

महाराष्ट्र प्रादेशिक नियोजन व नगर रचना अधिनियम, १९६६
अन्वये निदेश राज्यातील स्थानिक स्वराज्य संस्थाना त्यांच्या
शहरांसाठी स्थानिक क्षेत्र योजना (Local Area Plan-LAP) तयार
करण्यासाठी प्रमाणित कार्यपद्धतीच्या मसुद्यास (Standard Operating
Procedure -SOP) मान्यता मिळणेबाबत निदेश.

आदेश

महाराष्ट्र शासन

नगर विकास विभाग,

शासन निर्णय क्र. टिपीएस-१८२५/१७६/प्र.क्र.३३/२०२५/नवि-१३,

मादाम कामा मार्ग, हुतात्मा राजगुरु चौक,

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दिनांक : ०४.०४.२०२५

प्रस्तावना —

१. शासनाच्या मा. मुख्यमंत्री पुरस्कृत 100 दिवसांत प्राधान्याने पूर्ण करावयाच्या बाबींमध्ये स्थानिक क्षेत्र योजना (Local Area Plans -LAP) तयार करण्यासाठी प्रमाणित कार्यपद्धतीचा (Standard Operating Procedure -SOP) मसूदा तयार करणे व वाहतूक केंद्रीत विकास क्षेत्रासाठी आराखडा तयार करणेसाठी शहरी वाहतूक निधी वापरण्याकरिता प्रशासकीय मान्यता मिळणे या बाबी समाविष्ट आहेत.
२. शहरांची वाढती लोकसंख्या आणि वेगाने होणारे नागरीकरण, त्यामुळे निर्माण होणाऱ्या आव्हानांना उपाययोजना शोधण्यासाठी walk to work ही संकल्पना, वाहतूक केंद्रित विकास (Transit Oriented Development), station area development इत्यादी संकल्पना यांचा नगर नियोजनात समावेश करण्याची नितांत आवश्यकता आहे.
३. या सर्व बाबी स्थानिक क्षेत्र योजनांच्या माध्यमातून करता येणे शक्य आहे. तसेच, केंद्र शासनाकडून भांडवली गुंतवणुकी साठी राज्यांना विशेष अनुदान प्राप्त होते. त्याकरिता केंद्र शासनाने निर्गमित केलेल्या मार्गदर्शक तत्वांनुसार राज्यांनी एकंदर सहा Urban Reforms करणे गरजेचे आहे. त्यात स्थानिक क्षेत्र योजना (LAP) यांचा समावेश असून, एक लक्ष व त्यापेक्षा अधिक लोकसंख्या असलेल्या शहरांसाठी स्थानिक क्षेत्र योजना तयार करणे बंधनकारक करण्यात आलेले आहे.
४. उपरोक्त पार्श्वभूमीच्या अनुषंगाने, स्थानिक स्वराज्य संस्थांना त्यांच्या शहरांसाठी स्थानिक क्षेत्र योजना (LAP) तयार करण्यासाठी तसेच त्यांच्या प्रभावी अंमलबजावणीसाठी, राज्यातील सर्व नियोजन प्राधिकरणांना निदेश पारित करणे आवश्यक आहे, असे शासनाचे मत झाले आहे.

के



त्यामुळे प्रस्तुत प्रकरणी सार्वजनिक हिताच्या दृष्टीकोनातून महाराष्ट्र प्रादेशिक नियोजन व नगर रचना अधिनियम, १९६६ चे कलम १५४ अन्वये प्राप्त अधिकारात शासन नियोजन प्राधिकरणांना खालीलप्रमाणे निदेश देत आहे.

शासन निदेश

- I) राज्यातील स्थानिक स्वराज्य संस्थाना त्यांच्या शहरांसाठी स्थानिक क्षेत्र योजना (Local Area Plan-LAP) तयार करण्यासाठी प्रमाणित कार्यपद्धतीचे (Standard Operating Procedure -SOP) मसुद्यास (परिशिष्ट - अ) नुसार शासनाची मान्यता देण्यात येत आहे.
- II) सदर प्रमाणित कार्यपद्धती मार्गदर्शिकेनुसार (SOP) स्थानिक स्वराज्य संस्थांनी तात्काळ कार्यवाही सुरू करावयाची आहे.
- III) सदर प्रमाणित कार्यपद्धती मार्गदर्शिकेमध्ये (SOP) कालानुरूप तसेच सुलभतेच्या दृष्टीने यथोचित बदल करण्याचे अधिकार संचालक, नगर रचना, महाराष्ट्र राज्य पुणे यांना प्रदान करण्यात येत आहेत.
- IV) सदरचे निदेश तात्काळ लागू होतील.

महाराष्ट्राचे राज्यपाल यांचे आदेशानुसार व नावाने.



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- ९) संचालक (नगर रचना) तथा सह सचिव, नगर विकास विभाग, मंत्रालय, मुंबई.

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- २) आयुक्त, सर्व महानगरपालिका. (बृहनमुंबई महानगरपालिका वगळता)
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- ४) सभापती, नागपूर सुधार प्रन्यास, नागपूर.
- ५) विभागीय सहसंचालक, नगर रचना. नगर रचना कोकण/ छत्रपती संभाजीनगर/ पुणे/नाशिक/ नागपूर विभाग.
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- ७) सर्व विशेष नियोजन प्राधिकरणे.
- ८) सर्व नवनगर विकास प्राधिकरणे.
- ९) व्यवस्थापकीय संचालक, सिडको, सिडको भवन, सीबीडी बेलापूर, नवी मुंबई- ४०० ४१६.
- १०) उपाध्यक्ष तथा व्यवस्थापकीय संचालक, महाराष्ट्र राज्य रस्ते विकास महामंडळ, मुंबई.
- ११) व्यवस्थापक, शासकीय मध्यवर्ती मुद्रणालय, चर्नी रोड, मुंबई.

/- त्यांना विनंती करण्यात येते की, सोबतचा शासन निदेश महाराष्ट्र शासनाच्या असाधारण राजपत्रामध्ये राज्यस्तरावर प्रसिध्द करुन त्याच्या प्रत्येकी १० प्रती नगर विकास विभागास संचालक, नगर रचना, महाराष्ट्र राज्य, पुणे, सर्व विभागीय सहसंचालक, नगर रचना आणि बरील सर्व कार्यालयांना पाठवाव्यात.

- १२) मुख्य कार्यकारी अधिकारी, कोल्हापूर नागरी क्षेत्र विकास प्राधिकरण, कोल्हापूर.
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- १४) मुख्याधिकारी (सर्व नगरपरिषदा / नगरपंचायती)
- १५) कक्ष अधिकारी (नवि-२९), नगर विकास विभाग, मंत्रालय, मुंबई.

/- सोबतचा शासन निर्णय या विभागाच्या संकेतस्थळावर प्रसिध्द करावा.

- १६) कक्ष अधिकारी, माहिती व तंत्रज्ञान विभाग, मंत्रालय, मुंबई.

/- सदर शासन निर्णय शासनाच्या संकेतस्थळावर प्रसिध्द करावा.

- १७) निवड नस्ती (नवि-१३)



शासन निर्णय क्र.टिपीएस-१८२५/१७६/प्र.क्र.३३/२०२५/नवि-१३, दि.०४.०४.२०२५
यासोबत जोडलेले “परिशिष्ट-अ”

Standard Operating Procedure for Local Area Planning

**Town Planning and Valuation Department
Govt. Of Maharashtra**



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..टीप: मार्गदर्शिकेतील बाबींमध्ये कालानुरूप तसेच सुलभतेच्या दृष्टीने यथोचित बदल करण्याचे अधिकार संचालक, नगर रचना, महाराष्ट्र राज्य पुणे यांना आहेत.



Preface (प्रस्तावना)

नगर रचना व मूल्यनिर्धारण विभागाने नुकताच आपला १११ वा वर्धापन दिन साजरा केला. या शतकोत्तर वाटचालीच्या काळात नगर नियोजन क्षेत्रात अनेक स्थित्यंतरे आली, शहरांची वाढती लोकसंख्या आणि वेगाने होणारे नागरीकरण यामुळे शहरांच्या रचनेत आणि नगर नियोजनांच्या स्तरांमध्ये सुध्दा बदल झाले.

नागरीकरणामुळे निर्माण होणाऱ्या आव्हानांना उपाययोजना शोधण्यासाठी शहर नियोजनाला अधिक शास्त्रशुद्ध आणि कार्यक्षम बनवण्याची गरज आहे. त्यासाठी **walk to work** ही संकल्पना, वाहतूक केंद्रित विकास (**Transit Oriented Development**), **station area development** इत्यादी नाविन्यपूर्ण आणि समतोल विकासास पूरक ठरतील अशा संकल्पनांचा नगर नियोजनात समावेश करणे आता आवश्यक झाले आहे.

यासाठी स्थानिक क्षेत्र योजना (**Local Area Plans - LAP**) हे एक महत्त्वपूर्ण साधन असून शहरांच्या शाश्वत विकासासाठी उपरोक्त सर्व संकल्पना स्थानिक क्षेत्र योजनांच्या (**Local Area Plans -LAP**) माध्यमातून प्रभावीपणे राबवता येणे शक्य आहे.

'स्थानिक क्षेत्र योजना' ही काळाची गरज असून केंद्र शासनाकडून भांडवली गुंतवणूकीसाठी राज्यांना विशेष अनूदान प्राप्त होत असलेल्या एकंदर सहा **Urban Reforms** मध्ये 'स्थानिक क्षेत्र योजना' या एका **reform** चा समावेश असून एक लक्ष व त्यापेक्षा अधिक लोकसंख्या असलेल्या शहरांसाठी स्थानिक क्षेत्र योजना तयार करणे अपेक्षित आहे. स्थानिक स्वराज्य संस्थांना त्यांच्या शहरासाठी स्थानिक क्षेत्र योजना तयार करण्यासाठी व त्यांच्या प्रभावी अंमलबजावणीसाठी एक प्रमाणित योजनाबद्ध कार्यपद्धती मार्गदर्शिका (Standard Operating Procedure) तयार करणे ही बाब विचाराधीन होती.

त्यानुषंगाने गुजरात, व केंद्रशासनाच्या शहरी व आवास मंत्रालय यांनी तयार केलेल्या स्थानिक क्षेत्र योजनांच्या माहिती पुस्तिकांचा अभ्यास करून तसेच विचार गटातील बैठकीत झालेल्या चर्चेच्या अनुषंगाने, संचालनालयाने ही प्रमाणित कार्यपद्धती (**Standard Operating Procedure**) मार्गदर्शिका विकसित केलेली आहे.

सदर मार्गदर्शिकेत स्थानिक क्षेत्र योजना (**LAP**) तयार करण्याच्या तसेच ती राबवण्याच्या च्या विविध टप्प्यांची सखोल मांडणी करण्यात आली आहे. प्रारंभिक उद्दिष्टे आणि नियोजनापासून ते अंतिम अंमलबजावणी आणि पर्यवेक्षणापर्यंत, संपूर्ण प्रक्रिया व्यवस्थित आणि सुटसुटीत स्वरूपात समजावून सांगण्यात आली आहे. स्थानिक क्षेत्र योजनेचे क्षेत्र व व्याप्ती कशी ठरवायची, त्यांची संकल्पना, विस्तृत आराखडा त्यासाठी आवश्यक असलेले सर्वेक्षण, त्यांचे नमुने, प्रमाणके, आवश्यक संदर्भ इत्यादींचा यात समावेश आहेच परंतु, नगर रचना संचालनालय आणि स्थानिक स्वराज्य संस्था यांची स्थानिक क्षेत्र योजना तयार करण्यातील भूमिका, तसेच स्थानिक क्षेत्र योजनांच्या प्रभावी अंमलबजावणीसाठी व देखरेखीसाठी (**implementation monitoring**) आवश्यक असलेली यंत्रणा (**monitoring mechanism**) तसेच मानके (**Key performance indicators**) यांचा विशेषत्वाने समावेश केलेला आहे.

सदर प्रमाणित कार्यपद्धती मार्गदर्शिका (**SOP**) केवळ स्थानिक स्वराज्य संस्थांसाठीच मार्गदर्शक म्हणून नव्हे, तर खासगी सल्लागार, नगररचनाकार, धोरणकर्ते आणि शहरी विकासाशी संबंधित सर्व तज्ज्ञांसाठीही उपयुक्त ठरेल. स्थानिक क्षेत्र योजनांच्या अंमलबजावणीसाठी आवश्यक असलेल्या प्रत्येक घटकाचा विचार करून ही मार्गदर्शिका तयार करण्यात आलेली आहे.

स्थानिक स्वराज्य संस्थांनी या प्रमाणित कार्यपद्धती मार्गदर्शिकेचा (**SOP**) चा वापर करून स्थानिक क्षेत्र योजना' (**Local Area Plan, LAP**) तयार करण्याची प्रक्रिया अधिक प्रभावी, जलद तसेच त्यांची अंमलबजावणी अधिक योजनाबद्ध, सुसूत्र आणि कार्यक्षम करण्याचा प्रयत्न करावा.

मला विश्वास आहे की, ही मार्गदर्शिका स्थानिक स्वराज्य संस्थांसाठी उपयुक्त ठरेल आणि महाराष्ट्रातील शहरांच्या नियोजनबद्ध विकासाला एक नवी दिशा देईल.

(अविनाश पाटील)

संचालक, नगर रचना,
महाराष्ट्र राज्य, पुणे.

Preface (प्रस्तावना)

वेगाने होणारे शहरीकरण आणि लोकसंख्येच्या सतत होणाऱ्या वाढीमुळे नियोजनबद्ध विकासाची गरज दिवसेंदिवस वाढत आहे.

याच पार्श्वभूमीवर, शहरांच्या शाश्वत आणि संतुलित विकासासाठी स्थानिक क्षेत्र योजना (**Local Area Plans - LAP**) ही संकल्पना आजच्या परिस्थितीत अत्यंत महत्वाची ठरते. महाराष्ट्र शासनाच्या नगररचना व मूल्यनिर्धारण विभागाने स्थानिक स्वराज्य संस्थांना (**ULBs**) स्थानिक क्षेत्र योजना (**LAP**) अंतर्गत समाविष्ट असलेल्या विविध टप्प्यांवर मार्गदर्शन करण्यासाठी, स्थानिक क्षेत्र योजना तयार करण्याच्या प्रक्रियेत सुसूत्रता आणण्यासाठी, कार्यक्षम निर्णयप्रक्रिया राबवण्यासाठी, आणि त्यांच्या प्रभावी अंमलबजावणीसाठी, एक सुसंगत आणि प्रभावी मार्गदर्शक ठरू शकेल, अशी प्रमाणित कार्यपद्धती (**Standard Operating Procedure - SOP**) मार्गदर्शिका विकसित केली आहे.

स्थानिक क्षेत्र योजना ही संकल्पना केवळ एखाद्या विशिष्ट उद्देशापुरती किंवा विशिष्ट भागापुरती मर्यादित नसून प्रत्येक शहराच्या गरजांनुसार आणि स्थानिक परिस्थितीनुसार त्यात वेगवेगळ्या उद्दिष्टांचा समावेश केला जावू शकतो. जसे की - पुनर्विकास आणि शहरी नूतनीकरण (**Urban Renewal LAP**), वाहतूक केंद्रित विकास (**Transit-Oriented Development - TOD LAP**), मेट्रो स्थानक, रेल्वे स्थानक यांच्याभोवती संकेंद्रित विकास, ऐतिहासिक वारसा असलेल्या क्षेत्रांचे संरक्षण आणि पुनरुज्जीवन (**Heritage Conservation LAP**) व्यावसायिक क्षेत्रांच्या समर्पक नियोजनासाठी (**CBD LAP**) इत्यादी. सदर मार्ग दर्शिकेत या सर्व बाबींचा उहापोह आणि मार्ग दर्शक तत्वे समाविष्ट करण्याचा प्रयत्न केलेला आहे त्यामुळे, सदर मार्गदर्शिका ही राज्यातील सर्व लहान, मध्यम आणि मोठ्या शहरांसाठी निश्चितच उपयुक्त ठरेल असा मला विश्वास वाटतो.

स्थानिक क्षेत्र योजने साठी गुजरात सरकार आणि केंद्र शासनाच्या गृहनिर्माण व शहरी व्यवहार मंत्रालय (**MOHUA**) यांनीही मार्गदर्शिका विकसित केल्या आहेत. मात्र, महाराष्ट्र शासनाच्या नगररचना संचालनालयाने विकसित केलेल्या या मार्गदर्शिकेत स्थानिक क्षेत्र योजना तयार करण्याच्या प्रक्रियेस अधिक सोप्या आणि कार्यक्षम टप्प्यांमध्ये विभागले आहे आणि त्यात प्रकल्प वेळेत पूर्ण होण्यासाठीच्या कालमर्यादा, विविध टप्प्यांसाठी आवश्यक असलेले सर्वेक्षण यांचे नमुने, प्रमाणके, अंमलबजावणी आणि देखरेखी साठीची निर्देशक तत्वे, मानके यांचा विशेषत्वाने समावेश आहे.

माझा ठाम विश्वास आहे की, सदर मार्ग दर्शिका राज्यातील सर्व स्थानिक स्वराज्य संस्थांसाठी पथदर्शक ठरेल आणि शहरी नियोजनाच्या अधिक सक्षम आणि कार्यक्षम अशा नव्या पर्वाची सुरुवात करेल...

नगर रचना संचालनालयाच्या या स्तुत्य उपक्रमास माझ्या हार्दिक शुभेच्छा !

इं.जी. असीम कुमार गुप्ता (भा.प्र.से.)

अप्पर मुख्य सचिव, न.वि.- १



1 Background

What is Standard Operating Practice (SOP)?

Standard Operating Procedure referred hereafter as SOP provides step –by –step instructions needed to perform tasks consistently and efficiently. SOPs ensure that the working method is aligned regarding standards that will help them achieve their goals and objectives.

Purpose of Standard Operating Procedure for Preparation of Local Area Planning (LAP)

SOP is a guiding document for the ULBs in order to ensure that the LAP get implemented efficiently as per the new provisions of the act.

The S.O.P. for LAP has following purposes:

- To guide the ULBs in project structuring and implementation of LAP
- To simplify the routine tasks of ULBs in implementing LAP
- To set a standard and uniform workflow process for effective implementation of multiple LAP
- To streamline the communication and information sharing amongst stakeholders for faster and effective implementation for LAP

Approach for SOP

The SOP is intended to be a dynamic planning document to respond to the changing needs and conditions as per time and contexts

The S.O.P document provides a project management approach to the LAP mechanism with more focus on the implementation of the process from ideation to implementation. This operates on the basis of a set of agreed actions, with continuous review of progress during the process.

It provides for structured, sequential and flexible process for the preparation of Local Area Plans.

Structure of the SOP

The document is divided into broad sections detailing each stage of the process of LAP preparation to guide in efficient implementation and monitoring of the overall project.

Each section outlines an important aspect or stage of the process, providing an outline of the main steps and elements that should be considered. Illustrative images from case-studies along with suggestive templates and formats are provided to highlight aspects of good practice.



2 Introduction to Local Area Planning (LAP)

2.1 LAP Background

Local Area Planning is a tool for spatial planning at neighbourhood level. It is a detailed planning document that outlines how a specific area within a city, town, or region will be developed and managed over a set period of time.

It typically focuses on smaller, more specific areas (such as a neighbourhood, district, or precinct) and provides a framework for land use, infrastructure, housing, transportation, environmental sustainability, and public services. It is done for the betterment of an already existing area that needs re-planning.

2.2 Genesis of Local Area Plan (LAP) in India and Maharashtra

The Smart Cities Mission of the Ministry of Housing & Urban Affairs (MoHUA) has followed an Area Based Development approach to address the lack of infrastructure and services in these brownfield and Greenfield areas. It recommended Local Area plans as a physical planning tool to supplement the retrofitting/redevelopment for the Area Based Development Approach. Realizing the importance undertaking the planning exercise at the local level, Ministry of Housing and Urban Affairs launched this separate "Pilot on Formulation of Local Area Plan and Town Planning Scheme (LAP and TPS)" under the AMRUT Mission in 2018 and selected 25 cities on pilot basis.

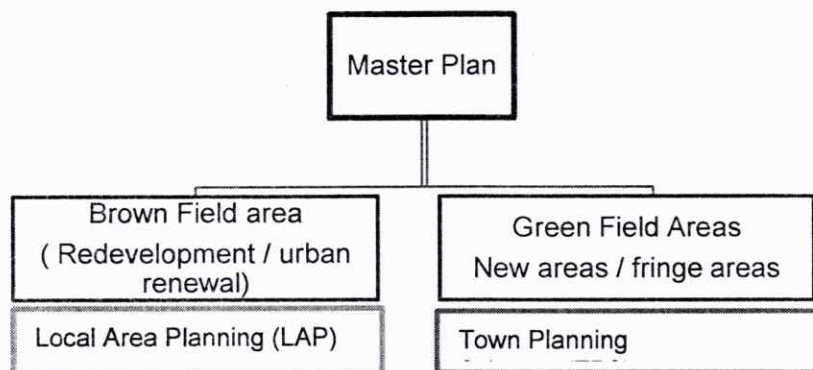


Figure 2.1 LAP and TPS Applications

2.3 Local Area Plan (LAP) and Statutory Provisions

The Maharashtra Regional and Town Planning (MRTP) Act 1966 follows a three-tier planning structure, which includes regional plans, development plans, and town planning schemes for planning and development. However, the Act does not explicitly outline the procedure for preparing Local Area Plans (LAPs). Section 33 of MR&TP Act 1966 defines the methodology for preparing plans for comprehensive development areas.

2.4 Need for Local Area Plans (LAPs)

- While large-scale development planning is covered, there is also a need for localized and area-specific planning.
- LAPs can help address local issues and requirements more effectively.
- A well-defined procedure for LAP preparation is needed to streamline the process and ensure uniform implementation.
-

Additionally, the Central Government provides special grants to states for capital investment. As per the guidelines issued by the Central Government, states are required to implement a total of six Urban Reforms. These reforms include the preparation of Local Area Plans (LAPs).



It is expected to prepare Local Area Plans (LAPs) for cities with a population of one lakh (100,000) or more.

In view of the above, the two major proposals are under considerations with which it aims to facilitate the smooth preparation and execution of LAPs in the future.

- Inclusion of LAP provisions in the MR& TP Act – This will facilitate Local Authorities/ Planning Authorities to prepare LAPs as per statutory requirements.
- Preparation of a Standard Operating Procedure (SOP) – To guide Urban Local Bodies (ULBs) /Planning Authorities in structuring, preparing, and implementing LAPs effectively.

2.5 Nodal Authorities of L.A.P:

The Nodal authorities primarily involved in preparation and implementation of LAP in Maharashtra are Urban Local Authorities (ULBs) and the Town Planning and Valuation Department. Their roles are as follows:

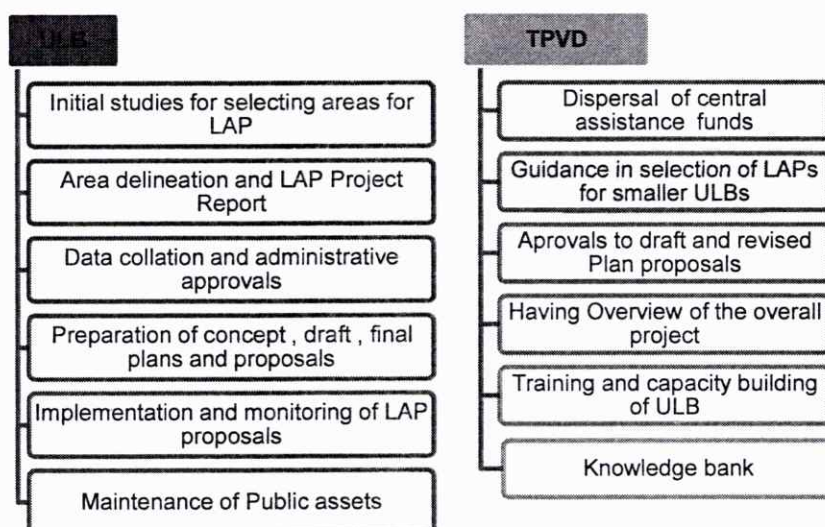


Figure 2.2 Role of Nodal Authorities in LAP

The role of 2 nodal authorities in the statutory stages of the project is briefly mentioned below.

Area delineation	Draft Plan	Final Plan	Suggestions and Objections
<ul style="list-style-type: none"> • ULB has to decide the area. • Declaration of intention with area boundary after approval from TPVD 	<ul style="list-style-type: none"> • ULB has to publication draft plan. • Approval from TPVD • Suggestions and Objections to be recorded by ULB 	<ul style="list-style-type: none"> • Revisions to draft plan after hearing of suggestions and objections. • Final Plan to be approved by TPVD before final publications 	<ul style="list-style-type: none"> • By ULB for area or boundary extents. • By ULB for Draft Plan followed by hearing.

Figure 2.3 Statutory stages and role of nodal authorities

2.6 LAP project stages

To achieve the statutory stages of the LAP, it is suggested to divide the entire project in following stages. Each stage will further be detailed out to have milestones.

LAP project will have following broad project stages:

1. Project Preparation Stage
2. Project Initiation Stage



3. Project Planning and Designing Stage
4. Project Implementation Stage
5. Project Execution

Following figure provides the co-relation of the statutory stages and the project stages for LAP

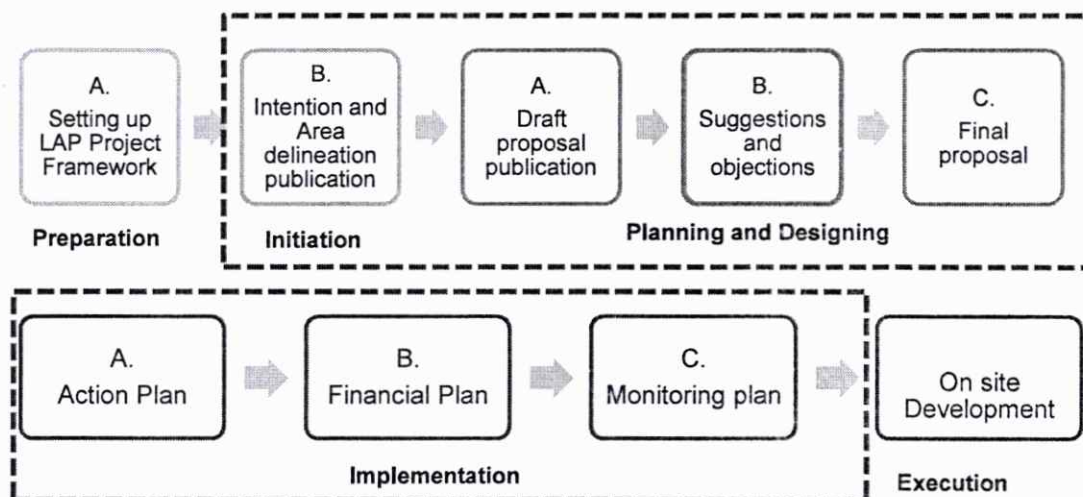


Figure 2.4 Typical LAP project process

The recommended project stages and the statutory stages for LAP are listed below.

LAP Project Stages	LAP Statutory Stages
1. Project Preparation Stage 2. Project Initiation Stage 3. Project Planning and Designing Stage 4. Project Implementation Stage 5. Project Execution	1. L.A.P Intention Declaration 2. Boundary Delineation 3. Suggestions and objections on the declared area 4. Draft Proposal 5. Suggestions and Objections and hearing on draft proposal 6. Final Proposal

Figure 2.5 List of project and statutory stages

2.7 LAP Project Process Summary

2.8 Project schedule and the milestones

Sr. No.	Stage	Recommended timeline	Project Milestones	Statutory Milestones	Deliverables
1	Project Preparation	15 days	2	0	Steering Committee LAP Inception report
2	Project Initiation	2.5 months	2	2	LAP Project Plan, LAP Area boundary RFP for planning consultants.
3	Project Planning	5.5 months	5	3	Inception report Base map Concept Plan Draft Plan Final Plan



4	Project Implementation	2.5 months	1	0	Action Plan
5	Project Execution	Will vary for every LAP per projects			

Figure 2.6 Task wise project schedule and the milestones

The project stages along with workflow, tasks and milestones are discussed in subsequent chapters. The summary of important aspects is provided below.

Stage 1	Project Preparation	Task time	Project Milestone (in months)	Statutory Milestone (in months)
T0	Formation of steering committee to discuss about LAP project structuring	1		
T1	Report about LAP planning strategy, project schedule and communication framework		1 (T0+1)	
T2	Select LAP officer in charge and define roles of relevant depts			
Stage 2	Project Initiation	Task time	Project Milestone (in months)	Statutory Milestone (in months)
T3	Revisit the vision and objectives for city's development as mentioned in DP and other pan city sectoral studies	1		
T4	Review of ongoing and proposed projects at ward level for			
T5	Identify the areas /wards in need for LAP			
T6	Context study of identified wards/areas			
T7	Preparation of LAP Project Plan with identified area for LAP and		(T1+1) = 2	
T8	Approval from TPVD and Declaration of intention for preparation of LAP	1		T7+1= 3.0
T9	Suggestion and Objections for delineation	1		T8+1= 4
T10	Preparation of RFP for selection of Planning Consultant and consultant on board	2	T7+2= 4	



Figure 2.7: LAP Project Schedule

Stage 3	Planning and Designing Stage	Task time	Project Milestone (in months)	Statutory Milestone (in months)
T11	Formation of Technical Committee with Task 7	0	T7	
T12	Inception report by the Planning Consultants: review by technical committee	1		
T13	Reconnaissance survey for boundary delineation			
T14	Base Map preparation with Land survey and land records data		T10+ 1= 5	
T15	Data collection and Data analysis	1		
T16	Concept Plan for review by technical committee and approval by Steering Committee			
T17	Draft plan preparation		T10+2.0= 6	
T18	Draft plan review and approval: Draft plan publication			T7+4=8.0
T19	Suggestion and objections invitation	1		
T20	Suggestions and Objections hearing			T18+1= 9
T21	Preparation of revised draft plan and review by TPVD and Submission of plan with report to State Govt	1	T17+2= 9	
T22	Approval and Publication of Final Plan			T18+2= 9
T23	Preparation of RFP for selection of Project Implementation Consultant and consultant on board		T19+1= 10	
Stage 4	Project Implementation	Task time	Project Milestones (in months)	Statutory Milestones (in months)
T25	Preparation of Project Action plan	1	T21+1= 10	
T26	Preparation of Financial Plan			
T27	Review from technical committee and approval from steering committee	1		
T28	Preparation for on-ground execution of projects			
T29	Preparation of Monitoring plan			



3 Project Preparation Stage

At this stage, the ULBs have to prepare themselves for the LAP project. Internal discussion to set up the mechanism for LAP project is crucial for its effective and time bound implementation. The mechanism for carrying out tasks like context study of the selected area, reconnaissance survey of the areas under consideration, evaluation of implementation of Development plan proposals etc.

3.1 Project Milestones

Project Milestones	Statutory Milestones
1. Formation of Steering Committee and authorizing officer-in charge of LAP	1. Publication of declaration of Intention for LAP for an identified area.
2. Preparation of LAP Project Plan and submitted to TPVD	
3. Identifying Area/ward for LAP and its purpose.	

Figure 3.1 Project Milestones for Project Preparation stage

3.2 Workflow process

Following is the workflow process explaining broadly the tasks and role of authorities.

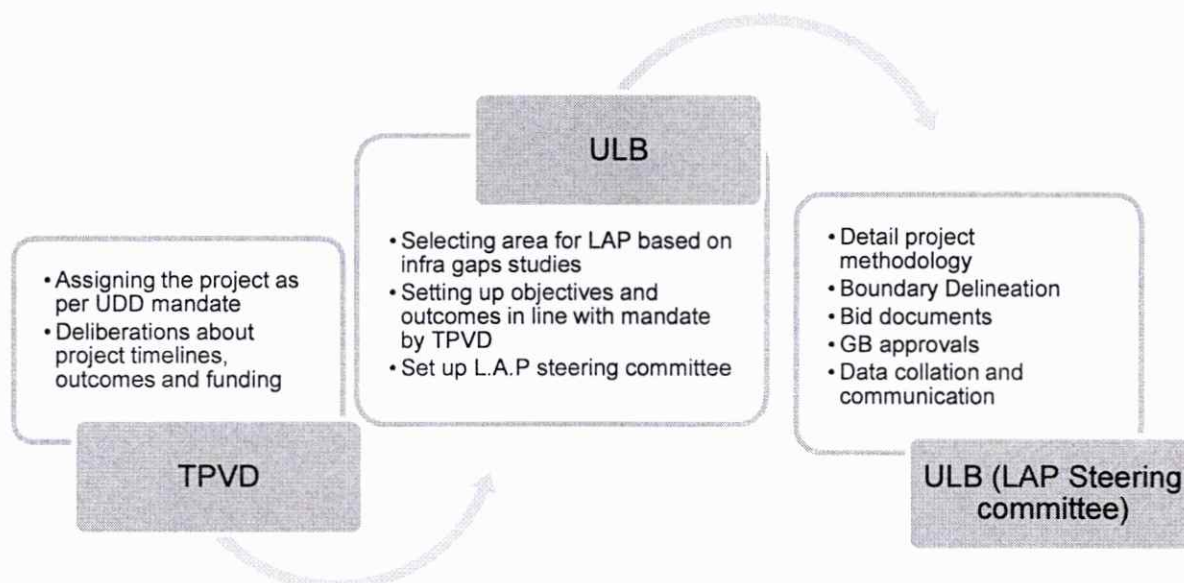


Figure 3.2 Workflow of Project Preparation

The entire workflow is comprised of various tasks. These tasks are of mainly 2 types- *technical and managerial*.

3.3 Management process tasks

Key aspects of the management process in the project preparation stage are as follows

- Set up a dedicated project process and identify key stages;



- Establish a multi-disciplinary LAP steering group with representation of head of the departments within the ULBs and senior officers (Joint director/Deputy Director) from the Town Planning and Valuation Dept.
- Select an officer-in charge for LAP amongst the member of steering group. This could be the Head of the ULB or the head of the relevant dept. assigned for preparation of Development Plans for the city.
- Establish important timelines, milestones and outputs
- Define roles, responsibilities and resources
- Set out mechanism for consultation, communication and information sharing

Recommended Structure of LAP Steering Committee

- Head of Municipal Authority
- Town planner, ULB
- City Engineer, ULB
- TPO, TPVD
- ULB Department heads
- Representatives from Mayor office
- Senior Officer from Transport Authority
- Senior Officer from Land Records Authority
- Senior Officer from PWD/ Irrigation Dept
- Other Govt. agencies as per the context of the LAP

Figure 3.3 Recommended LAP steering committee

The structure the committee may vary for every ULB and project depending on the organization structure and the resources of the ULBs.

Since there is not actual tasks of LAP preparation beginning at this stage, there are no significant technical tasks to be listed. The focus at this stage is on setting up administrative structure for managing the LAP project.

3.4 Project Preparation Stage Timelines

Stage 1	Project Preparation	Task time	Project Milestone	Statutory Milestone
T0	Formation of steering committee to discuss about LAP project structuring	0.5		
T1	Report about LAP planning strategy, project schedule and communication framework		1 (T0+0.5)	
T2	Select LAP officer in charge and define roles of relevant depts			

Figure 3.4 Project Preparation Stage Timelines



4 Project Initiation Stage

Once the ULB is ready with the mechanism for initiating the LAP project by setting up a task force in the form of steering committee, assessing the internal resources and strategizing the project, the assigned ULB department or LAP Committee should start the technical tasks for area identification.

4.1 Project Milestones

Project Milestones	Statutory Milestones
1. Preparation of LAP Project Plan and submitted to TPVD	1. Publication of declaration of Intention for LAP for an identified area.
2. Identifying Area/ward for LAP and its purpose.	2. Suggestion and Objections
3. Preparation of RFP for appointing planning consultants	

Figure

4.1 Project Milestones for Project Initiation Stage

4.2 Work Flow Process

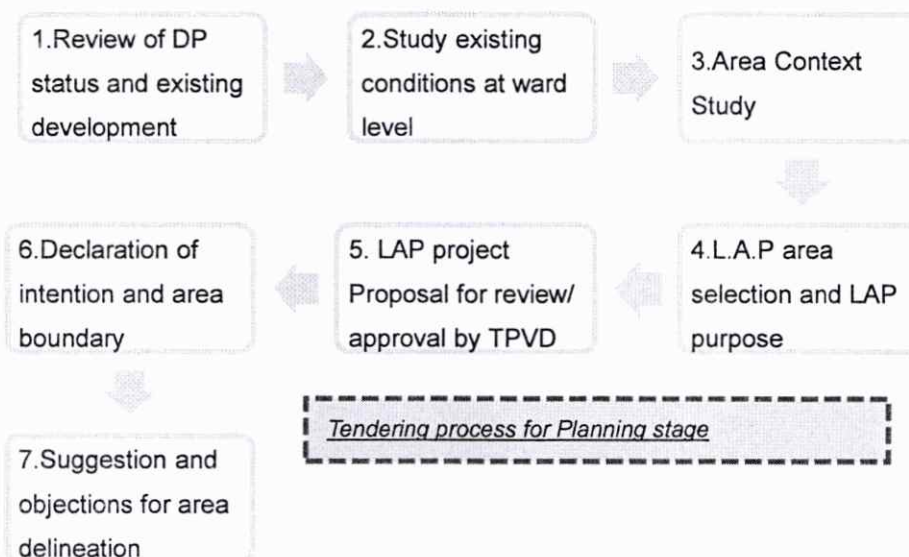


Figure 4.2 Workflow Process for Project Initiation Stage

4.3 Management process tasks

Key aspects of the management process at the project preparation stage

- Assigning dedicated team under the LAP in-charge officer for assessment of city 's development status and gap assessment at ward level
- Strengthening IT depts to prepare digital platform for inviting suggestions and objections for selection of area. The same platform or similar arrangement will also be required in further stages of the project for stakeholder consultation and suggestion and objections on draft plan.

4.4 Technical Process tasks

Important project milestones of area identification for LAP and preparation of detail LAP project plan covering the project strategy will need following tasks to be done in systematic manner.

- ULB will need to study the DP and its implementation status across city
- All the relevant studies proposed and existing projects at city level should be revisited.



- Review ward level development by comparing it with Service Level Benchmarks for each sector
- Identify wards with significant gaps in provision of infrastructure and amenities.
- Also Identify wards which would get severely affected by any regional and city level developmental projects e.g., Metro corridor, HSR corridor, riverfront, religious tourism site development etc.
- Prepare a LAP Project Plan with details about entire project methodology, schedule, role of consultants, justification about identified LAP area and objectives for its planning.

Subsequent sub topics provide important aspects of the methodology for selecting the area, defining the objectives of the LAP and preparation of LAP project proposal to guide the ULBs.

4.5 Process for identification of the area for LAP and its theme

An Urban Local Body (ULB) should complete the initial study of the area for which LAP is to be proposed. Development plan proposed for the city need to be considered while proposing the LAP. Overall study of the area should be done on the basis of the previous DP report for all sectors like infrastructure, demographics, commercial aspects, sanitation facilities, etc.

ULBs can refer to the different studies, DPR etc. prepared for various state and central level schemes completed in past 5 to 10 years. Following are some of the studies which are commonly undertaken for larger towns and cities and provide the relevant sectoral data.

- City Development Plan
- Comprehensive Mobility Plan
- City Sanitation Plan
- Slum improvement proposals and studies
- Environmental status report
- Detail project Reports for various projects like Mero, Flyovers, services improvement projects etc.

4.6 Gap study for infrastructure and amenities

Broad methodology for infrastructure and gap study is given below:

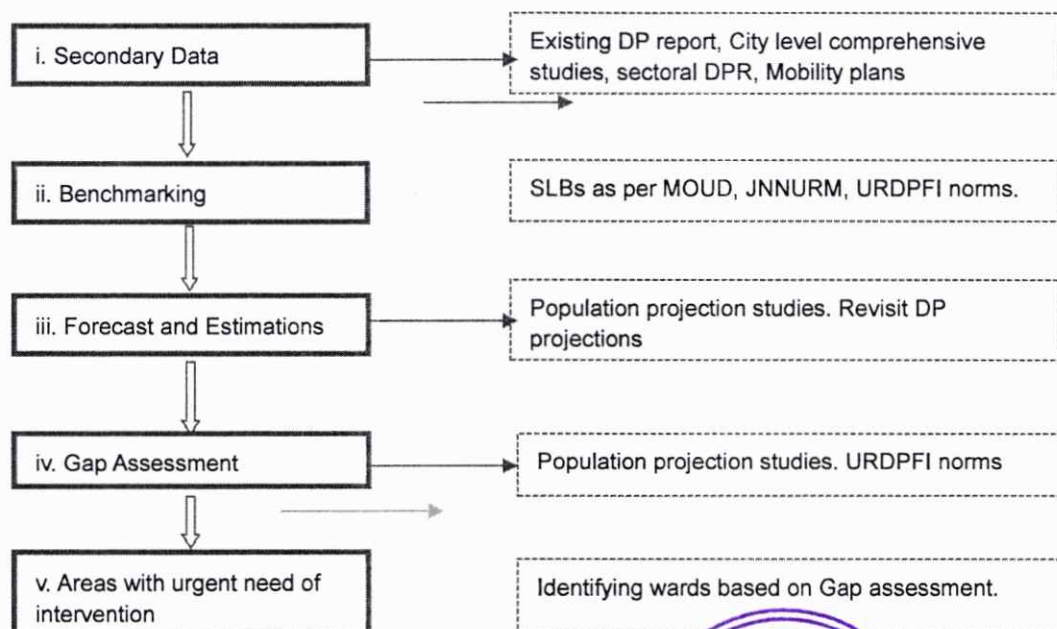


Figure 4.3 Methodology for infrastructure and amenities gap study



4.7 Objectives of LAP

The gap assessment study will guide in understanding the existing issues and challenges within the wards/areas. This will help in deriving the purpose for LAP. In some conditions, the purpose for preparation of LAP will be very obvious like LAP for transit Oriented Development or heritage precinct conservation etc. as part of state /central policies or schemes. In such case, focus should be more on specific studies relevant to the sector like traffic and transport scenarios, heritage buildings etc.

Based on the purpose of the LAP, the objectives for LAP should be prepared

- The objectives indicate the outcome to be achieved.
- Data collection, analysis and proposals should be in accordance with objectives.
- The suggestive objectives need to be more specific as per contexts

TOD LAP <ul style="list-style-type: none"> • To enhance first and last mile connectivity from metro station/bus stops • To upgrade the pedestrian infrastructure • To plan comprehensive NMT network • To plan for efficient parking management 	LAP for CBD <ul style="list-style-type: none"> • To enhance multi modal connectivity • To plan for efficient public spaces through placemaking • To plan for efficient parking management • To encourage mixed use development to ensure 	Core area urban renewal LAP <ul style="list-style-type: none"> • To improve housing conditions • To upgrade social and physical infrastructure • To plan for efficient road network
LAP for heritage precincts <ul style="list-style-type: none"> • To conserve the listed heritage structures within the precinct • To identify and enhance the tangible and intangible heritage value of the precinct. • To retrofit to address the present and future development • To enhance the mixed landuse for making the precinct safe and liveable 	LAP for urban <ul style="list-style-type: none"> • To enhance multi modal connectivity • To plan for efficient public spaces through placemaking • To plan for efficient parking management • To encourage mixed use development to ensure 	Special purpose LAP <ul style="list-style-type: none"> • To address special requirements

Figure 4.4 Suggestive typical Objectives for LAPs

4.8 Delineation of Boundary

Ideally a reconnaissance survey of the selected area should be undertaken LAP. Then based on following parameters, boundary delineation should be done.

- Existing and envisioned characteristics
- Extent of physical, social or economic influence zones
- Any physical, social, or cultural issues/concerns
- Boundaries, for example administrative boundaries, those framed by arterial roads, or natural boundaries like water body, ridge, etc.
- Vulnerability, or physical extent of damage or effect of disaster
- Land uses in the Development Plan

The size of an LAP area may be based on the extent and complexity of development in consultation with the stakeholders. Accordingly, the scale of the maps is to be finalized.



4.9 LAP Preparation of project proposal

LAP Project Proposal should explain the Planning Authority's rationale for preparing the LAP, supported by the proposed plan area, its boundary and the need for preparing the plan, including whether this is mandatory or discretionary by prevalent law/policies of state.

The LAP Project proposal should clearly describe local-level compliance with the Development Plan and whether the basic premise of the LAP is broadly in line with higher level development plan policy.

The LAP Project Proposal should include a review of relevant plans and policies affecting the plan area including:

- Higher-level Sectoral plans;
- Development plan policies and objectives;
- Other relevant, non-statutory plans and studies; and
- Significant and relevant planning policy interventions

The LAP project proposal report should have following contents:

1. The background and purpose of the LAP
2. The reason for deciding to prepare the LAP;
3. The processes and methodology that were followed in selecting the area for LAP.
4. Relevant policies and significant planning decisions affecting the area;
5. Summary of any significant development proposals affecting the area, particularly those considered likely to have a significant impact on their surroundings or other
6. Strategy for Planning and implementation of LAP
7. Resources required
8. Block cost of the project from planning to execution

These are the suggestive contents of the LAP Project Proposal Report and may have more chapters as felt necessary by the authority. The range of resources will vary from project to project, depending on many variables, such as the nature and complexity of the LAP area, the characteristics of the plan area, information sources and gaps, in-house expertise and the need for specialist advice.

4.10 Tendering for Planning Consultants

The tendering should be as per the administrative procedure by law. However, it is recommended to understand the structure of RFP in terms of scope of work, team of expertise, deliverable milestones and estimated fees by studying RFPs of the similar projects.

The team should comprise of following expertise

- Urban Planner (team lead)
- Transport Planner (as experienced as team leader for TOD LAP)
- Urban Infrastructure planner/Expert
- Urban designer/architect
- Project Manager
- Other experts as per the LAP context

It is recommended to insist on following documents from the bidders as part of technical proposal for the RFP

- Proposed approach, methodology and work plan
- Team constitution
- Details of the lead firm and all firms of the consortium
- Details of projects relevant to the preparation of LAP
- Curriculum vitae of key personnel
- Details of the office infrastructure

Since there are lesser precedents of such projects in Maharashtra and the context of each project is likely to vary, it is suggested to have QCBS (Quality cum Cost Based Selection) tender.

In case the ULB is willing to and in position to implement multiple LAPs simultaneously or in a short time, empanelment of the consultants can be considered to save the time for tendering for every LAP.

4.11 Project Initiation Stage Timelines

The table given below provides the suggestive time period allotted for each task to achieve the deliverables required for the project milestones.



- As per the Schedule, this stage should be completed within 2.5 months.
- The tender preparation and bidding process should be started as soon as the publication of intention is completed and can run simultaneously during the period when suggestions and objections are invited.
- The LAP project Plan should be prepared within 1 month from the start of Project Preparation Stage.
- The publication for declaration of intention is recommended in 2 months from the start of Project Preparation Stage.

The time for preparation of RFP and bidding to have consultants on board is considered to be 2 months.

STAGE 2	Project Initiation	Task time	Project Milestone	Statutory Milestone
T3	Revisit the vision and objectives for city's development as mentioned in DP and other pan city sectoral studies	1		
T4	Review of ongoing and proposed projects at ward level for			
T5	Identify the areas /wards in need for LAP			
T6	Context study of identified wards/areas			
T7	Preparation of LAP Project Plan with identified area for LAP and		(T1+1) =2	
T8	Approval from TPVD and Declaration of intention for preparation of LAP	1		T7+1= 3.0
T9	Suggestion and Objections for delineation	1		T8+1= 4
T10	Preparation of RFP for selection of Planning Consultant and consultant on board	2	T7+2= 4	

Figure 4.5 Project Initiation Stage Timelines



5 Project Planning Stage

This stage is extremely critical. The success of this stage depends on the performance of the earlier 2 stages. Since this stage will be mostly driven by the consultants, ULB should have strong mechanism for review of deliverables and monitoring of the milestones to avoid any delay in the process. Also, ULB should extend its full co-operation to the consultants in supporting administrative activities.

5.1 Project Milestones for Planning Stage

Project Milestones	Statutory Milestones
1. Formation of internal Technical Committee of ULB	1. Publication of Draft plan
2. Inception report and base map preparation	2. Suggestion and Objections
3. Preparation of Concept and draft plan	3. Publication Of Final Plan
4. Revised draft plan as per suggestions and objections	

Figure 5.1 Project Milestones for Project Planning Stage

5.2 Work Flow Process Project Planning Stage

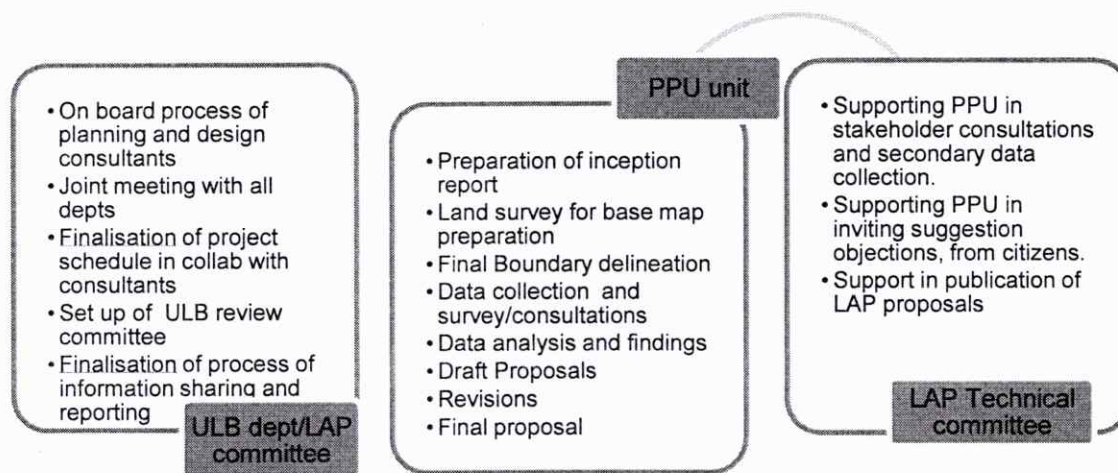


Figure 5.2 Project Planning Stage – Work Flow Process

5.3 Management process tasks

Key aspects of the management process at the Project Planning Stage are as follows:

- Steering Committee to brief the Project Planning Consultants about the ULB's objectives for LAP and also the overall administrative framework for the LAP project
- Formation of LAP Technical Committee for supporting the Project Planning Consultants in communicating with ULB depts and other Govt. agencies in acquiring secondary data.
- ULB should get the prior approvals for drone survey or such other tasks where there is dependency on other Govt. Agencies.
- ULB should prepare schedule of internal reviews of the deliverables by the planning consultants considering the timelines for statutory milestones.
- Review of base map



5.4 Technical Process tasks:

The Project Planning Stage has the maximum number of project and statutory milestones. Each deliverable has a different task flow process. So, it is explained separately for each deliverable below.

The preparation of LAP broadly consists of the following steps:

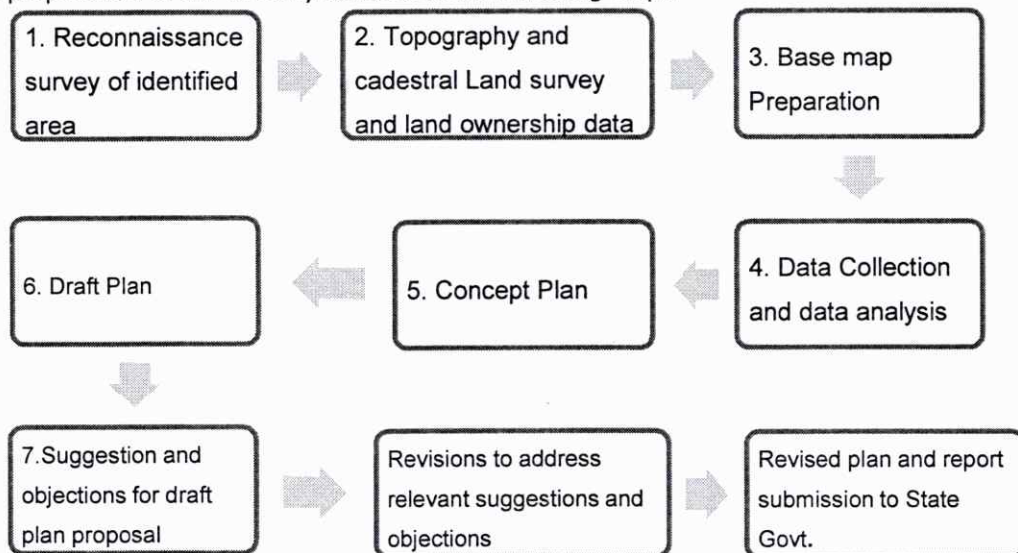


Figure 5.3 Project Planning Stage – Technical Process tasks

5.5 Preparation of Inception Report

Inception report provides the blue print of the project wherein the consultants would provide the detail methodology, time schedule, resource allocation for the assigned work. It is an important document which would keep both the parties informed about the way the project would be undertaken to avoid any miscommunications in later stages at delays due to same.

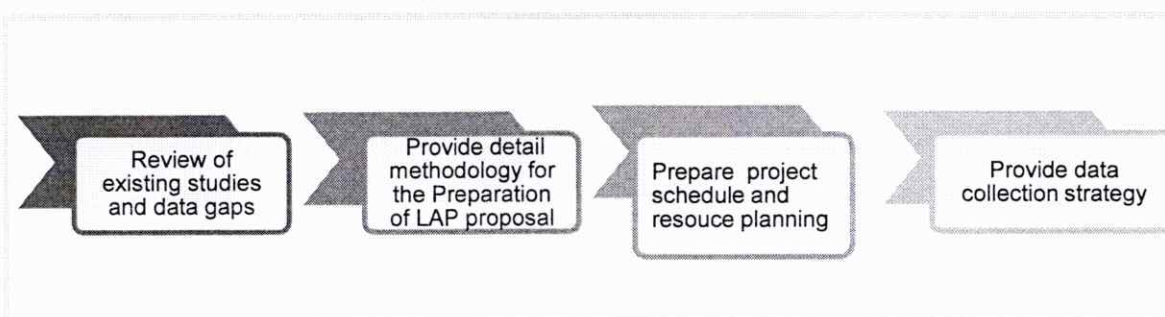


Figure 5.4 Task Flow for Preparation of Inception Report

Typically, following are some of the primary sectoral and comprehensive studies which will prove to be very useful for the consultants:

- Development plan report
- City Development Plan
- Smart city proposals
- Comprehensive mobility plan
- City Sanitation plan
- Any project DPRs prepared for any project funding through state and central schemes



5.6 Preparation of Base Map

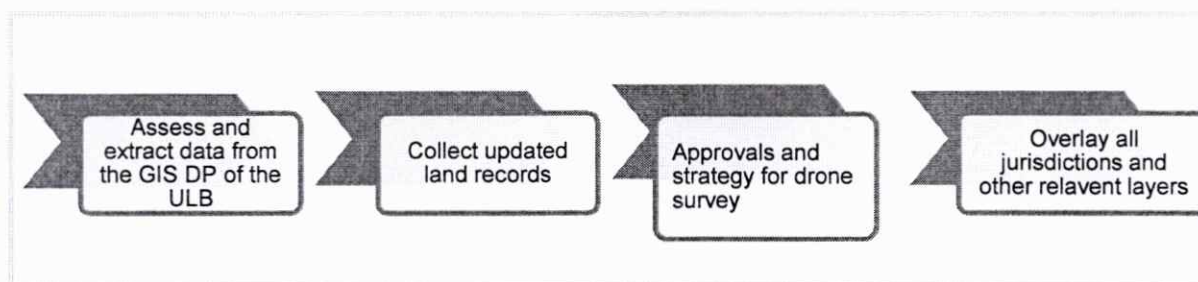


Figure 5.5 Task Flow for Preparation of base map

The base map is very crucial stage to avoid any issues in implementation of proposals. The GIS map from ULB and the land records for every land parcel should be verified. Consultants should follow the scheme of layers as per GIS based DP of the ULB. The jurisdictions and vacant and built areas should be properly mapped in base map.

5.7 Preparation of concept plan

It is recommended to prepare participatory concept plan wherein the residents are involved in providing their inputs on existing conditions and share their aspirations for development of their neighborhood/ precinct. The technical committee should take a lead for arranging such interactions with the stakeholders. The Planning Consultants should provide necessary support by providing the maps and the contents for the same.

5.8 Preparation of Draft Plan

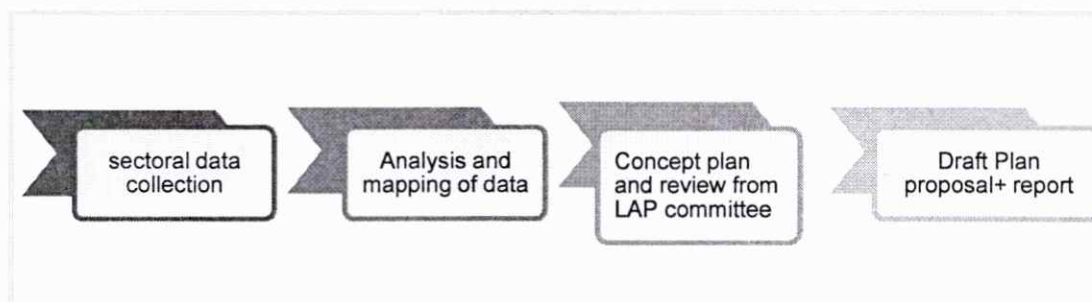


Figure 5.6 Task Flow for Preparation of draft plan

Consultants should follow the scheme of layers as per GIS based DP of the ULB.

Following maps should be prepared to study the existing conditions.

- Land Use and Building Use
- Green and Open Space,
- Topography and Environment Features Map (water bodies, hills, forests etc.)
- Transport Network Map
- Infrastructure Map (Location of utilities and services)
- Informal Activities Map
- Land Rates Map
- Land Ownership Map
- Vacant land
- City level recreation spaces

All the prevalent and relevant development guidelines and policies regarding street design, open spaces, hawkers, Non-motorized network should be taken into consideration while preparation of draft plan. The ULB has to share the details with the planning consultants regarding similar new guidelines or revisions which are in the process of preparation or approvals to be considered while preparing LAP. Form based planning should be encouraged and supported for LAP.



5.9 Suggestions and Objections

This is the statutory stage and hence extremely important to avoid any delays during implementation due to lack of clarity to the stakeholders. The ULB should take a lead for this task. With the help of the Planning Consultants, ULB should prepare a proper schedule and strategy to reach out to most of the residents and other stakeholders. The strategy should involve use of technological tools like social media, websites, online forms etc. to ensure efficiency. With the help of planning consultants, proper brief about the entire project timelines, proposals and its implications should be provided to the stakeholders through online and offline communication platforms.

5.10 Final Plan

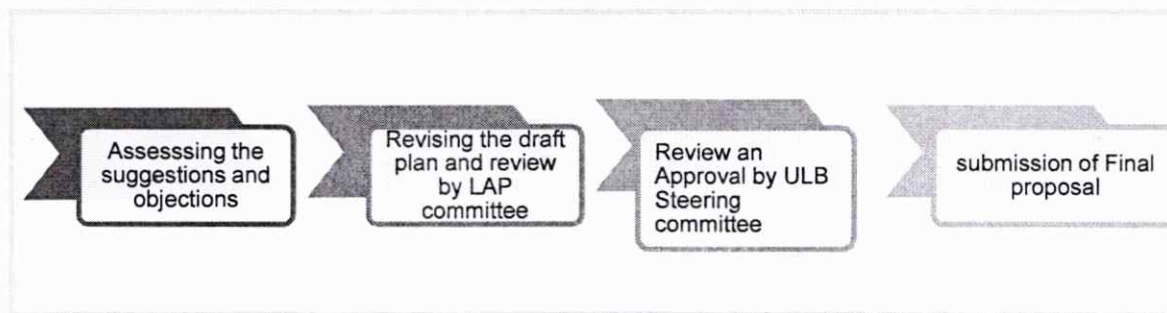


Figure 5.7 Task Flow for Preparation of final plan

Systematic approach during the suggestions and objections stage is likely to make the task of revisions simpler and less time consuming. The review of suggestions and objections should be done by the planning consultants in support with the LAP Technical Committee. Final revisions then should be presented to the LAP Steering Committee for its approval before submitting to the Town planning and Valuation Dept. Govt. Of Maharashtra.

5.11 Plan preparation stage timeline

Figure 5.8 Plan preparation stage timelines



STAGE 3	Plan Preparation Stage	Task time	Project Milestone	Statutory Milestone
T11	Formation of Technical Committee with Task 7	0	T7	
T12	Inception report by the Planning Consultants: review by technical committee	1		
T13	Reconnaissance survey for boundary delineation			
T14	Base Map preparation with Land survey and land records data		T10+ 1= 5	
T15	Data collection and Data analysis	1		
T16	Concept Plan for review by technical committee and approval by Steering Committee			
T17	Draft plan preparation		T10+2.0= 6	
T18	Draft plan review and approval: Draft plan publication			T7+4=8.0
T19	Suggestion and objections invitation	1		
T20	Suggestions and Objections hearing			T18+1= 9
T21	Preparation of revised draft plan and review by TPVD and Submission of plan with report to State Govt	1	T17+2= 9	
T22	Approval and Publication of Final Plan			T18+2= 9
T23	Preparation of RFP for selection of Project Implementation Consultant and consultant on board		T19+1= 10	



6 Project Implementation

Local Area Plans are planning interventions to address critical issues or to have urgent implementation of development plan recommendations at neighbourhood level. So, timely and effective implementation of the local area plans is most important in the development of the city. Implementation is probably one of the most important, yet most difficult, aspects of the comprehensive planning process. Without viable, realistic mechanisms for implementation, the recommendations contained within the plan will be difficult to realize.

A combination of regulation, incentives, acquisition and public improvements may be necessary to address a particular problem effectively. Right combination should be developed with creativity, sensitivity, experimentation and an understanding of all the facets of the problem.

6.1 Project Milestones for Implementation Stage

Project Milestones	Statutory Milestones
1. Preparation of Action Plan	None
2. Preparation of Project Monitoring Plan	none

Figure 6.1 Project Milestones

6.2 Roles and responsibilities of stakeholders

ULB	Implementation Consultants/ ULB Implementation Team	LAP Committee
1. Formation of internal Project implementation team OR 2. Bidding and on-boarding of project implementation unit 3. Set up mechanism for review of works by Project Implementation Consultants. (PIC)	1. Preparation of project action plan 2. Bidding process for contractors and designers 3. Preparation of project assessment framework 4. Providing technical support for on-ground execution work 5. Preparation of financial plans and funding mechanism plan 6. Prepare feedback redressal and grievance system	1. Supporting PIC/ ULB implementation team for stage wise review presentation for approvals from review committee, GB and MCO 2. Supporting PIU in admin aspect for on-site permissions during execution. 3. Support in communication and outreach tasks for execution of project like publication of advertisements, notifications etc.

Figure 6.2 Roles and Responsibilities of stakeholders

6.3 Action Plan

6.3.1 Purpose of Action Plan

The action plan is a document to guide the implementation of the programs and projects as proposed in L.A.P. An Action plan provides details about schedule of tasks and the resources required. It is prerequisite document since the multiple internal and external agencies are involved in urban planning development project. Action plan has to provide project wise budget, funding pattern and a time frame for completion

Plan Implementation, therefore, must be prioritized to guide top priorities, short-term priorities, and on-going priorities. All of this is to be consolidated in a matrix that aims to provide decision-makers



with a clear and concise roadmap on how to implement each strategic project. These priorities must be balanced with timing, funding, and ULB human resources.

Ideally it should be updated annually considering the revision in local or state laws and policies, funding mismatch and revision of costs due to market conditions or delays.

Once the priorities are set, the projects across various sectors to be implemented within same timeline and having some overlaps should be clubbed. This would help in proper integration of the project objectives as well as managing the overlapping tasks for optimizing the resources and efficient implementation.

6.4 Managerial Tasks

- Giving unique code to each project which will be then part of every document and systems related with that project for efficient communication
- Managing the resources for preparatory tasks of every project.
- Scrutinizing the necessary information for implementation of project
- Documentation of records, Minutes, etc. for meetings and discussions undertaken in preparatory or any intermediate stages during project execution.

6.5 Technical tasks

The action plan will have outputs based on following tasks

- Prioritizing the proposed projects as per different sectors (refer table no.)
- Clubbing the projects with similar tasks or objectives into one bucket/package.(refer table no..)
- Listing the preparatory tasks for execution of the respective projects (Refer table no.)
- Assessing the overlapping of tasks for the projects within same bucket/package.

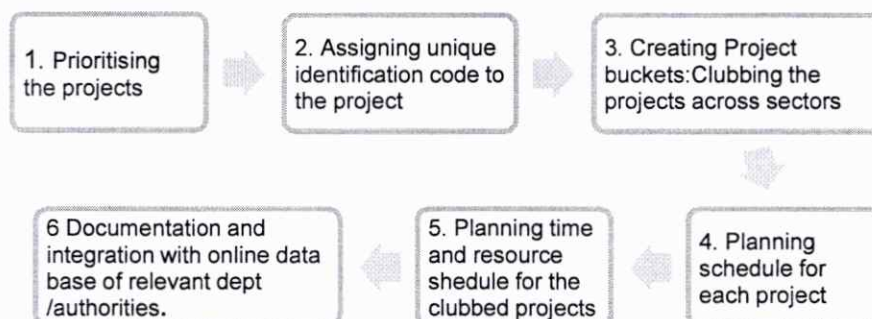


Figure 6.3 Workflow process for implementation plan

6.6 Implementation Matrix

As mentioned above, the matrix with sector wise projects identified as per priority should be prepared.

Following aspects should be considered while prioritising and assigning the timeline for the projects:

- Severity of the issues
- Level of the impact of the activities on other activities/ land uses
- Costing of the project
- Level of preparedness in terms of resources, skills, funds etc. to implement short term projects.
- Level of integration with other sectors and projects.

The short-term plan should identify and estimate costs and other resources for improvements needed to serve urgent improvement in existing services or planning to avoid larger negative impacts of other activities.

Following table provides format with dummy projects /tasks for one sector i.e. landuse only for explaining the process of prioritizing for every planning sector/domain like landuse, transport, utilities etc.



Format 1: Land use					
Sr.no	Task/Project	Preparation before implementation	Short term	Mid-term	Long term
1	Land acquisition discussion/Negotiation with the owners	✓			
2	Proposals for Dilapidated structures and unsafe land pockets		✓		
3	Vacant land parcel development			✓	
6	Proposals/interventions for areas vulnerable to urban flooding				✓

Figure 6.4 Format for prioritization of projects

The projects should be then further divided into subsector to help in understanding of the integration or dependency with other projects. The table below provides hypothetical projects and sub projects to explain the process. The priorities assigned to these hypothetical projects are just as per logical understanding only for providing explanation about the recommended technical process.

Following is the table with hypothetical projects for explaining the categorizing the projects.

A	Sector: Landuse				
Sr.No	Project proposal	Subsector	Short term (<2 ys)	Mid term (2-5 ys)	Long term (5 to 10 yrs)
1	Development of DP reservation sites	Utilities	Construction of utilities	Augmentation of utilities and service networks	Policy level intervention for optimising the newly developed/improved infrastructure services.
2		Social Amenities	Placemaking	Parks and markets	development of higher order or integrated community places
3		Transport	Off street Parking lots	Street missing links development	Road widening
4		Housing and commercial	Removing illegal Slum encroachment, hawkers	assessing the rehabilitation of authorised sum dweller and hawkers	Policy intervention for hawker's zones. Implementing slum redevelopment projects
B	Sector: Transport				
Sr.No	Project proposal	Subsector	Short term (<2 ys)	Mid term (2-5 ys)	Long term (5 to 10 yrs)
5	Street network improvements	Mobility	Street design improvements	Street and junction redesign	Street network improvement by completing the missing links



6	Bus stops and metro stations amenities/design improvements	Public transport	Upgradation of bus stops	Bus route planning	Last and first mile connectivity improvement
7	Improvements of Pedestrian and cycle network	NMT	Improving the existing footpaths and crossing	Pilot for pedestrianisation of streets	Comprehensive NMT network plan
8	Traffic Impact Assessment for large new projects	Movement Pattern	Traffic re-routing /Traffic signaling system interventions	Mechanism for strict enforcement of Traffic rules	Traffic Impact study and recommendations
C Sector: Physical Infrastructure (Utilities and Services)					
Sr.No	Project proposal	Subsector	Short term (<2 ys)	Mid term (2-5 ys)	Long term (5 to 10 yrs)
9	Drainage	Storm Water Drains	Cleaning and repairs	Augmentation	Addressing urban flooding areas
10	Solid waste management	Collection and segregation	Placement of dustbins at public places	Interventions for 100% collection and segregation	Policy for wet waste treatment at source
11	Sewerage		Check and interventions on disposal of untreated waste in water bodies	Augmentation of facilities	Nala rejuvenations
D Sector: Housing					
12	Slum improvement	Illegal Housing		Improvement of existing slums	Relocation of slum pockets
13	Dilapidated housing structures		Demolish	Repairs and redevelopment	Cluster planning for concentration of dilapidated buildings
14	New constructions	Redevelopment	TOD cluster development proposal	Slum redevelopment proposals	cluster redevelopment proposals
E Sector: Environment					
Sr.No	Project proposal	Subsector	Short term (<2 ys)	Mid term (2-5 ys)	Long term (5 to 10 yrs)
15	Green cover	Tree plantation	Public places and streets	Roof top gardens	Tree replantation policy



16	Solar		Solar Street lights	Solar lighting for public buildings	Solar lighting for housing complexes
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Figure 6.5 Format for listing sectorwise projects as per priority

6.7 Identifying each project with a unique code-name

The authority should provide unique code to each project for ease in communication. The code should provide information regarding sector, subsector and the timeline alongwith the project serial number.

The rationale for having this information in its a codename is that every ULB dept/Govt. agency can be easily associated with project.

e.g. a suggested formula for project code name is **sector/subsector timeline +Project no.**

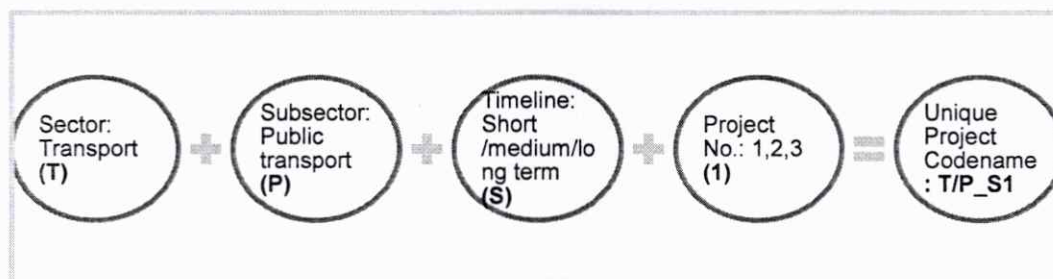


Figure 6.6 Suggestive formula for unique project codename

Sr.no.	Project proposal	Subsector	Short term (<2 ys)	Mid term (2-5 ys)	Long term (5 to 10 yrs)
	Sector: Landuse (L)		S	M	L
1	Development of DP reservation sites	Utilities (U)	construction of utilities	augmentation of utilities and service networks	Policy level intervention for optimising the newly developed/improved infrastructure services.
			L/U_S1	L/U_M1	L/U_L1
2		Social Amenities (A)	Placemaking	Parks and markets	development of higher order or integrated community places
			L/A_S1	L/A_M1	L/A_L1
	Sector: Transport (T)				
3		Mobility (M)	Street design improvements	street and junction redesign	street network improvement by completing the missing links
			T/M_S1	T/M_M1	T/M_L1

Figure 6.7 Projects assigned with Unique Code names

6.8 Preparing Bucket of projects

The projects within same timelines can be integrated considering similar interventions, resources or common objectives and stakeholders. Considering the same hypothetical projects as discussed above following projects can be clubbed as the tasks are overlapping and the objective of the output is common.



6.9 Project schedule

Once the sub projects are clubbed to form different buckets of projects, the stakeholder should be identified and invited for consultation to understand their priorities, constraints and strategies for implementation of the respective projects. Based on the joint discussions, time schedule chart should be prepared for project buckets addressing proper integration of tasks to avoid duplication of works and wastage of time and other resources. Time schedule includes listing the project period for each sub project and scheduling the sub projects as per the dependencies and overlaps. This will give fair idea of the work load for each ULB department or Govt. Agency associated with the sub projects. They can then prepare detail resource plan for individual project tasks.

Table below illustrates a format and the information to be documented

A						
Bucket 1						
Sr.No	Project proposal	Subject or	Project Code	Short term (<2 ys)	Period (in weeks)	Stakeholders
1	Street network improvements	Mobility	T/M_S1	Street design improvements	12	Road Dept, ULB/Traffic Dept./ Encroachment dept, ULB
2	Bus stops and metro stations amenities/design improvements	Public transport	T/PT_S1	upgradation of bus stops	6	Road Dept, ULB/Traffic Dept./ Public Transport/Metro authority, Encroachment dept, ULB
3	Improvements of Pedestrian and cycle network	NMT	T/NMT_S1	improving the existing footpaths and crossing	14	Road Dept, ULB/Traffic Dept./ Encroachment dept, ULB/ Institutes, commercial shop owner organisations
4	Cleaning and repairs Storm water drains	(ST)	U/ST_S1	Cleaning and repairs	6	Road Dept/ Water Supply Dept./ Drainage Dept, ULB
5	Placement of dustbins at public places	SW	U/SW_S1	Placement of dustbins at public places	1	Solid Waste dept, ULB, Collection Agency, Road dept, ULB
6	Tree plantation at Public places and streets		E/T_S1	Public places and streets	1	Garden Dept. ULB, NGOs
7	Solar Street lights		E/S_S1	Solar Street lights	3	Road Dept./Electricity Dept, ULB

Figure 6.8 Format for listing projectwise time and stakeholders for project bucket

Sector	Cross sectoral Short Term Project proposals	Unique Project Code	Project Period (in Months)											
			1	2	3	4	5	6	7	8	9	10	11	12
Utilities and Services	Cleaning and repairs	U/ST_S1												
Transport	Street design improvements	T/M_S1												
	upgradation of bus stops	T/PT_S1												



Select the financial mechanisms that would be possible and most appropriate to use in the project financing, according to the legal and financial resources considering the specific requirements and needs in order to implement each one.

The common streams of revenue and the prevalent revenue model like premium FSI, TDR on Public Plots, development Fees, property taxes, parking fees and such other user fees can be retained with certain revision in rates and policies as per market condition.

Apart from the existing revenue sources, new financial tools like can be considered after detail studies.

- Recurring taxes on land and buildings
- Developer exactions
- Land value increment taxes
- Sale of development rights
- Land leases and sale of public lands
- Transfer taxes
- Domestic credits/loans
- International credits/loans
- Private capital investments
- CSR
- Convergence of schemes



7 Project Execution

For efficient execution as per the plan, it is important that the proposals and the execution tasks are well communicated with the stakeholders. Preparations including activities like spreading awareness about LAP, information sharing resolving land disputes, policies regarding land development, administrative approvals etc. should be worked out before on site execution. It is recommended to explore the digital and technological tools for communication, documentation and project assessments. The Technical LAP committee should look into this and support the tasks of the implementation consultants and the project contractors.

7.1 Supporting Strategies to ensure efficient implementation process

I. Build capacity

It is imperative for a successful sustained implementation program to have the staff, resources and skills necessary to carry out initiatives. Workshops for preparation of LAP, strengthening administrative framework, project management skill, technological skills etc. should be organised by the ULBs.

II. Create a unifying Implementation Committee

To bring all area stakeholders together to work toward common area-wide goals as outlined in the Plan. It is envisioned that the Technical LAP Committee will coordinate and lead the implementation program. In the implementation phase, the technical committee can be expanded to include representation from other stakeholders like resident welfare associations, business associations, institutes etc.

III. Keep the Community Informed

Continued outreach to the community will be important to ensure community buy-in and support for projects and developments.

IV. Align City Departments and Other Government Agencies to Implement Plan Goals

Coordinate ULB departments and other government agencies responsible for implementing recommended Plan actions. This should begin in the early stages of Plan Implementation and is anticipated to be an ongoing effort.

It is critical that new ULB initiated projects from every department happen in conjunction with the Plan. Continue dialogue and coordination with departments to ensure that service and project delivery are in line with the goals and priorities of the Plan.

V. Incorporate Plan goals and recommendations into other ULB policy documents.

7.2 Monitoring and Implementation framework

The purpose of the monitoring and evaluation framework is to assess the fulfilment and results of the plan.

Monitoring and evaluation are essential management tools which help improve the efficiency of on-going projects and the selection and design of future projects.

To this end, specific targets and KPIs (Key Performance Indicators) must be defined to monitor the goals set for each project established in the action plan. KPIs specifically help determine a plan's strategic, financial, and operational achievements.

KPIs are basically of 4 categories – 1. Timeliness 2. Budget 3. Quality 4. Effectiveness. With respect to urban planning and development projects like LAP, these KPI categories will be applicable for monitoring the implementation of proposals of the sanctioned Final Plan.

KPI for timeliness and budget should be considered for the project execution stage to monitor the completion status and costing of the project.

KPI for quality and effectiveness should be considered once the project is completed and operational to evaluate the project objectives for further upgradation or revisions before the start of the next phase or project stage. The parameters and scores have to be decided in prior and conveyed to the consultants/contractors to set the targets. Ideally these performances should be linked with the payment schedule of the consultants. These scores can also be linked through incentives or penalties for ULBs to avoid any delays in the implementation from the side of the concerned ULB dept./officers.

A well-made KPI toolkit is powerful enough to assess the existing situation and plan for the future. A toolkit should be flexible enough to align itself with the specific city character and goals.

Apart from the assessment through KPI, periodic reviews are also crucial.



The KPI will form the basis for the periodic reviews of the plan in terms of following:

- ULB's progress in implementing the Plan;
- Changes in conditions that form the basis of the Plan;
- Adjustments related to capital expenditures;
- Changes to the City's regulations or programs;
- Adjustments of Plan priorities; and
- Changes in State or local laws

Methods for collecting and analyzing data for performance monitoring:

- Audit of financial flow
- On site visits and observation
- Short survey of users.
- Informal discussions with the stakeholders

Following tables provide a formats for various KPIs considering the hypothetical projects same as mentioned in the previous section.

Sr.No	Project proposal	Project Code	Period (in no.of weeks)	Work target in Month1	Completion status	Achievement	Performance level
Project Bucket 1: KPI for timelines							
1	street network improvements	T/M_S1	12	2.5 kms	1.2 kms	50%	Poor
2	bus stops and metro stations amenities/design improvements	T/PT_S1	6	50 signage replacement	45	90%	good
3	Improvements of Pedestrian and cycle network	T/PT_S1	14	1 km	750m	755	satisfactory
4	Solar Street lights	E/S_S1	3				

Figure 7.1 Format for Project KPI for project time schedule

Sr.No	Project proposal	Project Code	Total budget (in LakhsRs.)	% increase in estimated costs	Revenue expected (in Lakhs Rs.)	Revenue earned (in Lakhs Rs.)	Performance level
Project Bucket 1: KPI for timelines							
1	bus stops and metro stations amenities/design improvements	T/PT_S1	30	12	2.5	0.5	good

Figure 7.2 Format for Project KPI for project cost and revenue



The entire project can be evaluated by surveys and feedbacks at regular intervals. The observations should be compared with the goals set up in LAP proposal to gauge the success of the LAP project.

Sr.No	Project proposal	Project Bucket No.	Objective	Parameters	Indicators	Achievement	Performance level
1	Street Improvement	1	Safe mobility	Walkable footpaths	Increase in pedestrian count	20% increase	good
				Safe pedestrian crossing	Decrease in accidents	5 % decrease	satisfactory

Figure 7.3 Format for evaluating project outcomes



8 List of Reference documents:

Sr.No	Documents	Links
Project Preparation stage		
1	Pilot on Formulation of Local Area Plan (LAP) & Town Planning Scheme (TPS): MoHUA, July 2018	amrutbook.pdf
2	Pilot On Formulation Of Local Area Plans And Town Planning Scheme Salient Features Of The Guidelines	https://mohua.gov.in/upload/uploadfiles/files/3_LAP_TP_S_R_Srinivas.pdf
3	Manual for Preparation of Local Area Plans	1.LAP Manual.pdf
4	Local Area Planning for Transit Oriented Development: Illustrated Handbook for Indian Cities.	2.LAP-FOR-TOD Handbook-2022.pdf
5	Delhi Urban Art Commission : City Level Studies/Site Specific Design for wards	DUAC City Level Studies
6	Manual For Local Area Plans	111186_640f4f91-186b-41ef-9c71-126f9348fac9.pdf Assets.gov.in
Project Initiation stage		
1	Manual for Preparation of Local Area Plans Boundary Delineation-(ch. 4 page 33), Contents of Different types of LAP Reports – Appendix 5- Existing Situation Analysis -(ch. 6 page 48)	1.LAP Manual.pdf
2	Local Area Planning for Transit Oriented Development: Illustrated Handbook for Indian Cities.	2.LAP-FOR-TOD Handbook-2022.pdf
3	SLBs for Urban Transport- MoUD, Government of India	
4	Manual for procurement of consultancy and other services: Tendering for selection of Planning Consultants	https://eprocure.gov.in/cppp/sites/default/files/standard_biddingdocs/Procurement_Consultancy_Services.pdf :
5	Handbook on Standardized Service Level Benchmarks:	Microsoft Word - SLB Handbook I.doc



	Project Planning stage	
1	Manual for Preparation of Local Area Plans <ul style="list-style-type: none"> • Base map Preparation-(ch. 5 page 36)), • Data requirements as sources for base map preparation - Appendix 1 • Guidance for Survey Methods- Appendix 3 • Planning and designing -(ch. 7 page 48) Compensation, Contribution, Cost and Revenue for Implementation of LAP- Ch.9	1.LAP Manual.pdf
2	TCPO,India	Base Map Preparation Process -1 ~ Town and Country Planning
3	Bangalore Metropolitan Region Development Authority Preparation Of Base Maps For Master Plans A Case Study Of Bangalore Metropolitan Region	Microsoft PowerPoint - Shantappa B. Honnur,GEOSPATIAL MEET-Hyd. 23 1 2014_ver1 [Compatibility Mode]
4	Local Area Planning for Transit Oriented Development: Illustrated Handbook for Indian Cities.	2.LAP-FOR-TOD_Handbook-2022.pdf
5	Delhi Urban Art Commission: City Level Studies/Site Specific Design for wards	DUAC City Level Studies
6	SLBs for Urban Transport- MoUD, Government of India	
7	Handbook on Standardized Service Level Benchmarks: Service level benchmarks in the context of performance management of urban services	Microsoft Word - SLB Handbook I.doc
8	Handbook of Service level Benchmarking: MoUD	https://smartnet.niua.org/sites/default/files/resources/MoUD%20SLB%20Handbook.pdf
9	New Drone Policy by Ministry of Civil Aviation,GoI	Drone Laws in India [Updated February 25, 2025]
10	The Drone Rules, 2021 Drone (Amendment) Rules, 2022	https://www.dgca.gov.in/digital-gov-portal/jsp/dgca/homePage/viewPDF.jsp?page=Inventory



		List/headerblock/drones/Drone%20Rules%202021.pdf
9	SOP for Drone Survey	IBM Drone Survey SOP — March 2023 Updated by Surveygyaan Medium



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