

# Urban Placemaking: Search for Identity in the central business district of Mumbai (BKC)

Pallavi Dalal<sup>1\*</sup>, Dr.Vimala Swamy<sup>2</sup>, Dr.Parag Narkhede<sup>3</sup>

<sup>1</sup>REVA University, Bengaluru, India

<sup>2</sup>Gopalan School of Architecture, Bengaluru, India

<sup>3</sup>BKPS College of Architecture, Pune, India

\*Corresponding author: Pallavi Dalal

Email: pallavidelite22@gmail.com

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## Abstract

Placemaking is commonly referred to as an approach that is multi-layered and multi-faced in urban studies, with the objective of the public open spaces like parks, streets, town squares or quays. They represent essence of local community identification. Placemaking refers to research and practice as referring to specific open spaces and urban design thereof. CBD is always congested, gets worn out and disguised in mean meantime. The city and public asset are worthwhile, must be recognized, recovered and maintained. The situation of each Indian city is that it possesses a distinct nature, therefore calls for distinct action. Similar to the rest of the city, the Business District is concerned with commercial pursuits with negligible to no concern for risks in the form of restricting traffic movement, parking, misused, land shortage of open space and other such concerns. BID that is Business Improvement District, while endeavour to learn about potential of every charter, and improve the situation by bringing emphasis to it.

This article primarily discusses the city of Mumbai, located in the state of Maharashtra, India. The city's business area is centred around commercial occupations, with some risk to traffic flow, parking availability, land misuse, limited open space, and similar concerns. The plan aims to revitalize the open spaces of the community by carefully analysing the current situation and identifying suitable opportunities for restoration. A comprehensive approach to intervention is based on evaluating internal and external factors and using a prioritization matrix to determine the most effective strategies. The presented work can serve as a guide for urban placemaking interventions that can be adapted as well as implemented in other urban business regions.

**Keywords** placemaking, transformation of cities, open spaces

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## 1. DEFINITION OF PLACEMAKING

The collaborative process of creating public areas that emphasize community needs and encourage social interaction is referred to as urban placemaking. Instead of aiming for static results, it accepts the dynamic character of urban life and acknowledges that cultural, social, and temporal factors continuously shape areas. Effective placemaking mixes top-down planning with grassroots activities and incorporates a variety of tactics, from ephemeral exhibitions to large-scale improvements. Participatory design, which actively engages community people in influencing their surroundings, is essential to this process. Placemaking turns unused spaces into lively, significant locations that represent the identities and goals of the communities they serve by emphasizing inclusivity, adaptability, and the human experience.

It's crucial to distinguish placemaking within urban development as well as regeneration as being distinct from planning, urban design, as well as architecture now that the focus on these areas is evident. In contrast to the disciplines of architecture, planning, and urban design, placemaking is a broad, continuous strategic process that integrates a variety of professional as well as civic perspectives (City of PortPhilip 2018-2021, Duhl 2005, Lepofsky & Fraser 2003, McCann 2002, Shaw 2013).

When considering placemaking in context of urban growth as well as regeneration, it is crucial to keep in mind that it functions best at the micro-neighbourhood level as opposed to the macro-metropolitan one. This is because its goal is to involve all stakeholders and members of local community to bring about modification for continuous development as well as regeneration (Shaw 2013, Tesfazghi et al 2009, Apparicio et al 2007, Alvarez et al 2015, Eckenwiler 2016). A persistent component of urban planning is placemaking, which is concept, approach, as well as planning tool used to mould as well as change public spaces<sup>1</sup>. Relph's (1976) Place as well as Placelessness, in which geographer examines urban circumstances in which "places are made, and on what grounds these might be considered authentic or contrived," contains one of the first academic references to placemaking (Relph, 2016).

The focus on development and diffusion of placemaking as a concept, as well as validating the chronology in which it has developed. Showing continued attention to the potential and significance of placemaking.

The principles of placemaking were initially articulated by urban thinkers in post-war era in Western Europe and United States as a criticism of the neglect of public places in design of novel cities, suburbs, as well as downtowns (Whyte, 1980). Urban theorists like William H. Whyte, Jane Jacobs, as well as Jan Gehl promoted placemaking by highlighting the importance of using density and crowdedness as advantages to liven up urban areas. Placemaking is significant for several reasons, such as its effects on environmental sustainability, economic growth, and community well-being. By the 1990s, consultancies began promoting placemaking ideas with the dual goals of enhancing public space quality and addressing various prospects for urban renewal and economic development. Among the leading placemaking consulting firms are Gehl Associates in Denmark, STIPO in the Netherlands, and Project for Public Spaces in United States. Public, semi-public, and private areas are the main emphasis of placemaking, which also shifts between the formal and informal spheres. This helps us to realize that the idea of placemaking absorbed many kinds of meanings and practices as it developed throughout time and spread over different locations.

Like the nation itself, India's public spaces vary widely in terms of their size, shape, activity, role, people they serve, geography, history, structure, and infrastructure. Regardless of these variations, every public area has a distinct personality and significance for city as well as its residents.

## **2. The Context of Mumbai City**

According to global experience, a nation's urbanization rate of up to 30% is comparatively modest. After that, urbanization picks up speed until it reaches roughly 60–65%. India, which has 31% of its population living in cities, is in a transitional phase where urbanization will pick up speed. There are already more than 360 million city dwellers in India. This figure is predicted to increase to 590 million by 2030, which is nearly double the current US population. As a result, we must promptly and effectively plan our urban regions. Considering that India is about to transform, we can use the most recent technological advancements to guide our urbanization approach. Among the world's largest cities, Mumbai is special example of both the development of a megacity and a varied economic environment. The business environment in India depends heavily on Mumbai's contribution to its development.

Part of the western state of Maharashtra, it is one of India's primary economic regions and the country's financial centre. According to the last census (2011), it has 12.5 million residents, making it 5<sup>th</sup>-largest urban region in the world. Like majority of industrialized India's areas, the Mumbai Metropolitan Area faces several difficulties, including (i) air pollution (Kumar and Abba, 2006), (ii) urban growth (Shafizadeh-Moghadam and Helbich, 2015), (iii) coastal area (Murthy et al., 2001), (iv) poverty (Baker et al., 2005), as well as (v) environmental quality (Kamble and Vijay, 2011). Mumbai's overall urban area is 466.35 km<sup>2</sup>, with the highest widths being 42 km north to south and 17 km east to west. Mumbai must take on the impending problems of the global economy and deal with difficult social, economic, as well as environmental issues within a constantly growing metropolitan core if it hopes to become a world-leading economic hub (Onilude and Vaz, 2021). One-tenth of all factory as well as manufacturing jobs in India are located in urban areas (Swaminathan, 1995). Mumbai handles the majority of India's international trade, and as global markets become more integrated due to ongoing liberalization measures, the Mumbai Metropolitan Region's financial expansion continues to continue, bolstering India's commercial dynamics and growth. As a city, the MMR serves as India's main entry point to the country's future economy. As such, it must embody a contemporary vision of its integration towards sustainable business allocation as well as serve as a model for its numerous difficulties towards a sustainable future, especially in light of its recent urban transformation (Phadke, 2014).

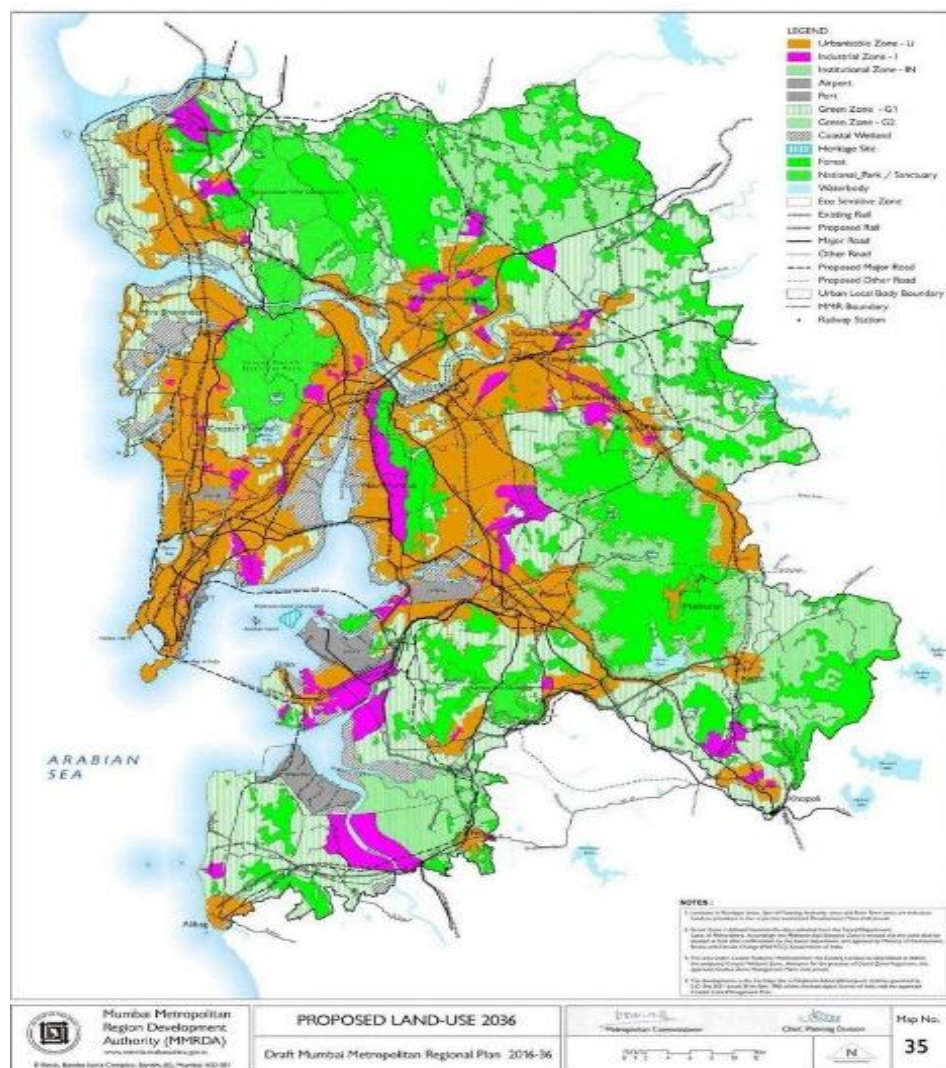


Figure 1.: Map of MMR (Source: Draft Mumbai Metropolitan Regional Plan 2016-2036) (MMRDA, 2016)

In India, CBD development officially began relatively recently, when the local government concentrated on developing particular regions, or CBDs, to encourage economic growth. Nariman Point, which was created in the early 1900s by reclaiming land and filling Churchgate's coastal areas with trash, was historically the first central business district. Known as the Manhattan of Mumbai, Nariman Point is now home to the global headquarters of leading investment banks and consultancy organizations. The significance of central business districts (CBDs) has increased in recent years, and numerous Indian cities have shown a more concentrated approach to their development.

Even though this strategy has been partially designed, most CBDs still have a ways to go before they reach the infrastructural and ICT standards anticipated of commercial hubs. There are currently over 15 CBDs spread among well-known cities, including Delhi, Kolkata, and Mumbai.

There was an urgent need to decongest South Mumbai, especially Nariman Point, where most of the city's economic activity was located. This has been one of primary causes of BKC's growth as central business district. MMRDA (Mumbai Metropolitan Region Development Authority) is responsible for BKC development.

Approximately six lakh people currently work in BKC, which is home to some of the leading corporate organizations in the region. Numerous residential and commercial structures have already been built, and others are almost finished.

When compared to the CBDs in South Mumbai, BKC's central location and easy access to Mumbai's domestic and international airports are two of its strong points. It is therefore a popular option for office space. The streets in South Mumbai are very small, and there isn't enough room to meet the city's expanding need for business space. The proposed plan also aims to transform the BKC region into a "smart" commercial hub to draw in more companies and accommodate the area's expanding population.

To make it easier to understand, BKC's development can be divided into two stages. In 1977, BKC was established to alleviate traffic congestion issues, and from that point until about 2014, it was solely a real estate development, with large developers entering the market to construct offices, workspaces, schools, and other facilities. With the introduction of the second phase in 2014, which was dubbed "Smart," the emphasis shifted from only constructing office buildings and tall skyscrapers to really incorporating smart technology and innovation into the surroundings. As soon as the companies started seeing the development and the advancement of the BKC area, other companies started coming up and establishing their company buildings.

At this time, the FSI for BKC was

For commercial - 2 to 4

For residential - 1.5 to 3

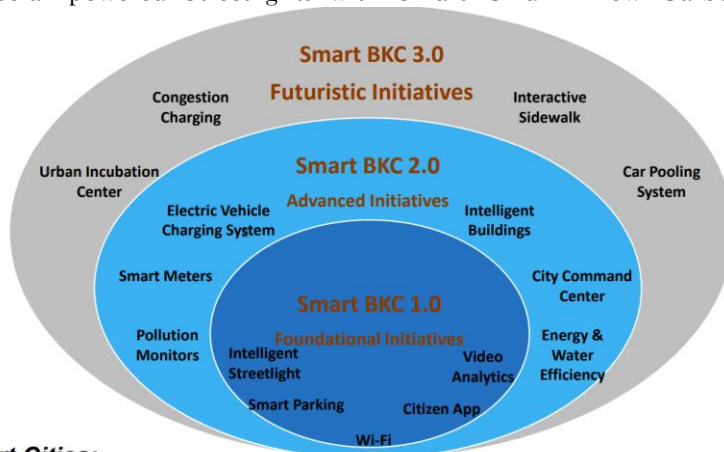
The land here was given for 80 years a lease to the companies. Bandra Kurla Complex (BKC) in Mumbai covers an area of approximately 370 hectares, which is roughly equivalent to 913 acres. A total of 70 plots were allotted for commercial purposes, and 12 plots were given for residential purposes. This is the evolution of the BKC, ranging from the year 2001 - 2022 (present). This was rapid growth and development of BKC from a marshy area to business district, replacing the old business districts like Colaba and Nariman Point.

Smart BKC Covers -

ICT Initiatives • Smart Parking, • Municipal Wifi, • Smart Building Installations • Smart Kiosk Information Zone • Video Analytics and Citizen Apps

Urban Design • Smart Street Furniture • Green Buildings • Digital MMR • Ease of Doing Business • Online Building Plan Approval • Green Parks & Gardens • GIS & GPS-enabled Services

Non-ICT initiatives • DHI- Viability Gap Funding • E-Busses- Hybrid & Pure Electric • Clean Mithi River solar powered Streetlights with Smart Grid • Low Carbon/ Green & Clean Fuel Zone



**Smart Cities:**

Figure 2. Equitable, Sustainable, Inclusive Collaborative and Participative (<https://wtcmumbai.org/pdf/report-presentiton/2015/29jan/Shri%20Sanjay%20Sethi.pdf>)

Initially, local train station was suggested for area, which led to notion of BKC as business hub near city centre. But since BKC is sufficiently close to Sion, Kurla, as well as Bandra train stations, the plan was dropped. It would seem that local train station wouldn't be "smart" option if this were done because all the large national and international corporations were to have office space here.

Although it was easy to navigate in and around BKC because of the avenues, streets, and wide walkways, getting there wasn't always easy because of the bad roads, infrequent government buses, and lack of a direct railway connection. The BMC has recently built a number of high-quality bridges and roads, such as Santacruz-Chembur Link Road to Kurla, the BKC Connector to Eastern Express Highway, as well as Kalanagar flyover to Western Express Highway, which prohibits heavy vehicles and improves connectivity throughout the city.

Commuting within BKC is made easier with the introduction of tiny, rental electric bikes as well as cycling tracks. Nevertheless, not much has been done in the area to encourage public transportation. BMC had allocated bus lanes for smoother as well as faster travel a few years ago, but they had to abandon the plan due to poor execution, including certain areas lacking marked lanes and low quality. People had to wait hours for a bus because government buses were less frequent in a business district like BKC. As a result,



private companies such as "cityflo" emerged, which offer transportation for groups of people to as well as from their houses.

Mumbai may have the least amount of open space per person by traditional criteria, with 0.9 square meters per person, including parks, gardens, and other open spaces, compared to 2 square meters per person. Just 6% of Mumbai's 4,355 sq. km. total area is made up of open areas, and only 10% of those are open to the public. Considering the current situation, the concept of a public space encompasses more than just having open areas; it also involves creating additional areas that offer sufficient and flourishing public areas that are completely accessible and impartial.

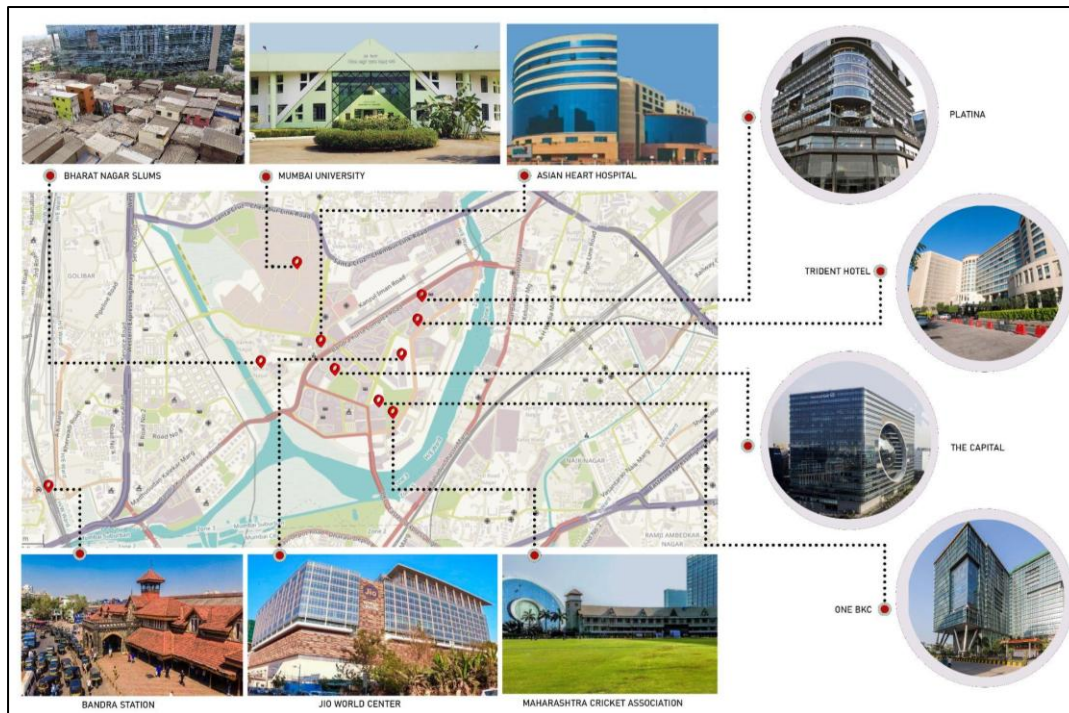


Figure 3. Location of BKC, and Surroundings

## 2.1 Primary Data Collection by on Site: Observation and Expert Opinion

The information that concerns the BKC area was gathered by visiting the area in question, keen observation and casual conversations with local people. This was corroborated by the secondary data.

## 2.2 Conceptual Understanding of the Whole and the Parts

### Growth of the BKC(Mumbai)

BKC in Mumbai is one of the city's most prominent commercial and cultural hubs, strategically located in the central suburbs. Known for its modern urban planning and infrastructure, BKC features a mix of high-rise office towers, premium residential spaces, and well-maintained green zones. It is divided into separate blocks like E-Block, where there are government offices including the Reserve Bank of India, and G-Block, constructed as the International Finance Business Centre (IFBC), with various premier national and multinational companies. The zone also encompasses landscaped public areas like City Park, providing a respite from the high-density urban environment.

BKC is highly connectivity-friendly, with direct access to the Eastern and Western Express Highways. It is also destined to be a central node in India's transportation future, with the upcoming Bandra Kurla high-speed railway station (part of Mumbai-Ahmedabad bullet train corridor) under construction and proximity to several Mumbai Metro stations. Its connectivity makes it an ideal location for business and travel. Besides its commercial attraction—accommodating more than 400,000 professionals from different industries—BKC is transforming into a cultural and lifestyle hub. It comprises NMACC (Nita Mukesh Ambani Cultural Centre), a state-of-the-art performing arts and exhibition venue, and the Jio World Garden, an open-air green area utilized for public gatherings and recreation. Overall, BKC is a thriving intersection of commerce, culture, and connectivity, and it is a landmark destination within the Mumbai cityscape.



Figure 4.Land-use & Building use of BKC

## 2.3 Conceptualizing BKC as a Business Improvement District (BID) - The Whole and Its Parts

Bandra-Kurla Complex (BKC) operates de facto as Business Improvement District (BID), albeit without formal designation as such. As Mumbai's premier master-planned business hub, BKC captures all the attributes captured by an optimal BID mechanism—characterized by a defined geographic area, shared governance systems, cooperative funding programs, and coordinated urban management initiatives. All of BKC as a BID is more than the simple aggregation of its constituent physical components; it is an elaborate system in which corporate stakeholders, government institutions, and infrastructure coalesce to generate value.

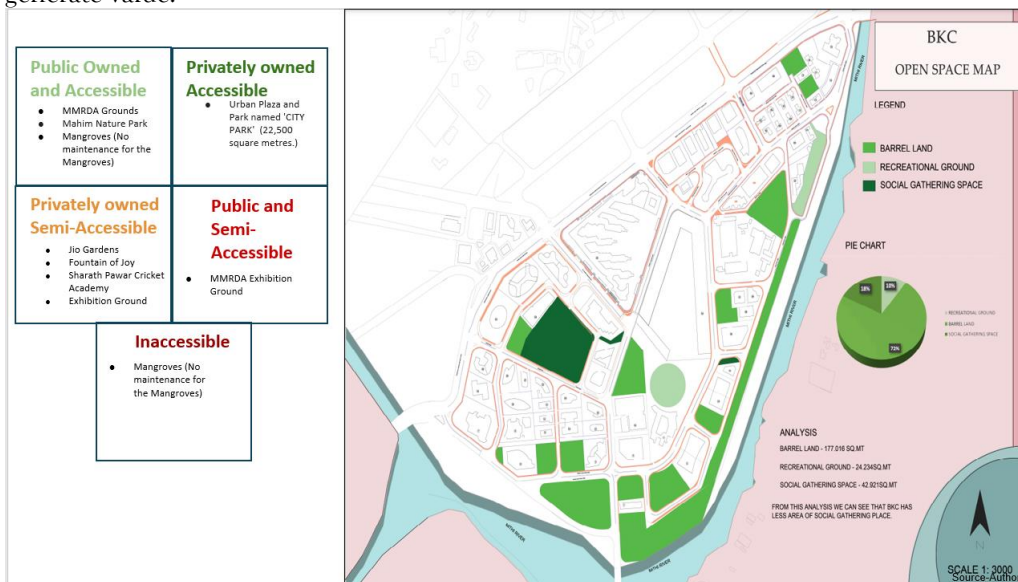


Figure 5.Public open spaces

Unpacking this totality into its discrete components clarifies the complex dynamics that enable functioning of BKC. Physical components form most visible stratum—consisting of the iconic office skyscrapers housing international financial institutions, the vibrant set of retail and hospitality services, and the transport networks that connect the different strands. These physical elements are supported by less visible but no less critical elements: the mechanisms of income generation arising from land leasing and FSI premiums, the governance structures led by the MMRDA with involvement from private interests, and the daily presence of hundreds of thousands of workers that animate the district. The relationship between these pieces creates synergies and tensions. Investment by corporations in anchor projects such as the Jio World Centre raises the profile of the entire district, but pedestrian infrastructure



weaknesses or costly amenities expose disconnects between pieces of the system. In contrast to the formal BIDs of global cities with systems of structured governance, BKC's pieces at times operate at cross purposes - with private developments sometimes occurring ahead of public infrastructure, or luxury positioning precluding potential community-building components.

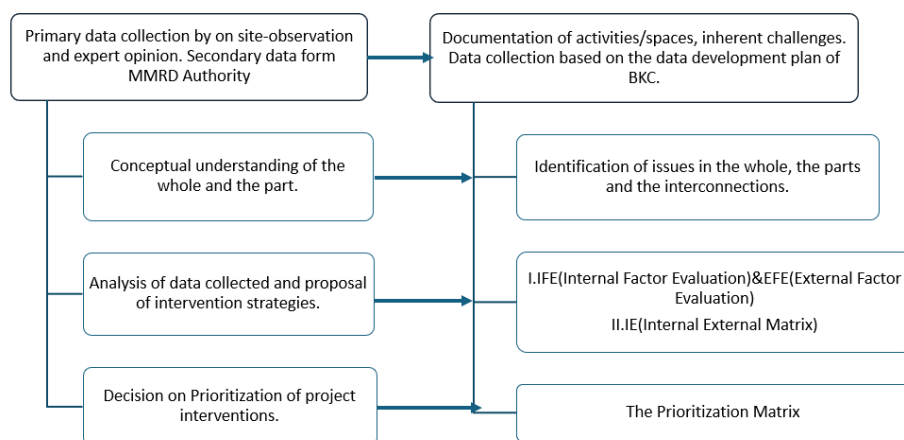


Figure 6.Primary data collection for BKC.

Primary Data Collection by On-Site: Observation as well as Expert Opinion

According to secondary data, location information has been gathered through thorough observation, a visit to the area, and casual conversations with locals.

This theoretical framework holds the promise of integrating BKC's pieces more harmoniously into a whole. Official BID-type governance could bring stakeholders together around a shared placemaking vision. Pedestrian connectivity between corporate campuses would bridge physically separated pieces. Mixed-use additions could create feedback loops between daytime office workers and evening visitors. The world's best BIDs show how, by design, coordinating the pieces - physical, economic, and social - creates districts that are greater than their parts. For BKC, applying this whole-parts logic could transform the complex of dramatic buildings into an integrated urban system.

### 3. Threats and Challenges of Implementing Placemaking in BKC

While placemaking can redevelop BKC as a more lively and public-focused district, several serious obstacles might prevent its implementation. Resistance from corporations is one of the main obstacles because most corporations care more about functionality and security than about public activation. Corporations will resist pedestrianization or longer public operating hours because they fear interference, security threats, or perceived inefficiency of logistics. High land costs and commercial property pressures also deter dedicating space to non-revenue-generating uses such as parks, plazas, or street vendors, which means that it is not easy to implement inclusive, lively public spaces.

A second big issue is insufficient activity outside work hours, as BKC is now essentially a 9-to-5 business hub. In the absence of residential intensity and evening use, attempts to enliven streets with cultural festivals or restaurants will find it hard to maintain attendance.

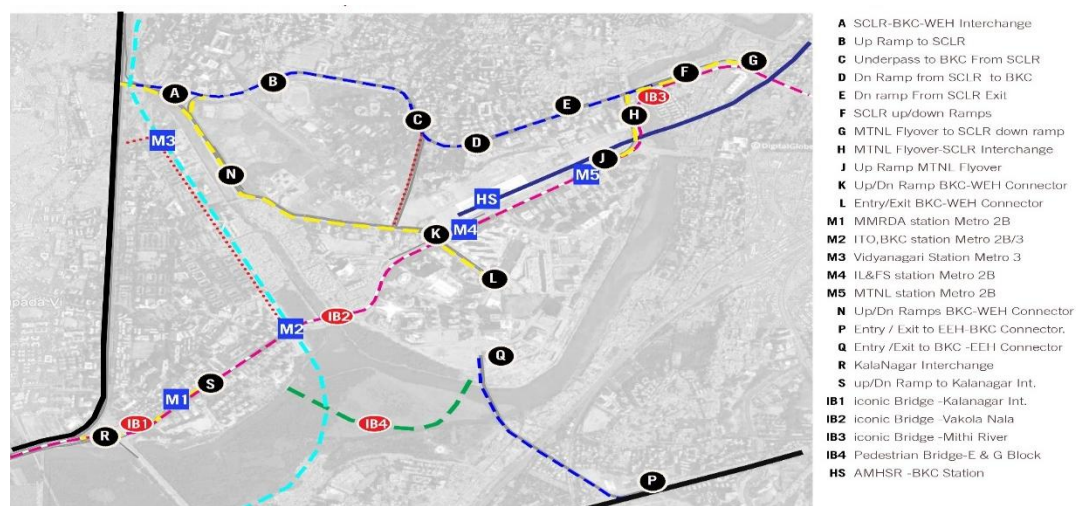


Figure 7.BKC Infrastructure projects, <https://mmrda.maharashtra.gov.in/>

Inaccessibility on foot and car reliance also make placemaking harder, as wide roads designed for cars dominate the urban environment, with little space for pedestrian-centred interventions. Even if walkable spaces are brought in, Mumbai's intense heat and monsoon weather can undermine their use with inadequate shaded or covered amenities. Stakeholder fragmentation is also a risk—while planning is led by MMRDA, private property owners, corporations, and local communities could have conflicting agendas. Without an official governance mechanism (e.g., a Business Improvement District), decision-making is likely to be slow or political. In addition, elitist urban design tendencies can render placemaking exclusive, prioritizing high-end retail and corporate sensibilities over street food vendors, affordable food options, or public seating that is accessible, all of which are essential to authentic street life. Lastly, security concerns in a high-profile financial district may lead to over-policing of public spaces, restricting spontaneous gatherings or street performances. If placemaking is overly curated rather than organic, it could feel artificial and fail to foster a true sense of community. Without addressing these threats, BKC's transformation into a vibrant, round-the-clock urban hub may remain incomplete. A phased, collaborative approach—starting with pilot projects and stakeholder negotiations—could help mitigate these risks while gradually shifting BKC's identity from a sterile office park to a dynamic urban destination. The author carried out a qualitative investigation of the region.

Intervention for the BKC is desperately needed. The analysis of the gathered data has been done through a series of two stages:

1. Internal factor assessment as well as external factor assessment
2. Internal external matrix as well as analysis.

**4. Internal Factor Evaluation (IFE)–External Factor Evaluation (EFE) matrix is a strategy formulation Tool** is designed to assess the functional areas' weaknesses and strengths (ben-abdallah et al., 2022). (David et al As an example of a successful business strategy, it has been employed to great effect. Analyse strategic aspects in connection with Bashgol protected region management in Qazvin. Province, iran (rezazadehet al., 2017). Estimation has been conducted through an internal audit. On a scale of 100, factors with total weighted scores are evident in Table 2. Having decided on result. Most significant internal aspects of strengths as well as weaknesses were evaluated, and corresponding weights were allocated to them. Given feature is based on its relative significance. Zero represents absence of. The total weight of all objects. The total came to 100. The 1 to 10 scale rating indicates the level of significance or generalness of the factor. Weakness or strength. The ratings of each factor were adjusted with factor's weight, so that overall score could be determined. Weighted score for every factor can be derived. The matrix has been formed by adding elements. Weighted score for every element. Matrix was created using similar method as visualization. In context of environmental, economic, social, as well as other factors, it is important to prioritize opportunities and threats.

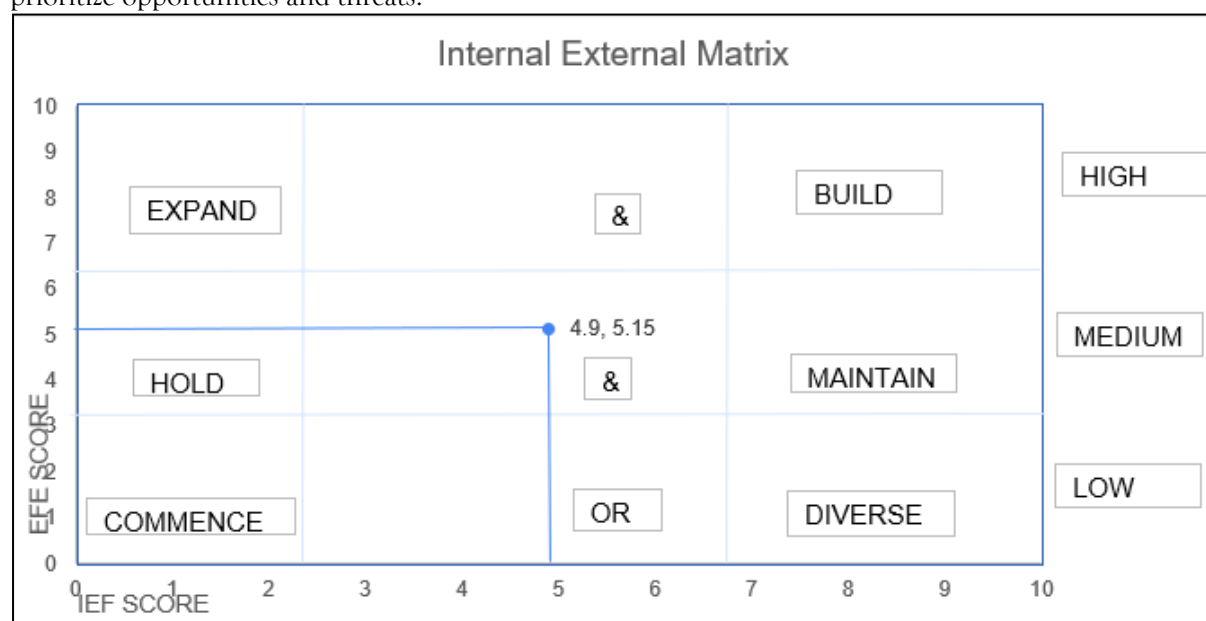


Figure 8. Internal External Matrix

Internal and External (IE) matrix, as management tool, as well as suggestive model derived IE factors. EFE has been used as an extension of IFE matrix as well as EFE matrix models. It has been derived from. IFE model was drawn on x-axis, while the EFE model was drawn on y-axis. IE matrix was used to represent



the relationship between the two models. Weighted score into the nine-cell matrix as in Fig. On x-axis, a weighted score 1-3.33 is in the range of a. Inadequate internal orientation. A range of 3.33 to 6.33 indicates an average position, as well as range of 6.33 to signify a higher position. 10 indicates a firm standpoint. The same interpretation is also valid for EFE total weighted. Data Points Stacked on X-Axis. Strategy that is formulated corresponds to cell where decision-making process takes place. Lines intersect. Cells 1, 2, as well as 3 represent an expansion as well as construction strategy, which translates to a focused and intensive approach. A strategic approach that focuses on aggressive tactics, capitalizing on strengths, as well as internal development. Integration: Cells 4, 5, as well as 6 propose a hold as well as maintain strategy that emphasizes a slow as well as steady approach. Adopt a cautious approach when it comes to progress and advancement. Cells 7, 8, and 9 indicate the conclusion. Begin with or varied approach that suggests making the most of value available, as well as overcoming obstacles. Weaknesses as well as not choosing progress.

#### Internal associated activities/spaces forming Strong factors

Table 1. Internal Factor Evaluation (Strong Factors)

Internal Factor Evaluation (IFE)	Weight	Rating	Weighted Scores	Axis Value
External associated activities/spaces forming the strong factors	10	6	0.6	
Image and identity for the city	10	7	0.7	
Fairs, festival, car street procession.	10	4	0.4	
Nodes, Signals and CLEANLINESS	10	6	0.6	5.3+5=10.3/2=5.15
MMRDA FUND & Merchant associations	10	5	0.5	
Human scale of street square open space	10	3	0.3	
Vitality of urban area, multicultural activity	10	3	0.3	
Mixed land-uses promote safety	10	3	0.3	
Economic gains by showcasing Business improvement District	10	6	0.6	
E.V. ON RENT, Bicycle on rent, Cycle on rent	10	5	0.5	
Green cover	10	5	0.5	
TOTAL(10)			5.3	

Table 2. Internal Factor Evaluation (Weak Factors)

Internal Factor Evaluation (IFE)	Weight	Rating	Weighted Scores	Axis Value
Internal associated activities/spaces forming the strong factors	10	6	0.6	
Parking spaces	10	6	0.6	
Fairs, festival, car street procession.	10	5	0.5	
Mix-land use	10	7	0.7	
Community association	10	6	0.6	
Eyes on Street/Buzzing area in night time	10	7	0.7	
Interactive spaces	10	3	0.3	5.15
BARRIER FREE	10	3	0.3	x axis
Connectivity to local transport/Railway station	10	4	0.4	
AFFORDABLE COST	10	3	0.3	
TOTAL(10)			5	

Table 3. External associated activities/spaces forming opportunities factors

External Factor Evaluation (IFE)	Weight	Rating	Weighted Scores	Axis Value
Year around activity	10	6	0.6	
Recreational public space as proposed land-use	10	7	0.7	
shifting out of incompatible activities	10	6	0.6	
PPP for appropriate urban interventions	10	7	0.7	6.4+3.4=9.8/2=4.9
Axis and connectivity to BKC	10	8	0.8	
Movement paths and access for people	10	5	0.5	
No traffic and restricted traffic zone	10	6	0.6	Y axis
Creation of open spaces as street squares	10	7	0.7	
Neight-life	10	6	0.6	
Food venture/Hockers	10	6	0.6	
TOTAL			6.4	

Note: Rating: Major Weakness = 3, Minor Weakness = 4, Major Strength = 8, Minor Strength = 7.

Table 4.External associated activities/spaces forming threat factors

External Factor Evaluation (IFE)	Weight	Rating	Weighted Scores	Axis Value
Architectural low value/Façade/urban identity	10	4	0.4	
Parking issues. No year round activity	10	3	0.3	
Building activity in non-eco-friendly manner	10	4	0.4	
New incompatible activities in the area	10	4	0.4	
Non participation in urban space creation	10	3	0.3	
Movement paths/Pollution level	10	3	0.3	
Water supply,Gas line,Sewage line	10	3	0.3	
INDIVIDUAL VEHICLE PREFER	10	3	0.3	
PARKS,Hospitals,School	10	4	0.4	
Food venture/Hockers	10	3	0.3	
TOTAL			3.4	

#### Analysis and Internal External Matrix and Proposal of Intervention Strategies

With IFE score 2.4 as well as EFE score 2.5, intersection location of 2 axes lies in 5th quadrant of IE Matrix as demonstrated in Fig. 8. Therefore, IE Matrix recommends ‘the hold and maintain strategy’ for historic core of Hassan. It indicates a gradual as well as continuous expansion by restoring value of historic core with conservative attitude towards progress, as well as advancement. According to plan, BKC's placemaking strategy can be explained by three different paths, each offering particular strengths and weaknesses. The Expand & Build strategy encourages extensive growth by applying BKC's corporate strength to major projects like riverfront development, which assures rapid change but can cause stakeholder discontent through high costs. In contrast, the Hold & Maintain strategy favours slow, low-cost improvements like adding street furniture or temporary activities, which assures stability but offers a slow rate of development. The third option, Commence/Diversify, tests ideas through temporary interventions like night markets, which assures flexibility but delivers minimal long-term impact. To achieve best results, a hybrid strategy is recommended: start with small pilot projects (e.g., turning a single block pedestrian-only), extend successful initiatives (e.g., adding green space), and eventually achieve large-scale developments (such as mixed-use towers). This incremental approach skilfully balances grand vision with stakeholder participation while minimizing related risks.

#### 5. Prioritization Matrix

As indicated in Table 5, the prioritizing matrix aids in ranking tasks or projects according to their significance. Based on the weighted criteria, the tools sort and rank different alternatives from the requirements list in Table 4 according to their importance.

A	Uses and Activities	E	Urban services (Drinage,Toilets,Eating spaces)
B	Comfort and Image	F	Organised traffic & parking
C	Access and Linkages	G	Good well-designed community spaces
D	Sociability	H	Image and identity

Table 5.Prioritization Matrix

	Uses and Activities	Comfort and Image	Access and Linkages	Sociability	Urban services(Drinage,Toilet s,Eating spaces)	Organised traffic & parking	Good well designed community spaces	Image and identity	score
<b>Proposed Interventions for the BKC(BID)</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>Weighted Scores</b>
Weights assigned to the criteria	2	1.7	1.2	0.8	0.6	0.8	1.3	1.6	10
1.Shifting of incompatible activities from area	9	9	9	9	6	6	3	8	59
2.Multi-storey parking facility in the area	7	9	7	8	3	9	7	7	57
3.Development of community space	2	5	6	5	4	6	7	5	40
4.Accommodation of street vendors	8	8	7	6	5	7	4	6	51
5. This initiative involves green buildings, smart street furniture, online building plan approval, ease of doing business, digital geographic information system and global positioning services-enabled services, green parks	7	8	9	7	6	9	6	8	60
6. Creating Live-Work-Play spaces	8	7	9	8	6	7	8	8	61
7. Policy level improvements	6	9	6	7	5	7	8	8	56
8.Connectivity and livability	9	9	9	8	9	9	9	9	71
9.Making placemaking a tool for sustainable development.(smarts BKC INTERVENTION)	9	8	8	9	8	8	8	9	67
10.Governmental policies	9	7	6	7	6	9	8	7	59

Out of the ten interventions proposed for the BKC, BID is the prioritization matrix recommended. Intervention of connectivity and livability received the highest weighted score 71%. 2<sup>nd</sup> intervention using placemaking as a tool for sustainable advancement. It is next in priority with weighted score 67%, therefore, if there are many teams to work with, activities can be started simultaneously. The third priority is for creating live-work-play spaces with a focus on incorporating residential, commercial, and recreational areas within the same location.

The score of 63 is the weighted average of the scores. Long-term advantage of prioritization matrix is that it explicitly shows which projects should address later.

Strategy adopted was 'A slow and steady intervention by restoring the value with a conservative attitude towards growth and development' as per IE matrix. Value of BKC (BID) area with its image as well as identity, usages and activities, communal living, pedestrian-scaled streets, as well as safe public places is ideal city region which is aimed for in today's setting; multicultural community fairs as well as festivals maintain area's vibrancy.

The placemaking matrix visually maps out the interrelations between key placemaking attributes and five major categories: Uses, as well as Activities, Comfort & Image, Access as well as Linkages, Sociability, as well as Context & Site Interpretation. Analysis reveals the following:

- Highly Interconnected Attributes: Core elements like safety, cleanliness, sense of place, and welcoming environment are linked to multiple criteria, underscoring their essential role in creating successful public spaces.
- Dominant Categories: The categories Comfort & Image and Context & Site Interpretation are the most frequently linked, highlighting their central importance in placemaking.
- Design Priorities: Attributes such as sustainability, uniqueness, vitality, and experience stand out as critical drivers of engaging and meaningful places.
- Opportunity Areas: Sociability and Access & Linkages show fewer connections, suggesting areas where more intentional design and planning can enhance overall placemaking outcomes.

In summary, effective placemaking requires a holistic and integrated approach, ensuring a balanced consideration of functional, social, and contextual elements. This matrix serves as a strategic guide for aligning design goals with user-centred and place-specific attributes.

## 6. DISCUSSIONS AND CONCLUSIONS

This study demonstrates how strategic placemaking can redefine the Bandra-Kurla Complex (BKC) from simply being a business hub to an urban destination that is vibrant, inclusive, and sustainable. Dealing with BKC's unique problems-dominated-car infrastructure, lack of social vibrancy, and discontinuity in public space framework proposed could serve as a model replicable in financial districts worldwide. This holistic view aims to balance the four key dimensions: physical (walkability, green), social (community activation, cultural programming), environmental (climate-resilient, sustainable mobility), and economic (mixed-use viability, stakeholder ROI).

BKC's current-state building is a test that high-value business districts can change for the better going beyond the core corporate identity into a 24/7-livable space. Work, leisure, and community all fold into one. The lessons can be extended to others such as financial hubs in emerging cities—a blueprint for place-led urban regeneration that learns from local context yet innovates within it. Future success cannot be left to chance; it will require governance coordination, phased experimentalism, and elevation of humanness at the core of urban development.

What it confirms is that BKC is the journey from office park to urban destination: great cities are not just built for the experience, belonging, and shared prosperity, rather efficiency.

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