



THANE MUNICIPAL CORPORATION CITY DEVELOPMENT PLAN

5.0 CITY INVESTMENT PLAN

5.1 BUSINESS PLAN

Thane Municipal Corporation, from last few years, has tried to shift the focus from being providers to facilitators. For the sustained economic growth of the city, TMC has tried for efficient delivery of urban infrastructure services along with the expansion of services commensurating with the pace of population growth. TMC has also always tried to develop programs for scaling-up of demand driven approaches for enhancement of services especially to urban poor. Keeping a holistic approach TMC has tried to prepare a realistic action plan. Hence, the TMC has formulated various projects categorizing the projects under physical, environmental and social infrastructure for which a CITY DEVELOPMENT PLAN upto the year 2013 has been prepared. This particular chapter of the CDP translates the total plan into a business plan - THE CITY INVESTMENT PLAN. The implementation period of the projects ranges from 2006-2013, the total project cost, which includes the operation and maintenance cost, has been worked out.

Sr. No.	Activities	Total Cost	% of Total Investment in each activity
		(Rs.in crores)	
1	Renewal of City Roads	565.75	11.69
2	Water Supply	153.85	3.18
3	Sewerage	427.93	8.84
4	Solid Waste Management	128.25	2.65
5	Construction, Improvement of existing drainage , SWD	307.30	6.35
6	Urban Transport	1262.22	26.08
7	Transport Infrastructure	149.00	3.08
8	Ring roads and By pass	61.48	1.27



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9	Truck Terminus, parking	21.50	0.44
10	City Beautification	196.43	4.06
11	Community Toilets and Latrines	8.00	0.17
12	Poverty Alleviation	1415.50	29.24
	TOTAL	4840.66	100

The total proposed investments for the projects identified in the CDP is about Rs. **4840.66** Crore. The TMC has tried to identify the funding viability gap between the CDP and its budgetary allocations. Keeping in view the TMC's financial flexibility and its capacity to borrow further, the CDP shows that this viability gap funding will be a mix of grant-in-aid from the JNNURM, funding through parastatal agencies like the MMRDA and the MSRDC, funds from MOEF and by way of BOT, PPP, etc.

With previous experiences TMC is quite aware of the fact that any ULB, being totally a service providing organization having a lot of citizens involvement, cannot deliver the services fully as per a development plan and hence has prioritized its projects. Even then the implementation period cannot be strictly followed due to various reasons like the delay in land acquisitions from other authorities, mobilization of funds and so also due to citizens recurring demand for expansion of services and efficient delivery, assurance of standards and quality of delivery of services. Hence, the implementation period of various activities will get deferred and so will the funds requirement may get deferred. But keeping such factors in mind a base structure has been prepared and a financial strategy has been chalked out.



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5.2 CURRENT FINANCIAL TREND

TMC has a strong financial risk profile marked by healthy growth in the revenue and strong debt protection measures. TMC revenue receipts grew at a modest rate of 7% to 11.5% through the FY 1999-2004 due to higher octroi collections and property taxes. TMC is highly self-reliant (100%) in terms of revenue and receives negligible grants from the GOM. TMC's credit profile receives significant comfort from its clearly defined revenue raising and borrowing powers under the provision of the BMC Act, 1949. TMC has followed the exercise of loan swapping for the past two years which has benefited the TMC financially. The high cost loan from the ICICI Bank Ltd raised @12.75% was refinanced through Bank of Maharashtra @7.5% in FY 2003 and the high cost institutional loan from MMRDA @14% and 15% were refinanced through Bank Of Maharashtra @7.25% in FY 2004. This has helped TMC in funding its various upcoming infrastructure projects. The loan swap has helped TMC to maintain a healthy financial position and M/s. Crisil Ltd has assigned a credit rating of LAA (SO) in FY 2004 and has reaffirmed the same rating in the FY 2005. The M/s. Crisil has reviewed the overall financial position and expressed that TMC has largely funded its capital expenditure plans through its internal accruals with minimal dependence on grants and external debts. Consequently, TMC's coverage ratios are healthy DSCR of 3.3 in FY 2003-04 and 4.2 in FY 2004-2005. Going forward Crisil expects the coverage ratio to improve, backed by buoyant revenue growth.

Overall, TMC presently possesses good financial flexibility with the ability to take on additional borrowings envisaged for basic infrastructure enhancement and leverage the same for drawing upon the grant from JNNURM. Accordingly



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the financial projections of TMC are worked out till 2013 and the debt carrying capacity of TMC has been assessed.

5.3 CITY INVESTMENT PLAN

The City Investment Plan of TMC upon the year 2013, investments given below has been prepared. (Rs in Crores)

Sr. No	Sub Activities/Project	Project Cost	TMC's Own Share	Resource Mobilisation		
				PPP	NURM	External Resources
1	RENEWAL OF CITY ROADS					
	Concretisation of major city roads-Phase-I	67.13	10.07	0.00	23.49	33.57
	Concretisation of major city roads-Phase-II	71.00	10.65	0.00	24.85	35.50
	Concretisation of major city roads-Phase-III	61.29	9.20	0.00	21.45	30.64
	Strengthening of existing BT & CC roads.	119.94	119.94	0.00	0.00	0.00
	Construction of missing links -Phase -I	111.51	78.05	33.46	0.00	0.00
	Construction of missing links-Phase-II	111.52	78.05	33.47	0.00	0.00
	Road Widening.	23.36	23.36	0.00	0.00	0.00
2	WATER SUPPLY					
	Additional 100 MLD from Bhatsa river.	75.08	29.48	0.00	26.28	19.32
	Thane city water distribution system.	35.00	13.82	0.00	0.00	21.18
	Water audit & metering.	35.42	13.94	0.00	12.40	9.08
	Automation.	6.00	6.00	0.00	0.00	0.00
	Shifting of raw water connections	2.35	2.35	0.00	0.00	0.00
3	SEWERAGE & SOLID WASTE MANAGEMENT					
	A.SEWERAGE					
	Construction of STP at Kopari	33.76	5.08	0.00	11.81	16.87
	Collection & conveyance system	89.76	13.47	0.00	31.42	44.87
	Collection system,outfall & low cost sanitation at Kalwa & Ghodbunder-Phase I	101.03	15.15	0.00	35.36	50.52
	Collection system,outfall & low cost sanitation at Kalwa & Ghodbunder-	71.51	10.73	0.00	25.03	35.75



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	Phase II					
	Collection & conveyance system beyond Manpada	131.87	19.44	0.00	45.37	67.06
	B.SOLID WASTE MANAGEMENT					
	Collection & transportation	40.95	40.95	0.00	0.00	0.00
	Disposal & Treatment	0.00	0.00	0.00	0.00	0.00
	Biomethanisation.	2.40	0.00	2.40	0.00	0.00
	Land fill at Diaghar.	10.50	10.50	0.00	0.00	0.00
	Transfer stations.	5.25	5.25	0.00	0.00	0.00
	Waste to energy plant at Diaghar.	66.00	0.00	66.00	0.00	0.00
	Waste minimisation.	3.15	1.15	2.00	0.00	0.00
4	STORM WATER DRAINS					
	Integrated nalla development programme					
	Phase- I	97.30	63.25	0.00	34.05	0.00
	Phase-II	100.00	65.00	0.00	35.00	0.00
	Phase-III	60.00	39.00	7.00	14.00	0.00
	Phase-IV	50.00	32.50	0.00	17.50	0.00
5	URBAN TRANSPORT					
	New depot	11.50	11.50	0.00	0.00	0.00
	Bus terminus (7)	1.75	0.45	1.30	0.00	0.00
	Bus stops & fuelling stations.	1.00	0.00	1.00	0.00	0.00
	0	0.00	0.00	0.00	0.00	0.00
	Purchase of Buses	0.00	0.00	0.00	0.00	0.00
	CNG & low level (331).	67.56	7.56	0.00	0.00	60.00
	A.C. buses (2)	0.50	0.00	0.50	0.00	0.00
	Private buses on hire (171)	34.66	0.00	34.66	0.00	0.00
	Computerisation.	2.00	2.00	0.00	0.00	0.00
	Station Area Improvement Scheme (SATIS)	23.25	6.61	0.00	8.14	8.50
	Mass Rapid Transit System(MRTS)	1120.00	174.00	291.00	392.00	263.00
6	TRANSPORT INFRASTRUCTURE					
	Flyovers	80.77	14.37	0.00	28.27	38.13
	Subways	26.58	7.28	10.00	9.30	0.00
	ROB at station	40.35	3.35	23.00	0.00	14.00
	FOB	1.30	1.30	0.00	0.00	0.00
7	RING ROADS & BY -PASS					
	Along hills & Creek	28.50	0.00	28.50	0.00	0.00



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	NH4 By-pass	14.30	0.00	14.30	0.00	0.00
	Along creek	18.68	0.00	18.68	0.00	0.00
8	TRUCK TERMINUS					
	Parking Plaza	8.50	0.00	8.50	0.00	0.00
	Hawker Zone	3.00	1.50	1.50	0.00	0.00
	Truck terminus	10.00	2.00	8.00	0.00	0.00
9	CITY BEAUTIFICATION					
	Green Cover	2.00	2.00	0.00	0.00	0.00
	Parks & gardens	15.75	5.75	10.00	0.00	0.00
	Nature park	15.00	2.00	13.00	0.00	0.00
	City lakes	62.03	4.00	54.43	0.00	3.60
	City creek	92.80	20.00	50.00	0.00	22.80
	Promenade	7.35	7.35	0.00	0.00	0.00
	Environmental infrastructure	1.50	1.50	0.00	0.00	0.00
10	COMMUNITY TOILETS & LATRINES					
	Upgradation	4.50	4.50	0.00	0.00	0.00
	New	3.50	3.50	0.00	0.00	0.00
11	POVERTY ALLEVIATION					
	Slum improvement	60.00	54.00	0.00	0.00	6.00
	Slum redevelopment	1337.50	535.00	802.50	0.00	0.00
	VAMBAY/ISHDP	18.00	0.00	0.00	0.00	18.00
12	SOCIAL UPLIFTMENT					
	Development of playgrounds, stadium, swimming pool, markets, etc.	93.45	8.50	84.95	0.00	0.00
	Education	30.00	10.00	20.00	0.00	0.00
	Health	20.00	10.00	10.00	0.00	0.00
	TOTAL	4840.66	1616.40	1630.15	795.72	798.39

5.4 FINANCIAL OPERATING PLAN

Thane Municipal Corporations Financial Operating Plan is the forecast of the finances for the period starting 2006-2007 to 2012-2013. The basis of assumptions in the FOP are the projections for revenue receipts and expenditure. These projections are essentially based upon an analysis of past trends and upon volume and standard of delivery of service/efficiency expected in the future.



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The plan has been generated to assess the capacity of the corporation for investment sustainability. The total investments have been phased out from the FY 2006-2007 to 2012-2013 for which the funding pattern has been worked out as given in 5.3 of the City Investment Plan. Based on the funding pattern the FOP has been generated wherein the average gross surplus is Rs. 280 crores per annum during the period 2006-2007 to 2012-2013. The average surplus after debt service during the period is Rs. 197 crores. The FOP shows an average debt liability of Rs. 83 crores. (including the current debt outstanding and projected debt liability discounted @ 8%). The peak load of capex on TMC is identified from 2007-2008 to 2011-2012, but TMC will be able to maintain the sustainability of investments on availability of the JNNURM grants. This will also help the TMC to maintain the DSCR as recommended in the JNNURM guidelines.

Thus it can be summarized that grants released through the JNNURM would help TMC to maintain a sound financial position which would further provide leverage to TMC to take up additional investments towards creating better infrastructure and utilizing the revenue surplus for the operation and maintenance of the assets created.

Sr. No	Particulars	06-07	07-08	08-09	09-10	10-11	11-12	12-13
Revenue Accounts								
1	Revenue Receipts	482	554	637	733	857	916	981
2	Revenue Expenditure	339	372	409	449	493	542	596
3	Gross Surplus before debt service (1-2)	143	182	228	284	364	374	385
4	Debt Service Existing as per Schedule	31	31	30	30	28	27	22
5	Proposed Debt Service @8%	0	4	28	60	85	104	101
6	Total Debt Service (4+5)	31	35	58	90	113	131	123



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7	Revenue Surplus After Debt Service (3-6)	112	147	170	194	251	243	262
Capital Account Inflows								
8	Grants	26	146	195	170	112	76	70
9	Total Inflow (8)	26	146	195	170	112	76	70
10	Capex	98	268	298	278	272	206	196
11	Capital Surplus (Deficit) (9-10)	-72	-122	-103	-108	-160	-130	-126
12	Opening Balance	45	53	56	59	63	67	72
13	Net Surplus Revenue (7+12)	157	200	226	253	314	310	334
14	Net Surplus Capital Deficit (11)	(72)	(122)	(103)	(108)	(160)	(130)	(126)
15	Total Net Surplus (12-13)	85	78	123	145	154	180	208
Debt Service Coverage Ratio (DSCR) (14/6)								
		2.74	2.23	2.12	1.61	1.36	1.37	1.69

5.5 FINANCIAL STRATEGY

TMC would acquire to make capital investment amounting to Rs.4840.66 Crores. As TMC intends to adopt a service delivery approach i.e. Integrating asset creation with management and financing during its lifespan so that intended service is fully sustainable. The proposed investments are prioritized in the capex programme of TMC as a part of CDP (Business Plan) and henceforth would be recognized as priority investments and TMC would identify the same in its budgetary allocations also for strategic planning of financing, TMC has adopted certain budgetary reforms and tried to reflect its principles and programmes through the budget which is helping TMC in measuring and promoting accountability in respect of service delivery. With a view to come up with a realistic budget, TMC has prepared a outcome budget for the FY 2006-07. The holistic approach of adopting a logical framework in which the outcome has been related with the performance of various item will help TMC in any deviation during the implementation of the CDP and the deferring of the finance mobilization.

TMC does not intend to rely just on the external resources like institutional financing from various institutes but also by using the land instruments like the TDR, FSI for funding viability gap. A market oriented framework of grant of TDR



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in case of non-buildable designations and accommodation reservation, which retain the original development rights of the landowner if he provides the built-up space for public facilities is already available in the Development Control Rules of Thane.

On a modest scale public and private sector participation has increased through variety forms in the city of Thane. TMC is now structuring a policy of private sector participation in urban infrastructure. To overcome the problems experienced in delivery and expansion of infrastructure services. TMC intends to adopt a service delivery reform approach wherein TMC is structuring a policy of private sector participation in urban infrastructure with the following objectives

- Delivery of services with accountability for the standard of services
- Efficiency in operations and management
- Augmenting public resources for investments in creation of new assets for expanding the services

Hence TMC intends to promote the following types of private sector participation in the city.

- Contracting out operations and maintenance with performance related accountability.
- Management contracts including rights of billing and collecting user fees.
- Creation of new assets and their management through Public Private Partnership (PPP)
- Creation of assets and their operation through private investment on Build Own and Operate (BOO) or Build Own Operate and Transfer (BOOT) basis.
- Corporatisation of municipal services where independent revenue stream is available through user fees with possibilities of subsequent divestment and transfer of management control to private sector.

TMC has tried to classify the projects formulated in the CDP in the models mentioned above



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1.	Construction of missing links and new approach roads as per D.P (Phase II)	Access to be controlled by PPP with right to levy tolls
2.	Water Supply Metering	To be privatized through management contracts and service contracts with the rights of billing and collections granted to the private operators.
3.	Bio-Methanisation, Bio-medical waste treatment plant	Has been privatized through service contract. The responsibility of operating and maintenance of the plant is been given to the private operators.
4.	Waste to energy project	To be privatized through service contracting. The nature of contracting will be management on the basis of environmental performance criteria.
5.	Waste Minimization Programme	To be privatized through service contract on the basis of performance of local cleanliness would be involved. Right to separate recyclable waste, right to compost organic waste or methane generation will be approximately linked with the relevant package.
6.	MRTS	Will be privatized through BOT and a adequate framework for sharing of risks will be



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		proposed capital risk to be done by private party.
7.	Improvement of traffic island and channelisation	Proposed to be contracting out with the right of advertisement
8.	Six Lane corridors	By granting TDR which will be expanded in the nature of PPP framework which would be used to bring out optimal development of the properties to provide needed facilities to the city and also to provide reasonable rate of return to the private investors.
9.	Development of Parking reservations	
10.	Development of Truck Terminus	Through Management contract transferring the responsibility of operational efficiency and improved cash flow.
11.	Development of Nature park and botanical gardens	To be privatized through BOT
12.	Conservation of city Lakes and Creeks	To be privatized through BOT. Part of capital risk would be borne by MOEF (GOI)
13.	Slum Redevelopment	By granting TDR and by corporatisation for subsequent divestment
14.	Development of playgrounds, mini stadia, stadium, swimming pool, markets etc on reserved plots	By granting TDR to be expanded in the nature of PPP framework
15.	Education	By corporatisation for subsequent divestment
16.	Health	



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As TMC intends to adopt a service delivery reform approach, TMC has prioritized its projects and the sewerage projects and the bulk investment required will be in this project. The major investments in slum re-development and MRTS and some of the minor investments like the waste to energy, construction of railway over bridge, conservation of city lakes and creeks, etc will be by way of PPP, BOT etc. In case of roads the cost of land acquisition is offset against the use of TDR and the balance amount will be made available through internal resources and funding from MMRDA. The total investments through PPP will be approximately Rs. 1630.15 crores. Funds mobilization through internal resources will be Rs. 1616.40 crores while funding through external resources is expected to amount Rs. 798.39 crores. Summing up, TMC has identified investment requirement of Rs. 795.72 crores under the JNNURM.

Thus it can be summarized that JNNURM framework and the grants to be made available would assist in keeping the financial position of TMC intact and sound. This will also provide leverage to TMC to take up additional investments towards creation of better infrastructure and further provision can be made for increased operation and maintenance expenditure.

5.6 INSTRUMENT TO BRIDGE THE FUNDING VIABILITY GAP

5.6.1 THE CONCEPT OF TDR

A review regarding implementation of development plan of any city in India, shows poor performance. The average percentage of implementation is 6 percent all over the country. There are various reasons of poor performance such as faulty planning process, lengthy process of approval, competence and will of planning authority, the cost of implementation etc. The land cost in Thane are very high. These are



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attributed to its vicinity to Mumbai and the infrastructural facilities available in the city. Thus land cost plays very important role in any sort of development. The acquisition cost of 804 reserved sites of city's development plan as per 1991 ready reckoner worked out to be Rs.139 crores, which has been increased to about Rs. 6000/- crores as per present rates. The economic health of many cities makes it further difficult to implement the development plan.

The concept of Transferable Development Right (TDR) has been introduced in the City's Development Control Regulation in recent past. The owner (or lessee) of a plot of land which is reserved for a public purpose in the development plan and to be developed by the corporation are eligible for the award of Transferable Development Rights (TDR) in the form of Floor Space Index (FSI). Such award will entitle the owner of the land to FSI in the form of Development Right Certificate (DRC) which he may use himself or transfer to any other person.

The additional TDR is also available to the owner (or lessee) who develops or construct the amenity on the surrendered plot at his cost subject to certain stipulation. These additional development rights are in the form of FSI and are equivalent to the area of construction / development done by him.

The above mentioned provision of TDR are found to be very useful. In recent period Corporation has successfully used these provisions in carrying out the developmental activities in the city. These provisions helped the corporation to the grater extent in bridging out the gap between budget out lays and capital expenditure required in carrying out the developmental activities. The TDR is related to the market and the



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state of the area. So, naturally, the response to this concept is tremendous in developed and developing areas compared to non-developed areas. Corporation has already implemented the ambitious Integrated Road Development Programme (IRDP) and widened about 180 km city roads. All the land under road has been acquired with mutual consent and by way of granting TDR. By using this instrument recently corporation has acquired about 22 reserved sites for public purposes in development plan. Also at few places Corporation has developed the amenities and currently at these places such development is going on by using the instrument of TDR.

The TDR concept has achieved tremendous success in Thane because of its vicinity to Mumbai and its locational advantages. So, Corporation has decided to use this instrument in more scientific and professional manner. Also steps has already been initiated in order to enlarge the preview of TDR concept in carrying out other developmental works such as roads, gardens, parks etc.

5.6.2 CONCEPT OF ACCOMODATION RESERVATION

The sanctioned development control regulations has provided the means of development of reserved sites for the designated purposes by involving the land owner vide Appendix 'P'. As per these provisions viz. 'Accomodation Reservation' the land owner can develop the reserved sites for its designated purpose with his own cost and to handover the same free of cost to the corporation. In return, he is permitted to develop the potential FSI for his own purpose in conformity with the allowable user in



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that area as per the zoning of DP. The category of reservations that can be developed under this stipulations by way of PPP has been enumerated in Appendix 'P' of D.C.R. If used properly and convincingly this may proved to be perfect model.

5.7 EXPECTED OUTCOME

The outcomes of JNNURM have been highlighted in the guidelines provided. On completion of the mission period of seven years, it is expected that ULB's / Parastatal, will achieve the following outcomes –

- Universal access to minimum level of services.
- Establishment of city wide framework for planning and governance.
- Modern and transparent budgeting, accounting and financial management system at Municipal levels.
- Financial sustainability for Municipalities and other service delivery institutions.
- Introduction of e-governance in the core functions of municipal governments.
- Transparency and accountability in urban service delivery and management.

TMC, as a part of budgeting reforms and with a view to come up with realistic budget, has prepared a outcome budget for the financial year 2006-07. The service sector wise outcome has been related with the performance of various items by adopting a logical framework. The process of planning is based on the objectives which are followed by the performance indicators in qualitative as well as quantitative terms. As per the indicators, the actions have been planned and at the same time the input required has been identified at the functionary level. The Corporation has tried to identify the expected outcome for each activity by considering the parameters such as economic, social, safety, environmental etc. which is summarized as follows –



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Activity	Parameters	Outcome
1. Renewal of City Roads	Economic	Reduced maintenance cost of roads and vehicles, as well as saving in the fuel.
	Social	Easy accessibility to every area due to city integration, motivation for public private participation due to which execution shall be speedy, infrastructure development as per development plan.
	Safety	Pothole free roads and usage of footpaths will reduce the accident rates. The dividers on the roads shall facilitate safer travel.
	Environmental	Disciplined and controlled traffic management shall minimize the pollution in the environment. Tree plantation on both sides of the roads shall help to improve the green cover of the city.
2. Water Supply	Economic	Optimum usage of existing plant & machinery, increase in revenue as well as water conservation because of introduction of metering policy.
	Social	Equitable supply of potable water at desired pressure and improved water supply services as per CPEEHO norms.
3. Sewerage	Economic	Increase in revenue due to various charges being proposed by the Corporation. Upgradation of existing sewerage system to improve the life of plant and machinery.
	Social	Upgrading drainage standards for the citizens, community and public toilets to urban poor.
	Safety	Improved hygiene conditions due to improved sanitation services.
	Environmental	Scientific treatment to sewage resulting in reduction of air and water pollution, ecological balance, conservation of lakes and creeks due to disposal of treated effluent, safe disposal of waste water in storm water drains.
4. Solid Waste Management	Economic	Increase in revenue, saving in energy cost, generation of gas, electricity and manure through solid waste.
	Social	Implementation of MSW rules-2000, disposal of solid waste in a scientific manner, improving socio-economic conditions of ragpickers by imparting training to them for disposal of solid waste, plastic recycling, composting etc.
	Safety	Garbage free and broader roads for public utilization.
	Environmental	Pollution free city area for the citizens, ecological balance.
5. Construction, Improvement of	Economic	Upgrading of existing drainage, SWD shall reduce the cost of annual repairs and maintenance.



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existing drainage, SWD	Social and Safety	Safer disposal of storm water, reduced possibilities of flooding during heavy rains which in turn shall prove to be safe for poor living in slums.
6.Urban Transport	Economic	Savings in fuel cost , better commuting facilities at affordable rates, affordable public transport.
7.Transport Infrastructure	Social	Reduced number of private vehicles plying on roads, channelisation of traffic, reduced traffic congestion.
	Safety	Less interaction of pedestrian traffic with vehicular traffic shall result in lesser accidents, better movement of traffic passing through city, safer routes for heavy vehicles.
	Environmental	Mitigation in the level of air and noise pollution.
8. Ring roads and bypass.	Economic	Increase in revenue due to reduction in maintenance cost.
	Social	Lesser traffic congestion.
	Safety	Safer routes for heavy vehicles.
	Environmental	Reduced air and noise pollution.
9.Truck terminus, parking plazas, hawkers zone.	Economic	Increase in the revenue of the Corporation.
	Social	Hawker free streets, lesser traffic congestions, lesser congestion of vehicles at octroi posts, disposal of vegetable waste at one place resulting in keeping the surrounding areas and gutters clean.
	Safety	Roads shall be free from hawkers and parking of trucks which shall facilitate the citizens to use broader roads.
	Environmental	Improved air quality.
10.City beautification	Economic	Increase in municipal revenue and saving in maintenance of cost of lakes.
	Social	Recreational facilities at lakes and creeks, healthy atmosphere for citizens.
	Safety	Safer play areas like gardens for children.
	Environmental	Ecological balance, increase green cover, saving water bodies from pollution, preserving aquatic life in lakes and creeks.
11.Community toilets & latrines	Economic	Saving in the capital expenditure due to public private participation.
12.Poverty alleviation	Social	Uplifting the standard of living of urban poor by providing them these basic services, affordable



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		houses to urban poor, eradication of slums from the city.
	Environmental	Improved hygiene and sanitation conditions, reduced pollution.
13.Social Upliftment	Economic	Reduction in the cost of capital expenditure due to public private participation, encouraging private institutions for setting up secondary, higher and professional educational institutes in the city.
	Social	Improved and affordable urban infrastructure for the citizens in the form of markets, fire stations, crematoriums, jogging tracks. Affordable health facilities through public and private participation, super speciality health services within city limits.

The expected outcomes, identified by the Corporation, shall help to strengthen the internal cause – and – effect logic of the set indicators to measure performance, to schedule activities in work plans and to determine financial budget. The logical framework will help in guiding the project management during implementation which can serve as a basis for project and impact evaluation. The Corporation intends to use this logical framework as the basis of Monitoring and Evaluation which shall facilitate to follow the project progress and evaluate the impact of the project at the end.



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6.0 REFORMS, INITIATIVES AND GOVERNANCE STATUS

The main thrust of the JNNURM is to ensure improvement in urban governance, so that the ULB's become financially sound with enhanced credit rating and ability to access market capital for undertaking new programmes and expansion of services. But TMC has been focusing on initiating reforms in its various services prior to the JNNURM. The Corporation has successfully implemented reforms pertaining to its administrative functions and it is in the process of implementing reforms in various other service sectors. The status and action plan of various reforms and initiatives has been summarized as below -

6.1 REFORM STATUS

MANDATORY REFORMS

Sr. No.	Reforms	Status	Time Line for implementation
1.	Adoption of modern, accrual based double entry system of accounting in TMC	Implemented the system in the FY 2004-05. Balance sheet as on 31.3.05 has been generated and balance sheet as on 31.3.06 is in process.	Asset Management Strategies to be implemented in 2006-07. Asset coding to be done till 2007-08
2.	Introduction of system of e-governance using IT applications like GIS and MIS for various services provided by TMC.	The process has already been started. Satellite mapping exercise is completed. Base map and development of MIS is in progress in association with MRSAC, Nagpur	Implementation to be done from 2006-07 to 2008-09
3.	Reform of property tax with GIS, so that it becomes a major source of revenue for TMC and arrangement for its effective implementation so that collection	Tax reforms have already been initiated. Data so obtained that is the attributing data will be attached with GIS/MIS system. Layer formation work is in progress.	Implementation to be done from 2006-07 to 2009-10



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	efficiency reaches at least 85% within next seven years.		
4.	Levy of reasonable user charges by TMC with the objective that full cost of O and M or recurring cost is collected within next seven years.	The Corporation has set a target to reduce the subsidy in some of the services upto 20% and accordingly levying of user charges for various services is been implemented in a phase wise manner	Implementation to be done from 2006-07 to 2012-13
5.	Internal earmarking within local bodies, budgets for basic services to the urban poor.	TMC has identified budgetary provisions as backward class funds, Dalit vasti sudharna funds, funds under integrated national slum development programme pertaining to services provided to the urban poor.	Implementation has been initiated
6.	Provision of basic services to urban poor including security of tenure at affordable prices, improved housing water supply and sanitation. Delivery of other existing universal services of the government for education, health and social security is ensured.	TMC has initiated SRD scheme to provide affordable housing to the urban poor. TMC proposes to earmark funds within its budgets from the FY 2007-08.	Partially implemented and to be fully implemented from 2007-2008

OPTIONAL REFORMS

Sr. No.	Reforms	Status	Year of implementation
1.	Revision of bye – laws to streamline the approval process for construction of buildings, development of sites, etc	Building bye -Laws to streamline the permission process for the developmental works are already approved by the State Govt. From time to time necessary modifications have been effected in order to further streamline the process.	Implementation initiated and is an ongoing process.



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2.	Simplification of legal and procedural frameworks for conversion of agricultural land for non-agricultural purposes.	-N.A. - (Authority of State Govt.)	----
3.	Introduction of Property Title Certification System in ULB's.	After the completion of the process of the property tax to be linked with GIS.	To be implemented from 2010-11 onwards
4.	Earmarking at least 20-25% of developed land in all housing projects (both public and private agencies) for EWS/LIG category with a system of cross subsidization.	-N.A. - (Authority of State Govt.)	----
5.	Introduction of computerized process of registration of land and property.	N.A. (Authority of State Govt.)	----
6.	Provision of bye -laws to make rain water harvesting mandatory in all buildings and adoption of water conservation measures.	Necessary modifications in the development control regulations have already been introduced.	Implementation as per development permissions since 2006-07
7.	Bye-laws for reuse of recycled water.	Considering the guidelines issued vide environment notification by MOEF, the necessary provisions shall be made as per the direction of MOEF. But the Corporation is planning reuse of recycled water for its own purposes which is under consideration.	Implementation will be started in 2008-09
8.	Administrative reforms i.e. reduction in establishment by bringing out voluntary retirement schemes, non-filling up of posts falling vacant due to retirement etc., and achieving specified milestones in this	The vacant posts owing to retirement or VRS have not been filled since last 5 years.	Implementation initiated



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	regard.		
9.	Structural reforms.	Corporation has planned department wise structural reforms and accordingly PWD, SWM, Finance departments has already been implemented.	Implementation initiated
10.	Encouraging Public Private Partnership.	The weaknesses experienced while implementing the development plan and infrastructural projects, the Corporation has been instigated to think about mobilizing resources through PPP options like BOT, accommodation reservations. Some project have already been implemented on PPP and the process is going on.	Implementation initiated

6.2 MANDATORY REFORMS

6.2.1 ACCOUNTING and BUDGETING REFORMS

The accounting system of TMC was assessed in pursuance of the recommendations and guidelines from C and AG's task force and the final manual prepared by the NIUA and TMC felt the need to adopt the new accounting reforms. A roadmap for implementing the municipal accounting reforms was then prepared. As a first step, a Consultant committee of chartered accountants having experience in municipal accounting was constituted to provide training to the Municipal employees. A team of employees with accounting background was then formed to implement the double entry accrual based accounting system with a view to monitor the working of this team and to provide motivation and guidance to the team members, a steering committee under the chairmanship of the commissioner was then constituted. The



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implementation started with off-the-shelf accounting software 'Tally' in the month of October 2004 with a cut-off date April 1, 2004 for the preparation of opening balance sheet. An inventory of the assets along with their value was prepared.

BUDGETING REFORMS

The accounting reforms of TMC has been backed by budgeting reforms TMC in the last two years has carried out several budget improvements and has streamlined the presentation of its budgets. While switching on to the new accounting system i.e. the accrual based double entry accounting system TMC has followed the report of C and AG's task force issued on the budget formats for urban local bodies for budgeting and MIS reports.

While preparing the budget for the financial year 2005-2006, TMC has targeted at arriving at a scientific basis for building linkage between the nature of receipt and payment basis for building linkage between the nature of receipt or payment with the functions services or other budget control centres. TMC has tried to reflect its principles and programmes through the budget which has actually helped TMC in measuring and promoting accountability in respect of service delivery.

With the successful reforms in budgeting in the year 2005-06 the TMC with a view to come up with realistic budget, has prepared a outcome budget for the financial year 2006-07. A logical framework has been adopted in which the outcome has been related with the performance of various items. A new approach for the



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process of planning has been adopted which is based on the objectives which is followed by the performance indicators in qualitative as well as quantitative terms. As per indicators, the action have been planned at the functionary level and at the same time the input required has been identified at the functionary level. TMC is now determined to come up with a multi year budgeting (at least for 3 years) with a detailed outcome budget in the next two years.

6.2.2 e-GOVERNANCE

Launching of this system to achieve highest levels of transparency, accountability, & citizen servicing standards, installation of citizen database infrastructure like the MOIS, CARE, KIOSK, Help Desk, Website, Call Centre. A single window system is in existence at the CFC for the head office region and at 9 ward committees.

6.2.3 PROPERTY TAX AND WATER TARRIFS

PROPERTY TAX

A survey of properties was carried out in the Financial Year 2004-05. All the properties in the TMC's nine Ward Committees were divided into 176 blocks for the purpose of survey. All these properties have been given the numbers. Due to the process of survey 3003 new properties have come into the net of taxation.

The details of the total number of properties to be assessed are given as below



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No.	Ward	Block No.	Flats in buildings	Rooms in slums/chawls	Commercial places in building	Shops in slums	Factories	Total
1.	Uthalsar	22	25612	9153	3950	2232	31	40978
2.	Naupada	20	24080	9277	6930	1815	7	42109
3.	Kopari	12	8907	7249	761	1078	2	17998
4.	Kalwa	18	23161	23750	2473	1248	14	50646
5.	Mumbra	22	37693	24621	6492	1980	7	70793
6.	Wagle Estate	20	34092	5581	2434	1166	197	43480
7.	Railadevi	24	9672	31526	1231	3972	389	46790
8.	Vartak Nagar	19	32686	23830	3250	4204	44	64014
9.	Chitalsar Manpada	19	19928	28308	1086	3739	214	53275
	Total	176	215831	163295	28607	21434	905	430083

Assessment of these properties is been carried out in the Financial Year 2005 - 06. The tax system is now fully computerized with a complete database with detailed information. Due to this computerization there has been reduction of manpower and the cost on establishment expenses has also cut down.

During the survey, new properties, change in usage of property and additional construction, as all these factors have been identified an overall increase in the receipts of tax and water charges is expected. The rate of standard rent has been increased in 2005-06, so the rateable value has increase which will ultimately result in the increase in the receipts from property tax.

The revision in the rates of taxes was done in 2003-04 by appending the reasonable rent and the rateable value for the year 2003-04 has been worked out. Ward wise reasonable rent as per sq. ft. has been fixed by the corporation.



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TMC has initiated insurance scheme of Rs. 25000/- for the slum dwellers in order to motivate them to pay the property taxes.

WATER TARIFFS

With a view to making up the deficit in the expenditure which incur for water supply services and the income from the water bills, the corporation has passed a resolution fixing the rates for the supply of water for the Financial Year 2002-03 (from 01.08.02) upto the Financial Year 2006-07. The rates have been revised every year with an increase at the rate of 15 %.

TMC has started issuing water bills along with the property tax bills i.e. flat wise bills are issued to the individuals due to which there has been an increased @ 60% in the receipts of water supply charges (in the first six months period). The individual billing \$ also been proposed for the slum dwellers. An overall increase in the receipts of property tax and water charges is expected in the year 2006-07 due to various actions being taken for the recovery of the arrears.

6.2.4 USER CHARGES

TMC for the last decade has managed all its revenue expenditure through the revenue receipts. Most of the cost of operation and maintenance is recovered from the overall receipts. But in case of the subsidized services, there exist a gap of 40% -60% between the receipt and expenditure. TMC has tried to implement the full cost recovery concept. But being a Corporation, with local peoples participation the concept is been followed partially.

In order to minimize the gap between receipt and expenditure and recover the full cost of operation and maintenance and the interest paid on the debts, TMC



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has passed a resolution for recovering user charges on some the services.

- A sewerage charge shall be recovered at 50% of the water bill from the beneficiaries of the permanent buildings and at 25% of the water bill from the slum households.
- Water charges are been raised @ 15% per annum. Separate rates are been charged to the buildings and bungalows while 50% of these are charged to the slums and chawls.
- Facility of public toilets is provided on the pay and use basis.
- The operation and maintenance of the lakes in the city is given on BOT basis, where in the citizens have to pay for availing the amenities provided near the lakes.
- For parking of vehicles on roads the pay and park facility is available to the citizen

6.2.5 INTERNAL EARMARKING OF BUDGETS

TMC has been always taking a pro-poor approach, while providing services to the urban poor. Various schemes and activities are been implemented for the urban poor. For the sustainable provision of services, it is necessary to allocate budgetary provisions to the concerned functions of the Corporation. TMC has been allocating the budgetary provisions right from the existence of the Corporation. Some of the activities are carried out solely from the TMC's fund while for some of the activities the Corporation receives grants from the government.

The Corporation makes internal earmarkings in the budgets every fiscal year, pertaining to the services provided to the urban poor. These allocations are as follows –



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1. Backward class fund.
2. Improvement in areas of Dalits.
3. National slum improvement.
4. Slum redevelopment programme.
5. Leprosy colony improvement schemes.

The total budgetary allocation is about 5% of the total estimated expenditure and 8% of the total estimated revenue surplus.

6.2.6 BASIC SERVICES TO URBAN POOR

Thane has always tried to implement a sustainable community development programme for the urban poor. TMC has been implementing slum upgrading, improvement and redevelopment programme successfully over the years. TMC has been implementing National Slum Development, Integrated Slum Development Programme, Improvement in Backward Class Areas and Leprosy Colony Improvement Schemes. The redevelopment scheme includes the Government assisted WAMBAY and SRD schemes.

Basic services provided to the urban poor are pathways, storm water drains, waste water drains, community toilets, water supply, street lights and social infrastructure such as playground, gardens, crematorium, gymnasium, reading room, social center, etc. In last three years 268528 sq.mt. of pathways, 49591 rmt. of storm and waste water drains, 283 seats of public toilets, 24261 rmt.of water supply lines and 37 bore wells have been provided in the slums.



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6.3 OPTIONAL REFORMS

6.3.1 REVISION IN BUILDING BYE-LAWS

TMC has been inspired to make necessary modifications in the building bye -laws, when the Corporation has achieved an objective in various functions. The utilization of non –conventional sources of energy i.e. the solar energy, the implementation of rain water harvesting and objective of saving the green cover by minimal tree cutting are the components for which necessary modifications in building bye -laws have been made. By incorporating the conditions like the usage of solar energy, rain water harvesting and minimal tree cutting, in the bye -laws, the Corporation has made it mandatory to all the new buildings, residential and commercial and to the existing buildings, too.

6.3.2 RAIN WATER HARVESTING

The TMC has passed a resolution in order to compel the rainwater harvesting in the upcoming housing complexes in TMC limit. TMC has made it mandatory to the new development above 1000 sq. m. areas as per government directives. In order to create awareness amongst the citizens and to provide expertise for the same five experts have been appointed on a panel. Eleven housing complexes in the TMC areas have already implemented the rain water harvesting project. As the rain harvested water can be reused for flushing, gardening and washing purpose and to meet the demand of non -domestic use the load on ULB to supply fresh water is ultimately going to minimized and in turn the cost of production and distribution will be reduced to a great extent.



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6.3.3 RE-CYCLING AND RE-USE

TMC has proposed to install a recycling plant in the Upvan lake area to initiate recycle and reuse of sewage water. The TMC intends to initiate this project with the help of housing complexes and societies in this area. The recycled water will be reused and so ultimately the level of lake which has depleting earlier, can be sustained.

6.3.4 ADMINISTRATIVE REFORMS

TMC, in last three years, has made overall reforms in the city as well as in its routine administration wing. Certain concrete steps have been taken to initiate the administrative reforms. The total cost of administration expenses has been cut down in last three years. The Corporation has put restrictions on the overtime expenses incurred on the employees. Even though the salaries have been restructured and increased five years back, the financial position has remained stable as the payments of arrears were deferred for two years and hence the total cost of establishment expenses did not rise. TMC has resorted to non-filling of posts falling vacant due to retirement, which has helped reduction of establishment expenses.

Most of the functions of the administration are carried in-house which has helped to reduce the overall expenses.

6.3.5 STRUCTURAL REFORMS

TMC has implemented structural reforms during the last two years. Various functions have been restructured by creating cells within the functions.



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I. Public works department

1. Estimate Cell - This cell scrutinizes the estimates by maintaining uniformity on accounts of rates and selection of items. The aspects of planning, designing, necessity and utility of the proposed work are reviewed and standardized. A tight vigilance is kept on the proposals to avoid duplication and repetition of works. The cell was established in July 2003 and from then the cell has achieved the objective of savings, by curtailing the expenses on the works and projects to the tune of Rs.1.86 crores in 2003 -2004, Rs. 3.46 crores in 2004 -2005 and Rs. 2.62 crores in 2005 -2006.

2. Management Cell - The cell has been working very efficiently in maintaining the budgets pertaining to various works and projects. An inventory of assets pertaining to physical, environmental and social infrastructure of the Corporation has been compiled by the management cell. The cell has been responsible for customization of various softwares pertaining to the public works department.

3. Quality control Cell - This cell is responsible for checking the technicality of the works and projects carried out by the Corporation. The technical checking by the cell has resulted in substantial saving, made on account by identifying the irregularities in some of the works carried out by the Corporation. It also helps in improving the quality of works executed by Corporation.



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4. Material Testing Laboratory - This in-house well equipped laboratory has curtailed TMC's overall expenses which would incur on getting the material test done from other laboratories. On the contrary the TMC collects charges from the concerned agency that gets the material tested from the TMC's laboratory. This in turn also helps to enhance the quality of civil works carried out by the Corporation.

II. Solid waste Management

TMC views the aspect of solid waste management from a decentralized point overview and accordingly a separate cell has been created. This further has been split up into three prominent sectors –

- Solid waste collection and transportation.
- Solid waste process and disposal.
- Information, Education and Communication (I.E.C.)

All the above sections are headed by independent officers.

III. Accounts and Finance Department

Two sections have been created under this function. One is the cashier section, created right from establishment of the Corporation while the other i.e. double entry accounting cell has been created recently. The cash section deals with the maintenance of cash book, writing of cheques, dealing with the cash transactions, bank reconciliation, issuing W.C.T. and TDS certificates, etc. The double entry accounting cell has been created with a view that the gravity of work could be understood at the grassroot level. The separate identity of the section has helped the staff to understand the procedural know-how in a systematic manner.



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6.3.6 ENCOURAGING PPP

A radical reform of urban infrastructure services is required to achieve the productivity boost. Instead of traditional dependence on the Government, the TMC has been mobilizing financing and expertise through various public – private partnership to improve the infrastructure services. Due to the significance given by the Corporation, the public – private participation has increased through variety of forms in the city.

TMC, is now structuring a policy of private sector participation in urban infrastructure wherein the Corporation intends to adopt a service delivery reform approach. The objectives of this policy are–

- Accountability for the standard of services to be delivered.
- Efficiency in operations and management.
- Augmenting public resources for investments in creation of new assets for expanding the services.

The TMC uptill now has implemented or intend to implement a couple of projects on the concept of public – private partnership.

1. Lake conservation programme.
2. Privatization for cleaning of roads.
3. Cleaning and house keeping of hospitals.
4. Routine works of various functions.
5. Operation and maintenance of water treatment plant, existing sewerage treatment plant, etc.
6. Slum re – development.
7. Mass Rapid Transit system.



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6.4 INITIATIVES

Thane Municipal Corporation's initiative, the "**ENVIRONMENT FRIENDLY CITY GOVERNANCE**", has been a combination of a few projects/concepts aiming at addressing environmental issues. The initiative endeavours to redress some alarming problems. At the same time while initiating these best practices the TMC has tried to promote participatory governance. Also the TMC has tried to exploit the different options of private sector participation while initiating the projects which are as follows -

6.4.1 LAKE CONSERVATION

Over the last decade, the city lakes have been host to some dreadful pollution and resultant dwindling of the lakes which forced the TMC to take lake conservation initiative. The objectives focused were restoration, conservation, protection and preservation in order to control contamination and to restore ecological balance of the lakes. By adopting an analytical approach, TMC has taken up the transformation process by Bio-remediation technology. The uniqueness of the project stems from multifaceted partnerships forged across various levels i.e. Central Government, Parastatal Agency, Local Educational Institutions, private agencies and CBO's which were formed to achieve a common goal i.e. restoring ecological balance.

- **ARTIFICIAL PONDS FOR IDOL IMMERSION -**

TMC implemented a **ECO-FRIENDLY** idol immersion project in 2004 surpassing the age-old practice of immersing idols of deities. TMC embarked upon a novel theme of creation of artificial immersion ponds earmarking immersion areas within the lakes itself, in order to avoid contamination of lakes caused due to



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various pollutants like plaster of paris, toxic colors etc. Some collection centers were established at certain locations to accept idols for common immersion in flowing water. A mahaghat has been constructed at the bank of river Ulhas at Parsik Retibunder to avail the traditional immersion facility and to facilitate immersion of big idols.

The **CRISIL** Advisory Board partnering with the Ministry of Urban Development has recognized TMC's effort by awarding in the ULB-Multiple stakeholders partnership category for this initiative.

6.4.2 GREEN COVER

Rapid urbanization cause destruction of mangroves and tree cutting, thereby creating ecological imbalance. Hence, TMC initiated the plantation drive and more than 19,000 mangroves have been planted along the creek & 2000 neem trees planted at selected locations. The plantation drive has been carried out on the amenity plots, recreation grounds and along road sides. The programme also includes the development of nature park, botanical gardens. The project has been partnered with GOI, state forest department, private contractors, NGO's, CBO's and citizens.

6.4.3 SOLAR ENERGY – NON COVENTIONAL ENERGY SOURCE

The acute shortage of conventional energy leading to power crisis inspired TMC to supplement the gap by utilization of non-conventional sources of energy ie. the solar energy. The objective while initiating the project was energy conservation and cost saving. TMC has successfully achieved the objective and has been further inspired to make necessary modifications in building bye laws,



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to make it mandatory to all new buildings and all existing public buildings to install solar water heating system. The modification also includes the incentive of giving an rebate of 10% on property tax on existing residential buildings on installation of solar water heating system.

6.4.4 SOLID WASTE MANAGEMENT

Bio-Methanisation plant, disposing Bio-medical waste, Plastic recycling and composting are some of the interventions made in the field of solid waste management which goes a long way in addressing the environmental issues.

6.4.4.1 BIO-METHANISATION

The BARC has provided technical support to initiate the project of disposing off the garbage in the scientific manner. A methane gas generation plant with 20MT has been installed in the premises of kalwa hospital , with the assistance from Maharashtra Chamber of Housing Industry. The gas generated is used to operate Bio-medical waste unit, Boiler in the hospital and in the hospitals canteen.

6.4.4.2 BIO-MEDICAL WASTE

TMC has setup a Bio-medical waste treatment plant at kalwa hospital with the support from the NGO M/s. Enviro Vigil to dispose off the hospital waste in a scientific way.

6.4.4.3 PLASTIC RECYCLING AND COMPOSTING

TMC has initiated a project for plastic recycling & composting with a view to maintain ecological balance and to provide a livelihood to



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the ragpickers. The project has been initiated with the help of NGO's – M/s. Apoorva Mahila Sanghatna & M/s. Stree Mukti Sanghatna. 780 Ragpickers have been identified through a survey and these ragpickers are imparted training regarding solid waste management, self health and hygiene. The revenue generated from plastic recycling project will be earmarked for planning and implementation of welfare schemes for the benefit of women below poverty line.

6.4.4.4 CNG KITS FOR TMC VEHICLES

TMC has taken the initiative of converting the vehicles running on fuel with CNG so as to mitigate the pollution cause due to the vehicle of the Corporation.

The Corporation has its own transport undertaking which has a fleet of 288 buses out of which 25 buses are running on CNG which has helped to minimize the pollution in the city. The TMC has planned phase wise program to convert TMT buses and municipal vehicles on CNG

6.4.4.5 RAIN WATER HARVESTING

TMC has compelled rain water harvesting in the upcoming housing complexes in TMC limit and made it mandatory for new development above 1000 sq.m. as per Government directives. Eleven housing complexes in the TMC area have already implemented the project.



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OTHER INITIATIVES TAKEN / PROPOSED ARE

- Water awareness campaign
- Water & energy audit
- Tree cutting mitigation measures.
- Re-cycling and re-use of Sewage water

GOOD GOVERNANCE

• **CITIZEN FACILITATION CENTRE**

Launching of this system to achieve highest levels of transparency, accountability, & citizen servicing standards, installation of citizen database infrastructure like the MOIS, CARE, KIOSK, Help Desk, Website, Call Centre. A single window system is in existence at the CFC for the head office region and at 9 ward committees.

• **MUNICIPAL LOKSHAHI DIN**

Conducted on 1st and 3rd Monday of every month. The Commissioner along with officers from various service departments attend the complaints of the citizens personally.

• **ADMINISTRATION AT CITIZENS DOOR STEP**

Nine evaluation teams of TMC officials have been formed and the Commissioner along with these teams visits various ward committees going door to door, understanding the citizens problem pertaining to various civic services.



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- **COMPLAINTS THROUGH e-MAIL AND MAJOR LEADING NEWS PAPER**

A complaint desk has been created wherein the complaints from the citizens are received through e-mail and same are addressed by the Commissioner through major leading state level news papers.

6.4 RECOGNITION

Thane Municipal Corporation has initiated reforms prior to the JNNURM. The efforts of TMC have been recognized by the Central and State Government as well as by various renowned agencies. The Corporation has been awarded for instituting numerous good governance initiatives, and the list of the awards and recognitions received by the city are given below –

- Clean City Award from HUDCO 1999 -2000
- Zonal Award under the Sant Gadgebaba Gram Swatcha Abhiyan from the State Govt. 2003-2004
- First Municipal Corporation to implement Solar operated water heating system mandatory to all buildings.
- Subsequently Govt. of India – Ministry of Non Conventional energy has asked to follow Thane model.
- Award for Energy Conservation from the Maharashtra Energy Development Agency for two consecutive years 2003 & 2004
- Award for Excellence in Municipal Initiatives from 'CRISIL' for the year 2004 -2005.
- Sector Award at State level for Solid Waste Management.
- National Award for Energy Conservation
- Pollution Control Laboratory has been recognized by Govt. of India.