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Introduction.

The Implementation and Development Phasing Programme (IDPP) represents the overarching strategic framework through which L’Avenir/TDC will plan its course of action for the next 5 years. In the present day, the slow paced growth of the Auroville community has become an increasing concern; as it renders the functioning of the community, at many levels, highly unsustainable. With the onset of the Golden Jubilee (50th Anniversary) of Auroville’s inception in the year 2018, it becomes imperative to collectively reflect upon the present state of affairs & consequentially project into the immediate future an enabling environment which would attract the people that share the values set forth in the Auroville Charter.

This base document provides a broad framework to develop an integrated and balanced growth strategy for a target population of 5000 Aurovilians, within a challenging stipulated time frame of 5 years (2013-2018). However, it is also important to take into account the alternative scenario where the AV population will continue increasing at the historic growth rate of 4%-5% and reach a projected estimate of 3,100 residents by 2018. Projections are not predictions of the future. They are not targets, nor do they reflect the effects of current or future policies. The projections give an idea of what is likely to happen if current trends continue.

The focus of the strategies proposed in the IDPP goes beyond the approach of identifying only infrastructure/physical investments needed to build the city for an ultimate population of 50,000 residents. Instead, the IDPP concentrates on exploring opportunities to prioritize investment in strengthening the community’s existing capacities and focusing on broader economic sustainability with relatively reduced investment in provision of physical infrastructure in the short to medium-term.

Through informal consultations with individuals, groups, and advisors the importance of economic sustainability surfaced repeatedly as one of the highest priorities for the next phase in Auroville’s evolution. Economic sustainability in Auroville’s context intersects with all other aspects of development-population growth; employment opportunities; land ownership; environmental conservation; human resources; institutional framework; governance and administration; fund-raising; community participation.
In the next five years, it will be crucial for L’Avenir/ TDC to embark on a mission to reestablish the original vision and concept of the universal township of Auroville.

This may include:

• **Reconnecting** the current population of 2,500 residents with the purpose of building the “city of the future” not just physically but as a collective society that participates actively in contributing to the development of its environmental, human, social and spiritual capacities.

• It may also include focusing on TDC taking a new role of acting as the agent that will successfully be able to create an **enabling economic environment** that provides greater economic freedom and increase opportunities for entrepreneurship to its residents.

• Strategic physical infrastructure investments may need to be aligned directly with local economic opportunities such that we ensure that Auroville will transition into a **self-sufficiency** mode of operation hinged upon the community’s strengths and capability to generate internal resources with minimal reliance on external resources.
About the IDPP.

The IDPP is envisioned as L’Avenir/ TDC’s principal strategic planning instrument, from which various other strategic documents will flow including the Detailed Development Plan. Through the five-year IDPP, the aim is to enable the TDC and the Residents Assembly to:

- develop and articulate a clear vision;
- identify its key development priorities;
- formulate appropriate strategies;
- develop the appropriate organizational structure and systems; and
- align resources (financial and non-financial) with development priorities

While this IDPP is envisioned to serve as the base for the preparation of the Detailed Development Plan, it draws on and integrates ideas derived from a large number of planning studies conducted by various experts, internal TDC staff, and other town departments. Some of these key documents include:

Auroville Perspective Master Plan 2025
Master Plan (1968)
Integrated Sustainability Platform
Directions for Growth, Asia Urbs
Annual Financial Reports, AV Foundation
Vision.

The vision for Auroville’s future growth will be built on five key pillars (four are extracted from the Auroville charter and the fifth reflects the ground realities of building the city):

**Pillar 1: Unending Education**

Prioritize investment in creating higher education opportunities

**Pillar 2: Bridging Past and Future**

Ensure that Auroville continues to enable the spirit of experimentation in an economically enabling environment to create local employment opportunities

**Pillar 3: Material and Spiritual Researches**

Create an environment that focuses on supporting the growth of research-based initiatives (industries, institutions, and programs)

**Pillar 4: Human Unity**

Nurture the values of collaborative planning and action-oriented participation by creating an environment where residents can be communicated with and one where everyone has a responsibility in being part of the future

**Pillar 5: Sustainable Aesthetic Development**

Focus strategic infrastructure interventions in priority action areas (that will serve as a prototype for creating “complete communities” serviced by integrated systems in a compact manner)
9 Strategic Focus Areas.

Collaborative Economic Growth and Development

Sustainable Land Development: Socially+ Environmentally Responsible

Integrated Planning & Design System

Collective Mobility and Non-motorized Systems

Affordable Co-created Housing

Sustainable Infrastructure and Service Delivery

Regional Synergies

Good Governance and Inclusive Citizen Involvement

Well-Managed City- Implementation, Monitoring and Evaluation

Population distribution in Auroville (2013 census)

- Minors (<18yrs): 533
- Adults: 1741
- Total: 2274

- 0-20: 441 (20%)
- 20-40: 588 (26%)
- 40-58: 660 (29%)
- 58 above: 555 (25%)

Legend:
- Blue: 0-20
- Red: 20-40
- Green: 40-58
- Purple: 58 above
Distribution of Dwelling Units

Total Number of Dwelling units in Auroville: 1842

- RESIDENTIAL ZONE
  - SECTOR 1: 35%
  - SECTOR 2: 49%
  - SECTOR 3, 4, 5: 16%
- OTHER AREAS
  - GREEN BELT
  - OUTLYING LANDS
  - CITY CENTER (Crown area)
- OTHER ZONES (Industrial zone, Cultural zone, International zone)

HOUSING DEMAND ASSESSMENT (2011)

A survey was conducted to find the existing housing typologies, demand assessment, and affordability factors. A total of 175 people were surveyed in the process.

Preferred Location of Housing

- Rz Zone: 78%
- Outlying Area: 9%
- Other: 13%

Type of Housing Preferred

- Apartment: 71%
- Row House: 2%
- Detached house: 18%
- Clustered 1 bed & 2 bed: 7%
- Container: 3%

Resources that can be contributed

- Financial Capital: 28%
- Rent: 28%
- Cash-in-hand: 26%

Capital Available

- Rs 1 lakh or less: 13%
- Rs 1 lakh to 2 lakh: 26%
- Rs 2 lakh to 5 lakh: 26%
- Rs 5 lakh to 10 lakh: 26%
- Rs 10 lakh or more: 8%

AUROVILLE MAINTENANCE

9000 INR (EXCLUDING AV CONTRIBUTION)

AFFORDABILITY COEFFICIENT

30% OF INCOME

GENERAL AFFORDABILITY ANALYSIS

9000 * 30% = 2700 INR
2700 * 12 MONTHS = 32,400
32,400 * 10 YEARS = 3,24,000
AV Land Ownership
City Area (1212 acres): 1072 acres (88%) | 946 acres (2001)
Greenbelt Area (3630 acres): 1005 acres (28%) | 976 acres (2001)
Outlying Lands: 1100 acres

Land Use
Developed Lands: 234 acres
Undeveloped Lands: 978 acres

Public Facilities
Total Land Area: 2,55,744 sq.mts.
Total Built-up Area: 14,468 sq.mts.

Schools
Total Built-up Area: 23,370 sq.mts.
Number of Classrooms: 52

Revenue Sources (2013)
GOI Plan Grant 12.29 CR
City Reconstruction-Cyclone 2 CR
Donations Received (Foreign) 15.99 CR
Donations Received (Indian) 19.19 CR
Commercial Unit Contribution
### POPULATION

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Population</th>
<th>Year when target population of 5000 will be reached</th>
</tr>
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<tbody>
<tr>
<td>2013</td>
<td>2291</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>2794</td>
<td>2026</td>
</tr>
<tr>
<td>2018</td>
<td>3161</td>
<td>2025</td>
</tr>
<tr>
<td>2018</td>
<td>3134</td>
<td>2024</td>
</tr>
<tr>
<td>2018</td>
<td>5000</td>
<td></td>
</tr>
</tbody>
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Current Growth Rate of 4.5%
Decadal Growth Rate of 7.7%
Optimistic Growth Rate of 10%
Target Growth Rate of 24%

### PROJECTED REQUIREMENTS

<table>
<thead>
<tr>
<th>Facility</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Units (@1.5 pph)</td>
<td>-200</td>
<td>100</td>
<td>257</td>
<td>157</td>
<td>314</td>
<td>158</td>
</tr>
<tr>
<td>Population Growth</td>
<td></td>
<td></td>
<td>386</td>
<td>236</td>
<td>471</td>
<td>237</td>
</tr>
<tr>
<td>No.of Minors</td>
<td>531</td>
<td>573</td>
<td>615</td>
<td>657</td>
<td>699</td>
<td>741</td>
</tr>
<tr>
<td>Educational Facilities (No. of classrooms/Total area in sq.m./Avg.size in sq.m./Total Students)</td>
<td>52/6000/50/531</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>22/1100/50/531</td>
<td></td>
<td></td>
<td></td>
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Standard- (40 (25) students per class/ 50 sq.m./classroom)

<table>
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<tr>
<th>Public Facilities</th>
<th>155802 sq.ft./2557440 sq.ft.</th>
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<tr>
<td></td>
<td>68.3 sf/person</td>
</tr>
<tr>
<td>Community Facilities (.25 (1.25) sf/person)</td>
<td></td>
</tr>
<tr>
<td>Parks</td>
<td>1.25-6.5 acres/ 1000 persons</td>
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Collaborative Economic Growth and Development.
ED1

Increase entrepreneurial opportunities in AV thereby making income-earning opportunities more accessible.

Action Strategies.

- Invest capital & infrastructure in scaling-up enterprises related to AV’s core strengths
- Identification and promotion of catalytic sectors
Enabling/ Catalyst Projects.

- Create a small-business centre/ networking programme to connect entrepreneurs with public sector, private entities, and academic institutions
- Develop business plans for specialized units in the following core areas:
  - Non-polluting transportation manufacturing & research;
  - Bicycle-sharing schemes;
  - Renewable energy manufacturing;
  - Professional Consulting services for architecture, environmental planning
- Prepare a detailed economic development strategy to identify AV’s growth potential in the following critical sectors:
  - Health and Medical Technology
  - Green Economy: renewable energy/ eco-industrial parks
  - Education (specialized courses/ distance education)
  - Information Technology + Arts
  - Organic Agriculture
ED2

Formulate strategies to attract more people to join who are aligned with the ideals of Auroville.

Action Strategies.

- Invest in developing higher education and advanced research programs and facilities
- Leverage AV assets to attract private sector investment into the larger region that believe in creating sustainable development models
- Initiate planning of activities and programmes to commensurate the 50th anniversary of Auroville in 2018
- Create a structured formal apprenticeship, internship and mentorship program
Enabling/ Catalyst Projects.

- Partner with Pondicherry University or other national/ international institutions to explore joint educational programs in architecture, environmental planning, rural development, urban & regional planning, sustainable development.

- Implement pilot projects for private sector investment on AVF- owned lands outside the Master Plan Area (as identified in the Outlying Lands Strategic Master Plan prepared by the LRD Task Force)

- Start planning a global conference similar to the Asia Urbs “City Networking for Sustainable Development & Human Unity” conference (2002)
ED3

Maximise the use of available funding and programmes for training and skills development of AV Youth.

Action Strategies.

- Collaborate with area/ regional institutions to apply for joint funding for local capacity building
- Incentivize AV youth to invest in learning about social and rural entrepreneurship initiatives
Enabling / Catalyst Projects.

- Strengthen relationships with IFP/ Pondicherry University/ Anna University/ Pitchandikulam Forest
- Support implementation of the ANUBHUTI project as a high priority
- Connect with international universities and local institutions such as IIHS/ SPA/ CEPT/IIT/IIM to provide AV youth with opportunities to pursue formal internship/ mentorship programs
- Create a formal programme to assist AV youth identify Fellowship/ scholarship opportunities for social entrepreneurship programs such as Ashoka Changemakers/ Shakti Foundation
ED4

Diversify the sources of revenue generated for the operation, maintenance and building of the city.

Action Strategies.

• Align fundraising efforts with a clear strategy of the city’s development priorities with “donor markets” for each program
• Leverage AV land assets outside the Master Plan area to secure additional revenues
• Separate development revenues from ongoing operations & maintenance
• Use partnerships to build capacity to achieve financial sustainability
• Continue working with AVI centres to raise funds through individual donations
Enabling / Catalyst Projects.

- Create a dedicated fundraising team that identifies funding and grant sources connected to development priorities aligned with focus areas/ interests of sponsors. Priority areas may include: Public Transportation/ Non-motorized transportation/ Electric Vehicles/ Green Infrastructure/ Rural Development
- Collaborate with international development agencies to implement pilot projects related to sustainable development and climate change (majority of the funding is being channelled presently in the energy and transportation sectors)
- Contact reputed banks to avail financial assistance especially as it relates to land development schemes, agricultural loans
- Partner with private sector investors to develop joint-venture AV units or PURA schemes (Providing Urban Amenities for Rural Areas) for Auroville & its surrounding villages
  - Consider sale of 10% of AVF-owned outlying lands to raise the capital for further economic investment in the city

Potential Funding Sources.

Small Industries Development Organisation (SIDO); National Small Industries Corporation Ltd. (NSIC)
Sustainable Land Management + Development Principles.
Consolidate lands within the City area as the highest priority followed by strategic Greenbelt lands.

Action Strategies

- Expedite fundraising efforts including sale/exchange of outlying lands to acquire the 120 acres of private owned lands within the city area.
- Develop a policy to identify lands that are suitable for exchange and the process on how land exchanges need to be undertaken. The suitability analysis should be based on ecological sensitivities, social acceptability, economic productivity, viability, and risk reduction parameters.
- Create a prioritized list of greenbelt lands for acquisition.
- Develop a 5-year relocation and resettlement policy to accommodate at least 30% of Aurovilians residing on outlying lands inside the City area.
- Explore the concept of applying conservation easements on strategic greenbelt lands. Seek legal opinion for the same.
- Contact international organizations such as the Trust for Public Land (U.S.A); the Nature Conservancy; and World Land Trust.
Enabling / Catalyst Projects.

- Establish a target of acquiring 50% of private lands in the next 5 years and retain a real estate transaction advisory/ fundraising expert to assist with identifying potential partners and sources to raise funds nationally.

- Adopt a policy to deny approval to any new construction on lands outside the Master Plan area unless it directly benefits the regional population.
Create an environmental management policy to recommend effective actions that Auroville will take to mitigate climate change impacts due to human activity

**Action Strategies**

- Establish quantifiable targets to reduce Auroville and its immediate region’s greenhouse gas emissions by 2018 and 2028 after assessing the current baseline for emissions and vulnerability.
- Prepare a Climate Action Plan for the Auroville bio-region
- Secure sufficient human and financial resources from governmental, philanthropic, and private resources.
- Adopt an integrated ecosystem based planning approach into all planning initiatives and development programs
Enabling / Catalyst Projects.

- Engage all segments of Auroville community in climate action and preparing a Climate Action Plan by 2018.

- Establish a dedicated team to begin research, collect and analyze data, and train individuals to take action.
SD3

Develop a coordinated land development policy that reflects a coherent strategy between the various land and development related groups.

Action Strategies

- Create ONE consolidated department dealing with all land matters (city, greenbelt, outlying lands)
- Integrate land acquisition or disposal strategies with long-term regional planning goals
Enabling / Catalyst Projects.

- Create a comprehensive immovable property asset management and integrate it with the GIS system accessible to all and management groups.
SD4

Create a land information database that integrates the cadastral and topographic data, the built environment and the natural environment to enable informed decision-making.

Action Strategies

- Maintain an updated GIS database linked with other department information
- Provide training programmes to AV residents related to land management and Geographic Information Systems
Enabling / Catalyst Projects.

- Complete detailed surveys- topographical, environmental and natural resources and regularly update GIS mapping for all lands within the City area
- Provide GIS training for AV youth, residents including L'Avenir staff.
SD5

Develop strategies to insure long-term sustainability of Auroville’s food system needs.

Action Strategies

- Implement the action strategies recommended in the Agricultural Sustainability Action Plan (2011)
- Encourage introduction of urban agriculture in the form of community gardens in new developments especially residential areas and include it as a permissible use in the future land use plan
Enabling / Catalyst Projects.

- Integrate urban agriculture concepts into the Residential Zone Sectors 1&2 detailed zonal development strategy.
Integrated Planning & Design Systems.
PD1

Develop an integrated spatial planning and development framework that encourages social and environmental responsibility in the citizens and inculcates a level of trust in the planning system.

Action Strategies

- Formulate a set of community planning principles that provides required detail to the operating principles of the galaxy plan and the interconnectedness of development system
- Conduct a planning policy assessment of policies, rules, and regulations (mandated by different groups) to determine whether they are in conflict or consistent with each other
- Continue to work on organizing an active participation culture in the community
- Develop procedures for public consultations, proposing changes and amendments, and the process of ratification
Enabling / Catalyst Projects.

- Conduct an annual Community Satisfaction Survey to engage more residents in the planning of the city.
- Engage the community through unconventional and traditional tools such as MindMixer (online), quarterly resident's survey, call for proposals for projects to educate the community about development and decision-making processes
- Institute a planning hierarchy which includes developing a series of zonal plans, specific area (sector) plans and detailed project reports to insure consistency with the overall urban planning principles and the five pillars of Auroville’s development.
PD2

Strengthen and direct development towards existing communities.

Action Strategies

- Maximize existing resources to serve the housing, public facilities, and infrastructure needs to control the scattered development trend currently prevalent in Auroville
Enabling / Catalyst Projects.

- Focus on a pilot project in Residential Zone Sectors 1&2 + Crown in the zone to prepare a detailed development programme integrating the various systems that will inform the development of the citywide urban planning principles in the other zones. (Environment, Land Use, Mobility, Infrastructure and Services, Public Facilities, Housing, Employment, Energy-Efficient Architecture)
- Focus on conducting an alternatives study for Bharatipuram area in the International Zone.
- Develop a tourist management strategy for the International Zone.
- Prepare a detailed development plan for the Pony Farm- Ganesh Bakery area in the Industrial Zone.
- Commence the Electricity Master Plan (DPR) with a focus on the Residential Zone Sector 1&2 as the first priority.
- Commence essential infrastructure studies for Residential Zone 1&2.
- Discourage further investment in public facilities (buildings) and mandate sharing of existing facilities for multiple uses.
- Locate civic buildings along the crown in developed residential areas and require residential mix in construction of new civic buildings.
- Adopt a “fix-it-first” policy that sets priorities for upgrading existing facilities.
PD3

Prepare detailed development guidelines and standards to support the broad sustainable community planning principles established.

Action Strategies

- Standardise the scope, format and content of land development, building permission, and infrastructure design reports.
- Define the mandatory (non-negotiable) and preferred (negotiable) elements of development proposals including infrastructure development
- Prepare development control regulations/ bye-laws
Enabling / Catalyst Projects.

- Refine, finalize and solicit public feedback on building guidelines prepared in 2013 by L’Avenir/ Helen Eveleigh.
- Develop urban design guidelines for Residential Zone 1 & 2 as a pilot project. The Urban Design guidelines should include:
  - Mandatory Elements of Sustainable Site Planning in Auroville.
  - Proposed Land Uses- list of permissible, prohibited and conditional land uses (residential, non-residential uses and mixed-uses).
  - Plotting of land- plot sizes by land uses.
  - Street Hierarchy- incl. pedestrian, collective transportation and vehicular street character, widths, ROW, building setback from ROW.
  - Development Standards- size, placement, location, densities, landscaping, open space- active and passive spaces, parking, energy efficiency.
  - Infrastructure standards- water, wastewater, solid waste, power lines, renewable energy, conservation of water.
  - Architectural character- prohibited materials, massing, heights, size of units, relationship with surrounding development.
  - Other special controls for land or site management.
  - Complete the study for the Matrimandir Lake design & engineering.
PD4

Prepare citywide systems plans.

Action Strategies

- Standardise the scope, format and content of land development, building permission, and infrastructure design reports.
- Define the mandatory (non-negotiable) and preferred (negotiable) elements of development proposals including infrastructure development.
- Prepare development control regulations/ bye-laws.
Enabling / Catalyst Projects.

- Finalize Land Use Plan
- Develop Mobility Plan
- Develop Green Infrastructure Plan
Collective Mobility & Non-Motorized Circulation systems.
MC1

Prioritize collective transportation and non-motorized transport as the primary modes of movement in Auroville

Action Strategies

- Ensure mobility and movement through the implementation of a pilot collective transport system
- Prioritize pedestrians and cyclists in all road infrastructure projects
- Plan for multimodal networks to address freight/ tourist traffic
- Improve transportation affordability
- Dedicate a portion of the infrastructure budget in supporting a Collective Transportation System which is accessible for all- including the regional population to reach the critical mass needed for economic viability of the service.
Enabling / Catalyst Projects.

- Create a bicycle sharing and electric two-wheeler sharing scheme connecting the 40kms. of cycle tracks with activity centres including sharing points in Kuilayapalayam and along ECR
- Prepare a detailed movement network plan for the Crown Road section within the Residential Zone Sectors 1&2. Plan for housing that is accessible to public transport.
- Prepare a Citywide Mobility Plan.

Elements of a Mobility Plan:
- Guiding Principles/ Parameters for Movement Networks
- Integration with Land Use and Building Design-walkable communities; relationship between public transportation and residential densities; mixed land use and public transport; density and employment location
- Pedestrian and Bicycle Prioritization Plan- Commuting and Recreational routes identification
- Street Hierarchy- pedestrian-only links, vehicular links, mixed-mode links, intermodal nodes, intersection spacing
- Public/ Collective Transportation Route System
- Access Management
- Freight/ Goods Delivery Network
- Tourist Traffic Strategy
- Regional Connectivity
- Safety Guidelines
- Accessibility Guidelines for Differently-abled individuals
- Travel Demand Management Strategies
- Policy, Programmatic and Physical Interventions (Phased Plan)
Establish a target of achieving at least 60% of all trips within Auroville by 2018 to be completed by collective transportation and non-motorized modes.

Action Strategies

- Introduce travel demand management strategies in collaboration with AV working groups and units
Enabling / Catalyst Projects.

- Develop a shuttle service for AV employees and charge a subsidized rate.
- Create incentives for employees to share-a-ride or using AV collective transportation system for work-related trips.
- Assess school trip management for parents and students to reduce the number of trips generated within the city.
- Introduce vehicle-restraining policies to reduce vehicle ownership such as increased contribution from car owners and households with more than two 2-wheelers.
MC3

Design “Complete Streets” to accommodate all modes of travel with equitable ROW space allocation for various modes.

Action Strategies

• Create a permanent Mobility team within L’Avenir to research, formulate policies & programs, and monitor implementation of Complete Streets along with the Road Service team
Enabling / Catalyst Projects.

- Create a pilot programme to implement the “Complete Streets” approach in the detailed design of Residential Zone Sectors 1 & 2
MC4

Facilitate research into new initiatives to improve non-motorized transportation.

Action Strategies

- Identify funding sources to create a dedicated team researching into manufacturing of alternative, non-polluting, energy-efficient modes of transport
- Provide incentives to AV residents for creating units dedicated to sustainable transportation modes operation, management, and promotion.
Enabling / Catalyst Projects.

- Contact organizations dedicated to research on sustainable transportation such as EMBARQ, ITDP, Shakti Foundation, Ministry of Urban Development, Government of India, UNDP, World Bank to generate funds for creating model projects that showcase integrated multimodal transportation systems for urban-rural areas in India.
Affordable Co-created Housing Choices.
HC1

Improve existing and develop new integrated housing settlements (Supply + Demand).

Action Strategies

- Deliver new housing opportunities in priority areas at an average of 100-150 housing units per year for the next five years.
- Require a percentage of housing as part of new developments in all zones.
- Develop an integrated housing database to allocate and re-allocate housing based on changing needs of residents.
- Create a housing allocation policy that allows rental of additional spaces (accessory units/guest rooms) to newcomers and AV employees in need and to offset the maintenance costs.
- Develop more youth housing options such as Mitra in proximity to employment centres such as the Town Hall and Windara Farms (Kottakarai)
- Require compact building designs with options for expansion based on needs
- Develop more rental housing for newcomers, Aurovilians, and AV employees with options such as lease-to-own options
Enabling / Catalyst Projects.

- Concentrate on developing new housing (moderate-high density) in the Residential Zone Sectors 1&2 and supporting community amenities (crèches, recreational spaces- active + passive, and cafes/restaurants) in mixed-use settings along the crown.
**HC2**

**Diversity of housing choices.**

**Action Strategies**

- Require incremental housing as part of all new residential construction.
- Mandate maximum unit size of 30 sq.m. for individuals and 100 sq.m. for a family of four.
- Identify areas for low-density housing in the greenbelt and some portions of residential areas.
- Prioritise funding for teachers accommodation in proximity to existing schools + cultural zone (together with SAIER).
- Encourage innovation and self-construction in mixed-use housing design to keep the spirit of experimentation and lifelong learning alive, and reduce construction costs.
- Encourage live-work units supported by appropriate employee housing options within walkable distance of the work place.
- Require a percentage of lower cost units (cost approx. 3-4 lakhs) in all planned residential developments.
HC3

Formulate affordable housing policies including defining what affordability means and difference between low-cost housing.

Action Strategies

- Define affordability for Aurovilians/ newcomers
- Create an affordable housing toolkit that includes mechanisms such as home purchase assistance, allocation of housing, rental housing policies.
Enabling / Catalyst Projects.

- Collaborate with organizations such as Ashoka Innovators for Public, Habitat for Humanity, Micro Home Solutions in creating a sound policy for social housing initiatives
- Identify funding sources to create pilot projects in developing quality energy-efficient, self-constructed affordable housing products.

Potential Funding Sources.

World Bank, Indo-Swiss Building Energy Efficiency Project, Habitat for Humanity, Tata Housing, Value and Budget Housing Corporation (Chennai), Dell Foundation, Ashoka Innovators for Public.
HC4

Formulate affordable housing policies including defining what affordability means and difference between low-cost housing.

Action Strategies

- Contact corporate affordable housing providers to explore private sector investment in meeting the demands of Auroville’s housing needs.
- Develop market-rate housing on the outlying lands that is sold/rented to Friends of AV and AV employees such that the revenues generated from the profits is used to offset housing hortage inside Auroville.
- Contact affordable non-profit housing providers/designers in India such as Micro Home Solutions (Delhi), DBS Affordable Home Strategy Ltd, Habitat for Humanity.
- Contact financial institutions such as SEWA Bank, Gruh Finance, Mass Finance, Shibam Finance and Micro-Housing Finance Corporation to explore financial options available to Auroville Foundation.
Sustainable Infrastructure and Service Delivery.
IS1

Integrate internal utility provision with the process of settlement planning and design

Action Strategies

- Develop levels of service and standards for all collective infrastructure utility elements—roads, water, wastewater, solid waste, energy supply (conventional and renewable), and communications.
- Formulate standards based on site conditions such as topography and priority for collective utility provision.
- Implementation should be phased and based on a population estimate of 3,000 and 5,000 residents with scope for expansion integrated into the design.
- Integrate open spaces with utilities especially as it relates to stormwater, waste and wastewater management.
Enabling / Catalyst Projects.

- Focus on creating a Detailed Infrastructure Assessment Report for the Residential Zone Sectors 1&2 to provide the necessary facilities needed to support the future land use and densities proposed.
- Create a “Green Infrastructure” Master Plan to identify coherent strategies that address infrastructure provision as an integral part of multifunctional open spaces.
IS2

Ensure that existing public facilities are utilized to its maximum capacity and functionality prior to investing in capital-intensive public buildings

Action Strategies

• Prepare a detailed inventory of existing public facilities in terms of capacity, utilization, functions, operational costs
• Prepare a Public Facilities Master Plan that helps in adopting level-of-service requirements and location guidelines based on the projected population
• Create a formal program of sharing existing public facilities for various programmes
• Adaptively reuse underutilized public buildings as multi-purpose facilities located within walking distance from residential units
Promote a sustainable environment through the efficient utilisation of resources

**Action Strategies**

- Pursue alternative methods of energy generation through investment in solar energy
- Improving the City’s energy use and carbon footprint
- Continue with increase in installation of grid-connected solar PV installations as planned
Energy/ Power: Continue with completion of the ongoing Electric Master Plan

Action Strategies

- Establish quantifiable targets for energy saving
- Incorporate the recommendations of the Municipal Energy Plan (2003). Some of the key recommendations include:
  * Establishment of primary substation (11/22 KV indoor) and load centre substation consisting of 500 KVA transformer and other equipment.
- Darkali radial HT feeder to administrative area
- Completion of HT ring mains along the Crown
- Ring Main HT feeder to Industrial Zone
- Residential Zone LT to HT conversion
- Ring Main HT feeder to Cultural Zone
- HT Meter room to International Zone
- Initiate a pilot project to design and implement a street lighting system
IS5

Water: Create a reliable and secure Auroville water resources management programme.

Action Strategies

- Adopt a multi-sourcing water strategy using rainwater, desalination and groundwater, combined with water saving and recycling practices.
- Study the potential for design variation, in order to optimize the potential drainage area, with integration of natural features and existing buildings.
- Study a proper drainage system integrated in Auroville’s urban plan, including waterways, erosion control, sedimentation areas, bio-filter systems, etc.
- Envisage variable design scenarios with regard to existing land features (level differences, hillocks, major trees...).
- Study the soil movement issue, since storage and drainage on this scale require moving major volumes of soil, which needs to be disposed of and used in an appropriate way.
- Study various lake and storage designs in regard to urban design, landscaping and ecology.
- Establish pricing and billing mechanisms for potable water supply.
Enabling / Catalyst Projects.

- Initiate detailed planning and designing of the inclusion of a water body around Matrimandir
- Conduct a water resources management study in conjunction with the urban design plan for the Residential Zone Sectors 1&2.
IS6

Wastewater: Increase investment in upgrading the wastewater treatment system

Action Strategies

- Finalize the recommendations for Residential Zone Sector 1&2:
  - Removal of sludge from the treatment plants and facility for post treatment
  - Restrict use of untreated recycled water for irrigation purposes
Enabling / Catalyst Projects.

- Prepare a Detailed Project Report for citywide wastewater treatment system
- Upgrade treatment facilities at Madhuca, Arka and Creativity as a high priority
IS7

**Solid Waste Management: Provide effective waste management services.**

**Action Strategies**

- Adopt a Zero Waste Policy
- Update the Solid Waste Management Research Document (2001) to address the essential elements of waste management:
  - Collection
  - Segregation
  - Recycling
  - Storage
  - Disposal + Composting
Enabling / Catalyst Projects.

- Support the Eco-Service operations and upgrade the Kuilayapalayam Sorting Facility and Waste Storage Facility in the Industrial Zone
- Identify regional composting and waste transfer area in collaboration with Eco-Service
- Support a community-wide (including surrounding villages) educational campaign to disseminate waste segregation and disposal strategies.
RS1

Collaborate with local authorities to create a joint sustainable vision for the region that builds upon the experience of Auroville and results in providing tangible benefits that improve the quality of life for all.

Action Strategies

• Collaborate with Village Panchayats to prepare Village Development Plans within the bio-region
• Work with legal counsel to obtain
• Strengthen liaison with local authorities
• Create a Regional Planning Technical cell in L’Avenir to continue research of ecosystem based bio-regional planning
• Identify private sector partners to create PURA projects (Providing Urban Amenities for Rural Areas) in collaboration with local panchayats
• Leverage AVF owned outlying lands to influence change in the villages around Auroville that brings tangible benefits and sustainable development into the area
Enabling / Catalyst Projects.

- Initiate a pilot Village Development Plan for Bommayapalayam in collaboration with Anna University as a next step for implementation of the recommendations contained in the Greenbelt Master Plan
- Gain entry into the Viluppuram District Planning Committee

Potential Funding Sources.

INR 10 Lakhs (INR 1 million)
Good Governance and Inclusive Citizen Involvement.
GG1

Ensure responsiveness by creating transparent processes with constant engagement and communication with the community.

Action Strategies

- Develop a predictable administrative process for development to ensure transparency & accountability
- Institute an effective communication system to share information with the community, process inquiries and complaints, and regular interactions with the community.
- Organize the communication activities along three main focus areas:
  * Creating resources and systems
  * Developing Competencies, Processes & Tools
  * Identifying and engaging stakeholders and networks
Enabling / Catalyst Projects.

- Collaborate with the Residents Assembly Service and other existing AV structures to optimize the quality of community interactions.
- Create an information desk / single window with clear opening timings and purpose.
- Create a public space/ notice board at the Town Hall and a virtual copy of it on Auronet for information sharing, including a calendar with important public events and a feedback box.
Assessment of current organizational structures including relationship with center and state.

Current Organizational Structure:

The present organizational structure of L’Avenir d’Auroville / TDC merges planning, design, and parts of implementation (technical work) with coordination, decision making, reporting, administration, communication, fundraising and liaison (organizational/political work) in one single team of 10 coordinators. This coordinator team is organised along work area portfolios that are defined as below.

Broad Definition of Work Areas of L’Avenir d’Auroville:

**Overall Coordination and Facilitation**

- To ensure that L’Avenir d’Auroville progresses in fulfilling its objectives and targets;
- To ensure that the team leaders work as a team;
- To ensure that a process of consultation and participation is followed;
- To ensure that all team efforts and work are in sync with each other to achieve the overall objectives of the organization;
- To ensure (in collaboration with the FAMC) that funding proposals that are put forward by groups/individuals and agencies within and without Auroville are in synergy with the approved development plans.

This member will also act as secretary member of AV TDC as required by the Standing Order.
Town Planning and Urban Design.

» Planning and urban design of the township;
» Managing the technical support staff for survey, mapping, data collection and sharing, environmental impact studies, urban design and architectural cell;
» Sourcing and networking with relevant consultants for infrastructure (energy, water, waste, traffic, telecommunication, transportation etc.);
» Propose and conduct studies that would be required for preparing the development plan.

This should be a two member team to concentrate on Urban Design and the Planning aspect.

Socio-economic Planning and Development

» Conceive, plan, develop and implement economy models and processes in line with the Auroville Vision;
» Conduct and co-ordinate data collection on the socio-economic impact of the present development and proposing a plan for the creation of creative, sustainable work, education, training and cultural opportunities for the present and future residents of the Auroville Township and income-generating activities to support people, collective services and facilities;
» Prepare development models for a service sector development that would be able to provide for the needs of the Auroville residents.

Regional Development

» Network with local agencies (panchayat, block, district, state and national level) to enable Auroville to have an active voice in the regional development, to protect the interests of Auroville therein and to represent Auroville to these agencies;
» Collect and supply data and maps on the present and proposed developments in the area that would impact / affect the planning and development of Auroville;
» Create and participate in joint development programs in the region that would ensure a harmonious and sustainable development.

Township Development

» Plan and implement the township development;
» Liaison between the proposed and existing resource / development and the planned one.
» Coordination with LCC and other working groups;
» Liaison between initiatives (individual and group) and the planning/development group to ensure continuity;
» Issuing of plot allocations and building permissions;
» Coordination of township construction activities, including setting construction quality standards and cost indices; contract review and receiving activity reports.
Administration, Accounts and Reporting

» Manage funds (development, operations, maintenance), provide accounting services for various task forces / projects and technical support for all accounting and statutory regulations and compliances;
» Provide the administrative service needed for the functioning of the planning, development and technical support office;
» Design and implement systems and processes, including IT-enabled processes;
» Design and implement reporting systems.
» The member shall be full time office bearer in charge of Finance and Account as per the Standing Order.

Fundraising & Networking

Design and implement a fund raising plan;
Actively pursue fund raising targets;
Network and develop the resource base for fundraising;
Cultivate the funding agencies;
Submit relevant reports as required by the funding agency;
Follow up on the implementation of projects to ensure that they are in line with the funding obtained - accountability.

Communication and Consultation

Communication with working groups, activities and residents;
Prepare, conduct and document public consultation, presentation and feedback loops and processes;
Identify and enable individuals/groups who would be informed participants for the developmental proposals;
Ensure information gathering and dissemination at various stages of proposals and studies.

Liaison

To liaise with local, state and central governmental and non-governmental agencies on the various aspects related to planning and development;
To coordinate these functions within the organization;
To coordinate with the liaison functions of other working groups.

The coordinator team is supposed to recruit technical support teams consisting of relevant professionals.

This organizational structure presents various challenges:

» The merging of technical planning/designing and decision making power in the same team of people holds an inherent risk for conflict of interest.
» This and the lack of a clearly outlined decision making process result in slow and at times confrontational decision making that is seen as partial and not transparent.
» With a general lack of technically qualified people in Auroville it becomes hard to build effective support teams and the coordinator team suffers work overload.
» As a combined result of the above challenges and a lack of funding for internal maintenances, we observe a high attrition rate / low interest in filling vacancies.

The present organizational structure result out of a decades long “organic” process, involving various people with various motivations, that is typical for Auroville and on one side allows for great freedom and a spirit of experimentation while on the other side it counteracts the gradual evolution of an effective organizational structure that enables professional planning and development, continuity of work, transparency and community participation.

In this context we observe that the “official” organizational structure of the “Auroville Universal Township Master Plan (Perspective 2025), approved by the Ministry of Human Resource Development via its letter No. F. 27-3/2000-U, dated 12t April, 2001, has not been put into place till date. (See Att.1)

Relationships with Center and State

Communication and coordination with the central government is routed through the Auroville Foundation. The Secretary to the Auroville Foundation and the Governing Board are the main communication partners, the TDC meets and interacts regularly with both.

The relationship with state level planning and political authorities is less established and resembles more of a fire-fighting mode of engagement. Whether under the portfolio of Liaison in the current structure or as a coordination task of the TDC in the proposed structure, creating a pro-active approach to and a constant engagement with these authorities should be of urgency.

“J. Secure, where necessary, the required recognition or endorsement from the appropriate central, state, Local or district government authorities for the implementation of the Master Plan in consultation and cooperation with the Secretary, Auroville Foundation;” 1
We recommend taking on a restructuring of the organization as L'Avenir d'Auroville / TDC’s utmost priority.

While this restructuring will without doubt imply a considerable amount of work and change, with its’ own challenges, we believe that the benefits of a new structure will outweigh any of these.
Recommended changes:

- To create a structure that consists of two sub-structures: the Town Development Council and the Technical Team.
- To disconnect decision making power and overall coordination work from technical planning, implementation and communication / consultation work.
- To design a clear process flow for the decision making and other planning related processes.

For a detailed proposed organizational structure that enables the above key changes please see Attachment 2.

Roles and responsibilities of various individuals and organizations

Town Development Council

- Overall Coordination
- Decision Making

Members of the TDC need no specific technical urban planning skills or related knowledge. Their responsibility is to ensure an effective overall coordination and a transparent decision making, after synthesizing input received from the technical teams, the Residents Assembly and other relevant stakeholders (residents of the bioregion, Panchayat leaders, state level government, central government, etc.) The TDC will be supported by a secretariat for administration and coordination work.

Technical Team

» Township Development
  
  - Infrastructure and Engineering Implementation
  - Community Outreach & Citizen Involvement
  - Funding and Grant Stacking

» Strategic Planning (Long Range)
  
  - Regional Planning
  - Township Master Plan (Amendments and Updates)
  - Policy and Research
Current Planning (Short Term)

- Large-Scale Site Plan Review
- Building Permits (Building Level)
- Mapping (GIS and Land Records)

The Technical Team consists of three main hubs that each subdivide in three smaller teams that work in coordination with each other and the TDC but are in essence independent working units. Each of the nine sub teams should consist of minimum two constant members, one of whom is the team lead and commits full time. The TT needs as many technically qualified and experienced members as possible, both as constant members and as project-specific consultants.

“G. Secure the services of town planners, urban designers, engineers, architects, contractors, surveyors, consultants, legal advisers, and such other experts and professionals from within and outside Auroville as may be necessary from time to time.” 2

Relationships between various organizations

The TDC is a planning and coordination body that, in cooperation with the residents decides on how Auroville’s built environment will take shape.

It is needless to say that this built environment and the approach to building it has huge implication on any aspect of life in the future city.

Hence we can’t stress enough how paramount it is to create and upkeep a structured interrelations with the other organizational bodies of Auroville. At the moment, the interrelations are lacking a pro-active approach and regularity.
Here is a list of the organizational bodies of AV that TDC should be in regular conversation with to share information, identify overlaps, check responsibilities, receive feedback, clarify questions and capitalize on Auroville’s human potential:

» Residents Assembly
» Working Committee
» Funds and Assets Management Committee
» Housing Group
» Green Group
» Land Management Task Force
» Board of Architects
» International Zone Group and other zonal groups if they are active

Attachments:

• Organizational Structure for Master Plan Flowchart
• Proposed organizational structure Bankim
GG2

Build strategic partnerships within Auroville and with outside.

Action Strategies

• Ensure regular communication with various AV and non-AV organizations. These include: Non-AV agencies:
  * Governmental agencies at the local, state-TN and Puducherry, and central level
  * International Development Agencies
  * Global and national NGOs
  * Local, national and international universities
  * Residents Assembly
  * Working Committee
  * Funds and Assets Management Committee
  * Housing Group
  * Green Group
  * Land Management Task Force

  * Board of Architects
  * International Zone Group and other zonal groups if they are active
  * Pitchandikulam Forest
  * Village Action Group
  * Palmyra
  * CSR
Good Governance and Inclusive Citizen Involvement

Enabling / Catalyst Projects.

- Board of Architects*
- International Zone Group and other *
- zonal groups if they are active
- Pitchandikulam Forest*
- Village Action Group*
- Palmyra*
- CSR*
Create a platform for residents to engage in negotiating an effective participation strategy.

Action Strategies

- Create a list of expert facilitators, subject experts that are available to L’Avenir team for designing and conducting effective consultation processes.
- Establish a core participation steering committee with representatives from all working groups and the Residents Assembly to ensure that adequate and appropriate planning occurs.
- Utilize conventional (focus group meetings, design charrettes) and non-conventional participatory tools (crowdsourcing, online participation platforms) to generate interest and participation from the community.
Enabling / Catalyst Projects.

- Launch a coordinated effort to solicit feedback from the community related to the priorities for the next 5 years. Some online options include: MindMixer, Loomio
Marketing and Outreach

Communicating to Auroville’s residents and working groups.

L’Avenir D’Auroville / TDC, like many other Auroville working groups, has developed – over the years and due to a variety of reasons – an approach to communication that is characterized by a lack of:

- Transparent information sharing,
- Community participation and engagement,
- In combination with the present organizational structure, this leads to, amongst other things, a lack of:

  - **Effective decision making**,  
  - **Coherent implementation of decisions taken**.

This results as well as roots in a perceived divide between the Residents Assembly (RA) - Auroville’s civil society - and the Working Groups and ultimately led to an erosion of trust along this rift. The erosion of trust is also visible within the RA and within the Working Groups themselves along lines of different value and idea systems. These in turn result in a slow, fragmented and contested planning and development process.

We suggest that L’Avenir D’Auroville / TDC, owning one of Auroville’s essential tasks as their mandate - planning and building Auroville’s physical environment - takes the lead in establishing a culture of transparency and participation as mentioned in the Standing Order 06/2011, specifying the constitution of the Auroville Town Development Council:

“H. Prepare and implement communication and consultation processes that encourage an active, constructive and participatory involvement of Auroville residents in the implementation of the Master Plan;”
The aim is to:

- Inform the community and stakeholders in the bioregion about Auroville’s development and encourage their input.
- Gather all information required to make an informed community decision through a simple, easy to use process.
- Inspire, encourage, enable and reward responsible development.
- Engage Auroville’s, the bioregion’s and external expertise and experience.
- Ensure development is appropriate for the context.
- Ensure development and buildings are maintainable, both practically and financially.
- Provide a fair, transparent and understandable internal decision making process.

We recommend **three ground rules** to orientate the design of the communication strategy and as a monitoring tool along the way:

- **Talk early and talk often**: Communication can’t start too early and the only risk of communicating often is to repeat oneself. When we wait too long to start communicating or stop the process to soon, the risk we run is that assumptions are formed and that misunderstandings and half information can grow and multiply.

- **Make sure you always have the “whole system” in the room**: This applies for meetings that build up to a decision. Before inviting for such a meeting, the “system” relating to the topic at hand needs to be identified and brought to the table. If a decision is made without all relevant parties as a part of the process, we run the risk that one or more of those who were not given a voice will object to the outcome.

- **Record and share**: Even when in one room, people tend to hear things differently. Hence the importance of meeting notes that establish an “official record” of a conversation and bring everyone onto one page. Once all partakers of the conversation have reviewed and agreed to the notes, they go to the public realm for transparency and if applicable, feedback.

The activities of a communication platform will have to be designed specifically by the team, keeping the aims in view. We suggest dividing activities along three main areas:

- **Creating resources and systems**,
- **Developing Competencies, Processes & Tools**
- **Identifying and engaging stakeholders and networks**
Recruit, train and establish a communications team as part of the technical team as opposed to as part of the TDC or admin team. This will facilitate continuity, competence and neutrality. The team needs to consist of minimum three members supported initially by a team of consultants.

Create an information desk / single window with clear opening timings and purpose. This will ideally be a combination of a staffed desk and a “self-service desk” where the public has access to a computer with an information database, to hardcopy files with reports and reference material, to a clearly marked shelf with various forms etc.

Create a public space/ notice board at the Town Hall and a virtual copy of it on Auronet for information sharing, including a calendar with important public events and a feedback box.

Establish a clear and easy to use communication channel between the RA and L’Avenir.

Hold regular consultancies / open meetings with the community at large.

Design and schedule team workshops to explore and mitigate blockages to an effective community engagement. While evaluating past efforts to establish a L’Avenir communication platform, the single main obstacle to achieving this aim seems to be a lack of coherence caused by internally divided teams that were unable to agree on a unified vision and approach to planning and developing Auroville, let alone form a commitment to participatory planning.

Design and schedule regular trainings on communication skills and team dynamics with the entire TDC team. Communication and team work are competences that can and in fact must be learned. The basics of communication, working together and the difference between process oriented work approaches versus result oriented work approaches are essential knowledge to any organisation.

Focus on designing strong processes and systems, including group internal ones such as a clear and transparent decision making process and external ones such as community engagement and participatory processes.

Identify and Engage Stakeholders & Networks

“Who are we and who is this for?” Identify the various stakeholders (Auroville Residents Assembly, population of the bioregion, local farmers, village panchayats,
local and regional NGOs, local and regional planning authorities, Tamil Nadu Government, Auroville Foundation, Governing Board, and Government of India) and relevant communication strategies.

Strengthen ties with the TAG – who is there and what role can they play?

Network and cooperate with external experts on participatory planning, community engagement and organizational communication. Some examples:

- MindMixer – is an online platform that allows communities to gather ideas, review and respond to feedback, and find solutions (http://www.mindmixer.com).
- Loomio – is a collaborative decision-making tool that reduces the cost of participation in decision-making, making it easy for any group to translate online communication into real-world collective action (https://www.loomio.org).
- Praxis – is an institute that devises practices to enhance a community’s participation in all its endeavors while at the same time acknowledging that ‘participation’ is not a technical or a mechanical process that can be realized through the application of a set of static and universal tools and techniques, but rather a process that requires reviewing existing structures (http://www.praxisindia.org/).
- Meta-Culture – is a Bangalore based organisation process experts, trainers and consultants dedicated to improving human relationships – be it in teams, organisations, neighbourhoods or families – by using tools such as consensus decision making, corporate community dispute management, facilitation and mediation (http://www.meta-culture.in).

Cooperate with the Residents Assembly Service and other existing AV structures to optimize the quality of community interactions.

Connect with the ongoing process of reviewing Auroville’s self-governance (e.g. proposals for participatory neighbourhoods, an active residents’ assembly, a restorative conflict transformation platform etc.).

Levels of TDC Communication

TDC’s mandate touches on a multiplicity of subject matters and consequently overlaps with the mandates with various other authorities, organizations and working groups.

TDC Internal
AV Working Groups
Regional Residents, NGOs
Regional Panchayats
Central Government
T.N. State Government
External Governing Bodies (GB, AVF)
External Advisory Bodies (TAG & IAC)
Auroville Residents
TDC & Auroville Working Groups

Regular communication needs to be ensured with:

» Housing Board
• LMTF
• Working Committee
• Green Group
• FAMC

How could this be done?
• Good secretariats linking these groups
• Representative System
• What are essential practices needed?
• Awareness of respective mandates
• Agreed upon shared systems / processes
• Cooperation
• Transparency

TDC & AV Residents
At present, TDC practices:

- Information Sharing
- Consultation on request

**What are the next steps?**

» An informed discussion on what level of citizen participation we want for Auroville’s planning and development. Apart from concerned residents this discussion needs to include all TDC members, all TAG members, the WC and the GB in order to ensure ownership.

» Institutionalize a co-designed and RA ratified process for community engagement and participatory planning in Auroville.

**TDC & External Governing Bodies**

Regular communication needs to be ensured with:

- Auroville Foundation
- Governing Board

**How could this be done?**

- Good secretariats as link
- Regular update meetings / mails
- What are essential practices needed?
- Regularity
- Transparency

**TDC & External Advisory Bodies**

- Regular communication needs to be ensured with:
  - TAG
  - IAC

**How could this be done?**

- Good secretariats as link
- Regular update meetings / mails

**What are essential practices needed?**

Clear distinction between official communication / group decisions and individual communication / opinions.
Well-Run City Administration: Implementation, Monitoring and Evaluation.
IM1

Create a land information database that integrates the cadastral and topographic data, the built environment and the natural environment to enable informed decision-making.

**Action Strategies**

- Organize capacity building workshops related to planning, architecture, engineering and communications for all new members of L’Avenir/TDC.
- Design and schedule team workshops to explore and mitigate blockages to an effective community engagement.
- Design and schedule regular trainings on communication skills and team dynamics with the entire TDC team.
- Focus on designing strong processes and systems.
- Recruit technical staff including urban planners, architects, and engineers to develop in-house capabilities for undertaking the various tasks.
- Institute annual internship programs for AV youth and students from other institutions to improve the local capacities in city building.
- Continue with retaining external consultants for project specific assignments.
IM2

Develop quantifiable indicators and benchmarks to monitor the progress of identified projects in the next five years.

Action Strategies

- Conduct an annual community satisfaction survey to record the community’s perceptions and feedback to improve the management of the system.

- Design and implement a monitoring and evaluation system that assesses progress, learn from experiences, increase accountability, identify impacts, blockages and other infrastructure-related issues of any project.