Changing Pattern of Visakhapatnam City Profile- A Welfare Perspective

-RWA, Visakhapatnam*

The city of Visakhapatnam was called the city of destiny by Sir C.R Reddy, the first Vice- Chancellor of Andhra University in 1926 after visiting the fishermen clusters here. Visakhapatnam town then and now as a city is located on the midway between Calcutta (Kolkata) and Madras (Chennai) on the Coromandel (choramandala) coast. In fact, the British had a vision to capture this part of the country and named their Company as East India Company. Those who have seen the East Coast and the West Coast agree with the fact that this part is the most beautiful coast with hills and Eastern Ghats parallel to the Sea Coast providing natural beauty and security from calamities like Cyclones. It was perhaps the serenity and natural protection that attracted the Buddhist Bikshus in the fourth century B.C to establish monasteries on the hills abetting the city viz., Bavikonda, Totlakonda and Pavuralakonda. It was proved by archeologists that on one of the monasteries proved that hundreds of monks lived here and in the surrounding areas. The place was known after Kalinga Mathara King Visakha Varma of the 4th century A.D whose copper inscription was discovered and published by S.N Rajaguru. Later Godavarty Ramdas republished it interpreting that the city was named after Visakha Varma who established a small place of worship in his name here. Mathara dynasty persisted for hundreds of years with capitals at Pistapura, Devada etc. In fact, the city was an important part of the Kalinga dynasties and the princes of the region had established their realms in the high lands that have continued even to the present day. Visakhapatnam city had the Jeypore, Kurupam, Dasapalla family properties that were later usurped by settlers and the region North of Rajahmundry had only Zamindari system without much settlement records. It had been inhabited by fisher folk on the coast covering Pudimadaka to Bhimili of the city from time immemorial.

In the modern period, Visakhapatnam had emerged as one of the earliest to have a municipal authority in India only next to Surat and Berhampur. A voluntary Municipal association was set up in Visakhapatnam in the year 1858 under the all India Act xxiv of 1850 followed by Nellore, Kurnool, Vizianagaram and Bimilipatnam. The association, intended to meet the civic needs of a few thousand people, was, in the beginning, highly encouraged and financially supported by men of civic sense like R. Ganapathi Rao. The members of the association, deeply interested in the civic affairs, worked hard for widening and lighting of public streets, for establishing markets and for providing

drainage and water supply. The imperial gazette of India (volume XXIV, T to Z, 1900), mentions that "the unhealthiness of the town Vizagapatam was much mitigated after the establishment of a voluntary municipal association. The municipal association, in the first year of its inception, constructed a commodious municipal hall to which were attached a library, a reading room and a young men's literary institution. Because of these rare achievements, the association was regarded as one of the most successful of the very few municipal associations which were founded in the presidency under the above act.

The main financial resources of the association were very few. They were a tax on houses and also ferry rents through which it collected Rs.10,500 matched by an equal amount by the government of madras as grant. Added to this amount was the subscriptions it collected amounting to Rs.2,500. Thus, the association possessed a total amount of Rs.23,500 in the first year itself to meet the civic needs of Vizagapatam.

The Town's Improvement Act of Madras (Act X of 1565) brought in substantial changes in the civic authority. Under the act, the association had become a municipality having a commission consisting of officials and nominated exclusively from mercantile community. The term of the commission was one year. The district collector of Vizagapatam became the ex-officio president of the commission. He possessed both deliberative and executive functions. As the head of the deliberative wing, the collector presided over the proceedings of the commission for taking policy decisions while, as the executive head, he implemented those decisions taking the assistance of his subordinate staff. In his official responsibilities, he was assisted by the revenue divisional officer who, in the absence of the former, presided over the meetings of the Vizagapatam municipal commission. The secretary was to implement the policies of the commission. This commission remained in office until the passing of the Madras District Municipalities Act, 1884.

Before proceeding with the changes brought into the Visakhapatnam municipality, under the madras district Municipalities Act, 1884, one has to know the purpose behind the mayo's resolution of 1870 as also Ripon's resolution of 1882 which are of great importance in the study of municipal government and administration in India.

A new institution was created in 1970s to take care of the development of the town as Town Planning Trust. This was later converted as Visakhapatnam Urban Development Authority (VUDA) and now Visakhapatnam Metro Region Development Authority (VMRDA) and is extended covering almost the three districts of North Andhra Pradesh with a mandate to develop urban areas. VUDA rechristened as VMRDA has emerged as business enterprise in real estate and helping and facilitating realty in the region. Once an urban area is developed, its maintenance will be entrusted to the

Municipal Corporation after sometime. That is how the size and charge of GVMC has been increasing over a period of time. Thus, once a small fishing village, Visakhapatnam has a population of 2.1 million now and is the financial capital of the state of Andhra Pradesh, India. 44 per cent of households – 195,000 – are in the city's 711 slums, representing the highest rate in India. It can be seen from the Table-1 that the slum population which was only 25.46 per cent in 2001 has raised to one third of the population by 2011. This shows the enormous burden on the resources and time of the Corporation to make the city hygienic and tidy.

Table: 1

Growth of Population in GVMC

Year	Total population	Percentage of the growth	Slum population	Percentage of slum population growth	Percentage of slum population to total population
1951	1,08,042	-	27,000	-	24.99
1961	2,11,190	95.47	51,357	90.21	24.32
1971	3,55,045	68.12	86,567	68.55	24.38
1981	5,65,513	53.27	1,52,000	75.18	26.88
1991	7,39,947	30.84	2,21,347	45.62	29.91
2001	13,45,938	81.89	3,42,658	54.81	25.46
2011	1,703,320	26.55	5,58,000	62.84	32.76

Source: Greater Municipal Corporation Visakhapatnam (GVMC).

The City as Urban agglomeration

Visakhapatnam was declared a city in 1979 when the population reached half a million. The cluster of fishermen villages and the surrounding settlements that depend upon ocean resources together with agro based hutments have been merged to emerge as a town by the beginning of the last century. It is not out of place to mention about the unique character of the hinterland of the city basically called as Uttarandhra or Kalingandhra consisting of Srikakulam, Vizianagaram and Visakhapatnam districts that were once part of Visakhapatnam till 1950.

The people are backward not only in terms of education, income and political leadership but also in articulating the issues of the local people. The city by and large reflects the socio-economic characters of Uttarandhra. Majority of the population up to 1990 belonged to OBC, SC and Adivasi groups with unique sub castes. The Region has the distinct position of women as a proportion of men constituting more than 100%. It means there are more women than men indicating perhaps the large proportion of migrant labour force from this region. Interestingly, the immigration, in to the city from the neighbouring region was less and to Hyderabad and other places is higher compared to the districts like East Godavari, Guntur etc. Some of the settlers are resourceful and politically motivated to seize not only political opportunities in the region but also appropriating economic prospects. The settlers' population has increased with the establishment of Andhra University, Port Trust and Shipyard followed by Steel Plant and other industrial establishments displacing the locals. This has changed the unique character as a cosmopolitan city shedding its erstwhile name of Fishermen Village.

Urbanization as a civilizational inevitability has its impact on Visakhapatnam. The city along with Hyderabad has grown in the combined state of Andhra Pradesh. But we cannot see the growth of economic opportunities in the region including Visakhapatnam as they have been diverted to Hyderabad and other mega cities for real estate opportunities, while North Andhra continued to suffer due to underdevelopment. It has its impact on the city with largest number of 711 urban slums in the country. The slum population as per one survey is 6.62 lakhs which is more than one third of the population of the city. The city has over grown spreading in to all directions except the East Coast destroying the fine balance between nature and human habitation that survived thousands of years in Vizag. The recent outcry on destruction of Rushikonda as the holy symbol of the City is only a small episode compared to the appropriation of hills, common properties and government lands by those families whose ancestors never lived in this part of the country and overlooking the significance of the unique nature of the city.

Growth of Urban Slums

Table 2 above shows that the GVMC is characterized by a very significant presence of the urban poor in slums, with a growing poverty profile. Slum settlements have multiplied over decades and the living conditions of the poor have not improved. Environmental decline, vehicular pollution, inadequate basic services and infrastructure in the poor settlements hit the poor. Slums are scattered across the city and surrounding areas, with high population densities and the number of people inhabiting them is around 5.5 lakh. It is estimated that more than half of these slums are on GVMC and Government lands, and the rest on lands belonging to various public entities. Poverty has a visible gender dimension too. 'The incidence of poverty among women is higher and female-headed households constitute the poorest of poor. The poor, not only

habitat in slums of GVMC area but are spread in squatter and informal settlements in small groups deprived of basic services. This makes them more vulnerable to vagaries of nature and threat of eviction. A major problem is the incorporation of 32 villages around Visakhapatnam in the GVMC. Almost all these villages are inhabited by poor and the infrastructure is very low. These areas should be taken as „poor areas" and special programmes need to be initiated to develop them on par with the city'. According to data from the GVMC, the total number of slums are about 711 inhabited by about 1,25,049 male and 24,187 female household heads, which is 83.79 per cent and 16.21 per cent, respectively. Out of the 711 slums only 521 are notified slums and the remaining are categorized as unidentified slum. This means more than a quarter of slums are not officially recognized. Thus these slums and their dwellers are not entitled for the developmental programs and other special benefits provided for the slum dwellers. The overall slum population is 5,52,859 among which 50.74 per cent and 49.26 per cent are male and female. About 98 per cent of the slums are being developed by providing basic infrastructural facilities to some extent. We have ranked the slums in the table. Zone I is ranked 1 followed by Zone IV with large concentration of slums in the city.

Table: 1.2
No. of Households, Wards and Slums in Zone

Zone Name	(Wards)		No. of Households	Rank	No. of Slums	Rank
Zone – I	1 – 6	6	39969	3	169	1
Zone – II	7 – 18	12	18167	6	64	5
Zone – III	19 – 30	12	20460	4	62	6
Zone – IV	31 – 49	19	55454	1	168	2
Zone - V	50 – 65	16	41540	2	151	3
Zone – VI	66 – 72	7	20080	5	97	4
Total	72	72	195670		711	

The above table shows that the city population has increased from 1,08,042 to 17,03, 320 during the past six decades at an increase rate of about 16 times, while the slum population has increased from 27,000 to 5,58,000 at an increase rate of 21 times over the period. The growth of slum population over the period is relatively higher than the total city population in all the periods (except in the period 1951-61). However, the

city population growth as well as slum population growth has shown decline in the period 1981-91, when compared to the growth rate of 1971-81. Another important aspect, the percentage of slum population to total population, has shown increase from 24.38 per cent to 32.76 per cent over the period. It is evident from the above analysis that the growth of slum population is very rapid over the period.

Incompatibility of Hyderabad with Visakhapatnam in Municipal Act

The government of Andhra Pradesh that was formed in 1956 has simply adopted the Hyderabad Municipal Corporation Act of 1955 and that became the basis of subsequent Acts with amendments to municipal Acts of Andhra Pradesh whenever a town has been declared as a corporation. Thus the Visakhapatnam Municipal Corporation Act 6 of 2012 is a replica of the 1145 pages huge document. It is noted that application of the provisions of the Hyderabad Municipal Corporations Act, 1955 (Act II of 1956) to the Corporation. - (1) Save as otherwise expressly provided herein, all the provisions of the Hyderabad Municipal Corporations Act, 1955 (hereinafter in this section called "the said Act") including the provisions relating to the levy and collection of any tax or fee are hereby extended to and shall apply *mutatis mutandis* to the Corporation and the said Act shall, in relation to the Corporation be read and construed as if the provisions of the Act had formed part of the said Act." The lacunae in the Act are that the features of a historical city that was built in the Deccan plateau is simply adopted for a city on the coastal belt. Visakhapatnam is unique both in geographical location and topographical uniqueness that is not taken in to consideration. The city has limited space and two thirds of the original area of the city was held by Defense, Railways, Port etc and the Zamindars whose ownership over their estates ended by the end of 1948 Abolition of Zaminadari Act, yet government did not initiate to take over the lands. The litigations over the ownership continued like the one in Hyderabad over surf -e- khas lands. Further, the civic amenities provided in Hyderabad need to be different from Visakhapatnam as Coastal Zone Regulations are not applicable to Hyderabad. It is noted that the minimum width of streets vests with the Commissioner where land is even with no hindrances like huge hills in Visakhapatnam. The lands available for civic purposes are very limited and the streets have become narrow over a period of time due to several factors. Of Course, Hyderabad had tanks while Visakhapatnam used to have natural fresh water drains that became sewage drains due to apathy of successive municipal administration. Even the building rules, sewage drainage maintenance etc should have been different for a coastal city given the unique position. Of course, the government can amend the rules provided the corporation think about the difficulties and pass resolutions and put it across and apply pressure on government to pass as the corporation has very little of those resources and live on barrowed powers from the headquarters. This has resulted in the shrinkage of space for civic amenities for a happy and joyful living.

Ease of Living and Smart City Concept

The rapid growth of urban population has not matched with the provision of public services to make the living in urban areas habitable, free and joyful. Further, India's urban population is currently around 30% of its total population. Experience across the world has been that as economies grow, rapid urbanization takes this proportion to over 60% before it begins to stabilize. As such, it is projected that India's urban population would grow to about 473 million in 2021 and 820 million by 2051, as against only 285 million in 2001. Hence, cities must not only meet the mobility needs of the current population but also provide for the needs of those yet to join the urban population. In this context, the Government of India has launched the National Urban Renewal Mission (NURM) that inter-alia seeks to bring about comprehensive improvements in urban infrastructure, committing substantial funds for this purpose and requiring a series of reforms . With increasing urban sprawl and rising income levels, non-motorized transport has lost its earlier importance. Statistics show that the share of bicycle trips out of the total trips in Delhi has declined from 17% in 1981 to 7% in 1994. The longer trip lengths have made cycling more difficult. Further, non-motorized modes are also exposed to greater risk of accidents as they share a common right of way with motorized vehicles. However, non-motorized modes are environmentally friendly and have to be given their due share in the transport system of a city. The problems being faced by them would have to be mitigated. First of all, the safety concerns of cyclists and pedestrians have to be addressed by encouraging the construction of segregated footpaths and making adequate parking space available for all residents / users of such buildings. To enable this, FAR norms would be made more liberal. Multi-level parking complexes should be made a mandatory requirement in city centers that have several high rise commercial complexes. Such complexes could even be constructed underground, including below areas declared as green belts in the master plan. Such complexes could come up through public-private partnerships in order to limit the impact on the public budget. All such parking complexes would be encouraged to go in for electronic metering so that there is better realization of parking fees to make the investments viable and also a better recovery of the cost of using valuable urban space in the parking of personal motor vehicles. In residential areas too, appropriate changes in bye-laws would be considered to free the public carriage way from parked vehicles that impede the smooth flow of traffic. Proposals for parking complexes would also be given priority under the National Urban Renewal Mission. The NURM is to promote sustainable and inclusive cities that provide core infrastructure and give a decent quality of life to its citizens, a clean and sustainable environment and application of 'Smart' Solutions. We are giving below the innovative approaches the Ministry of Urban Affairs has developed and introduced to rank the smart cities and level of ease of living in cities.

SMART CITY and EASE of LIVING

• The focus is on sustainable and inclusive development and the idea is to look at compact areas, create a replicable model which will act like a lighthouse to other aspiring cities. The Smart Cities Mission is meant to set examples that can be replicated both within and outside the Smart City, catalysing the creation of similar Smart Cities in various regions and parts of the country.

• Some of the core infrastructure elements in a Smart City would include adequate water supply, assured electricity supply, sanitation, including solid waste management, efficient urban mobility and public transport, affordable housing, especially for the poor, robust IT connectivity and digitalization, good governance, especially e-Governance and citizen participation, sustainable environment, safety and security of citizens, particularly women, children and the elderly and health and education.

• The strategic components of the Smart Cities Mission are city improvement (retrofitting), city renewal (redevelopment) and city extension (Greenfield development) plus a Pan-city initiative in which Smart Solutions are applied covering larger parts of the city.

A Concept of "Sustainable Habitat" has been defined as "an approach towards a balanced and sustainable development of the ecosystem of habitat which offers adequate shelter with basic services, infrastructure, livelihood opportunities along with environmental and socio-economic safety including equality, inclusiveness and disaster-resilience". Further, the 'Ease of Living Index' launched in 2018, aiming to improve institutional, social, economic, and physical urban systems to enhance the livability of cities, includes various indicators aligned to climate mitigation and adaptation targets. With the new global urban agenda, the SDGs, andthe 'Ease of Living Index' launched in 2018, aiming to improve institutional, social, economic, and physical urban systems to enhance the livability of cities, includes various indicators aligned to climate mitigation and adaptation targets.

THE THREE Pillars are Quality of Life, Economic Ability and Sustainability

Quality of Life

- Education
- Health
- Housing and Shelter
- WASH and SWM
- Mobility

- Safety and Security

- Recreation

   Economic Ability

- Level of Development

- Economic Opportunities

- Gini Coefficient

   Sustainability

- Environment

- Green Spaces and Building

- Energy Consumption

- City Resilience

The Ease of Living Index has been developed by the Ministry of Housing and Urban Affairs with a similar intent. The Index itself has been strengthened based on learning from the previous year's exercise and has also been expanded in scope with an accompanying Municipal Performance Index. The latter is meant to assess the performance of local bodies and their service efficiency while the former is aimed at assessing the outcomes of these services and the citizen perception of it. The Index aims to quantify the ease of living of citizens living in the cities across three pillars: quality of life, economic ability, and sustainability. Therefore, we look at **the livability of citizens** within cities, which incorporates both quality of life and the economic opportunities available across these urban agglomerations. The Index has a component of a citizen perception survey to assess the sense of the people with respect to the livability within cities. The findings from the perception survey are meant to be mapped with the findings of the Index to assess if the view of the citizens about city matches with the service outcomes. In all, the Municipal Performance Index and the Ease of Living Index, of which the citizen perception survey is a part, are aimed at providing a holistic view of Indian cities beginning from the services provided by local bodies, the effectiveness of the administration, the outcomes generated through these services in terms of the livability within cities and, finally, the citizen perception of these outcomes. The key objectives of the Ease of Living Index are to:

1. Generate information to guide evidence-based policy making;

2. Catalyse action to achieve broader developmental outcomes including the Sustainable Development Goals;

3. Assess and compare the outcomes achieved from various urban policies and schemes;

4.Obtain the perception of citizens about their view of the services provided by the city administration.

The three pillars include a total of 14 categories and 50 indicators. Each pillar is given a weightage. Quality of Life is given 35%, Economic Ability 20% and Sustainability 20 % and People's Perception 40 %. After obtaining the data the standard statistical techniques are used to standardize it before drawing the lists of cities as per the scores obtained.

It is on the basis of the scores obtained, the Ministry of Urban Affairs and Housing declare the results. Of the 40 cities with a population of one million and above Bangalore, Pune, Coimbatore and others are figured in the top rank positions. Visakhapatnam is not seen anywhere near the ranks.

Residents Perception of Welfare Deficit in Visakhapatnam

The city of Visakhapatnam is not seen in the list of ranks declared by the government of India. It may not be the fault or weakness of the administration in not getting the rank, but may be due to the defective planning of civic amenities to a growing city of destiny. It is increasingly seen as a place for business, investments, trade, tourism and other activities while the residents and natives feel that it is one of the best places for a post- retirement life and peaceful living. The crime rate was very low till very recently and the settlers and real estate hoodlums started using their muscle power over the corporation through political manipulations. The city has grown of its own strength and location can be seen in terms of the fact that there are several such places in other parts of the state that did not develop as much as the city due to the quiet nature of the local inhabitants. However, the use of political manipulation in the process of real estate business that has to a large extent dented the natural growth of the city with its original splendor. The city used to have Mangroves, Casuarina, Palmyraand Coconut groves on the coast from Pudimadaka to Bhimilipatnam with millions of years old red-soil formations that are unique to the city as protectors from cyclones. They are all destroyed by the real estate sharks with political clout to expand and expound regulations for their benefit. This has resulted in devastation of the city duringHudud and other such cyclones. Settlers may not know that similar cyclones used to recur as a natural phenomenon on this coast for thousands of years, but nature has developed a protective cover thatensured security to residents. Unfortunately the natural cover has been removed with little regard for the welfare of the residents. The official machinery is of little help as the elected representatives with political connections and real estate interests overpowered and got their real estate agendas implemented. One can see how the coast is burdened with buildings and structures within the CRZ

Zone I and still continue to have more of such buildings to come up in future. One of the important objectives of CRZ regulations is to facilitate common people to visit and spend leisure time on the beaches as a free public good and not a private commercial facility to visit on paying fees. The whole beach front and the coast up to Rushikonda is commercialized as if it is Vendors Street or bazaar cramming with all kinds of things on the beach with little space to walk in the evenings. It is hardly seen such pitiable sight on any coastal city of the country. The beach at R.K Mission is almost privatized by permitting only commercial gatherings, religious discourses and is not open for political or social gatherings. The city doesn't have a small place for social or cultural meets. It is the only city perhaps in the country without a public place for huge political meet except the university grounds that is private. There are no public sports complexes and the one park that is converted from the Zail is almost privatized with a fees. It is pity that a small enclosure abetting Municipal Corporation office is converted as makeshift public place for demonstrations. The Public Library built on the municipal site and public money and with little donations is converted as a private domain. The Public Library of the Government has not yet come out of its difficulties. Except for the elite cricket, there is no place for common man to play, stretch out, meet, gossip and gather free of coat. Is it not the duty of the corporation to provide such facilities as per the 74th amendment to the Constitution?

The Ease of living indicators is short of individual and private dominion welfare activities that bring happiness to the people. The ease of living concentrates only on group's movement and their security, but not on those who are caged in resident apartments. The culture of enclosures or the so called gated Communities are exclusive fora privileged group like the erstwhile Lords in UK and they don't meet others is becoming an order of the day here. But, the residents have several issues that are noted above as collective problems. But individual flat owners have problems that are innumerable. There is no mechanism to ventilate their grievances to the municipal authorities except the dial your problem that is specific. Residents have associations as per the Act and rules and wish to bring their problems to the corporation from time to time. For instance the menace of commercialization of public space opposite the entrance of an apartment or converting the residential properties as commercial venues, building additional or extra space above the sanctioned one can be represented in a group. It is known to everyone such grievances brought to the notice of petty officers will get repeated once the pact is done. In fact, the whole city is now converted as a commercial hub and no street is free from commercial and business activity. Even those localities once known as residential areas like Seethammadhara, M.V. Palem, L.B.Colony, Sriharipuram, to name a few are now busy centres of commerce and trade. The corporation may be interested in the revenue but the people; the citizens are more interested in quiet and stress free living. In fact, one of the pillars of ease of living 'sustainability' looks in to this aspect that is very much lacking in Visakhapatnam city.

We wish to bring the following as the critical issues to be taken care of by the corporation or government to make Visakhapatnam a destination of sustainable living.

1.The greenery of the city once known for its green hills and plantations including kobbaritota like locations has been converted in to slums. The hills are not protected and greedy and criminal elements appropriate space and sell it in secondary markets destroying the serenity of the city. The corporation should implement strictly the building rules where a certain space is supposed to be used for trees and not for ornamental plants. Greenery on the beach front for tourist attractions do not cater to the needs of the residents. Restore green cover with Mangroves, Casuarinaetc on the beach front.

2. Pollution in the city has arisen in recent years particularly after Gangavaram port is used for coal imports and part of the port is being diverted to wares that create pollution. Several manmade disasters took place in the city due to apathy and negligence on the part of the government regulatory bodies to confirm rules and regulations are in place.

3. The temperature of the city is rising beyond 40 degrees Celsius is new phenomenon due to industrial clusters is packed in and around the port area. But the city was once known as temperate climate area that is the inner city of habitation.

4. Drainage of storm water and sewerage seem to have mixed in certain areas resulting in chaos. The topography of the city is distinct that needs to be kept in mind in designing outlets. Except the roads on the beach that are showcased for tourists and visitors, no street is free from sewerage bursts and uncleanliness. It is reported that sanitary staff are regularly posted in commercial establishments at the cost of residential localities that make the streets ugly, dirty and filthy with foul smell.

5 . Residential localities with apartments have little space on the streets to move around as all the roads are converted as parking places. There are skirmishes on the street due to lack of space for parking and playing as the roads are narrow. There is hardly any bicycle on the street or sidewalks for walkers with urinals and toilets in a city of SwachSarvekshan.

6. Children do not have playgrounds as private schools operate without playgrounds and now majority children are in such schools. Once they come out of the school, they are forced to occupy the little space on the street for play while vehicles move around leading to accidents. We cannot think of a city with such facilities developing sports person let alone good and healthy citizens.

7. Sustainability is an important component of Ease of Living Index with citizen's perception being low about the welfare oriented programmes of the Corporation except cosmetic touch for Tourism will hardly help the city to get ranks needs to be modified.

7. Residential Welfare associations do not have any space or time to meet and exchange their grievances and ideas with the corporation in a state of participatory governance.

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