



REJUVENATING KOLKATA

Key to Eastern India's Growth

REBUILDING KOLKATA AS A MODERN, CONNECTED, GROWTH REGION OF EASTERN INDIA

A Research-based Recommendation Paper By
BCC&I

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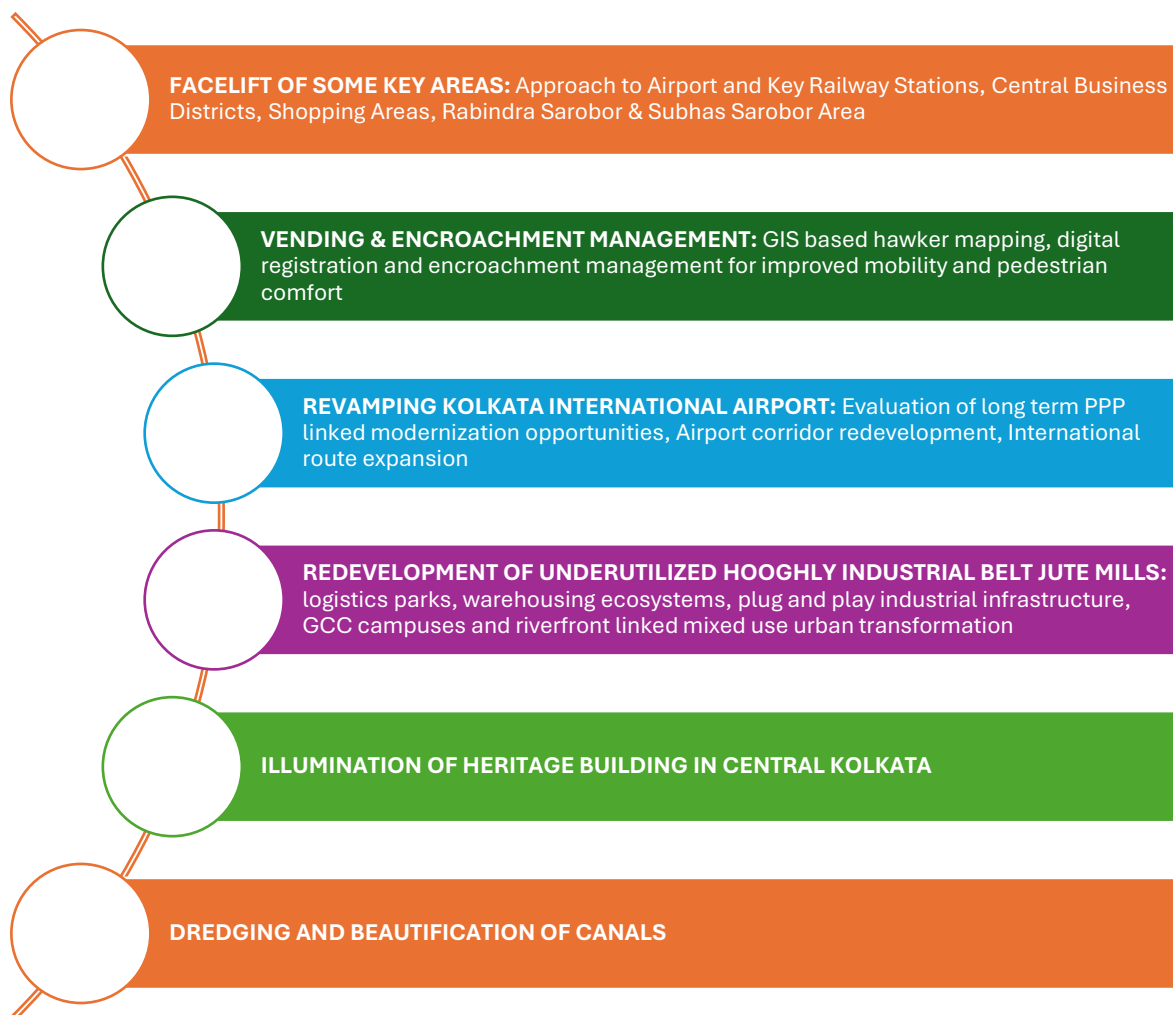
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1. EXECUTIVE SUMMARY

Delivering his view on “The Relative Economic Performance of Bharatiya States,” Economist Sanjeev Sanyal, who is a Member of the Economic Advisory Council to the Prime Minister, said that India’s biggest economic imbalance is between eastern and western India, not the commonly discussed north-south divide. To fix this, he suggested restoring Kolkata to its former position as a premier industrial and financial hub. The city, according to his view, must serve as the ‘anchor engine’ for the entire eastern seaboard. According to Sanyal, Kolkata’s revival is not merely a regional concern but a national economic necessity if India aims to sustain a 7–8% GDP growth trajectory and achieve the vision of a “Viksit Bharat” by 2047.

BCC&I has prepared a **X**-volume research-based recommendation report towards a Rejuvenating Bengal. The first volume of the report is on the Industrial Resurgence of Bengal and the role of the State Government in pulling investors. Kolkata plays a crucial role in attracting global investment. Hence, the second volume of the report suggests how Kolkata may recuperate its lost glory.

Below are some key suggestions from some of the major business groups that believe facelifting of the City has become a necessity to draw investors’ attention.



2. FACELIFTING OF SOME KEY AREAS

Kolkata remains the largest metropolitan centre of Eastern India and continues to play a critical role in trade, transport, logistics, tourism, and commercial activity. However, despite its strategic importance, the city faces major urban infrastructure challenges, including deteriorating roads, severe encroachment, weak drainage systems, inadequate pedestrian infrastructure, poor parking management, and traffic congestion across key commercial and transport corridors. Compared to rapidly modernizing metropolitan regions such as Hyderabad, Bengaluru, Chennai, Ahmedabad, Mumbai, Pune, and Delhi, these challenges have significantly affected Kolkata's metropolitan competitiveness, urban experience, and investor perception, particularly around airport approach roads, railway station zones, and major entry corridors into the city. Urban modernization should therefore be treated as a strategic economic development priority.

2.1 Modernization and Beautification of Airport and Railway Approach Areas

The condition of airport approach roads and railway station surroundings significantly influences the image and functionality of a metropolitan city. In Kolkata, several gateway corridors continue to suffer from congestion, weak urban aesthetics, inadequate parking facilities, and poor traffic management.

Netaji Subhas Chandra Bose International Airport currently handles more than **2 crore annual passengers** and serves as the principal aviation gateway of Eastern and North-Eastern India. Similarly, Howrah and Sealdah together form one of the busiest railway passenger ecosystems in the country.

2.1.1 Airport Corridor Challenges

The primary airport approach corridor through VIP Road and Jessore Road faces persistent congestion, especially during peak hours. Several stretches continue to suffer from:



Traffic & Junction Congestion

- Traffic bottlenecks at major intersections such as Kaikhali Crossing, Chinar Park Junction, Ultadanga Crossing, Lake Town Crossing, Jessore Road–VIP Road Junction and stretches near Airport Gate No. 1 and Gate No. 2 during peak hours



Pedestrian & Frontage Issues

- Weak pedestrian infrastructure
- Poor frontage aesthetics and unmanaged hawker encroachment across footpaths and roadside stretches along airport approach and exit corridors near VIP Road, Kaikhali, Baguiati and adjoining commercial zones, creating weak first impression, pedestrian obstruction and traffic circulation inefficiencies immediately after entering or exiting the airport corridor



Parking & Mobility Management

- Inadequately organized parking infrastructure near airport approach corridors, pickup zones and commercial pockets
- Unregulated feeder movement of autos, buses, app cabs and private vehicles near Kaikhali, Chinar Park and Airport Gate junctions
- Weak integration between metro, bus, taxi and airport mobility systems resulting in circulation inefficiencies during peak hours

The overall gateway experience remains significantly below the standards observed in major airport districts such as Hyderabad, Bengaluru, and Delhi.

The expansion of metro connectivity towards the airport and the New Town region is expected to significantly improve integration between the airport and emerging commercial districts. Several components of the connectivity framework had remained delayed for extended periods. However, with recent approvals, clearances, and faster execution momentum, implementation is expected to progress more rapidly in the coming years. This can substantially improve airport access, reduce pressure on road-based mobility systems, and strengthen connectivity between the airport, New Town, and major commercial zones.

Despite the space crunch in the adjacent area of the Kolkata Airport, a facelift of the area should still be planned and executed by a professional urban architect.

2.1.2 Railway Gateway Challenges

Howrah and Sealdah together form one of the busiest railway passenger ecosystems in India and serve as the principal rail gateways connecting Kolkata with Eastern, North Eastern, Northern, Central, and Southern India. Howrah station handles more than 10 lakh passengers daily and operates around 450 suburban and over 100 long-distance trains, while Sealdah handles nearly 15 lakh passengers daily through one of the country’s largest suburban rail networks. Together, these stations provide critical connectivity to major regions and cities, including Delhi, Mumbai, Chennai, Guwahati, Patna, Bhubaneswar, Ranchi, Varanasi, Assam, Jharkhand, Bihar, Odisha, and several districts across West Bengal through extensive suburban, regional, and national railway corridors. Despite this strategic importance, both station zones continue to face severe circulation, mobility, and gateway management pressure because of extremely high passenger density, fragmented multimodal integration, and inadequate surrounding infrastructure systems.

MAJOR CHALLENGES ACROSS HOWRAH AND SEALDAH STATION ZONES

<ul style="list-style-type: none"> Extremely high passenger density across Howrah and Sealdah station forecourts, subway access points and terminal circulation areas during peak hours Limited organized parking infrastructure for private vehicles, app cabs and passenger pickup or drop operations across both station zones Severe congestion around app cab pickup zones, bus terminus interfaces, taxi stands and ferry connectivity points near Howrah station approaches Heavy multimodal traffic pressure from buses, autos, taxis, app cabs, private vehicles and para transit systems operating simultaneously around Sealdah station zone Weak pedestrian movement systems across station entry corridors, foot overbridges and roadside access stretches in both Howrah and Sealdah Narrow movement corridors around APC Road and Belegkata Main Road near Sealdah, and Strand Road and Brabourne Road connector stretches near Howrah, causing pedestrian and vehicular conflict 	<div style="display: flex;"> <div style="flex: 1;"> <h4 style="background-color: #0056b3; color: white; padding: 5px;">HOWRAH STATION ZONE</h4> </div> <div style="flex: 1;"> <h4 style="background-color: #008000; color: white; padding: 5px;">SEALDAH STATION ZONE</h4> </div> </div>	<ul style="list-style-type: none"> Weak integration between railway, metro, bus and feeder transport systems resulting in fragmented passenger interchange and circulation inefficiencies across both station ecosystems Traffic bottlenecks across major North, Central and South Kolkata intersections including Khanna More, Maniktala, Burrabazar, MG Road, Central Avenue, Esplanade, SN Banerjee Road, Strand Road, Park Circus, Ballygunge Phari, Rashbehari, Hazra More, Exide Crossing and Tollygunge Phari during peak hours Encroachment and unmanaged roadside vending activity across adjoining stretches affecting circulation, footpath accessibility and traffic movement efficiency in both station zones Inadequate passenger holding areas, organized parking systems and designated pickup or drop zones leading to traffic spillover on surrounding roads across both Howrah and Sealdah station areas 			
HIGH PASSENGER DENSITY	CONGESTION & TRAFFIC PRESSURE	WEAK PEDESTRIAN INFRASTRUCTURE	POOR MULTIMODAL INTEGRATION	INADEQUATE PARKING & PICKUP/DROP FACILITIES	ENCROACHMENT & UNMANAGED VENDING

While recent anti encroachment and circulation management drives undertaken around Howrah and Sealdah stations have led to the removal and formalisation of several unauthorized roadside stalls and vending stretches, improving passenger movement, pedestrian circulation and gateway accessibility in surrounding areas, continued focus on structured redevelopment, scientific vending management, multimodal integration and integrated gateway planning will be essential for achieving long term improvement in mobility and urban functionality across these high density transport zones.

2.2 Central Business Districts (CBDs) and Shopping Corridor Modernisation

Several major commercial and shopping corridors across Kolkata continue to face severe congestion, unmanaged pedestrian flow, encroachment by hawkers, parking pressure, deteriorating streetscape quality, and weak public infrastructure maintenance despite functioning as some of the city's most important commercial and visitor zones. High-density stretches, including Esplanade, New Market, Lindsay Street, Park Street, Gariahat, Rashbehari Avenue, Hatibagan, College Street, Burrabazar, MG Road, and Central Avenue, require integrated circulation improvement, streetscape modernization, and better public space management to improve metropolitan experience, commercial efficiency, and urban aesthetics.

Priority Improvement Measures



Redevelopment of footpaths and pedestrian corridors across Gariahat, Rashbehari Avenue, Hatibagan, College Street and New Market commercial stretches



Structured parking, pickup-drop and circulation management around Esplanade, New Market, Lindsay Street, Gariahat Crossing and adjoining CBD corridors



Modernization and digital management of existing parking systems across Park Street, BBD Bagh, Esplanade and major commercial districts to reduce roadside illegal parking pressure and carriageway congestion



Scientific vending management and reduction of carriageway encroachment across Burrabazar, MG Road, Hatibagan and Gariahat stretches



Improvement of roadside railings, medians, bus shelters, pedestrian crossings and public amenities across major commercial and transport corridors



Better maintenance of roadside plantation belts, landscaped medians and public spaces across major CBD and shopping districts

2.3 Rabindra Sarobar & Subhas Sarobar Area Improvement

Rabindra Sarobar and Subhas Sarobar represent two of Kolkata's most important urban ecological and recreational public spaces and function as critical green and blue infrastructure ecosystems within the metropolitan region. However, both precincts continue to face challenges relating to waterbody maintenance, siltation, pollution pressure, inadequate parking and circulation management during peak hours, inconsistent landscape maintenance, public infrastructure gaps and ecological stress arising from unmanaged human activity and surrounding urban pressure.

Priority Improvement Measures



Scientific desiltation, lake rejuvenation and ecological restoration of Rabindra Sarobar and Subhas Sarobar to address silt accumulation, shallow zone expansion and long term environmental degradation



Strengthening of water quality management, waste control systems and anti-pollution enforcement around both lake ecosystems to reduce littering, dumping and ecological stress



Improvement of pedestrian walkways, jogging tracks, cycling infrastructure, seating areas, lighting systems and public amenities across lakefront public spaces



Better maintenance of landscaped zones, plantation belts, public realm infrastructure and lakefront aesthetics across both Sarobar precincts



Controlled and environmentally regulated management of large gatherings, festival related activities and high footfall events to protect ecological balance and biodiversity within both lake ecosystems



Strengthening environmental monitoring, public surveillance, safety systems and maintenance management around swimming pools, recreational zones and public access areas



Development of organized parking zones and circulation management systems around Southern Avenue, Sarat Bose Road, EM Bypass and Subhas Sarobar access corridors to reduce roadside parking pressure and improve pedestrian comfort during peak recreational hours

2.4 Road, Bridge, and Drainage Modernization

Road, bridge and drainage infrastructure across Kolkata and adjoining urban regions require urgent modernization because of aging civic systems, increasing traffic pressure, weak drainage integration and repeated monsoon-related deterioration. Several major corridors continue to face recurring waterlogging, damaged road surfaces, congestion, and mobility inefficiencies, particularly across low-lying stretches and high-density commercial zones.

Major Infrastructure Concerns

Frequent waterlogging and traffic slowdown across key corridors, including VIP Road airport approach stretches near Kaikhali, Baguiati, and Teghoria; EM Bypass stretches near Chingrighata, Science City, and Patuli; and low-lying zones around Topsia, Tangra, Belehata, Ultadanga, and Tollygunge during heavy rainfall periods



Damaged road surfaces, potholes and repeated resurfacing requirements across high traffic commercial and connector corridors because of excessive traffic load, poor drainage integration and repeated utility cutting



Severe congestion, carriageway pressure and traffic bottlenecks across dense commercial corridors and major intersections, including Burrabazar, MG Road, Central Avenue, Park Circus 7 Point Crossing, Exide Crossing, Chingrighata, Ultadanga, Shyambazar, Hazra, and Esplanade during peak traffic hours



Aging bridge and flyover infrastructure requiring periodic structural review, resurfacing, railing repair, and corridor maintenance because of long-term traffic stress



Poor pedestrian infrastructure, damaged footpaths, missing or poorly maintained road dividers, and weak roadside railing systems across major arterial corridors, including EM Bypass, VIP Road, BT Road, Jessore Road, APC Road, and Central Avenue, affecting pedestrian safety, traffic discipline, and corridor aesthetics



Poor maintenance of roadside plantation belts, landscaped medians, public spaces and flyover approaches across EM Bypass, VIP Road, New Town connector corridors, and adjoining transport stretches leading to unmanaged vegetation growth and deterioration of urban aesthetics



Damaged and poorly maintained bus shelters, weak passenger amenities, and congestion around major transport interchange zones including Esplanade, Babughat, Gariahat, Ultadanga, Shyambazar, Hazra, and Park Circus affecting commuter convenience and public infrastructure quality



Encroachment and unmanaged utilization beneath flyovers and bridge structures across stretches near Park Circus Flyover, AJC Bose Flyover, Ultadanga Flyover, and Maa Flyover approaches through unauthorized vending, roadside dumping, informal storage activity, vehicle parking and temporary settlements affecting urban aesthetics, mobility efficiency and public space management



Priority Infrastructure Measures

Several transport corridors require engineering review and infrastructure redesign with focus on:

- Junction redesign and scientific traffic flow optimization
- Improvement of embankment strength and flood resilience in low lying stretches
- Construction and widening of culverts and stormwater outflow infrastructure where required
- Use of long-life resurfacing technologies and improved bitumen systems for high traffic corridors
- Better integration between road engineering, utility corridors and drainage systems
- Periodic structural review and maintenance of bridges, flyovers and elevated corridors

3. VENDING & ENCROACHMENT MANAGEMENT

GIS-based hawkers mapping, digital registration, and encroachment management for improved mobility and pedestrian comfort. Illegal encroachment and uncontrolled occupation of public spaces have emerged as one of the most serious urban management challenges affecting Kolkata's mobility, aesthetics and infrastructure efficiency. According to Kolkata Municipal Corporation records, the city has nearly 55,000 registered hawkers. However, various estimates and stakeholder interactions indicate that the total number of hawkers, including unregistered vendors, may exceed 2 lakh across the Kolkata Metropolitan Area.

Cities such as Hyderabad and Ahmedabad have increasingly adopted structured vending zones, digital vendor registration systems and stricter public space management systems. Kolkata similarly requires a balanced framework that protects livelihoods while restoring metropolitan functionality and mobility efficiency.

MAJOR CORRIDORS WITH HEAVY ENCROACHMENT AND OCCUPIED PUBLIC SPACES IN KOLKATA

Large sections of footpaths, road edges and public circulation spaces continue to remain heavily occupied across major commercial and transport corridors.

1 GARIAHAT



Heavy footpath occupation and roadside vending causing severe congestion.

2 HATIBAGAN



Road edges and footpaths densely occupied by hawkers and informal vendors.

3 BURRABAZAR



Encroachment impacting goods movement, logistics and emergency access.

4 COLLEGE STREET



Bookstalls and roadside occupation restrict pedestrian movement and traffic flow.

5 ESPLANADE



Heavy pedestrian congestion and unregulated vending around busy intersections.

6 NEW MARKET



Footpaths and road edges occupied by vendors; affects pedestrian flow.

INDEX

- Key Corridors with Heavy Encroachment
- Railway Line
- Major Road



7 RASHBEHARI AVENUE



Footpath occupation and roadside vending leading to congestion.

8 SEALDAH STATION SURROUNDINGS



Congested circulation and unmanaged vending clusters.

9 HOWRAH STATION SURROUNDINGS



Weak pedestrian movement and frontage disorder due to encroachment.

10 SHYAMBAZAR



Roadside occupation and informal vending affect traffic and pedestrian safety.

11 ULTADANGA



Encroachment around the junction causing traffic bottlenecks and safety risks.

12 DUM DUM



Road edges and footpaths occupied by vendors; affects traffic movement.

IMPACT ON CITY



BLOCKED FOOTPATHS
Unsafe and inconvenient for pedestrians.



TRAFFIC CONGESTION
Reduced road capacity and travel delays.



EMERGENCY ACCESS
Delayed response time in critical situations.



POOR URBAN AESTHETICS
Visual clutter and degraded city image.



PARKING SHORTAGE
Loss of organized parking spaces.




DRAINAGE OBSTRUCTION
Waterlogging and flooding during monsoons.

Priority Intervention Areas for Encroachment Management

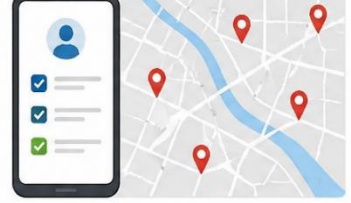
LOCATION	CURRENT STATUS AND CHALLENGES	FURTHER REQUIREMENT
Gariahat and Rashbehari Corridor	Severe footpath occupation, traffic congestion and unmanaged roadside vending pressure	Scientific vending zones, pedestrian corridor redesign and parking management
Burrabazar	Encroachment affecting logistics movement, emergency access and goods transportation	Integrated logistics circulation planning and formalisation of vending activity
Esplanade and New Market	Visual clutter, unmanaged pedestrian circulation and heavy commercial congestion	Structured public realm redevelopment and scientific circulation management
Ultadanga Junction	Traffic bottlenecks caused by roadside occupation and heavy multimodal traffic movement	Junction redesign and better roadside traffic regulation

Recommended Measures

1 Scientific hawker zoning and rehabilitation framework



2 Digital registration and GIS mapping of vendors



3 Redevelopment of footpaths and pedestrian corridors




4 Structured vending infrastructure in identified zones



5 Integrated parking and circulation management

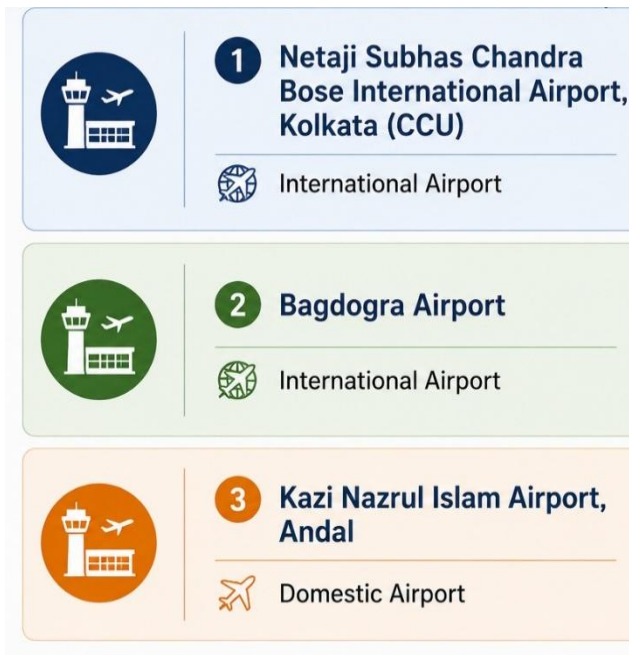


6 Formalisation and phased relocation of roadside commercial activity in high congestion zones



4. REIMAGINING AIRPORT INFRASTRUCTURE AND AVIATION CONNECTIVITY

West Bengal currently possesses three major operational airports:



Among these, Netaji Subhas Chandra Bose International Airport remains the most strategically important aviation asset for West Bengal because of Kolkata's metropolitan scale, commercial ecosystem, international connectivity potential and integration with emerging growth corridors such as New Town and Sector V.

Strategic Importance of CCU

Netaji Subhas Chandra Bose International Airport currently handles more than 2 crore annual passengers and remains among the busiest airports in India under Airports Authority of India (AAI) operations.

According to Airports Authority of India financial disclosures for FY 2023-24:

- Kolkata Airport recorded revenue of approximately ₹1,578 crore
- Net profit stood at approximately ₹670 crore
- CCU emerged among the highest profit generating airports under direct AAI operations in India

This highlights the strong commercial potential of Kolkata Airport despite several infrastructure and ecosystem limitations that continue to affect overall competitiveness.

Existing International Connectivity

Kolkata currently operates direct international connectivity to destinations including: Bangladesh, Nepal, Bhutan, Thailand, Singapore, Malaysia, UAE, Qatar. However, unlike Delhi, Mumbai, Bengaluru and Hyderabad, Kolkata still lacks direct connectivity to major European business and financial hubs. At present, Europe bound passengers from Kolkata primarily depend on transit through: Delhi, Mumbai, Doha, Dubai, Abu Dhabi, Singapore. The absence of direct Europe connectivity affects business mobility, tourism competitiveness,

international corporate accessibility and global positioning of Kolkata as a metropolitan business destination.

Existing Infrastructure and Ecosystem Challenges

AREA	EXISTING ISSUE
Airport Access Corridors	Severe congestion across VIP Road and Jessore Road stretches
Waterlogging	Frequent flooding near Kaikhali, Baguiati and Teghoria during monsoon
Passenger Circulation	Congestion during peak movement periods
Parking Systems	Limited organized pickup, drop and parking infrastructure
Multimodal Integration	Incomplete integration between airport, metro and feeder systems
Commercial Ecosystem	Absence of integrated airport commercial district
International Route Network	Limited long haul airline penetration
Airport Linked Urban Planning	Weak integration between airport infrastructure and surrounding growth corridors

Recent passenger service assessments and operational reviews have also highlighted pressure on passenger handling systems because of increasing passenger traffic and rising circulation demand.

PPP and Private Participation Models in Indian Airports

Kolkata Airport is currently operated by Airports Authority of India, while several major Indian airports now operate under PPP or private participation frameworks.

AIRPORT	OPERATIONAL MODEL
Delhi	PPP / Private Participation
Mumbai	PPP / Private Participation
Hyderabad	PPP Model
Bengaluru	PPP Model
Ahmedabad	PPP / Private Participation
Lucknow	PPP / Private Participation
Jaipur	PPP / Private Participation
Guwahati	PPP / Private Participation
Kochi	Hybrid Public Private Model

The Hyderabad and Bengaluru airport ecosystems particularly demonstrate how airport infrastructure can evolve into integrated commercial, hospitality and urban growth ecosystems through long term private participation and infrastructure led planning.

Benefits Observed in PPP and Private Participation Airports

Major advantages observed across PPP and privately operated airports include:	For example:
<ul style="list-style-type: none"> • Faster infrastructure modernization and terminal expansion • Higher private capital investment • Better passenger amenities and circulation systems • Stronger commercial and non-aeronautical revenue generation • Better airport city and hospitality ecosystem development • Faster operational decision making and execution • Improved airline attraction capability and global branding 	<ul style="list-style-type: none"> • Delhi Aerocity evolved into a major hospitality and commercial ecosystem • Hyderabad Airport developed a large aerotropolis ecosystem integrating logistics, hospitality and commercial growth • Bengaluru airport corridor witnessed major commercial and real estate expansion around airport linked growth zones

Status of CCU and Chennai PPP Discussions

Kolkata and Chennai airports have periodically featured in national level discussions relating to future airport privatization and PPP based modernization because both remain major metropolitan airports under AAI operations.

However:

- No final privatization decision has yet been implemented for CCU
- Chennai Airport also continues under AAI operations
- Discussions have periodically emerged regarding possible PPP frameworks or phased private participation models for future modernization and expansion initiatives

Strategic Opportunity for Kolkata

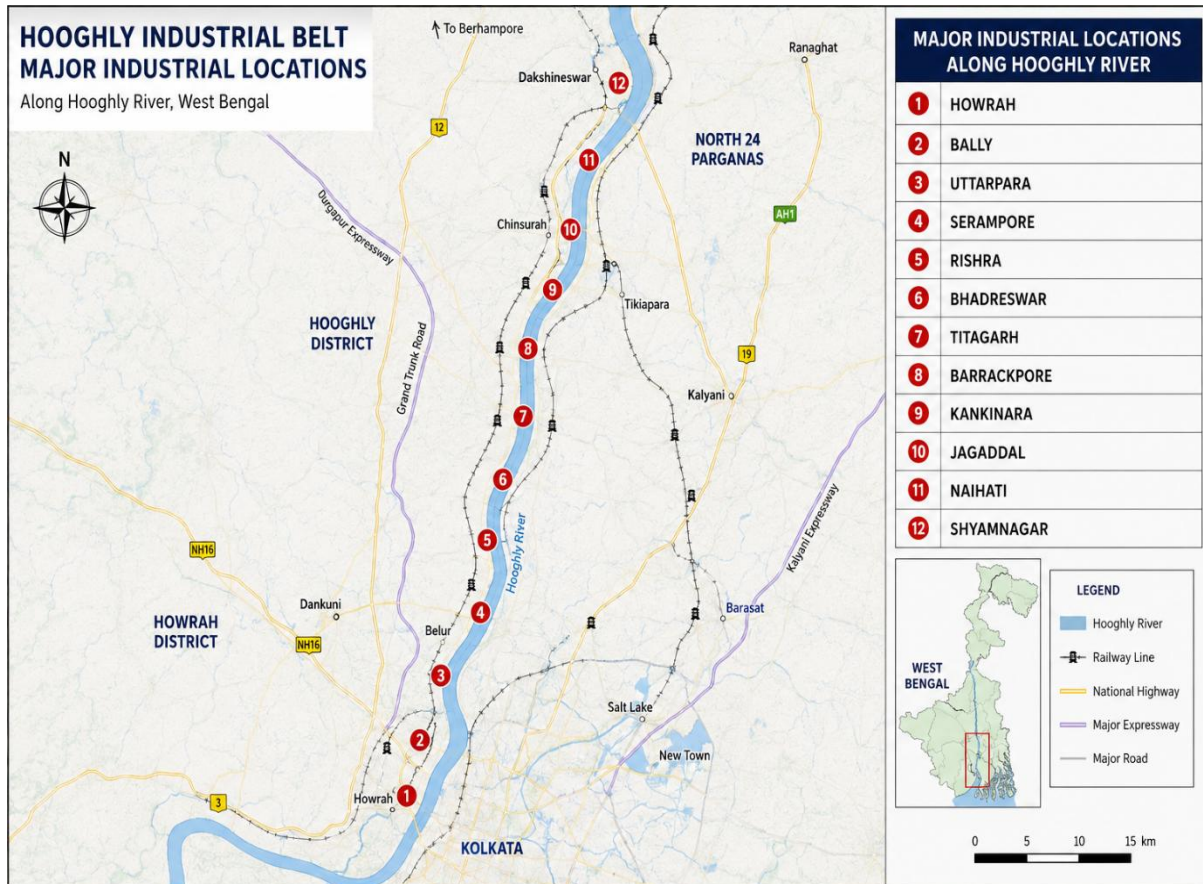
Kolkata possesses a unique opportunity to integrate airport infrastructure with emerging commercial districts such as New Town and Sector V through planned airport centric urban development.



Given its profitability, passenger ecosystem and strategic metropolitan location, Kolkata Airport possesses the potential to emerge as one of the most important aviation and business gateways in India through integrated infrastructure modernization and airport linked urban development.

5. REDEVELOPMENT OF UNDERUTILIZED JUTE MILL LAND AND HOOGLHY INDUSTRIAL BELT REGENERATION

The Hooghly industrial belt historically developed as one of the largest jute manufacturing ecosystems in the world, with major industrial clusters located across:



The concentration of jute mills along the Hooghly corridor emerged because of river transport access, railway connectivity, proximity to Kolkata port, and export-oriented industrial growth.

According to National Jute Board and Ministry of Textiles data, India currently has around **70 jute mills**, of which nearly **55 to 60** are located in West Bengal. A substantial concentration of these mills remains situated along the Hooghly industrial corridor.

Over the years, multiple mill properties across the belt have become closed, partially operational, financially stressed or underutilized, resulting in large industrial land parcels remaining economically inefficient despite possessing strong urban and infrastructure advantages.

Strategic Importance of the Hooghly Belt

The Hooghly industrial corridor today represents one of the largest brownfield redevelopment opportunities within the Kolkata Metropolitan Region because of:



Indicative Industrial Land Characteristics

Typical jute mill compounds across the Hooghly belt generally range between **20 acres and 80 acres** individually. Several larger legacy industrial compounds also exceed **100 acres**, including warehouse structures, ancillary land, and worker settlement areas

Existing Constraints

CHALLENGE	EXISTING ISSUE
Leasehold Structure	Legacy lease frameworks complicate redevelopment
Ownership and Litigation	Multiple properties face legal disputes and fragmented ownership
Labour Legacy Issues	Rehabilitation and settlement concerns delay implementation
Slow Approval Processes	Multiple approvals increase redevelopment timelines

Weak Coordinated Planning	Absence of an integrated redevelopment authority for Hooghly industrial corridor
Environmental Regulations	Riverfront and industrial clearances increase complexity

Redevelopment Opportunities

Large sections of underutilized industrial land across the Hooghly belt can be redeveloped through practical brownfield transformation models based on location, connectivity and existing infrastructure advantages.

LAND TYPE	POSSIBLE REDEVELOPMENT
Railway adjacent industrial plots	Logistics parks, warehousing hubs, and freight distribution centres
Large contiguous industrial parcels	Plug and play industrial parks, IT parks, and GCC campuses
Riverfront industrial stretches	Mixed-use commercial and real estate redevelopment
Existing warehouse structures	Modern fulfilment centres and supply chain infrastructure
Urban facing industrial plots	Large format retail, shopping centres and commercial complexes
Large mill compounds within metropolitan influence zones	Integrated real estate and mixed-use township development
Heritage industrial structures	Adaptive hospitality, cultural and commercial reuse
Riverfront corridors	Public spaces, tourism and hospitality infrastructure

The redevelopment approach should remain focused on financially viable, infrastructure-linked, and employment-generating projects rather than speculative large-scale urban proposals.

Strategic Urban and Economic Opportunity

Planned redevelopment of underutilized jute mill land can significantly contribute towards:

- Expansion of commercial and real estate infrastructure
- Plug and play business ecosystem development
- Logistics modernization and warehousing expansion
- Better utilization of idle industrial land
- GCC, IT and office ecosystem growth
- Retail and hospitality investment
- Riverfront regeneration and public space creation
- Employment generation across services, logistics and construction sectors
- Metropolitan expansion across the Kolkata urban region

BCC&I has worked under the guidance of Shri Sanjeev Sanyal, Member of the Economic Advisory Council to the Prime Minister, and in consultation with a renowned urban planner, prepared a comprehensive vision framework for the rejuvenation of the Hooghly riverfront. The proposal focuses on the transformation of underutilized, encroached, and idle riverfront stretches into integrated public, commercial, and livelihood-generating urban spaces, to provide a renewed urban identity and significantly improved riverfront experience for Kolkata. The detailed riverfront rejuvenation proposal is attached separately to this document.

Suggested Policy Measures

Immediate Measures	Medium Term Measures
<ul style="list-style-type: none">• GIS mapping of underutilized industrial land across the Hooghly belt• Identification of closed, distressed and partially operational industrial assets• Creation of brownfield redevelopment framework for legacy industrial land• Fast track approval mechanism for adaptive industrial reuse and mixed-use conversion• Cluster based redevelopment planning for major industrial stretches	<ul style="list-style-type: none">• PPP based redevelopment frameworks for large industrial parcels• Infrastructure linked incentives for brownfield redevelopment• Plug and play industrial and commercial redevelopment frameworks• Integrated logistics, warehousing and commercial ecosystem planning• Riverfront regeneration linked to redevelopment initiatives• Mixed-use real estate redevelopment guidelines for identified industrial zones

Role of BCC&I in Supporting Hooghly Industrial Belt Redevelopment

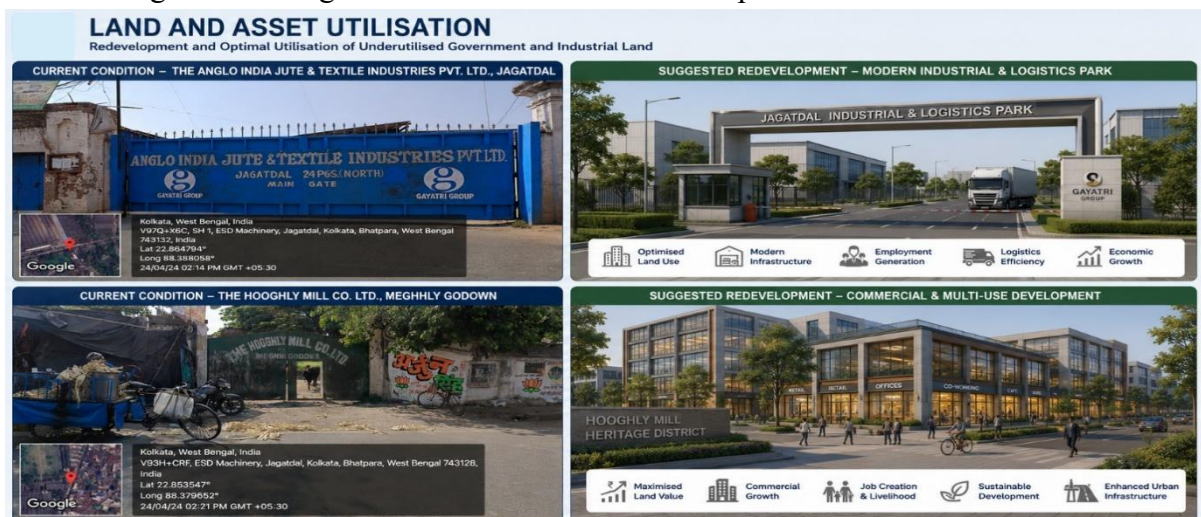
BCC&I can play an important institutional role in supporting the redevelopment and economic transformation of underutilized industrial land across the Hooghly belt through policy support, industry facilitation and strategic planning. With its strong industry network and policy research capability, BCC&I can support the Government in developing a practical brownfield redevelopment framework aligned with urban growth, logistics modernization, real estate development and infrastructure expansion.

BCC&I can support the Government through:

- Preparation of detailed mapping and redevelopment assessment of underutilized jute mill land across the Hooghly corridor through GIS based industrial land and investment visibility frameworks
- Industry stakeholder consultations with landowners, developers, logistics operators, infrastructure agencies, commercial ecosystem players and real estate stakeholders for preparation of implementation-oriented redevelopment strategies
- Preparation of cluster wise redevelopment opportunity reports identifying logistics, warehousing, plug and play business ecosystems, GCC campuses, mixed use real estate, commercial infrastructure and riverfront regeneration opportunities
- Policy recommendations relating to brownfield redevelopment, adaptive industrial reuse, mixed use land transformation, PPP based redevelopment frameworks and infrastructure linked redevelopment planning
- Coordination support between Government departments, infrastructure agencies and industry stakeholders for integrated redevelopment planning linked with road, railway, river transport and urban infrastructure systems

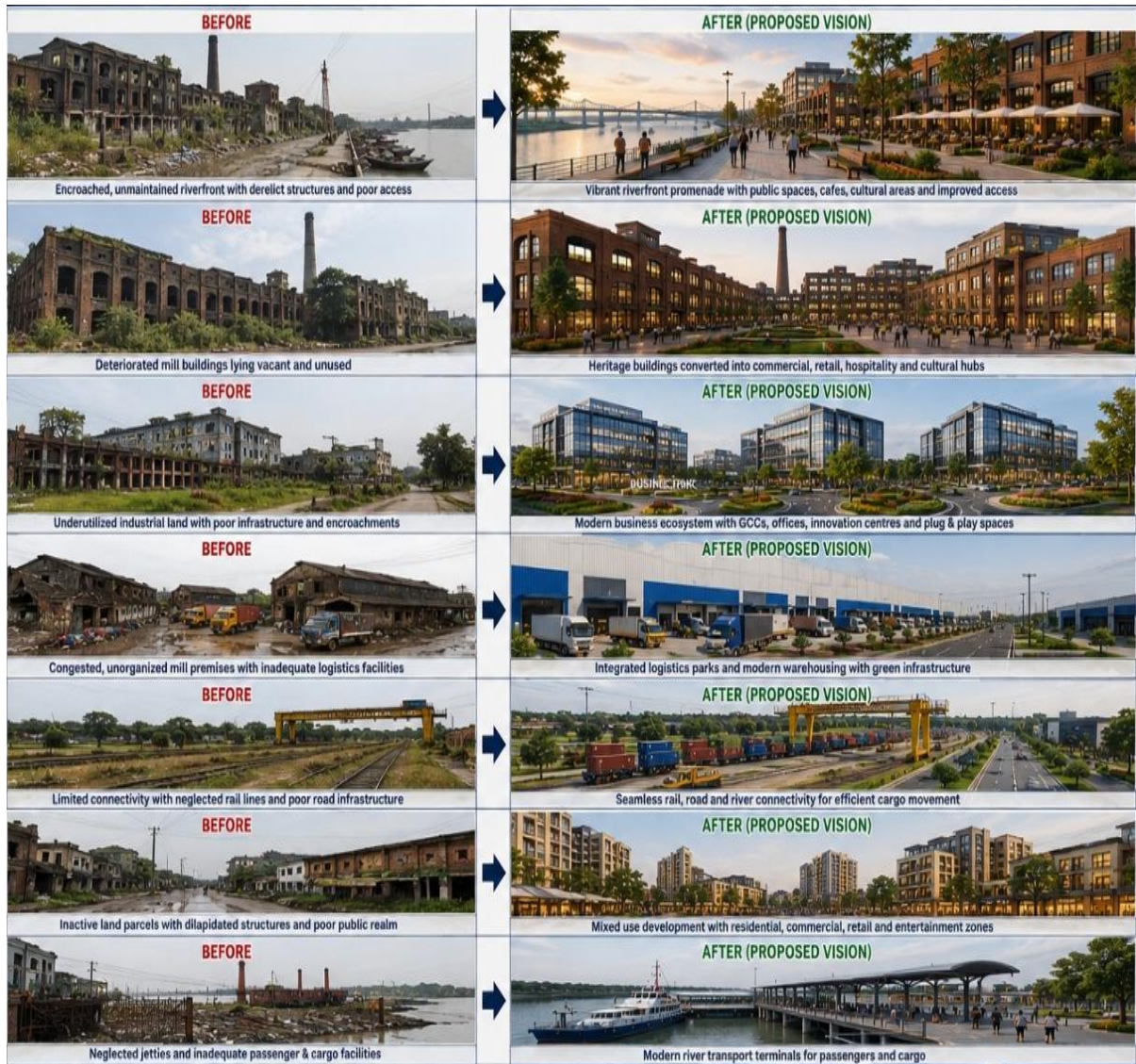
BCC&I may also facilitate preparation of a comprehensive “Hooghly Industrial Belt Redevelopment Vision Document” identifying:

- Strategic redevelopment clusters and priority infrastructure requirements
- Brownfield investment and PPP opportunities
- Logistics, commercial, and mixed-use redevelopment potential
- Riverfront regeneration and employment generation opportunities
- Integrated urban growth and infrastructure development frameworks



Vision for Redevelopment of Underutilized Jute Mill Land and Hooghly Industrial Belt Transformation (Before and Proposed Redevelopment Scenario)

A coordinated redevelopment framework for the Hooghly industrial belt can significantly contribute towards metropolitan expansion, industrial land optimization, logistics modernization, riverfront regeneration, and creation of new commercial and urban growth corridors across the Kolkata Metropolitan Region.



6. ILLUMINATION OF HERITAGE BUILDINGS IN CENTRAL KOLKATA

Central Kolkata possesses one of the largest concentrations of colonial-era institutional and commercial architecture in India, particularly across BBD Bagh, Dalhousie, Fairlie Place, Esplanade, and adjoining heritage precincts. More than 50 major heritage and institutional structures located across these corridors continue to define Kolkata's historic metropolitan identity and remain some of the city's most important administrative, financial, and cultural landmarks. However, despite their architectural significance and tourism potential, large sections of the heritage district remain visually underutilized after evening hours because of inconsistent façade illumination, weak streetscape lighting, and limited nighttime public realm activation.

Since November 2023, the citizen led Kolkata Illumination Project initiated by philanthropist and social activist Mudar Patherya under the Kolkata Restorers platform has emerged as one of the most visible heritage revitalization initiatives in the city. Beginning with illumination of the Maniktala Market dome, the initiative has subsequently expanded across Central Kolkata through citizen participation, CSR support and institutional coordination. Independent reports and project updates indicate that nearly 94 to 100 heritage structures across Kolkata have already been illuminated under different phases of the initiative and related heritage lighting efforts.

Within the Central Kolkata heritage district, illumination and façade lighting interventions have already been undertaken across several important landmarks including Raj Bhavan, General Post Office (GPO), St. John's Church, St. Andrew's Church, Eastern Railway Headquarters at Fairlie Place, Metcalfe Hall, Town Hall, Lal Dighi precinct and selected colonial era commercial buildings across BBD Bagh and adjoining corridors.



However, a significant number of major heritage and institutional structures within the identified 50 building heritage ecosystem still require phased architectural illumination, façade enhancement and coordinated streetscape integration. These include Writers’ Building, Currency Building, Royal Insurance Building, Andrew Yule Building, Gillander House, Calcutta High Court, Reserve Bank of India Kolkata Office, Great Eastern Hotel, Hong Kong House, Balmer Lawrie Building, Tea Board Building, Telephone Bhavan, Stephen House, Standard Chartered Building, Bengal Chamber – Royal Exchange Building, Calcutta Stock Exchange Building, Chartered Bank Building, Mackinnon Mackenzie Building, Old Mission Church, Samriddhi Bhavan, HSBC Building, Nizam Palace and Dead Letter Office along with several adjoining colonial commercial corridors across BBD Bagh and Fairlie Place.

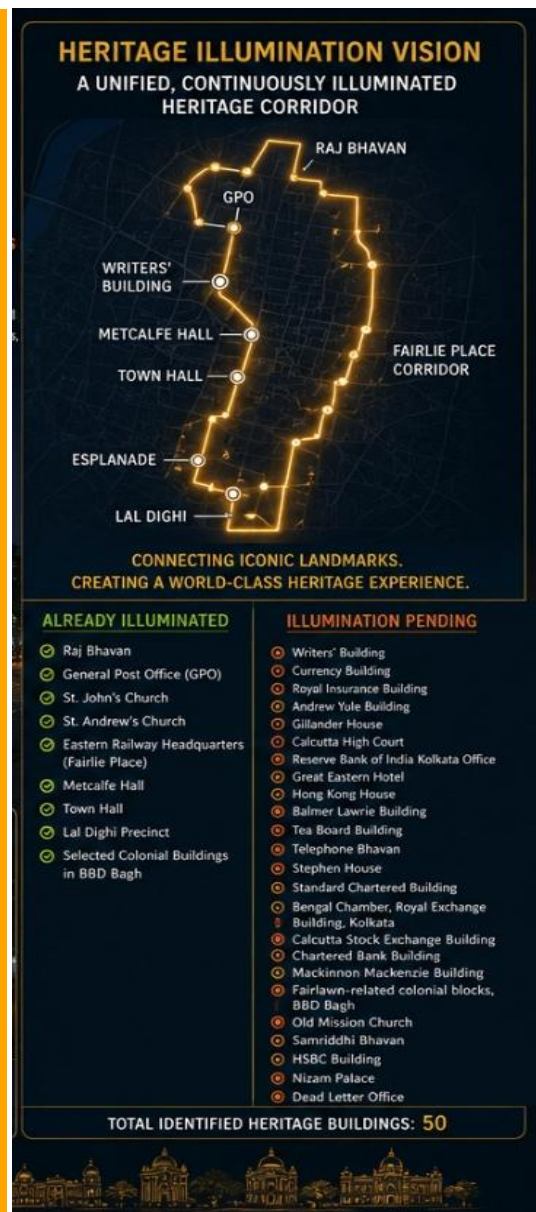
The ongoing illumination initiative has already demonstrated the strong potential of coordinated heritage lighting in improving metropolitan aesthetics, strengthening tourism appeal, increasing heritage visibility and revitalizing Central Kolkata after business hours. A structured and corridor-based expansion framework can now transform the larger BBD Bagh and Central Kolkata zone into one of India’s most prominent illuminated heritage districts.

Strategic Importance

<p>1</p> <p>STRENGTHENING KOLKATA'S NIGHT TIME METROPOLITAN IDENTITY AND URBAN AESTHETICS</p>  <p>Creates a distinct, vibrant night-time skyline that reflects Kolkata's historic character and metropolitan stature.</p>	<p>2</p> <p>ENHANCEMENT OF TOURISM APPEAL AND HERITAGE CIRCUIT DEVELOPMENT</p>  <p>Illuminated landmarks attract more visitors and encourage heritage walks, cultural tourism and longer visitor stays.</p>	<p>3</p> <p>REVITALIZATION OF BBD BAGH, FAIRLIE PLACE AND ESPLANADE HERITAGE CORRIDORS AFTER BUSINESS HOURS</p>  <p>Activates heritage districts after dark, supporting local businesses, cafes, retail and the evening economy.</p>	<p>4</p> <p>IMPROVEMENT OF PEDESTRIAN EXPERIENCE, PUBLIC REALM QUALITY AND EVENING URBAN ACTIVITY</p>  <p>Better lighting improves safety, walkability, public comfort and encourages more people to use and enjoy public spaces.</p>	<p>5</p> <p>DEVELOPMENT OF A GLOBALLY RECOGNIZABLE ILLUMINATED HERITAGE DISTRICT COMPARABLE TO MAJOR HERITAGE PRECINCTS ACROSS MUMBAI, DELHI AND INTERNATIONAL CITIES</p>  <p>Positions Kolkata on the global heritage map with a world-class, coordinated illumination</p>
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Further Expansion Opportunities

- Expansion of the ongoing Kolkata Illumination Project into a unified Central Kolkata Heritage Illumination Corridor covering BBD Bagh, Fairlie Place, Esplanade, Lal Dighi and adjoining heritage precincts
- Completion of facade illumination across remaining major heritage and institutional structures within the identified 50 building heritage ecosystem
- Integration of architectural illumination with coordinated streetscape lighting, pedestrian infrastructure, signage systems, landscaping and public realm redevelopment
- Development of structured evening heritage circuits connecting Raj Bhavan, GPO, Town Hall, Metcalfe Hall, Fairlie Place and adjoining heritage districts
- Preparation of heritage sensitive lighting and façade maintenance guidelines for long term visual consistency across the Central Kolkata heritage zone
- PPP, CSR and institutional participation frameworks for phased expansion, operation and long-term maintenance of illumination infrastructure integrated with tourism promotion, heritage walks and cultural programming across Central Kolkata corridors



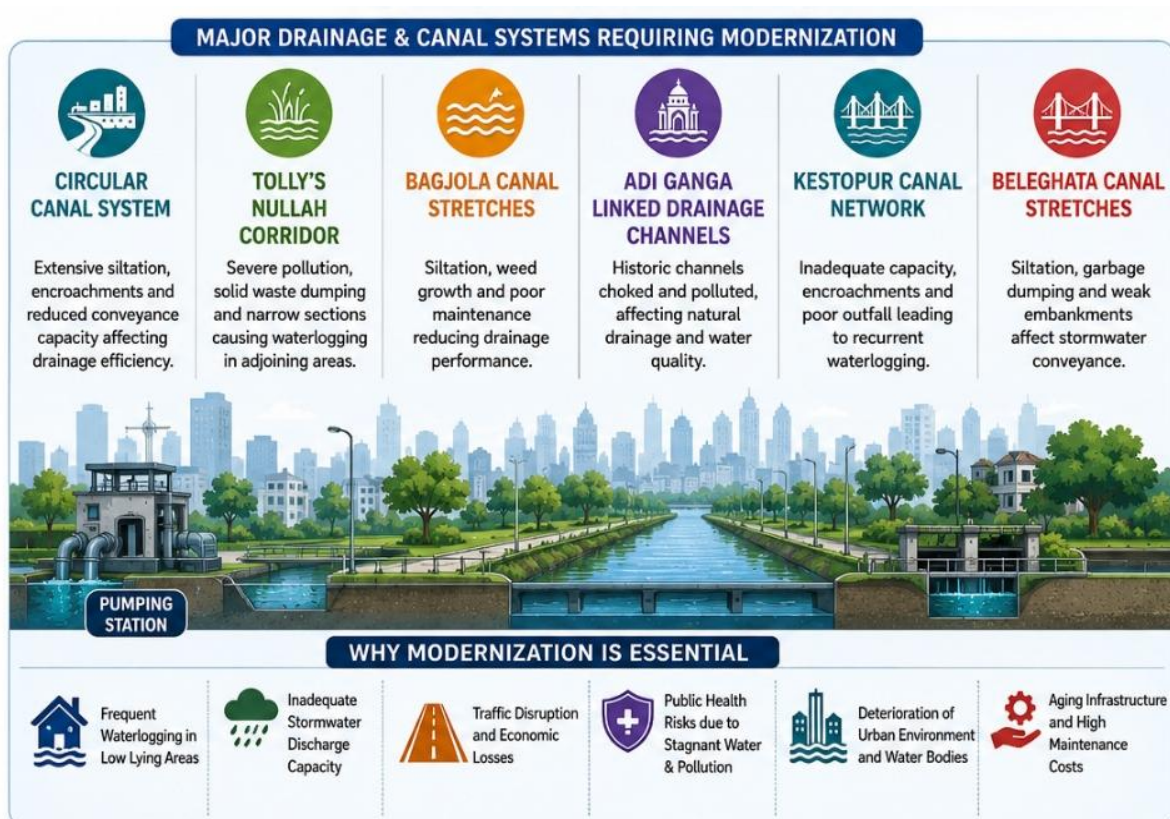
DREDGING AND BEAUTIFICATION OF CANALS

Several major canal corridors across Kolkata including Kestopur Canal, Bagjola Canal, Belegkata Canal, Circular Canal, Tolly's Nullah and adjoining drainage networks require large scale dredging, cleaning, ecological restoration and long term beautification. Although certain canal stretches along VIP Road and airport approach corridors had undergone beautification and embankment improvement initiatives in previous years, large sections presently suffer from poor maintenance, excessive weed growth, floating vegetation, water hyacinth accumulation, waste dumping, polluted water conditions and deteriorating canal edge infrastructure.

In several VIP Road stretches, unmanaged vegetation growth and inadequate maintenance of beautified canal edges have significantly reduced both the drainage efficiency and urban aesthetic value of the corridor. Similar conditions continue to affect multiple canal stretches across the Kolkata metropolitan region where weak desiltation practices and inconsistent environmental management have reduced carrying capacity and increased waterlogging vulnerability during monsoon periods.

Priority Improvement Measures

- Large scale dredging, desiltation and cleaning of Kestopur Canal, Bagjola Canal, Belegghata Canal, Circular Canal and Tolly’s Nullah systems
- Regular removal of water hyacinth, floating vegetation, solid waste and dumping material affecting canal flow and environmental conditions
- Restoration and long term maintenance of beautified canal edges and landscaped stretches along VIP Road and adjoining airport approach corridors
- Strengthening of canal embankments, railings, pedestrian edges, lighting systems and green buffers across identified canal corridors
- Development of integrated canal maintenance and monitoring systems combining drainage management, beautification and environmental upkeep
- Protection of canal corridors from encroachment, dumping and unmanaged activity through continuous monitoring and enforcement mechanisms
- Integration of canal restoration and beautification projects with flood resilience planning, mobility improvement and metropolitan urban aesthetics enhancement across Kolkata corridors



ANNEXURE 1

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- Ministry of Road Transport and Highways
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- Kolkata Traffic Police
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- Eastern Railway
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<https://www.aai.aero>
- Ministry of Civil Aviation
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<https://www.aai.aero/en/airports/kolkata>
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<https://banglarbhumi.gov.in>
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<https://wbidc.com>
- Ease of Doing Business – Government of West Bengal
<https://wbindustries.gov.in>
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- Maharashtra Industrial Policy
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- National Jute Board
<https://jute.com>
- Office of the Jute Commissioner
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- Ministry of Textiles
<https://texmin.nic.in>
- Syama Prasad Mookerjee Port, Kolkata
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- Census of India
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- Indian National Trust for Art and Cultural Heritage (INTACH)
<https://intach.org>
- Airports Council International (Airport Service and Gateway Standards)
<https://aci.aero>
- World Bank – Urban Flood Resilience and Drainage Management
<https://www.worldbank.org>
- Asian Development Bank – Urban Infrastructure and Flood Management
<https://www.adb.org>
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<https://unhabitat.org>
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<https://itdp.in>
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<https://www.cseindia.org>
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<https://tourism.gov.in>
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<https://asi.nic.in>
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<https://surveyofindia.gov.in>
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