



CITIZEN ENGAGEMENT IN THE SMART CITIES CHALLENGE

STORIES FROM THE FIRST 20 WINNING CITIES

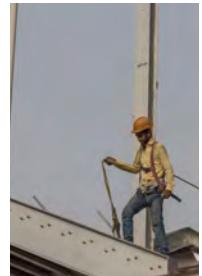


TABLE OF CONTENTS

FOREWORD BY M. VENKAIAH NAIDU	1
FOREWORD BY JAMES ANDERSON	2
INDIA'S FIRST SMART CITIES CHALLENGE	3
AN URBAN INDIA	5
THE SMART CITIES MISSION	7
THE MISSION GUIDELINES	9
<u>CITY STORIES</u>	
BHUBANESWAR	16
PUNE	24
JAIPUR	32
SURAT	40
KOCHI	48
AHMEDABAD	56
JABALPUR	64
VISAKHAPATNAM	72



SOLAPUR	80
DAVANAGERE	88
INDORE	96
NEW DELHI MUNICIPAL COUNCIL	104
COIMBATORE	112
KAKINADA	120
BELAGAVI	128
UDAIPUR	136
GUWAHATI	144
CHENNAI	152
LUDHIANA	160
BHOPAL	168
CONCLUSION BY JAGAN SHAH	175



FOREWORD

M. Venkaiah Naidu

The Smart Cities Mission has been a revolution in urban development in India. Cities representing over 13 crore urban residents have been involved in the Smart Cities Challenge, which the Ministry of Urban Development has been delighted to run in partnership with former Mayor of New York Michael Bloomberg and his foundation Bloomberg Philanthropies.

Using a competition, the first of its kind in India, has meant that the pressure was on cities to produce plans based on what local citizens wanted in order to win the coveted Smart City status. India's cities delivered.

This book shows the great work that the twenty winning cities conducted with their citizens to come up with the innovative and exciting plans that are set to transform India's cities. These smart solutions are vital to India's future. Our economy is growing in parallel with our place in the world, and this is reflected in our booming urban centres. We are experiencing urbanisation at an extraordinary rate with people pouring into cities every day.

It is crucial that our cities continue to work with citizens to address this challenge. The twenty winning cities proposals are the first wave of the revolution in urban India. This book should serve as a guide for all of India's cities to follow and learn from. The winning cities are the lighthouses of future development – it is now time for the rest of urban India to follow.

M. Venkaiah Naidu
Minister of Urban Development
Government of India

FOREWORD

James Anderson

It is no surprise that Michael Bloomberg's philanthropy focuses on cities. As the 108th Mayor of New York City, he understands first hand the powerful ways cities can increase opportunity, improve quality of life, and combat major challenges like climate change.

That's why Bloomberg Philanthropies was pleased to serve as the Ministry of Urban Development's official Knowledge Partner for the inaugural Smart Cities Challenge – a pioneering programme that brought competition and a strong emphasis on citizen engagement to the nation's urban development programmes.

From the initial Mission Guidelines to the final scoring criteria, the Challenge reinforced the engagement of local residents as a core building block for developing a responsive, citizen-centred Smart City vision. It was inspiring to see many cities respond to this mandate with creative online and offline techniques—from social media to door-to-door surveys to consultations in city wards to essay competitions from students.

In many ways, this fusion of citizen engagement and the smart cities concept puts India at the forefront of a global conversation. The first articulation of the Smart City idea came from corporations; the second from governments. Now, India is helping us move toward a third version – one that emphasises the centrality of citizens in defining what smartness means and why it matters.

Of course, much hard work remains. As the cities turn toward implementation, even greater opportunities to involve citizens lie ahead. We celebrate all the progress to date and look forward to seeing this essential work to engage residents in their own urban futures deepen over time.

James Anderson
Head of Government Innovation Programs
Bloomberg Philanthropies

INDIA'S FIRST SMART CITIES CHALLENGE

An overview of the first competition



JUNE-JULY 2015

States Nominated Cities
to Compete

Indian states nominated cities that met selection criteria to participate in the competition.



AUGUST 2015

98 Cities Entered the Competition

Cities began their start-to-smart journeys.



AUGUST - DECEMBER 2015

Cities Developed a Bold Vision and Smart Proposals

Each city formulated its own unique vision, mission, and plan for a Smart City. Their concepts reflected the city's unique local context, resources, and priorities of citizens. Each city developed a pan-city and area-based proposal.



JANUARY 2016

First 20 Winners Announced

The first round of 20 cities were named winners.

AN URBAN INDIA

India is a rapidly urbanising country. Its cities are expected to grow from 34 crore people in 2008 to 59 crore by 2030, a number that is almost twice the urban population in 2001. To put this growth in context, while it took about 40 years (1971-2008) for India's urban population to grow by 23 crore people, it will take half the time to add the next 25 crore. Collectively, cities generate 63% of the nation's gross domestic product.

Unsurprisingly, India has some of the world's largest cities by population, with over 1 crore people in each of its mega-cities of Mumbai and Delhi. Along with Kolkata, Chennai, Bangalore, and Hyderabad, these mega-cities will be among the world's 30 largest cities by 2030. The 2011 Census also lists 52 urban agglomerations with 10 lakh plus populations, and over 1,000 with 1,00,000 residents or more.

Indian cities face massive environmental, social, and public health challenges. Across urban India, over 6.5 crore Indians living in informal settlements, and 13 cities are among the world's 20 most polluted. Without the right planning and execution, further urban growth could exacerbate these existing challenges.

India's rapid urbanisation presents both significant opportunities and severe challenges. Careful planning with an emphasis on robust infrastructure and access to public services will be necessary to tackle urban issues.

Critical to the economic growth of the country, urban areas will require a massive overhaul to accommodate the future population. Cities need to plan strategically to provide a suitable environment for future investments, create new jobs that improve livelihoods, build reliable public infrastructure, and deliver quality services to residents.

In keeping with these needs, on 25 June 2015, the Ministry of Urban Development launched the Smart Cities Mission, an urban scheme that aims to fast track development of cities by bringing in urban infrastructure and efficient service delivery mechanisms, all driven by citizen participation. The Mission is guided by twin objectives to meet the challenges of growing urbanisation in the country in a sustainable manner, as well as ensure that benefits of urban development are inclusive for the poor. The scheme also seeks to empower cities to mobilise financial resources outside of government, and reinforce values of promoting inclusive cities and strategic urban planning.

Indian cities are ripe for innovative approaches that overhaul physical, social, or economic infrastructure to improve the quality of life for citizens. Cities must function as efficient engines to accommodate this growth in a sustainable model and to ensure economic development and improved quality of life for all current and future residents. India's Smart Cities Challenge is just the start of this journey.



52 URBAN AGGLOMERATIONS
HAVE A POPULATION OF
10 LAKH+



59 CRORE PEOPLE WILL LIVE
IN CITIES BY 2030



CITIES GENERATE **63%** OF
THE COUNTRY'S GDP



70% OF NET NEW
EMPLOYMENT WILL BE
GENERATED IN CITIES BY 2030



OVER **6.5** CRORE INDIANS LIVE
IN INFORMAL SETTLEMENTS



9.1 CRORE URBAN HOUSEHOLDS
WILL BE MIDDLE CLASS BY 2030

THE SMART CITIES MISSION

The Smart Cities Mission is a bold new initiative by the Government of India to drive economic growth and improve the quality of life of people by enabling local area development and harnessing technology as a means to create smart outcomes for citizens.

The Ministry of Urban Development launched the Smart Cities Mission on 25 June 2015, a flagship programme of the Government of India to develop 100 cities as “Smart Cities” over the next five years (2015-2020).

The Mission’s objective is to enable cities to provide core infrastructure and a decent quality of life to its citizens, and a clean and sustainable environment through the application of “Smart Solutions.” Focusing on sustainable and inclusive development, the Mission pushes cities to create a replicable model which will act as a light house for other aspiring cities.

The Ministry of Urban Development conducted the Mission as a competition, the first government-run programme in the country’s history to get cities to compete for funding and put their best ideas forward.

The competition required cities to engage citizens in developing proposals for submission. The Mission Guidelines define citizen involvement as “much more than a ceremonial participation in governance.”

Instead, it has been defined as a process to get residents engaged “in the definition of the Smart City, decisions on deploying Smart Solutions, implementing reforms, doing more with less, and oversight during implementing and designing post-project structures in order to make the Smart City developments sustainable.” The competition has resulted in what is one of the largest citizen engagement efforts the country has ever embarked on.

Through the Mission, the Ministry of Urban Development will give 100 cities a total of 48,000 crore rupees over the course of the scheme (FY2015-2016 to FY2019-2020), providing on average 100 crore rupees to each city in five years. The states and municipalities will have to mobilise additional resources on their own, using public-private partnerships and other innovative financing mechanisms to take their cities forward.

What is smart?



Core Infrastructure

Improving core infrastructure services like adequate and clean water supply, sanitation and solid waste management, efficient urban mobility and public transportation, affordable housing for the poor, power supply, robust IT connectivity, and governance, especially e-governance and citizen participation.



Sustainable Environment

Leveraging technology and utilising existing and planned infrastructure investments to provide a higher quality of living to residents and focusing on the environmental sustainability of the solution.



Comprehensive Area-Based Development

Incorporating good urban design principles like promoting mixed land use, housing opportunities for all levels of society, creating walkable localities, preserving and developing open spaces, promoting a city's unique identity, providing sustainable public transport, facilitating citizen-friendly and cost effective governance, and applying IT-based solutions to infrastructure and services in area-based development.



Smart Solutions

Applying IT-enabled solutions that improve the efficiency of infrastructure and service delivery by providing data and information to citizens. These could be applied to a variety of issue areas, including e-governance, waste management, energy management, water management, and urban mobility.

THE MISSION GUIDELINES

As a part of the competition, nominated cities were required to submit a Smart City Proposal that outlines a clear vision and goals to guide the city over the next 5-10 years. It also has to submit two projects – one that focuses on improving a specific neighbourhood or area of the city (an area-based development project), and one that can be implemented city-wide (a pan-city proposal). An overview of how the proposals were evaluated is below.

1. CITY LEVEL EVALUATION (30 points)

a. **Credibility of implementation:** Plans should showcase improvement in operational efficiency over the last three years as reflected in various indicators, such as average time taken for building plan approvals, increase in property tax assessment and collection, collection of user charges for services, improvement in power supply, easing of traffic congestion, online access to statutory documents, among others.

b. **City vision and strategy:** The degree of correlation with the needs and aspirations of the residents, use of ICT to improve public service delivery, impact on core economic activity and inclusiveness should be clearly outlined and linked.

2. AREA-BASED DEVELOPMENT (55 points)

The area-based development project should be selected through desk research and analysis, meetings with public representatives and prominent citizens, as well as citizen engagement, as the appropriate site for either of three types of development: retrofitting (approximately 500 acres), redevelopment (approximately 50 acres) or greenfield development (approximately 250 acres). This area should be developed into a 'smart' area, which incorporates all the Essential Features/Elements prescribed in the Mission Guidelines and any additional features that are deemed to be necessary and appropriate.



3. PAN-CITY PROPOSAL (15 points)

A pan-city smart solution should benefit the entire city through the application of ICT and result in improvements in local governance and delivery of public services. In this context, ‘smartness’ refers to doing more with less, building upon existing infrastructural assets and resources and proposing resource efficient initiatives prescribed in the Mission Guidelines and any additional features that are deemed to be necessary and appropriate.

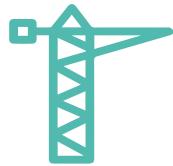
CITIZEN ENGAGEMENT IN SMART CITY PROPOSALS

For developing the Smart City Proposal, cities held consultations with city residents and other stakeholders to ensure that proposed projects reflected citizen needs. Contributing to 16% of the total evaluation score, citizen engagement during the proposal-drafting phase of the competition called for municipal leaders to consult citizens in order to develop robust, implementation-ready proposals that incorporated Smart Solutions. The pressure was on city leaders—many of whom had little experience engaging residents—to tap tools and strategies to solicit citizen perspectives, and use that information to design their Smart City proposals.



What makes a city smart?

Some typical features of comprehensive development in Smart Cities are described below.



1. Promoting mixed land use in area-based development

Planning for unplanned areas containing a range of compatible activities and land uses close to one another will be needed in order to make land use more efficient. The states will enable some flexibility in land use and building by-laws to adapt to change.



2. Housing and inclusiveness

Housing opportunities for citizens should be expanded.



3. Creating walkable localities

Cities will reduce congestion, air pollution and resource depletion, boost local economy, promote interactions and ensure security. The road network is created or refurbished not only for vehicles and public transport, but also for pedestrians and cyclists, and necessary administrative services are offered within walking or cycling distances.



4. Preserving and developing open spaces

Parks, playgrounds, and recreational spaces should be increased in order to enhance the quality of life of citizens, reduce the urban heat effects in areas and generally promote eco-balance.



5. Promoting a variety of transport options

Transit Oriented Development (TOD), public transport, and last-mile para-transport connectivity should be emphasised.



6. Making governance citizen friendly and cost effective

Governments will rely on online services to bring about accountability and transparency, especially by using mobile devices to reduce cost of services and providing services without having to go to municipal offices. Cities can form e-groups to listen to people and obtain feedback and use online monitoring of programs and activities with the aid of cyber tour of worksites.



7. Giving an identity to the city

This is based on its main economic activity; such as local cuisine, health, education, arts and crafts, culture, sports, good, furniture, hosiery, textile, dairy, etc.



8. Applying Smart Solutions

This can be applied to infrastructure and services in area-based development in order to make them better. For example, making areas less vulnerable to disasters, using fewer resources, and providing cheaper services.

CITY STORIES

The following pages highlight each winning city's unique journey in what is arguably the largest citizen engagement effort in India's history.

Prior to engaging citizens, city leaders collaborated with various stakeholders to take stock of their city's strengths, weaknesses, opportunities, and threats (SWOT), helping to identify areas to capitalise on as well as improve.

Each city devised its own strategy to engage citizens, using various tools including online portals and websites like MyGov and Facebook, as well as organising citizen-centric workshops with smaller groups of people.

This resulted in each city's unique vision, as well as an area-based development project and a pan-city solution that would take into consideration the needs identified by citizens.

This book shares the stories of the 20 winning cities. It outlines cities' strategies, detailing the wide reach and depth of different engagement strategies, and highlighting the results of these activities, which informed projects that ultimately aim to make urban citizens' lives better.



BHUBANESWAR

ODISHA

1st
PLACE
WINNER



CITY SNAPSHOT



POPULATION

8,40,834



POPULATION DENSITY

(people per sq. km)

6,228



POPULATION GROWTH

(per annum)

2.6%



SLUM

POPULATION

19.5%



LITERACY
RATE

91.9%



YOUTH POPULATION

(between 15-24 years)

20.1%



CITY AREA

(sq. km)

135

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- Strategic location
- Rich urban history
- “Temple City” with deep cultural tradition
- Excellent water resources
- High public land ownership
- Education hub with a diverse student population
- Known for innovative models and good public services



OPPORTUNITIES

- World Heritage City
- Strong regional economic opportunities
- Strong urban legal framework
- Immersed in principles of social equity
- Strategic location near the Golden Tourism Triangle
- Business-friendly environment



WEAKNESSES

- Lack of a distinctive city centre
- Weak public transportation system
- Mass informal settlements
- Multiplicity of agencies



THREATS

- Multiple environmental risks
- Potential mass migration
- Population with a digital divide
- Rapid increase in private vehicle ownership

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Bhubaneswar employed a five-pronged framework to engage citizens: Inform. Consult. Involve. Collaborate. Empower.

To implement the framework, the city facilitated face-to-face interactions with diverse groups, engaged citizens through its Smart City website, mobilised stakeholders, organised and deployed volunteers, used social media platforms such as Facebook and Twitter, and partnered with public figures to act as campaign ambassadors. A draft proposal was shared with citizens for further feedback.

By crowdsourcing inputs from over 2,75,250 citizens, the city decided to focus on the following areas: urban mobility, waste management, water and electricity, tourism, and heritage conservation.

AREA-BASED DEVELOPMENT

Bhubaneswar solicited votes from over 3,00,000 citizens for selecting an area for area-based development. It advertised the voting process through phone-in programmes on FM radio, press conferences, and campaign ambassadors. Garnering 26% of the vote, Bhubaneswar's Town Centre District emerged as the preferred choice for citizens.

Bhubaneswar also surveyed hundreds of households and 1,547 businesses in the town centre to determine ways to improve the neighbourhood. Survey results indicated the need for improving services for the high concentration of slum population and informal street vendors in the area.

Taking into consideration this feedback, the city developed a strategy to revamp existing infrastructure and services in the area selected, and redevelop buildings and spaces to be child- and disabled-friendly.

CREATIVE METHODS EMPLOYED BY THE CITY

6

FLASH MOBS
MOBILISING
310
CITIZENS

15

KIOSKS SET UP
ACROSS THE
CITY, MOBILISING
RESPONSES FROM
2,445
CITIZENS

2,487

ENTRIES SOLICITED
FOR LOCAL
COMPETITIONS

SCALE OF CITIZEN ENGAGEMENT

5,000

HOUSEHOLD
SURVEYS CONDUCTED
FOR AREA BASED
DEVELOPMENT

1,62,470

STATEMENTS,
IDEAS AND
SUGGESTIONS
CROWDSOURCED
FROM CITIZENS
IN PERSON

3.1 LAKHS

PEOPLE
PARTICIPATED
REACHING
32% OF THE CITY'S
POPULATION

PAN-CITY PROPOSAL

In order to maximise participation from all citizens, the city commissioned a “digital divide” study to explore strategies for digital inclusion. The study placed emphasis on offline voting to maximise participation. Taking the recommendation into account, Bhubaneswar decided to ask citizens to cast their ballot on issue areas.

It devised visuals with clearly defined concepts as a part of the ballots, which also served as an educational and informational tool for citizens. Over 3,00,000 citizens voted on issue areas for the pan-city solution, with 32% of citizens selecting urban mobility as the priority issue.

Bhubaneswar shortlisted technology-driven solutions and discussed these with key stakeholders as well as the general public. Together, officials and citizens identified solutions to improve the quality of bus services, enforce traffic and parking regulations, deploy safety solutions, regulate auto-rickshaws, improve bus stop design, and improve the availability of information on public transportation.

SMART CITY LABS

The city also ran Smart City Labs with citizens from all walks of life to co-create solutions. One of these labs focused on understanding children’s perspectives of the city, with the collected data showing that 33% of the children walk to school, 45% of the parks are not used by children, 41% of playgrounds feel unsafe for kids, and 54% children’s parks are located outside residential areas. These insights shaped the design of different projects to make them child-friendly.



Engaging visually challenged children

SOCIAL MEDIA AND ONLINE PLATFORMS

1,76,665
WEBSITE
VISITORS

86,851
FACEBOOK
LIKES

1,630
FACEBOOK
COMMENTS

24,323
CROWDSOURCED
STATEMENTS,
IDEAS &
SUGGESTIONS
FROM CITIZENS
THROUGH
MYGOV
AND CITY WEBSITE

600
TWITTER
FOLLOWERS



MOBILISING VOLUNTEERS

The city mobilised 1,200 volunteers for outreach campaigns, street plays, flash mobs, events, creating and conducting surveys, information kiosks, and community mapping.

THE CITY'S PROPOSAL



CITY VISION

Bhubaneswar will become a transit-oriented, liveable, heritage-focused, economically-vibrant, and child-friendly city through participatory decision-making, responsible governance, and open access to information and technology.



AREA-BASED DEVELOPMENT

Bhubaneswar will retrofit and redevelop the Town Centre District's railway station and surrounding areas into a vibrant 24x7 destination. It will build walkable and well-connected mixed-use areas and leverage low-impact and carbon-neutral innovations in transportation and green infrastructure, design for social equity, and promote knowledge-based and manufacturing industries.



PAN-CITY SOLUTION

Bhubaneswar will create a state-of-the-art Intelligent City Operations and Management Centre with integrated transport and utilities systems for ease of management. The centre will facilitate evidence-based decision-making and create a more responsive government by tracking incidents in real-time, centralising operational control systems, and collaborating across agencies and sectors, thus improving service delivery.

“Citizen engagement is the most crucial part in making a city a smart city”

- Municipal Commissioner



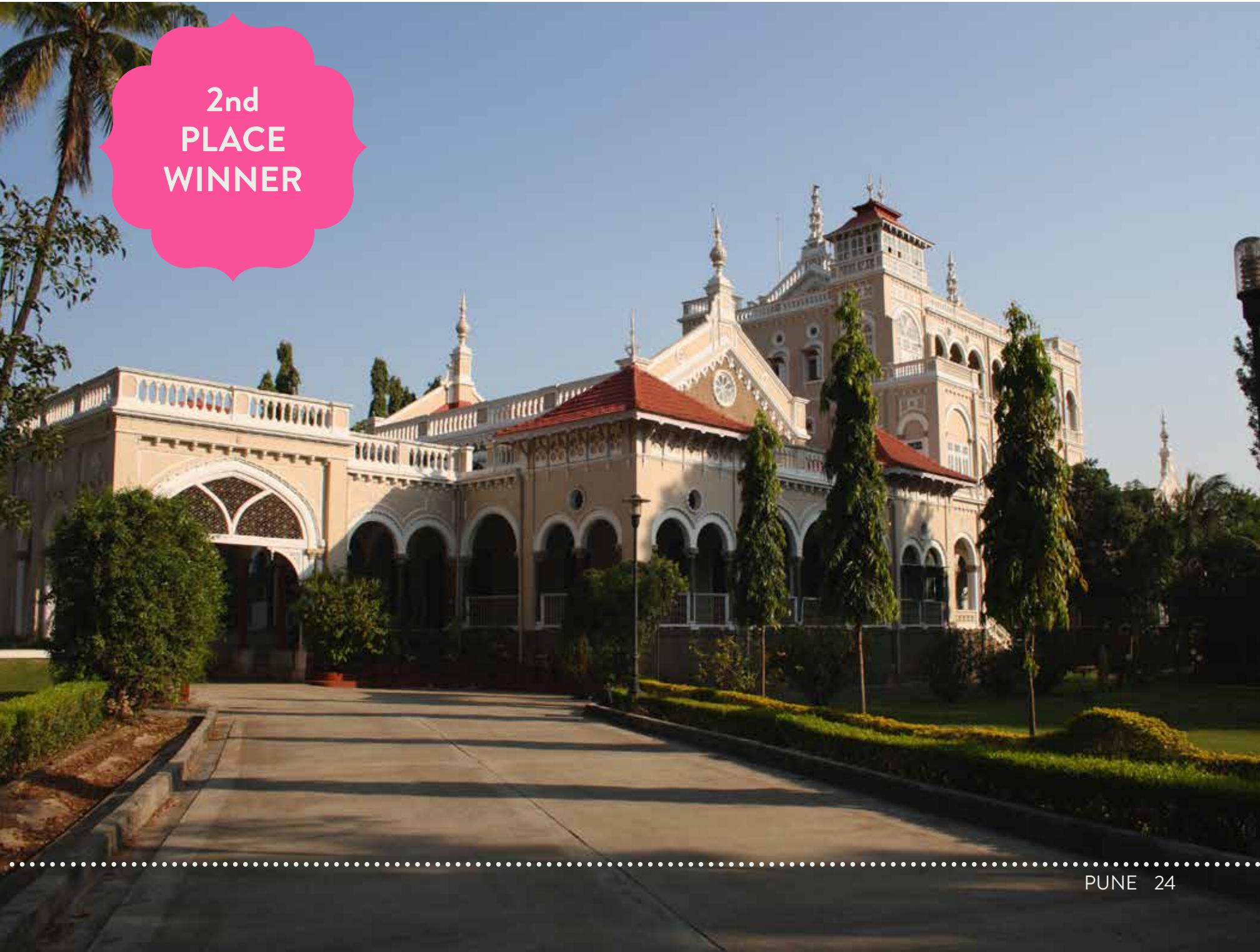
Winning cities used both traditional and innovative methods of engagement, most of these cities made an effort to be inclusive and reach out to a large segment of the population.



PUNE

MAHARASHTRA

2nd
PLACE
WINNER



CITY SNAPSHOT



POPULATION

31,24,458



POPULATION DENSITY

(people per sq. km)

11,304



POPULATION GROWTH

(per annum)

2.1%



SLUM

POPULATION

22.1%



LITERACY
RATE

89.6%



YOUTH POPULATION

(between 15-24 years)

18.5%



CITY AREA

(sq. km)

276.4

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- Abundant human capital
- Start-up destination
- Participatory city for citizens
- Mild, comfortable climate
- History of quality public services



OPPORTUNITIES

- High economic growth potential
- Ability to attract large-scale investments from India and abroad
- Scaling up research and development
- Ease of doing business
- Potential for tourism development



WEAKNESSES

- Inadequate public transportation
- Rising vehicle ownership
- Unequal distribution of water across the city
- Housing crisis with many people living in slums
- Rising air and noise pollution



THREATS

- Dense urbanisation
- Strain on infrastructure
- Risk of disruption to transportation networks
- Need for additional borrowing mechanisms for investment

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Pune conducted one of the largest envisioning exercises in the history of Indian cities.

In partnership with media outlets, NGOs, and private companies, the city administration ran a door-to-door campaign that ultimately covered all 15 city wards and over 4,00,000 households, or 50% of Pune's total households.

A war room also helped mobilise and monitor 400 volunteers for the campaign.

Pune's five-pronged approach to citizen engagement included: (1) Speed: Engaging citizens within 100 days; (2) Scale: Reaching 50% of the citizens; (3) Structure: Using a phased approach; (4) Solutioning: Crowdsourcing solutions; and (5) Social audit: Syndicating with citizens.

AREA-BASED DEVELOPMENT

Pune planned four phases for area-based development: exploring options through surveys, spreading awareness through public representatives, learning from citizens through consultations, and designing solutions with the help of urban planners.

The city received over 24,000 votes for selecting an area and about 116,965 suggestions from citizens.

Questions posed to citizens included:

- Area most important for identify of Pune?
- Area you would like to live in?
- Area would like to invest in as an entrepreneur?
- Area that should be developed as a youth recreational hub?
- Area which will benefit the largest cross section of society?
- Area that can be developed as the top recreational hub in Pune?

A STRONG ONLINE PRESENCE

2,000+
TWITTER
FOLLOWERS

21,767
VIEWS
ON YOUTUBE

5,300
FACEBOOK
LIKES

CITIZEN INPUTS SOURCED

60
ENGINEERING
COLLEGES PARTICIPATED
IN A DIGITAL
HACKATHONS
AND APPATHONS

939
IDEAS
CROWDSOURCED
THROUGH THE CITY'S
MOBILE APPLICATION

300
ENTRIES RECEIVED
AN ESSAY
COMPETITION
BY BLIND STUDENTS



Engaging citizens in public spaces

Once the city selected an area, over 50 teams from local architecture colleges conducted walkthroughs and surveys to create an in-depth profile of the area.

About 8,000 questionnaires collected from the selected area helped highlight the issues citizens faced.

Problems identified included: intermittent water supply, lack of citizen participation, inadequate waste and wastewater management, and health issues.

PAN-CITY PROPOSAL

The Pune Municipal Corporation engaged citizens through a robust five-stage process:

Envisioning: Over 12,00,000 citizens from 3,00,000 households identified transportation and mobility as a key issue (30% votes) followed by water and sewage (25% votes).

Diagnosis: Analysis of the information collected revealed that reducing traffic congestion, improving public transport and parking facilities,

cleaning water bodies, treating 100% of the water, and making water available 24x7 were priorities for citizens.

Co-creating: Pune crowdsourced solutions through workshops and the Smart City website.

Refining: The city ran two-day mini-labs with elected representatives and citizens to refine solutions.

Sharing: Pune shared a draft proposal publicly, mobilising the support of 7,00,000 citizens.



Pune engaging citizens through kiosks

PAN-CITY PRESENCE

35
LAKH
INPUTS WERE
RECEIVED
FROM THE
CITIZENS

50%
HOUSEHOLDS
REACHED
THROUGH ALL
ENGAGEMENT
ACTIVITIES

THE WAR ROOM

Pune established a 24x7 “war room” to implement and monitor citizen engagement. The setup included distinctive units responsible for a range of tasks: creating campaign strategies and overseeing citizen activities, training volunteers and organising engagement, analysing citizen data, curating and designing content, and documenting and curating stories to share with the public. The municipality offered tours of the war room so that citizens could get a glimpse into the inner workings of the government.

THE CITY'S PROPOSAL



CITY VISION

Pune aims to become the most liveable city in the world by leveraging its rich heritage and strong human capital and business environment to solve core infrastructure issues and become “future-proof.” It aims to make its neighbourhoods beautiful, clean, green, and livable.



AREA-BASED DEVELOPMENT

To prepare for a near-fourfold population growth by 2030 in the selected area, Pune will introduce electric buses, build a Bus Rapid Transit route, irrigate water deficient areas, build 13 new parks, and redevelop 3.4 kilometers of riverfront to increase open spaces, and promote a mixed-use commercial hub.



PAN-CITY SOLUTION

With mobility and water as top citizen priorities, Pune decided to focus on a reliable public transportation system with revamped buses and bus stops, a traffic system to reduce road congestion, and an ICT-solution to provide 24x7 water supply.



*“This process was intense, inclusive,
and very participatory”*

- Municipal Commissioner

A photograph of two women riding bicycles on a paved path. The woman on the left is wearing a light blue patterned shirt and pink pants, and is smiling. The woman on the right is wearing a blue patterned shirt and pink pants, and is wearing glasses. They are riding silver bicycles with black tires. The background is blurred, suggesting motion. A semi-transparent orange banner is overlaid across the middle of the image, containing the text.

Leveraging the power of citizen engagement is critical to the success of the Smart Cities Mission.

JAIPUR

RAJASTHAN

3rd
PLACE
WINNER



CITY SNAPSHOT



POPULATION

30,46,163



POPULATION DENSITY

(people per sq. km)

6,285



POPULATION GROWTH

(per annum)

2.7%



SLUM

POPULATION

10.6%



LITERACY
RATE

83.3%



YOUTH POPULATION

(between 15-24 years)

20.6%



CITY AREA

(sq. km)

484.6

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- Placed in the “Golden Triangle” tourism circuit
- Transit hub to other major cities
- Rich cultural and architectural history
- Existing partnerships within India and abroad



OPPORTUNITIES

- Unique heritage that can be moulded into an international brand
- Potential to upgrade heritage sites
- Prospect of incorporating digital technologies into the tourist experience
- Making local government function more collaboratively



WEAKNESSES

- Tourist-dependent economy
- Low tourism during extremely hot summers
- Dependent on a single source of energy
- Complex local government structure and processes



THREATS

- Extreme weather puts the residents and economy at risk
- Crime threatens residents and tourists alike
- High dependence on tourism
- Demand for real-estate in the walled city could alter its charm

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Jaipur's 14-point plan to drive citizen engagement included the following: creating a support cell with a citizen hotline, building a new website, generating awareness through television and press conferences, using MyGov for competitions and discussions, conducting online polls, reaching over 75,000 citizens through household surveys, partnering with local auto-rickshaw associations to generate awareness, creating a Facebook page, curating a conference on sustainable Smart Cities, developing a WhatsApp group, carrying out on-the-spot interviews, and interviewing stakeholders.

AREA-BASED DEVELOPMENT

Jaipur conducted online polls for citizens and stakeholders to identify an area to develop. Consensus emerged around the old city area, and an SMS poll validated the choice.

Polls further revealed that cultural identity and heritage, tourism, mobility, and solid-waste management were key priorities in the area.

USING AUTO-RICKSHAWS AS BILLBOARDS

Jaipur branded 1,000 auto-rickshaws with Smart Cities Challenge posters to raise awareness about the competition and provide information on upcoming citizen engagement activities.

CROWDSOURCING CITIZEN FEEDBACK

970
SUGGESTIONS
RECEIVED
VIA E-MAIL

1,000+
SUGGESTIONS
ON THE DRAFT
PROPOSAL
RECEIVED

4,320
RESPONSES
TO SMS
POLLING

147,421
SUGGESTIONS
RECEIVED

TALKING TO CITIZENS ONE-ON-ONE

1,000
CITIZENS
REACHED
IN PUBLIC
PLACES

75,000
CITIZENS
REACHED
IN WARD LEVEL
CONSULTATIONS

CATCHING PEOPLE ON THE STREETS

Jaipur set up booths in 10 prominent locations to collect data. A trained staff of 20 administered questionnaires to over 1,000 people, including the elderly, youth, and tourists.

PAN-CITY PROPOSAL

With the help of questionnaires and polls, Jaipur residents identified waste management, long commute times, lack of parking, walkability conditions, and tourism as issues of concern.

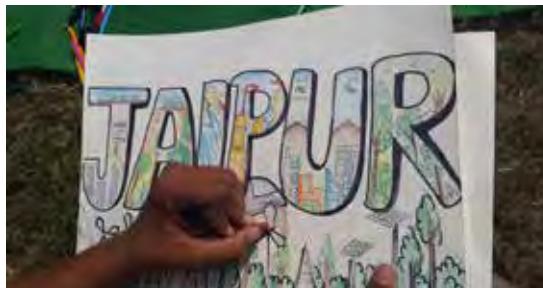
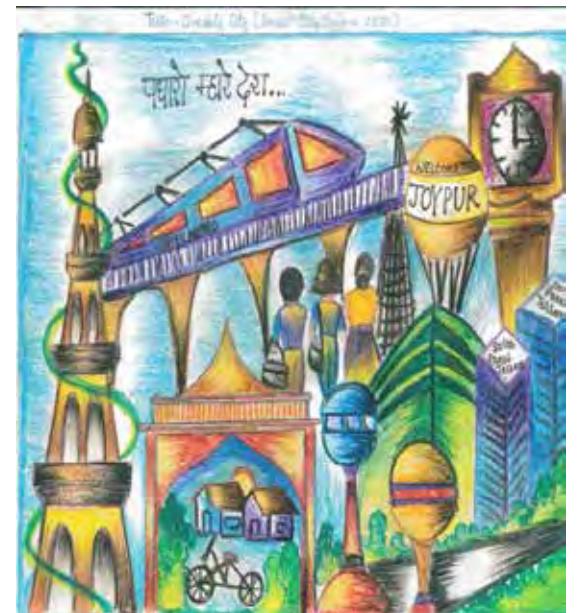
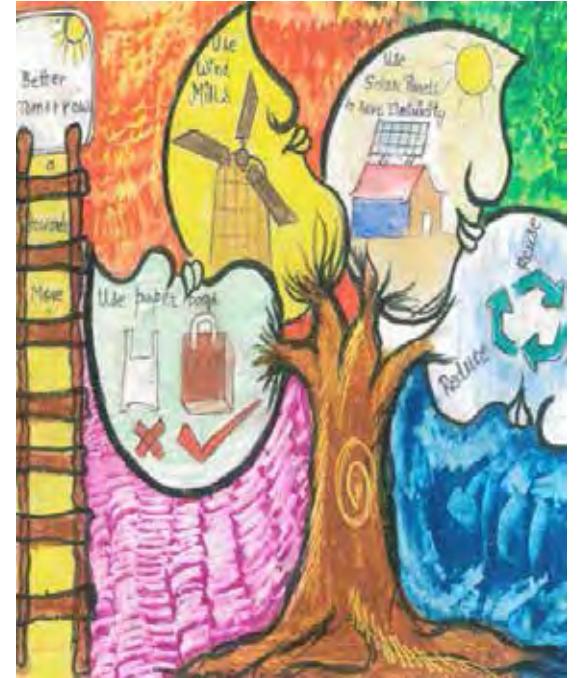
Discussions with public transportation users—such as office commuters, college students, and middle-income groups—revealed that citizens relied on multiple modes of transportation and found bus wait times and bus schedules unpredictable. They complained that the existing bus network did not even reach parts of the city with high demand.

Discussions with tourists highlighted the need for easier ticket booking and rapid entry options into monuments to improve overall experience.

Citizen feedback also surfaced the need for a waste-free Jaipur.

USING COMPETITIONS AND PRIZES

Jaipur hosted drawing and painting competitions to solicit inspiration from children. These photos showcase some of the best submissions from young citizens.



THE CITY'S PROPOSAL



CITY VISION

With the help of innovation and inclusive solutions, Jaipur will leverage its heritage and tourism to enhance the quality of life of citizens.

AREA-BASED DEVELOPMENT

Jaipur will highlight existing heritage structures within the walled city and publicise undiscovered sites to create a vibrant local economy. The walled city will incorporate a smart mobility strategy that aims to improve walkability, air quality, and the safety and comfort of tourists and citizens. Digital infrastructure will enhance existing infrastructure to improve service delivery.

PAN-CITY SOLUTION

With mobility and solid-waste management as top priorities, Jaipur plans to implement an ICT-based initiative to help manage traffic, expand bus and metro capacity, and improve user experience. It aims to become a zero-waste city by improving street waste collection operations, implementing a performance management system, and providing a citizen complaint mechanism to improve waste and recycling systems.



*“This whole process of engaging people
in such large numbers is a first in itself.”*

- Municipal Commissioner



70% of winning cities used WhatsApp and SMS to communicate with and source feedback from citizens.

SURAT

GUJARAT

4th
PLACE
WINNER

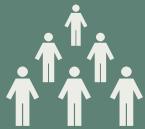


CITY SNAPSHOT



POPULATION

44,67,797



POPULATION DENSITY

(people per sq. km)

13,304



POPULATION GROWTH

(per annum)

6.1%



SLUM

POPULATION

10.5%



LITERACY
RATE

87.9%



YOUTH POPULATION

(between 15-24 years)

22.0%



CITY AREA

(sq. km)

335.8

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- High GDP growth rate at 12-13%
- Strong economic base in diverse industries, such as petrochemicals, natural gas, textile and apparel production, and diamond cutting and polishing
- Minimal unemployment rates
- Water infrastructure supported by River Tapi
- Majority of government services available online



OPPORTUNITIES

- Strategically located near the Surat-Navsari industrial area of the proposed Delhi-Mumbai Industrial Corridor
- New local and regional infrastructure projects likely to boost trade and economy
- Over 70% of the population is 35 years or younger



WEAKNESSES

- Located in a flood-prone zone
- Strong dependence on diamond and textile sectors
- Largely unskilled workforce, affecting the distribution of wealth between citizens
- Rising vehicle ownership causing congestion
- Limited air connectivity to other major Indian cities



THREATS

- Slowing growth in diamond and textile industries may impact economy negatively
- Inadequate infrastructure unlikely to support influx of migrants
- Rising air and water pollution because of rapid industrial growth

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

The Surat Municipal Corporation engaged with citizens using multiple tactics, particularly in shaping the city's vision and goals.

The local government carried out surveys through online and offline questionnaires, opinion polls, the MyGov portal, and drop boxes in strategic locations. The city also relied on feedback forms (in both English and Gujarati) as well as creative and writing competitions to solicit feedback.

AREA-BASED DEVELOPMENT

Surat held a number of consultations with citizen groups to select an area for development.

After collecting data from various population segments, the city selected redevelopment and retrofitting as the best option for the area selected.

A large segment of the population was eager to further develop and improve the area as many identified had workplaces, businesses, and residences in the area as well as the potential to make the schools, health clinics, and other essential services better.

SOLICITING CITIZEN FEEDBACK

52,043
CITIZEN
RESPONSES
TO POLLS

30
DROPBOXES
LOCATED IN
STRATEGIC LOCATIONS
ACROSS THE CITY

44,472
RESPONSES
TO A SATISFACTION
SURVEY

LEVERAGING COMPETITIONS AND CHALLENGES

4,502
ENTRIES
FOR AN ESSAY
COMPETITION

4,140
ENTRIES
FOR A DRAWING
COMPETITION

SIGNIFICANT ONLINE PRESENCE

3,090
FACEBOOK
LIKES

207
INSTAGRAM
FOLLOWERS

PAN-CITY PROPOSAL

The municipal corporation conducted 15 stakeholders meetings in different parts of the city. It also commissioned an opinion poll on access to and the quality of public services and opportunities for improvement, and received over 52,000 responses through online and offline forums.

The polling revealed that although citizens were largely satisfied with Surat's online citizen services, there was a high demand for additional online services, such as shop licenses, community hall bookings, town planning maps, and development permissions and licenses.

Citizens also demanded solutions for improving public places, traffic mobility, parking, and traffic congestion.

USING DROP BOXES FOR CITIZEN FEEDBACK

The municipality placed drop boxes in libraries, science and civic centres, and zonal offices across the city. It gathered over 52,000 responses to polls and 44,000 responses to a citizen satisfaction survey.



Multiple stakeholder conferences hosted by the city



Techno Fair organised by the Municipal Corporation



Painting competition for the most innovative idea to make Surat city a smart city

THE CITY'S PROPOSAL



CITY VISION

Surat aims to enhance the quality of life for citizens by providing equal access to high-quality physical and social infrastructure, and by promoting mobility. The city will enhance economic growth, protect the ecology, and preserve culture to become a futuristic, global city.



AREA-BASED DEVELOPMENT

Surat will promote sustainable economic development and a high quality of life in the inner city area around the textile market. The city will put in place smart solutions that strengthen the area's economy, make mobility easier, improve the environment, and upgrade infrastructure to support population and economic growth.



PAN-CITY SOLUTION

Surat plans to improve public services, especially transportation, and provide a dedicated system for citizens to engage with the local government. The pan-city solution will also provide the municipality with coordinated and real-time service delivery data to help improve services.



“To be actually able to relate with people, engage with them, conceive and ideate, and then put all of this into a framework to develop into a smart city was really nice and it turned out to be a very rich and informed experience.”

- Municipal Commissioner



During the India Smart Cities Challenge, solutions from citizens came in many shapes and sizes, strengthening the city's governance or its physical, social, or economic infrastructure to improve quality of life.

KOCHI

KERALA

5th
PLACE
WINNER



CITY SNAPSHOT



POPULATION

6,02,046



POPULATION DENSITY

(people per sq. km)

5,620



POPULATION GROWTH

(per annum)

0.1%



SLUM

POPULATION

0.9%



LITERACY
RATE

97.36%



YOUTH POPULATION

(between 15-24 years)

14.5%



CITY AREA

(sq. km)

107.1

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- Strategically located near waterways and major airports
- Expanding IT and service industry, including a “start-up village”
- Iconic tourist destination
- Strong history of citizen engagement
- Ranks high on social indicators, with inclusive and gender-sensitive development



OPPORTUNITIES

- Potential to improve mobility through comprehensive transportation planning
- Build upon current image to further develop brand as a tourist destination
- Potential to develop open spaces around canals for recreational use



WEAKNESSES

- Situated on wetlands with development restrictions
- Acute scarcity of land for development
- Unequal access to quality services
- Limited road networks and unsafe streets
- Reliance on government funding and grants
- Risk of brain drain



THREATS

- Spike in private vehicle ownership
- Climate change risks such as flooding and rising sea levels
- High construction costs could impact future infrastructure projects
- Legal restrictions around land acquisition

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Kochi employed a range of interventions to capture perspectives from citizens as well as diverse stakeholders, and convert the collected data into a meaningful vision. With the help of ward meetings, social media, and competitions, the city was able to identify key concerns and prioritise focus areas for the next decade.

AREA-BASED DEVELOPMENT

Kochi reached out to over 5,000 households to elicit feedback on the area to prioritise for development. The consultations also revealed key citizen concerns in the area selected, including a lack of quality transportation and pedestrian facilities, limited economic opportunities, high housing costs, unequal access to basic services,

polluted canals and waterways, a congested city centre, and undeveloped slum areas.

BREADTH OF CITIZEN REACH

800
CITIZENS
ENGAGED IN
AN ONLINE
POLL

10,000
CITIZENS
PARTICIPATED
ON FACEBOOK,
MYGOV AND
TWITTER

100
ARTICLES
FEATURED IN
PRINT MEDIA

LINKING GOVERNMENT AND CITIZENS

200
COMMENTS
RECEIVED WITH
RESPONSE
RATE OF 90%

5,000
HOUSEHOLDS
ENGAGED
ACROSS **73**
WARDS

6
MEETINGS WITH
SELF-HELP AND
DISADVANTAGED
GROUPS,
MOBILISING
OVER **200**
PARTICIPANTS

LEVERAGING COMPETITIONS TO MOBILISE CITIZENS

1,327
TAGLINES
CROWDSOURCED
THROUGH
A COMPETITION

337
SUGGESTIONS
CROWDSOURCED
THROUGH A
LOGO DESIGN
COMPETITION

PAN-CITY PROPOSAL

Consultations with citizens surfaced the lack of an easy-to-use platform for engaging with service providers. Citizens also noted inadequate public transportation systems, an unreliable water supply, and the poor quality of ground water.

Based on this feedback, the city decided to upgrade urban transportation and mobility, improve water and sanitation, and provide intelligent government services.

Kochi also held competitions in local technical colleges to identify ICT-based solutions and shortlist innovative and frugal solutions to address key challenges.



Kochi held a series of citizen engagement activities

THE CITY'S PROPOSAL



CITY VISION

Kochi plans to become an inclusive, connected, and vibrant city with abundant economic opportunities for residents. It will provide efficient public services, promote sustainable growth, and upgrade living conditions for citizens.



AREA-BASED DEVELOPMENT

Kochi will upgrade the Fort-Kochi-Mattancherry-Central City area by linking waterways, creating open spaces around four major canals, and building a seamless multi-modal transport system. It will also restore the Fort Kochi heritage area and promote it as a tourist and commercial hub. The municipality also aims to provide better service delivery to 1,00,000 residents in the area, with 24x7 water, energy, sewerage, housing, and sanitation facilities.



PAN-CITY SOLUTION

Kochi will improve services with the help of smart cards and mobile platforms, and implement an intelligent water management solution to provide residents with 24x7 access to water.



“It’s 99% perspiration and 1% inspiration – there’s no shortcut to hard work. Having said that, the basic is this – the involvement of the people, the whole momentum it gives you – that creates a huge positive impact.”

- Municipal Commissioner

75% of the winning cities created their own website and mobile app to mobilise inputs from citizens over the course of the competition.



AHMEDABAD

GUJARAT

6th
PLACE
WINNER



CITY SNAPSHOT



POPULATION

55,77,940



POPULATION DENSITY

(people per sq. km)

11,895



POPULATION GROWTH

(per annum)

4.6%



SLUM

POPULATION

4.5%



LITERACY
RATE

88.3%



YOUTH POPULATION

(between 15-24 years)

19.3%



CITY AREA

(sq. km)

468.9

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- History of innovative planning
- Budget surplus and strong credit ratings
- Track record of implementing large-scale development projects well
- Strategically-located with close proximity and access to other major cities
- Access to high-quality basic services for a majority of the residents



OPPORTUNITIES

- Record of tax compliance from citizens
- Robust public transportation network
- Efficient municipal government
- Proliferation of growth centres and economic clusters
- Availability of land in the core city for re-densification and public infrastructure



WEAKNESSES

- Aging infrastructure in need of significant upgrades
- High levels of encroachment due to unregulated parking and street vendors
- Outdated traffic management
- Inadequate green cover, with gardens and open spaces comprising only 3-4% of the city area



THREATS

- Increase in vehicle usage and emissions
- Sub-standard service industry
- History of climatic and natural disasters
- Inequitable distribution of services

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Ahmedabad hosted press conferences, ran essay, logo, and tagline competitions, and carried out surveys and polls, soliciting both online and in-person feedback.

Mass communication mediums such as newspaper articles, opinion polls, SMS, social media, MyGov, and other online platforms helped gather feedback and build awareness.

Ahmedabad mobilised student volunteers to distribute surveys across all 64 wards, ensuring that all citizens had the opportunity to offer feedback.

AREA-BASED DEVELOPMENT

Opinion polls helped identify four potential locations for area-based development.

Citizens highlighted issues such as traffic congestion, inaccessible public transportation, lack of pedestrian-friendly facilities and public spaces, and rapidly expanding slums as the major issues in the four neighbourhoods.

The city also partnered with local NGOs to hold discussions with slum dwellers in the areas. The discussions surfaced the need for affordable housing and better living conditions for inhabitants without relocation as relocation would affect their livelihood and increase transportation costs.

LEVERAGING SMS TO COLLECT CITIZEN FEEDBACK

Ahmedabad employed SMS campaigns throughout the competition. The first campaign raised awareness about the Challenge and the engagement opportunities available to the public. The second helped conduct an opinion poll about citywide issues and the third prompted citizens to select the locality for area-based development. The last SMS activity garnered over 4.5 lakh responses from 1.5 lakh citizens.

PAN-CITY PROPOSAL

Engagement activities revealed key concerns of citizens such as traffic congestion, safety fears, inadequate access to public transportation, and poor integration of transport infrastructure.



Different groups participated in the entire citizen engagement process



FUN FACT

Volunteers and city representatives met citizens in public places across the city, including at the BRT and bus terminals, Kankaria Lake, Vastapur Lake, and all 64 city civic centres.

WIDE CITIZEN REACH

12,350
FACEBOOK
LIKES

10,000+
RESPONSES
COLLECTED FROM
**IN-PERSON
AND ONLINE
SURVEYS**

10
CITIZEN
INTERACTION
VIDEOS POSTED
**WITH AN
AVERAGE OF
500 VIEWS
ON EACH POST**

1,100+
SUBMISSIONS
IN COMPETITIONS

THE CITY'S PROPOSAL



CITY VISION

Ahmedabad will provide efficient, affordable, and equitable governance to citizens by implementing inclusive development strategies, promoting an integrated transportation network, and reinforcing resilience in future development.

AREA-BASED DEVELOPMENT

Ahmedabad will improve the area near Gandhi Ashram in the Wadaj region for development. Ahmedabad plans to retrofit the selected area for dense development, improve public spaces, incorporate transit-oriented development strategies, and redevelop one of its largest slums.

PAN-CITY SOLUTION

Ahmedabad will create an integrated transit management platform, with a single card payment system, real-time tracking, and trip planning features. The city will also build a command and control centre to monitor service delivery in real-time. The centre will coordinate with multiple departments to streamline government operations.



“This group – women, older people – took a very active part in it [the competition]; it was because of one-to-one interaction.”

- Municipal Commissioner

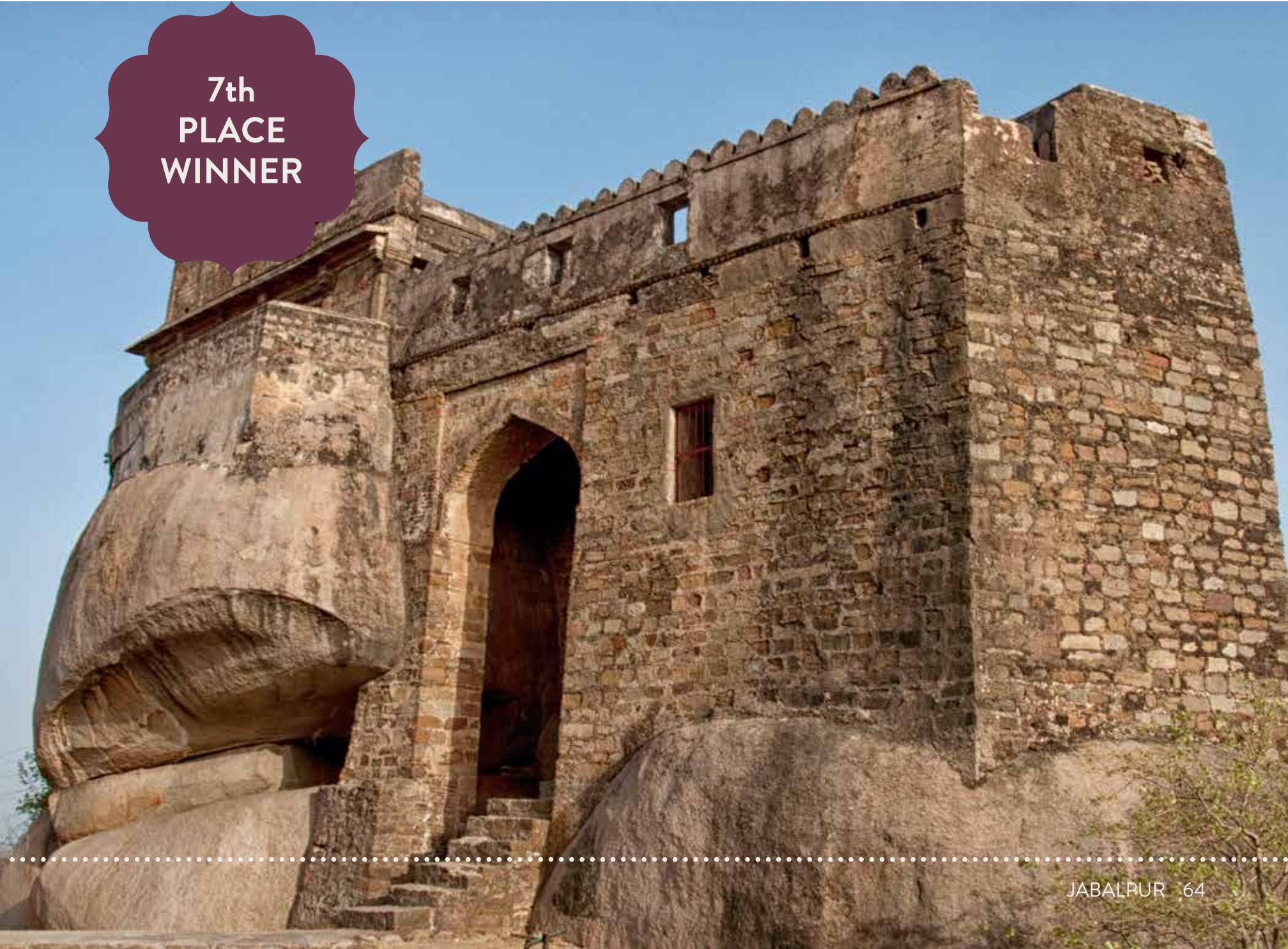
75% of the winning cities conducted household surveys.



JABALPUR

MADHYA PRADESH

7th
PLACE
WINNER

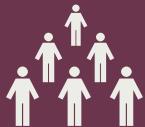


CITY SNAPSHOT



POPULATION

10,55,525



POPULATION DENSITY

(people per sq. km)

6,920



POPULATION GROWTH

(per annum)

1.2%



SLUM

POPULATION

45.8%



LITERACY
RATE

87.4%



YOUTH POPULATION

(between 15-24 years)

20.2%



CITY AREA

(sq. km)

152.5

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- Accessible and connected
- Mineral-rich region
- Tourism hotspot surrounded by vast forest areas
- Substantial water resources
- Education hub
- Rich sociocultural ethos



OPPORTUNITIES

- Potential for tourism given close proximity to national parks, forests, and tribes
- Prospect for developing a local industry in artifacts and tribal goods
- Potential to become a logistical hub because of a strategic location and strong road connectivity



WEAKNESSES

- Limited employment opportunities
- Few public transportation options
- Inadequate waste disposal and collection system



THREATS

- Brain drain
- Environmentally-sensitive habitat around the city
- High risk of earthquakes

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Jabalpur employed an inclusive engagement strategy called “*Samvad*” to reach at least 20% of its population, including students, women, slum dwellers, and other marginalised groups.

It also hosted a series of events such as *Narmada Maha Aarti*, *Havan*, a rock concert, a concert featuring Rahat Indori, Smart Yoga, and *Bhajan Sandhya*.

The activities generated awareness and provided ample opportunities for citizens to share ideas. In addition, the city created a data processing center to monitor the citizen consultation process and analyse the data received.

AREA-BASED DEVELOPMENT

The city selected an area for development based on online and offline polling. The Jabalpur Municipal Corporation then consulted with about 85% of the population—or approximately 35,600 people living, working, or visiting the area—through door-to-door and online surveys and via email and WhatsApp to identify issues of concern.



The city leading smart yoga activities

GENERATING AWARENESS AND ENGAGEMENT

235

ENTRIES ON MYGOV THROUGH “MERE SAPNO KA SHAHAR - JABALPUR” COMPETITION

500

HINDI & ENGLISH NEWS STORIES PUBLISHED IN 15 NEWSPAPERS

FOSTERING ENGAGEMENT BETWEEN GOVERNMENT AND CITIZENS

1,50,000
SMS MESSAGES SENT TO CITIZENS

1,50,000
FORMS COLLECTED THROUGH DOOR-TO-DOOR CONSULTATIONS

65,000
EMAILS SENT TO CITIZENS

PAN-CITY PROPOSAL

To mobilise ideas and suggestions, Jabalpur set up wifi hotspots in the city's civic center and other popular locations, which helped facilitate online participation. The city also ran online and offline polls to garner citizen feedback on areas of concern. Better waste management emerged as the top priority for citizens.



Face-to-face meetings



The smart *rath* generated awareness

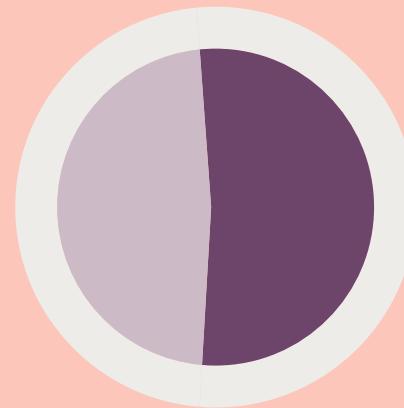


Smart Yoga as a part of the Smart City drive in Jabalpur

REACHING OUT TO MEN AND WOMEN

Jabalpur made a concerted effort to reach both male and female populations equally during the engagement process.

FEMALE
49%



MALE
51%

THE CITY'S PROPOSAL



CITY VISION

Jabalpur aims to transform itself into a vibrant regional economic and cultural hub through inclusive urban regeneration strategies. It also plans to promote investment and create employment opportunities for the youth.



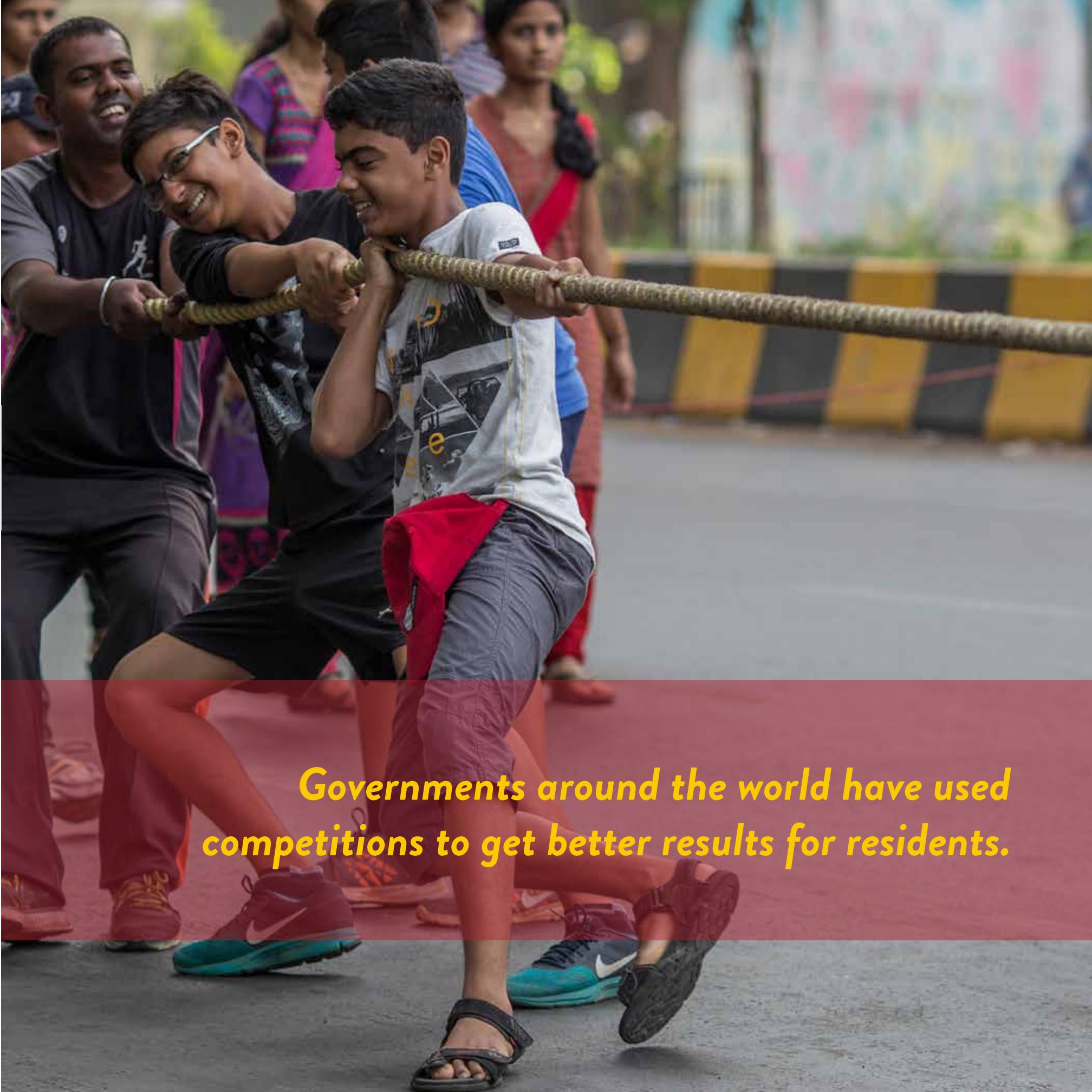
AREA-BASED DEVELOPMENT

Jabalpur will retrofit and redevelop the Wright and Napier Town area to boost economic development. It will improve the central business district to incorporate dense and compact mixed-use for retail as well as public spaces. The city also plans to encourage cultural and tourist activity in the area.



PAN-CITY SOLUTION

Jabalpur plans to create a solid waste management system that incorporates smart bins and other ICT-based solutions to optimise processes for waste collection and recycling.



Governments around the world have used competitions to get better results for residents.



“We usually concentrate on following the budget and the implementation of the schemes, but the real experience of going to the people, and hearing them out – the kind of energy that produces, the positivity that produces – that was something new for us.”

- Municipal Commissioner

VISAKHAPATNAM

ANDHRA PRADESH

8th
PLACE
WINNER

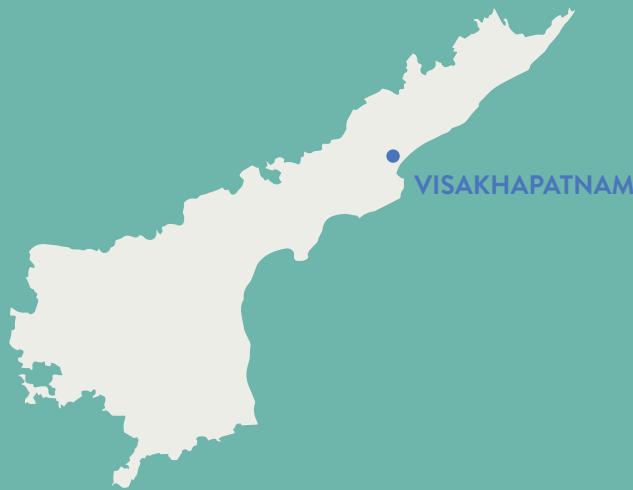


CITY SNAPSHOT



POPULATION

17,28,128



POPULATION DENSITY

(people per sq. km)

3,365



POPULATION GROWTH

(per annum)

5.6%



SLUM

POPULATION

44.6%



LITERACY
RATE

81.8%



YOUTH POPULATION

(between 15-24 years)

18.6%



CITY AREA

(sq. km)

513.6

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- History of successful implementation of public-private partnership projects
- Access to a strong industrial base and port activity
- Successful slum redevelopment
- Tourist-friendly with heritage sites and beaches
- Pedestrian-friendly culture with over 50% citizens walking to places



OPPORTUNITIES

- Untapped tourism potential with great beaches and lush forests
- Active lifestyle culture
- Potential to upgrade infrastructure along beaches and pedestrian areas
- Possibilities to generate solar energy



WEAKNESSES

- Few open public spaces
- Prone to natural disasters, such as cyclones
- Population at high risk of contracting non-communicable diseases
- Lacks access to proper sanitation networks
- Limited availability of public transportation



THREATS

- Vehicular traffic and industrial growth contribute to high air pollution levels
- Poor waste management practices diminish quality of water drainage systems
- Growing population leading to unsafe, illegal housing on hill slopes
- Ill-equipped to deal with rising sea levels and cyclones

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Visakhapatnam ran awareness campaigns, a Smart City logo design competition, and focus group discussions. It also used the MyGov portal and the city website to administer surveys.

The city distributed 5,00,000 questionnaires in public places and through door-to-door campaigns. It also set up six kiosks and 20 booths with Internet to make it easy for citizens to fill out and submit surveys.

MOBILISING CITIZENS ONLINE

3,550
RESPONSES
ON MYGOV

7,743
RESPONSES
ON THE YOURVOICE
YOURVIZAG.COM
WEBSITE

4,000
FACEBOOK
LIKES

AREA-BASED DEVELOPMENT

Visakhapatnam consulted citizens to understand issues, identify areas for development, and gather feedback on potential solutions for area-based development.

Officials distributed Telugu and English questionnaires in all city wards, held focus groups, and administered polls to select priority areas. The city analysed the 4,00,000 responses it received through online and offline surveys and made the results public via English and Telugu posters.

The city carried out a second round of public consultation on MyGov and the website, yourvoicemygov.com. Focus group discussions with stakeholders and elected representatives supported the area selection and helped develop strategies for improving it.



FUN FACT

Visakhapatnam distributed surveys door-to-door and at public places with the help of student volunteers. It received 3,90,000 responses from the 5,00,000 questionnaires distributed.



FUN FACT

Visakhapatnam held workshops with more than 300 Resident Welfare Associations, 800 slum associations, women's organisations, fishermen, and other marginalised communities.

PAN CITY PROPOSAL

Visakhapatnam's citizen engagement process strategy aimed for interactions with people from diverse demographics and geographic locations. The city used multiple methods for outreach and engagement, including focus group discussions with key stakeholders, online surveys, door-to-door surveys in all wards, surveys at popular public places, social media, WhatsApp, and SMS to raise awareness and capture data.

Poll responses revealed that disaster and emergency management was a top priority followed by sewage and drainage management. Focus group discussions and responses to questionnaires also surfaced a demand to improve public transportation.



Representatives engaging citizens through street theatre



Students actively filling up questionnaires

DRIVING AWARENESS THROUGH CREATIVITY

Visakhapatnam put up posters and banners and commissioned radio announcements to generate awareness and urge people to participate in engagement activities. It also deployed eight mobile vans equipped with loudspeakers and 10 "Smart Vizag" vans with booths to inform citizens and solicit feedback.



FUN FACT

Visakhapatnam held demonstrations at educational institutions, offices, and public venues to teach citizens about how best to give constructive feedback. The city disseminated information through seminars, computer lab sessions, and public booths. It dispatched 20 student volunteers with wifi-enabled tablets to different neighbourhoods around the city to gather feedback.



City educates citizens on MyGov.in and yourvoicemyvizag.com website

THE CITY'S PROPOSAL



CITY VISION

Visakhapatnam aims to become a resilient and healthy metropolis for residents. It will prioritise safety, healthy living, resilience, sustainability, connectedness, greenery, and equality to become a benchmark city.



AREA-BASED DEVELOPMENT

In keeping with the theme “prevention is better than cure,” Visakhapatnam plans to create vehicle free zones and draft policies that cap the vehicular speed limit. It will also beautify beaches, and restore shorefronts to boost tourism.



PAN-CITY SOLUTION

Visakhapatnam aims to implement a two-pronged e-governance strategy as well as enhance its disaster management system. The city will provide a range of services online, facilitate better city administration, and plan for the rapid deployment of emergency services.



Payablu
Rs. 640/Kg

Lettuce - iceberg
Rs. 350/Kg

LETTUCE - PINK
Rs. 250/Kg

AMARANTH GREEN
Rs. 90/Kg

CELERY
Rs. 280/Kg

MINT
Rs. 150

Pear
Rs. 60/Kg

Green Beans
Rs. 115 /Kg

Tar kakdi
Rs. 65/Kg

BROCCOLI
Rs. 275 /Kg

CABBAGE
Rs. 65/Kg

Competitions can surface innovative solutions for a range of issues, from transportation to small business development to youth unemployment.

rd/korag
Rs.

GREEN PEAS
Rs. 120/Kg

CARROT
Rs. 70/Kg

CUCUMBERS
Rs. 55/Kg

OK
Rs.

CAPSICUM RED

Tinda

Tomato

Beans

30% of the winning cities mobilised volunteers to bolster their citizen engagement efforts.



SOLAPUR

MAHARASHTRA

9th
PLACE
WINNER

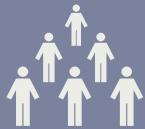


CITY SNAPSHOT



POPULATION

9,51,558



POPULATION DENSITY

(people per sq. km)

5,329



POPULATION GROWTH

(per annum)

0.9%



SLUM

POPULATION

18.4%



LITERACY
RATE

82.8%



YOUTH POPULATION

(between 15-24 years)

20.7%



CITY AREA

(sq. km)

178.6

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- History of a positive relationship between citizens and government
- Strong regional connectivity
- Vibrant textile industry
- Strategically-located along the tourism circuit of Tuljapur, Akkolot, and Pandharpur
- Strong financial management
- Mixed use and compact development around the central city area



OPPORTUNITIES

- Land available for future development
- Location has potential to attract tourists that visit surrounding areas
- Strong sports infrastructure
- Potential for generating renewable energy



WEAKNESSES

- Few job opportunities for citizens
- Rising pollution because of increased vehicle ownership
- Failing infrastructure unable to support rapid influx of migrants



THREATS

- Deteriorating environmental conditions
- Unreliable and intermittent water supply impediment to industrial development
- Brain drain

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Solapur's inclusive strategy focused on soliciting feedback from all communities, targeting 80% of the population for finalising the city vision and goals, and setting expectations for citizens.

The city also devised a messaging strategy to publicise the competition and educate citizens about the Smart Cities Challenge.

Solapur also launched the 'Mazya Swapnatil Solapur' competition to mobilise young people, and received over 5,000 submissions. It also recruited volunteers to engage with hard-to-reach groups in the city.

AREA-BASED DEVELOPMENT

Solapur identified and selected the area of intervention with the help of citizens from a range of communities. While focus group discussions in wards educated citizens about the rationale for selecting a specific area for development, SMS messages, the MyGov portal, ward-level meetings, local festivals, and public events allowed the city to ask citizens to vote for one of the 14 shortlisted areas.

INCLUSIVE ENGAGEMENT STRATEGIES

Over 1,800 students volunteered to support Solapur's citizen engagement process, reaching out to 12,500 households, including those in low-income areas.

USING SMS TO ENGAGE CITIZENS

15.61
LAKH MESSAGES
SENT TO
3.90 LAKH
MOBILE USERS
FOR FEEDBACK

MOBILISING DIFFERENT COMMUNITIES

58
MEETINGS
ACROSS **38**
WARDS
MOBILISED
FEEDBACK FROM
2,096 CITIZENS

1,500
CITIZENS
PARTICIPATED
IN THE
"RUN FOR UNITY"
WALKATHON

3,500
STUDENTS
PARTICIPATED IN
ENGAGEMENT
ACTIVITIES

52,070
HARD COPY
INPUTS RECEIVED
FOR THE VISION

COMPETITIONS AND CHALLENGES

28
LOGO DESIGN
SUBMISSIONS

45
POSTER DESIGN
SUBMISSIONS

5,372
ESSAY ENTRIES

PAN-CITY PROPOSAL

Citizen consultations highlighted the need to increase cleanliness through better solid waste management, sewerage and drainage, sanitation, and dust reduction. Next, citizens identified roads and public transportation networks for improvements, including bettering bus frequency, adding bus queue shelters, creating walkable paths along roads, and developing parking facilities in congested areas.



FUN FACT

Solapur used festivals as an opportunity to engage with citizens. For example, during the Ganpati Festival, the biggest festival in Maharashtra, volunteers staffed popular city locations to engage citizens and solicit feedback.

ENGAGING CITIZEN STAKEHOLDERS

The city organised 34 focus group discussions engaging 7,084 citizens. It solicited feedback from:

KUTCHHI SAMAJ ENGINEERS ARCHITECTS SOCIAL GROUP OF GUJARATI MITRAMANDAL
TRAFFIC POLICE
NON-GOVERNMENTAL ORGANIZATION FOR THE DISABLED AND BLIND
TOURISTS VISITING SIDDHESHWAR
TEMPLE RESIDENT WELFARE GROUPS
CHAMBER OF COMMERCE
WOMEN ROAD DWELLERS OF SASHTRI NAGAR AND GANDHINAGAR SLUMS
HAWKERS
COUNCILLORS THE POLICE DEPARTMENT
THE TEMPLE'S MANAGEMENT TRUST
AUTO DRIVERS
MEMBERS OF PARLIAMENT PILGRIMS ON THEIR WAY TO TULJAPUR
STREET VENDORS UNEMPLOYED WORKERS FROM CLOSED TEXTILE MILLS
SLUM RESIDENTS
MAHESHWERI SOCIETY COMMERCIAL AND INDUSTRIAL ASSOCIATIONS
SOCIAL WELFARE FOUNDATIONS
MEMBERS OF THE LEGISLATIVE ASSEMBLY



Engagement programs in schools

THE CITY'S PROPOSAL



CITY VISION

Solapur aims to become a clean, efficient, and progressive city.



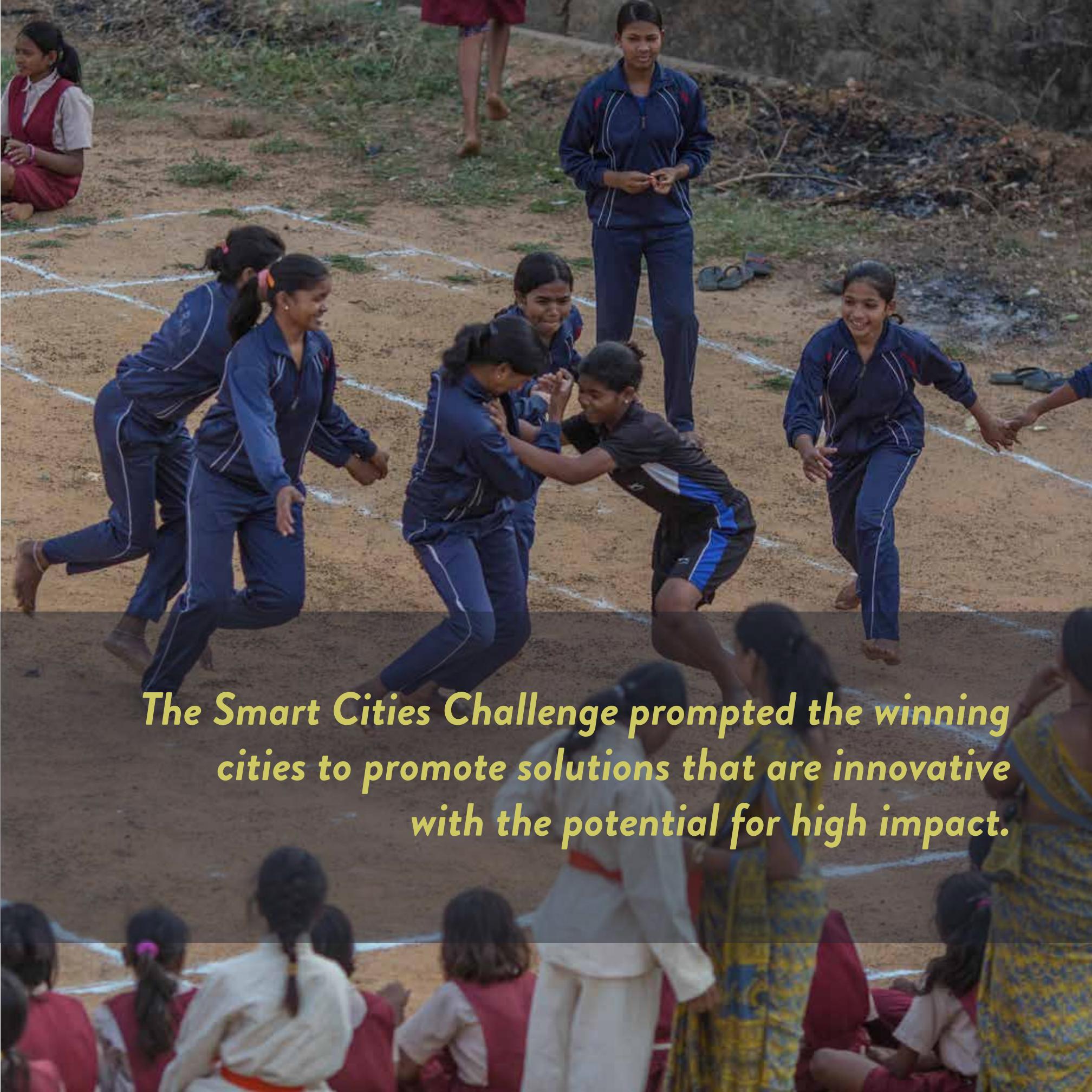
AREA-BASED DEVELOPMENT

Solapur plans to develop the old Gaothan core area and Gaothan extension by upgrading infrastructure, sprucing up public spaces, and improving cleanliness.



PAN-CITY SOLUTION

Solapur will use technology to create reliable data systems that monitor performance and identify servicedelivery areas for improvement. The systems will improve transparency, accountability and responsiveness of the government and strengthen service delivery. The city also plans to introduce water demand management measures and incentivise citizens to conserve water.



The Smart Cities Challenge prompted the winning cities to promote solutions that are innovative with the potential for high impact.

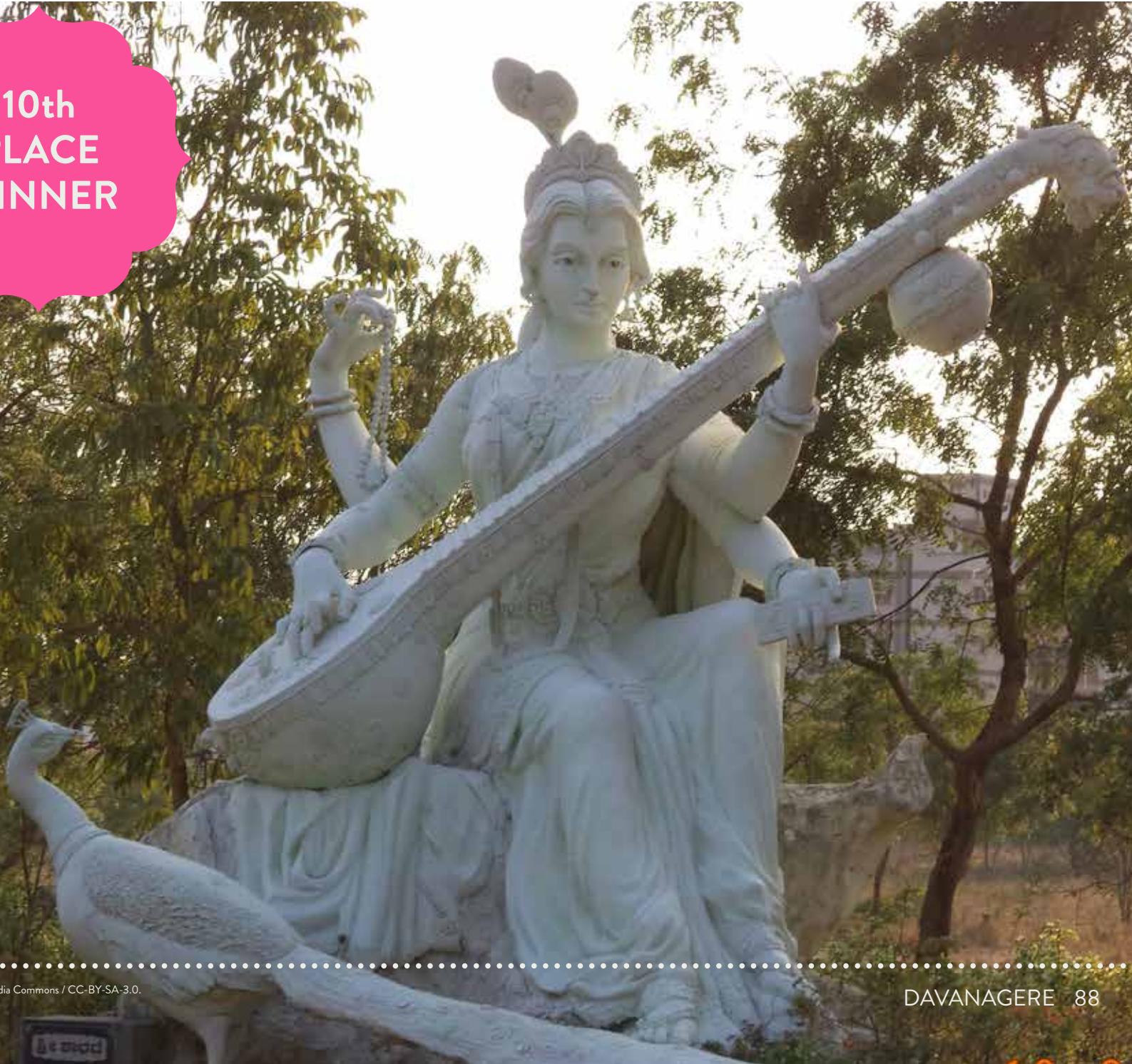


100% of winning cities employed both in-person methods of engagement (such as ward-level meetings) and new online engagement strategies, reflecting increasing access to online platforms within Indian cities.

DAVANAGERE

KARNATAKA

10th
PLACE
WINNER



CITY SNAPSHOT

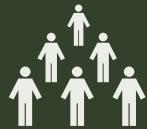


POPULATION

4,34,971



DAVANAGERE



POPULATION DENSITY

(people per sq. km)

5,640



POPULATION GROWTH

(per annum)

1.8%



SLUM

POPULATION

13.8%



LITERACY
RATE

84.9%



YOUTH POPULATION

(between 15-24 years)

20.6%



CITY AREA

(sq. km)

77.1

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- Connected and accessible
- Parks and open spaces cover 8% of the city
- Abundant micro, small and medium enterprises
- Distinctive culture
- Technologically-savvy population as a result of a large student presence



OPPORTUNITIES

- Substantial number of micro, small and medium enterprises could re-energise economy
- Potential to develop as a regional wholesale and retail trading hub
- Possibility to leverage technical institutions to become an educational hub
- Potential to develop the agricultural and food processing industries



WEAKNESSES

- Congested city center
- Public services lack quality and efficiency
- Inefficient public transport
- Rising air pollution
- Substantial slum population



THREATS

- Neglect of the inner city core could restrict future progress
- Potential for major health hazards because of ineffective solid waste management
- Deteriorating infrastructure
- Rising congestion and air pollution in the inner core area

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Davanagere conducted robust activities to engage its citizens. Davanagere uploaded educational and promotional videos on YouTube and held seminars and workshops to educate people on the concept of a Smart City.

It organised forums with the District Magistrate, Commissioner, Mayor, Chairman of standing committees, and Corporators for different communities. In addition, city officials organised group discussions, made presentations at every gathering, and ensured that citizens had ample time to ask questions.

Davanagere also distributed and collected questionnaires at events and online through MyGov, Facebook, Twitter, and a dedicated email account and webpage. It organised essay competitions for students and other groups, handing out cash prizes to the best submissions.

AREA-BASED DEVELOPMENT

Davanagere first presented citizens with an assessment of different neighbourhoods and data from research it had commissioned. It then asked citizens to highlight areas of improvement and discussed frugal and best practice solutions.

Residents identified decongestion of the inner city core, reduction in air pollution, an improved and efficient public transport system, better walkability, dedicated bicycle tracks, IT connectivity, improved electricity and water supply, and efficient solid waste management as priorities.

Citizens also favored retrofitting and redeveloping the inner-city core.

REACHING CITIZENS FAR AND WIDE

1,356
INPUTS RECEIVED
ON MYGOV

500+
ESSAY ENTRIES
SUBMITTED IN
A COMPETITION

40,000+
OPINIONS
SOURCED



Workshop in the District Collector's office



Meetings in the City Corporation District Collector's office

PAN-CITY PROPOSAL

Davanagere consulted citizens across all sections of society to identify priority issues for the pan-city solution.

It also asked citizens to rank current services on a scale of 1-4.

The exercise pointed to transportation, water supply, electricity, solid waste management, wastewater management, walkability, and air quality as service areas in need of improvement.

ADVERTISING EQUALLY ACROSS THE CITY

Davanagere developed a robust advertisement campaign, running a series of advertisements in local newspapers. It also put up hoardings, banners, and posters across all 41 wards to build awareness about the competition and promote engagement opportunities.



Commissioner interacting with students and faculty of Bapuji College



Interaction with students

THE CITY'S PROPOSAL



CITY VISION

Davanagere aspires for L.I.F.E : L – Livable in safety and convenience, I – Inclusive, F – Financially vibrant and futuristic, E – “Edutainment,” economic prosperity, and environmentally friendly



AREA-BASED DEVELOPMENT

Davanagere will retrofit the city centre, a hub for puffed rice enterprises. It will also create a heritage and cultural precinct within the core area and aim to transform it into an economic hub. The core will incorporate a non-motorised transport network and services, underground utility networks, and an efficient solid waste management system.



PAN-CITY SOLUTION

Davanagere will revitalise and energise urban mobility with the help of ICT-based solutions for public transport, non-motorised transport, and road networks. These will be supported by a comprehensive public information system. The city will implement a crowd-mapping platform that encourages government-to-citizen interactions by involving citizens in future public programs.



The Smart Cities Challenge saw winning cities promote walking and cycling in their plans.

A photograph of four young boys in school uniforms, laughing joyfully. They are wearing light blue shirts and dark blue ties. The background is slightly blurred, suggesting an indoor setting. A semi-transparent blue banner is overlaid on the image, containing text.

90% of the winning cities created a Facebook page to communicate with citizens throughout the competition.

INDORE

MADHYA PRADESH

11th
PLACE
WINNER



CITY SNAPSHOT



POPULATION

19,64,086



INDORE



POPULATION DENSITY

(people per sq. km)

11,393



POPULATION GROWTH

(per annum)

2.9%



SLUM

POPULATION

30.1%



LITERACY
RATE

85.9%



YOUTH POPULATION

(between 15-24 years)

19.7%



CITY AREA

(sq. km)

172.4

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- Strong and vibrant economy
- Ongoing infrastructure projects
- Good connectivity by air, rail, and road
- Health and educational hub
- Strong history and culture



OPPORTUNITIES

- Large youth population
- Diverse and cosmopolitan urban population
- Potential for digital growth with highest Internet penetration in the state



WEAKNESSES

- High traffic congestion
- Deteriorating air quality
- Expensive to manage water resources
- Poor waste management



THREATS

- Unchecked and rapid slum growth
- Inadequate green, public spaces
- Rapid increase in private vehicles and traffic congestion

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Indore carried out its citizen engagement exercise in three phases to ensure maximum outreach.

It encouraged youth participation through social media and other online tools, mobilised professionals, businessmen, industrialists, professors, teachers, technology experts, nature enthusiasts, and slum dwellers through face-to-face consultations, ultimately reaching 25% of the population.

The city also used competitions and prizes to publicise the Smart Cities Challenge and incentivise participation.

AREA-BASED DEVELOPMENT

Indore asked citizens to identify potential neighbourhoods for area-based development.

Citizens highlighted public open spaces, transportation and walkability, heritage and culture, and waste management as top priorities. Data collected from citizens indicated that 79% preferred upgrading existing areas and 53% supported developing the central business district area.

Once the area was selected, Indore carried out door-to-door consultations to reach nearly 75% of population or 89,247 people in the area.

In addition, the city received 52,293 comments and suggestions in response to a draft proposal on improving the area.

CITIZEN ENGAGEMENT HIGHLIGHTS

5,91,965
INTERACTIONS
WITH CITIZENS

1.45+
LAKH COMMENTS
AND SUGGESTIONS
ON MYGOV

500+
ARTICLES
PUBLISHED
IN LOCAL
MEDIA

58%
CITIZEN
PARTICIPATION
CAME FROM
YOUNG
PEOPLE
(18-24 AGE GROUP)

GENERATING AWARENESS AND INTEREST

Indore used posters and billboards to generate awareness about the competition. It also held a “Run/Walk for Smart Indore” event that attracted 10,000 participants. Volunteers distributed flyers and Smart City souvenirs at large events—such as *garbhas* and cricket matches—and through kiosks and mobile vans.

PAN-CITY PROPOSAL

In response to the outreach, citizens provided feedback on their aspirations for their city as well as sectors to prioritise for immediate improvement.

Walkability, transportation, and waste management emerged as primary issues based on an analysis of comments on MyGov and Indore's Smart City website.

Online and offline citizen polls helped the city determine the best course of action, with 42% of the people voting for the use of ICT in city planning, 31% selecting upgrading transportation and pedestrian facilities, and 19% preferring better waste management.



Smart City India conference



Citizen consultation meetings with different groups

THE CITY'S PROPOSAL



CITY VISION

Indore will invest in a world-class smart, commercial metropolis that thrives by attracting investment, incubating businesses and ideas, fostering inclusive development, and leveraging its rich inheritance.

AREA-BASED DEVELOPMENT

Indore will retrofit and redevelop the core of the city into a vibrant business district. A large number of residents selected the area because it represents Indore's sociocultural and economic identity as well as its aspirations.



PAN-CITY SOLUTION

Indore will build an intelligent city management system for coordination and communication across departments, including real-time data analysis and information dissemination for a range of services. It will also incorporate an intelligent transportation system to streamline traffic management and improve the public transport experience for users. An intelligent solid-waste management system will improve waste collection, transportation to landfills, and waste-to-energy conversion.



All winning cities reached out to citizens in their neighbourhoods, reflecting a change towards more proactive engagement.



The top three ranked cities institutionalised structures that ensured citizen engagement was embedded throughout the Smart Cities Challenge process.

NEW DELHI MUNICIPAL COUNCIL

DELHI

12th
PLACE
WINNER



CITY SNAPSHOT



POPULATION

2,57,803



POPULATION DENSITY

(people per sq. km)

6,032



POPULATION GROWTH

(per annum)

-1.6%



SLUM

POPULATION

7.8%



LITERACY
RATE

89.8%



YOUTH POPULATION

(between 15-24 years)

21.9%



CITY AREA

(sq. km)

42.7

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- Strong institutional legacy
- Financially independent municipality
- Robust central business district
- Hub of the diplomatic community and international organisations
- Planned city with high quality civic infrastructure



OPPORTUNITIES

- Well-connected by metro with high potential for improving last-mile connectivity
- Large population of young people along with a cosmopolitan society
- Presence of a regulatory framework to support investments in Smart City projects



WEAKNESSES

- Limited availability of land
- High presence of squatters
- High levels of vandalism of public infrastructure



THREATS

- Sharp rise in floating population
- Fall in commercial entities in the business district
- Shopkeepers uncomfortable with pedestrianising mixed-use areas

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

The New Delhi Municipal Council (NDMC) aimed to engage as many citizens and commuters as possible, including diplomats, government employees, high-profile residents as well as slum dwellers.

The NDMC initially focused on spreading awareness and educating citizens on the Smart City Mission through *nukkad nataks*, videos, presentations, student marches, the municipal website, MyGov, and through SMS campaigns.

The engagement process included consultations, which then helped inform questionnaire-based consultations. Results from these allowed the city to identify issue areas for citizens in order of priority. In addition, volunteers reached out to citizens regularly to shape the city vision.

AREA-BASED DEVELOPMENT

The NDMC gathered feedback through both online and offline mediums, with questionnaires and polls the primary tools for collecting information. Workshops with citizens helped the Council understand the issues citizens faced as well as solicit solutions.

Campaigns on social media, MyGov, and city websites also helped gather ideas and suggestions. The NDMC ensured that it consulted a wide range of stakeholders, including hotel and traders associations, women, embassy staff, students, and Resident Welfare Associations.

Citizens indicated the need for creating more public spaces, walkable streets, and green areas as well as managing heritage sites and sports infrastructure better. They also prioritised efficient governance.

REACHING CITIZENS FAR AND WIDE

1,08,00,000
MOBILE SMS SENT TO CITIZENS

6,00,000
PEOPLE REACHED THROUGH SMS

6,700+
SMS RESPONSES COLLECTED FROM CITIZENS

150
HOURS OF FACE-TO-FACE CONVERSATIONS WITH CITIZENS

CREATIVE ENGAGEMENT TACTICS

The NDMC held 21 *nukkad nataks* or street plays in major markets and slums to raise awareness about the competition and mobilise participation.

PAN-CITY PROPOSAL

Similar to the area-based development strategy, the NDMC ran consultation workshops to understand the issues citizens faced.

Questionnaires, polls, opinion surveys, and social media allowed citizens to indicate the need for better public safety and security, energy management, education facilities, and e-governance services as well as a reliable water supply.



Engaging citizens from slum areas, women's associations, and students

THE CITY'S PROPOSAL



CITY VISION

The NDMC aims to become a global benchmark for a capital city.



AREA-BASED DEVELOPMENT

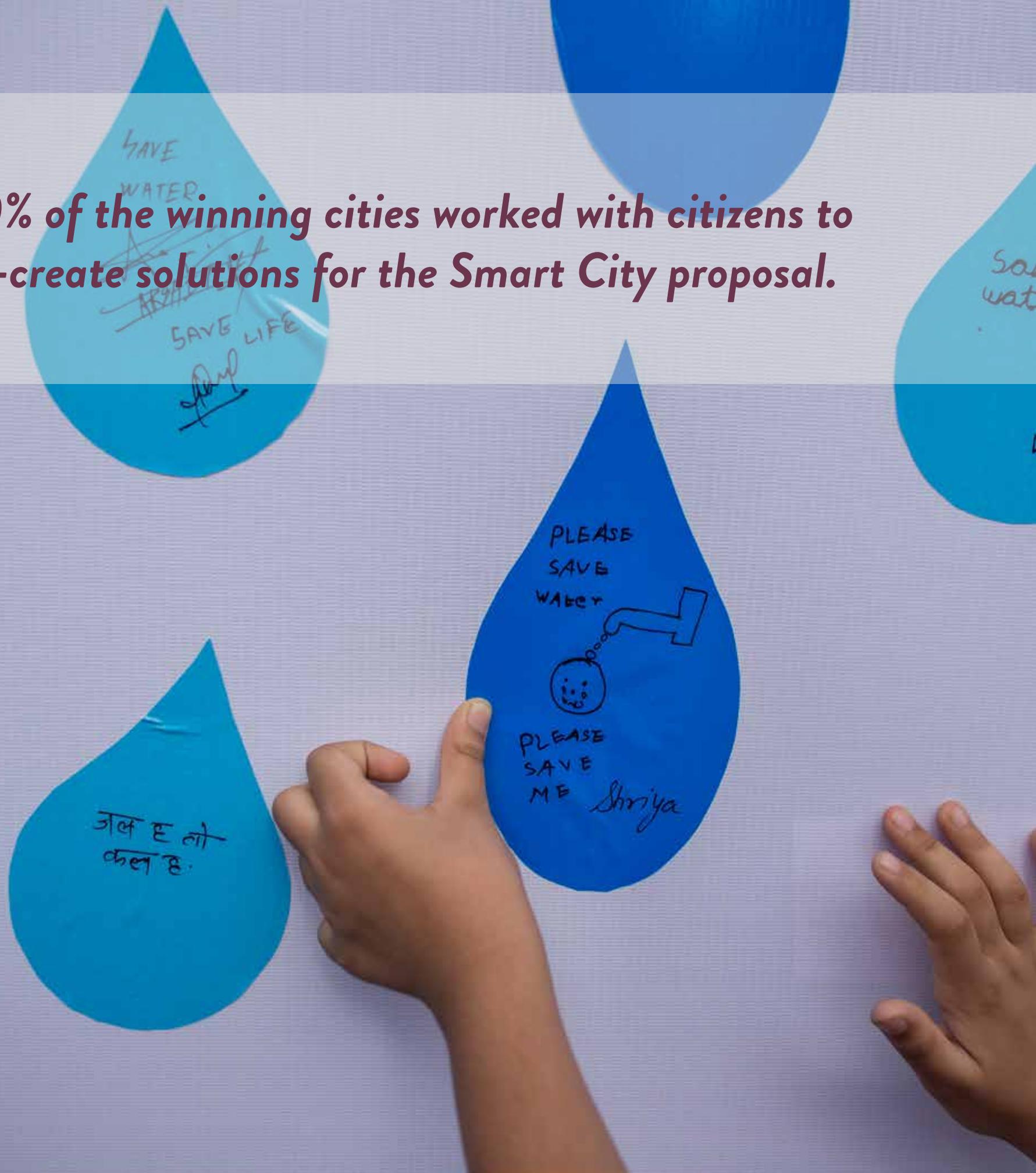
The NDMC plans to retrofit Connaught Place and surrounding areas to turn it into a world-class urban area. It will leverage ICT interventions in commercial, heritage, embassy, public, and religious areas to improve liveability.



PAN-CITY SOLUTION

The NDMC plans to address water, power, education, healthcare, and governance issues through ICT solutions. It will expand e-governance, implement smart grid, energy management, water, and wastewater management solutions, as well as upgrade education and health services.

30% of the winning cities worked with citizens to co-create solutions for the Smart City proposal.



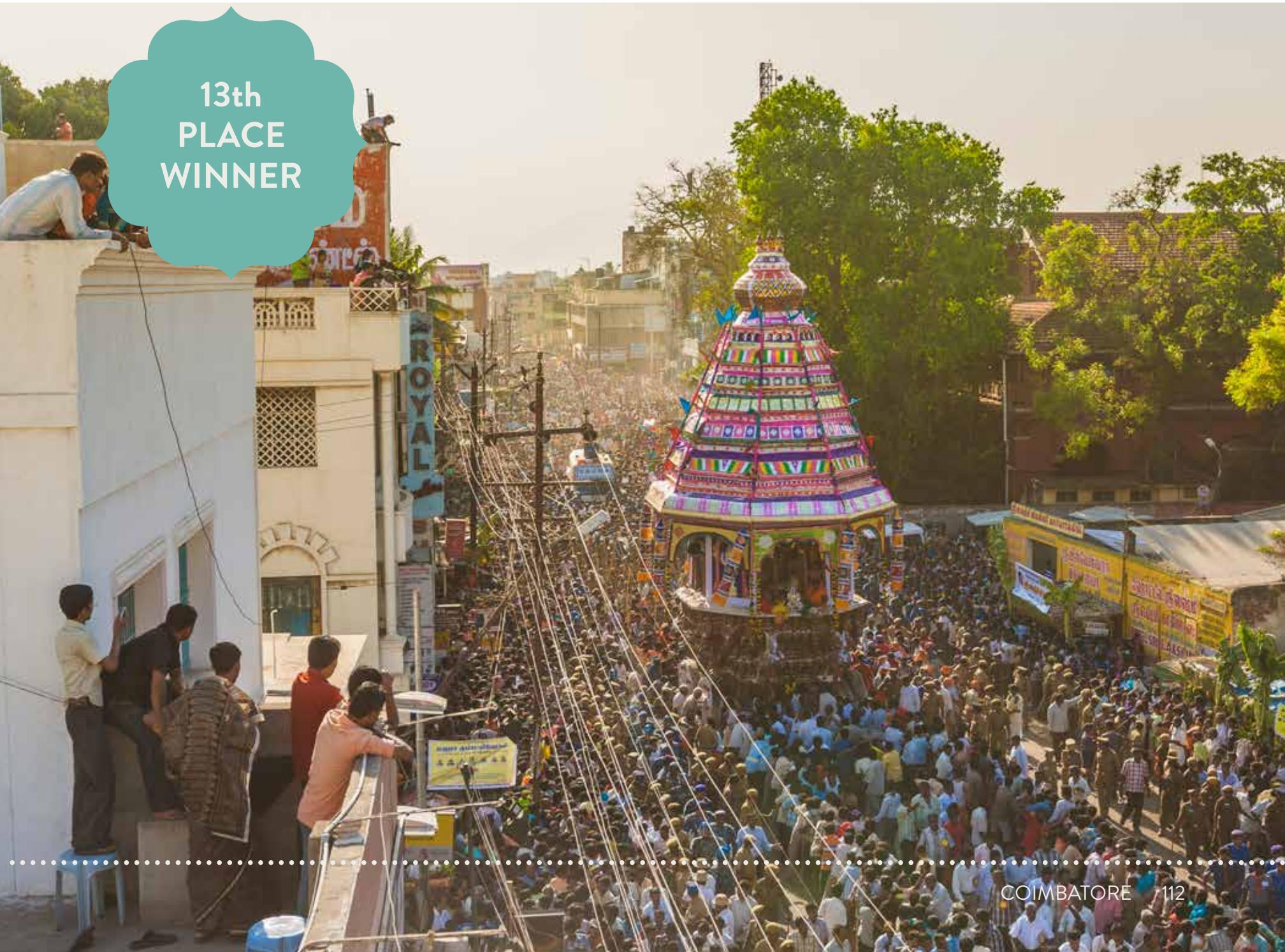


The Smart Cities Challenge represents the first time the Government of India has used a competitive framework to distribute central government grant funding to advance a national development mission.

COIMBATORE

TAMIL NADU

13th
PLACE
WINNER



CITY SNAPSHOT



POPULATION

10,50,721



POPULATION DENSITY

(people per sq. km)

9,950



POPULATION GROWTH

(per annum)

1.21%



SLUM

POPULATION

12.29%



LITERACY
RATE

91.30%



YOUTH

(between 15-24 years)

15.94%



CITY AREA

(per sq. km)

105.6

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- Vibrant economy
- Strong social infrastructure
- Good public transportation with abundant non-motorised transportation options
- History of citizen engagement



OPPORTUNITIES

- Potential to leverage green infrastructure and natural habitats
- High growth potential of the Coimbatore-Salem Industrial Corridor



WEAKNESSES

- Limited ability to deliver basic services
- Inadequate sanitation and wastewater infrastructure
- Rising traffic congestion and car accident rates
- High investment gap



THREATS

- Limited institutional capacity
- Unplanned growth resulting in urban sprawl
- Climate change risks

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Coimbatore launched the “Shape your Coimbatore” awareness campaign in the early stages of the competition.

It then used diverse engagement methods—receiving 900 surveys, hosting 30 citizen forums, and putting on town hall meetings—to reach out to a wide range of stakeholders. It also reported back to citizens through websites, group consultations, social media, and the press during the vision creation process.

Coimbatore engaged 15-20% of its population directly and through focus group discussions. Social media, suggestions boxes in locations across the city, ideas competitions for citizens, and mobile vans helped the city disseminate information and collect feedback.

AREA-BASED DEVELOPMENT

A “Citizen Pulse” survey as well as consultations with urban experts helped the municipality identify potential areas for development and settle on a final choice.

LEVERAGING MOBILE VANS TO ENGAGE CITIZENS IN THEIR OWN NEIGHBOURHOODS

Coimbatore deployed mobile vans to raise awareness about the Smart Cities Challenge and conduct a “Citizen Pulse” survey across the city.

ENGAGING CITIZENS IN PERSON

16,000
PARTICIPANTS
IN TOWN
HALL MEETINGS

1,000
PARTICIPANTS
IN FOCUS
GROUPS

13,000
RESPONSES
TO A CITIZEN
PULSE
SURVEY

20
CITIZEN
FORUMS

WIDE OUTREACH

3,000
POSTS ON
FACEBOOK
AND MYGOV

500
STUDENT
PARTICIPANTS
IN AN ESSAY
COMPETITION

200+
ARTICLES
IN LOCAL
AND NATIONAL
NEWSPAPERS

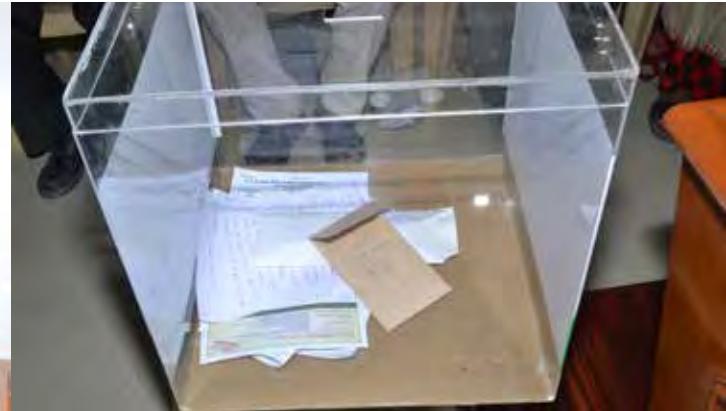
PAN-CITY PROPOSAL

Coimbatore solicited pan-city solutions from citizens through meetings, Facebook and MyGov polls, and online comments. Citizens asked for mobile applications for e-governance services, additional CCTV surveillance for preventing crimes and enforcing traffic rules, energy efficient streetlights to reduce energy costs and improve safety, wifi hotspots, and better transport options.



Smart city meeting with stakeholders

THE CITY'S PROPOSAL



CITY VISION

Coimbatore aims to become an inclusive, secure, and well-governed city with a high quality of life by providing world-class civic services, improved mobility, a vibrant economy, and a clean, resilient, and sustainable environment to its residents.



AREA-BASED DEVELOPMENT

Coimbatore will retrofit the city centre through eco-friendly design principles, improve non-motorised mobility options for residents, and focus on enhancing quality of life of citizens.



PAN-CITY SOLUTION

Coimbatore will implement an extensive CCTV network, a command and control centre to analyse crime and traffic management data, air quality monitoring sensors, and energy efficient LED streetlights.



100% of winning cities employed their own local competitions to crowdsource inputs from citizens.



95% of winning cities surveyed citizens at major locations across their city.

KAKINADA

ANDHRA PRADESH

14th
PLACE
WINNER



CITY SNAPSHOT



POPULATION

3,12,538



POPULATION DENSITY

(people per sq. km)

5,449



POPULATION GROWTH

(per annum)

0.5%



SLUM

POPULATION

35.9%



LITERACY
RATE

80.6%



YOUTH POPULATION

(between 15-24 years)

20.3%



CITY AREA

(sq. km)

57.4

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- Strong marine-based economy
- Port city
- Growing oil and gas market
- Educational hub



OPPORTUNITIES

- Strategically located near the region's largest petrochemical hub
- Potential for a university that equips workforce with skills to work in local sectors
- Well-positioned in the country's East Coast Economic Corridor
- Abundant water and natural resources
- Unexplored tourism potential



WEAKNESSES

- Spike in traffic and congestion
- Large unskilled workforce ill-equipped to participate in new industrial activities
- Large slum population



THREATS

- Cyclone and flood-prone area
- Two other competing regional seaports

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Kakinada assigned two teams to run citizen engagement activities. The first team conducted in-person interactions, such as focus group discussions, media coordination, advertising, writing and logo design competitions, surveys, and polls.

Slum dwellers, women, students, the elderly, widows, doctors, lawyers, hawkers and local street vendors, participated in the process. The second team handled ICT-based interactions.

Kakinada used ICT-based platforms and social media to conduct its outreach.

It worked with Members of Parliament from local constituencies to celebrate the nomination of Kakinada as a Smart City and raise awareness about the competition.

through SMS, Facebook, Twitter, YouTube, Google Hangouts, email, and MyGov.

AREA-BASED DEVELOPMENT

Kakinada conducted an online poll on MyGov to identify potential areas for development. Over 65% of the participants favoured the centrally located business district for retrofitting and redeveloping.



Smart City meeting

A WIDE REACH

40%
OF THE
POPULATION
HELPED SHAPE THE
CITY VISION
AND GOALS

1,20,000
PARTICIPANTS
IN FOCUS GROUP
DISCUSSIONS

30,911
CITIZEN
SUGGESTIONS
COLLECTED DURING
DISCUSSIONS

35,000
SURVEYS
RECEIVED
FROM CITIZENS

VAST ENGAGEMENT THROUGH ONLINE AND ICT TOOLS

50,000
SMS SENT
TO CITIZENS

15,000
VOTES
RECEIVED VIA
MYGOV
POLLS

11,343
FACEBOOK
LIKES

PAN-CITY PROPOSAL

Kakinada hosted a series of roundtable discussions with the public and media to explain the Smart City Mission. In addition, the Commissioner held Google Hangout sessions to explain the process and urged the citizens to participate. Through surveys distributed across the city, nearly 38% of citizens voted for better waste management followed by IT connectivity and urban services. The engagement activities also revealed that the poor were most at risk for a lack of access to quality services.

LEVERAGING CITIZENS TO ENGAGE OTHER CITIZENS

Janmabhoomi committees comprising of five to six residents from each ward helped the municipality interact with citizens.

These committees symbolised participatory micro-planning by mobilising a few citizens in each ward to act as city representatives.

COMPETITION AND PRIZES

8,000+
SUBMISSIONS
IN AN ESSAY
COMPETITION

97
SUBMISSIONS
IN A LOGO
COMPETITION



Engaging schools in Kakinada



Smart City consultations with stakeholders

THE CITY'S PROPOSAL



CITY VISION

Kakinada seeks to transform itself from a pensioner's paradise into an economic destination. It will create an economically vibrant, inclusive, liveable, and sustainable environment for its residents.

AREA-BASED DEVELOPMENT

Kakinada will improve basic infrastructure, services, and living conditions for residents in the selected business district. It will also initiate projects such as solar rooftops, digital learning centres in schools, e-health hospitals, and e-rickshaws, and upgrade street eateries.

PAN-CITY SOLUTION

Kakinada plans to implement an ICT-based solid-waste management system for door-to-door collection and transportation of waste. The system will also include a complaint redressal system. The city will also implement an ICT-based, mobile-friendly urban service delivery system.

Winning cities plan to engage citizens in future government schemes, from participatory budgeting to the implementation of Smart Cities projects.





23% of the competitions hosted by winning cities on MyGov were “Ideas Competitions” to source solutions from citizens.

BELAGAVI

KARNATAKA

15th
PLACE
WINNER



CITY SNAPSHOT



POPULATION

4,88,157



POPULATION DENSITY

(people per sq. km)

4,901



POPULATION GROWTH

(per annum)

2.0%



SLUM

POPULATION

10.8%



LITERACY
RATE

89.8%



YOUTH POPULATION

(between 15-24 years)

18.5%



CITY AREA

(sq. km)

99.6

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- Moderate climate
- Easy access to major domestic and international cities
- Strategically located near a rapidly growing industrial hub
- Competitive edge in silk sari looms and production chains
- Well-planned city
- Abundant water supply, green cover, and fresh air



OPPORTUNITIES

- Potential for growth in emerging industrial sectors such as industrial casting and forging
- Quality hospitals and educational facilities with potential for further development
- Rich, green cover provides opportunity for improving its sustainability
- Diverse culture with opportunity for integration among groups
- Strong potential for developing tourism industry centred on forts and wildlife sanctuary



WEAKNESSES

- Concentration of commercial and industrial activity in one congested area
- Uncovered sewerage systems
- Rising traffic congestion



THREATS

- Land acquisitions remain a challenge for the government

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Belagavi held three rounds of engagement. The first round focused on establishing a vision, goal, and citizen engagement strategy. The second round helped gather feedback for area-based and pan-city strategies and solutions. The third round focused on reporting progress back to citizens.

The city created a “Smart Belagavi” mobile app for managing the three rounds, with questionnaires as well as other features to help crowdsource citizen suggestions. The Belagavi Commissioner and Deputy Commissioner urged citizens to share issues as well as solutions through the app. Citywide posters provided information about the Smart City Mission and urged people to take part in a citizen survey. Questionnaires in hard copy were made available at the municipal corporation, kiosks in prominent locations across the city, as well as on online platforms.

AREA-BASED DEVELOPMENT

Belagavi selected an area for development with the help of in-person citizen feedback as well as priorities highlighted in the surveys. It elicited ideas and suggestions in ward-level meetings, through door-to-door campaigns and workshops, especially in low-income areas, and through interactions with residents' associations, women's groups, and youth associations. Citizens suggested decentralising the core area by developing a new city center that incorporates better mobility, water, and sanitation solutions.



Citizens filling in questionnaires

ENGAGING CITIZENS FAR AND WIDE

3,39,273
QUESTIONNAIRES
DISTRIBUTED
AT WARD-LEVEL
MEETINGS

37
PUBLIC MEETINGS
CONDUCTED

739
VISION
STATEMENTS
CROWDSOURCED
FROM THE CITY'S
MOBILE APP

56
ENTRIES
COLLECTED THROUGH
ESSAY
COMPETITIONS



PAN-CITY PROPOSAL

Polls and questionnaires highlighted priority areas such as the need for better mobility options and e-governance initiatives.



City leaders hosting stakeholder meetings

PROVIDING CONTEXT TO ENCOURAGE CITIZENS TO ENGAGE BETTER

Belagavi educated citizens on Smart City objectives, components, and expectations through easy-to-understand examples in presentations. City representatives also ran the educational campaign in professional organisations, colleges, and wards.

THE CITY'S PROPOSAL



CITY VISION

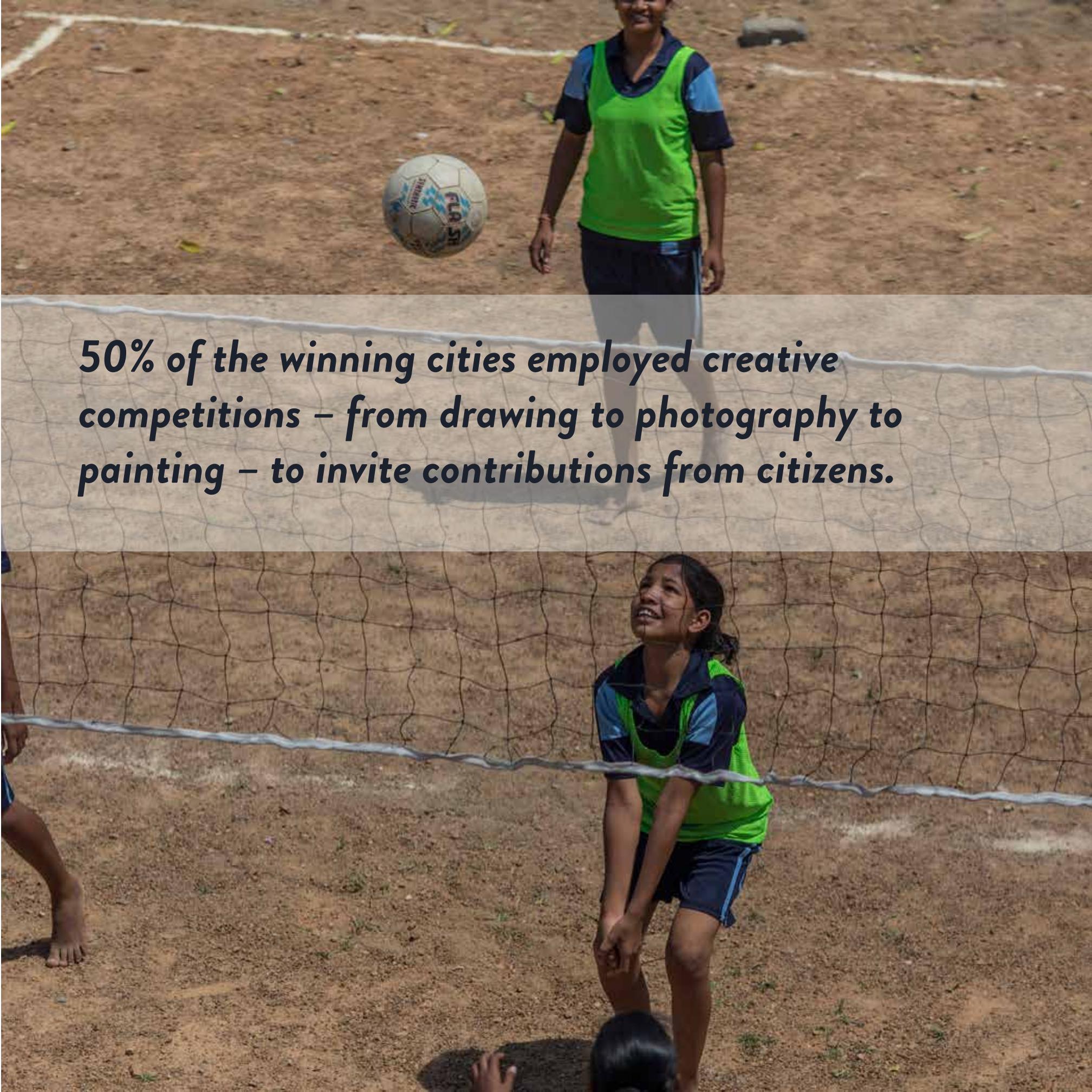
Belagavi, a thousand-year old city with rich heritage and a mosaic of communities, seeks to become a more inclusive, liveable, and culturally vibrant city that promotes health, education, the logistics sector, and ancillary industries.

AREA-BASED DEVELOPMENT

Belagavi seeks to decentralise the inner city area by creating new commercial corridors and growth centres with economically viable mixed-land use. It also aims to preserve its rich cultural heritage and promote a sustainable environment through retrofitting.

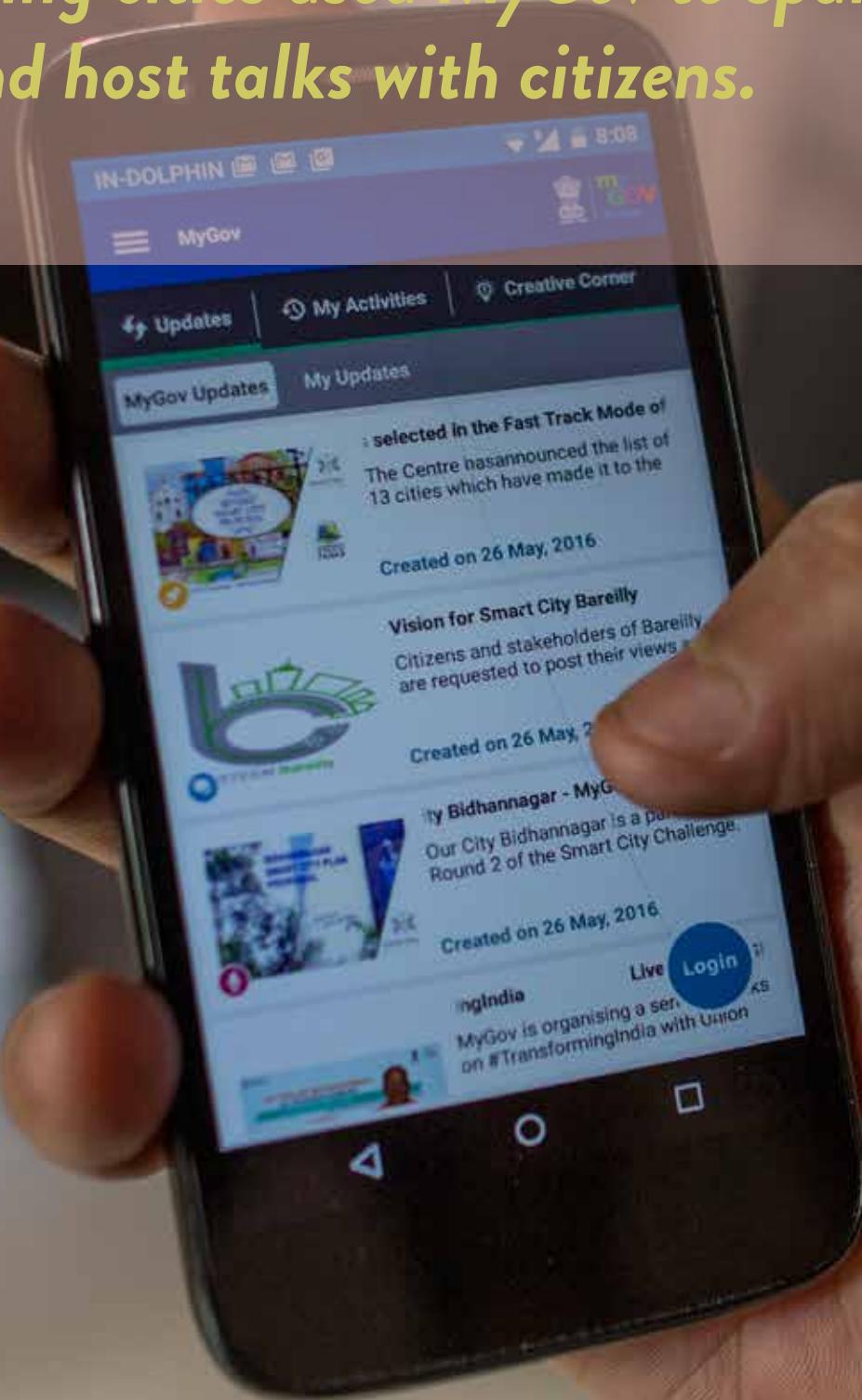
PAN-CITY SOLUTION

Belagavi seeks to improve urban mobility through an intelligent traffic management system. It also plans to expand its e-governance platform to provide greater access to services and integrate it into a central control centre.



50% of the winning cities employed creative competitions – from drawing to photography to painting – to invite contributions from citizens.

95% of winning cities used MyGov to spur discussions, run polls, and host talks with citizens.



UDAIPUR

RAJASTHAN

16th
PLACE
WINNER



CITY SNAPSHOT



POPULATION

4,51,100



POPULATION DENSITY

(people per sq. km)

7,925



POPULATION GROWTH

(per annum)

1.5%



SLUM

POPULATION

14.4%



LITERACY
RATE

89.7%



YOUTH POPULATION

(between 15-24 years)

19.4%



CITY AREA

(sq. km)

56.9

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- Easily accessible by road, rail, and air
- Attracts one million tourists annually
- Strong mineral industry
- Regional medical centre
- Unique cultural heritage and history



OPPORTUNITIES

- Potential to develop as part of regional tourism circuits
- Upgrading heritage sites could enhance tourism
- Historic walled city has potential for improved facilities



WEAKNESSES

- Poor infrastructure
- Absence of efficient mass transportation
- Severe traffic congestion



THREATS

- Increasing water pollution because of inadequate water and sanitation systems
- Spike in traffic causing air pollution and congestion
- High pollution in areas with tourism potential like the historic Ahar River
- Commercial pressures impacting heritage sites and buildings

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Udaipur made a conscious effort to be inclusive in its citizen engagement activities, contacting 80% of the families residing in the city during the process. It engaged residents, civic authorities, industrial and traders' associations, doctors, students, women's groups, children, and various institutions.

Ward councillors helped organise multiple meetings in their areas to explain the concept of smart cities to citizens.

The city used a variety of offline and online means, such as MyGov polls, a dedicated mobile app for comments and suggestions, the Smart City Website, email, Facebook, and Twitter. It also carried out outreach through ward meetings, seminars as well as 250 information booths across the city.

AREA-BASED DEVELOPMENT

Udaipur asked citizens to vote for the area to develop and suggest solutions for the issues they faced.

It received more than 30,000 responses, with 77% citizens voting for the walled city area.

People identified pedestrian facilities, solid waste management, eco-friendly mobility, heritage site conservation, tourist facilities, sewerage connections, and lake conservation as priority areas.

MOBILISING CITIZENS IN GROUPS AND ONLINE

303

FOCUS GROUP DISCUSSIONS WITH WARD RESIDENTS, SLUM DWELLERS, HOTEL, INDUSTRY, HANDICRAFT ASSOCIATIONS, ARCHITECTS, AND TOURIST GUIDES

4,700

INPUTS ON FACEBOOK

65,000

INPUTS ON MYGOV



Citizen engagement activities by city leaders

PAN-CITY PROPOSAL

Data from polls and questionnaires helped identify water, sewerage, and public transportation as issue areas for citizens.

Residents expressed the need for better waste treatment and disposal facilities to ensure that lakes and rivers do not get polluted. Environmental conservation and preservation of lakes seemed to be an area of major concern, given their ability to attract tourists.

Citizens also flagged transportation and rising pollution from diesel-based vehicles as a top concern at almost every focus group discussion and ward-level meeting.

They also cited the need to improve bus services and reduce the number of diesel-based autos on major roads, prompting the municipality to shift these from main arterial roads to lower order roads gradually. Citizens welcomed ICT-based solutions for traffic management.



Painting competitions in schools

THE CITY'S PROPOSAL



CITY VISION

Popularly known as the “Venice of the East” for its unique setting of lakes and heritage architecture, Udaipur seeks to become the world’s favourite lakeside heritage city. It aims to conserve its rich legacy, create an urban ecosystem that allows residents, institutions, and businesses to thrive, and emerge as an attractive destination for visitors from around the world.



AREA-BASED DEVELOPMENT

Udaipur will modernise its historic walled area by providing 24x7 water and power supply, upgrading sewage systems, and improving mobility options for citizens and tourists.



PAN-CITY SOLUTION

Udaipur will improve its transportation, water, and sewage networks using ICT solutions.



95% of the winning cities employed an essay competition to generate buzz and source inspiration from citizens, especially the youth.

A young girl with dark hair, wearing a school uniform with a white striped shirt and a maroon vest, is focused on a chess game. She is resting her head on her hand, looking intently at the chessboard. Other hands are visible around the board, indicating a group activity. The background is slightly blurred, showing other people in similar uniforms.

Cities awarded citizens cash prizes, ranging from 50,000 to 5,00,000 rupees, for contributing bold ideas and inspiration.

GUWAHATI

ASSAM

17th
PLACE
WINNER



CITY SNAPSHOT



POPULATION

9,57,352



POPULATION DENSITY

(people per sq. km)

4,370



POPULATION GROWTH

(per annum)

1.7%



SLUM

POPULATION

2.7%



LITERACY
RATE

91.5%



YOUTH POPULATION

(between 15-24 years)

18.6



CITY AREA

(sq. km)

219.06

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- Strategically located as the gateway to the northeast region
- Rich, wetland ecosystem with natural hills, rivers, basins, and storm water drains
- Popular heritage and cultural location known for temples, festivals, and archaeological sites



OPPORTUNITIES

- High potential to develop into a regional education, commerce, and tourism hub
- Potential to leverage ecological and cultural assets for eco-tourism
- Potential to improve public spaces along the riverfront and drain edges
- High use of public transportation



WEAKNESSES

- Prone to annual flash floods and landslides
- High frequency of traffic congestion and road accidents



THREATS

- Unplanned, risky urban expansion on hillsides
- Sewage and pollution clogs storm water drainage
- Growth of vehicles could lead to high traffic congestion

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Guwahati adopted a participatory approach at every level of decision-making. It reached a large number of citizens through mass publicity tools such as radio, TV, and local newspapers.

Social media campaigns on Facebook, Twitter, and MyGov, and a door-to-door random sampling survey in city wards helped reach a large number of people.

Volunteers who ran the survey also distributed questionnaires in over 4,000 households.

AREA-BASED DEVELOPMENT

Guwahati polled citizens on the area to choose for development. In the neighbourhood selected, residents expressed concerns about the municipality's slow response to flooding, a lack of open spaces, and traffic congestion.

Based on citizen feedback, the city plans to focus on improving traffic management, upgrading flood mitigation systems, developing a "green spine" along the area to harness eco-friendly services, and building a decentralised sewage treatment system that feeds directly into storm water drains.

WIDE OUTREACH

100
QUESTIONNAIRES
CIRCULATED
IN EACH OF
THE CITY'S
35 WARDS

1,08,892
PEOPLE
REACHED
THROUGH ONLINE
PLATFORMS

10,000
CHILDREN
PARTICIPANTS
IN SMART
LABS



The city hosted essay competitions for students

PAN-CITY PROPOSAL

Guwahati compiled and analysed both online and offline feedback provided by citizens. It also called for ICT-related smart solutions, eliciting suggestions from students, technocrats, architects, town planners, and others.

Ordinary citizens as well as experts indicated that traffic congestion and flooding were their top concerns.



Technology seminar hosted by city



The city hosted discussions with the disabled

THE CITY'S PROPOSAL



CITY VISION

Guwahati seeks to become a regional hub for the northeast by anchoring and reorienting the city towards its natural assets. It aims to become a world-class economic, education, health, and IT capital of the region.

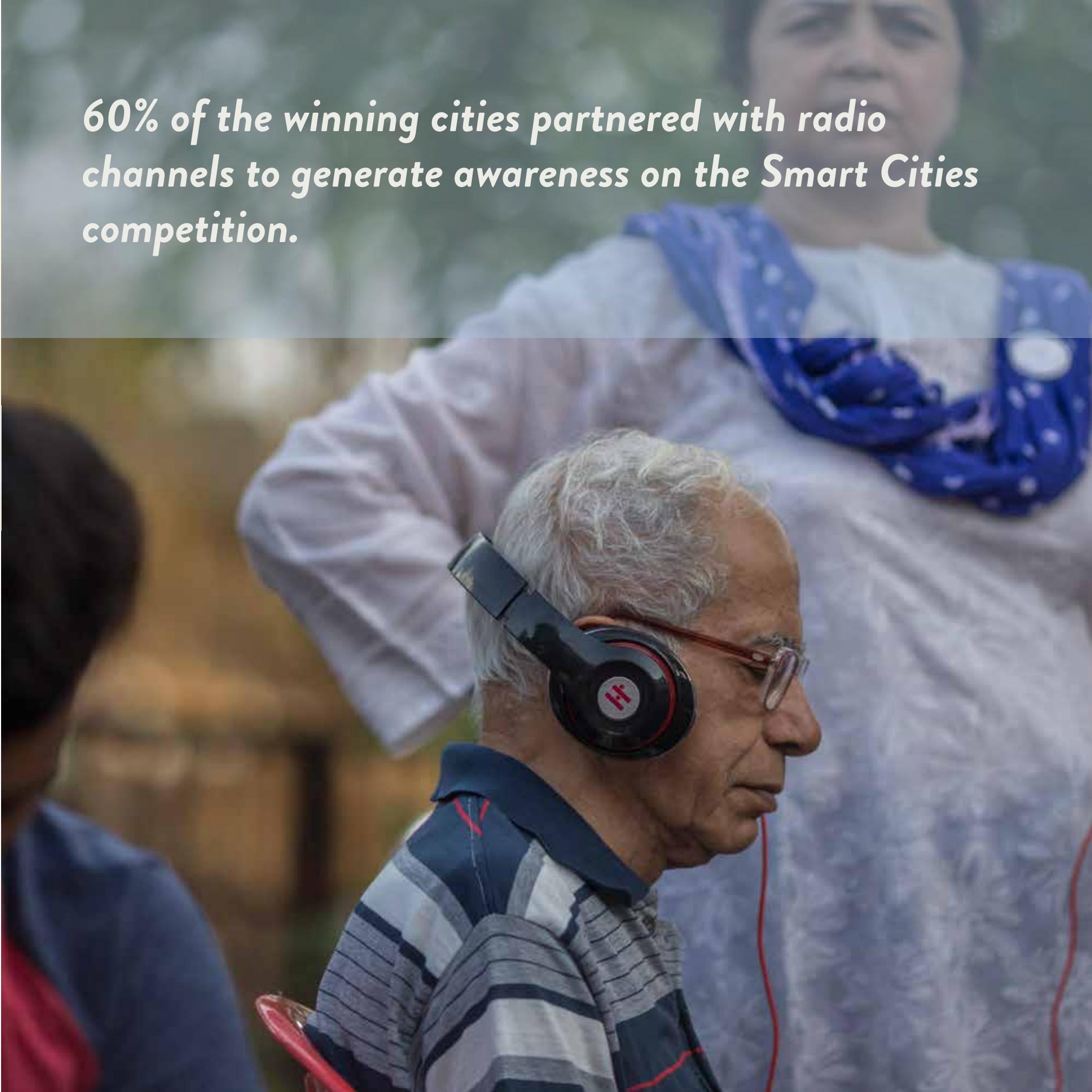
AREA-BASED DEVELOPMENT

Guwahati will retrofit its central area to mitigate flooding risks, improve mobility for citizens, and better manage recreational, cultural, and ecological assets in the area. It also plans to reconnect the area to its natural ecosystem. Guwahati will explore eco-restoration and bio-remediation techniques to transform polluted water bodies into balanced ecological landscapes and tourist attractions.

PAN-CITY SOLUTION

Guwahati will implement an intelligent traffic management system, a sensor-based network to monitor water resources, an upgraded flood warning and control system, and a sensor-based CCTV network to collect information related to the weather, pollution, traffic, and parking.

60% of the winning cities partnered with radio channels to generate awareness on the Smart Cities competition.



Citizen engagement surfaced the need for reliable and efficient urban mobility services for citizens across the winning cities.



CHENNAI

TAMIL NADU

18th
PLACE
WINNER

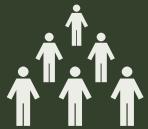


CITY SNAPSHOT



POPULATION

46,46,732



POPULATION DENSITY

(people per sq. km)

26,553



POPULATION GROWTH

(per annum)

0.7%



SLUM
POPULATION

28.9%



LITERACY
RATE

90.2%



YOUTH POPULATION

(between 15-24 years)

17.2%



CITY AREA

(sq. km)

175.0

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- One of India's most liveable cities
- Strong communications connectivity
- Good infrastructure
- Strategically located in a growth corridor



OPPORTUNITIES

- High demand for last-mile connectivity options
- Culture of walking and cycling
- Potential to innovate solutions to tackle water distribution losses



WEAKNESSES

- Inadequate road infrastructure and high road fatality rate
- Rising pollution levels
- Inadequate water sources and solid waste management system



THREATS

- Prone to flooding due to heavy rains and flat streets
- Limited availability of land
- Inadequate water supply and infrastructure

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Chennai created awareness across all citizen groups, including schoolchildren and senior citizens, with the help of tools suited to each constituency.

Schoolchildren and college students participated in essay competitions while the elderly contributed during specially designed programs. The city created awareness and allowed for citizen participation through social media, print media, radio programs, emails, and SMS.

It also ran workshops in each neighbourhood and consulted a range of communities.

AREA-BASED DEVELOPMENT

Using online and offline engagement platforms, Chennai held consultations in city wards, polled citizens on the area to develop, and solicited potential solutions.

Data from polls showed that people preferred developing the central Thyagaraya Nagar, popularly known as T Nagar.

Different groups of citizens prioritised different solutions. For instance, young people wanted uninterrupted power supply and durable roads, while senior citizens were keen on friendly footpaths, better pedestrian crossing zones, public skywalks, and escalators.

VAST ONLINE REACH

8,67,931
SMS
RECEIVED BY
CITIZENS

15,613
EMAILS
RECEIVED BY
CITIZENS

1,828
PARTICIPANTS
IN MYGOV
DISCUSSIONS

629
VIDEOS
ON YOUTUBE

1,652
FACEBOOK
LIKES

5,091
PARTICIPANTS
IN THE CITY'S
WEBSITE POLL



The city hosts stakeholder consultations

PAN-CITY PROPOSAL

Chennai engaged citizens through MyGov, the city website, offline voting at zonal offices, and in-person meetings to select a pan-city solution.

Over 90% of the citizens identified the need for better non-motorised transportation options.



Citizens filling out questionnaires

REACHING CITIZENS ACROSS THE CITY

63,451
PARTICIPANTS
IN CONSULTATIONS,
SEMINARS,
AND WORKSHOPS
ACROSS 15
ZONES

51
ESSAY
SUBMISSIONS

9,67,545+
CITIZENS
ENGAGED
THROUGHOUT
THE PROCESS

10,108
SURVEY
FORMS COLLECTED
FROM CITIZENS



The city presents to stakeholders

THE CITY'S PROPOSAL



CITY VISION

Chennai strives to become a safe, sustainable city with an array of transportation options and good urban infrastructure. It also aims to become more resilient to future natural disasters.

AREA-BASED DEVELOPMENT

Chennai selected T Nagar for development based on citizen and stakeholder consultations and polls. As a prominent commercial hub, the city seeks to pedestrianise more areas, retrofit open spaces, widen footpaths along main roads, introduce a cycle sharing network, build car parks, provide robust IT connectivity, introduce smart buses and e-rickshaws, and improve water and sewage systems.

PAN-CITY SOLUTION

Chennai plans to improve non-motorised transportation through a bike-share scheme, better parking management practices, LED streetlights, and surveillance technologies. The city also plans to incorporate a better water management system to mitigate risks related to floods and tsunamis.



All winning cities used online engagement tools – from MyGov to Facebook – to engage citizens.

A large group of children, mostly girls, are lying on their backs on a light-colored concrete floor. They are wearing school uniforms consisting of white short-sleeved shirts with dark collars and dark red or maroon trousers or skirts. Many of the children have their hands clasped over their chests and are looking upwards with expressions of interest or anticipation. The scene is captured from a high angle, showing the children arranged in a somewhat scattered but organized pattern across the floor.

Cities employed creative tactics, such as live events to spread awareness and mobile vans to disseminate information, to get input during the competition process.

LUDHIANA

PUNJAB

19th
PLACE
WINNER



CITY SNAPSHOT



POPULATION

16,18,879



POPULATION DENSITY

(people per sq. km)

10,158



POPULATION GROWTH

(per annum)

1.5%



SLUM

POPULATION

15.1%



LITERACY
RATE

85.8%



YOUTH POPULATION

(between 15-24 years)

19.8%



CITY AREA

(sq. km)

159.4

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS



STRENGTHS

- Asia's largest hub for bicycle manufacturing
- Vibrant industrial sectors from clothing to production of car parts
- Reputed universities and agricultural knowhow
- Excellent rail and road connectivity to other parts of India



OPPORTUNITIES

- Thriving bike and fashion industry with potential for expansion
- Improvements in affordable housing options
- Potential to decrease travel time within city limits



WEAKNESSES

- Unplanned city centre with rampant encroachment
- Recent spike in vehicle ownership
- Limited public transportation options
- High air and noise pollution



THREATS

- Competition from other countries in industrial goods manufacturing
- Highest number of vehicle ownership per person in India
- Rising air and water pollution could impact citizens' health
- Rising car accident rates
- Prone to earthquakes

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Ludhiana reached out to citizens in different neighbourhoods and from varied socioeconomic levels with the help of focus groups, door-to-door surveys, public booths, mobile vans, and online portals such as MyGov, the Smart City Website, Facebook, LinkedIn, and WhatsApp. It asked residents to respond to a set of 26 questions and held discussions with experts.

The city launched a Smart City logo and poster competition. It also requested residents to submit entries for the city's vision statement. Finally, Ludhiana ran an online vision competition on the MyGov portal and awarded prizes to the best submissions.

AREA-BASED DEVELOPMENT

With the help of stakeholder meetings, Ludhiana identified three potential sites for area-based development and polled citizens on their preferred area. Citizens responded to polls on MyGov, the city's Smart City Website, through SMS and citizen engagement booths in popular public places. Over 60% of the citizens voted in favour of retrofitting the Ghumar Mandi and Sarabha Nagar Main Market area.



The city collaborating with students

REACHING CITIZENS FAR AND WIDE

75,000
QUESTIONNAIRES
RECEIVED FROM
CITIZENS

2,200
CITIZENS
PARTICIPATED
IN A VISION
STATEMENT
COMPETITION

30,000
STUDENTS
FROM 17
SCHOOLS REACHED
THROUGH AWARENESS
CAMPAIGNS
AND SEMINARS

USING ONLINE TECHNOLOGIES FOR PARTICIPATION

35,000
FACEBOOK
LIKES

200
SUGGESTIONS
COLLECTED
THROUGH THE
CITY'S SMART
CITY WEBSITE

PAN-CITY PROPOSAL

Ludhiana conducted surveys, polls, and focus groups to understand the issues citizens faced. The data gathered identified environmental issues, including pollution, as a primary concern, followed by traffic management and parking. Respondents indicated that the public transportation experience needed improvement with safety a top concern. Focus group discussions also revealed a preference for a centralised portal to share grievances, pay taxes, and access public services.



TRANSLATING COMMUNICATION FOR A WIDER REACH

Ludhiana used social and print media extensively to publicise the Smart City Challenge. It updated residents on progress daily, publishing updates in Punjabi, Hindi, and English to reach a wide audience.



City leaders engage all citizens, including children for Smart Cities

THE CITY'S PROPOSAL



CITY VISION

Ludhiana will accelerate growth, enhance quality of life, and help build prosperity for residents through access to better health, a safe environment, less reliance on cars, reduced traffic congestion, and better air quality. It aims to become a business-friendly, international manufacturing hub, with sustainable infrastructure that facilitates job growth, and technology that assists citizens in making good choices.



AREA-BASED DEVELOPMENT

Ludhiana will retrofit the selected area to improve congestion, decrease pollution, improve safety and health, and make it bicycle-friendly. It will make infrastructure improvements to promote walkability, cycling, and healthy living.



PAN-CITY SOLUTION

Ludhiana plans to phase out diesel rickshaws by manufacturing and launching GPS-enabled e-Rickshaws, which will contribute to reduced pollution and congestion and better public health and safety. It will also introduce a command and control centre for easy-to-access public services.



35% of the winning cities created dedicated YouTube channels to raise awareness and promote their participation in the Smart Cities Challenge.

A group of young people, including men and women, are laughing and talking behind a chain-link fence. They are dressed in casual attire like t-shirts, plaid shirts, and jeans. The background shows green foliage and a green metal frame. The overall mood is joyful and social.

The Smart Cities Mission Guidelines define citizen involvement as a process to get residents engaged “in the definition of the Smart City, decisions on deploying Smart Solutions, implementing reforms, doing more with less, and oversight during implementing and designing post-project structures in order to make the Smart City developments sustainable.”

BHOPAL

MADHYA PRADESH

20th
PLACE
WINNER



CITY SNAPSHOT



POPULATION

17,98,218



BHOPAL



POPULATION DENSITY

(people per sq. km)

6,290



POPULATION GROWTH

(per annum)

2.2%



SLUM

POPULATION

26.7%



LITERACY
RATE

83.5%



YOUTH POPULATION

(between 15-24 years)

21.3%



CITY AREA

(sq. km)

285.9

THE SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



STRENGTHS

- Good rail, road, and air connectivity
- Large number of medium and small enterprises
- Concentration of renowned educational institutions
- Renowned heritage buildings as well as art and cultural activities



OPPORTUNITIES

- Availability of public land for expanding infrastructure
- Potential for developing nascent tourism industry
- Qualified workforce could fuel emerging local industries, such as medical industries



WEAKNESSES

- Inadequate sanitation and waste management infrastructure
- Unplanned urban sprawl
- Rise in number of vehicles
- Few public transportation options
- Lack of employment opportunities for recent graduates



THREATS

- Urban sprawl contributes to long commute times and the need to expand utility networks
- Educational standards need to match fast changing demands
- Inadequate sanitation and waste-water management systems

THE CITY'S APPROACH TO CITIZEN ENGAGEMENT

OVERALL STRATEGY

Bhopal reached out to over 3,00,000 people, including students, teachers, doctors, housewives, the transgender community, the disabled, representatives from local industries, bar associations, and corporations in all 85 wards.

City representatives conducted in-person interviews and used social media and portals such as MyGov to raise awareness and get citizen feedback.

In order to incentivise people, Bhopal's mayor handed out 175 awards totalling 5,00,000 rupees to citizens who provided innovative solutions to issues residents faced.

The city made its draft proposal available at MyGov and the city website to invite suggestions for improving it further.

AREA-BASED DEVELOPMENT

Bhopal polled citizens on the area to select through the MyGov portal and in-person meetings. Representatives explained the planning concepts of retrofitting, redevelopment, and greenfield so that citizens could understand the cost and benefit of each strategy, and make an informed decision.

Over 60% of the people surveyed voted to redevelop the central Shivaji Nagar area.



Leaders host community members

BEING INCLUSIVE AND TAKING TECHNOLOGY TO THE PEOPLE

Bhopal trained and sent representatives with wifi-enabled tablets into slum areas to record feedback from residents.

COMMUNICATING CONCEPTS THROUGH CARDS

To help citizens make an informed decision about area-based development and pan-city solutions, Bhopal created concept cards that explained each type of development or solution visually.

PAN-CITY PROPOSAL

Bhopal engaged citizens in all 85 wards in door-to-door interviews, focus group discussions, MyGov, citizen feedback forms, and the city website. It received over 3,00,000 comments and suggestions through these activities.

To gauge its current performance, Bhopal asked citizens to rate the city on all 24 smart features listed in the Smart Cities Guidelines on a scale of poor, satisfactory, good, and excellent.

The survey revealed cleanliness, poor energy efficiency, safety, limited infrastructure, and few employment opportunities as primary issues of concern to citizens.



The city engaged stakeholders and local groups



REACHING CITIZENS ACROSS THE CITY

1.65
LAKH SURVEYS
RECEIVED FROM
CITIZENS

10
FOCUS GROUP
DISCUSSIONS

35
CITIZEN
CONSULTATIONS

5,000
DOOR-TO-DOOR
INTERVIEWS
CONDUCTED

LEVERAGING TECHNOLOGY

5,081
MYGOV
ESSAY SUBMISSIONS

1.5
LAKH SUGGESTIONS
RECEIVED ON
FACEBOOK,
TWITTER,
WHATSAPP,
SMS, AND EMAIL

THE CITY'S PROPOSAL



CITY VISION

Bhopal plans to build upon its tradition and heritage to transform itself into a city of lakes - a leading destination for connected and eco-friendly communities. It also plans to bolster education, research, entrepreneurship, and tourism.



AREA-BASED DEVELOPMENT

Bhopal will redevelop underutilised Shivaji Nagar to make it an eco-friendly area with a compact and walkable environment. It will also focus on economic growth and social development of the area, with an emphasis on transport infrastructure.



PAN-CITY SOLUTION

Bhopal will streamline and integrate operations across departments and agencies to make it easier for citizens and businesses to access public services.

30% of the winning cities hosted community events, from cyclothons to musical programs, to engage citizens and generate awareness about the Smart Cities Challenge.



CONCLUSION

Jagan Shah

The first round of the Smart Cities Challenge was the largest citizen engagement exercise in the history of urban India. Citizens across the country were asked, often for the first time, what they wanted from their own city and, even more importantly, how they could be involved in making it happen. They turned out in huge numbers. Based on Ministry of Urban Development estimates, over 15 million citizens engaged across the 98 competing cities. This process showed how much people value the chance to have a say in the future of their own cities.

Just as important as the participation was the value of the insights and ideas provided by the citizens to Municipal Commissioners and city officials across India. We heard loud and clear from city officials that the process of engagement was “challenging but worthwhile.”

We see this in the plans submitted by the cities for selection through the competition process. Time and again, citizen inputs not only fed into proposals but also clearly improved them. Cities that engaged earnestly with citizens, were willing to listen, and then delivered plans that reflected this input, rose to the top.

The results are plain to see. An excellent set of Smart City proposals that will be the building blocks for a series of projects with the potential to transform cities, and improve lives across urban India.



ACKNOWLEDGEMENTS

This coffee table book was compiled with the assistance and hard work of several people. We must give special thanks to the National Institute of Urban Affairs and Bloomberg Philanthropies for their support.

The information in this book is sourced from the Smart City Proposals of the 20 winning cities; the Census of India (2011); the District Census Handbook (2011); Directorates of Economics and Statistics (state governments); Central Statistics Office; Unit Level Data, Household Consumer Expenditure in India (National Sample Survey Organization, 68th Round, 2011-12); Unit Level Data, Employment and Unemployment Situation in India (National Sample Survey Organization, 68th Round, 2011-12); India's Urban Awakening: Building Inclusive Cities, Sustaining Economic Growth (McKinsey Global Institute, 2010); Report on Indian Urban Infrastructure and Services (ICRIER, 2011); Ambient Air Pollution Database (WHO, Update 2014); World Urbanization Prospects (United Nations, 2014); and Future of India: The Winning Leap (PricewaterhouseCoopers, 2014).

We would like to credit UNICEF India/2016/Dhiraj Singh for the kind use of photographs featured on pages 10, 38, 86, 134, 142, 143, 159, and on the cover. We also would like to credit Dhiraj Singh for additional photography support, and Inchwork for supporting the design of the book.

Above all, we thank city representatives from the 20 winning cities for their hard work on the proposals, which served as the basis and inspiration for this book, and also for sharing pictures of their citizen engagement activities.

Finally, the engagement activities highlighted in this book would not have been possible without the enthusiastic support and participation of citizens across all 20 cities.





The Smart Cities Challenge was India's first urban competition. Ninety-eight cities competed in a process to produce innovative proposals based on the views and aspirations of citizens. This book tells the story of the first 20 winners of the Smart Cities Challenge and how they worked together with citizens to produce plans that aim to improve quality of life in their cities.

