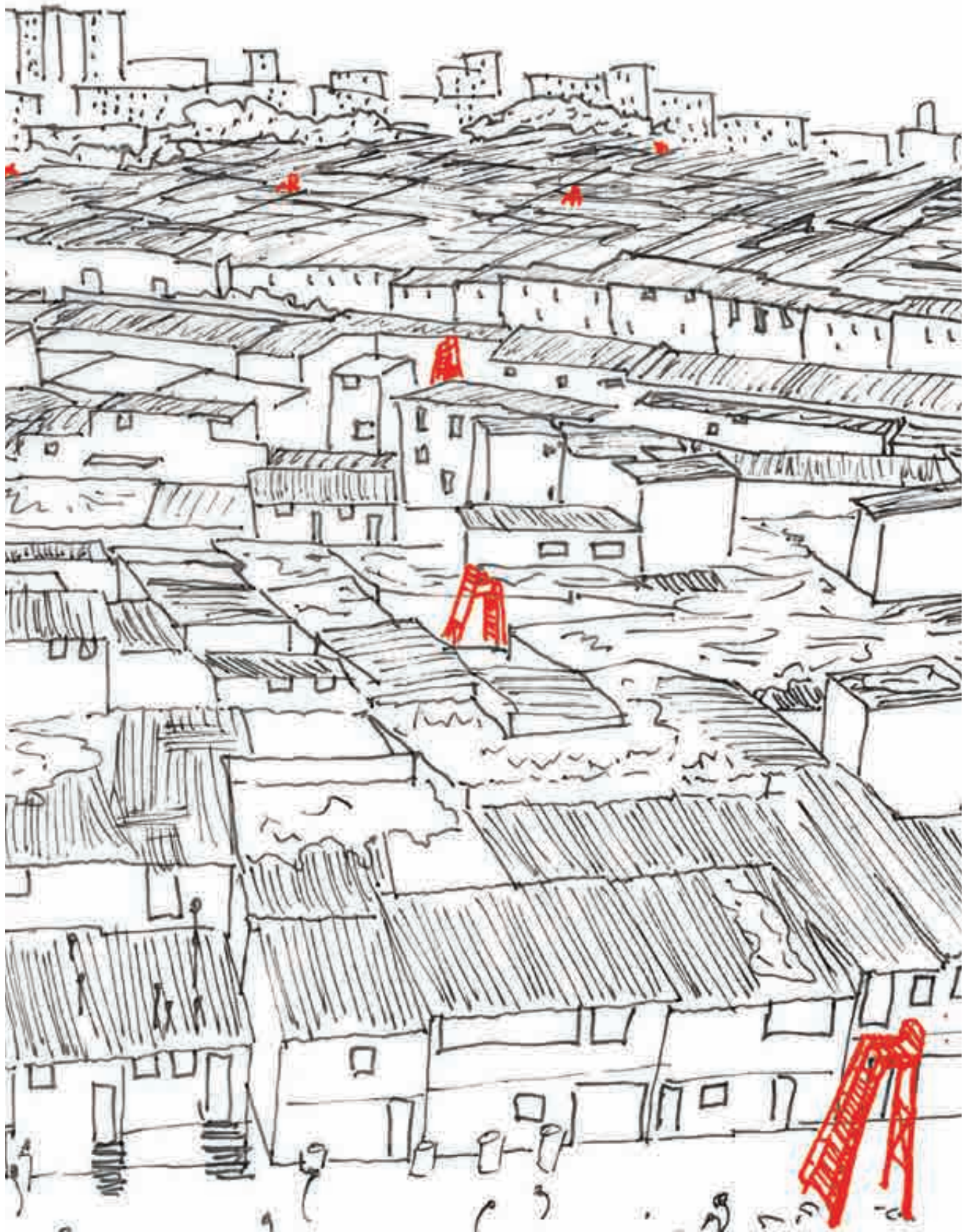
# Inclusive Neutrality

## 04

THIRD PRIZE WINNER

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Adrien Defosse Horridge, Alain Deveau,  
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Laurence Cremel

The proposal focuses on a long term strategy that is inclusive, instead of a master plan and hence, proposes a neutral body called the Dharavi Sabha to mediate the opportunities in Dharavi. It also proposes a Dharavi Festival as a platform to initiate community participation and discussion. The three milieu - the green corridor, the fringe and the heart of Dharavi, are proposed as the metabolic elements. Specific ideas include integrating Dharavi with a national park along Mithi River, creating an elevated public space over the railway tracks, a high intensity development along the railway line and G+3 houses in the core of Dharavi. The jury appreciated the participatory governance model as well as the comprehensive nature of ideas proposed at different scales, making connections within and outside Dharavi.



## PREMISE

Urban democracy is the trigger of our engagement: as citizens of the world, how can we accept that our largest cities continue to promote poverty and urban indignity?

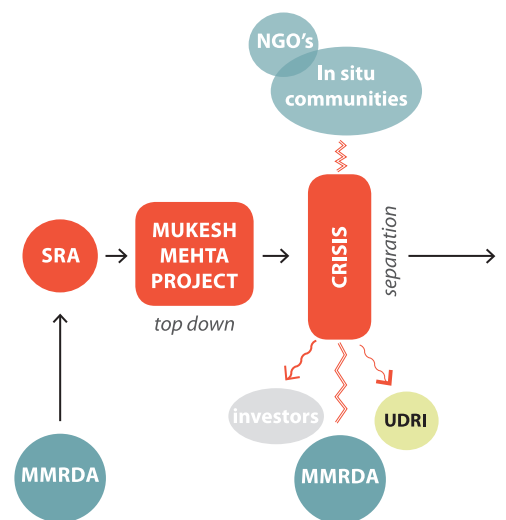
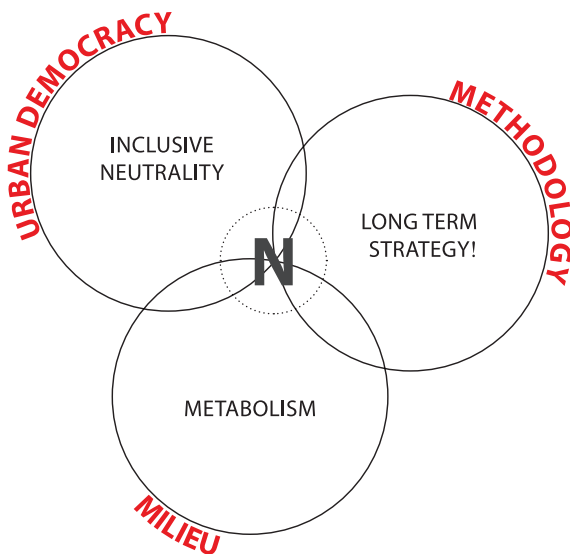
**Our proposal endeavors not to be an end but a means to the beginning, a methodology rather than a Master Plan.**

It becomes evident that Dharavi is too big, too complex, and too diverse and hence, it is both impossible and counter-productive to propose the “one” solution. In taking a deeper look at the panorama of projects and solutions already existing, there are a multitude of projects and ideas have something specific and special to offer society. The idea, hence, was not to begin from scratch but to work with the substantial and brilliant efforts of the past and present.

The proposal therefore is first oriented towards a **Methodology**, a long term strategy that will incorporate previous ideas and collate available data, work with communities and government through a participative process.

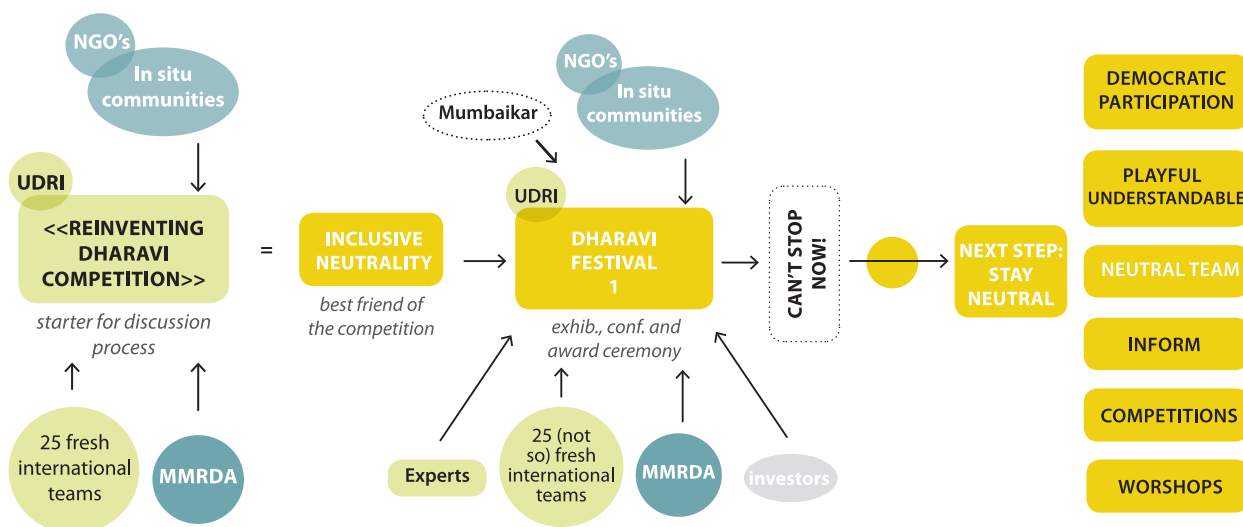
Second, the premise is that this competition is a tool to bring all stakeholders around the same table. Our proposal holds the philosophical position of **Inclusive Neutrality** to bring into context the varied positions, defining each decision within the overall strategy and to find a common ground as a tool of mediation.

Steeped in this essence of inclusion is the understanding of Dharavi as **Metabolism**, living and evolving, made of relationships, exchanges, processes as much as it is made of the tangible physical environment. Identifying Dharavi as an evolving ecosystem makes us look at it inside out and from its territorial environment.



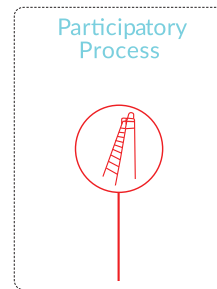
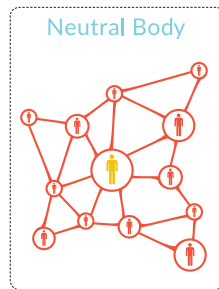
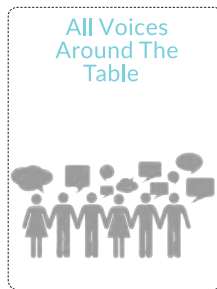
Thus, the ideas competition is seen as a catalyst that can drive this methodology of neutrality, a challenge to the top-down proposal of Mukesh Mehta. The word idea means that the debate needs to be held at intellectual and technical levels, we need not engage in the political or respond to economic interests of external groups. The postulate of reinvention acknowledges the pre-existence of Dharavi and urges us to understand the need for transformation and regeneration. It suggests that the only way to do this is to use the existing. This is the metabolic process: nothing is lost, nothing is created, everything is transformed.

Slum dwellers are not considered on par with other citizens. The idea of alienation is also built into the social ethos; as a result it is relatively easy to take advantage of the low-income workers and the informal economy they are a part of. Policy makers have viewed the urban poor as a burden to public services and infrastructure. As a result, what the urban poor offer the city and that the relationships are truly symbiotic is forgotten. It is crucial to recognize the urban poor as citizens - as contributors to a dynamic economy and facilitators of Indian enterprises.





## GUIDING PRINCIPLES



### Inclusive Neutrality: A Philosophy

Inclusive Neutrality allows us to move away from binary positions and oppositions that have plagued the core of decision making in the context of Dharavi. It places the debate of Dharavi into one that is largely human for the whole city and community.

The philosophical premise for neutrality is:

- A desire for resolution through various perspectives
- A desire for suspension
- A position of Tertium
- A statement of methodology

This guiding principle will impact the proposal in the following ways:

- By responding to all stakeholders and creating a global vision based on the irrefutable concerns of Human Rights: sanitation / security / dignity / rights and legitimacy / de-crowd (right for minimal space and breathing) / urban democracy.

- By developing a methodology and not a master plan - it is our position that the proposition of a “master plan” is divisive, non-equitable and brutal.
- By catalysing a proposal that is intrinsically participative and joyous, hopefulness and playfulness are the best way to reach everyone
- By creating a common ground that is engendered socially, economically and spatially, we propose a “place” of public space. This public space is fundamentally a civic and secular space and the only way to bring people together and connect essential city services.
- At the centre of this methodology is the creation of a neutral body/ team, chosen by all stakeholders, whose role will be to integrate all expertise and direct the discourse.

## Inhabitants

Aim For



- Ownership
- Minimal space
- Services
- Security
- Microcredit
- To be represented
- Participation
- Dignity
- Recognition of specifications

## The City

Aims For



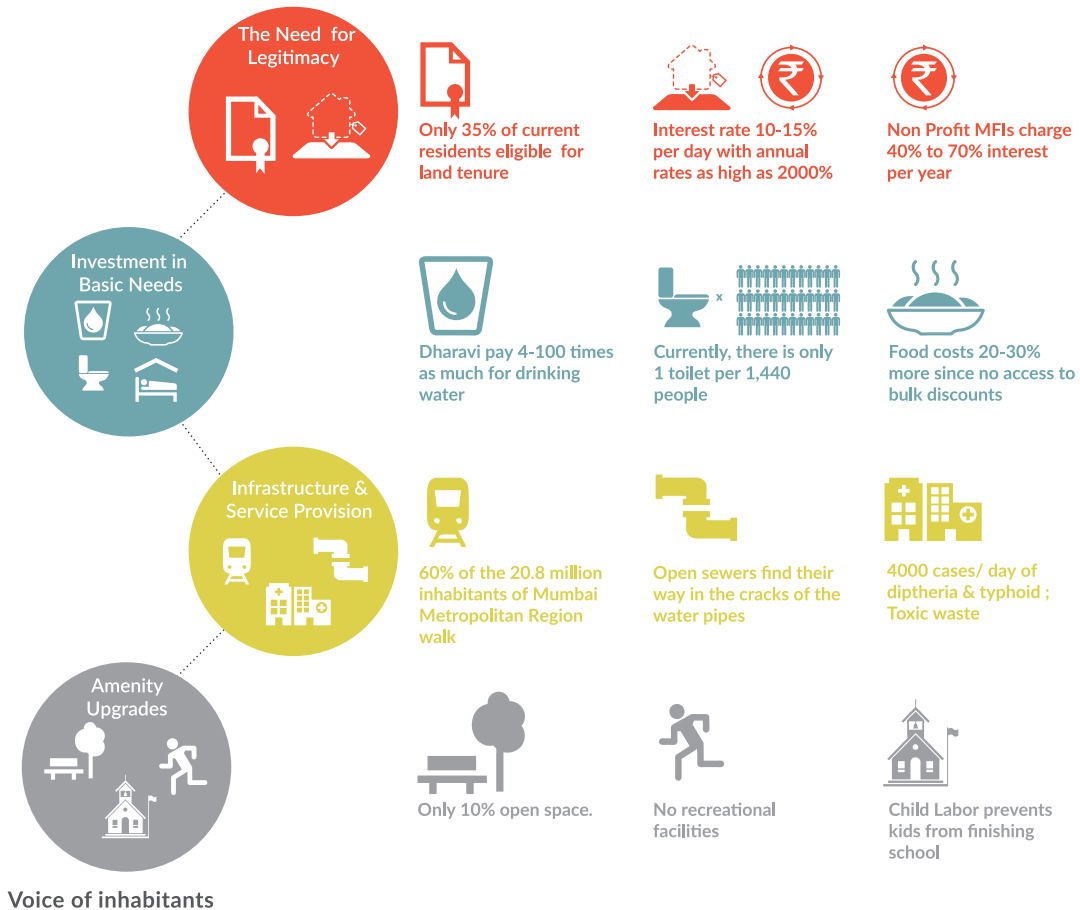
- Get over Slumbai
- Internationally appealing
- Generate real estate
- Economical growth
- Social balance
- Environmental growth
- Mobility and public transport improvement

## Economic Partners

Aim For



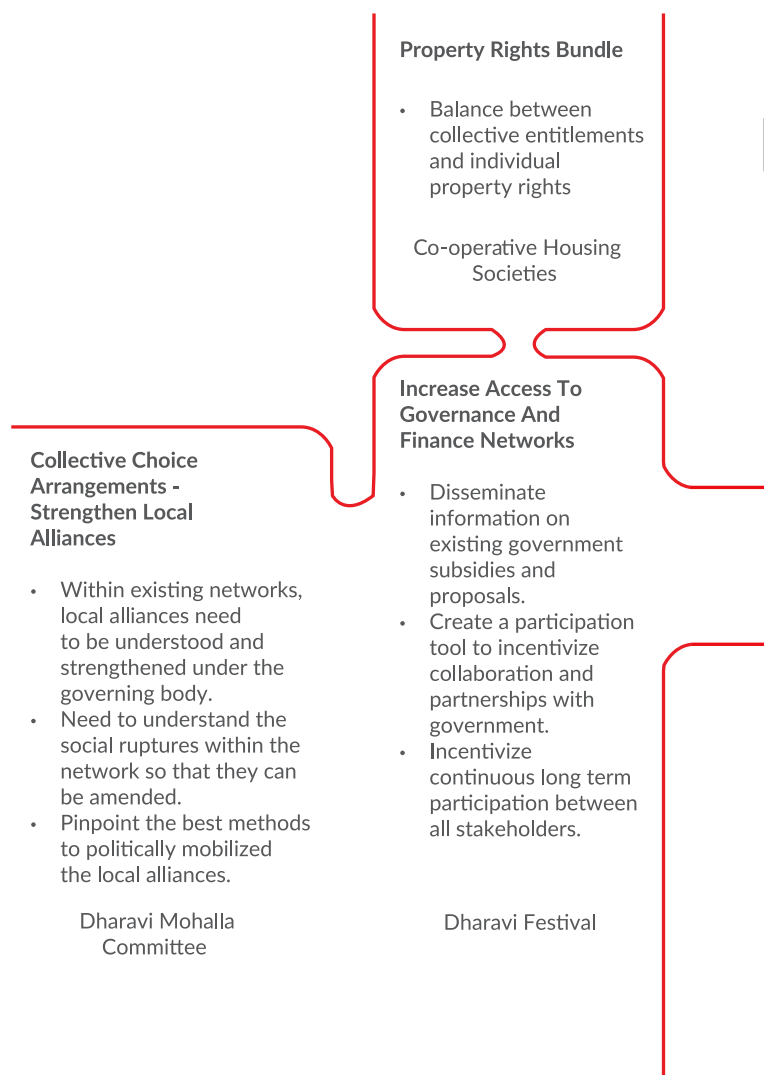
- Good spot
- Easily accessible
- Workforce available
- Virtuous economical social circle
- Giving/ giving philosophy
- Made in Dharavi brand to create as a national landmark
- The railway as an opportunity
- Dharavi railways to become Delhi Mumbai Industrial Corridor starters

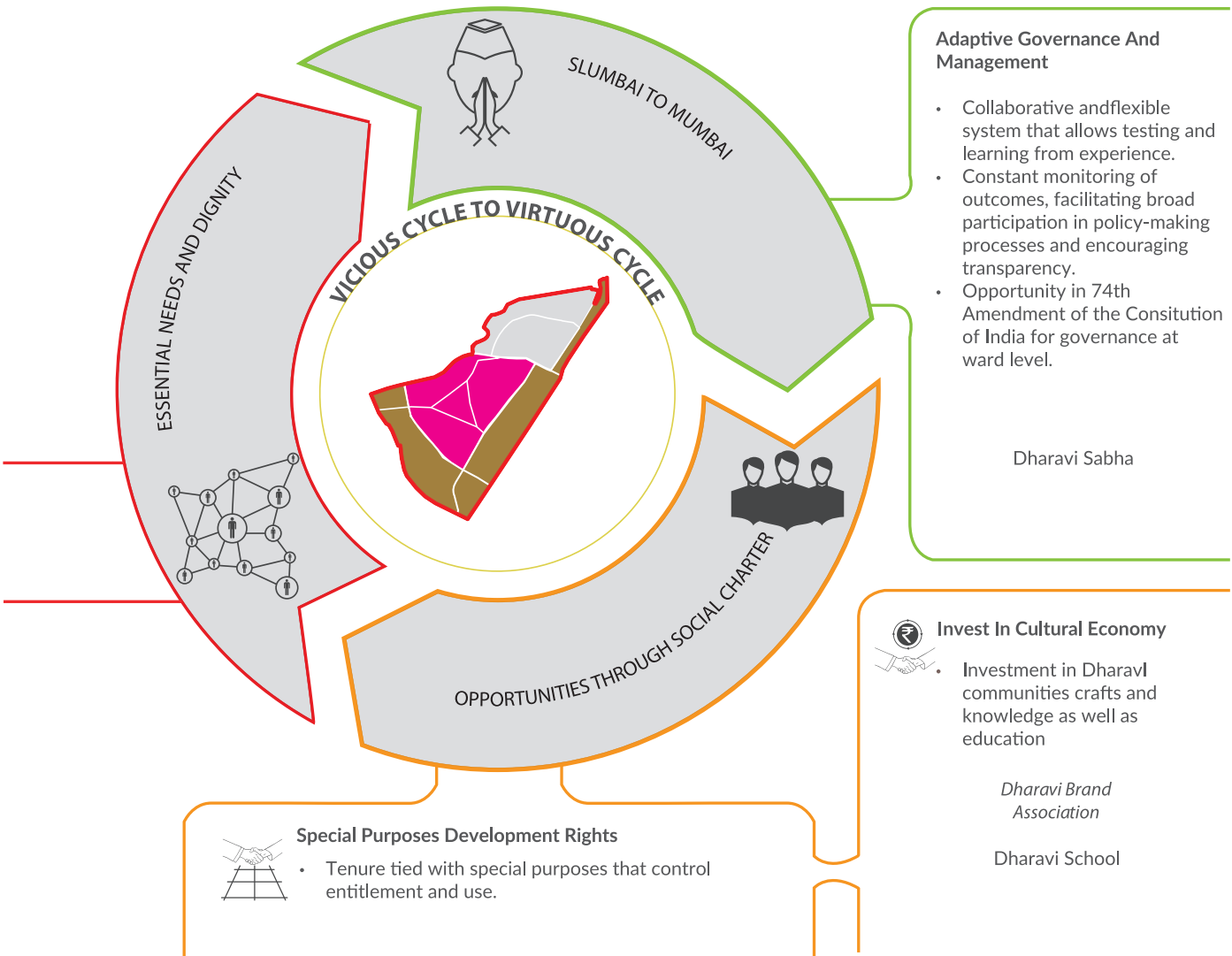


Urban poverty is multi-dimensional. It affects the poor and the growth of the entire city. The unmet needs of the urban poor begins with lack of access to financial markets and land tenure, and this prevents participation in the growth and production of knowledge and infrastructure. Granting the poor, participation in these fundamental rights, can promote savings and incentivise household investments in basic amenities, such as health and education. For the above to occur, a virtuous cycle must be created through which legitimacy and financial inclusion can begin.

First, the existing organisational structures and economic patterns of Dharavi inhabitants must be understood for formalisation. Formalisation must work in harmony with local social networks, kinships and economic exchanges that define the cultural economy of Dharavi. Understanding this is fundamental and can stimulate existing local development projects, such as Made in Dharavi.

The inhabitants of Dharavi have found ways to self-govern existing land and resources independent of intervention from external authorities or from privatisation. But collective action problems around common-pool resources, as a result of self-governance, have led to the overuse of land and services in Dharavi leading to congestion, overcrowding and pollution.





Dharavi requires a framework for inclusive decision making, management and action that incorporates varied opinions. The objective is to find a link between guiding principles that benefit all to break the vicious cycle of the commons and expand the benefits of the virtuous cycle.



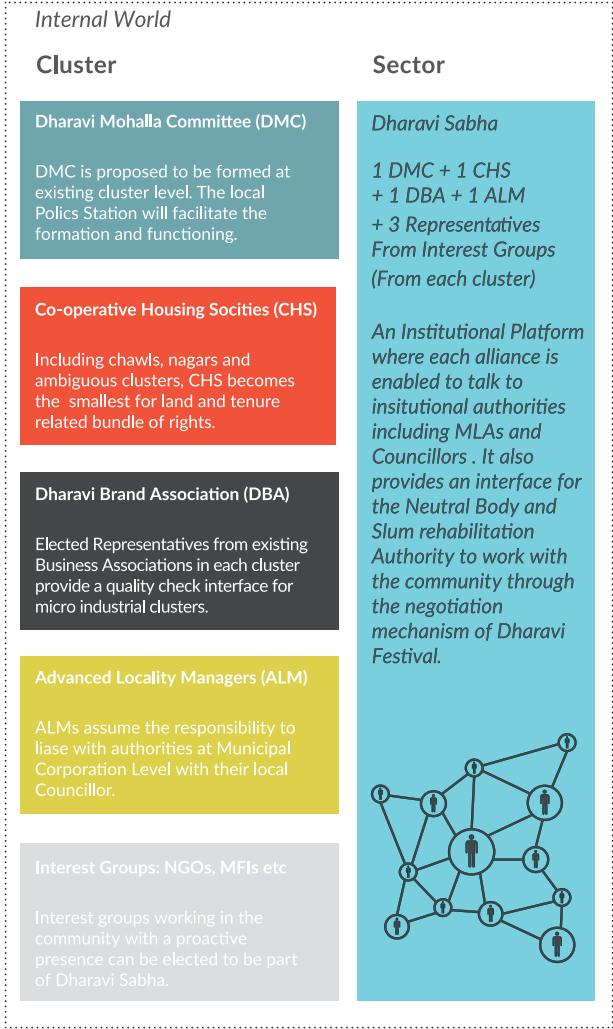
# GOVERNANCE

## Dharavi Sabha and Neutral Body

Good governance at the grass roots level requires collective ability to build strategic coalitions to coordinate with diverse institutional actors, leverage existing resources for negotiation, and establish legitimacy. Such negotiation mechanisms enable existing community groups to organize and advocate for their needs. This follows the line of thinking that formal institutionalisation must follow and adapt to existing self-organisation structures to be effective and long-lasting. This strategy calls for the provision of :

1. An institutional platform for alliances that are already formed at the cluster level in Dharavi and
2. Community development mechanisms utilised in other middle-income Mumbai neighbourhoods, e.g. Advanced Locality Management Groups (ALMs) that enable participation and oversight of civic governance to improve services and prevent corruption.

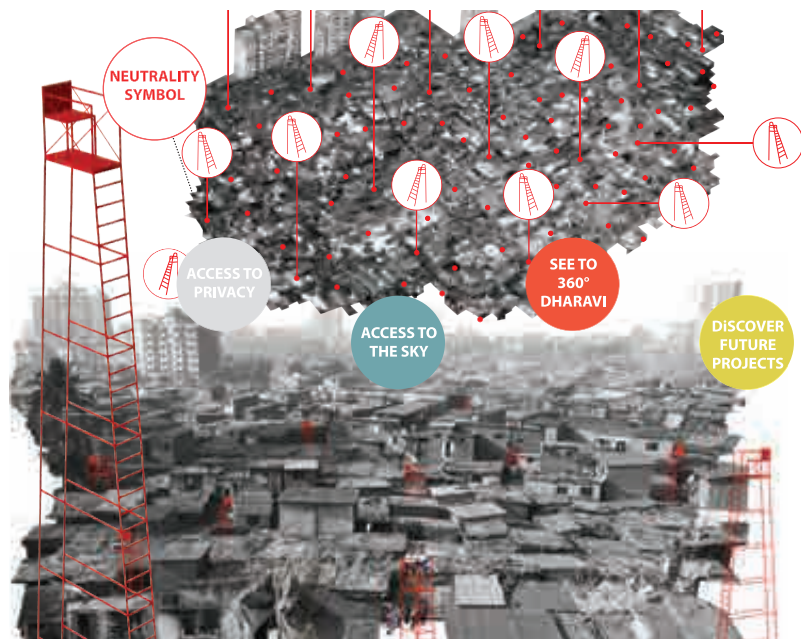
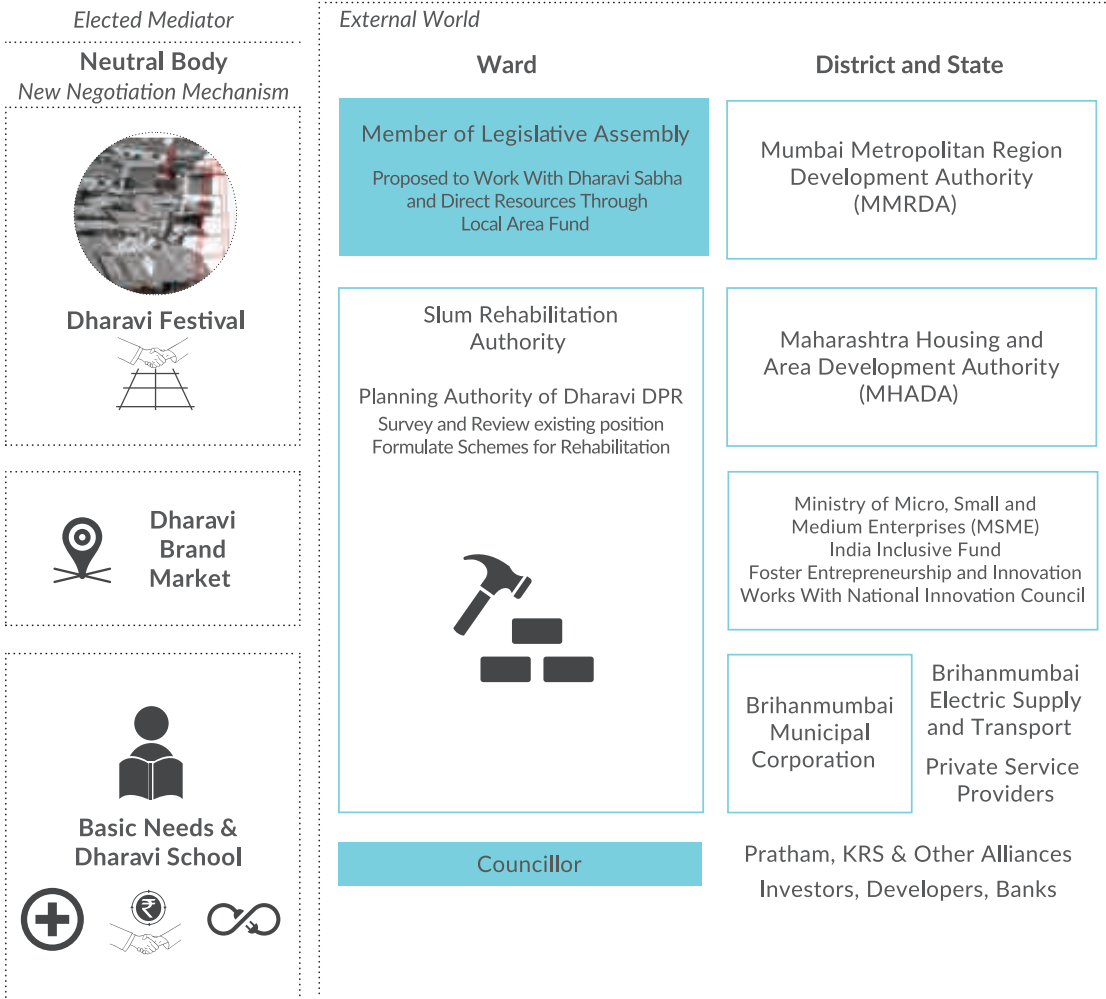
**Dharavi Sabha provides the institutional platform, enabling each alliance to liaise and converse with their respective Member of Legislative Assembly, Councilors and other institutional bodies.**



## Dharavi Festival: Playful Symbol of Neutrality

The Dharavi Festival functions as the negotiation mechanism, allowing community members to actively participate in decision making affecting their community. It is a symbol of playfulness and shows the possibilities of small acupuncture projects. The festival can be held annually to enumerate the progress of the projects but also to keep the participative mode in the forefront and to empower the residents to be in tune with the step-by-step modifications of their neighbourhoods.

As elected mediator, the Neutral Body serves to weigh and balance the diverse perspectives from an unbiased and technical standpoint.



## FINANCE

Dharavi inhabitants contribute towards working and investing to solve their problems. Government participation and support of such grass roots activities can have a multiplier effect on existing entrepreneurial efforts in order to stimulate concurrent economic growth and poverty reduction. At the same time, initial investment and public land ownership is required to provide critical infrastructure and create a stable environment for attracting external investment. Such development works build the capabilities of the inhabitants and make the city slum-free and investor friendly-creating a virtuous cycle of expanding opportunities based on Dharavi's existing cultural and economic organisation.

### **Opportunities through Social Charter**

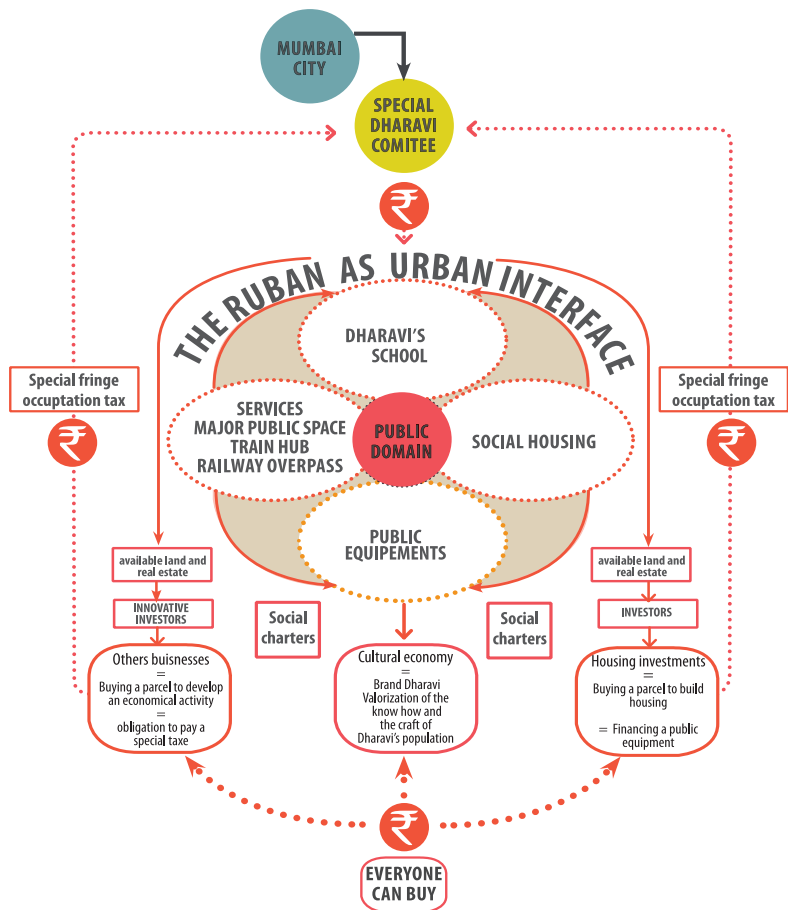
Call for investors that are granted development rights to land in exchange for signing a social charter will create linkages to bridge the gap that divides Dharavi from the surrounding urban environment. It can provide opportunities for social impact in the areas of: income generation, skill building, education, and access to clean water, healthcare and energy - such as development of "Dharavi Schools" and voluntary use of "Made in Dharavi" products. For instance, extending the idea of CSR, any entity or investor looking to develop on prime land on the fringe will have to engage in provision of social housing or in the DOT/DOM model for public facilities as part of the social charter. Investments in such social programming through land acquisition not only benefit the inhabitants but also the investors and the city at large. It provides opportunities to increase the value of investor's assets, attract additional investment, and promote economic vitality.

### **DOT/DOM Model**

Railway Stations to be connected and developed as part of the second mileu (the fringe) can be handed over to private companies as DOT (Develop-Operate-Transfer) or DOM (Develop-Operate-Maintain).

### **Private Investors/Developers**

Social Housing along the fringe that will be plugged into the High Line will be financed through the intervention of private investors/ developers. As and if one proposes the renovation for the SRA building in the fringes, the SRA land could be left for sale to the developers/ investors keeping a percentage for the population of Dharavi.



Inclusive Neutrality



# PLANNING

The question for planning becomes: is there a way to connect, open and resolve essential services to all without affecting the livelihood of even a few?

The plan seeks to work at three scales:

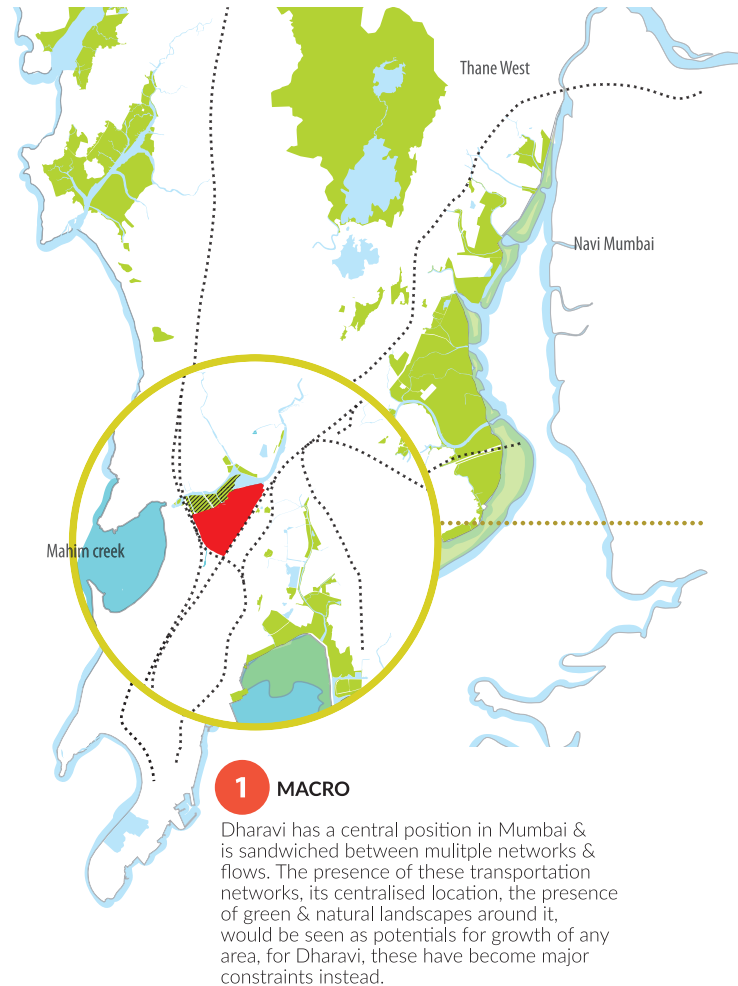
- Common Ground, forms the base between Dharavi and the rest of Mumbai.
- Local entities, deal with specificities within Dharavi.
- In between these two scales - that of territorial and local, it is imperative to find an interface, creating an intervening milieu.

These three scales define the three milieu, laying the foundation for three types of proposals:

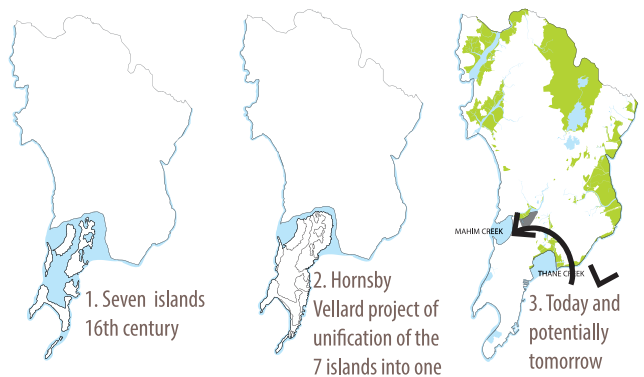
**Milieu 1:** For the Common Ground, a study of the maps of the region provide the possibility of recreating a physical territorial continuum extending from Mahim creek to Mahul Estuary with an interconnected intermediary of blue and green spaces. The proposal is to create a city island national park.

**Milieu 2:** For all of Mumbai, Dharavi and Investors, the railway fringe is the public interface and will need large scale redevelopment.

**Milieu 3:** For local interventions, Dharavi's communities and livelihoods the aim is to work cluster by cluster, inserting and integrating services through public space using acupuncture principles. It will use ideas of incremental re-housing and self-promoted or flexible buildings.

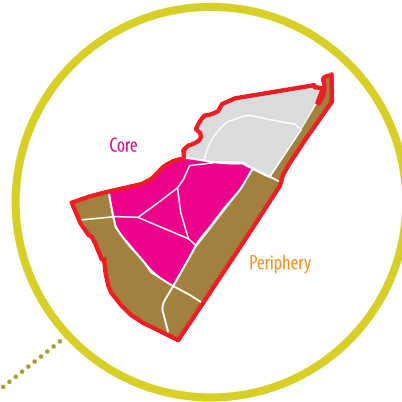
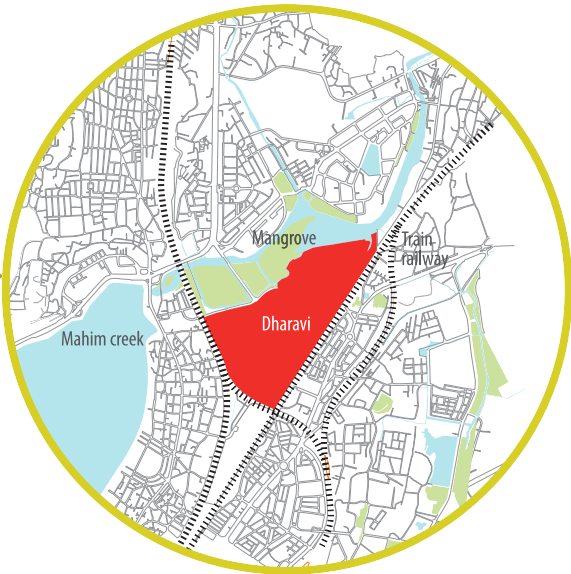


**1 THE GREEN CORRIDOR = NATIONAL PARK**  
Creation of a global green space linking existing natural areas and the two creeks



**2 INTERFACE**

Dharavi is enclosed towards the North by the Mangrove and towards the South by the rail lines connecting Sion and Mahim. Continuous migrations have completely filled this large 250 hectare triangular piece of land to the brim. Previously lying at the «Edge», this land today is in the «middle». This necessitates that the fringes or interfaces of Dharavi be worked upon in order to provide it with a degree of permeability.

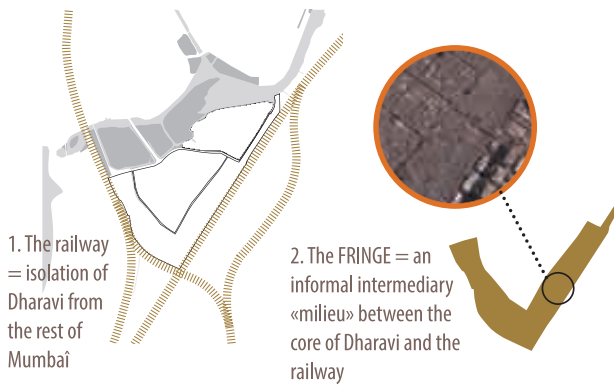


**3 MICRO:DHARAVI**

Dharavi is structurally & historically composed of a core and a periphery. Each of these has its own specificity, a particular structure and organisation, while being extremely compact with very minimal horizontal permeability.

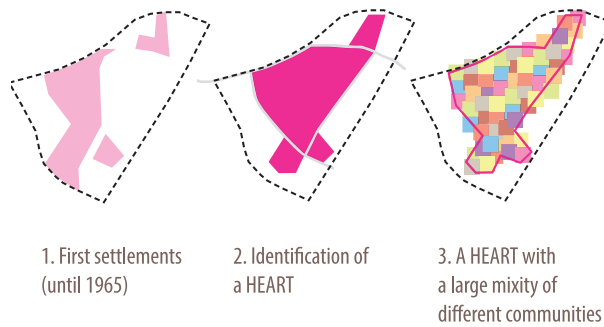
**2 THE FRINGE = THE URBAN RUBAN**

Creation of a safety zone, a neutral zone between Dharavi and the railway line = The ribbon

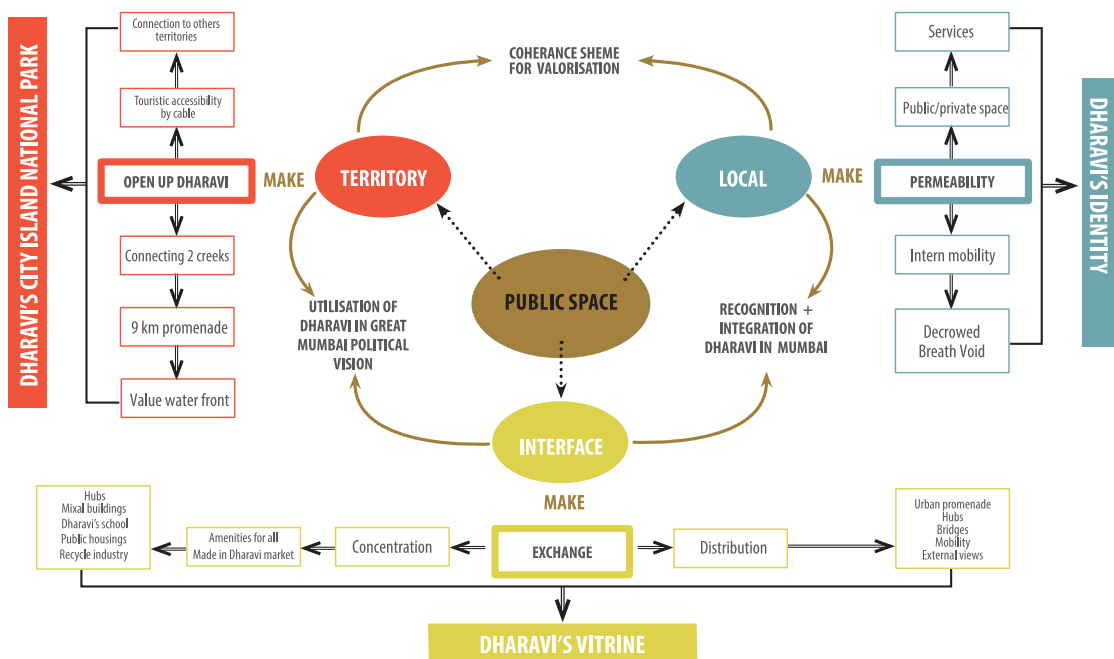


**3 THE CORE = THE HEART**

Protection of the existing organisation and identities + developing sanitary infrastructure = The heart



The adhesive that holds the three milieu together is public space - Neutral, Inclusive, Equitable - a manner to create Common Ground.

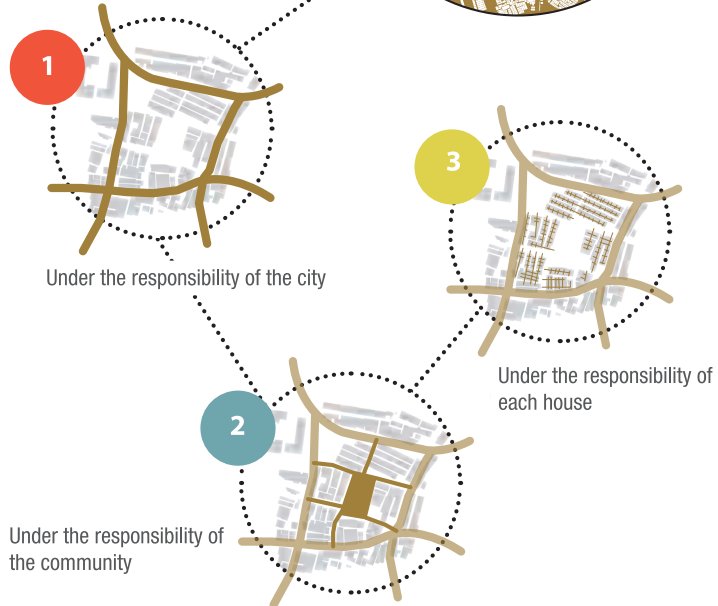


PUBLIC SPACE THROUGH EACH « MILIEU »



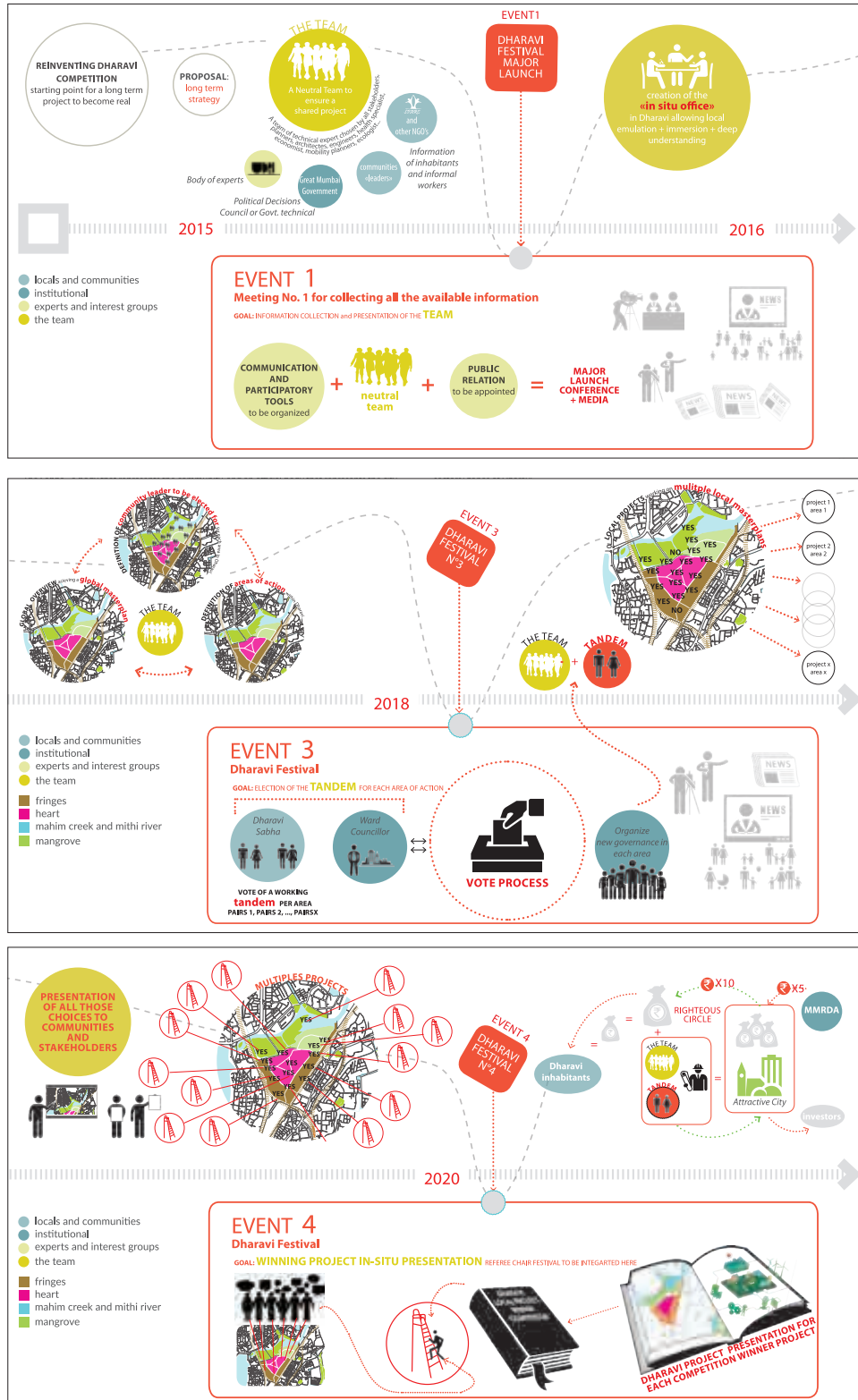
PUBLIC SPACE THROUGH THE HEART = GIVING SERVICES

RELATION BETWEEN PUBLIC SPACE AND SERVICES

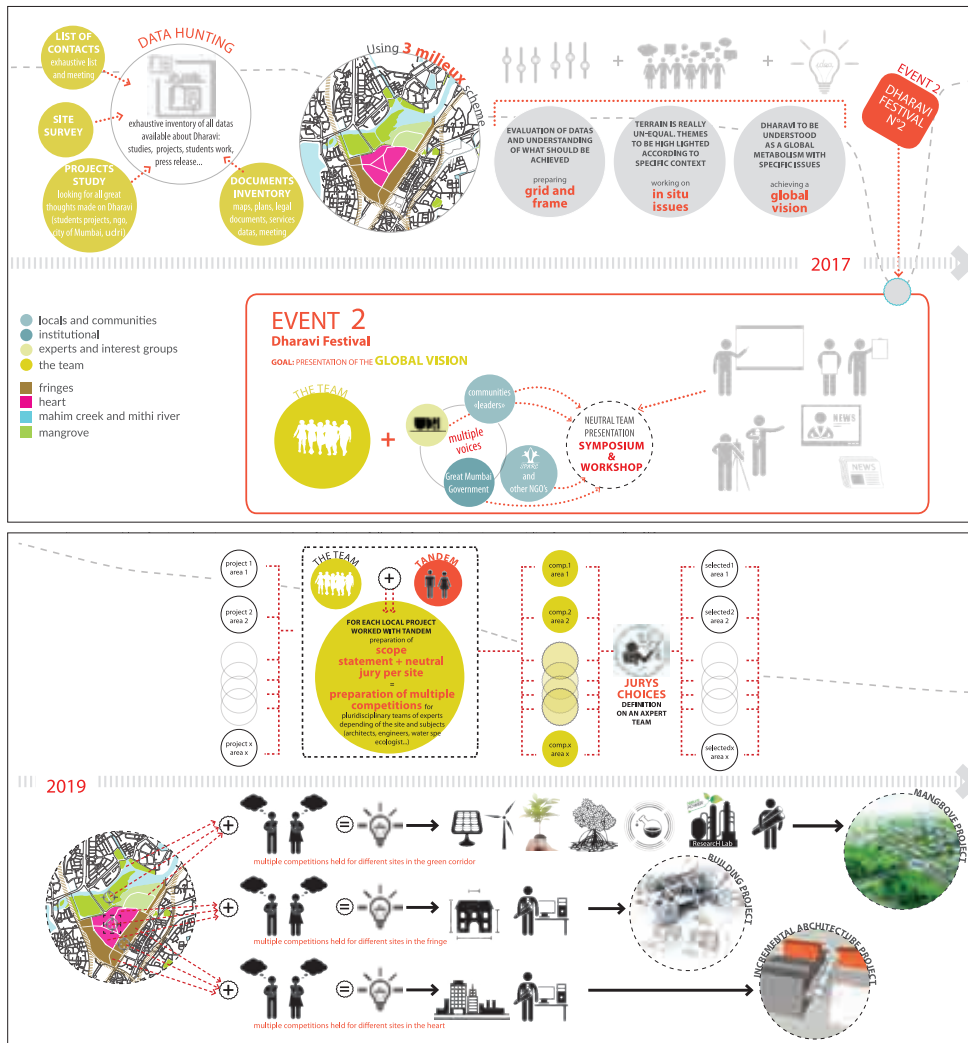




# PHASING



Long term methodology: Competition to events

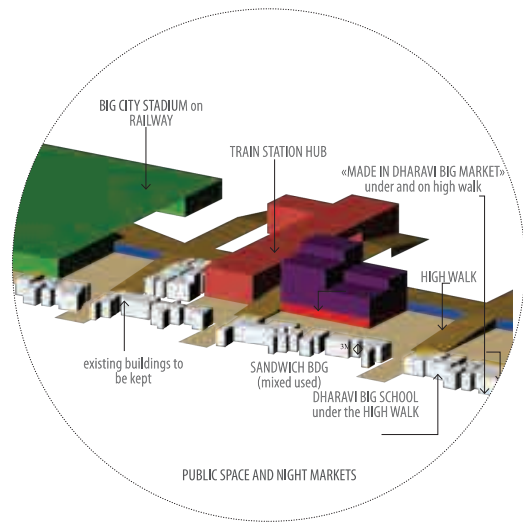


The Master Plan is formulated through successive and sustained negotiations. This inclusiveness of opinions and a well spaced timeline are of critical importance, there being multiple objectives along with multiple and diverse interlocutors. With the ideas of inclusion, neutrality and participation at its heart, the soul of this proposal is in fact, in negotiation. Any master plan is, in effect, a negotiation - it requires arbitration, discussions, and mediation in an inclusive and neutral manner. Given its history and considering

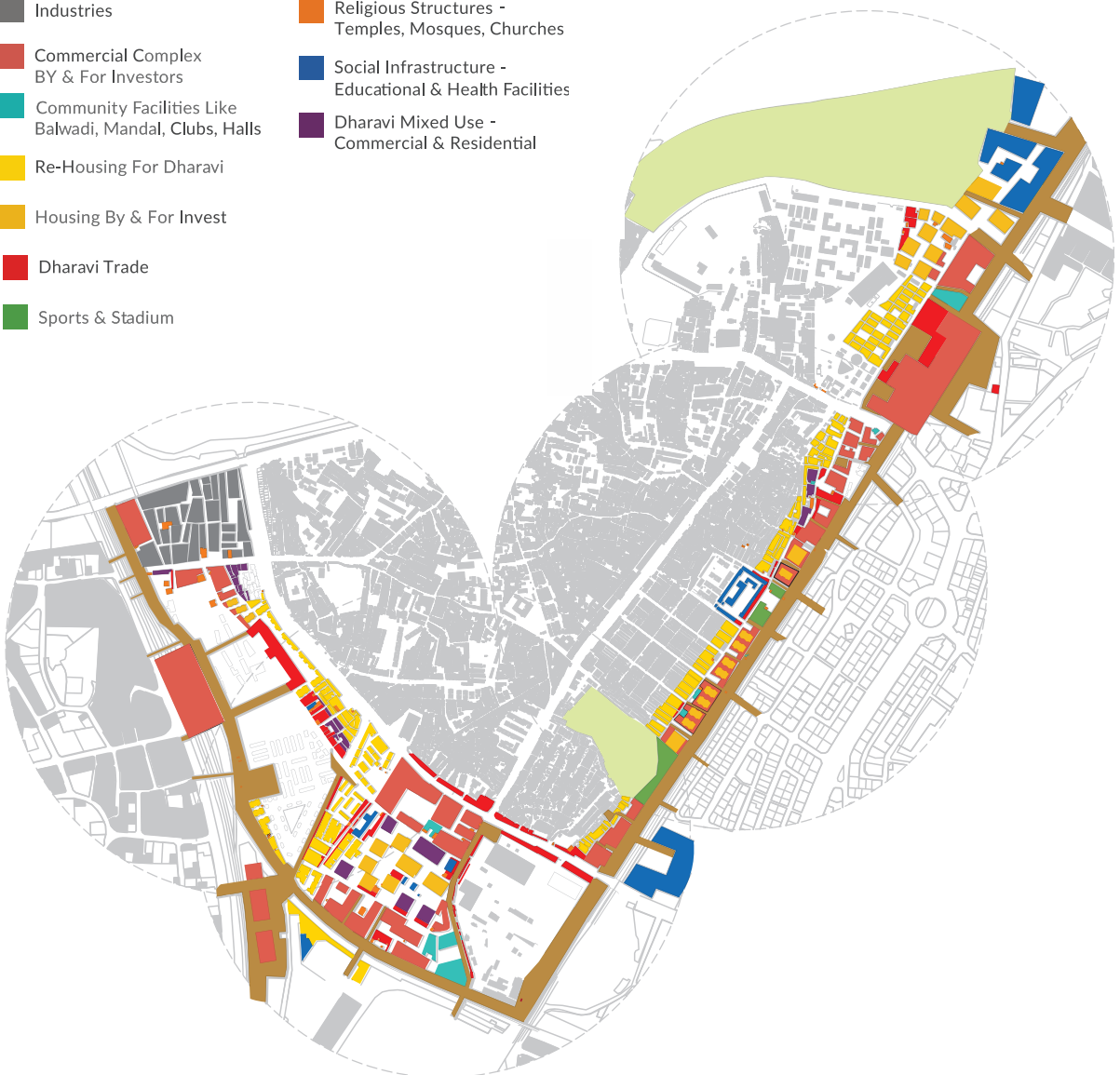
its current situation, this is especially true for Dharavi today. The goal would be, hence, that of giving an opportunity and a platform for all stakeholders of Dharavi to discuss and deliberate through a neutral body, this is the neutral team. The methodology presented here, brings into focus the essential steps for a collaborative and participatory process needed to reach a global vision for all. A vision that is not finite and restrictive but rather open-ended with synergetic projects involving all concerned.

# HOUSING

Under the second milieu, focused on the fringe-the railway edge, **housing will be plugged into the proposed High Line and developed as mixed-use sandwich buildings.** There will be a mix of private, social, mixed-use housing where G+1 is commercial space divided between people of Dharavi and the city, 2<sup>nd</sup> to 6<sup>th</sup> floors are social rehousing and 7<sup>th</sup> floor and beyond are for sale. Land pockets overlooking Mahim Nature Park will be given for high-end housing.



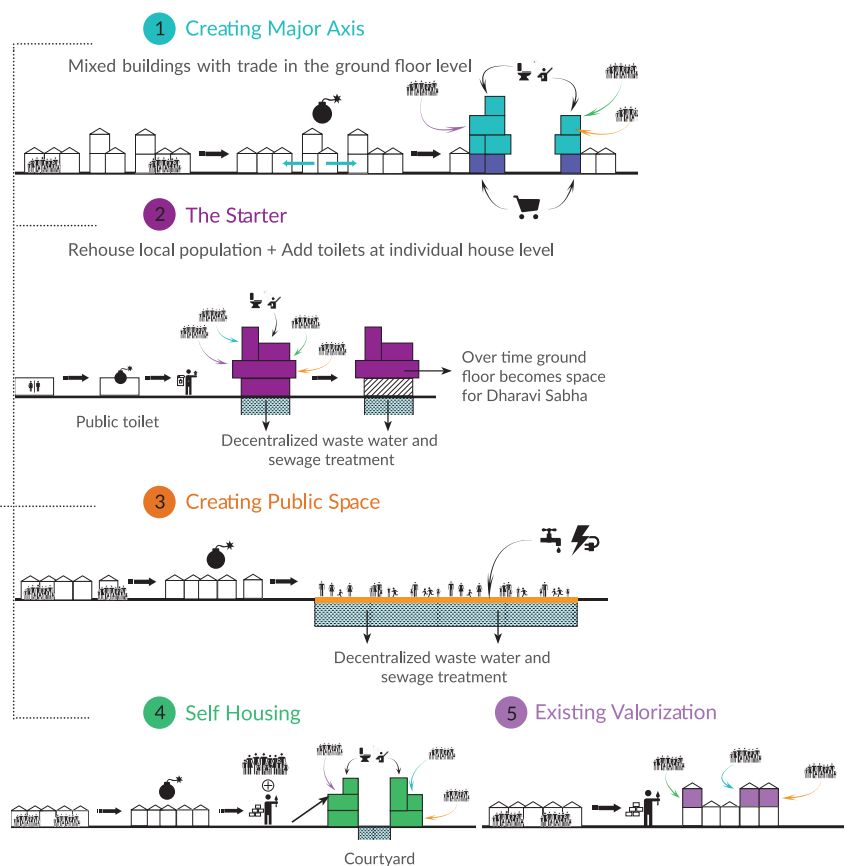
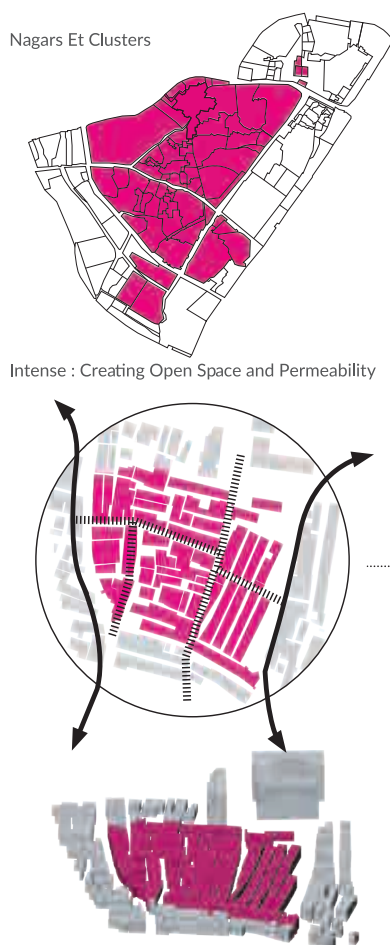
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|--|---|
|  High Line/Boulevards                                     |  Civic Infrastructure - Toilets                          |
|  Industries   |  Religious Structures - Temples, Mosques, Churches       |
|  Commercial Complex BY & For Investors                    |  Social Infrastructure - Educational & Health Facilities |
|  Community Facilities Like Balwadi, Mandal, Clubs, Halls |  Dharavi Mixed Use - Commercial & Residential           |
|  Re-Housing For Dharavi                                 |   |
|  Housing By & For Invest                                |   |
|  Dharavi Trade  |   |
|  Sports & Stadium                                       |   |



As part of the third milieu, the proposal focuses on interventions in the heart of Dharavi. The strategy is to be inclusive and allow for continuity of the work-place balance through the principle of micro-urbanism and **development strategy of acupuncture that focus on the incrementality of houses and public spaces.**

## Any redevelopment in the heart should be such that it:

- Retains formal aspects of current set up to recapture symbiotic relationships and valorise present systems.
- Makes use of technologies, materials, expertise available from within.
- Makes available processes for growth by using ideas of incrementality, integrating cumulative though processes where there is no finite result but a process.
- Legitimises the habitat of people in Dharavi so they are not displaced.



Acupuncture principles: Development strategy in the heart of Dharavi

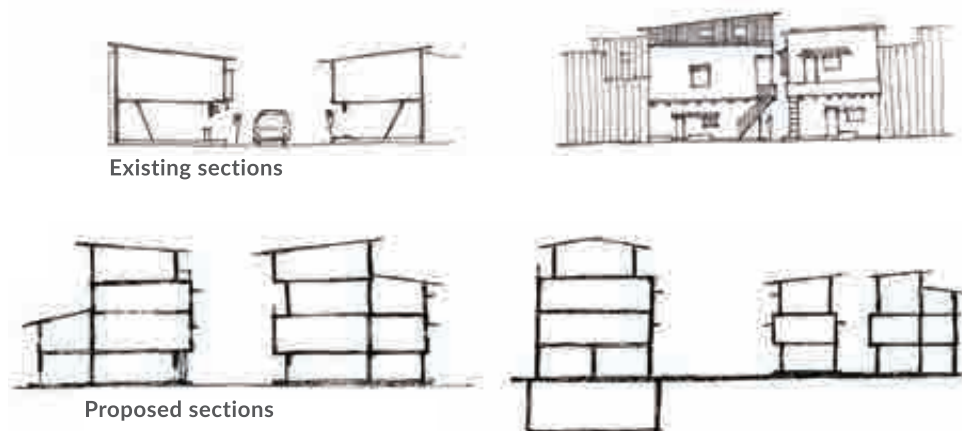


# HOUSING

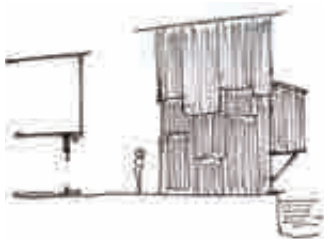
Existing communities: Newer needs

	Kanchi Kurve		Papad Makers	
Area	200 - 250 Sft.	250 Sft.	200 - 300 Sft.	250 Sft.
Determinants	Broom making; employees in corporation, large families.		Open space for drying, common narrow lane used for chores, tin roofs for drying, space for interaction while drying	Open spaces for interaction with wide lanes and proper services and drainage.
Characteristics	Pucca, mostly G+1, personal taps, no toilet	Pucca, maximum G+3, toilets	Pucca, G+1	Pucca, maximum G+3, toilets
Space Usage	Extended floor for storage; outside room/verandah used for making, tying brooms		Inside - prepare dough & outside - making and drying	Open spaces for making/drying procedure
Material	Concrete, brick/concrete blocks with plaster, paint, tiled, timber framed with metal, plywood, commonly steel i-beam, roofing fibro-cement sheets with tarpaulin for additional waterproofing	Concrete, brick/concrete blocks with plaster, paint, tiled, plywood, commonly steel i-beam, roofing fibro-cement sheet/ clay slates	Concrete, brick/concrete blocks with plaster, paint, tiled, timber framed with metal, plywood, commonly steel i-beam, roofing fibro-cement sheets with tarpaulin for additional waterproofing	Concrete, brick/concrete blocks with plaster, paint, tiled, plywood, commonly steel i-beam, roofing fibro-cement sheet/ clay slates

- Existing
- Proposed
- Existing and retaining



Recyclers		Kumbharwada		Bajiv Gandhi	
400-600 Sft.	500 Sft.	250 - 300 Sft.	250 Sft.	225 Sq.Ft.	225 Sq.Ft.
Transportation of material, kabadi wala shops in transit camp, more space for more storage. Linked-ragpickers-kabadi	Structures retained and rewamped. Wide roads for transportation	Home front - shops, rear of home: -kiln/work space, upperfl.- Add. Living space		Apartments with a mezzanine for storage/sleeping, high ceiling, compound wall	
Pucca, ground floor shops, floors raised to counter water logging. Individual taps with shared connection	Pucca, maximum G+2 with high floor height	Kiln space is important, shared by different families, floors for storage of clay	More open space for drying and kilns, pucca, maximum G+3 with toilets	G+7 structures, lift and open spaces, ground fl. with a loft, courtyard and enclosure	Courtyards with addition of decentralized waste water treatment unit
Outer/lower - shop and inner/upper - residence		Space b/w 2 stacks for streets/ open spaces, also work space & kilns/storage. Streets covered with make-shift material to protect clay.	Streets widened allowing more space for work	Ground usually community and commercial use, small open space/ courtyard for playing and get together.	
Concrete, brick/concrete blocks with plaster, paint, tiled, timber framed with metal, plywood, commonly steel i-beam, roofing fibro-cement sheets with tarpaulin for additional waterproofing	Concrete, brick/concrete blocks with plaster, paint, tiled, plywood, commonly steel i-beam, roofing fibro-cement sheet/ clay slates	Gr. Fl. - Brick with wooden frames & tin sheet cladding. Upper fl. - Wooden/ steel frame with tin/cement sheet clad. Roof - corrugated cement sheet.	Concrete, brick/concrete blocks with plaster, paint, tiled, plywood, commonly steel i-beam, roofing fibro-cement sheet/ clay slates	Proper brick construction, multi-storied buildings with lifts and open spaces like courtyards	



## LIVELIHOOD

Human capital and skills are the basis of the cultural economy. Skills improvement programs can enhance the quality of *Made in Dharavi* products, can promote innovation and entrepreneurial growth and should be rooted in the intangible heritage of Dharavi. They link the vast but isolated networks of Dharavi residents with the non-poor and assist in breaking away from the vicious circle of marginalisation.

As part of the development of commercial spaces along the fringe, under the second milieu, the following are proposed:

The fringe is seen as a catalyst for economic regeneration of both Dharavi and the rest of Mumbai – it is an economic platform that creates avenues for Dharavians, private investors and developers.

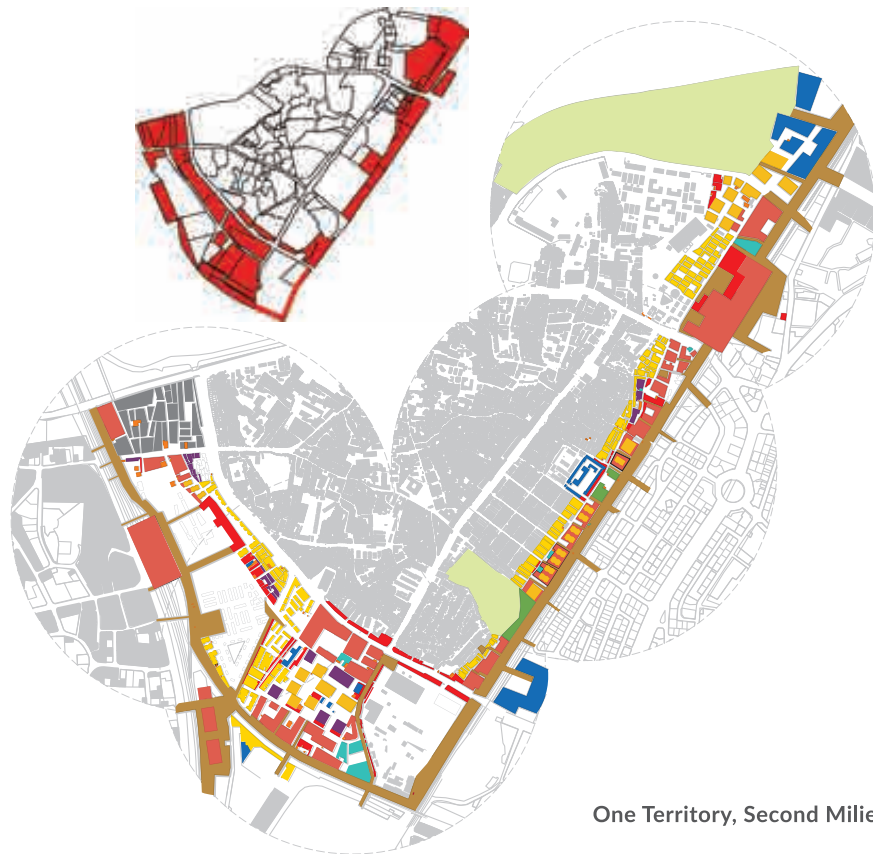
The idea is to attract a high diversity of economic partners that will have the «right» to be on the ribbon, for which a policy is clearly elaborated. Another important aspect for the economic growth is the 'Brand Dharavi', which requires a proper 'market' to sell. These are seen as both independent entities or can be a part of the DOT model in the commercial hubs.

Recycling industry will be recycled and space consolidated into two storey blocks

Brand Dharavi to be promoted

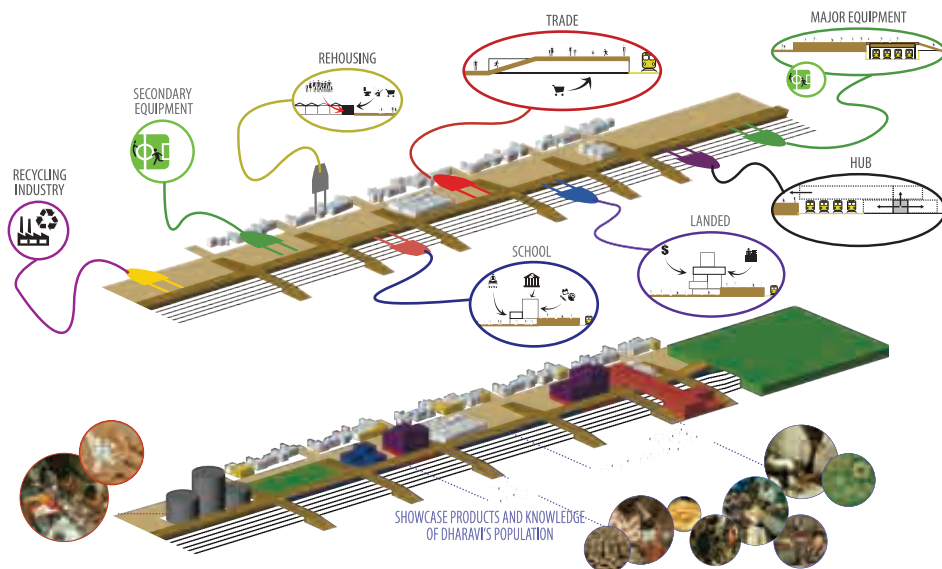
Fringe is the running belt of revenue along the Mumbai local

Transformation of Mahim and Sion into Commercial hubs



**One Territory, Second Milieu**

- |   |   |   |
|---|---|---|
| High Line/Boulevards                                    | Dharavi Trade                                     | Re-Housing For Dharavi                                  |
| Industries  | Sports & Stadium                                  | Housing By & For Invest                                 |
| Commercial Complex BY & For Investors                   | Civic Infrastructure - Toilets                    | Social Infrastructure - Educational & Health Facilities |
| Community Facilities Like Balwadi, Mandal, Clubs, Halls | Religious Structures - Temples, Mosques, Churches | Dharavi Mixed Use - Commercial & Residential            |



Connecting equipment to the High Line



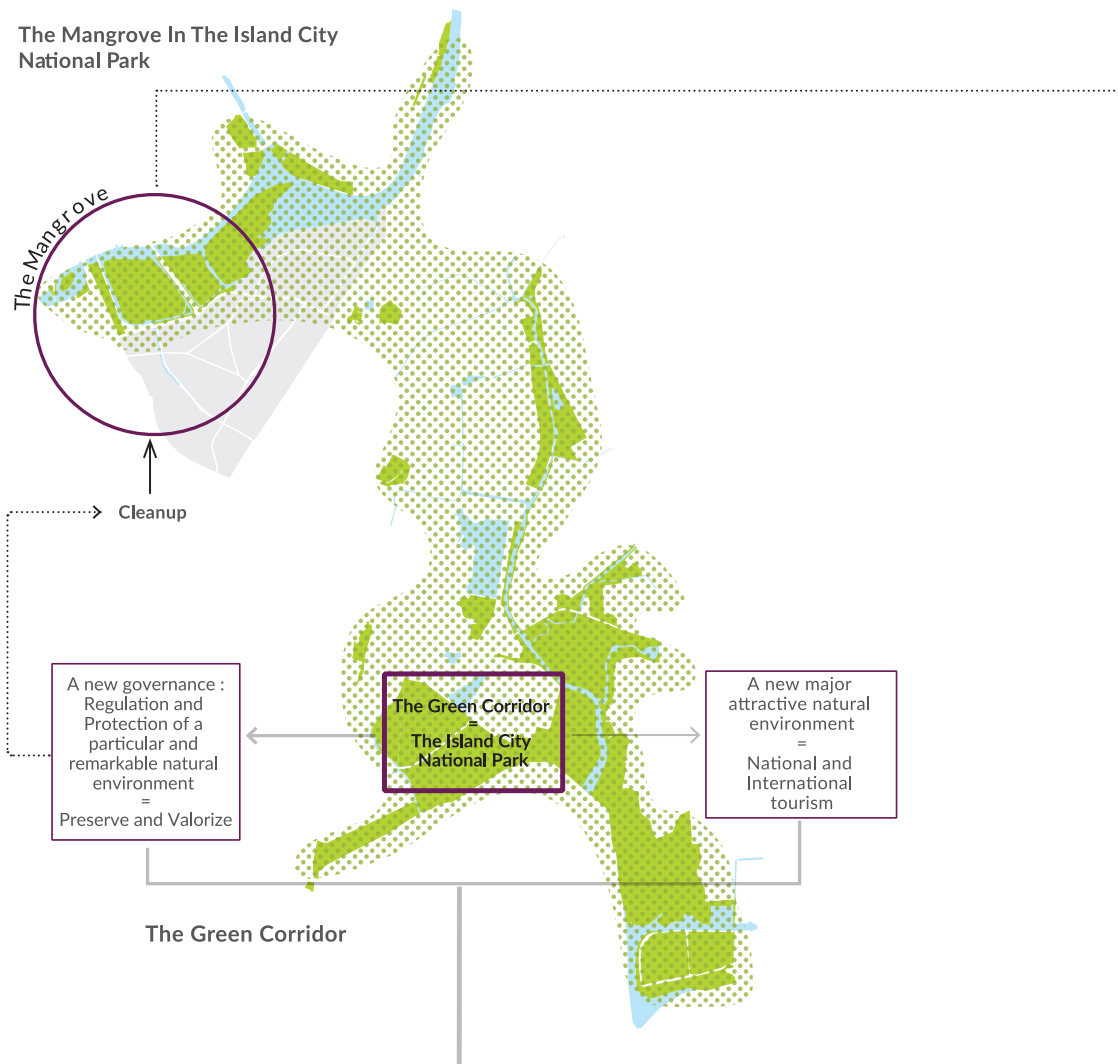
# ENVIRONMENT

As part of the first milieu, landscape infrastructure along the old tracks of Mumbai provides an opportunity to connect Dharavi to Mumbai. The proposal envisions a City Island National Park along a 9 km stretch of open space from Mahim creek to Mahul Estuary.

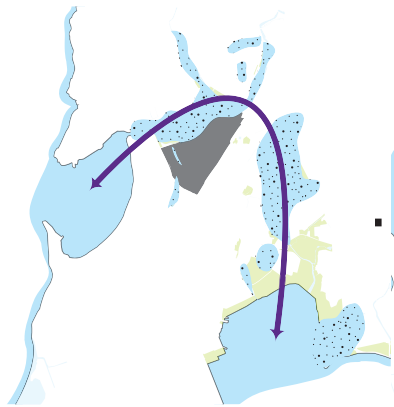
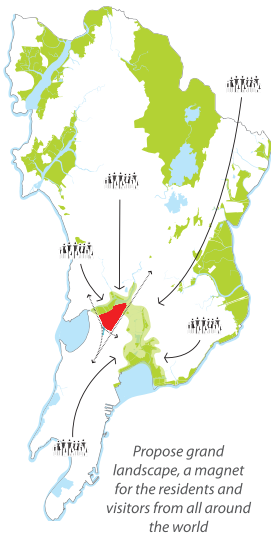
Working on the mangroves enables one to address multiple scales and allows for the creation of virtuous circles between Dharavi and Mumbai. It also helps the region to become a larger national and tourist attraction.

The current situation of the mangrove necessitates that one addresses the related environmental issues as well. It becomes obvious that the cleaning up of the mangrove could have multiple virtuous effects - a win-win system.

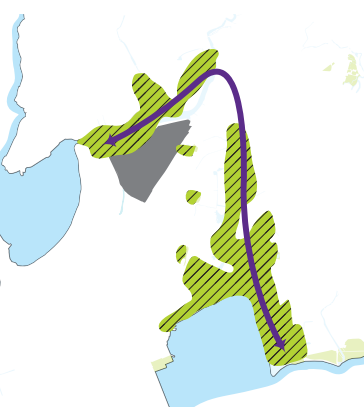
A proposal around the national park, converting it into a continuous promenade, a bio-research lab, the metro cable etc., will not only valorise the land but also transform it into a prime real estate.







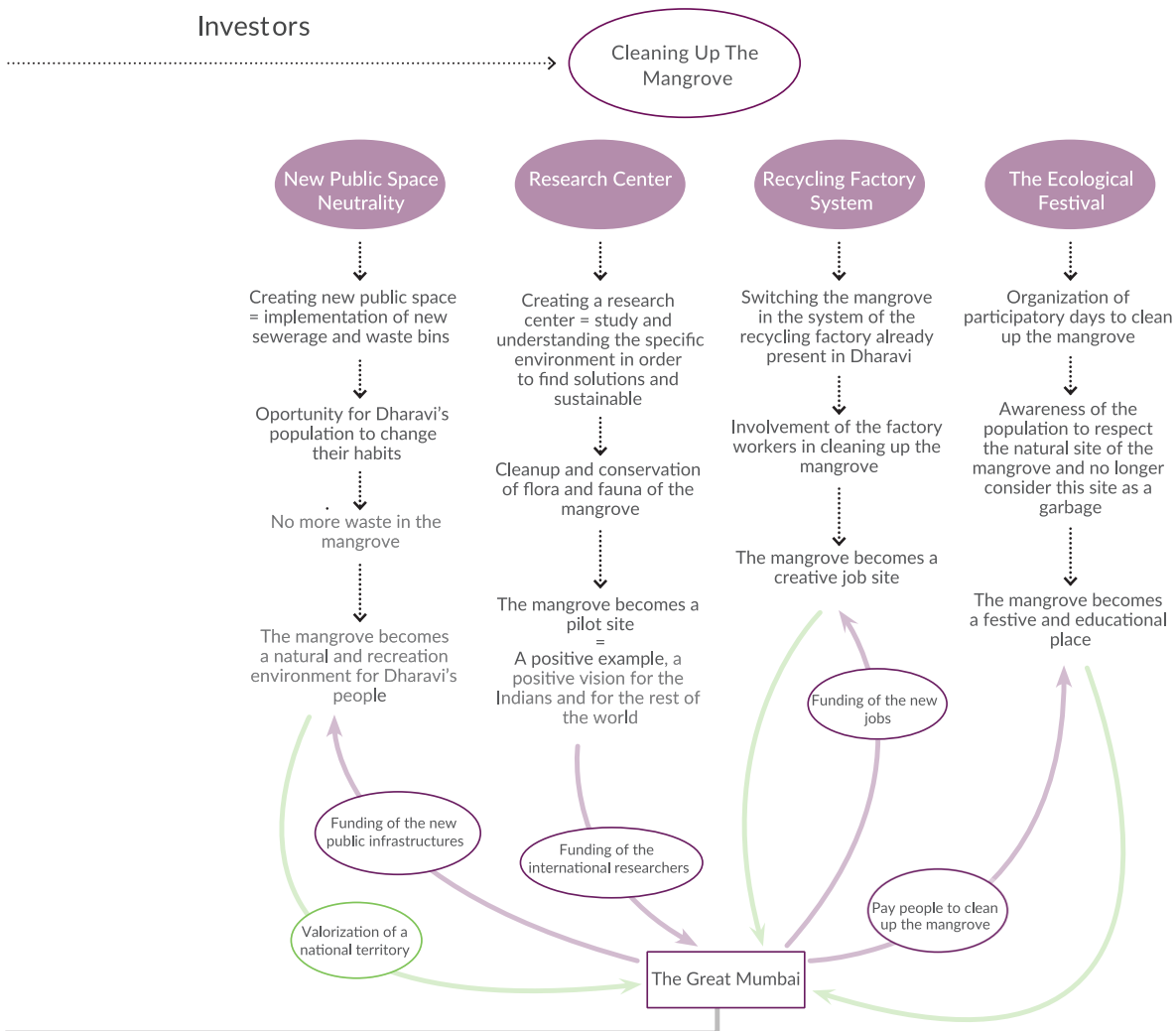
Connecting the two creeks: trace of history



Connecting the different green spaces: continuum

**One Territory, First Milieu**

**Investors**

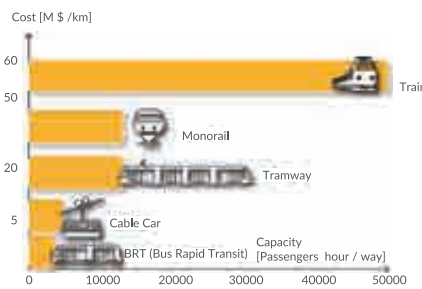


# TRANSPORT

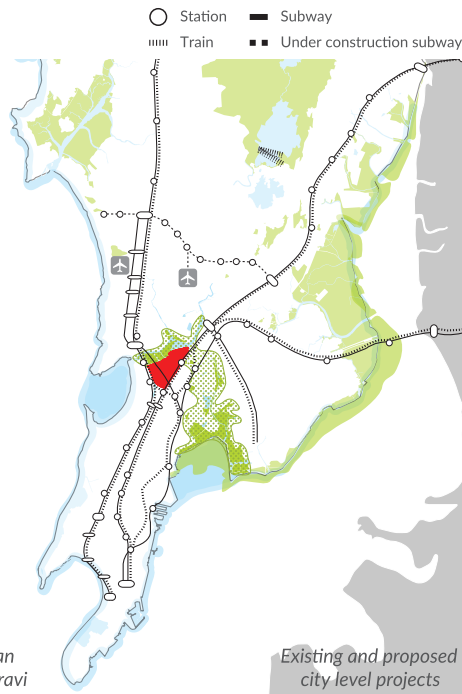
The proposed national park which is under the first milieu is to be integrated with public transport system such as monorail or metro cable, increasing east-west connectivity and making Mahim and Sion stations major hubs and connectors for the city.

As a part of the second milieu, the High Line is proposed to be the physical connector between

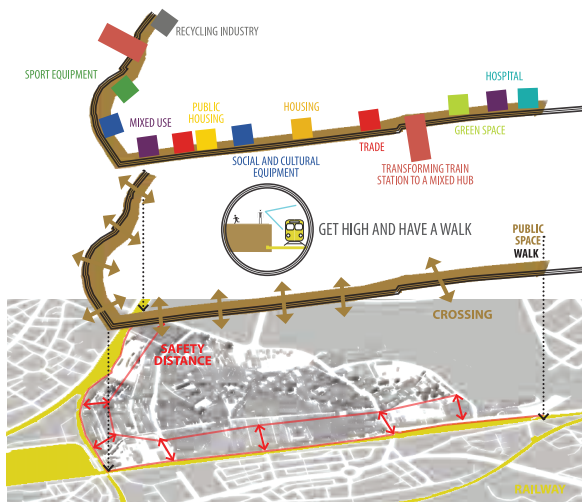
Dharavi and the city. Boulevard and commercial hub flow and revitalise the dead areas between diverging railway lines. Sion and Mahim will merge with Dharavi through the High Line. The two railway stations of Mahim and Sion will be connected and developed perhaps through private companies as DOT (Develop-Operate-Transfer) or DOM (Develop-Operate-Maintain) systems.



The Metro cable can have 4 stops in Dharavi



Existing and proposed city level projects



URBAN-RUBAN : Preconisation to build along the railways a continuous ruban

## SOCIAL AMENITIES

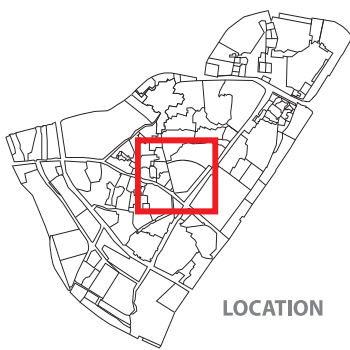
Under the second milieu, all social, civic, spiritual, community based infrastructure are to be retained. Sports facility and hospital plug into the High Line.

Under the third milieu, the incremental strategy is applied to open spaces as well and services will plug into these using current community markers to start the process.

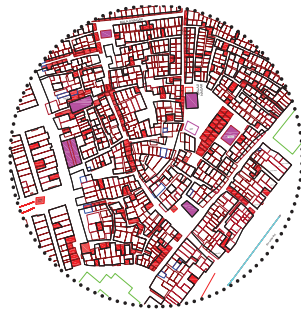
## SERVICE INFRASTRUCTURE

Under the second milieu, all existing infrastructure hubs are to be maintained.

Under the third milieu, the first objective is to provide a path for public services, water facilities and sewers before upgrading the houses.



LOCATION



STEP : ADDITION OF STARTER & DEMOLITION



STEP : STARTER - LOCATION FOR DWWT & RENOVATION

### One Territory, Third Milieu



PROPOSED COMMUNITY PLAN