



उत्तराखण्ड सरकार

Stakeholder Workshop

Orientation Programme & Capacity Building for Urban Local Bodies

GIS-based Drone and Door-to-Door Property Survey in 14 ULBs under the UKPFMS Project
Expansion to 94 ULBs under the SPFM Project
UPYOG Portal under the MSSC Project

5 October 2026

Urban Development Directorate, Government of Uttarakhand

Stakeholder Workshop Agenda

Orientation Programme & Capacity Building | 5 October 2026

Time	Session / Topic	Speaker
10:00 AM – 10:15 AM	Welcome Address	Additional Director, UDD
10:15 AM – 11:00 AM	Strategies for Enhancing the Financial Position of ULBs	SFO, UDD
11:00 AM – 11:15 AM	Address by the Project Director, SPFM Project	Project Director, SPFM Project
11:15 AM – 12:00 PM	Challenges in the GIS-based Drone and Door-to-Door Property Survey in 14 ULBs under the UKPFMS Project: Past, Present and Future Assessment	Open to All
12:00 PM – 12:15 PM	Overview of and Discussion on UPYOG (Urban Platform for Delivery of Online Governance) and the UDGIS Portal	IT Cell, UDD
12:15 PM – 1:00 PM	Feedback on Social and Environmental Issues related to the UKPFMS Project	Open to All
1:00 PM – 1:15 PM	Open Discussion with All ULBs: Expansion of the GIS-based Drone and Door-to-Door Survey to 94 ULBs under the SPFM Project	Open to All
1:15 PM – 1:30 PM	Finalisation of Action Points	Additional Director, UDD
1:30 PM	Lunch	

Key Documents for Discussion

Status information and documents to be presented by each ULB

#	Item	#	Item
1	Door-to-door property survey and data verification status	8	IT infrastructure, hardware and staff capacity at ULB
2	Ward-wise property / holding data and gaps	9	Surveys and related property tax reforms
3	Legacy property tax data and Holding ID information	10	Gender and social inclusion: challenges and complaints
4	Duplicate, split, merged and unmapped properties	11	Complaints, disputes and grievance management
5	Property tax portal usage and operational issues	12	Citizen interface: data privacy, online use, mobile app, drone safety
6	Demand notice and challan generation process	13	Key recommendations: measures, resources, policy changes
7	Pending system enhancements and functional requirements	14	Resources needed from the project for GIS and property tax software

Expected Outputs of the Workshop

What the workshop should produce by the end of the day

#	Expected output
1	Consolidated understanding of status across the 14 ULBs
2	Key technical and operational gaps identified
3	Responsibilities and timelines finalised for pending activities
4	Agreed action plan for the next stage of implementation and technical support

Project at a Glance: GIS Survey in 14 ULBs (UKPFMS)

GIS-based drone and door-to-door property survey on the 44-layer NUIS specification

Item	Phase I	Phase II
ULBs	4: Dehradun, Haridwar, Haldwani, Rudrapur	10: Kashipur, Rishikesh, Kotdwar, Roorkee, Mussoorie, Pauri, Chamoli, Nainital, Almora, Pithoragarh
Survey agency	GIS Consortium India Pvt. Ltd.	Ramtech Software Solutions Pvt. Ltd.
Start of work	December 2020	June 2023 (contract May 2023)
Wards	260 (255 surveyed; 5 in Haldwani under High Court stay)	290 (all surveyed)
Integrated with Nagar Sewa	3 of 4 (Dehradun pending: data on Nagar Nigam's own portal, nndonline.in)	10 of 10

Coverage: The 14 ULBs hold 23.31 lakh of Uttarakhand's 34.57 lakh urban population (67.42%, Census 2011) over 1,382 sq. km. GIS property data of 13 ULBs is live on UDGIS (udgisproperty.uk.gov.in). The remaining 94 of 108 ULBs are proposed for survey under the SPFM Project.

Survey Outcome: Properties Found in 14 ULBs

Properties on the Nagar Sewa portal before the survey, RFP estimate and GIS survey count

Phase	Nagar Sewa (before)	RFP indicative	After GIS survey	Increase over RFP	Times Nagar Sewa
Phase I (4 ULBs)	1,48,764	3,67,500	5,48,143	49.15%	3.7
Phase II (10 ULBs)	96,830	1,32,416	2,78,300	110.17%	2.9
Total (14 ULBs)	2,45,594	4,99,916	8,26,443	65.32%	3.4

Key finding: The survey found 8,26,443 properties, 65% more than the RFP estimate and 3.4 times the 2,45,594 properties earlier on the Nagar Sewa portal. Kotdwar, Rishikesh and Roorkee recorded nearly three times their RFP estimate.

GIS Mapping Status: Phase I (4 ULBs)

GIS Consortium India Pvt. Ltd. | Dehradun, Haridwar, Haldwani, Rudrapur

ULB	Wards	Nagar Sewa	RFP indicative	After GIS survey	Increase over RFP
Dehradun	100	85,000	2,00,000	3,23,475	61.74%
Haridwar	60	28,000	55,000	64,093	16.53%
Haldwani*	60 (55 surveyed)	17,764	76,500	96,375	25.98%
Rudrapur	40	18,000	36,000	64,200	78.33%
Total	260 (255)	1,48,764	3,67,500	5,48,143	49.15%

* 5 wards of Haldwani were not surveyed due to the High Court stay on railway land.

Key finding: Dehradun alone has 3,23,475 properties (61.74% above RFP); Rudrapur shows the highest rise at 78.33%. Phase I total is 3.7 times the Nagar Sewa records.

GIS Mapping Status: Phase II (10 ULBs)

Ramtech Software Solutions Pvt. Ltd. | progress report as on 9 October 2025 | all 10 ULBs integrated with Nagar Sewa

ULB	Wards	Nagar Sewa	RFP indicative	After GIS survey	Increase over RFP
Kashipur	40	25,328	35,170	66,270	88.43%
Almora	40	7,865	7,925	10,432	31.63%
Nainital	15	6,857	7,100	8,940	25.92%
Pithoragarh	40	9,020	12,500	18,184	45.47%
Rishikesh	40	10,284	10,780	30,855	186.22%
Pauri	11	4,484	5,087	5,627	10.62%
Roorkee	40	20,566	23,500	66,132	181.41%
Chamoli	11	2,186	4,289	4,711	9.84%
Kotdwar	40	4,396	20,000	59,858	199.29%
Mussoorie	13	5,844	6,065	7,291	20.21%
Total	290	96,830	1,32,416	2,78,300	110.17%

Ward-wise Survey Status

Wards surveyed, submitted to and approved by the ULBs

ULB / Phase	Total wards	Surveyed	Submitted to ULB	Approved by ULB	Not surveyed	Properties surveyed
Rudrapur	40	40	40	40	0	64,200
Haldwani	60	55	55	55	5*	96,375
Haridwar	60	60	60	60	0	64,093
Dehradun	100	100	100	100	0	3,23,475
Phase I total	260	255	255	255	5	5,48,143
Phase II (10 ULBs)	290	290	—	—	0	2,78,300

** High Court stay (railway land). No survey is pending in any other ward.*

Drone imagery is the first step for GIS mapping and the door-to-door survey

Issues reported by the agencies

1	Phase I: defence-area permission not received for Haldwani and Dehradun; drone flying delayed about 1.5 years, so satellite imagery was used.
2	Phase II: permissions for Chamoli, Nainital, Pithoragarh, Almora and Mussoorie pending over 5 months after formal requests.
3	Survey teams and equipment idle while awaiting clearance; survey schedule affected.

Recommendations

1	Decide coverage of defence areas at the start of work.
2	ULBs to give drone permission within 15 days of a formal request, with an escalation mechanism after 15 days.
3	Central SPOC / Nodal Officer to expedite delayed permissions.

Data Handover: Phase I Server Requirement

GIS Consortium India Pvt. Ltd. | required versus available configuration on ITDA servers

Server	Required	Available	Free space	Min. space needed
Database server	128 GB RAM, 16 core, 8 TB	16 GB RAM, 8 core, 350 GB	100 GB	1 TB
Web MIS server	128 GB RAM, 16 core, 8 TB	16 GB RAM, 8 core, 250 GB	90 GB	–
Web application server	128 GB RAM, 16 core, 8 TB	16 GB RAM, 12 core, 250 + 200 + 500 GB	64 GB + 0 GB	1.5 TB
GPU server (new web server)	–	NVIDIA Tesla T4, 16 GB RAM, 8 core, 222 GB	11 GB	3 TB

Gap: Available servers have one-eighth of the required RAM; at least 5.5 TB more space is needed to hand over raw and finished survey data.

Data Handover: Phase II Storage

Ramtech Software Solutions Pvt. Ltd. | storage on the ITDA server

Item	Status
Requested by the agency	2 TB on the ITDA server for survey photographs, spatial data and orthophotos, to be published on udgisproperty.uk.gov.in
Provided by ITDA	500 GB on 17 May 2025 (meant for photographs of 5 ULBs)
Data uploaded	Spatial data and survey photographs of all 10 ULBs uploaded within the 500 GB
Hard disk handover	Orthophotos and spatial data of all 10 ULBs handed over to the UDD GIS Cell on a hard disk drive

Gap: 500 GB is not enough for the complete spatial data and orthophotos; additional storage is needed for publication on the portal.

Handholding in Dehradun not started by the Nagar Nigam till October 2025 due to legacy data issues

Gaps	
1	Incomplete records: owner name, contact number, guardian's name or locality missing.
2	Inaccurate, outdated, duplicate or fake entries in legacy data.
3	No unique property ID (H-Tax / PTR number), so legacy records cannot be matched.
4	Old versus current ward structure (Dehradun: 60 old, 100 new wards).
5	Dehradun: old legacy data not uploaded on the tax portal.
6	Public complaints: property area inaccurate; owner name or floor details missing or wrong.

Recommended measures	
1	Each ULB verifies, reconciles, updates and authenticates legacy data before handover to the agency.
2	Designated ULB officials certify that the data is complete, accurate and up to date.
3	Legacy data provided in a standard prescribed format.
4	ULBs digitise registers on the Nagar Sewa portal before the project starts.

Handholding Status: Phase I (4 ULBs)

Demand notices downloaded and distributed, and property data updated | up to September 2026

ULB	Wards	Surveyed	Notices downloaded	Notices distributed	Data updated	% distributed
Dehradun	100	3,23,475	1,960	900	—	0.3%
Haridwar	60	64,093	11,191	1,764	823	2.8%
Rudrapur	40	64,200	64,200	64,200	15,021	100.0%
Haldwani	60	96,375	22,000	15,000	1,600	15.6%
Total	260	5,48,143	99,351	81,864	17,444	14.9%

All 14 ULBs (Phase I + Phase II)

Properties surveyed	Notices downloaded	Notices distributed	Data updated
8,26,443	3,13,499 (37.9%)	2,03,429 (24.6%)	29,403 (3.6%)

Handholding Status: Phase II (10 ULBs)

Demand notices downloaded and distributed, and property data updated | up to September 2026

ULB	Wards	Surveyed	Notices downloaded	Notices distributed	Data updated	% distributed
Kashipur	40	66,270	51,200	40,005	4,341	60.4%
Nainital	15	8,940	8,940	2,318	113	25.9%
Almora	40	10,432	10,432	748	128	7.2%
Pithoragarh	40	18,184	16,384	13,404	–	73.7%
Rishikesh	40	30,855	2,500	500	–	1.6%
Kotdwar	40	59,858	40,931	40,931	5,490	68.4%
Roorkee	40	66,132	66,132	13,452	251	20.3%
Mussoorie	13	7,291	7,291	2,709	435	37.2%
Pauri	11	5,627	5,627	4,825	1,201	85.7%
Chamoli	11	4,711	4,711	2,673	–	56.7%
Total	290	2,78,300	2,14,148	1,21,565	11,959	43.7%

Concern: Only Rudrapur has distributed all notices; Dehradun has distributed 900 of 3,23,475 (0.3%) and Rishikesh 1.6%.

Handholding and Demand Notices: Gaps and Measures

Issues raised by the agencies and ULBs, with the measures proposed

Gaps and issues		Proposed measures	
1	Scope of handholding not clearly defined; printing and distribution of notices added later.	1	Define the scope, responsibilities and deliverables of handholding in the RFP.
2	Phase I: handholding approved by UKPFMS for the first quarter only (Haldwani, Rudrapur, Haridwar); not started by the ULB in Dehradun.	2	Clearly divide the duties of the Department, the ULBs and the agency.
3	Delays in receiving demand data from ULBs slowed notice generation.	3	UDD to ensure infrastructure, printing facilities and support manpower at ULB level.
4	Some ULBs lacked printing facilities and Tax Department staff to distribute notices.	4	Bill agency manpower per man-month against deployment certified by the Department / ULB.
5	Notices are downloaded one PDF at a time; no ward-wise bulk download.	5	Provide a ward-wise bulk notice download tool on the UDGIS portal.

Survey application used by field teams | issues raised by the agencies and ULBs

#	Issue	Solution
1	Field teams cannot reliably record data without a stable connection	True offline mode: capture data, photographs and location offline; sync automatically when the network returns
2	Delayed synchronisation: data stays on devices, risking duplication or loss	Incremental synchronisation in small batches whenever bandwidth is available
3	Conflicting records when users sync at different times	Version control with automatic or user-assisted conflict resolution
4	Large data size slows synchronisation in low-bandwidth areas	Lightweight, compressed geospatial formats and image compression
5	Not all collected data is saved on the server (e.g. septic tank height)	Ensure every captured field is saved and synced to the server
6	No "Total Number of Rooms" field, though many Nagar Palika Parishads assess tax on rooms, not ARV	Add a "Total Number of Rooms" field to the survey form

Phase I agency reports that application issues are attended to as they arise.

UDGIS Property Portal: Gaps and Required Fixes (1 of 2)

Consolidated from ULB progress reports, agency inputs and the portal walkthrough | udgisproperty.uk.gov.in

#	Gap	Observation	Fix needed	Priority
1	No unique Property ID	No unique property ID is maintained on the GIS property portal	Unique ID for every property	High
2	Unsecured endpoints	Anyone can view, download or delete the collected data	Authentication and role-based access	High
3	Insecure app connection	Mobile app uses an insecure connection without proper authentication	Secure connection with user authentication	High
4	Slow performance	Low-capacity server and application	Adequate server capacity	High

UDGIS Property Portal: Gaps and Required Fixes (2 of 2)

Consolidated from ULB progress reports, agency inputs and the portal walkthrough | udgisproperty.uk.gov.in

#	Gap	Observation	Fix needed	Priority
5	Notice management	No bulk download; only 43.7% of Phase II notices distributed	Ward-wise bulk notice download	High
6	Data editing restricted	Floor-wise add / modify / delete restricted; floors, floor area and address cannot be updated	Authorised updating of property attributes	Medium
7	Spatial data speed	GIS layers and spatial data load slowly	Faster retrieval of spatial data	Medium
8	Owner search	No search by owner's surname	Surname search with property ID and UID	Medium

Governance issues raised by the agencies and ULBs, with recommendations

Area	Issue	Recommendation
Central SPOC	Agencies engaged separately with each ULB for data, approvals and permissions; decisions delayed and responses inconsistent	UDD to designate a Centralised Nodal Officer / SPOC for the project, empowered to coordinate with ULBs and escalate within UDD
Data verification and approval	No time-bound verification of survey data; teams could not proceed with finalised datasets	Designated official in each ULB; observations within 15 days; data deemed approved if no objection in 15 days; to be written into the RFP
Project awareness	ULB staff and the public not adequately informed about the survey	Sensitise ULB staff; run staff and public awareness programmes before and during the survey
Grievance redressal	No grievance mechanism for survey-related complaints; issues captured offline	Route complaints through the UPYOG grievance module (slides 33 – 35)

Agency Suggestions for the Next Phase (94 ULBs)

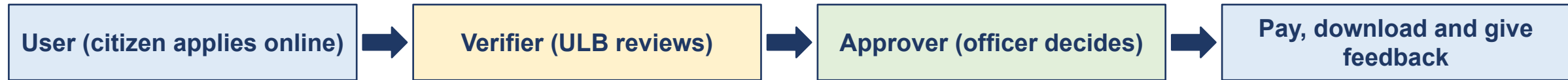
Suggestions from the survey agencies for the remaining ULBs

#	Suggestion	Raised by
1	Provide for payment for additional properties found above the stipulated count	Phase I agency
2	Servers with adequate space for raw and finished data, and faster ITDA server access	Both agencies
3	Legacy data mismatch should not hold up payment for completed survey or property integration	Phase I agency
4	Freeze application requirements before development to avoid rework and repeated deployments	Phase I agency
5	Cluster the 94 ULBs by terrain (hill and plain regions)	Phase I agency
6	Make proper ward boundaries available before the survey starts	Phase I agency
7	Better coordination between ULBs and UDD for speedy execution	Phase I agency

Note: The Phase I agency states that portal and app source code has been submitted several times; complete receipt to be verified by the UDD GIS Cell. The SPFM proposal (slide 38) already groups the 94 ULBs into 3 clusters and 11 sub-clusters.

UPYOG under MSSC: Six Services, One Approval Chain

Urban Platform for Delivery of Online Governance | <https://udduk.com/> | every service follows User → Verifier → Approver



Service	What the citizen can do	Verifier	Approver
Property Tax	Assess, pay and get receipts; ownership through IGR API, linked to the GIS property record	ULB Revenue Clerk	Tax Superintendent / EO
Trade Licence	New or renewal licence with online fee and digital certificate	ULB verifier (site inspection if required)	Approving Officer
Street Vending	Vendor certificate and zone allotment	ULB verifier; Town Vending Committee	Approving Officer
Pet Registration	Register pets with vaccination proof; digital tag and certificate	ULB verifier	Approving Officer
Community Hall	Check availability, book a slot, pay rent and deposit online	ULB verifier	Approving Officer
Advertisement	Hoarding / banner permit with site inspection and compliance check	Verifier (field inspection)	Approving Officer

Advantages of the UPYOG Portal under the MSSC Project

MSSC: Municipal Shared Service Centre | one platform for all ULB services

#	Advantage	Description
1	One platform, many services	Property tax, trade licence, street vending, pet registration, community hall and advertisement on one login
2	Common three-role chain	Citizen → Verifier → Approver gives the same accountable flow in every module
3	GIS-linked property record	Survey data of 13 ULBs linked with Nagar Sewa, so tax is tied to a mapped property
4	IGR / e-Registration API	Ownership fetched from registration data: less manual entry and fewer disputes
5	Paperless, online payment	Online application, fee payment and digitally issued certificates
6	Transparency and MIS	Audit trail for every step, dashboards for UDD, ULB-wise tracking and revenue visibility

Departmental integration with UDD UPYOG through the Property Tax ID | outcome: one property ID, one shared record

Department	Data to be linked	Benefit	Status
Stamps & Registration (IGR)	Sale-deed and buyer data linked to the Property Tax ID through API	Ownership updated from registration; fewer disputes	Proposed
Revenue Court Management System	Property Tax ID used in mutation (dakhil-kharij)	Faster, trackable mutation; tax record updates automatically	Proposed
Uttarakhand Jal Sansthan (UJS)	Water connection linked with the Property Tax ID	Owner details fetched easily	Proposed
Uttarakhand Power Corporation Ltd. (UPCL)	Electricity connection linked with the Property Tax ID	Usage cross-check; finds unassessed properties	Proposed
Uttarakhand RERA	Registered project / plot details checked against the property ID	Genuine-project check; fewer disputes and less fraud	Proposed
MDDA, Dehradun	Building plan and land-use data linked to the property ID	Finds unauthorised and unassessed buildings	Proposed

Past History Records with Property Tax ID (New Initiative)



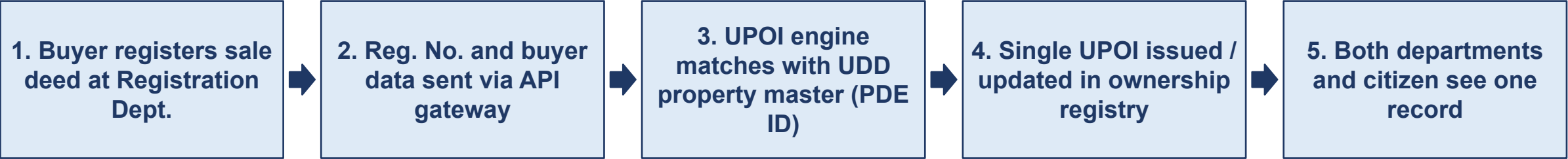
Stamps & Registration Department records linked with UDD property tax data

Feature	Description	UDD details lookup (illustrative)	
Tax ID linkage	Accurate cross-verification using the Property Tax ID	Consumer code	PT-XXXXXX-XXXXXX
Comprehensive history	Citizen can search the complete record of property ownership and past transactions	Tenant ID	uk.xxxxxx
Transparency	Clear tracking of property dealings and mutation	Bill details	User name, address, mobile number
Fraud prevention	Early detection of disputes, encumbrances or false claims	Amount	Total amount and bill number

Use: When a property is sold, the registration record and the property tax record are matched through one ID, so ownership history and dues are visible together.



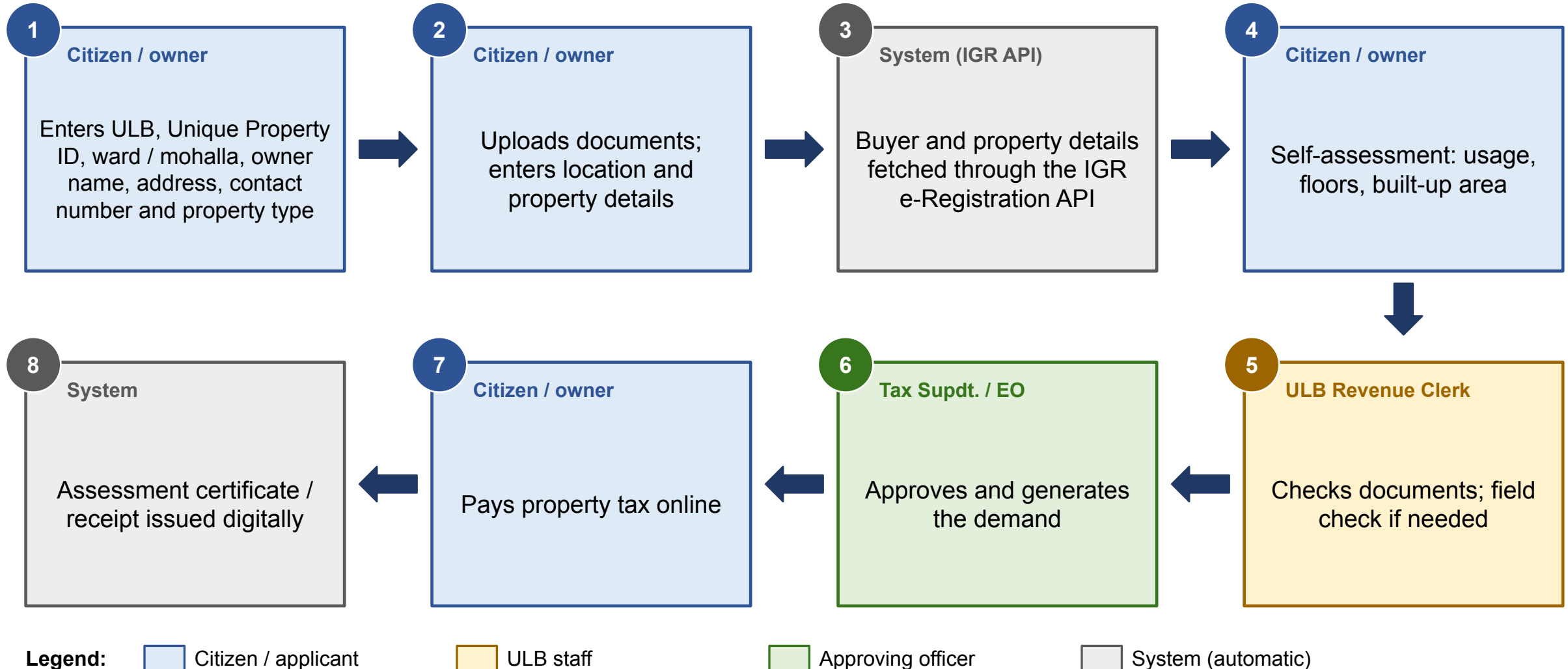
One Unique Property Ownership Identifier (UPOI) links both systems



Component	Role
Registration Department (Registration DB)	Sale deed registration: registration number, buyer and seller data
API gateway / middleware	Secure, authenticated data exchange between the two systems
UPOI matching and merge engine	Matches registration data with the UDD property master (PDE ID)
Master Ownership Registry (UPOI)	Holds the single ownership identifier for each property
UDD UPYOG portal (property DB)	Property / citizen front end and PDE ID master records; citizen sees one ownership record

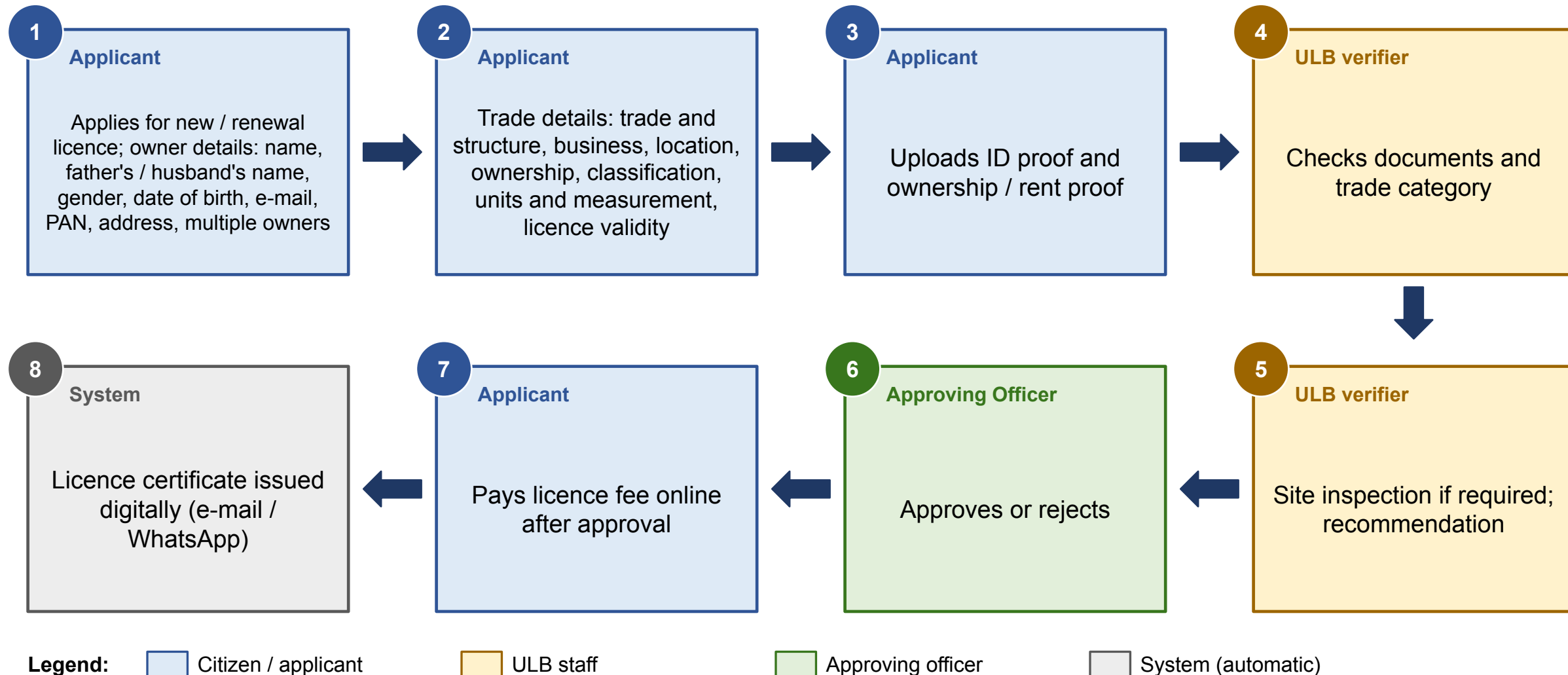
Property Tax: Paperless Workflow

UPYOG | *property tax assessment and payment*



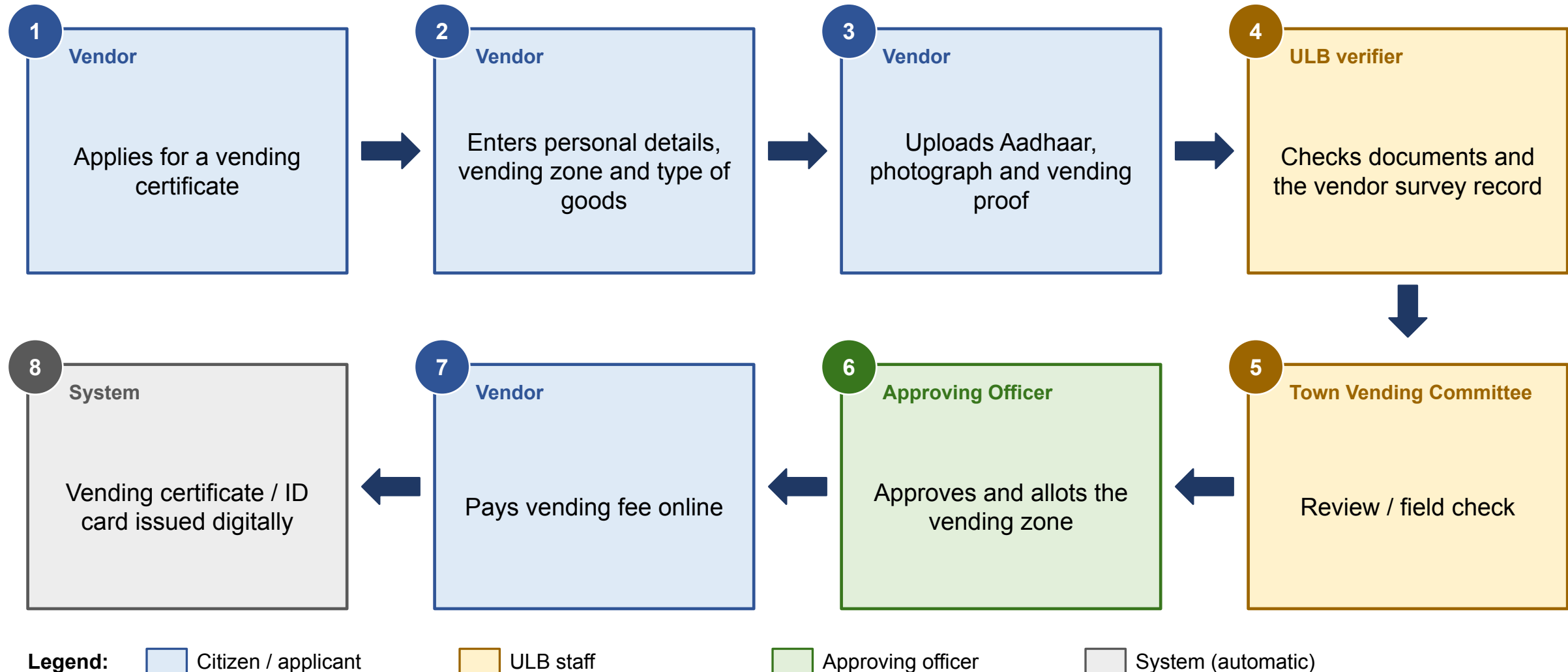
Trade Licence: Paperless Workflow

UPYOG | *new and renewal trade licence*



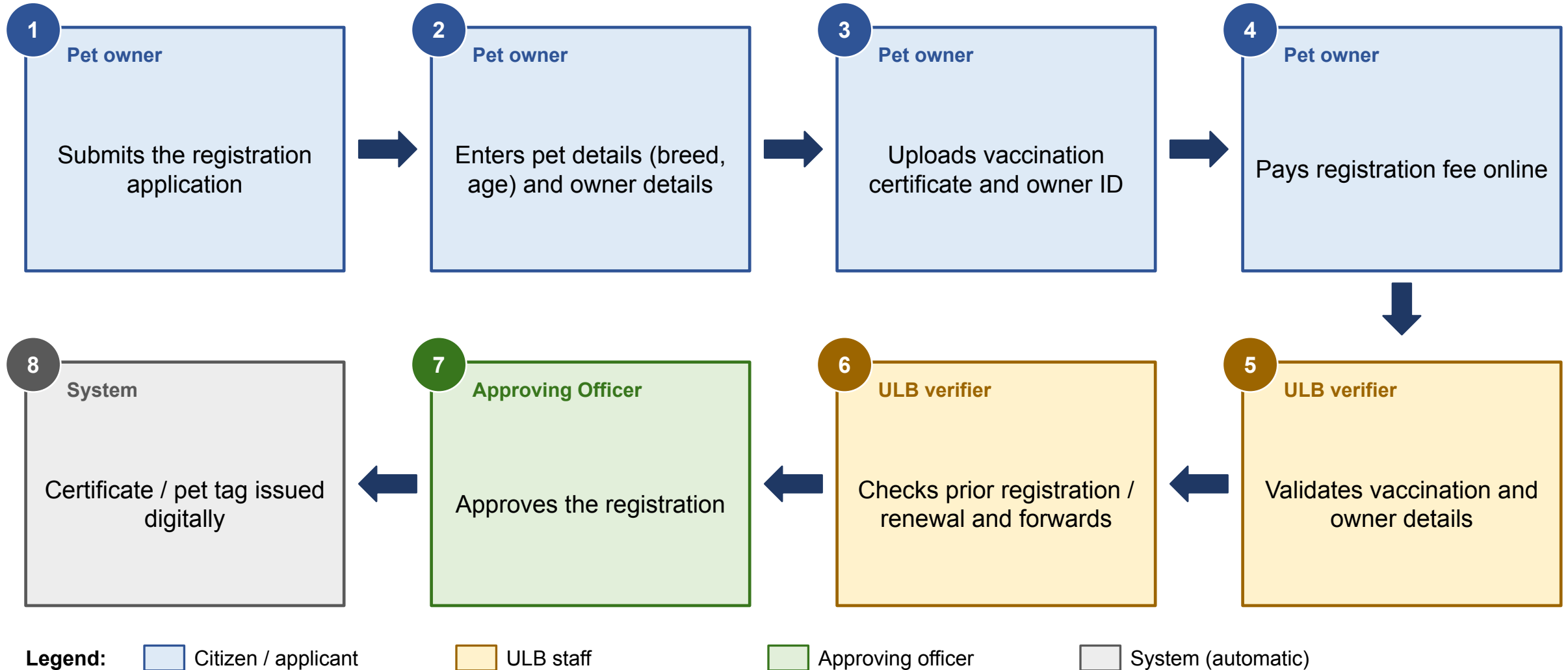
Street Vending: Paperless Workflow

UPYOG | vending certificate and zone allotment



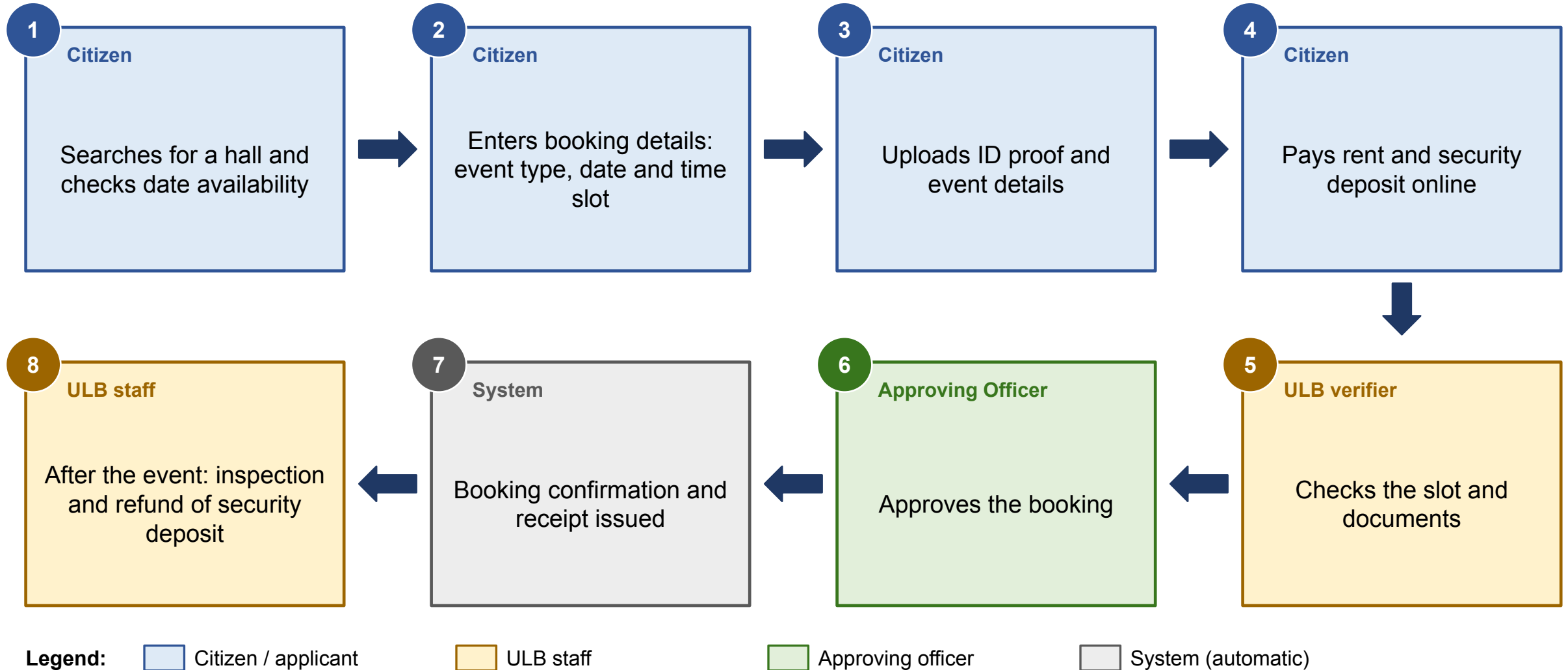
Pet Registration: Paperless Workflow

UPYOG | *pet registration and renewal*



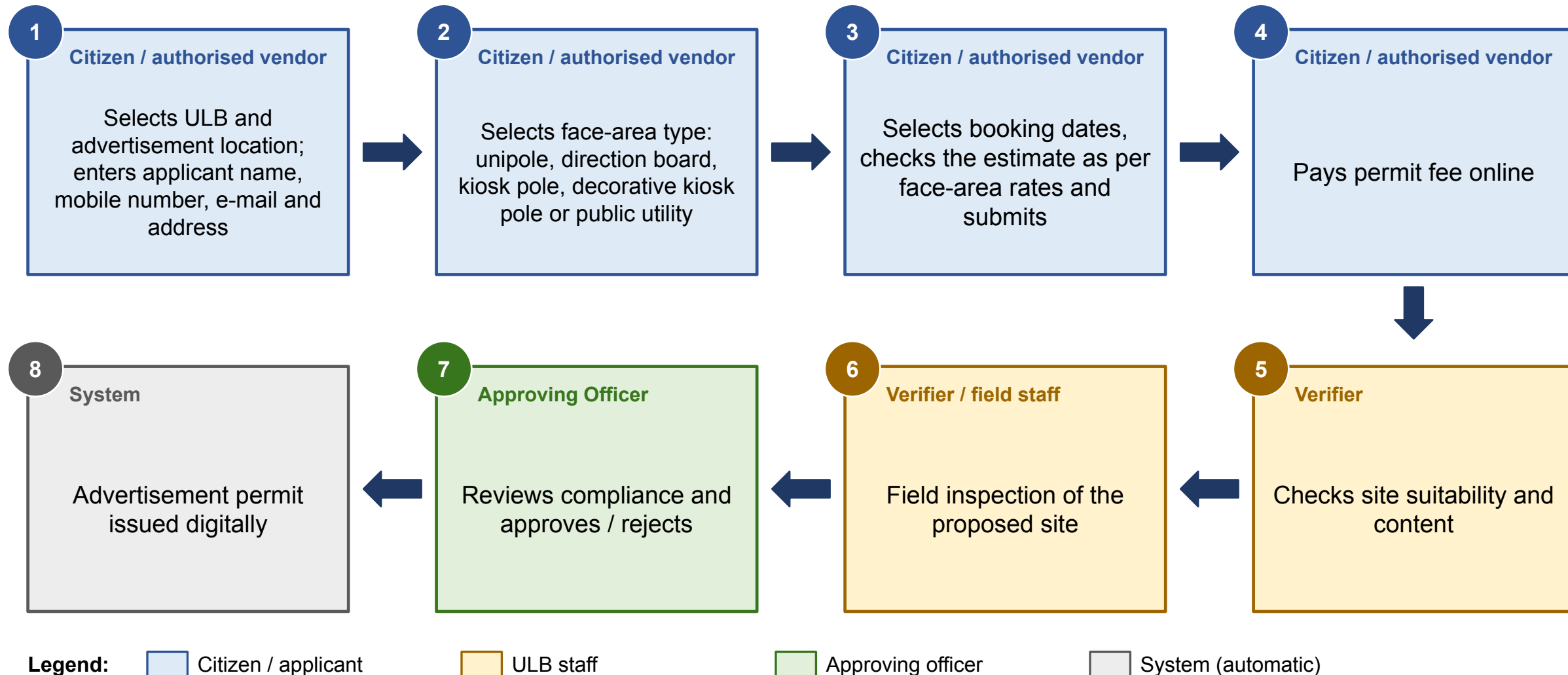
Community Hall: Paperless Workflow

UPYOG | hall booking, payment and refund



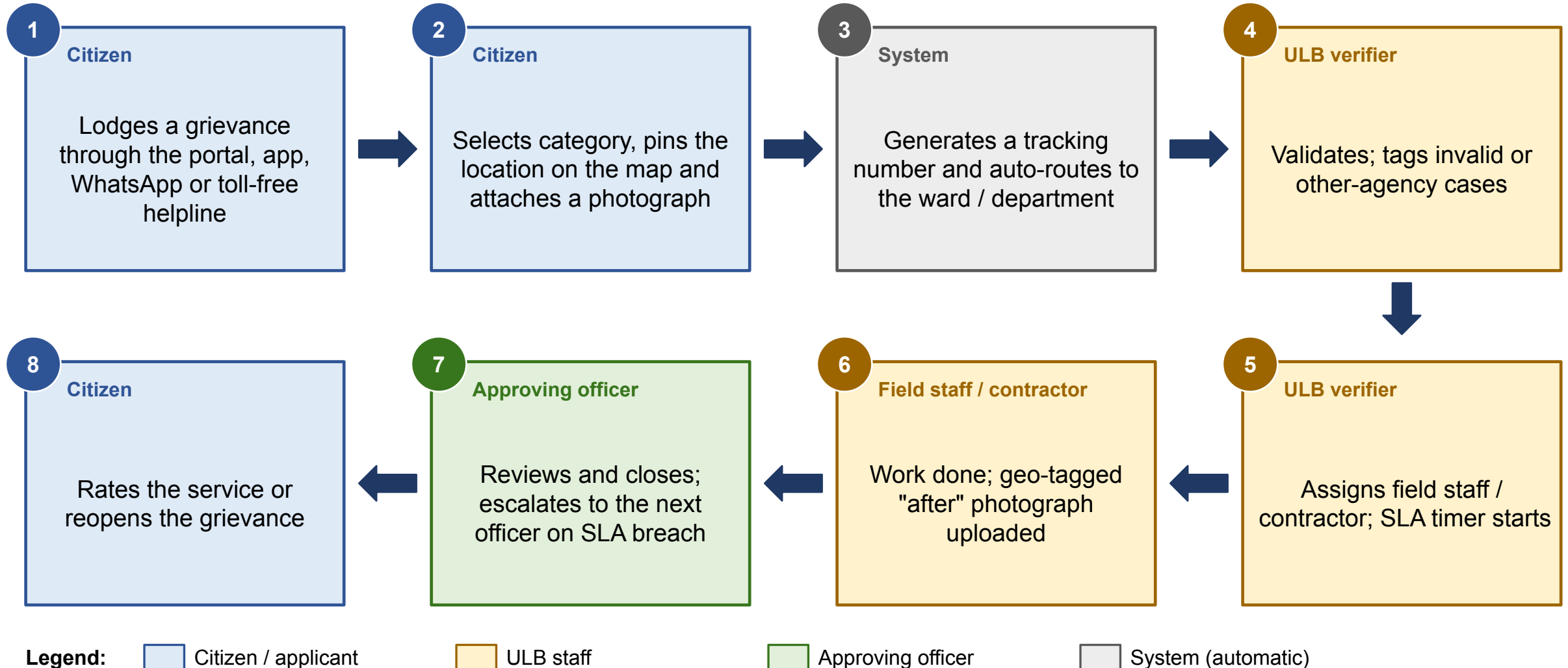
Advertisement: Paperless Workflow

UPYOG | advertisement permit



Grievance: Paperless Workflow

UPYOG | grievance lodging, resolution and closure



Grievance Categories

One grievance engine for many service categories, plotted ward-wise on the UDGIS base map

Grievance categories	
Potholes and roads	Streetlights
Garbage and sanitation	Water supply
Drainage and sewerage	Encroachment
Parks and public spaces	Property tax and billing

Channels: portal, mobile app, WhatsApp chatbot, toll-free helpline and social media.



Sample map view (Dehradun); to be replaced with the UDGIS base map showing ward-wise grievance clusters.

Grievance Dashboard Features (Proposed)

Features to be added to the UPYOG grievance dashboard

#	Dashboard feature	Description
1	Multi-channel intake	Portal, app, WhatsApp chatbot, toll-free helpline and social media
2	GIS map clusters	Grievances plotted ward-wise on the UDGIS base map
3	SLA and escalation	Timer for each category with auto-escalation to the next officer
4	Ward and agency MIS	Ward-wise, department-wise and other-agency reports
5	Citizen rating and reopening	Feedback after closure; reopened cases tracked
6	Status summary	Total, current month, today, resolved, pending, invalid, other-agency and reopened cases; average rating

Proposal: Operationalising the GIS Property Database in 14 ULBs

SPFM Project | putting 8.26 lakh surveyed properties to work through UPYOG property-tax integration

Component	Provision	Year 1 (₹ lakh)
Hardware	8 workstations at UDD HQ (6 standard, 2 AI/ML); 22 at ULBs (2 each at 8 larger, 1 each at 6 smaller); 37 GPS tablets; 14 desktops; network / UPS (one-time)	146.50
Handholding manpower	Dedicated GIS Expert at every ULB; 78 posts in Year 1, tapering to 27 posts in Years 2 – 5	385.20
UDD GIS Cell	16 posts as per GO of 25 April 2022	88.80
Server and cloud	3 VMs, GPU burst, ~12 TB storage, disaster recovery, security; includes ₹18 lakh one-time setup	62.44
Portal and app update	In-house team of 9 for a 6-month build, then 3 for O&M; UPYOG integration; AI change detection from satellite imagery	86.40
Satellite imagery	Subscription covering 1,382 sq. km	20.00
Total, Year 1	≈ ₹7.89 crore	789.34

14 ULBs: Five-Year Cost and Implementation Timeline

Costs taper after Year 1; updated portal and app live within eight months

Annual requirement (₹ lakh)

Year 1	Year 2	Year 3	Year 4	Year 5	Five-year total
789.34	396.24	411.61	427.76	444.70	2,469.65 (≈ ₹24.70 crore)

Implementation timeline

Month	Stage	Key activities
1 – 2	Mobilise	Build team and GIS Cell hired; cloud and imagery providers selected; hardware procurement and handholding recruitment begin
3 – 5	Build	Portal / app redevelopment and UPYOG integration; change-detection model; migration of 14-ULB data; workstations deployed
6	Test	Testing, user acceptance and security audit; build phase closes
7 – 8	Go-live	Updated portal and app live; GIS and field experts deployed in all 14 ULBs
9 onwards	Steady state	AI-flagged changes verified in the field; Dehradun integration closed; manpower tapers to Year-2 level

Proposal: GIS Survey of the Remaining 94 ULBs



SPFM Project | drone / high-resolution satellite imagery mapping and door-to-door survey, completing coverage of all 108 ULBs

Cluster	Districts	ULBs	Area (sq km)	Population	Properties (indicative)
1. Garhwal Plains & Uttarkashi	Dehradun, Haridwar, Uttarkashi	22	222.59	4,42,399	1,70,881
2. Garhwal Hills	Chamoli, Tehri Garhwal, Pauri, Rudraprayag	32	229.14	2,37,767	91,839
3. Kumaon	Udham Singh Nagar, Pithoragarh, Champawat, Almora, Bageshwar, Nainital	40	275.99	6,14,305	2,37,280
Total (11 sub-clusters)	13 districts	94	727.72	12,94,471	5,00,000

Expected outcome: properties on Nagar Sewa to rise from 2,26,725 to about 5,00,000; estimated increase in property-tax collection ₹140.80 crore (as per concept note).

Population and area as per Census 2011, updated after the 2024 delimitation. Properties apportioned by population, pending vendor reconnaissance.

94 ULBs: Cost Estimate and Timeline

Five-year outlay of ₹35.97 crore; survey completed in 24 months with all clusters mobilised in parallel

Component	Basis	Nature	₹ crore
GIS mapping and door-to-door survey	₹300 per property × ~5 lakh properties	One-time	15.00
Field Support Unit	60 posts deployed sub-cluster-wise	Recurring, 5 years	15.83
Hardware	154 units: workstations, computers, GPS tablets, one computer per ULB	One-time	2.12
Server and storage	4 VMs, GPU burst, ~8 TB storage, disaster recovery	Recurring + setup	3.02
Total			35.97



Questions for Stakeholder Consultation (1 of 2)

Meeting with 14 ULBs | key topics for discussion

#	Topic	Questions
1	Surveys and related property tax reforms	What ground-level and citizen-side challenges have you faced with survey teams: door-to-door surveys, drone surveys, survey verification, tax notices, mobile app, property IDs, online citizen usage, challans?
2	Citizens' engagement and public outreach	(a) How have citizens, RWAs and elected leaders reacted to the surveys, validation and property tax reform measures? (b) What constraints and challenges have you faced in communicating with them? (c) What is needed for meaningfully engaging citizens?
3	Gender and social inclusion	What challenges and complaints have you faced with respect to: (a) women residents, women elected leaders, women-headed households, women's groups; (b) EWS residents, tenants, migrants, vulnerable households, including from low-income settlements? (c) What would you recommend to address these in future?

Questions for Stakeholder Consultation (2 of 2)

Meeting with 14 ULBs | key topics for discussion

#	Topic	Questions
4	Complaints, disputes and grievance management	(a) Has there been an increase in citizens' complaints with respect to project interventions? (b) What are the most common complaints or disputes related to property tax reform? How have these been resolved and managed? (c) What is required to improve grievance mechanisms for citizens with respect to the proposed reforms?
5	Any other issues / challenges	Issues faced with respect to the citizen interface of the programme: data privacy, online usage, mobile app, safety / security with respect to drones, etc.
6	Key recommendations	From the ULB's perspective, what additional measures, resources or policy changes would be most helpful in addressing the key issues and challenges above?

Participants: Representatives of the 14 ULBs, the Urban Development Directorate (UDD) and the SPFM Project. Additional invitees: ULB officials dealing with grievance management, citizens' outreach and participation, RTI and EWS areas.

Action Points and Expected Outcomes

Session 8: Additional Director, UDD | GIS survey in 94 ULBs and handholding for the 14 ULBs

#	Action point	Details	Expected outcome
1	Finalise timelines	Pending survey, integration and notice distribution, ULB by ULB	Responsibilities and timelines finalised for pending activities
2	Assign responsibilities	Named officers at ULB, UDD and SPFM level for each pending item	Clear accountability for each ULB
3	Sign review sheets	Joint sign-off on the current status of each ULB, with written responses to the consultation questions	Consolidated, agreed understanding of status across the 14 ULBs
4	Close the gaps	Dehradun integration, unique property ID, bulk notice download, server capacity, portal security	Key technical and operational gaps addressed
5	Prepare for 94 ULBs	Apply Phase I and II lessons (SPOC, 15-day permissions and approvals, legacy data, ward boundaries) in the SPFM survey	Agreed action plan for the next stage of implementation



Thank You

Urban Development Directorate, Government of Uttarakhand