

10.1 Introduction

There is no denying the fact that money, manpower and land are the three main resources for planning and development of any urban centers. Allocation of land for various competing land uses must be such that it helps in achieving a high level of economic efficiency. Effort has been made to achieve this objective by suggesting the proposed land use.

It would be desirable to have a proper mix of public and private sectors participation, both playing symbiotic role in such a way that the public infrastructure is implemented through budgetary sources and marketed urban infrastructure and facilities are provided through private sector while a joint venture could also be explored.

Fiscal, land and manpower resources must be mobilized strategically so as to achieve the proposed target contemplated in the CDP.

A Comprehensive Development Plan (CDP) preparation requires institutional management at two levels:

- i) While preparing the CDP, and
- ii) While implementing the CDP

For success of the CDP, it is necessary that the Sambalpur Development Authority (SDA) is geared up to manage the institutional issues.

Institutional Management Issues

The implementation of the proposed Comprehensive Development Plan (CDP) would entail an investment of few crore rupees over a period of twenty years. The Sambalpur Development Authority (SDA) is a planning and implementation agency. Different local bodies are functioning within the jurisdiction of the SDA. These local bodies shall be responsible for the implementations and maintenance of the infrastructure facilities proposed in the CDP for the plan period. It is important that the administrative setup of SDA should be such that it can get the proposals implemented through local bodies and other line department smoothly and in efficient manner. Therefore, along with preparation of the Comprehensive Development Plan (CDP), the SDA administrative set up is reviewed and proposals for strengthening it has been made to ensure smooth and effective implementation of the proposals contemplated in the CDP.

Institutional management shall be important at the following levels:

- Municipality situated in SDA area.
- NACs of Bural and Hirakud
- District and Village Panchayats situated in SDA area

- Authorities having jurisdiction over some other areas of SDA like Forest Department, Defense, Railway, National Highway Authority, Irrigation and so on.
- Coordination among various departments working in SDA area.
- Coordination with higher levels of Government machinery.
- Institutions working on education/ religion / socio economic issues
- Various NGO's.
- Managing opinion of the elected representatives under the democratic system and as per the 74th Constitutional Amendment Act, 1992.

In order to strengthen the institutional analysis and recommend a road map for strengthening Sambalpur Development Authority to deliver urban basic services, the CSA-DJC-CSA Team has conducted a rapid assessment of prevailing local administration structure, personnel management, budget, decision-making processes, and relations with the public pertaining to the said services. To arrive at a suitable administrative setup for the SDA, the following issues have been studied in the Status Survey Report, Part I.

- Structure of SDA
- SDA area, its population
- SDA as a service provider
- Manpower strength
- Type of manpower
- Capabilities of the manpower
- Personnel policies including recruitment, promotion and retirement
- Policies to hire the expertise on contractual basis.
- Work methodology, reporting methodology as well as decision making procedure.
- Tendering procedure and available resources for implementation
- Existing infrastructure including Office infrastructure as well as need for expansion/ improvement.
- Skill availability and staff strength in various departments like Town Planning, Road, Water, Drainage, Environment, Tax Collection, Public Grievances, and so on.

Sambalpur Development Authority – Administrative Setup

The development area of SDA comprises of areas under the jurisdiction of Sambalpur Municipality, Burla NAC and Hirakud NAC and 31 surrounding rural areas. Another surrounding 67 villages have also been added in the SDA in July 2011 to have a comprehensive, coordinated and well balanced development of this region of the state.

As per the provisions of sub-section 5 of section 3 of the Orissa Development Authorities

Act, 1982 the Sambalpur Development Authority consists of the following members, as mentioned in **Table 10A** below.

Table 10A
Members of SDA

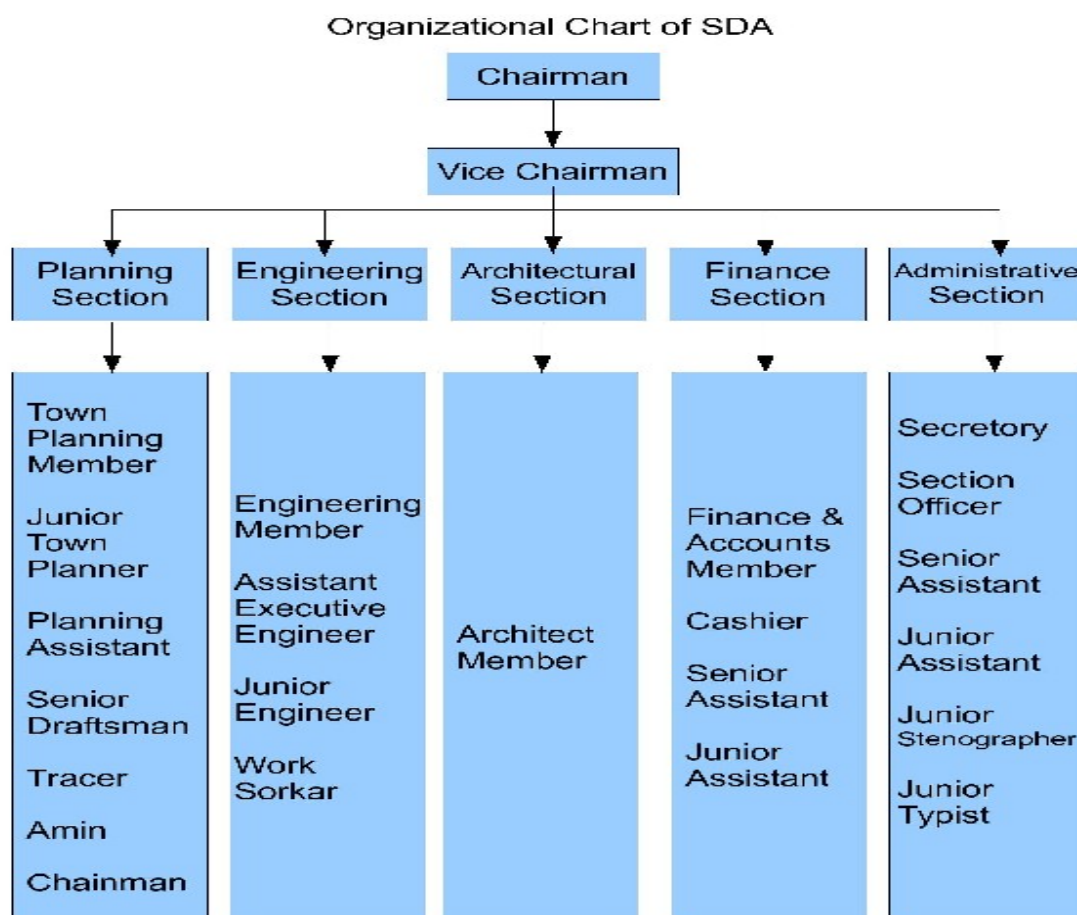
1	Chairman
2	Vice-Chairman (Collector, Sambalpur) to be the Chief Executive Authority
3	Town & Regional Planning member
4	Engineer member
5	Finance & Account member
6	Architect member
7	Secretary, Housing & Urban Development Department or his representative
8	Chairman of Sambalpur Municipality
9	Chairman of Burla NAC
10	Chairman of Hirakud NAC

To carry out the various functions of the authority, there are four different committees of SDA viz.,

1. Tender Committee
2. Allotment Committee
3. Building Permission Committee
4. Recruitment & Promotion Committee

The present organizational structure of the SDA is shown below. The Planning Section, Engineering Section, Architectural Section, Finance Section and Administrative Section are the five main sections in the present SDA to undertake the implementation of the Master Plan and controlling the development activities in the development authority area. Existing organizational structure of SDA is shown in the **Table 10B**.

Table 10B



In the Enforcement Wing the Government is still to create the necessary posts. Out of the total sanctioned posts in the SDA of 27, only 17 posts are filled and rest 10 is vacant. Surprisingly, the higher level technical posts of planning and engineering are all vacant and the work is being handled by the officers on a part time basis. Though Architect branch and Enforcement wing are there but there is no sanctioned post in the SDA. It is told that one Junior Town Planner and one Junior Engineer are going to be appointed by the SDA on a contractual basis.

For making proposals for sound administrative setup for SDA, an in depth interaction with the personnel at all levels of the organization has been made. The annual reports of the organizations involved in the field of urban development have been studied and data on the administrative functioning of especially Sambalpur Development Authority, Sambalpur Municipality, Burla and Hirakud Notified Area committees, Block / District Panchayats and departments working in the field of Urban Development has been analyzed in the Status Survey Report Part I. SDA in consultation with the above mentioned government departments working in the field of urban development at Sambalpur gets various projects implemented. However the implementation of each

project seems a piece meal work. There is no proper coordination. Within the five year plan period the projects within the preview of annual plans are not worked out. The cost of the project, availability of finance and approval of the implementing sub-agency requires close coordination. Before undertaking this exercise, the pattern of staff at SDA is required to be sound so as to provide required management know how to the implementing sub-agency. At present the detail of the staff position of the Sambalpur Development Authority is shown in the **Table 10C and Chart 10(a)**.

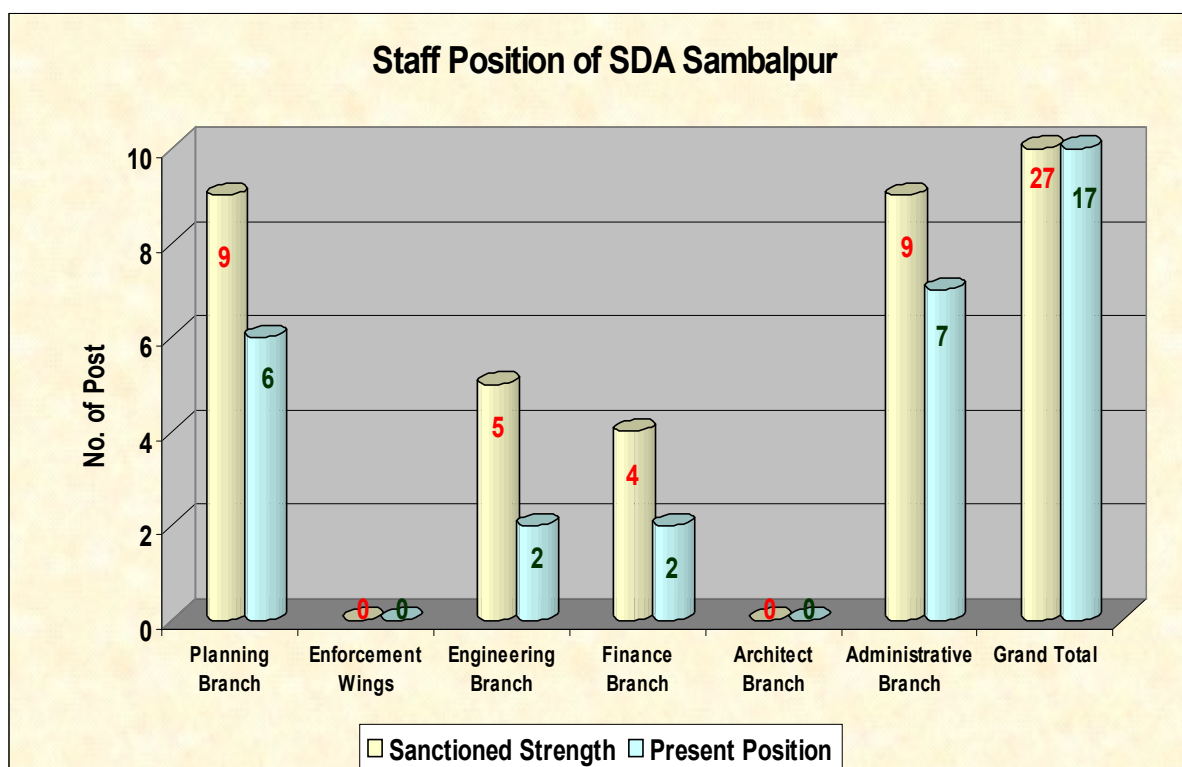
Table 10C

Existing Staff Position of Sambalpur Development Authority, Sambalpur

Sr. No.	Particulars	Sanctioned Strength	Present Position	Vacant
A	Planning Branch			
1	Town & Regional Planning Member (Part time)	1	0	1
2	Jr. Town Planner	1	0	1
3	Planning Assistant	1	0	1
4	Sr. Draftsman	1	1	0
5	Tracer	2	2	0
6	Amin	1	1	0
7	Chainman	1	1	0
8	Peon	1	1	0
	Total	9	6	3
B	Enforcement Wings	Nil		
C	Engineering Branch			
1	Engineering Member (Part time)			
2	Asst. Executive Engineer	1	0	1
3	Jr. Engineer	2	0	2
4	Work Sarkar	1	1	0
5	Peon	1	1	0
	Total	5	2	3
D	Finance Branch			
1	Finance & Accounts Member (Part time)	0	0	0
2	Section Officer level-II	1	0	1

3	Cashier	1	1	0
4	Sr. Assistant	1	0	1
5	Jr. Assistant	1	1	0
	Total	4	2	2
E	Architect Branch			
1	Architect Member (Part time)	0	0	0
F	Administrative Branch			
1	Secretary	1	1	0
2	Section Officer level-II	1	1	0
3	Sr. Assistant	1	1	0
4	Jr. Stenographer	1	1	0
5	Jr. Assistant	1	1	0
6	Jr. Typist	1	0	1
7	Driver	1	0	1
8	Peon	1	1	0
9	Chowkidar	1	1	0
	Total	9	7	2
	Grand Total	27	17	10
	To be Appointed on Contractual basis			
1	Computer Programmer	1		
2	Computer operators	1		
3	Jr. Engineer	1		
4	Amin	2		
5	Watchman	1		
6	Jr. Town Planner	1		

Chart 10(a)



Out of the total sanctioned strength of 27 posts, only 17 (63%) are filled while 10 (37%) posts are vacant.

One of the functions of the SDA is to give development permission for all the development activities being undertaken in the development authority area as per the provisions contained in the Section 16 (7) of the Sambalpur Development Authority Act, 1982. The time limit prescribed for giving development permission is sixty days. So far as quantum of work related to development permission is concerned, it is observed that on an average about 450 development permissions cases are received by the SDA per year. The disposal of these cases was satisfactory upto 2007 but during 2008 only 289 cases (62 %) were disposed out of 464 cases of development permission received by the SDA. This may be due to lack of sufficient technical manpower in the planning section of SDA.

Requirement of Additional Staff and Strategy of Deployment

To deal with the management of issues in the Planning Branch which has to efficiently deal with development permissions, interpretation of the provisions of the ODA Act, Zoning Regulations, development plan, redevelopment issues connected with slums, encroachments, infrastructure and social economic activities, recreation and tourism and conservation, provision of required staff should be the priority of the Administration Wing of the SDA. Additional 14 technical posts are required to be created. **(Table 10D)**. With the training inputs to undertake changes in the reservations and land uses, the sanctioned Development Plan will have to be modified and varied from time to time for proper implementation of the CDP proposals. The leadership and responsibility is

required to be shouldered by the knowledgeable officers who can work with confidence. In the Planning Branch, One Associate Town Planner (class I) and one Assistant Town Planner (class I) who are Civil Engineer or Architect with post graduation in Urban & Regional planning are required to look after following responsible and highly technical jobs.

1. The geo-database developed on Arc platform as a Desktop application for viewing, querying and reporting of various spatial and non-spatial information including parcel boundaries, existing and proposed land use, drainage, surface water bodies, existing and proposed road and rail, proposed nodes, canal, health education and other community and service facilities.
2. To evolve technical co-ordination with various players in the field of urban development, project programs will have to be evolved and implemented through co-ordination of various organizations and public at large. Period meetings, general discussions, workshops and seminars with the help of experts in the field of urban development will have to be organized.
3. Action area projects will have to be formulated with the help of experts in the field. These projects will have to be complied in specific time frame. Such a time frame and the cost of the project costs will have to be prepared. The monitoring of the implementation and payment schedule is the work of responsibility.
4. The Sambalpur Development Authority (SDA) has the responsibility for security and safe custody of the data. In no way the digitized information will be copied or duplicated or supplied to any other party in any form. Such a responsibility can be shouldered by class I technical officers only.
5. To encourage public participation various measures with the Chambers, Corporations, Associations, TV Channels, News Papers and NGOs will have to be undertaken which require ingenuity and confidence.
6. The legal disputes are bound to crop up at the time of launching Action Projects and the technical officer will have the responsibility to comprehend the same in advance and to render help to the legal adviser to represent the case before the legal authority.

For efficient implementation of the technical works, the planning and enforcement section of the SDA has to be strengthened. Following additional manpower is proposed for the planning and enforcement section of the SDA. The other supporting staff will have to be appointed from time to time so as to achieve the target set for 2030. (Refer **Table 10D**).

Table 10D

Additional Staff - Planning Branch and Enforcement Wing Sambalpur Development Authority (SDA)

Sr.No	Particulars	Sanctioned Strength	Additional Requirement	Approx. Additional Exp. Towards Salary etc. (In Rs. Per year)
A	Planning Branch			
1	Town & Regional Planning Member	1 (part time)	0	
2	Associate Town Planner	0	1	1x700000
3	Assistant Town Planner	0	1	1x600000
4	Junior Town Planner	1	2	2x550000
5	Planning Assistant	1	2	2x500000
6	Senior Draftsman	1	0	
7	Computer CAD Operator	0	1	1x500000
9	Tracer	2	0	
10	Amin	1	1	1x300000
11	Chain Man	1	1	1x300000
12	Personal Secretary / Steno to Associate/ Assistant Town Planner	0	1	1x500000
13	Peon	1	3	3x150000
B	Enforcement Wing			
14	Planning Assistant	0	1	1x500000
	Total	9	14	59.5 lac

SDA alone cannot fulfill the objectives of the CDP. For local level implementation and maintenance of the infrastructure and to support the activities of the Sambalpur Development Authority (SDA), the Sambalpur Municipality (SM), Burla NAC (BNAC) and Hiraikud NAC (HNAC) will also have to be equipped with sufficient technical manpower. Person having knowledge of town planning, urban & regional planning is must in all the three urban local bodies. Sambalpur Municipality must have atleast one Assistant Town Planner. It is proposed to create the following additional posts at SM,

BNAC and HNAC as shown in the **Table 10E** below.

Table 10E

Proposed Additional Technical Staff in Sambalpur Municipality, Burla and Hirkud NACs

Sr. No.	Designation	Sambalpur Municipality	Burla NAC	Hirkud NAC
1	Assistant Town Planner	1	0	0
2	Junior Town Planner	1	1	1
3	Planning Assistant	2	1	1
4	Computer CAD Programmer	1	0	0
5	Junior Draftsman	1	1	1
6	Tracer	1	1	1
7	Amin	1	1	1
8	Chainman	1	0	0
9	Peon	2	1	1
	Total	11	6	6

The share of majority of the developed area and population belong to the Sambalpur Municipality and two NACs. The records of local bodies with regard to housing, slum population, social, economic, recreational and socio-economic-physical infrastructure facilities and services, vehicular and pedestrian movement of traffic etc. remain available with the local authorities namely Municipality and NACs. The creation of additional 11 post in Sambalpur municipality and 6 each in Burla and Hirkud NAC as mentioned above will help urban local bodies to manage their areas well under the guidance of SDA.

10.2 FINANCE

The comprehensive Development Plan provides for preparation of Action Plans for the proposed land uses, zoning of land use for residential, commercial, parks & play grounds, public and semi-public, industrial, agricultural, recreational, education and other public purposes, proposed circulation pattern and the set of zonal regulations. Finally analyzing and assessing the financial requirements both in terms of revenue expenditure and capital expenditure with matching inflows to financially sustain the Comprehensive Development Plan in its entirety in the long run is essential.

The preparation of the Comprehensive Development Plan inherently comprises of estimation and planning of expenditure on various fronts to generate the necessary funds to finance this expenditure over a period of time.

The capital expenditure comprises of all the developmental cost as stated above as also the cost of land acquisition required for this purpose.

Assessment of the long term CDP therefore, comprises of estimation of capital expenditure, capital receipts, revenue expenditure and revenue receipts as explained in the **Table 10F**.

Table 10F

Financial Assessment of CDP

Sr. No.	Estimation of the	Explanation
1	Capital expenditure	It denotes developmental cost for designing and implementing development Plan as mentioned above.
2	Capital receipts	It basically emanates from grants, subsidies and loans available from the central Govt., State Govt., and domestic infrastructure development institutions under their various schemes. Such schemes have to be properly studied and suggestions have to be made for availing finance under different schemes. The cost of funds plays a crucial role in determining the long term operational sustainability of such projects.
3	Revenue expenditure	It comprises of mainly the operational expenditure on day-to-day basis for continuance of the facilities created under Comprehensive Development Plan and its smooth operation on daily basis.
4	Revenue income	It comprises of mainly sources of income and its allocation for different activities stated above.

Normally the sources of revenue which are identified are as shown in **Table 10G**

Table 10G

Sources of Revenue in SDA

Sr.No.	Source of Revenue	Details
1	Town planning fees	lay -out fees, Building Permission fees, amalgamation fees, Betterment charges, amenities fees, Development charges, Change of land use and Impact Fee
2	Remunerative Enterprises	rental income from assets like shopping complexes, parking fees, income from other real estate owned by the authority
3	Advertisement tax	On hoardings in cinema Halls, traffic junctions, etc.
4	Revenue grants and	received from the State Govt. under various heads and schemes

	contribution	which are specific purposes or ad-hoc in nature
--	--------------	---

The financial viability is ascertained based on the revenue generated in the capital account.

The finance of the SDA is known from the details of receipt and expenditure in terms of actual figures related to revenue account and capital account from the financial year 2002-03 to 2006-07 and estimated figure for the financial year 2007-08.

Revenue cost for additional Staff 2030

Keeping in mind the inflation, to create additional technical staff in the SDA technical branch by 2030, an approximate amount of Rupees 60 lacs per year may be required. However, with the increasing work load, more posts under the technical branch may be created from time to time. Similarly technical wings may be strengthened at Sambalpur Municipality, Burla NAC and Hirakud NAC also which will require per year about 45 lacs, 25 lacs and 25 lacs respectively over a period of time. It is proposed to secure grants for the public oriented implementation of city improvement plans from the Government of Orissa to meet the additional requirement of manpower.

Capital Cost for City Investment Plan (CDP, Sambalpur Complex), 2030

The expenditure on Capital cost is for building new roads and widening of existing roads and providing lands for the various community facilities. The SDA as such does not have to provide the finance for the infrastructure projects. SDA being the planning agency, it will facilitate the implementation of the projects. As when the area under the jurisdiction of SDA is declared as urban area, various agencies of the state government involved in providing the infrastructure shall make the detailed project report and on that basis, the SDA will ask the concerned line department to provide the facilities in the SDA area as per the proposal of CDP and the finance shall be provided by that line department only.

10.3 Recommendation

1. As observed earlier, there is lack of full time technical manpower and staff resulting in the poor management of administration in the SDA which in turn results in non-implementation of many infrastructure projects. It is very necessary not only to fill the vacant post but also to create new posts so that proper implementation of projects to be identified in the CDP can be undertaken by the SDA. Otherwise the whole exercise of preparation of the CDP will go waste. Urban planning is a specialized technical field which needs specialized manpower to handle the planning tools for socio-economic planning of the urban areas and the surrounding rural areas. Hence, SDA must undertake exercise of filling the vacant posts and to create new posts as a part of the capacity building of the SDA. Technical staff can be sent to other urban development Authorities and technical institutes for training etc.
2. Total lack of coordination has been observed between the SDA and other agencies like, Sambalpur Municipality, Burla NAC, Hirakud NAC, village panchayats, local level

offices, central and state government agencies and other infrastructure providing agencies. The functioning of all these agencies is totally independent irrespective of what others are doing leading to almost chaos. No regular meetings are held and no review of works / projects undertaken by various agencies is being done. This needs utmost attention. Functional co-ordination between SDA and other planning and development agencies like local bodies, village panchayats, local level central and state govt. offices, NGOs etc. are required to be improved. Maybe once the sufficient manpower is available this type of situation may not happen.

3. Visit to the SDA office gives the gloomy picture so far as basic office administration equipments are concerned. In this modern age of information technology basic communication equipments like, fax machines, enough copier machines, computers, internet connection are not available in the office building. Lack of proper communication will result in the poor implementation of projects in particular and CDP in general. To know the best planning practices within India and abroad and to gather information on urban and regional planning it is must to have internet connection in the office. It is recommended, SDA must equip itself immediately with the latest communication equipments in the office so as to make full use of advancement in the technology to make SDA one of the advanced development authority of the State.
4. It is also observed there is inaction by the SDA in mobilizing the financial resources for funding the infrastructure projects. No efforts are made to get the finances from the various funds made available by the WB, ADB and other financial institutions like HUDCO, ILFS (Institution of Leasing and Financings Schemes) etc. This is mainly due to lack of technical manpower and the communication equipments. Moreover, no steps are taken to channelise the financial resources.
5. There is no **City Investment Plan** (CIP) with SDA. CIP will help the SDA in proper planning of infrastructure projects. Which projects are to be given priority, what fund will come from where and how and when it has to be spent is all part of the CIP. It is an important document for infrastructure planning.
6. Absence of **Financial Operation Plan** (FOP) is also one of the hurdles in the SDA towards implementation of projects. This plan is important to know how the projects are financially supported for its final implementation.
7. Effort should be made to introduce land readjustment method which will be a good source of providing planned sites without much cost to the urban institutions.
8. It is suggested that all Government land coming within the jurisdiction of Urban Local Bodies may be vested with the concerned local body to act as a Land Bank for undertaking development works.
9. Community management and execution of self help projects to be encouraged.
10. Trained computer personnel are to be posted in SDA for analyzing the satellite

imageries and plans derived from these imageries. Training to the concerned staff of the SDA shall be provided by the Consultants as per the Deed of Agreement to use the GIS software of effective implementation of the CDP and monitoring the development of the SDA area and how to use the software for the future planning and to find the information by the multiple queries. SDA must employ Planning draughtsman with knowledge of CAD, GIS and other analytical software.

11. SDA need substantial funds for capital development work. The scope for institutional finance must be explored earnestly.
12. New heads for fiscal resource mobilization has been suggested to raise the income of the SDA to meet the implementation requirement of the CDP viz.
 - a. Development Charge to develop the social infrastructure proposed in the CDP.
 - b. Amenities fees to recover the cost of providing new services and physical infrastructure in an area.
 - c. Security deposit for doing the construction as per the development / building permission granted by SDA otherwise the deposit is to be forfeited.
 - d. Penalty for starting the construction before the grant of development permission or for making the modification during construction after the development permission is granted.
 - e. Fees for issuing zone certificate, part plan of CDP which should be made compulsory to be attached at the time of getting development permission.

10.4 Plan Implementation Strategy

- The lands for various public purposes have been reserved under the provision of section 9 and 10 of the Orissa Development Authority act, 1982 in the CDP of SDA for Botanical garden, cultural center, town center, Environmental Complex (consisting of zoo, environment education center, Spiritual center and vehicular parking space), mela ground, town hall, aquarium, other parking space, etc. for the sustainable and balanced development of the urban and rural areas included in the SDA. The lands have to be reserved in this CDP as in earlier master plans, reservations were not provided for. To develop Sambalpur as the socio-economic-cultural town, Burla as educational hub and Hirakud as Industrial center than these reservations for public purposes plays important role in the sustainable and balanced development of the SDA area.
- The lands under reservations are generally acquired through Land Acquisition Act, 1894 if the landowner refuses to give the land to the acquiring body by consent. In the CDP, care has been taken to propose the reservations so far as possible on the wasteland and which is are not fertile land. Very small fraction of land under reservation has been proposed on the private land considering the locational advantage for the purpose for which the land is reserved. The area for zoo is reserved on the land which is presently not accessible. The SDA will decide the priorities in

respect of the lands under reservations which are to be developed first.

- In case the reserved land is not made available by acquisition, the SDA has the option to get these land through the mechanism of Town Planning Scheme by which these lands will vest with the SDA absolutely free from all encumbrances. The Orissa Development Authority Act contemplates the preparation of TP Schemes.
- SDA has also the option of designating the land for the public purpose instead of reserving it. The designation shall allow the land owner to develop the land for which it is proposed in the CDP.
- Relaxation in FAR may be considered by the SDA in case the landowner surrenders the land going in the Development Plan road.
- Two new road flyovers have been proposed in the Sambalpur town over the railway to decongest the only one existing flyover. Both are proposed on the western side of the Sambalpur Junction Station in Khetrajpur.
- A bridge over Mahanadi River is proposed to provide the connectivity of Sambalpur town from Bhatra village at Sambalpur to Basantpur village near Burla. This will also reduce the distance for the traffic coming from the Cuttack, Deogargh and Dhama side and going towards Bargargh. The bridge can be accessed through 24 mts wide road which connects the NH 6 / 53 and NH 42 / 55 with the proposed bridge. Though construction of this bridge may not be taken on a priority as it is a capital intensive project but as and when finance is available it should be constructed to boost the development of the town.
- At Hirakud looking to the longest earthen dam in Asia, Water Park, Community Centre and Town Centre are proposed at the new Burla Hirakud Road Bridge over the Mahanadi River to attract tourists and facilitate activities. This 18 M New Bridge over Mahanadi is proposed to ensure Burla and Hirakud twin City development a reality.
- Establishing development in Central Villages and developing Nodes and Satellite Town will get the proposed twin city development realized and provide sustainable and balanced development of rural habitat.
- The NH-6/53 and SH-10 passing through the SDA area is proposed to develop as a model highway with proper parking space, well defined medians, footpaths, service roads, street furniture, public conveniences, etc.at strategic locations. Presently lot of chaos is seen on these roads because of lack of these facilities.
- Lands required for road widening may not be acquired immediately. Phase wise widening can be undertaken by SDA. If the land owner surrenders the land himself which is going in the road widening, the SDA may grant FSI elsewhere.
- Development proposals in the various sectors have been discussed at length which are Socially Beneficial, Regionally Contextual, Environmentally Sustainable, Financially

Viable and Institutionally Executable.

- The main agency for implementation shall be the local bodies and the line departments like, R & B, PWD, NHAI, PHEO, WSSB, Parks and Garden Dept., etc. They would make provisions for necessary resources like, financial, technical and managerial for the implementation of these programs. The SDA would however guide and coordinate with the various implementing agency so as to achieve the objective of the development plan by fixing the priorities and reviewing the progress.
- There will be a need to create awareness in respect of the need for preparing the CDP, its objectives and likely benefits that would accrue to the area and the people at large residing there. A Cell at the SDA is required to be set up for creating an overall awareness among the people, educating the needy persons as well as to ensure acceptance of the CDP work. The contentious/ tricky issues needed to be resolved through interaction with all concerned by organizing seminars, workshops, etc.

At the end, CDP should become almost like a publicly accepted work pattern for development of the area. A Nodal Officer of the rank of Associate Town planner for coordination amongst various departments and other institutions would be required who can obtain their concurrence on various issues and emerging plans.