Chapter-8
Conclusion, Major Findings and Suggestions
CONCLUSION, MAJOR FINDINGS AND SUGGESTIONS

“Societies and civilizations in which cities stagnate do not develop and flourish further. They deteriorate”

Jane Jacobs

Urbanization has undoubtedly become a global phenomenon with more than half of the population housing the cities; majority of this populace would live in less developed regions of the world. Thereafter, as the world enters the era of ‘cities’, making them the epicentres of human development, growth and sustainability; there also arises the imperative to prepare our present day governance face new urban challenges. It is evident from the augmentation patterns of today, globally, that Cities are not going to remain the same forever. As the pattern of city which had been discovered in the ancient civilization, commonly known as the Indus Valley Civilization to the city of the 21st Century, popularly referred to as the sustainable cities, wherein, the basic edifice of the urban milieu does not transformed, however, it is the infrastructural potential which has undergone significant manifestations. Due to the growth of these urban components the world, today, has become a global village, whereby, learning and incorporating from universal and successful approach is the most sought out move to ensure progress and performance.

Urbanization is the current pace of the world and India as a nation cannot overlook this global vogue. Although the rapid expansion of urbanization is bothering the world polity but the most important task is to sustain the growth of urbanization, especially in developing countries; as it is the yield of urbanization and its benefits that will set the trend of the future policy perspectives. Thereby, the planning and policy making process involved in urbanization is not always welcomed by the people who are involved in its delivery as it involves a holistic process to engage all possible benefactors to deliver the desired output after the supposed input.

One of the most important subject matter in the current scenario in India is its growing urban culture with the Cities being the central tenet of urban governance. There is a shift from agricultural to service economy, making cities even more important, especially by 2030. India as a country is fortunate to experience the
phenomenon of urbanization from ancient times i.e. Indus Valley Civilization. The process of urbanization began with a negative trend with a growth rate of minus 5 percent in 1901-1911, 1.7 in 1951-61 and 3.5 percent in 1951-61 percent in. As the country has progressed through the pages of history so has the quotient of development, especially with the expansion of the spatial dimensions of the urban centres; thus, transforming urbanization an inevitable and positive trend.

The various aspects of India’s urban growth as projected by 2030 will witness a five times higher growth in the gross domestic product (GDP), nearly 530 million people will be inhabiting the cities, with 270 million people contributing the workforce, 70 percent increase in the employment opportunities, 91 million households will be referred to as the urban households, nearly 68 cities will have a population of over 1 million, an investment of 1.2 trillion $ is expected in the urban infrastructure, 700-900 million square metre space needs to be constructed for commercial and residential purposes, 2.5 billion square metres of roads will be constructed, 7400 square metres of sub ways will be constructed, etc. are a few changes that the nation is expected to experience (McKinsey, 2013). Thus, they all indicate that urbanization is a critical component to India’s future.

Thus, urbanization is here to stay with aplomb as it is not just managing the unprecedented urban growth but also setting patterns all the levels of governance i.e. national, state and local to ensure the sustainability of its effects. The influence of urbanization has another side, wherein, it brings down the standard of life in the cities. This is primarily due to fact that the aspect of urban services and their associated infrastructural facilities have been given scant attention. The first step to manage urban growth for planned, sustainable and equitable benefits will be the creation of legislations, policies, bye-laws, rules, guidelines and community participation practices to foster equitable supply of services with efficient management and effective channelization of available resources.

In this chapter a summary of the study has been undertaken with an analysis of the observations and inferences made along with some suggestive recommendations to make urban planning and growth a quality and equity enriched procedure, especially with reference to the city, Ludhiana. The research work has been divided into eight chapters, wherein, each chapter has been weaved to relate it to the holistic
phenomenon of urban planning and growth; with the study of the theoretical framework, international, national and local trends; and bottlenecks in the state (Punjab) trailed by their analysis, especially, in the area of study, Ludhiana. This is followed by the study of the organizational set up in each facet undertaken along with their empirical analysis.

A survey of the literature undertaken during the course of the study has strongly conveyed and communicated that there exists a strong relationship and inter-dependency between urban policy and planning perspectives, urban development and the organizational effectiveness of the agencies involved in the delivery of urban services. Also, the inferences drawn from the review of the literature that very few studies have been done on the implementation aspect of urban policies and the functional domain of the agencies; thus, depicting a lacuna in the process of urban planning and growth.

During the course of the study the policy framework incorporated at the international, national, state and local levels have been closely analysed with the detailed empirical analysis of various organizations such as PUDA, GLADA, LMC, etc. involved in the process of urban planning and growth in Ludhiana. The period of the study covered has been from Jan 2012 to June 2018 for a period of six years. Thereafter, through this study an analysis of the various legislations, policies, programs and government initiatives to coordinate and synchronise the process of urban planning and growth. Moreover, during the study the various reasons that have created a gap between the administration and citizen were also observed through the empirical analysis.

Furthermore, the empirical analysis of the aforesaid study was undertaken keeping in mind the prime objective to overview the nature and trends of urban planning and growth in the state of Punjab. The study has also covered various facets of policy perspectives, especially, the nature of plans and policies incorporated in Punjab as well as in Ludhiana, wherein, the latter dominates the state in context of urbanization. Also, the functional domain of several operating agencies involved in the process of urban planning and growth in Ludhiana, such as, GLADA, MC, PWD, Town Planning Authority, PUDA, etc. have been extensively studied. As urbanization and its trends, namely, aspects of growth and planning are based upon the interface between the administration and citizenry, thereafter, their coordination, the attitude of
the administrative officials and the satisfaction of the population regarding the urban local bodies in the area of study have been reckoned.

In the light of the objectives of the study several hypotheses were developed and tested using devised methodology as well as statistical techniques. Thereby, the following aspects were closely examined with the under said observations:

❖ **URBAN POLICY**

The spatial concentration and growth of the global population in poor and middle-income countries during the twenty-first century presents important opportunities as well as major challenges. Large-scale urbanization has the potential to generate substantial benefits for economic development, social progress and efficient use of natural resources. However, burgeoning cities with high population densities also expose countries to heightened risks of social dislocation and environmental degradation. Either way, there is little doubt that the form and character of urban growth over the next few decades will have a major bearing on the well being and life chances of several billion people. It will also influence global migration flows and international stability, and will affect the resilience of the world’s ecosystems in the context of climate change and increasing resource scarcity.

Therefore, during the creation of an urban policy keeping the future prospects in mind the following points have being inferred:

1. The first step in this direction i.e. spatial demarcation of the city limits was lacking; as the processes of industrial development coupled with inter-state migration has although given birth to satellite towns, yet it has been also constituted by a grim picture i.e. development of slums.

2. As the local government is encountering dynamically numerous urban challenges yet instead of adopting a sensitive approach it has been found to be blindfolded towards sectoral policies. Thus, a political process is required to mobilize and sustain active support from across the conventional line functions of government. The idea of urban policy has evolved over time from sectoral programmes, special initiatives and time-limited projects towards a more enduring, collaborative and integrative approach.
3. Implementation of a National Urban Policy means a sustained technical process of building the legal foundations, institutional capabilities, administrative procedures and financial instruments to pursue this agenda effectively. It requires complex arrangements to coordinate the various actors and agencies involved, including different kinds of partnership. Successful cities cannot be built by governments alone. Intra governmental forums can help to hold different departments to account for their urban activities, and to encourage cooperation. Thus, there is an absence of a collaborative and cumulative approach.

4. The core objective of National Urban Policy when initiated should be to manage the peripheral expansion of cities in the interests of encouraging higher density and more integrated urban development. However, a lack of an inclusive approach requires a strategically planned and coordinated prospect across administrative boundaries in situations where municipalities compete against each other for investment or taxpayers. As if left to themselves, private developers and public sector housing providers have been favoring the building on lower cost peripheral land. This has impacted the cost of housing in the short-term, but at the expense of ongoing transport costs for households and capital infrastructure costs for government has increased.

5. A policy approach may well involve programmers to strengthen the connectivity and cooperation between cities and towns. The openness of urban economy and their interdependence with surrounding areas requires efficient linkages with other places. As this will improve the functional efficiency of metropolitan region and assist the firms and households in rural areas to access the markets in urban areas. Greater cooperation and connectivity between cities can enable industrial specialization and the development of distinctive and complementary strengths, which can help to promote national economic competitiveness. Cooperation may extend to strengthening the role of secondary cities in the national urban system so that they function better and help to absorb some of pressures on the largest cities.

Urbanization expresses itself in the annexation of rural areas into towns, densification of cities, in situ transformation of villages into urban centres and emergence of new towns; thereby, urban planning and spatial arrangement occupies a centralising position in determining the functionality of urban trends and urban growth factors. In
the empirical study undertaken in the city of Ludhiana, it has been observed that the
city being the industrial and urban magnet of the state draws a significant of
population expansion annually. Thus, shaping the city on urban and economic
connotations is the pivotal task of the administrative machinery, thereby, if the
government policies focus pronounced economic growth they must simultaneously
promote urban agglomerations. However, the various observations inferred in the data
analysis i.e. the complete proportion of the population of Officials and Citizens have
agreed to the presence of a planning authority i.e. with a 100% consensus. There are
also a major proportion of the citizens, nearly 85% which have agreed to the
unplanned and haphazard growth of the city which has been attributed to a lacuna
between the administrative will and the existing policy framework. Moreover, a
stratum of 60% of the population interview have agreed to the absence of an adoption
of a practical planned approach aka any specific urban policies with reference to the
growing variety of urban populace in the city.

Thereby, all these factors suggest that with the advent of economic and technological
innovation as we herald to the era of urban revolution if urbanization has to be
managed it needs to be properly planned and organised. As though urbanization has
provided an array of opportunities in Ludhiana, yet it has failed to achieve a
satisfactory quotient of urban planning to foster growth. In a city which stands at the
forefront of urban growth it is indispensable for it to develop a holistic urban policy
imperative to harness urbanization.

❖ LAND USE AND TOWN PLANNING

The context of globalization in case of Ludhiana city is related to encouraging
investments in land through gated residential areas, allowing land useconversion form
industrial to recreational or commercial and residential to commercialactivities. The
globalization is also creating a new class in the cities which is survivingaround the
real estate business. The entire urban expansion in both the cities is floodedwith real
estate entrepreneurs. The state has made strategies to sell public land forprivate uses,
but no provisions have been made to strengthen the requiredinfrastructures. The rural
areas and villages are mitigated during the process ofexpansion and investment in
land. On the other hand there is very poor participation int he reforms initiated to
participate in the global economy. The sole purpose of these reforms is to make
municipalities of Ludhiana more accountable and progressive, but the sluggish attitude of the officials and elected representative has made them as dysfunctional bodies.

A comprehensive and integrated land use planning system is a known solution to cope with the dynamics of development and to ensure optimal utilization of land resources. However, in the absence of such an elaborate planning system, a strategic and viable approach is required to be developed and adopted. The suggested strategic approach is in line with the integrated land use planning and management approach suggested in Agenda 21.

The approach for achieving integrated land use planning and management should have the key elements of:

1. Aimed at the development of policies for optimal utilization of land resources
2. An improved and strengthened planning, management, monitoring and evaluation system.
3. Strengthening of institutions for coordinated and implied mechanisms
4. The creation of mechanisms aimed to facilitate and foster empowerment of weak communities and women in planning and decision-making processes.
5. The viable approach should focus on the identification and planning of the Land Utilization Zones that are identified based on long-term perspective plans. The Land Utilization Zones cover the land areas that are or will be under pressure to undergo land use changes. These zones would cover a) lands for urban development, industrial development, infrastructure development and mining, b) land zones that are to be protected and regulated because of environmental sensitivity or cultural or historic heritage or touristic importance, c) land zones for rural and agricultural development, and d) zones prone to natural or manmade disaster risks.

Due to the lack of a strategic approach as suggested, herein, it can be taken into consideration that the existing constraints in strengthening and improving such a planning for the entire country must be aimed by all levels of governance, especially, the local administration. At the same time, an approach, wherein, the problems being
faced due to pressure on land resources and the negative impacts can be converted into positive afterthoughts is imperative.

The city development has mostly relied on land related avenues, yet as a resource land has not been explored with judicious development strategies. Urban land is an input as well as an output for metropolis progression as it warrants ‘vertical’ and ‘horizontal’ expansion. The immobility of land has made it an entity for enhanced serviceability and accessibility at vantage locations; thus, spatial and urban agglomerations go hand in hand.

In the ambit of the study commenced in the area of Ludhiana city, it has been observed that the city has been experiencing a pronounced urban expansion with a prominent economic spread. This has had a directly proportionate impact on the land use patterns, especially, the conversion of agricultural land for non-agricultural practices. During the empirical analysis of the study, there has been a significant variation in the responses of the Officials and the Citizens. Although, there are deemed authorities present at the State and the Local tier for the channelization and administration of land utilization patterns yet 70% percent of the citizenry have responded to the adverse impact of unplanned management of land adoption measures in the city. These facets are prominent witnessed in the construction of accommodations, development of slums to provide a habitat the urban poor, expansion of unprecedented and illegal economic activities, centres of local garbage collection, etc. which has had a negating effect of urban growth on the urban land.

In consensus, as land as a resource is indispensable for human growth, times immemorial, it is an essential prerequisite that the local administration resort to initiatives that obtain gains from planned urban development. As the costs of urban agglomeration will exceed the spatial capacity of the city, thereby, a process of value creation by unlocking potentials of human and economic capital can foster a spiralling procedure of using urban land as a source of financing urban and regional development.

- **URBAN SERVICE DELIVERY SYSTEM**

As we are in a phase of unprecedented urbanization; the challenges are great, but so are the opportunities. There has been extraordinary success in a few cities in the
developed world that have embraced the opportunities provided by new technologies to drive change in the way citizens are engaged and cities are governed. Thus, the time is right for other cities to initiate and propel their journey towards becoming sustainable, citizen-centric, economically vibrant, accessible, resilient, well-governed and responsive.

For cities to thrive and continue to attract talent and capital in an increasingly competitive global landscape, they will need to be nimble and focused on several important aspects while they follow the action plan for urban transformation:

1. **Stability not stagnation:** Undermining the pace of rapid expansion the cities must continuously progress to develop governance structures and regulations, along with the collaboration of its stakeholders.

2. **Nurture through innovation:** There is an imperative to incorporate new business models with new technological experimentation, as there is complete stagnation in facets of urban service delivery.

3. **Collaboration:** There has to be an interactive equilibrium of all sections of the society to come and work together. As the uncontrolled urban pace requires the involvement of external agencies, namely, NGOs, private groups, academicians, etc. Though the tools of good governance are prevailing but they need enhancement to foster sustained, economically viable, accessible, responsive, resilient and vigilant administrative-citizen platform.

4. **Creation of a conducive business environment:** With the pronounced advent of the Public Private Partnership it is very essential that the local government should garner the support of its private players to build and sustain cities with the understanding and analysis of rewards and risks of this alliance.

5. **Demonstration of leadership:** Although with the incorporation of the 74th Constitutional Amendment Act, 1992 the dimensions of urban governance in India has undergone a paradigm shift, including the leadership quotient. However, the prevailing structure of urban services demands for a precision and acumen enriched leadership, which can be pragmatic in the desired expectations and their implications to enhance the urban service delivery system.
Cities are the key essentials of creating values in an urban milieu. The procedure of value-creation is deeply embedded in the agglomeration of economy, spatial planning, public policies fostering economic growth, public service delivery, infrastructural development, urban renewal, decongestion, etc. wherein, these externalities have both a positive and negative impact on the urban growth. Among the aforesaid the process of urban service delivery has drawn significant attention in the recent times as it is the flack of the administration-citizen interface.

In the metropolis of Ludhiana, an area which accommodates 16.2 lakh people (2011, census) the exoneration of urban services is a mammoth task undertaken by the local administration. Also, the influx of migrant citizenry has multiplied the manifold of urban governance in lieu of which the task of holistic development is a distant reality. As per the data analyzed during the study conducted, it has been inferred that although there has been the incorporation of the entire flagship of centrally sponsored programs initiated in the context of urban governance. However, a major stratum of the citizens interviewed, from all walks of the society i.e. permanent, literate, illiterate and migrant populace, with a statistical dichotomy of 60-85%, have accorded the absence of an organised and planned approach, especially, with reference to the urban service delivery. Moreover, 60 percent of the sample (both officials and citizens) have considered the placement of the city alongside the national corridors as an important factor promoting urban growth.

This dissatisfaction has been found pronounced in almost all areas of urban services. However, since the study has covered the facet of solid waste management and traffic and transportation through an extensive study, thereby, the annotations of the two have been with the following remarkable observations.

Solid waste management is a herculean task with respect to the pace of urbanization as expansion is always accompanied by waste generation and accumulation. During the course of the study, it was found that heaps of garbage is collected in open landfills in Ludhiana, without any scientific mechanism of disposal. This has only aggravated the existing problem. Moreover, during the course of interview it was analysed that both the administration and citizen are ignorant to their duties; however, as it is the responsibility of the local administration to incorporate measures of sustainable and susceptible civic management the dice revolves around their
performance. The level of citizen awareness is found to be grim but not alarming; however, there is sheer divergence of consensus between the two groups. Thereafter, only through an integrated amalgamation of the available resources and optimum management coupled with a citizen-centric administration, can the unthinkable be achieved.

Similar, has been the scenario of traffic and transportation management in the city, whereby, the absence and inadequate availability of public transport has lead to myriad problems. Interestingly, in almost every analysis it has been found that the citizens are dissatisfied by the services provided; however, it is only upon the adverse effect of the impact of urbanization on the urban services, especially, traffic and transportation, which both the groups have come to a 100 percent consensus.

In the ambit of the scenario, there are various factors which can be held responsible for the lacunae in the effectiveness of urban service delivery mechanism in the city; however, the resolution to this alarming situation can only be achieved when the local authorities are engaged in the value driven development. Wherein, there is a creation of public transit in the absence of financial instruments catalyzed by multiple authorities involved in the jurisdiction, supervision and delivery of services. The city needs the incorporation of a model which is not only self-financing but self-evaluative also; this in turn will not only amalgamate various aspects of urban infrastructure but also foster a sustained and susceptible urban development.

**CITIZEN CENTRIC ADMINISTRATION**

Although governance models for citizen transformation programs can take different forms depending on the context in which they are operating, most have three things in common. First, they don’t just collect citizen feedback—they regularly aggregate and analyze this information, essentially “knitting together” a broad picture of the citizen experience. Second, because a single citizen journey can require multiple handoffs among departments or agencies, effective governance models define clear accountability across each function that is involved. Finally, citizen transformation governance models separate governance policy and operations. Policy governance focuses on top-line metrics and monitors overall quality of service to design and maintain a unified, positive citizen experience. Operational governance tracks citizen satisfaction and metrics at the channel and journey levels and
encourages improvements by designing and carrying out customer-care initiatives at a process level.

Change will not happen overnight. As with any effort of transformation, the leadership will have to encourage role modelling and ensure investment of time as well as financial resources for the creation of skills and capabilities necessary to deliver and sustain change. Transforming service delivery isn’t easy, but there is a clear and proven road map to success. By taking a citizen-centric approach, leaders can better understand the needs of their citizens and translate those needs into targeted, effective service-delivery improvements. In doing so, they should ensure increase citizen satisfaction with reduced cost expenditures.

Governance has a much wider connotation than government; while the latter entails application of instrumentalities and machinery through the sovereign power. The former, is an amalgamation of institutional framework, organizational structure and development of human potential. As the government schemes, policies, projects and missions find their meaning of failure or success with the due attention give to the aforesaid aspects. Moreover, it is the umbrella of governance which catapults the task of administering the city affairs not only on the administration forefront but also by the combination of other stakeholders, such as, central and state ministries, parastatals, economic associates, resident welfare associations, civil society organizations, community groups and the citizenry outsized.

This scenario was grim prior to the incorporation of the 74th Constitutional Amendment Act, 1992 but the inception of this mammoth legislation the manifestations of urban governance have found its lynch pin in rationalization of municipal edifice with special reference to administrative efficiency. This initiative was promoted with the long term goal of creating a citizen-administration dialogue which fostering a citizen centric administration.

A general finding from the empirical literature of a sample size of 300, with 150 officials from various organizations engaged in the management and channelization of urban growth in Ludhiana, namely, LMC, PUDA, GLADA, etc. With the other facet of this finding a variant populace of permanent, migrant, literate and illiterate have been considered, whereby, it has been found that although there are ample guidelines to streamline limited resources for the ever expanding population but it is the
administrative glitches coupled by ignorant and unaware masses with have halted the process of urban planning and growth.

Furthermore, to view this staggered process of development various responses of the both the groups were analyzed and is has been found that the awareness levels of the Officials have been dissatisfying by 70%, 55%, 30% and 60% in various organizations at various levels of hierarchy. To this the dissatisfaction of the masses with reference to the administration has been found be 85%, respectively. Moreover, the other factors which contribute to the slow pace of administrative machinery are absence of training at the lower rungs of the hierarchy i.e. services pertaining to the Groups B and C; there is a prolonged extension seeking atmosphere, whereby, this has hampered new recruitments, lately. In a technologically driven society, the latest aspects of technological advancements have not yet entered the avenue of administration to reduce the impact of paper work, thus, pronounced delay in administrative work has been found. Also, there is an inadequacy in the institutional staff of the organizations, wherein, the growing needs of the various departments face a challenging scenario. Lastly, in an era of good governance there is a stratum of populace i.e. the migrating citizenry or the urban poor who have succumbed to administrative inefficiency as there is an absence of an interface between the administration and illiterate/marginalised section.
In a nutshell, mere accountability and transparency are not sufficient to cater the dynamics of the societal transformation. It is the integration of performance management in an organization which is imperative for organizational development. As through this strategically oriented approach the tools of consistent planning, continuous monitoring, reviewing and evaluation of performances delivered and periodical revision can be undertaken. Thus, in the ambit of the above discussion an all-inclusive and holistic adoption of the institutional emancipation is mandated in the broader context of urban reforms. As today urbanization is not the responsibility of the government but a yardstick of national development which has two pillars, namely, the administration and the citizens. This facet must aim to measure success and evaluate failure, which can be garnered only with public support. Thus, performance management needs to be incorporated covering all domains of municipal functionality to mushroom citizen-centric administration.

Thereby, through a citation of plethora of examples, world over, it can be argued that cities are not only magnets of growth but also benchmarks and sources of vitality and creativity of human civilizations. The roots of challenges issues in the countries have traced their legacy in the state of cities prevailing in the given milieu. The stagnation of a society can be traced to the rudimentary state of its urban affairs. Henceforth, the growth and development patterns fostering in the cities is the mirror to relinquish the mastery involved in the setting up of standardised connotations of progression. Thus, spatial planning, infrastructural investment and agglomeration of urban externalities are some essential which if engineered with recycle and revamp the edifice of urban planning.

As an outline of the entire study it is suggested that there is a dire need for framing a comprehensive urban policy, although the National Urban Policy, 2013 is the first recent step in this direction by the Union Government to ensure a balanced and equal regional growth. Also, considering the emanating pressure created by the factors of urban growth for expansion and requirement of urban space, it has been analysed there needs to be a uniform planning approach to be infused at the local level for innovative and strategic urban growth.
Many legislations and projects have been framed and undertaken in the avenue of urban planning, however, either they have become exhausted in the time lag or have been absorbed by negative politicisation. Thus, measures have to be incorporated into the administrative machinery with strict and uniform adherence to them ensuing consolidation and not codification of urban planning and growth.

As it is just not merely the case of Ludhiana, rather world over instances have been accounted, wherein, cities have become magnets of economic prosperity, thus, attracting people in masses but the availability and accessibility of resources in these urban giants is deteriorating with changing and demanding circumstances. In a nutshell, cities need to provide a parallel platform for the implementation of reforms with a push to the state government for the devolution of reforms. Although, there is a vast conundrum in the size, challenges, political constraints and stages of developments of the cities, yet it is not the path they have to value rather it is the beginning and end of the urban reforms that will decide the pace of urban planning and growth.

In lieu of the pace of urban trends fostering the growth of the cities, the local administration needs to draw certain imperatives for the effective and efficient functioning. Some of the recommendatory suggestions undermining the time and scope of the study undertaken i.e. “Urban Planning and Growth in Punjab: A Study of Ludhiana City”, have been suggested, hereunder:

1. The planning of the cities have received less attention, thereby, the fundamentals of planning should be included in the State Plans with financial inclusion mandated by the NitiAayog and other deemed institutions.

2. To inculcate the holistic process of urban planning and growth an all-inclusive framework should be created with evaluative measures.

3. A structural planning approach grounded in the regional planning with constitutionally mandated provisions is suggested. Wherein, these plans must cover the facets of urban service delivery, spatial and land use patterns, optimum conservation and consumption of natural resources between the local institutions of governance.
4. The above mentioned approach should have a horizontal incorporation rather than a vertical pattern, presently being followed.

5. The involvement of effective initiatives and measures of usher in Good Governance is desirable. As it has been already incorporated into the system, however, being the single most aspect of administration initiated socio-economic emancipation it should structure and defined warrant institutional and societal reforms; with compulsory evaluation.

6. The city Ludhiana has a Master Plan with a time of 2011-2021, whereby, Master Plans with a 10 year perspective are too restrictive as the pace of urbanization has magnified; hence, should be the vision and mission of the administration. (The above mentioned have been extended till 2031).

7. An important facet of urban planning includes housing the homeless or urban poor. Herein, the government alone cannot provide the remedy building colonies rather better land management strategies with good infrastructural capabilities coupled by access to subsidized credit rates catalyzed by private sector involvement can be a booster for housing the poor.

8. Apart from providing urban service flagship programs with a centralized approach, the State needs to incorporate certain locally mandated standardized norms for the cities being the revenue benefactor. Moreover, this strategy should include aspects re-zoning, re-planning, redevelopment and renewal, with special emphasis to the slums, with a stipulated time scale.

9. Following the Musgrave Framework, a redistribution of the functionalities of the municipalities vide the Constitution (74th CAA, 1992) is desirable. Aspects such as urban poverty alleviation, slum upgradation and protection of the interests of the socio-economically marginalized with self-financing strategy with centre-state partnerships will usher in administrative efficiency in moderation to urban growth.

10. Financial disbursement and usage must be accompanied by transparency and clarity. Unfunded mandates should not be implemented with implementation of one to one connection or link between municipal function and finance.
11. The financial outlays should be framed and worked on qualitative and quantitative connotations of urban service delivery. So that the public functionaries are measured and managed on performance parameters.

12. A network of cluster cities and satellite towns inclusive of twin-cities must have a well-connected paradigm to promote desirable exploitation of the offered economic spread.

13. Innovative Town Planning schemes, namely Town Planning Schemes in Gujarat and Magarpatta Township, Pune; wherein, farmers have a compulsory partnership in city development is suggested. Such methods will not only restore agricultural land for agricultural practices but will disrupt the nexus for land acquisition.

14. Moreover, the land use patterns must be in consensus with the densification rates of the agglomerating units to enhance serviceability and accessibility of intra and intercity locations.

15. Planned urban development will lead to unearned restoration of land as a finite resource with financed urban development.

16. The leading role of an efficient network of ‘public transportation’ must be recognized with economic and environmental implications. As the growing pace of urban trends in the country and its constituting units can be corroborated by the growing concerns of energy and economic security.

17. A strategy to develop an agglomerating, augmenting, decongesting and resource generating metropolis has been suggested to foster self-financed urban development; with special emphasis on rural policy concerns. Whereby, the concepts of ‘over-urbanization’ and ‘urban bias’ cannot be perpetrated as a negation of urban growth.

18. The compulsory incorporation of a scientific approach in the decomposition of the solid waste management methods is desirable. As with the ever increasing pace of urbanization there will a simultaneous waste generation; which if not tapped judiciously will be the pivotal impediment of sustainable urban development.
19. The prospect of capacity building with innovative human resource management practices must be mandated from top to bottom structure of the organizations, inclusive of horizontal and vertical incorporations.

20. A thorough analysis and review of the best practices across the globe and country must be assessed and included into the practical system. As learning and yearning will lead to the fundamentals of holistic urban development fostering city wise urban planning to monitor the growth patterns.

21. The development of a dialogue oriented interface between the administration and citizen without the shackles of socio-economic adversaries is desirable.

The above findings lead to the conclusion that urban planning and growth is not merely the responsibility of the government or its allied agencies rather the citizenry plays an active role, too. There is no government which does administer the welfare of its populace rather it’s the process of governance which needs to be revised and reviewed with the changing times. Since the present study is based on the micro analysis of the holistic process of urban planning and growth in the city, Ludhiana; thereafter, it is expected that this study will also pave way for further research in the state of Punjab with reference to the process of urban planning and growth. Moreover, this empirical study will also act as a connecting link for further research of all those facets of urban planning and growth which could not be undertaken during the course of this study.