Indian Railways Stations Re-development Project

23 stations launched as Phase I of stations development program on Feb 08, 2017

Railways launches Rs 1 lakh-cr station redevelopment programme

As part of the programme, railways will take up 400 A1 and A stations for redevelopment through public private partnership (PPP), which may see at least Rs 1 lakh crore worth of investments. The 23 stations that will be up for bidding in the first phase include Chennai Central, Ranchi, Udaipur, Indore, Yesvantpur, Bangalore Cantonment, Visakhapatnam, Howrah, Kamakhya, Faridabad, Jammu Tawi, Secunderabad, Vijayawada, Kozhikode and Bhopal.

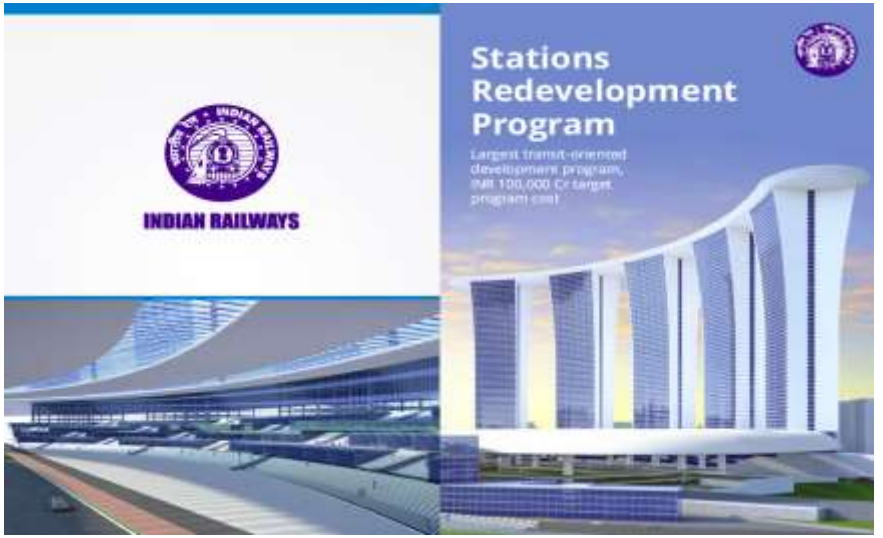
"We have the largest captive audience and hence it has huge commercial value. We are following a transparent process for this. We are also partnering with the ministry of urban development to develop smart stations in identified smart cities ," said Suresh Prabhu, minister of state for railways. Prabhu added that several pension funds, investors, organisations like world bank and various state governments are also involved in the project.

For the programme, railways had appointed Boston Consulting Group (BCG) as the strategic advisor. Railways will provide approximately 140 acres of land at these stations to the developers on a 45-year lease period. For every zone, railways has appointed a nodal officer to deal with the developers.

The redeveloped stations will provide amenities like digital signage, escalators, self-ticketing counters, executive lounges, restaurants, malls, theateres and even wi-fi facility.

As per estimates by the railways, the programme will benefit more than 100 cities and 16 million passengers per day across the country. The programme is expected to provide approximately 2,200 acres of prime land to private developers across the country.

"This is going to be the largest transit oriented programme ever executed in the country," said A K Mittal, chairman of railway board. This is expected to generate a surplus revenue of about Rs 10,000 crore to the railways on an annual basis.



Largest T.O.D. Programme in the world

Agenda

Overview of Indian Railways Stations Redevelopment Program

Various Modes of Station Redevelopment

Current Status of Station Redevelopment

Challenges & Way Forward

Envisaged plan for stations redevelopment

Modernization of existing railway station

Commercial development on Vacant Railway Land

Profits to fund station modernization

Indian Railways has embarked on a mega transformation journey to create world class railway stations

Focus on improving passenger amenities at stations...

~16 M passenger footfalls per day

~70% footfalls in top 100 cities

~7% annual growth in footfalls

...by leveraging real estate available with railways to fund the development

~2,700 acres of prime real estate land on lease (45 years)

Across ~100 largest cities in India

Encroachment free land

~400 stations chosen for modernization

Source: Indian Railways

~1 lakh crore of investment to develop 400 stations and commercial establishments around it

Number of stations	Total land (acres)	Commercial development	Station development	Total development
400	2,700	INR 68000 Cr	INR 28000 Cr	INR 96000 Cr

Financial Model

Commercial Lease – 45 Years

Station Facility Management – 15 Years

Non Fare revenue of Station to developer

Two levels of commercial development based on commercial potential and passenger flow

Premier stations

Habibganj

Katra

Iconic structures

Tokyo

Kings Cross London

Iconic structures *vs.* Premier stations at a glance

Station re-development scale similar across both formats...

Exact requirements to depend on station needs

Arrival/ departure segregation

Concourse

F & B outlets and kiosks

Canopy roofing and high quality flooring

Escalators and elevators

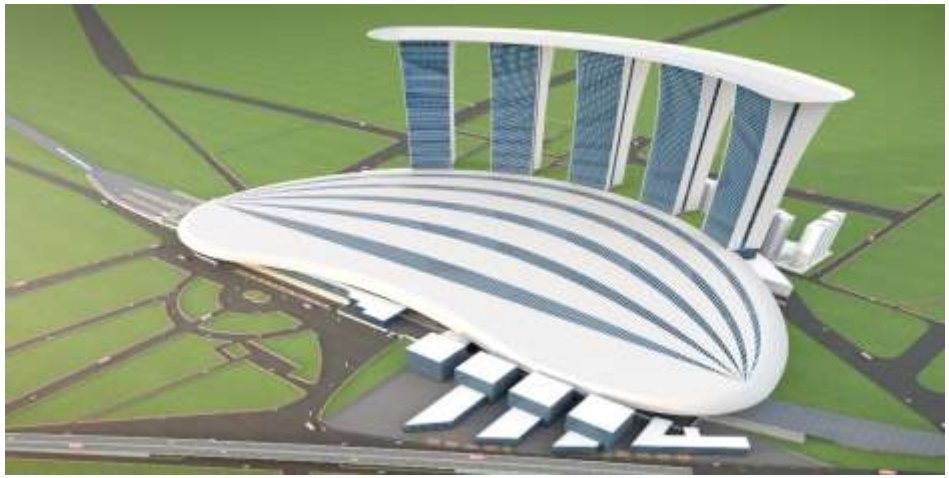
Passenger lounges

...with varying commercial development scale

Iconic Structures - Commercial

Premier station - Commercial

Surat – Planned development



Privileged

Some more examples of planned development

Habibganj (Bhopal)

Shivaji nagar (Pune)

Bijwasan

New Delhi

Transformed stations have potential to become the nerve center of the city

Anand Vihar
(Before and after)

Chandigarh
(Before and after)

Station redevelopment program

1. Improvement in passenger amenities, facilities and station infrastructure
2. Positive customer experience
3. Development of iconic station inline with the character of the city
4. Commercial utilization of surplus Railway land.

What we want to achieve?

Key features

01 Passenger amenities

02 Intermodal connectivity

03 Integrated safety and security

04 Access

05 Leisure facilities

06 Check-in facilities

Integrated security system

Intermodal connectivity

Segregated arrival / departures, access for specially abled

Digital interfaces, Swipe ticket entry machines

Facilities in Detail

- First Aid Provisions
- Solid Waste Management
- Basic Infra Upgrade
- Well lit circulating area
- Proper Signage/Stairs/FOB
- PA system
- Clean Washrooms
- Water/Public booths
- Sufficient Seats/Benches
- Waiting Rooms

- Metal detectors/X ray
- No washing / cooking /bathing on platforms
- Sufficient Parking
- Digital Info systems
- Feeder Transportation system
- Escalator/Elevator
- Disabled friendly
- Paid washrooms
- Cash ATMS/pharmacy

- CCTV, Ambulance
- Iconic structure & Facade
- Battery operated vehicle
- Ticket swipe entry
- Arrival/ Departure segregation
- Concourse with retail
- Multimodal transit hub
- Water ATM/Food vending
- Executive lounge/smoke room

Attractive business proposition for stations redevelopment

1. **Prime land** – *~2,700 acres* of prime real estate land available across top 100 cities
2. **Expedited clearances** – Assistance through potential partnerships with state governments for expedited clearances (land use, environment etc.)
3. **Nodal officer** – Appointment of nodal officer with dedicated team in each zone for expediting bidding and stations re-development process
4. **Encroachment free** – Land for commercial development will be encroachment free with clear land title
5. **Station facility management rights** – Additional revenue stream from non-fare revenue collected at railway stations

Win – Win opportunity for all stakeholders involved

Privileged

We're partnering with all relevant stakeholders for this program

State Government

Partnerships with state governments for assisting bidders in

- Faster clearances and approvals (land use certificate etc.)
- Policy support (higher FARs etc.)
- In Smart Cities, partnerships with smart city SPV and NBCC

Central Government

Partnerships with Ministries for assisting bidders in

- Faster clearances (environmental approvals, heritage sites etc.)
- Policy support (Infrastructure status etc.)

Global Railway Companies

Partnerships with global experts for

- World class technical expertise in stations re-development

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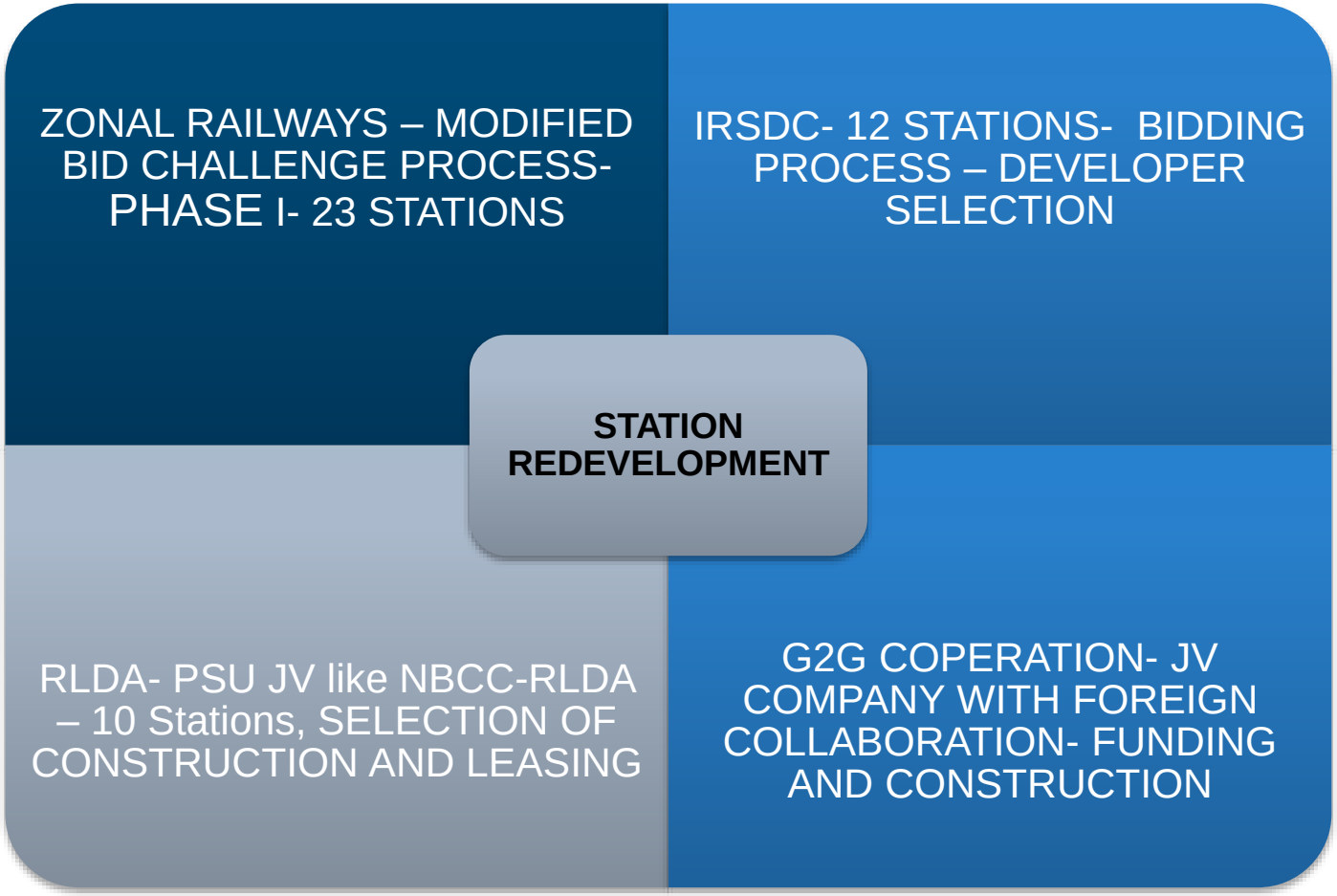
MODES OF REDEVELOPMENT



MODES OF REDEVELOPMENT

Zonal Railway

- **Zonal Railway : Modified Bid Challenge Method**
- 1st Phase : Bids have been invited for 23 stations

IRSDC

- **Indian Railways Station Development Corporation**
- 12 stations have been assigned to IRSDC

RLDA + NBCC

- **MoU between NBCC & RLDA (MoUD & MoR)**
- 10 stations have been assigned to RLDA + NBCC

OTHER MODES

- RLDA + IRCON (1 station)
- State Govt. (1 station)

ZONAL Rly. • 23 stations

IRSDC • 12 stations

NBCC • 10 stations

Other **IRCON = 1 Station**
State Govt. = 1 Station

Zonal Railways : Modified Bid Challenge Method

TWO (2) STAGE PROCESS

1st Stage

Invitation Document
- Encroachment free Land

Proposal submission
- Eligibility (Tech. & Financial)
- Technical Proposal

Evaluation of Proposal
- STC
- SFC
- ICEE
- GM to approve

Project Proponent
- Project Proponent selected
- DPR Preparation

2nd Stage

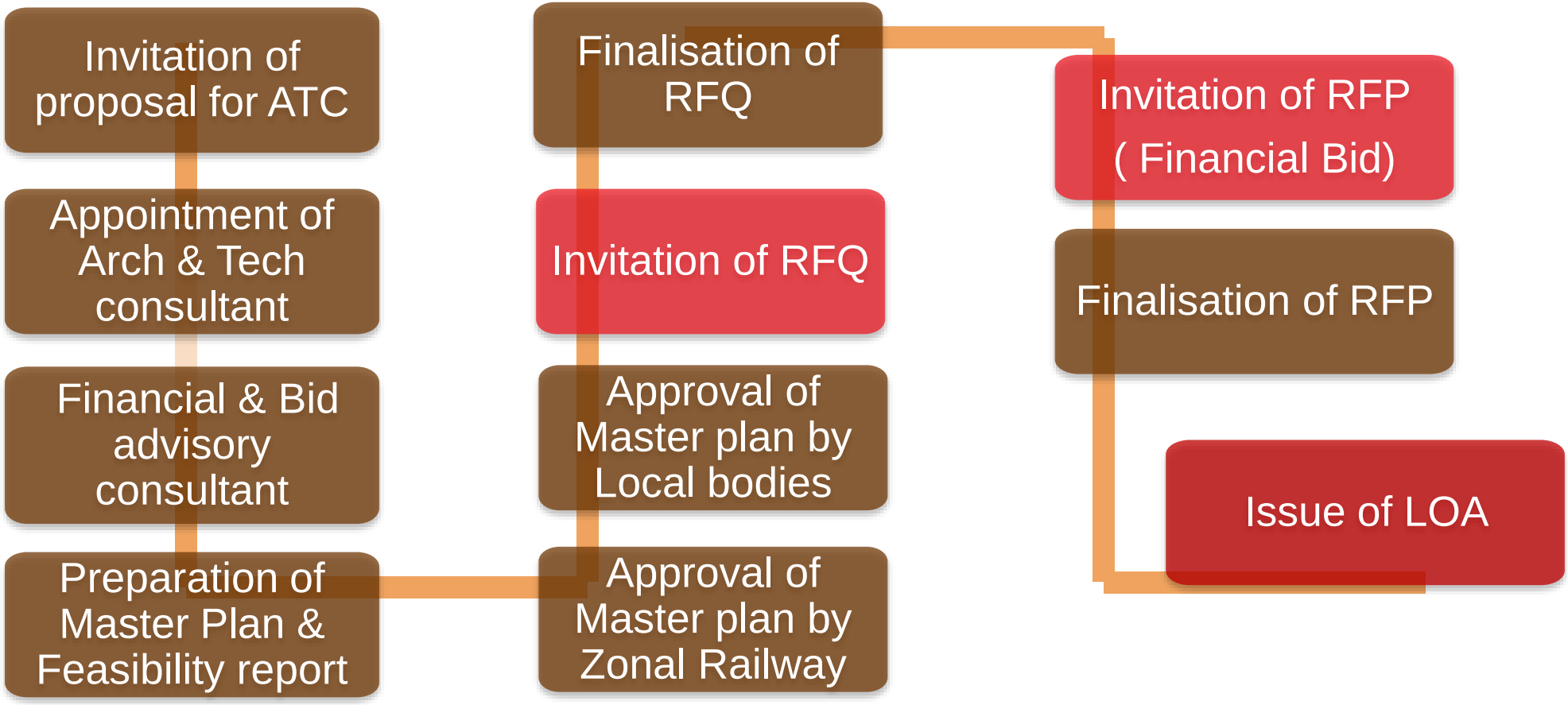
Release of DPR
- Costing / Pricing is protected

Bid Submission
- Eligibility (Tech. & Financial)
- Financial Proposal

Bid Evaluation
- Highest Premium

Developer Selection
- ROFR
- DPR compensation
- LOA

IRSDC process



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List of Stations by Zonal Railways

S. No.	Name of Station	Zonal Railway	S. No.	Name of station	Zonal Railway
1	Lokmanya Tilak (T)	Central	13	Vijayawada	South Central
2	Pune	Central	14	Ranchi	South Eastern
3	Thane	Central	15	Chennai Central	Southern
4	Howrah	Eastern	16	Kozhikode	Southern
5	Visakhapatnam	East Coast	17	Yashwantpur	South Western
6	Kanpur Central	North Central	18	Bangalore Cantt.	South Western
7	Allahabad	North Central	19	Mumbai Central	Western
8	Kamakhya	Northeast Frontier	20	Bandra Terminus	Western
9	Udaipur City	North Western	21	Borivali	Western
10	Faridabad	Northern	22	Indore	Western
11	Jammu Tawi	Northern	23	Bhopal	West Central
12	Secunderabad	South Central			

ZONAL RAILWAYS

- Appointed "Boston Consultancy Group (BCG)" for strategic advisory services. 23 stations were identified based on BCG suggestion, for 1st phase of station redevelopment.
- Land parcels, Yard plans finalized considering 40 year of projected traffic.
- Invitation documents, Bid documents, Development agreement and Station facility management agreement prepared.
- More than 25 bidders/ stake holders conferences, workshops, road shows conducted in India & abroad. Besides more than 100 Firms have been contacted on one to one basis and more than 600 meetings held with them to evoke participation in the programme.
- Transactions Advisors appointed to assist Zonal Railways.
- Bids have been invited for all 23 stations. Bids have been opened for
  Jammu on 12.07.2017
  Kozikode on 24.07.2017
- Bids for other stations are expected to be open between Oct- Dec'2017

List of Stations by IRSDC

1. Surat
2. Habibganj
3. Gandhinagar(Gujrat)
4. Bijwasan (Delhi)
5. Anand Vihar (Delhi)
6. Shivaji Nagar (Pune)
7. Chandigarh
8. Amritsar
9. Gwalior
10. Gandhinagar (Jaipur)
11. Nagpur
12. Baiyyappanahalli (Bengaluru)

IRSDC STATIONS

Surat

- MOU signed between MOR, Gujarat State Transport Corporation and Surat Municipal Corporation for development of a Multi Modal Transport Hub (Equity 63:34:3)
- Multi Modal Transport Hub -Rs 645 Cr
- Gross development - 3000 Cr.
- RFQ FINALIZED.

Gandhinagar

A SPV (GARUD) is formed - MOR (26% equity) & GoG (74% equity)

The foundation stone by Hon'ble PM on 09.01.2017.

The work is in progress.

Bijwasan

&

Anand Vihar

RFP has been invited for both the stations.

Habibganj

Development Agreement - 14.07.2016. Site handed over on 01.03.2017

Station redevelopment Rs 100 Cr, GROSS development Rs 450 Cr

WORK COMMENCED

List of Stations by NBCC & RLDA

Sr No	Station	Category	Railways
1	Tirupati	A1	SCR
2	Delhi Sarai Rohilla	A	NR
3	Nellore	A	NR/SCR
4	Madgaon		SWR
5	Lucknow	A1	NR
6	Gomtinagar	F	NER
7	Kota	A	WCR
8	Thane New	A	CR
9	Ernakulum Jn	A	SR
10	Puducherry	E	SR

Stations by NBCC & RLDA

- Land parcels for all 10 stations have been finalised in consultation with Zonal Railways.
- NBCC has finalised Architectural consultant for Madgaon and Tirupati stations.
- Architectural consultants for other eight (8) stations are due for finalisation in Sept – 2017.
- DPR for all these stations will be prepared by December 2017.

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FAST TRACK – STATION REDEVELOPMENT

DECISIONS TAKEN BASED UPON EXPERIENCE SO FAR AND FEEDBACKS FROM VARIOUS STAKEHOLDERS:

- Single agency to redevelop the stations – IRSDC (Indian Railways Station Development Corporation)
- Lease term of land is to be enhanced
- Finance ministry has approved station redevelopment to be infrastructure project

FAST TRACK – STATION REDEVELOPMENT

DECISIONS TAKEN BASED UPON EXPERIENCE SO FAR AND FEEDBACKS FROM VARIOUS STAKEHOLDERS:

- Permitted multiple sub-lease
- Permitted residential development
- Comprehensive development having offices, malls, markets, residential facilities
- Creating hub for local products
- Timelines for approvals from railways

STATION REDEVELOPMENT

WAY FORWARD:

- Engage developer after de-risking the project from clearances;
- Revise method of redevelopment – no Swiss challenge;
- All non fare revenue stream to go to developer; and
- Reorganize IRSDC and RLDA.

Examples of station redevelopment

Redevelopment of Habibganj Station

Commercial development - 350 Cr.

Station redevelopment - 100 Cr.

Work awarded on 10.03.2016.

Station Handed over - 01.03.2017

Lease Term 45 yrs,

Station Maintenance 3+5 yrs

Work Started.

Target DOC -By December 2018

Proposed Layout after Redevelopment

Recent Site Photos

Redevelopment of Gandhi Nagar Station

Commercial development - Rs 113Cr.

Station redevelopment -Rs 87Cr.

Total cost of the project Rs 243.5 Cr.

Bhoomi poojan By Hon'ble PM - 09.1.2017

Station with 300 room hotel in 3 towers. Work Started.

Target DOC -By January 2019

Recent Site Photos

THANK YOU