



ANNUAL REPORT

April 2011 to March 2012



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Mumbai is in a crisis. More than 50% of its population lives in slums that lack sanitation. Most city homes have access to water for barely 1 to 2 hours a day. There are severe deficiencies in primary healthcare education and social amenities as well – Mumbai has only half the hospital beds and schools required to serve the population. And the lifeline of the city, its public transport system, is severely over capacity, often by more than three-fold. The burden of these inadequacies invariably falls most heavily on the poor, who are most dependent on public services but least capable of shouldering their deficiencies.

Planning is the first step to change: Basic urban planning can provide a framework to understand needs, define service requirements, and fix the roles of the agencies involved to work towards an open, equitable and efficient Mumbai. The Municipal Corporation of Greater Mumbai's (MCGM) 2014-2034 Development Plan for Mumbai is a crucial urban planning-based intervention that has the potential for a significant positive impact – if done properly.

The current efforts for planning by the authorities: Planning, monitoring and implementation by the agencies assigned these tasks is hopelessly inadequate, consistently derailed by vested interests, poor management or shortage of funds. Administrative and political will for planning and implementation that serves the greater good of Mumbai will not emerge without significant and informed public pressure.

The Urban Design Research Institute's programs: The Urban Design Research Institute (UDRI - udri.org) is a city-based public charitable trust that is active in urban planning issues and conducts in-depth research on Mumbai and the Mumbai metropolitan region. UDRI brings disparate voices on city issues together to a common platform, forming a more informed constituency that can shape Mumbai's future. UDRI's programs will create a richer dialogue as the MCGM revises the Development Plan, and will also foster informed participation by NGOs and individual citizens.

UDRI's credentials: The UDRI has already completed a series of urban projects, advocacy and policy interventions, and has been engaged in the urban public debate through its public forums, resource center and publications. Perhaps the most visible impact of UDRI has been the conceptualisation of the Fort Area as an urban conservation zone for the city. As part of this effort, the UDRI also conceptualised the Kalaghoda Art Precinct and catalysed the creation of the Kalaghoda Festival as well as the formation of other organizations in the Fort area such as the Ballard Estate association and the Tourist District Association. Most recently, we have been instrumental in the starting of the Fort Pheri circulator bus, part of the recommendations of UDRI's Fort Management Plan. In addition, UDRI has worked on many issues of public importance over the years, such as the master planning for the docklands on Mumbai's eastern waterfront, the question of open public space in the city and more general issues related to urban conservation. The UDRI was also instrumental in bringing to the attention of the government the need to plan for the Textile Mill district at Parel and it was UDRI's several interactions with the Urban Development department in the State government that led to the creation of the Correa commission for the Mill lands. In short the UDRI has substantial experience in both plan making as well as lobbying and implementation.

Over the years, UDRI has built up a number of tools to inform the dialogue on the city. We have put together a library and resource center housing special material on the city. We regularly organise lectures and workshops on issues of importance to the city. We have hosted a number of research



an urban centre.

fellows from all over India and the world and have engaged with a number of leading colleges and universities from Mumbai and abroad, including the University of Michigan, Harvard, and MIT. We have published many of our efforts as monographs and collections, such as the Mumbai Reader, our annual publication since 2006.

Finally, UDRI has the expert team – in staff, advisors and trustees – needed to undertake such an effort.

Outcomes of UDRI's efforts: UDRI is committed to creating a comprehensive set of requirements of the city's needs and of the principles needed to fulfil these needs. From these, we will propose solutions to key urban planning questions faced by Mumbai.

Progress made so far: UDRI started with a survey of around 2000 citizens to gauge the city's perceived needs. Several expert groups have been formed to debate various aspects of the plan so as to put together a proper list of requirements, approaches and principles. The aspects covered are: Housing, Health, Education, Environment, Open Space, Water, Energy, Transportation, Livelihood, Governance, and Finance. We have involved 250 stakeholder groups in a comprehensive process over more than 50 meetings. A day long workshop by the UDRI and the Graduate School of Design of Harvard University pulled in expert resources from the United States as well, including two former Planning Directors from American cities. The UDRI is now in the process of detailing recommendations and attempting to widen the participation process by reaching out to a wider citizen base.

Substantial finances are required for such an effort: The UDRI estimates that the institute will need approximately Rs 1 crore (10,000,000) a year for the next five years to conduct its work through network building, undertaking research, interacting through public forums and NGOs, and conducting advocacy. Due to the nature of the work undertaken, project funding is not possible – hence institutional funding is sought. A detailed budget is available on request. Supporters so far have included the Sir Ratan Tata Trust, Navajbai Ratan Tata Trust, the Narotam Sekhsaria Foundation, Cyrus Guzder, Kishore Mariwala, Amit and Archana Chandra, and A.T.E. (Bhagwati family).

UDRI Team:

Pankaj Joshi (Executive Director), Deepali Mody, Omkar Gupta, Lakshmi Krishnakumar, Vedalakshmi Naik, Oshmi Gosh, Rosaline Vaz, Varsha Gaikwad, Afreen Shaikh, Rupali Gaikwad, Alfred Fernandez, Santosh Shirke, Sharifa Das.

UDRI Executive Committee:

Shirin Bharucha (Managing Trustee), Cyrus Guzder, Rahul Mehrotra, Nasser Munjee, Anuj Bhagwati, Jamsheed Kanga, Nayana Kathpalia, Kamu Iyer, Pankaj Joshi.

UDRI Trustees:

Charles Correa, Deepak Parekh, Nana Chudasama, Shirin Bharucha (Managing Trustee), Cyrus Guzder, Rahul Mehrotra, Nasser Munjee, Anuj Bhagwati.

What is it?

Crafted by UDRI for the Fort district, the Fort Management Plan is a mini development plan, which establishes needed facilities in the area while implementing standards that have previously been ignored by citizens, corporations, and government branches. It increases the amount of open space, establishes a viable solid waste management program, decreases transportation clutter, and employs a pedestrian priority policy, making the fort district more enjoyable, safe, and progressive.

Implementing the FMP

The Fort Management Plan has been completed and is now being presented to stakeholders and various authorities for implementation.

UDRI has sent letters to all FORT organizations asking for assistance in obtaining appointments with government officials. This would help gather momentum towards implementing the FMP.

Current Initiatives

Re-engineering footpaths

A section of footpath in Fort can be re-engineered with clearly defined zones, ramping, and textural changes as a pilot that will be mirrored in all reconstructed Fort footpaths. Standards for the footpaths are available from UDRI and will be shared with MCGM engineers.

Repurposing the Ballard Estate courtyards to act as urban food courts and service courts

The four courtyards in Ballard Estate are marked as RG and need to be cleared, cleaned and made accessible. Once available, they can be converted into food courts and service plazas. UDRI will present detailed plans soon.

Parking Management

MCGM will consider raising the base fees for parking to reflect the land value in the CBD. The additional revenue generated could be used for pedestrian improvements in the CBD.

Pedestrianisation of Streets

Four major internal streets were recommended for complete pedestrianisation by UDRI. They are, Nagindas Master Road, Perin Neriman Road, Bora Bazaar Road, and Rustom Sidhwa Marg. Off these it was proposed that Perin Nariman Street and Rustom Sidhwa Marg be considered pilots for pedestrianisation (after completion).

Solid Waste Management

Sorting areas need to be identified for rag pickers to work. UDRI will look at identifying possible locations in each area. Additionally, UDRI was requested to suggest the rates that bulk consumers would consider paying for higher frequency of garbage pickups.

The Fort Circulator Becoming a Reality

The Fort Circulator proposal was turned into a reality by BEST, who introduced 24 low floor Star buses on a circular route. The buses operate at 4-minute frequency in both clockwise and anti-clockwise routes. They are able to fulfill the needs of the commuters that arrive by train at CST and Churchgate as well as travel needs within the Fort area. A flat fare of 5 Rupees is being charged for its service. If successful such a service can be replicated in other areas of Mumbai.

The Circulator bus is to be called the FORT PHERI to give it local flavor. Instead of detailing these busses with modern digital printing, they have been hand painted, reviving an almost lost craftsmanship.

BEST inaugurated the Fort Pheri service on November 3rd from the CST depot. It was received with an enthusiastic response from commuters who were keen to begin use. Some operational teething problems with running a non-stop circulator were observed, but they were ironed out within a week.



The Bus



The bus is very passenger friendly. It has a ramp that allows wheelchair accessibility, its low chassis increases its ease of use for the elderly, and the careful balance between standing and sitting room on the bus makes it ideal for hop on hop off passengers.

The Route



Route Map found Inside Bus



Route Map found at Bus Stop

The Fort Pheri covers CST, Ballard Estate, ShahidBhagat Singh Road, Regal, Mantralaya, Vidhan Bhavan, Marine Drive, Churchgate and DN Road.

The Inauguration



FORT PHERI — Branding & Implementation costs

Item	Qty	Rate	Utilised from Mariwala		Utilised from UDRI funds		Total Cost
			Qty	Cost	Qty	Cost	
Painting of bus body	24					251,484.00	502,968.00
Route maps inside bus	24						
Route map at bus stop	28						
Route numbering stickers	28						9,351.00
Graphic Design Charges - Yatin Pimple						4,000.00	4,000.00
Graphic Design Charges - Amir Rizvi				22,000.00			22,000.00
Fort Pheri Brochures	5000	4.30 +VAT			5000	22,585.00	22,585.00
UDRI project overheads, travel costs and other expenses				30,000.00		30,000.00	60,000.00
TOTAL COSTS				303,484.00		308,069.00	620,904.00
Sponsorship from VV and Smt. KV Mariwala Charity Trust							320,000.00
Balance sponsorship received from Amit Chandra							300,904.00

Mindsets

Viewpoints

Public Forum

Thoughts

Feelings

Opinions

Perspectives

Ideas



Outlooks



Spreading the Word

Beliefs

Positions

SANDHYA SAWANT MEMORIAL LECTURE:

January 18 2012

Ar. Kulbhushan Jain

“NEGOTIATING URBANITY” — Tectonics in City Life

J.J. College of Architecture

Attendance: 180

PLANNING FOR MUMBAI -WORKSHOP 2012:

February 15 2012

THE DEVELOPMENT PLAN WORKSHOP 2 FOR GREATER MUMBAI 2014-2034

Coomaraswamy Hall Museum

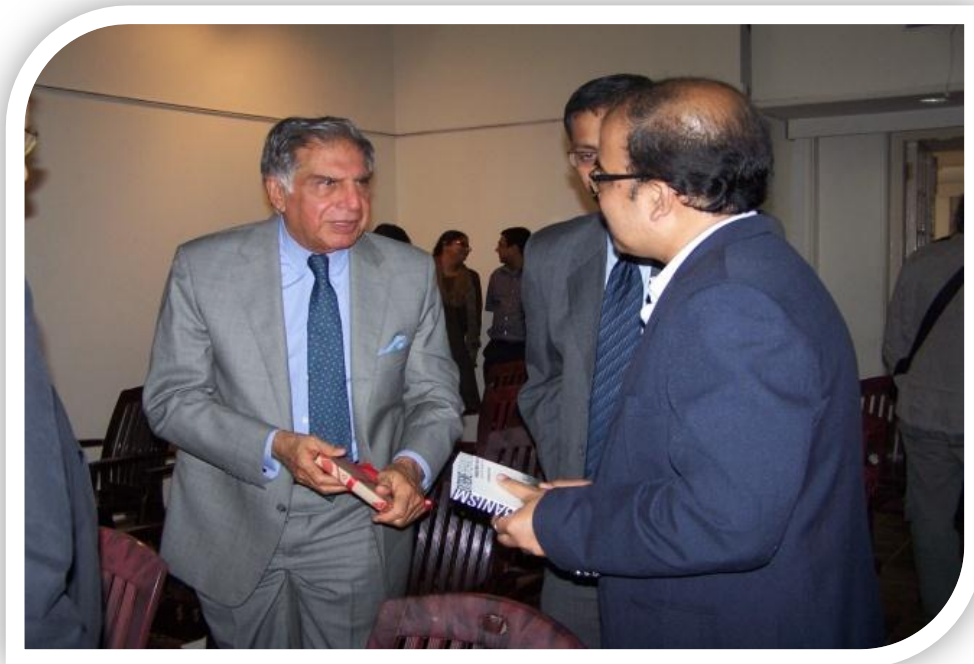
Attendance: 200

CHARLES CORREA GOLD MEDAL: (Competition)

February 25 2012

Rachna Sansad, Academy of Architecture

Attendance: 20



Publications



Mumbai Reader

The Mumbai Reader is a collective project intended to be a research monograph focusing on Urbanism within Mumbai. Call for articles submissions were sent late March this year and articles were received between May and June.

The Reader was a UDRI initiative with Rohan Bagat as the appointed graphic designer for the publication. The image bank was constructed with the assistance of Ashwini Dhamankar, Batul Tinwala, and Dhvani Shah from Balwant Sheth School of Architecture NMIMS University. The design was completed by the first week of July.

The Mumbai Reader '10 was also reviewed by Mr Gautam Patel in his Mumbai Mirror column on the 14th of October, 2011 in an article titled "A Manifesto for Mumbai"

Launch of mumbai Reader '10 on 13th October 2011

Mumbai Reader '12

The process of compilation for the Mumbai Reader '12 is underway. Letters have been sent to various authors for articles.

The selection and compiling of the articles will be done by Rahul Mehrotra and Pankaj Joshi by the end of August 2012.

Marathi Mumbai Reader 08, 09, 10

The Mumbai Reader 08, 09, and 10 are to be translated and published. It is intended to translate 30 articles selected from the three books in one Marathi publication.

Distribution of Mumbai Readers 2010

As of 31st March 2012 Sale of *Mumbai Reader '10*: 81 copies

As of 31st March 2011, Complimentary copies distributed: 206 copies

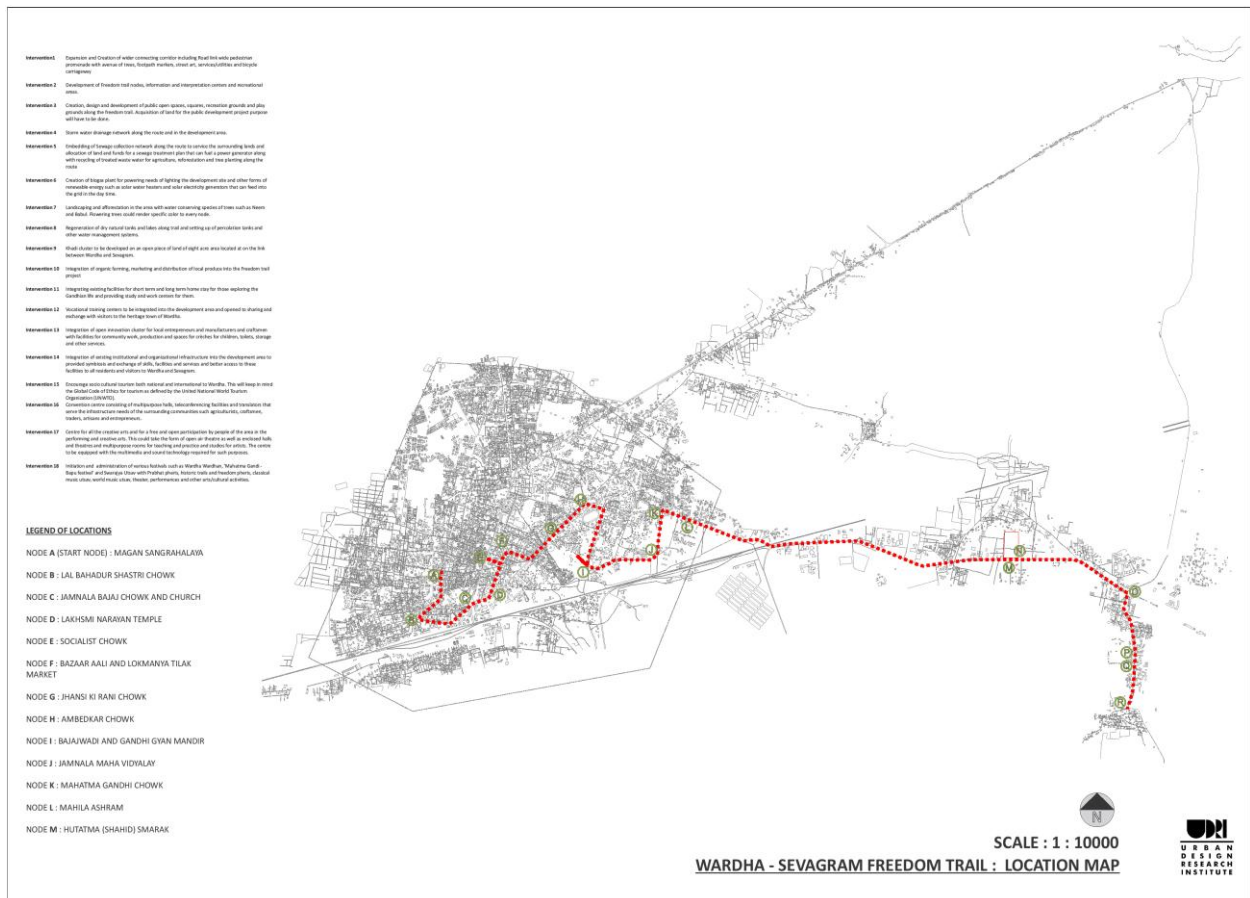


indian freedom trai project



The District Collector of Wardha asked UDRI to provide a proposal for the revitalisation of Wardha and Sevagram. The Indian Freedom Trail is what became of it.

This proposal was presented to the Guardian Minister of Wardha and the District Collector Wardha on UDRI sent a four phased project implementation proposal to the office of the District Collector. UDRI is currently engaged in the first phase of the project. There has been no response regarding the proposal.



Mumbai

DP24
SEVEN



DP24seven project Strategies

UDRI will address the issues of the twenty four wards through a mix of involvements and various stakeholders (academic institutions, ward offices, ALMs, citizens groups, NGOs slum societies), as not one group can adequately represent of all the stakeholders. The task of geographically mapping the city will involve a mix of both neighborhood and ward level involvement in order to establish zones and boundaries enabling a better understanding of the neighborhoods though government collected data

Strategies being adopted by UDRI in its development plan public participation initiative:

- 1) Studios with architecture students to do ward level surveys
- 2) Formulating Expert Panels with City Stakeholders to provide recommendations to the MCGM on various topics such as Housing, Health, Education, Environment, Public Space, Water Supply and Sanitation, Energy, Transportation, Livelihood, Governance and Urban Form
- 3) Finalizing Combined stakeholder Principles for the Development Plan
- 4) Networking with NGO's to provide ward level feedback.
- 5) UDRI DP Web presence and Resource Base
- 6) Public Exhibition and Awareness building campaigns
- 7) Sharing with the MCGM and the DP core group information gathered

1.0 STUDIOS

Joint Vertical Studio with Bharti Vidyapeeth and Indian Education Society Colleges of Architecture

18 students from Bharti Vidyapeeth and 5 students from IES participated in the two week long workshop on the Development Plan and conducted surveys in Mumbai Wards. 172 surveys were done in 7 of Mumbai Wards. This data was compiled ward wise with the previous surveys done with the Academy of Architecture.



Dr Chandrashekar introduces data analysis



Neera Adarkar in discussion with students

Vertical Studio Schedule

Day & Date	Time	Sessions
Day 1: 9/5/2011 Monday	8.30-10.00 10.30-12.00	Development Plan for Mumbai : UDRI Introducing the Surveys and Sources of Data - UDRI
Day 2: 10/5/2011 Tuesday	8.30-10.00 10.30-12.00	Powai Master Plan and Form Based Codes : Dhiru Thadani Media and Documenting the City : Rajesh Vora and Amir Rizvi
Day 3: 11/5/2011 Wednesday	8.30-10.00 10.30-12.00	Environmental aspects of planning : Pallavi Latkar Touch Base on Surveys : UDRI
Day 4: 12/5/2011 Thursday	8.30-10.00 10.30-12.00	Political Economy of Mumbai : Amita Bhide -TISS Approach to Analysis of Data - S Chandrasekhar, IGIDR
Day 5: 13/5/2011 Friday	8.30-10.00 10.30-12.00	Data Entry – UDRI Economics of Planning : (Anand Teltumde)
Day 6: 16/5/2011 Monday	8.30-10.00 10.30-12.00	Settlement Typologies and Mill land details : Neera Adarkar Legal Issues of Governance and Planning : Advocate Raj Kumar Mishra
Day 7: 17/5/2011 Tuesday	8.30-10.00 10.30-12.00	Blind Spots - Jal Aria Transport Issues in Bombay : Ratan Batliboi
Day 8: 18/5/2011 Wednesday	8.30-10.00 10.30-12.00	Planning Issues in Mumbai -V. K Phatak Touch Base on Surveys - UDRI
Day 9: 19/5/2011 Thursday	8.30-10.00 10.30-12.00	Survey Analysis : S Chandrasekhar -IGIDR Survey Analysis : S Chandrasekhar -IGIDR
Day 10: 20/5/2011 Friday	8.30-10.00 10.30-12.00	Student presentation of Survey Analysis – Student presentation of Survey Analysis –

2.0 STAKEHOLDER GROUP MEETINGS

Formulating the 'Expert Groups' under each of the following DP issues that UDRI has identified:

- Housing
- Health
- Education
- Environment
- Public Space
- Water
- Energy
- Transportation
- Livelihood
- Governance
- Urban Forum

Meeting Schedule for the first round of Stakeholder Meetings

Group	Meeting 1	Meeting 2	Meeting 3	Meeting 4	Meeting 5	Meeting 6
Health (letter signed)	2 nd June, 2011	21 st July, 2011	4 th August, 2011	14 th September, 2011		
Education (letter signed)	30 th June, 2011	3 rd August, 2011	21 st August, 2011	19 th September, 2011		
Livelihoods (letter signed)	19 th August, 2011	20 th September, 2011	4 th October, 2011			
Energy (letter signed)	26 th July, 2011	7 th September, 2011	26 th September, 2011	3 rd October, 2011		
Environment (letter signed)	28 th April, 2011	26 th May, 2011	5 th July, 2011	23 rd August, 2011	9 th September, 2011	
Water and Sanitation (letter signed)	20 th July, 2011	17 th August, 2011	12 th September, 2011			
Housing (letter signed)	3 rd May, 2011	27 th May, 2011	7 th July, 2011	10 th August, 2011	31 st August, 2011	19 th September, 2011
Transport	19 th April, 2011	6 th May, 2011				
Urban Form (letter signed)	12 th August, 2011	9 th September, 2011	27 th September, 2011	3 rd November 2011		
Governance (letter signed)	12 th May, 2011	16 th June, 2011	29 th July, 2011	10 th August, 2011	5 th September, 2011	29 th September, 2011
Finance	12 th September, 2011	3 rd October, 2011				

3.0 PLANNING PRINCIPLES

Finalizing the Combined Stakeholder Principles

The principles outlined by ten of the stakeholder groups have been combined into a single document. The final letter was dispatched to the Municipal Commissioner on 23rd January 2012. This letter was signed by 120 individuals representing over 80 organizations in the city.

Combined Stakeholder meeting on 13th October 2011 at UDRI

At this common platform each stakeholder group made a presentation on the background of each area, principles and strategies. These were discussed and debated and the group eventually arrived at a consensus on what the principles guiding the development planning process of the city should be.

4.0 NETWORKING WITH NGOS

Continue networking with NGO's, Educational Institutions, ALM's, Citizen groups from each ward, and building partnerships. Get them involved with the Development Plan by explaining what the DP project is and why they should care.

5.0 WEB PRESENCE AND RESOURCE BASE

UDRI has hired Mr Divyesh Panchal from DSK Softwares to help with the graphic design and customization of the development plan website. The cost of this will be Rs. 38,700/- and the scheduled date for the launch of the website is 10th January 2011. A contract was signed with DSK Softwares on December 7th, 2011. The website (which is up and running) has the domain names www.mumbaidp24seven.in and www.mumbaidp24seven.org.

6.0 PUBLIC CAMPAIGNS

UDRI put up panels (as seen below) and distributed DP brochures at the Kalaghoda festival from the 4th to the 12th of February to publicize the Development Plan 2014-2034 project.



7.0 SHARING INFORMATION

It is crucial that UDRI communicates with the MCGM and DP Core group.

Meeting with DP consultant, Group SCE at the MCGM office

UDRI offered to arrange meetings with each of the respective stakeholder groups to discuss modalities, strategies, and to share the stakeholder expertise.

Emphasis was put on the need for progressive input and proper ELU's of the informal settlements while making the plan. The DP core group said this would require additional input, which was beyond the scope of current consultancy work. In response to this, UDRI proposed requesting/commissioning a ground level organisation to work on such settlements. Detailed ELU studies would provide the required data for creating a much more relevant, responsive and realistic development plan.

UDRI offered to share the letters sent by each stakeholder group with the consultants. This was sent to them with a CC to the DP department.

Sustainable Funding



Helping us to help Mumbai

The Urban Design Research Institute in the past year has continued its efforts to augment a funding base. Funding this past year has been a major hurdle. UDRI has approached various organizations, trusts, etc. in hopes of receiving their support, and **we are pleased to report that UDRI is now attracting interest from various funding agencies based in India and others abroad. We hope to transform this increased interest into a viable form of sustainable finance.**

Funds raised since April 2011

Date of Receipt	Name of the Donor	Amount received	Purpose for which the funds are used.
06.05.2011	ATE Enterprises Pvt. Ltd.	500,000	Gen. Admin. expenses
16.06.2011	Russell G. Redemaugh Foundation	130,559	Dharavi At Work
17.06.2011	Narotam Sekhsaria Foundation	340,000	Mumbai Development Plan Project.
25.07.2011	AFL Private Limited	300,000	Gen. Admin. expenses
25.08.2011	Narotam Sekhsaria Foundation	1,000,000	Mumbai Development Plan Project.
05.09.2011	ATE Enterprises Pvt. Ltd.	300,000	Gen. Admin. expenses
18.10.2011	V.V. & Smt. K.V. Mariwala Charity Trust	320,000	Fort Pheri
14.10.2011	Navajbai Ratan Tata Trust	3,000,000	Mumbai Development Plan Project.
09.12.2011	Amit R. Chandra	300,000	General Admin Expenses
08.02.2012	Narotam Sekhsaria Foundation	1,000,000	Mumbai Development Plan Project.
13.03.2012	Cyrus Jamshed Guzder & Manek Cyrus Guzder	10,00,000	General Admin. expenses
Total:		8,190,559.7	

Current Funding Needs

UDRI current annual budget for 2011-2012 is approximately 70 Lakhs. UDRI requires assured funding in order to attract and retain experienced project staff and would need larger funding if it is to increase the scope of its work. UDRI is also are looking to create a Corpus fund.

THE BOMBAY PUBLIC TRUST ACT 1950 SCHEDULE VII [VIDE RULE 17(1)]							
NAME OF THE PUBLIC TRUST : URBAN DESIGN REASERCH INSTITUTE REGISTRATION NO.: E-10647 (BOMBAY)							
BALANCE SHEET AS AT 31ST MARCH , 2012							
FUNDS AND LIABILITIES	SCH	RS	RS.	PROPERTY AND ASSETS	SCH	RS.	RS.
TRUST FUNDS OR CORPUS (Bal.as on 1-4-2011)			1,61,005.00	IMMOVABLE PROPERTIES : (AT COST)			
Balance as per Last Balance Sheet				Balance as per last Balance Sheet			
Adjustment during the year (Give details)				Add :- Addition during the year			
				Less :- Sales during the year			
				Depreciation upto date			
OTHER EARMARKED FUNDS : (Created under the provisions of the trust deed or scheme or out of the Income)				INVESTMENTS :			
Depreciation Fund				FIXED ASSESTS :	C		
Sinking Fund				Balance as per last Balance Sheet		2,47,487.00	
Reserve Fund				Add :- Addition during the year		1,68,150.00	
Any other Fund				Less :- Sales during the year		-	
Scholarship Fund				Less :- Depreciation upto date		88,891.00	3,26,746.00
Balance as per last Balance Sheet				LOANS (SECURED OR UNSECURED) :			
Addition for the year				Good / doubtful			
Building Fund				Loan Scholarship			
Balance as per last Balance sheet				Other Loans			
Addition for the Year				ADVANCES :			
Loans (secured or Unsecured)				To Trustees			
From Trustees				To Employees			
From Others		40,000.00	40,000.00	To Contractors			
				To Lawyers			
				To Others			
LIABILITIES :				INCOME OUTSTANDING :			
For Expenses		2,42,128.00		Rent			
For advances of Fees		-		Interest			
For Duties & taxes		-		Other Income - Fees Receivable			
For rent and other deposits		-		Advance Tax & TDS		1,03,215.50	
for Sundry credit balances	A	-	2,42,128.00	Deposit others		7,750.00	1,10,965.50
INCOME AND EXPENDITURE ACCOUNT :				CASH & BANK BALANCES :			
Balance as per Balance Sheet		31,74,015.23		(a) In current Account with Bank	B	11,98,973.14	
Less :- Appropriation, if any				(b) fixed deposit Account		49,67,277.54	
Add :- Surplus [As per income & Expenditure Account]		30,01,697.20		(c) with the trustee (cash)		14,883.25	
Less :- Deficit [As per income & Expenditure Account]		-	61,75,712.43	(d) With the manager		-	61,81,133.93
				INCOME AND EXPENITURE ACCOUNT:			
				Balance as per last Balance Sheet			
				Less:- Appropriation , if any			
				Add :- Deficit [As per income & Expenditure Account]			
				Less :- Surplus			
TOTAL			66,18,845.43	TOTAL			66,18,845.43

THE BOMBAY PUBLIC TRUST ACT 1950 SCHEDULE VII [VIDE RULE 17(1)]									
NAME OF THE PUBLIC TRUST : URBAN DESIGN REASERCH INSTITUTE REGISTRATION NO.: E-10647 (BOMBAY)									
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 ST MARCH 2012									
	EXPENDITURE	SCH	RS	RS.		INCOME	SCH	RS.	RS.
To	Expenditure in respect of properties				By	Rent			
	Rates ,Taxes, Cesses					Accrued			
	Repairs & Maintenance					Realised			
	Salaries (Executives)			4,60,000.00	By	Interest			
	Insurance					Accrued			
	Depreciation (by way of provision of adjustment)			88,891.00		Realised			
To	Establishment Expenses				By	Interest			
To	Remuneration to Trustee					On Securities			
To	Remuneration (in the cases of a math)					On Loans			
	to the head of the math, including his household expenditure, if any					On refund tax		170.00	
To	Legal & Professional , if any					On Fixed Deposits Account		1,70,741.54	
To	Audit Fees & other					On Bank Account		20,138.00	1,91,049.54
To	Contribution and Fees				By	Dividend			
To	Amount written off :				By	Donations in cash or kind	E		27,20,000.00
	(a) Bad Debts				By	Grants	F		54,70,559.66
	(b) Loan Scholarship				By	Income from other sources			
	(c) Irrecoverable rents					Miscellaneous Collections			
	(d) Other items					Other Income			
To	Miscellaneous Expenses				By	Income from the projects	G		2,31,643.00
To	Amount transferred to Reserve or Specific Funds				By	Income from sale of scrap			2,700.00
To	Expenditure on Objects of the Trust				By	Income receivable			
	(a) Religious				By	Excess provision for earlier year w/back			
	(b) Educational				By	Transfer from reserves			
	(c) Medical Relief				By	Deficit carried over to Balance Sheet			
	(d) Other Charitable objects	D	50,65,364.00	50,65,364.00					
To	Surplus carried over to Balance Sheet			30,01,697.20	By				
				8615952.2					8615952.2

FOR SN & CO CHARTERED ACCOUNTANTS.	Income outstanding (if accounts are kept on cash basis) Rent: Interest: Other income:	The above Balance sheet is to the best of our belief contains a true account of the funds and liabilities and of the Property and assets of the Trust	FOR URBAN DESIGN RESEARCH
NIKI SHAH (PARTNER) MEMBERSHIP NO: 123409 FIRM NO:128887W MUMBAI: DATE :			TRUSTEE MUMBAI: DATE : TRUSTEE MUMBAI: DATE :

SCHEDULE - C FIXED ASSETS

Rate	Gross Block				Depreciation			Net Block		
	As on 01-04-2011	Addition Upto Oct'2011	After Oct'2011	Deletions	As on 31-03-2011	As on 01-04-2011	During the year	As on 31-03-2012	As on 31-03-2012	As on 31-03-2011
0.10	1,72,829.00				1,72,829.00	17,283.00	15,555.10	32,838.10	1,39,990.90	1,55,546.00
0.15	37,541.00				37,541.00	5,631.00	4,787.00	10,418.00	27,123.00	31,910.00
0.15	23,914.00				23,914.00	3,124.00	3,119.00	6,243.00	17,671.00	20,790.00
0.60	81,157.00	24,725.00	66,335.00		1,72,217.00	47,194.00	55,114.30	1,02,308.30	69,908.70	33,963.00
0.15	6,210.00				6,210.00	932.00	792.10	1,724.10	4,485.90	5,278.00
0.15		49,890.00			49,890.00	-	7,483.50	7,483.55	42,406.45	-
0.15			27,200.00		27,200.00	-	2,040.00	2,040.05	25,159.95	-
		74,615.00	93,535.00	-	4,89,801.00	74,164.00	88,891.00	1,63,055.10	3,26,745.90	2,47,487.00

URBAN DESIGN RESEARCH INSTITUTE

SCHEDULES FOR BALANCE SHEET

SCHEDULE - A

OUTSTANDING LIABILITIES FOR EXPENSES

Sr. No.	Item	Rs.
1	Audit Fees	50,562.00
2	Professional Fees	50,562.00
3	TDS payable on Audit & Professional Fees	11,236.00
4	Electricity Charges	45,862.00
5	Office Expenses	600.00
6	Software Expenses	75,036.00
7	TDS on Contractors	1,531.00
8	Telephone & Internet Charges	4,985.00
9	Courier Charges	1,734.00
	Total	2,42,138.00

SCHEDULE - B

BANK BALANCE IN CURRENT ACCOUNT

Sr. No.	Item	Rs.
1	SBI Mumbai Main Branch	3,54,851.50
2	SBI Mumbai Main Branch - NRTT Grant	5,68,688.00
3	SBI Mumbai Main Branch - SRTT Grant	9,125.57
4	ICICI Bank FCRA A/c	2,86,308.46
5	SBI Mumbai Main Branch - (Petty Cash A/c)	60.39
	Total	11,98,973.92

SCHEDULES FOR INCOME & EXPENDITURE ACCOUNT

SCHEDULE - D

EXPENDITURE ON OBJECT OF THE TRUST

Sr. No.	Item	Rs.
1	Anti Virus	4300.00
2	Audit Fees	50,562.00
3	Bank Charges	7559.00
4	Books, MAPS, CD & DVD	15611.00
5	Catering Expenses	17500.00
6	Conveyance	14895.00
7	Courier Charges	10379.00
8	Designing/ Graphic Charges	22000.00
9	Documentation Charges	12466.00
10	Editing/ Proof Reading Expenses	1000.00
11	Electricity Charges	103722.00
12	Event Expenses	23809.00
13	Great Western Copy Centre	130.00
14	Hire of Equipments	36178.00
15	Image Creation Mumbai Reader10	10461.00
16	Internet Cable Charges	17569.00
17	Lecture Series	2027.00
18	Maintenance Contracts	79690.00
19	Meeting Expenses	11373.00
20	Membership & Subscription	2314.00
21	Newspaper & Periodicals	12358.00
22	Office Expenses	47289.00
23	Office Maintenance Expenses	22290.00
24	Painting Expenses	502968.00
25	Postage and Courier	1869.00
26	Printing and Stationery Expenses	71775.00
27	Print Work	534092.00
28	Professionals/consultancy Fees	75622.00
29	Rates and Taxes	579.00
30	Rental Charges	17036.00
31	Rent of Office	779479.00
32	Salaries	2498196.00
33	Signage/ Boards	6500.00
34	Software Expenses	206447.00
35	Staff Welfare Expenses	155.00
36	Tally Software ERP-G	5130.00
37	Telephone & Internet Charges	47476.00
38	Translation Cost	3755.00
39	Transportation Expenses	250.00
40	Travelling and Conveyance	15862.00
41	Web Site Charges	80240.00
42	Xerox/Copier Charges	144313.00
	Total	85,25,944.00

SCHEDULE - E

DONATIONS RECEIVED FOR THE PERIOD APRIL 2011- MARCH 2012

Sr. No.	Name of Trust / Organisation	Rs.
1	AFL Private Ltd.	3,00,000.00
2	Amit Chandra	3,00,000.00
3	ATE Enterprises Pvt. Ltd.	8,00,000.00
4	Mariwala Charity Trust	3,20,000.00
5	Mr. Cyrus Jamshed Guzdar	10,00,000.00
	Total	27,20,000.00

SCHEDULE - F

GRANT RECEIVED FOR THE PERIOD APRIL 2011- MARCH 2012

Sr. No.	Name of Trust / Organisation	Rs.
1	Russell G. Redenbaugh Foundation	1,30,559.66
2	Narotam Sekhsaria Foundation	23,40,000.00
3	Navajbai Ratan Tata Trust	30,00,000.00
	Total	54,70,559.66

SCHEDULE - G

INCOME FROM PROJECTS / REIMBURSEMENTS

Sr. No.	Item	Rs.
	Sale of publications	
1	Architecture in India	7,830.00
2	Charles Correa-Housing&Urbanisation	595.00
3	Churchgate Revival	1,160.00
4	Conservation After Legislation	12,880.00
5	Conservation Manual	1,310.00
6	Courier Charges-Expenses	150.00
7	Courier Charges-Expenses Reimbursed	1,500.00
8	Creating A Tourist District	1,380.00
9	Extreme Urbanism	13,800.00
10	Heritage & Environment-An Indian Diary	6,368.00
11	Landscape & Urbanism	58,000.00
12	Mumbai Reader-06	5,050.00
13	Mumbai Reader-06(Hindi)	450.00
14	Mumbai Reader-06(Marathi)	450.00
15	Mumbai Reader-07	5,930.00
16	Mumbai Reader-08	12,020.00
17	Mumbai Reader-09	36,980.00
18	Mumbai Reader-10	55,770.00
19	Public Places	3,780.00
20	RE Dharavi	240.00
21	Xerox Charges-Reimbursed	6,000.00
	Total	2,31,643.00

Why it's there...

Although base information and resources regarding Mumbai (infrastructure, city planning, etc.) is available to the state, citizen groups and non-profit organizations face the daunting task of trying to gain access to this information by plowing their way through procedural red tape. The UDRI Resource Centre helps to aid in their pursuit by housing a principal archive on Mumbai, therefore strengthening public discussion regarding the city's future. Its efforts have been aimed at providing space which offers easy access to base information in order to enable the public's education and involvement.

The RRC collection to date is as follows:

Books	901
Reports	525
Research Reports (by UDRI)	36
Clippings	2388
CD Rom	951
Photographs	144
Maps	251

This information is as per our current catalogue. Data is still being entered after the server crash.

Structural Cabling and Networking

UDRI was experiencing network issues on account of faulty cabling in the Studio and the Resource Center, hence it was imperative to install proper networking and structural cabling as soon as possible.

The process was completed in March 2012 with the help of technical experts from the A.T.E. Enterprise. The total cost of the project was INR 50800/- and the following work was undertaken.

Sr. No.	Description		
		7	Cat6 7ft Patch Cord - Work Station end
1	Cat6 Data Wire (305 Meter)	8	Rack Wall mount 6U with 1 Qty Tray, Cable Manager & Spike Guard
2	Cat6 RJ45 I/O Socket	9	24Port Cat6 Patch panel
3	Telephone Wire 4 Pair	10	Installation of all the I/O sockets + Cabling Using CAT6 Cables + 24 Port Switch + Rack + Patch Panel + Casing of all loose wires + Pulling of telephone lines up-to rack.
4	Power Plug Point		
5	24 Port Gigabit Switch Unmanaged		
6	Cat6 4ft Patch Cord - Rack end		

UDRI Software Purchase.

UDRI will be upgrading to newer versions of MS Windows and MS office. UDRI has also purchased the software for publication. Total cost for the software purchase is INR 209957/-. First installment (50%) of the payment has already been made.

UDRI Website Updates.

UDRI now has more flexibility in terms of making changes and updating the website via. Joomla free web management software. The changes that have been made to the website are below:

1. Adding the "UDRI Development Plan Website" to the main menu of the UDRI website. Now it is easier to find and access the newly created domain (<http://www.mumbaidp24seven.in/>).
2. Under Organisation, modifications have been made to reflect the changes in staff.
3. The Research and Resource center online catalog system is under construction. A dead link has been removed, and corrections to page navigation have been made.
4. Updates to Research Initiative have been made.
 - a. The entire Fort management Plan Document is available online for download

5. Publications section has been updated with images to give a fresh look and links have been restored to downloadable media. Redundant links have been removed for this section. Corrections to page navigation have been made.
6. The Public Events page has been updated to reflect the events that UDRI has undertaken. There is now a section to advertise upcoming events and to display recent events that have taken place. This will significantly reduce the amount of time it takes to find UDRI events.
 - a. Link added to view Development Plan Stakeholder meetings list.
7. Charles Correa Gold Medal webpage has been updated with the winners of the CCGM 2011 along with honorable mentions. Changes were made to the rules for participation.
8. Work with UDRI section updated to reflect the current needs of the Organisation.
9. Contacts section updated.

STAFF AUGMENTATION AND RESIGNATIONS

1) Temporary Staff

Since February 2011

Jayanth and Chaya were hired for data entry of surveys and to work on the backlog of newspaper clippings from 2010 TOI and HT left in October 2011 on completion of the temporary work assignment.

2) Graphic Designer

April 2011

A Graphic Designer, **Rohan** had been hired from April to June 2011 work on the layouts of the *Mumbai Reader '10*.

Ankit Bhargava hired to complete the layouts of the Fort Management Plan report and presentations completed his assignment with UDRI.

3) Resignations:

April 2011

Mithila Manolkar resigned to continue her studies. While here she handled the research work initiated by the UARG and administered public forum events.

Salmaan Khan completed his internship at UDRI and has returned to the United States. While here he undertook the task of collation and presentation of the survey data obtained from the Vertical Studio conducted with the Academy of Architecture.

4) New Hiring

April 2011

Sangeeta Banerjee, a graduate from the TISS School of Habitat Studies was hired for the position of Associate Director – Development Plan.

5) Interns

July 2011

Robin Houterman a Dutch Citizens currently studying at the London School of Economics and **Franziska Schreiber** studying at TU Berlin interned with UDRI for 3 months. Both assisted with the Development Plan project.

- 6) **New Hiring** **September 2011**
Ankita Baruah has been hired to help with the Development Plan project. She holds a Masters in Sociology from SNDT University.
- 7) **Resignations** **September 2011**
Isaac Mathews resigned as Director-Publication as of end September 2011
- 8) **New Hiring** **December 2011**
Lakshmi Krishnakumar was hired on December 26th, 2011 as Associate Director – Publications.
- 9) **Resignations** **December 2012**
Sangeeta Banerjee resigned as Associate Director- Development Plan in December 2012 to take up a position with the DP consultants Group SCE.
Priyanka Sane resigned from her librarians post at UDRI as of December 2011 to take up a position elsewhere.
- 10) **New Hiring** **January 2012**
Omkar Gupta has rejoined UDRI post his UPSC examination as Director, Public Forum.
Varsha Gaikwad has been hired as a librarian replacing Priyanka Sane as of January 2012.
Vedalakshmi Naik has been hired in January 2012 as a research Associate and is working on UDRI's urban design initiatives.
Oshmi Ghosh was hired in January 2012 as a research intern. She is assisting with the Fort Management Plan.