

GLOBAL CITY
GLOBAL STANDARDS...

VISION

SURAT

2020

સુરત : મહારાષ્ટ્રી નગરો તણી

(સોરઠા)

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ગોકુળદાસ રાયચુરા

['લોકવાણી' સંગ્રહાલય : તા. ૫-૮-૧૯૩૪]



Cities play a critical role in the economic development process of the nation. They have always fostered the creativity that promotes human development and produces technological advancements for emerging forms of trade and commerce. They contribute a more than proportionate share towards the state and national income. In Gujarat, 37% of the state's population lives in urban areas. Over 80% of the State income is generated through non-agricultural activities. As the non-agricultural activities are mainly concentrated in urban areas, it is safe to conclude that majority share of the state income is generated in urban areas. Further it is worth mention that 85% of the Sales tax is collected from the top six corporation districts of Gujarat.

In a globalized scenario, the role of the cities is even more pronounced. With no barriers, attractiveness of a city as an investment destination depends on the quality of infrastructure, social safety and connectivity. Ultimately, improved quality of life in our city would depend on our ability to compete successfully with other city-regions and to provide the necessary foundations for growth. Competitive businesses and industries are going to result in employment and increased revenues to the local government. To achieve this objective of being the most appropriate choice of investment/ residence, there is a need to position our city strengths..

This exercise was launched with this objective of positioning Surat as "Global City with Global Standards". This is the vision articulated by the citizens of Surat, supported by the Government of Gujarat.

We are thankful to Hon. Chief Minister Shri Narendra Modi for inspiring us to visualize future plan and for releasing vision document on the eve of 45th 'Gujarat Day' celebrations at Surat.

For and on Behalf of Citizens of Surat

G R Aloria, IAS
Commissioner,
Surat Municipal Corporation &
Chairman,
Surat Urban Development Authority

Snehlataben Chauhan,
Mayor,
Surat Municipal Corporation

May 1, 2004

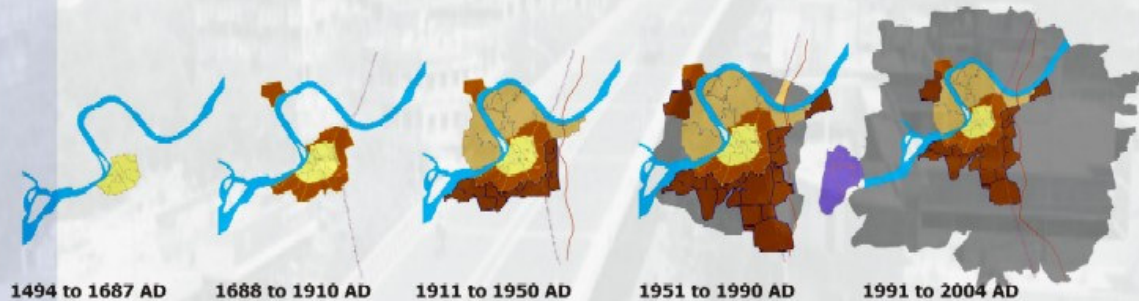
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1.1 Evolution & Growth of the City

The city of Surat, known for its textile manufacturing, trade, diamond cutting and polishing industries, zari industry and since 1994, for the plague, is today known for its strength to convert adversity into advantage. The city governance has come to be recognized as an example of good governance system. The experience of Surat has demonstrated that urban local governments in the developing countries have the capacity to face the challenges of rapid urbanization and improve the quality of life of all the residents.



The city of Surat has a glorious history dating back to 300 B.C and owes its name to the old Hindu Town 'Suryapur'. During the 15th Century, the city of Surat emerged as an important port town and a trade centre. The city was at the height of prosperity till the rise of Bombay port in the 19th century.

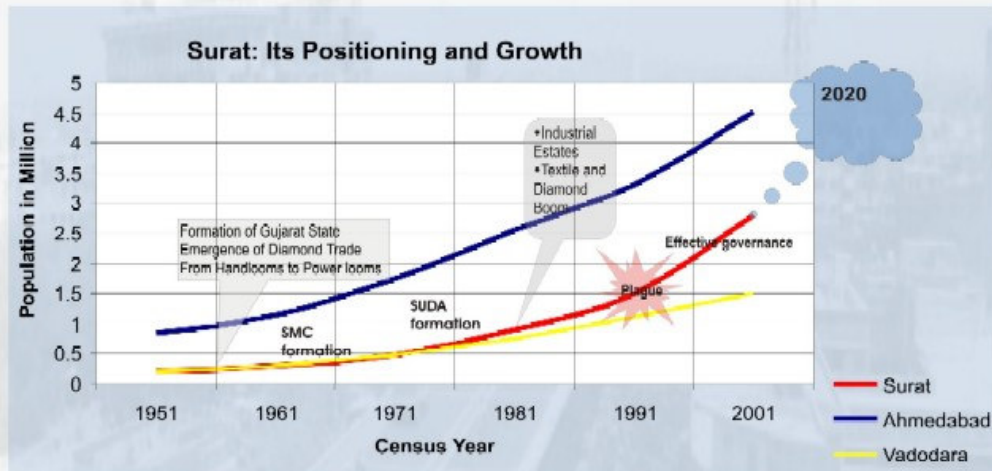
While there was a downslide in terms of Surat's economy since 1901, the foundations for the growth in the city was laid in the 60's with the expansion of diamond trade, the gradual shift in the economic base into zari and textiles [power looms], and the intensification of oil and gas exploration activities. Today, apart from the traditional industries of textile manufacturing, trade, diamond cutting and polishing industries, intricate Zari works, the base has expanded to gas based industries at Hazira. In parallel to the industrial expansion, Surat emerged as a major center for trade and commerce in the region. An informal sector has also emerged in this backdrop.

These events since the 60's, while have been in the city and the region, the net result has been a spurt in urban population in the city. Surat continues to present a 6% plus annual population growth since 60's, placing Surat 9th in terms of size countrywide (2001). Spatial extent of the city also changed to include 112 Sq.kms of area under SMC and 722 Sq.kms areas under SUDA (including SMC area). Hazira industrial area located at 7kms distance, though, administratively not part of Surat city, has very close functional interdependency and forms part and parcel of Surat economy.

While the city had a vibrant economy, the focus was on growth with limited response to housing and services and the local body did not translate the benefits of growth in terms of a financially robust local administration. The turnaround of the city of Surat happened after the suspected plague in 1994. This event reflected the ability of local governance to turnaround and the support of the citizens in transforming their city. This transformation is an outcome of ingenious entrepreneurship skills of people of Surat and commitments of the Central and the State Governments. The Surat Municipal Corporation has been the driving force behind this transformation process.

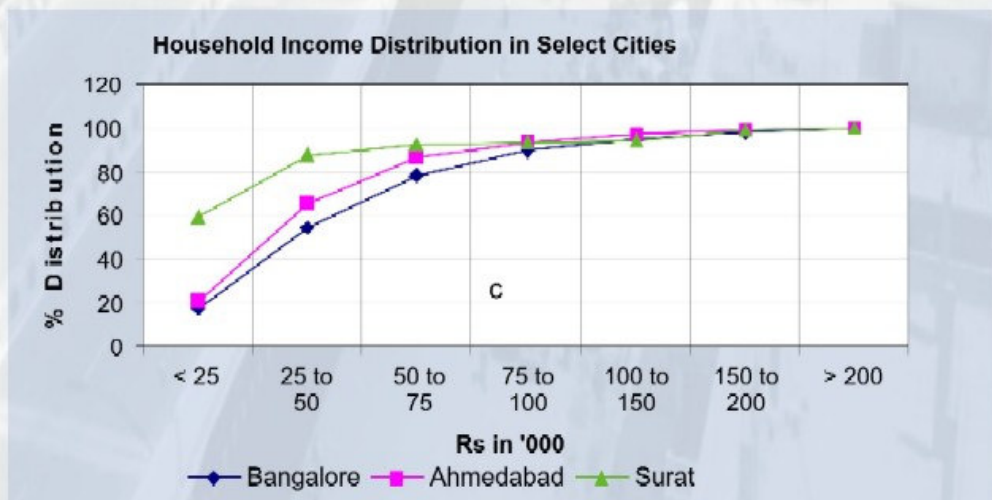
Surat - A city in transition

1.2 Implications of Growth



The city is experiencing rapid growth in economy, an economy dominated by labor intensive activities. This character reflects distinct demographic characteristics. Being dominated by migrant labor from eastern India, Gujarat and parts of Maharashtra has resulted a low sex ratio, growth of informal settlements characterized by high density and associated public health risks.

The distribution of incomes in Surat, reflects the quality of its work force vis-a vis comparable cities. Around 60 % earn less than Rs 25000 a year or about Rs. 70 per day. While the incomes are higher than the standard poverty levels, it needs mention that the cost of living in Surat if not equal to Mumbai is at least close to this level. This is one of the reasons for the growth in informal settlements.



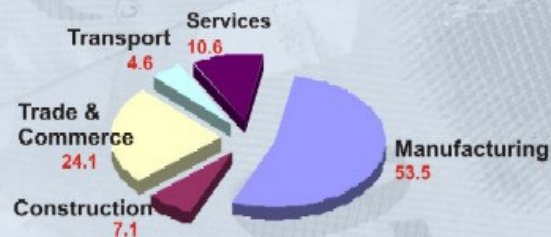
Composition and Contribution

Textile manufacturing, trade, diamond cutting and polishing industries, intricate zari works, chemical industries and the petrochemical and natural gas based industries at Hazira established by leading industry houses such as ONGC, Reliance, ESSAR, and Shell form the core of economic base of Surat.

Today Surat is one of the major industrial cities contributing a major share of output especially in diamond and textiles sectors. The entire industrial sector put together contributes a revenue of about Rs. 3 billion per annum to SMC. The South Gujarat Chamber of Commerce and Industries* estimates that the revenue contribution from Surat to the national government is about Rs. 30 billion in the form of excise, Rs. 85 billion in the form of income tax and Rs. 7 billion in the form of sales tax.

* Samruddhi, Newsletter of GCCI, The South Gujarat chamber of commerce and industries, March 2004.

Sectoral Distribution of Employment Surat 1999-2000



The entrepreneurial skill of the people is the major strength of the city. Surat, without a single location advantage successfully hosts a vibrant diamond industry. The city has made an important position in the world and national economy. The textile and diamond units of Surat region contribute to:

- 42 % of the world's total rough diamond cutting and polishing,
- 70 % of the nation's total rough diamond cutting and polishing,
- 40 % of the nation's total diamond exports,
- 40 % of the nation's total man made fabric production,
- 28 % of the nation's total man made fibre production,
- 18 % of the nation's total man made fibre export, and
- 12 % of the nation's total fabric production

Surat's economy is characterized by large number of small and medium scale unorganized industries. The industrial base is labour intensive. The level of unemployment is low. However, the wages are also low and the workers are generally deprived of social security benefits.

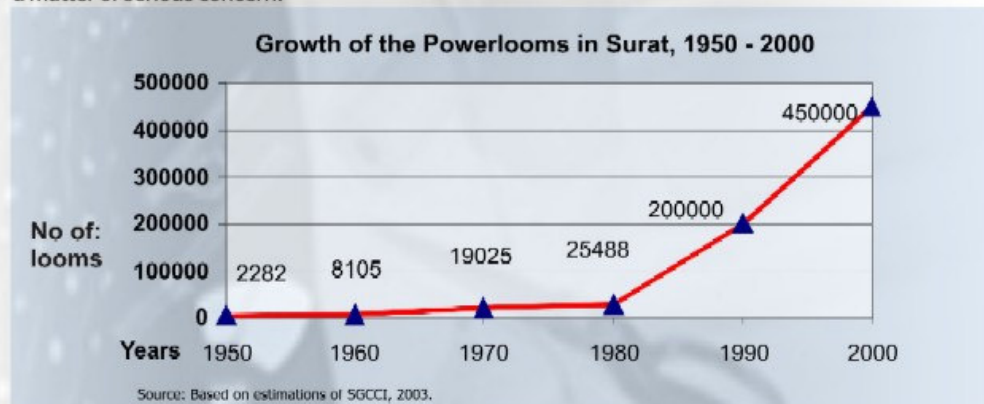


Textiles

Textiles is one of the oldest industries in the country and continue to be a significant contributor to the value of industrial production, employment generation and thus, to national income. An estimated 4% of GDP is contributed from the sector. It contributes to about 30% of country's export earnings while accounts for about 7-8% of the gross import bill. Surat is a dominant player in the textile sector.

Textile processing units are the major backbone of Surat's economy. The traditional handloom weaving industry has given way to power-looms, printing, and dyeing textiles. Surat is one of the largest centres in the world for production of synthetic fiber fabrics, mainly nylon, polyester and Art Silk. Since 1956, the Indian Government's policy of providing incentives and protection to small-scale industries gave a boost to the power-loom industry in the city. Weavers took advantage of the incentives and converted their handlooms into power-looms. At present, there are about 450,000 power-looms (about 45,000 units) in the city region providing for over 700,000 jobs in Surat.

Each unit, with a turnover of nearly Rs. 50 million, produces about 35,000 to 150,000 meter of Sari and dress material daily. The industry is slow in adopting technological innovations. Fluctuating power supply and high cost of power affects productivity. It employs low skilled migrant labour without providing them with any social security benefits. Textile units mainly depend on ground water for its processing and draws about 700 to 1000 cubic meter of water every day. Treatment of waste water is a matter of serious concern.



With about 60,000 shops and establishments, the trading activity in general, and textiles in specific, act as major generator of employment and income.

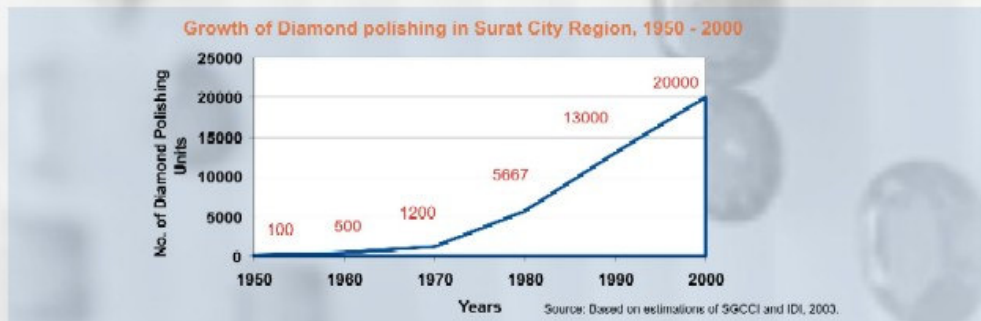
An **Apparel Park** has also been planned in the city to bring production and export facilities under one roof and to give a face-lift to the textile industry. Major industrial concentrations within the city are found in the East and South Zones of the corporation.



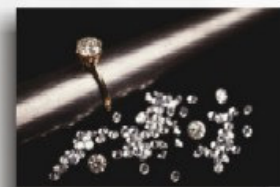
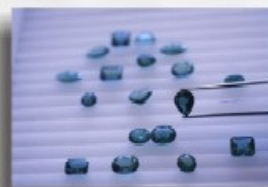
Diamonds

Surat is one of the world's largest centers for diamond processing. The emergence of the industry in that region which did not have raw material, markets or worker base is a significant feat. Majority of the entrepreneurs are from outside. Initially the industry began largely as an initiative of few individuals belonging to a particular community, which has now expanded to large section of the society.

Under the Import Replenishment Scheme introduced by the Government of India in 1958, diamond traders were allowed to import roughs from the Diamond Trading Corporation, London and other sources abroad and export cut and polished diamonds. Added support came from the encouragement offered to small-scale industries during this time. By the end of 1950s, about 100 diamond cutting and polishing units had been set up. With the setting up of the Gems and Jewelry Export Promotion Council in 1966, diamond exports received a further impetus and consequently, the number of cutting and polishing units also increased. Coupled with ease of establishing small-scale industries, various governmental policies aimed at increasing the export of polished diamonds aided the growth of such units in the city. During the 60s, exports in polished diamonds grew 14 times! In the early 1970s, there were about 1,200 units, employing 20,000 workers. In the early 1990s, the number of units was estimated at 13,000, providing employment to more than 100,000 workers.



Like textiles, diamond cutting and polishing is also a labour intensive industry employing about 2,50,000 workers. India's first private sector **Special Economic Zone** has been functioning at Sachin in Surat since November 2000. From a household industry base, over the years, the structure of the industry has changed to small, medium and large-scale units. Technical advancements have also contributed to improved productivity. However, as a result, though output increased 5 times during the last 10 years, there has not been any significant increase in the number of jobs. The industry requires a low capital base, is non-polluting, high on employment generation and is a leading contributor to the foreign exchange reserve. Export value increased from a mere Rs. 110 million in 1966-67 to Rs. 320 billion in 2002-03. Low wages being paid to the workers, their deprivation of social security and their occupational health are major areas of concern.



Other Developments

Developments at Hazira



The establishment of large industrial complexes by giants like Reliance, Essar Steel, KRIBHCO, ONGC, NTPCL etc. on the outskirts of the city in the Hazira Industrial Notified Area has changed the industrial scenario in the region. A major port at Hazira, petrochemical refinery, natural gas, cement, steel plants, power plants etc., have come up with a total investment of about Rs. 100 billion. Projects in the field of nuclear, heavy water and space research are also under implementation. These are capital-intensive industries offering employment to skilled workforce. These industries are together estimated to employ only about 6,000 persons. However, the ancillary industries and other related activities are likely to exert further pressure on the infrastructure and services in Surat. The latest development in the city is the upcoming Liquefied Natural Gas Terminal at Hazira near Magadalla Port, scheduled to begin operation in next two years.

Zari Industry



The silver and gold brocade (zari) industry, embroidery, and weaving of textiles in Surat have a 300-years old history. Since the 1980s, the industry has got some boost due to growing exports. There are about 6,610 zari units that employ approximately 15,000 workers. Difficulties in availability of skilled labour, high cost of raw material, outdated technology and changing preferences of the consumers have led to a severe contraction of the industry. Innovations through improvements in technology, alternative product design and development may enable long-term sustenance of the industry.

GIDC Industrial Estates



There are eight industrial estates established by the Gujarat Industrial Development Corporation (GIDC) in and around the city. These include estates at Pandesara, Khatodara, Katargam, Sachin, Ichhapore, Olpad, Hazira and Mora and a Special Economic Zone near Sachin. Private estates have also developed with at Udhna and Textiles, chemicals and diamond are major units located in these estates.

Prospects

This is one of the leading city-regions in the country that has attracted massive investments out of which substantial proportion is under implementation. According to CMIE 2002, in the Surat City region projects worth Rs. 20 billion investment are under implementation. Projects worth Rs. 118 billion have been proposed. Hazira and diamond bourse at Ichhapore, Apparel Park are major focal points for growth. A SEZ is also under consideration.

The level of infrastructure in Surat reflects its quality governance. The levels of services post 1994 has enhanced because of improved operation and maintenance and informed investments. The infrastructure growth in this city has generally kept pace with the growth of population.

Over view of service levels in SMC area :

Sector & Indicators	Level and Gaps
Water Supply	<ul style="list-style-type: none"> City operates Water Supply System with 628 MLD installed capacity to serve 95% population coverage at about 200 liters per capita per day
Sewerage	<ul style="list-style-type: none"> About 500 km long gravity trunk main network serve 93% population 100% treatment capacity has been established
Sanitation	<ul style="list-style-type: none"> All slums covered with shared sanitation facilities 27% households covered with individual toilets
Storm Water Drainage	<ul style="list-style-type: none"> About 300 km network covers 85% of the city City is prone to flood Natural drainage system needs improvement
Roads/Street Lights	<ul style="list-style-type: none"> 1000 km long road network with 6 bridges across the river and 4 fly overs provide for mobility in the city Roads are well lit with over 46,000 street lights
Solid Waste Management	<ul style="list-style-type: none"> The city has been rated second cleanest in the country Door to door collection has been initiated Almost all of the households, shops and establishments practice storage of waste at source About 900 MT of municipal waste is generated. About 95% of municipal waste is lifted Garbage removal has been contracted out Sanitary disposal is practiced Waste to energy project is underway



Other Service & Quality of Life

1. **Public Transport**

- GSRTC system caters to only 3 - 4 % of the commuter needs.
- Three wheelers operating point to point services serve the need.
- Use of kerosine and neptha is a cause of air pollution.
- Two wheelers are the major modes

2. **Public Health Management**

- From decay to resurgence, the city has emerged in recent years as an example for other civic agencies to follow. The city has improved health facilities significantly.
- In 2000, a new Civil Hospital and a new Medical College have been established by SMC.
- Epidemic control and surveillance facility established
- Daily monitoring and reporting of water-borne and water related diseases

3. **Housing the Urban Poor**

- In 2002, there were 305 slum pockets in SMC, accommodating 21% of the population.
- All basic services like water supply, underground drainage, stone paved foot paths, carpeted roads, hand pumps, pay-and-use and individual toilet, balwadis, street lights, stand posts and storm water lines have been provided in a most slums under the slum improvement program.
- Slum dwellers on road alignment and such other inappropriate locations have been shifted to better housing provided by SMC on low down payment and easy installments

4. **Education**

- Educational facilities in Surat are provided by a host of public and private agencies. The city has 590 primary schools of which 258 schools are run by SMC and the rest 332 schools are under the management of private institutions
- Large numbers of the secondary / higher secondary schools are also under the management of private institutions
- There are 22 colleges including the S.V. National Institute of Technology, Government Medical College and the SMC Medical College
- The South Gujarat University is located in the city
- Lack of relevant institutes and quality technical education to meet the demands of the industry is a concern

5. **Water Environment**

- Upstream water quality in River Tapi is safe.
- Quality of Tapi and other potential sources is deteriorating and calls for protection measures.
- The stretch of the River Tapi that passes through Surat city is moderately polluted.
- It has been observed that there has been a rise in the COD levels at certain locations in the last six years.
- Ground water is saline at many places and hence not dependable.



6. Air Environment

- Ambient Air Quality is monitored at Air India Building, SVR Engineering College and BRC Udhna (industrial). SPM levels have always remained above the prescribed limits for residential and rural areas
- NOx and So2 levels have always been within CPCB standards



7. Recreation/ Open Spaces

- Presently Gardens, playgrounds, recreational areas and green belts occupy 2.15 sq. Km which will be raised to 6.77 sq. Km. By 2011.
- Exploiting large areas along the river as recreation and open spaces is planned by SMC as a part of its ambitious River Front Development Project.



8. Urban Governance and Management

Surat is an exemplar case study of post-plague resurgence, a result of improved and dynamic urban governance, and citizen support for reforms. Improved governance and financial management has resulted in enhanced municipal financial capacity to invest in services and improved O&M. Recent management reforms include:

- Continuous Monitoring System
- Delegated Powers to the zones
- Complaint Monitoring System
- Improved Supportive Infrastructure
- Public Participation
- IT Policy and Computerization of municipal functions



Surat is also a case study for financial turn around, the city has improved its capacity and presents an average annual increase in the base by about 10%. This city has one of the highest per capita municipal income of over Rs. 1600. The city has exercised expenditure control and has an establishment expenditure of less than 45%, increased annual capital expenditure levels of an average of Rs. 1 billion in 90's to over Rs. 2 billion, largely by way of revenue surpluses and borrowing from financial institutions. The demands are dynamic and SMC is in the process of finalizing investment decisions based on a medium term framework; currently being updated based on the work done as part of City Development Strategy in 2002.

9. Infrastructure in SUDA Areas

In SUDA area, some basic infrastructure facilities and services have been provided in a decentralized manner by the individual Gram/Nagar panchayats. Plans to develop centralized facilities have been floated by SUDA.

Vision for Surat 2020

"A Global City with Global Standards -

A city that is competitive and offers a better quality of life"

Surat : Issues & Opportunities

Strengths :

- Diversity in economic base: Textiles, diamond cutting and polishing, zari industry, major market for yarn and major center for trade in the region
- Sustained growth spread over four decades
- Emergence of a petrochemical complex in the region and centrally promoted SEZ
- Quality-Cheap labor
- Responsive Local Administration
- strong sense of belongingness and pride of being a Surati and at the same time always willing to accept and include people from other cultures
- The city is known for its social harmony
- Adequate social services such as education and health
- Seen as an alternate to Mumbai as a place of residence

Weaknesses :

- Medium quality of Power supply
- Weak connectivity with major centers/ world cities from a competitive perspective
- In between two major metro's (Mumbai and Ahmedabad)
- Multi tiered protocols for industrial clearances
- Rigid land conversion and town planning process
- Unregulated peri-urban growth and weak institutional structures
- Large segment of work force and population living in slums
- Dominant informal sector
- High costs of living
- Quality of services in peri urban areas
- Absence of education facilities to respond to local industrial demand
- Lack of premier institutions

Opportunities :

- Growth in the region and potential for down stream industries
- Potential for demand in terms of trade and transit services, and social sectors such as health, education, leisure and tourism
- Enhancing quality of life

Threats :

- Policy risks such as incentives in neighboring states, trade and tariff regimes on raw materials
- Health concerns related to migrant population (HIV)
- Environmental degradation

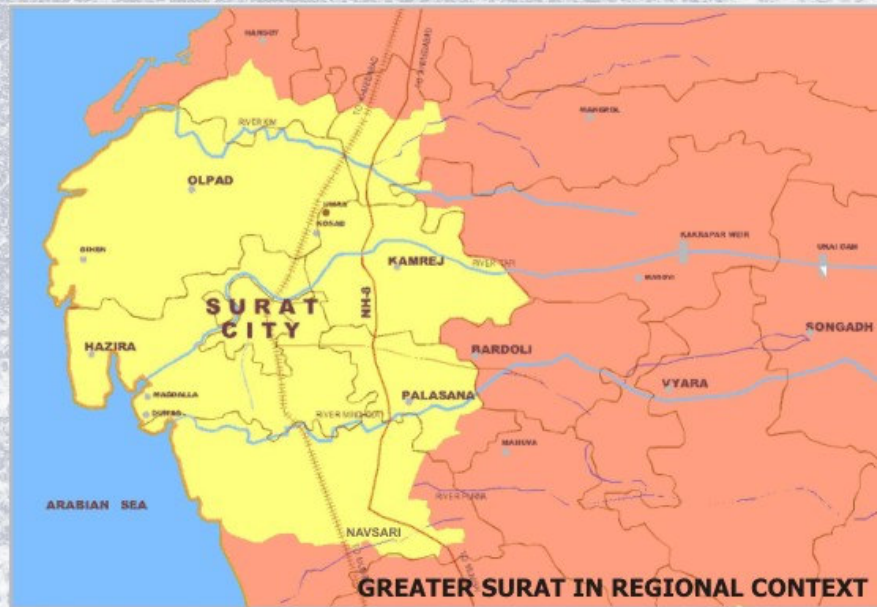
Strategic Focus

The genesis of this Vision emerges from the fact that this city's population, with its continuing high growth, is likely to double from the present 2.8 million to 5.5 to 6.0 million by the year 2020*. For sustained growth of its economic base for the city to be attractive, and improve quality of life, there is a need to position this city in a manner to sustain this level of growth and strengthen the response mechanism of agencies to address growth demands.

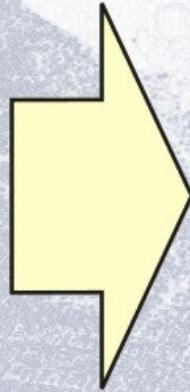
The Suratians' homespun kindness, charity, entrepreneurship and above all a strong civic pride are the traits that have made the city flourish. The resourceful and inclusive city, with a dynamic local authority, thrives for excellence to become a dominant player in the global scenario. SMC-SUDA initiated a public consultation in this regard to define the city's vision and priorities. The collective vision of the stakeholders as outlined is based on assessment of a wide range of elements affecting growth and the quality of life. To realize the vision of a 'Global City with Global Standards' by 2020, a structured program of actions and initiatives have been defined.

The Strategic Focus is structured around three elements of **Promoting Growth** for economic development; **Good Governance** to enable **Improved Service Delivery**. However, the overarching objective of this strategy is to promote **safety, security, and environmental quality**. The strategic focus and operational strategies have been detailed in the following sections.

* These estimates based on an expectation of a softened rate of growth from the 6.2% compounded annually to that of 1.45% compounded annually (Large base scenario would have dampening effect on growth rates).



1. Promoting Growth

**1A Enabling Economic Development**

It is important to create an enabling environment for trade, industry and business to flourish by adopting a judicious mix of policies, incentives, tariff structure, assured power supply, access to serviced land, creation of markets and high-quality, affordable infrastructure, recognizing the existing large-scale informal trade and cheap labour availability.

1B Improve Connectivity

Improve connectivity through a combination of high-speed, strategic links via air, expressways and waterways and advanced information technology/ communications networks for global positioning

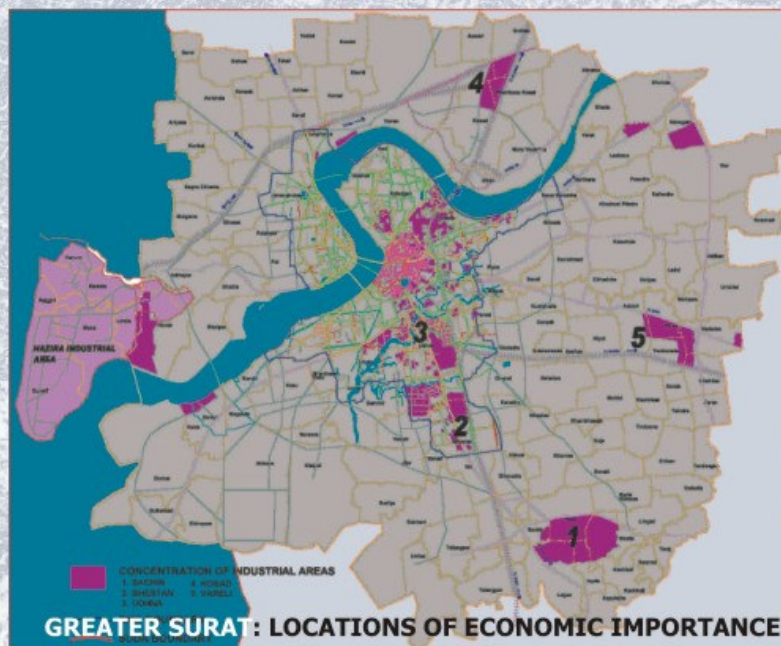


Operational Strategy 1A Enabling Economic Development

Surat recognizes the importance of local economic development as a deciding factor to achieve its vision of a global city with global standards. The concerns are in terms of continued growth and adding value to the existing labour intensive economic base with necessary qualitative improvements. Exploiting opportunities for diversification, both in industrial as well as service sectors, taking into consideration the potential offered by the petrochemical and natural gas based activities developing in the region is the way ahead. Associated downstream activities are also to be explored. Towards this end, the city will initiate a **City Economic Development Strategy (CEDS)**.

Creating and Rejuvenating Markets

- Availability of land and sites in appropriate location with required quantity and quality is necessary
- Delineate areas of economic development interest in the city within the proposed City Economic Development Strategy (CEDS)
- Projects identified through this plan will be implemented through public-private partnerships
- Immediate investment priority areas are the textile markets on the Ring road and old city area, GIDC estates and Udhana, Pandesara, Bhestan, Varachha, Katargam, Sachin, other industrial areas
- New city-level projects include: **Gems & Jewelry park, Apparel Park and Agro Export Zone**
- Surat bazaar / haat may be developed to show case specialties from Surat: textiles, zari, diamond and food items



Trade and Tariff

- Appropriate tax and tariff regime for creating a business friendly environment
- Streamline procedures for clearances

Quality of Power Supply

- Reliable, affordable and quality power supply to meet the demands of industry and trade

Serviced Land

- Simplification of land conversion process to make available serviced land for growth of economic activities

Promote New Towns

- Facilitate development of new high quality residential areas with good connectivity and high I levels of infrastructure and connectivity with the involvement of the corporate sector
- These new residential areas will attract investors and corporate houses to locate in Surat

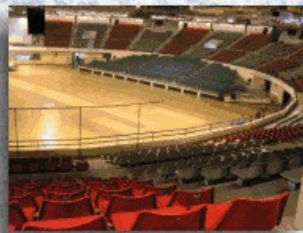
Mainstreaming Informal Trade

- Providing for informal trade within context of the city's Development Plan, street design by earmarking hawking/ non-hawking areas and specific town planning schemes/ urban design plans
- Provide necessary public amenities and infrastructure like pay-and-use toilets, parking and onsite improvements like paving, vending platforms and designed kiosks

Value Services

Offer an enriched cultural environment and upgraded sports facility for a better quality of life and thereby enhancing its positioning amongst other competing cities:

- Trade cum convention center
- High-end shopping malls, multiplexes, river cruises, clubs etc.
- Leisure clubs with tennis, swimming and golf facilities
- City Museum, Art Gallery, Museum, Planetarium, Science City and Amphi-theatres
- Invite premier institutions to establish high quality education and training facility



Operational Strategy 1B Improving Connectivity

Substantial improvements are required in Surat's connectivity with other cities in the world. A combination of high-speed, strategic connectivity through international air-links, national expressways and water ways would be mandatory pre-requisites for positioning Surat as Gujarat's Global City by 2020.

International Airport

- Surat to be made accessible for its citizens, visitors and the flow of merchandise by developing an international cum domestic airport with night landing facility at the identified site near Dumas.
- Direct air connectivity of Surat with cities like Delhi, Bangalore, Chennai, Hyderabad, Jaipur, Bhopal and Kolkata in India; London, Brussels and Antwerp in European Union would make a great contribution in boosting the trade and commercial prospects of the city

Expressway/ Coastal Highways

- Land connectivity through railways and expressway to link Surat to other important locations in the region.
- Develop a coastal highway connecting Surat and coastal port towns of Gujarat and Maharashtra, as well as the already proposed Mumbai-Surat-Vadodara Expressway (North-South Corridor).
- East-West Corridor to provide lateral connectivity with central India through important towns of Nandurbar, Bhusaval and Nasik.

Information Technology and Telecommunication

- Develop state-of-the-art telecommunications network and information technology

Port/Water Transport

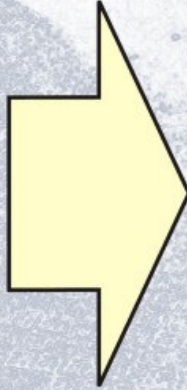
- With 24 m of draft available, existing port facility to be upgraded to the level of a major port to increase transportation of goods and cargo linking Surat with other ports of the country and international seaports.
- Feasibility of introducing hovercraft based passenger services and RO-RO cargo connectivity between Surat, Bhavnagar and other major coastal towns in Saurashtra to be explored to position Surat as a major transit hub for passengers, goods and services.



High Speed Railways

- High speed railway connectivity between Surat -Mumbai, Surat Bharuch-Vadodara and Surat-Ahmedabad to be developed
- Inter-City Express (ICE) connecting Surat with both Mumbai and Ahmedabad within two hours to make Surat more accessible.

2. Good Governance



2A Managing Urban Growth

To make the city enterprising and inviting by creating a business friendly environment

2B Strengthening Urban Governance

Strengthening governance to promote growth and effective service delivery

2C Inter Agency Coordination

Inter-departmental Coordination within SMC and coordination with other agencies and state government policies and incentives



Operational Strategy 2A Managing Urban Growth

For effective, safe and sustainable growth management:

- Establishing framework for planning and management of Metropolitan City Regions, Greater Surat and Surat City
- Ensure that infrastructure development and development and enforcement of regulations keep pace with actual growth of cities
- Improve the quality of built environment by developing good residential areas

Effective Spatial Planning Framework

- **Three-tier planning process** for Metropolitan City Region, City Region and Local Area/ Special Areas (markets, core area etc.) to interface rural-urban/ core and periphery relationships in consonance with the 74th CAA.
- Integrate: environmental; heritage conservation; access for the disabled; economic, infrastructure and disaster mitigation concerns in planning process
- Simplify statutory planning processes
- Facilitate optimum use of land through integrated policies like varying FSI, introduction of TDR, Impact fee, provision for change of use and transit oriented land use.
- Archeological / cultural / heritage sites to be conserved, develop a Heritage Walk, revitalize the Chowk and Inner City
- Valuable and fertile agricultural land should be preserved for agriculture. Policy for redevelopment of degraded brown fields/ wastelands and densification

Create new towns to offer high quality residential and business environment

- Policy to encourage public-private-partnerships to privately developed and managed high class towns at strategic locations with good connectivity and infrastructure

Land for Housing the Urban Poor

- The city government to make judicious use of strategies like Land Sharing Technique, Transfer of Development Rights (TDR), Town Planning Schemes (TPS) to access land in addition to market procurement
- Exploit the TP Scheme mechanism framework as it provides for an effective and well-proven mechanism for delivery of land for housing for the urban poor
- Prepare a comprehensive plan for urban poor housing improvement to upgrade housing and infrastructure in slums to acceptable standards based on the total station survey and socio-economic surveys already initiated by the city government.

Preparation of Town Planning Schemes

- Undertake large-scale preparation of Town Planning Schemes as a mechanism to deliver serviced urban land
- Prepare area specific development regulations to achieve desired urban form within the context of TP Schemes

Operational Strategy 2B Strengthening Urban Governance

To make the city more responsive and responsible, improve governance and management through:

- Establishing mechanisms for making city governance more transparent and accountable and enhancing public participation in governance
- Streamline administrative procedures for efficient urban management
- Initiate e-governance for improved performance and service delivery.
- Raising adequate resources for realizing the vision of a Global City with Global Standards

Resources Mobilization to Realize the Vision of Global City Global Standards

- Build financial management capacity of SMC and other agencies by providing training and technical assistance
- Modernizing accounting system and budgeting procedure
- Medium term fiscal framework based investment decisions
- Prepare asset management plan
- Access capital markets
- Develop efficient land & tax information systems
- Introduce property tax reforms and enhance recovery of dues
- Levy user charges and such other viable taxes/ charges
- Exploit various central government schemes to fund infrastructure projects

Public Participation in Governance

- Involve stakeholders in the formulation of policies, programs and proposals
- Streamline procedures for clearances
- Responsive governance by conducting performance audits and publishing annual reports

SMC to be Transparent, Accountable and Responsive

- Prepare model Code of Conduct for officials
- Upgrade E-Governance system to provide higher level of services
- Improved accounting systems
- Expand private sector participation in delivery of services

Capacity Building

- Streamline administrative procedures and overhaul internal systems aimed at reducing red-tape
- Build capacity at local levels through training programs and transfer of best practices
- Adopt modern data management tools like Geographic Information System (GIS) to aid decision-making

Operational Strategy 2C Inter Agency Coordination

Surat Municipal Corporation to play a pivotal role for coordinating with the state government departments and other important agencies for cohesive growth in the City Region. It will also have to improve and streamline its inter-departmental coordination.

Inter-departmental Coordination

Inter-departmental coordination with various departments of SMC for...

- Integrated utilities management
- Sharing a common data/ information base
- Improving internal systems and better organizational performance
- Quality service delivery
- Emergency response and fire safety
- Efficient use of resources

Coordinating with State Government

- Initiate implementation of regional growth strategies and plans and industrial policy for the region
- SMC to play a strong advocacy role for reforms and lobby for favourable policies and incentives
- Facilitate access to national / international funds for development
- Policy support in line with growth and development plans of the city
- Access to technical support and capacity building programmes
- Lobby for greater empowerment of local governance in conformity with the provision of the 73rd and 74th CAA.

Coordinating with other agencies

Coordination with the following agencies and service providers is necessary for improved service delivery and smooth functioning of the city:

- The District Collectorate
- Surat Urban Development Authority (SUDA)
- Surat Electricity Company (SEC)
- Gujarat Electricity Board (GEB)
- Gujarat Industrial Development Corporation (GIDC)
- Gujarat Pollution Control Board
- Roads and Building Department
- Telecom Department
- Gujarat Maritime Board (GMB)
- City Traffic Police
- Police
- Chamber of Commerce and Industries
- Mega Industries
- City Institutions



Strategic Focus: Improved Service Delivery

3. Improved Service Delivery



3A Access to Basic Services

Improve access to basic services for the poor and set up a demand responsive service delivery mechanism to foster growth

3B Mass Rapid Transit

Improved, fast and affordable public transport

3C Road Network Improvements

Improved transportation system and networks for better intra-city commuting



Operational Strategy 3A Access to Basic Services

Surat must invest to strengthen its city basics and upgrade its water supply, wastewater management, municipal solid waste disposal, public sanitation to the next level by improving the quality of services and improved service delivery. It must adopt world-class infrastructure standards. Undertake phased upgrading of infrastructure, expanding infrastructure to SUDA areas

Water Supply

- Target for 100% coverage through individual taps, "24 x 7" water supply at 193 lpcd
- Possible new sources are: the Left Bank canal, Mindhola and Kim rivers, Tapti, and Kakarpar canals & Gavier waterworks
- Protect the existing sources from possible contamination from untreated wastewater
- Reduction in distribution losses by developing a loop system through formation of outer ring supply mains connecting sources at Kim, Mindhola, Left Bank Canal and Umra
- Set up annual targets for rainwater harvesting and water re-use

Integrated Water Management Strategy

- Water, wastewater and storm water are parts of the water cycle and must be viewed as such
- Initiate preparation of an **Integrated Water Management Strategy** within which innovative wastewater and storm water management measures can help augment water supply and ground water recharge
- Provide for wastewater treatment in view of the augmented water supply targeting 100% coverage
- Gas-to-energy project
- Industrial effluent management
- Decentralized wastewater management options to be encouraged for peripheral area

Municipal & Bio-Medical Waste Management

- 100% door-to-door waste collection
- Expand bio-medical waste disposal
- Expand waste-to-energy programme

Public Health and Sanitation

- Provide sanitation infrastructure at all public places and business districts
- On pay-and-use public sanitation principle cover areas like the central bus station, airports, railway station, all major traffic junctions and public spaces
- Enforce public health regulations
- All slum areas to have individual toilets

Storm Water Management

- Consider land topography and depressions like lakes and existing water channels while designing and implementing decentralized rain water disposal systems to reduce flood hazard
- Re-modeling existing creeks



Operational Strategy 3B Mass Transit

Urban transport through enhanced accessibility and mobility, enables increase in efficiency and productivity, increase in access to amenities, reduction in commuting costs, efficient use of scarce land resource and contributes to improvement of the environment.

Circular Surface Railway

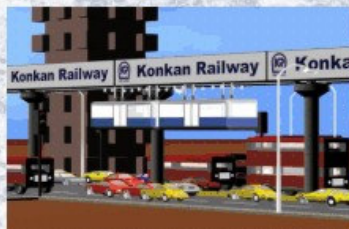
- Introduction of circular railway link on routes like Hazira-Surat-Maroli and Hazira-Kosad-Gothan
- Upgrade the existing railway station at Udhna and present central railway traffic may be diverted to this station

Bus Transit System

- Introduction of privatized CNG powered bus transport system

Integrated Mass Rapid Transit

- Develop high speed, high volume and affordable intra-urban mobility options. Options available are Light Rail Transit systems, Sky-Bus system developed by Konkan Railways and the exclusive Bus-way option
- The following are the potential routes for a possible MRTS in Surat: Udhna-Magdalla Road, Udhna Darwaja to Unn Octroi Naka, Sumul Dairy Road, Amroli Jagatnaka to Katargam Darwaja, Railway Station-Delhi Gate-Tower-Chowk, Hope Bridge to Morabhagal, Surat-Dumus Road, Ring Road (Delhi Gate to Athwalines), River Bank road-Jilani Complex to Pal Naka, Sehara Darwaja to Barddi Road



Operational Strategy 3C Road Network Improvements

Today Surat is experiencing traffic congestion causing traffic delays, inconvenience because of limited provision of public transport facility, amplified due to rapid growth of population and a very rapid increase in motorization. Parking problem is very acute in the old city, institutional area and in the business districts of Surat.

Neglecting pedestrians, bicycles and other non-motorized traffic has added to the problem, resulting in severe traffic delays, accidents and deteriorating air quality. These adversely impact on economic efficiency, environmental, and health. The social costs incurred by the poor due to cumulative health impacts, land price impacts and journey time & cost impacts are large. The strategy to improve the road network will essentially comprise of improving linkages within the city by removing bottlenecks and constructing new flyovers/ ROB/ underpasses

New Road Links, Fly overs and Road Over Bridges

New road links, fly overs and road over bridges to be added keeping in view of the impending urban development:

- Fly over across Surat- Navsari Road (Nr. CNG Station)
- Flyover or Expressway between Airport to Athwalines
- Multilevel flyover bridge at Delhigate-Ringroad-Railwaystation
- Flyover at Majura Gate and Udhana Gate
- Flyovers at all intersections of canal roads
- Rail Over Bridge(ROB) between Suraj Cinema and Bombay Market Road
- Flyovers at traffic congested intersections
- ROB over Suryapur Gate
- ROB over L.Hanuman Nala
- ROB on Canal Road (Nr. Anjana Treatment Plant)
- Development of the Eastern corridor
- Shifting of the Central Bus Stand
- Foot over-bridges for pedestrian movement

Remove Bottlenecks and Improve Road Network

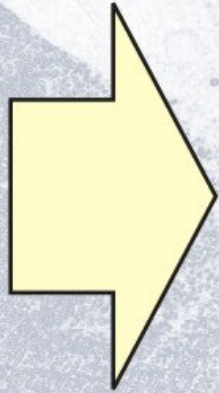
- Increase efficiency of road use is possible by removing bottlenecks and inserting capacity improvement elements such as flyovers, road dividers etc.
- Introduction of Intelligent Traffic Systems (ITS)
- Prepare Traffic Management Plans to increase the practical capacity of available road space, pedestrian safety, provision of adequate parking and improved flow of traffic

Parking

- Multi-purpose parking cum commercial facilities to be developed in critical areas like Chowk, Railway Station, Parle Points, Athwalines, Varachha Road, etc.
- Adopt maximum allowable parking norms as a key strategy to reduce the use of private vehicles and encourage use of public transport



Overarching Objectives

**A Safe and Sustainable City**

An enterprising and inviting city by creating a safe living and business friendly environment

B Improve Environmental Quality

Pollution-free, clean and green environment by managing pollution. A cleaner river and sustained efforts towards natural resource management and energy efficiency in internal systems



A Safe and Sustainable City

Surat to offer a safe and sustainable environment to promote growth

Enforce Safety Regulations

- Enforce all seismic and fire safety codes in development regulations
- Develop Fire Services as a multi-hazard response agency for the entire City-Region
- Develop municipal infrastructure and mechanisms to cope with natural disasters, technological disasters and perceived health risks
- Penalizing defaulters for violations that may endanger public health, safety and the environment at large.
- Flood hazard management to prevent flooding in low lying areas

Improve Civic Safety

- Improve coordination with the police on safety against incidents of crime, violence and theft
- Coordinate with the Police on implementing safety measures like location of police stations, night patrolling routines
- Safe work place safety regulations, specially in small-scale industries
- Improve coordination with the City Traffic Police for pedestrian and vehicular safety
- Awareness amongst citizens on response mechanisms / assisting agencies available



B Improving Environmental Quality

Environmental sustainability is the basic foundation for any city aiming for world-class living standards. Surat will consciously make efforts to ensure a pollution-free, clean and green city environment that does not threaten the local ecological balance by fast-paced developments. "Eco City Surat" status to be achieved through a judicious mix of environmental sustainability measures, pollution control, urban forestry development, wastewater reuse/ recycling, rainwater harvesting and energy conservation.

Industrial Pollution

- 100% wastewater treatment and encourage reuse of treated wastewater
- Provide incentives to smaller industrial units to convert to natural gas based boilers

Vehicular Pollution

- Encourage use of CNG/ LPG for all modes of public transport like buses, three wheelers, shared auto-rickshaws etc.
- Advance implementation of 'Bharat' emission standards
- Promote public transport

Protect and Develop Tapi River

- River Tapi to be made more accessible to the people by undertaking an ambitious **Riverfront Development Project** and undertake intensive river cleanliness program
- Revitalize the riverbanks for multiple public activities and initiate water recreation and sports activity

Environmental Management Plan

- Pro-active documentation and dissemination of results achieved and the benefits accrued to gather public support and momentum
- Surat to develop a **Greater Surat Open Space Development and Management System (GSODMS)**, for development and linking of open spaces through out the metropolitan area. Plan and develop large open areas, parks and green spaces and promote outer city region urban agriculture/ forestry
- Environmental micro-zonation with a 0.25 sq. km area and environmental quality and quality of life indices for each of the micro zones
- Obtain environmental management certifications like **ISO-14001** for public services towards quality assurance certification

Energy Conservation

- Committed and sustained energy conservation efforts in all utility services of SMC coordinated by its existing Energy Efficiency Cell
- Surat to set bi-annual targets for energy conservation



Realizing the Vision Towards Implementation

Surat expects to "Walk the Talk" SMC has initiated actions to update its medium term financial framework to prioritize investment and related policy interventions. The consultations with stakeholders would continue and form the basis for operational decisions.

On the extra Municipal issues, a high-powered Steering Committee under the Chairmanship of the Chief Minister will be established to steer the agenda. SMC-SUDA would continue to facilitate the dialogue...

A senior officer of the local body will act as the focal point to oversee the dialogue and progress in implementation; Heads of Departments will head the sectoral groups-responsible for initiation of actions to prepare working documents and appropriate interventions, packaged for implementation.



Global City - Global Standards

Surat Vision 2020

Vision for the City of Surat - 2020 formulated through
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