Project Development and Management Consultants under **Swadesh Darshan 2.0**

TTDC

Master Plan, Strategy & Action Plan Report Iteration 1
(Revision B)

Mamallapuram
(December 2023)

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Background

Swadesh Darshan Scheme 2.0 Guidelines stipulates planning, development and management of tourist destinations in a holistic manner under the Scheme following the destination centric approach. The focus shall be to elevate the existing tourism hotspots in the destination and integrate with nearby attractions & curate immersive experiences.

As per the SD 2.0 Guidelines, subsequent to the approval of destinations, State Implementation Agency shall submit Destination Master Plan, Strategy and Action Plan (DMP) via the PDMC for the selected destination for In Principle Approval by the Central Sectioning and Monitoring Committee (CSMC) of Ministry of Tourism. The preparation of Master Plan, Strategy and Action Plan will be an iterative process with up to four iterations of the plan. Subsequent to approved iteration, the Detailed Project Report (DPR) shall be prepared for proposed intervention leading to sanctioning of the projects while some softer interventions would be directly taken up for implementation after approval of the Plan.

The Master Plan, Strategy and Action Plan (MPSAP) for a destination is an essential planning document for the SD 2.0 Scheme in development of Sustainable and Responsible Tourism Destinations in the country. The Plan will have a perspective period of ten years and is to be prepared carefully and with sufficient details to ensure holistic planning, clarity of action, to ensure desired impact and avoid undue risks during the implementation phase.

This document has been developed as guidance template to develop the Planning document for the destination. The major sections covered in the Plan are as follows:

Section 1 – Introduction

Section 2 – Review of Statutory and Tourism Plans

Section 3 – Overview of the Destination

Section 4 –Destination Assessment

Section 5 – Visioning & Target Outputs

Section 6 – Proposed Strategy & Action Plan

Section 7 – Operation & Maintenance Plan

Section 8 – References

Section 9 – Annexures

The Revision 0 of MPSAP was submitted on 5th July 2023. As per the Ministry of Tourism review and checklist received on 21st August 2023, the revised report (MPSAP – Revision A) was submitted on 8th November 2023 and the same was presented to Principal Secretary/ Commissioner of Tourism & Chairperson and Managing director, TTDC along with the District Collector of Chengalpattu and the Nilgiris during the CMC committee meeting held on 30th November 2023 wherein certain suggestions were received on Master Plan interventions at Mamallapuram, the said suggestions are incorporated into this report and being submitted in the form of MPSAP – Revision B.

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Comments received	Compliance
To remove the retail and food plaza on the northern side of shore temple and allot the land for other purpose	The extensive retail and food plaza on the northern side of shore temple is removed and replaced with minimal development comprising of high-end Restaurant/ Cafeteria, souvenir shops & Landscaping.
To realign the proposed parking area based on the existing commercial shops and keeping in line with the FSSAI food street proposals.	The parking area is realigned to retain the existing shops as well as keeping in line with the FSSAI food street proposal.
To maintain existing shops in TTDC land and collect a monthly lease or rental from the shop owners	The existing shops in TTDC land is maintained with façade improvement proposals.
The beach amenities proposed by the consultant should be adjusted as per the proposals of FSSAI food street.	The beach amenities proposed are modified to accommodate the FSSAI food street proposals.
Limiting of the existing beach activities up to the tiger rocks and provide exclusive beach access for the MICE facilities provided in the TTDC land	The Beach amenities and activities are limited up to tiger rocks and maximum area is reserved for MICE facilities in TTDC land.
To maintain the proposed area of 23 acres under Mice facilities intact and adjust the parking area and other proposals without interfering with the PPP/ Mice proposals.	The area of parking and other activities are limited in order to maximize the area (~23 acre) reservation for MICE facilities in TTDC land.
To identify alternative locations and size for interpretation centre or to renovate the existing interpretation centre.	The interpretation centre relocated from within the ASI complex and is integrated with the arrival plaza.
Revised masterplan of Iteration 1 shall be submitted for approval by 11/12/2023 so that DPR can be submitted as soon as possible.	The revised Masterplan is being submitted by incorporating all the comments.
Key Approvals- The project should be discussed with ASI as their approval is required.	Discussions with ASI is carried out and ASI suggested to submit the DPR report for further approval.

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Document Control

Name of State/UT	Tamil Nadu		
Report Title	Destination Master Plan, Strategy and Action Plan for Mamallapuram – Iteration 1 – Rev A		
This Document Comprises	**Main Document Pages**	**No of Annexures**	**No of Maps**
	158	3	

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1   Introduction

1.1   Overview

As per the SD 2.0 Guidelines (Section 4.2), Consortium of M/s L&T Infrastructure Engineering Limited (Lead) & PricewaterhouseCoopers Private Limited (Consortium Member) has been appointed as Project Development and Management Consultants (PDMC) vide its letter dated 14th March 2023 to take up development of Destination Master Plan, Strategy & Action Plan for the destination Mamallapuram, Chengalpattu District, Tamil Nadu besides other scope of services.

As per the SD 2.0 Guidelines (Section 4.2), State has set up a Destination Management Committee (DMC) for the destination under the Chairmanship of the District Collector / Magistrate. The copy of the notification of the DMC along with undertaking by the DMC is attached as **Annexure A.**

Ministry of Tourism, Government of India, subsequent to the Central Sanctioning and Monitoring Committee (CSMC) meeting and vide its letter provided the In-Principal Approval of destination to be developed under Swadesh Darshan 2.0 Scheme. Copy of the letter of approval / minutes of the meeting is attached as **Annexure B**.

1.2   Status of Inception Report

1.2.1 Brief about Inception Report

Project team had initiated the stakeholder consultations and as-is assessment of the destination post the formal agreement signing. Detailed site visits were made to the destination and all the attractions were visited. The first project deliverable i.e., Inception Report was prepared and submitted to the State Implementing Agency (SIA) on 29th May 2023 and the same was presented to the officials of SIA under the Chairmanship of Thiru. Sandeep Nanduri, IAS, Director of Tourism & Managing Director, Tamil Nadu Tourism Development Corporation (TTDC) on 6th June 2023. The report was submitted with following key sections.

1. **Section 1 - Introduction**

The section provided a brief on the project background, Swadesh Darshan Scheme & objectives, Holistic Development & Destination Centric Approach, Overall Framework/ Scheme governance & implementation, Project Progress.

2. **Section 2- Destination Profiling**

As part of the initial assessment, regional assessment, brief profile of tourist, key observations from site visits, stakeholder's consultations, identification of available land bank, etc. were studied. Further, delineation of influence area of destination was presented which will be considered as study area for the destination. Tourism profile of the destination is presented elaborating all primary and secondary attractions, tourist profile and existing tourism offerings.

Further, as-is assessment was undertaken for attractions based on the site visits. Key outcomes of all the stakeholder consultations were also provided. All the government land available in the destination were mapped and presented to provide an overview of the available land bank in and around the primary attractions. This information was presented based on the

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preliminary data collected from revenue department and will require further evaluation once any of the land parcel is selected for any proposed intervention.

The delineated influence area of the destination was presented which will be taken up for all further assessment. Based on study team's assessment, broad possible intervention was as below presented along with few examples from across the globe:

- Development of new activities/ experiences and improvement of existing activities/ experiences
- Development of a marketing strategy and branding communication to establish the USP of the destination and communicate it to the right audience.
- Identifying potential segments to be developed in medium to long term.
- Skill Development of local workforce, identification of avenues to create / improve community-based tourism.

The feasibility of such intervention in destination's context will be further assessed.

3. Section 3 - Detailed Approach & Methodology

Section presented consultants detailed approach to the project and methodology to be followed to achieve the project objectives in timebound manner.

4. Section 4 - Project Team & Work Plan

The section showcased the details related to the Project Team, work plan & deliverable timelines for the project.

5. Section 5 - Way Forward

The section showcased the upcoming project tasks & aspects where support & facilitation from SIA would be required to proceed further in the project.

1.2.2 Study Area of the Destination

Task of delineation of the destination area to arrive at the study area was presented in the inception report and during subsequent review meeting with SIA. Post discussions with MoT & SIA, the delineation area was updated. The analysis of four parameters comprising of administrative boundary, transport/connectivity, tourist attractions, accommodation & amenities was carried out to arrive at the delineation area of Approx. 7.8 Sq. km. The map consisting of the thematic layers used for analysing the Delineation area is shown in Figure 1-1 & the final delineation area for the said study is provided below in the Figure 1-2:
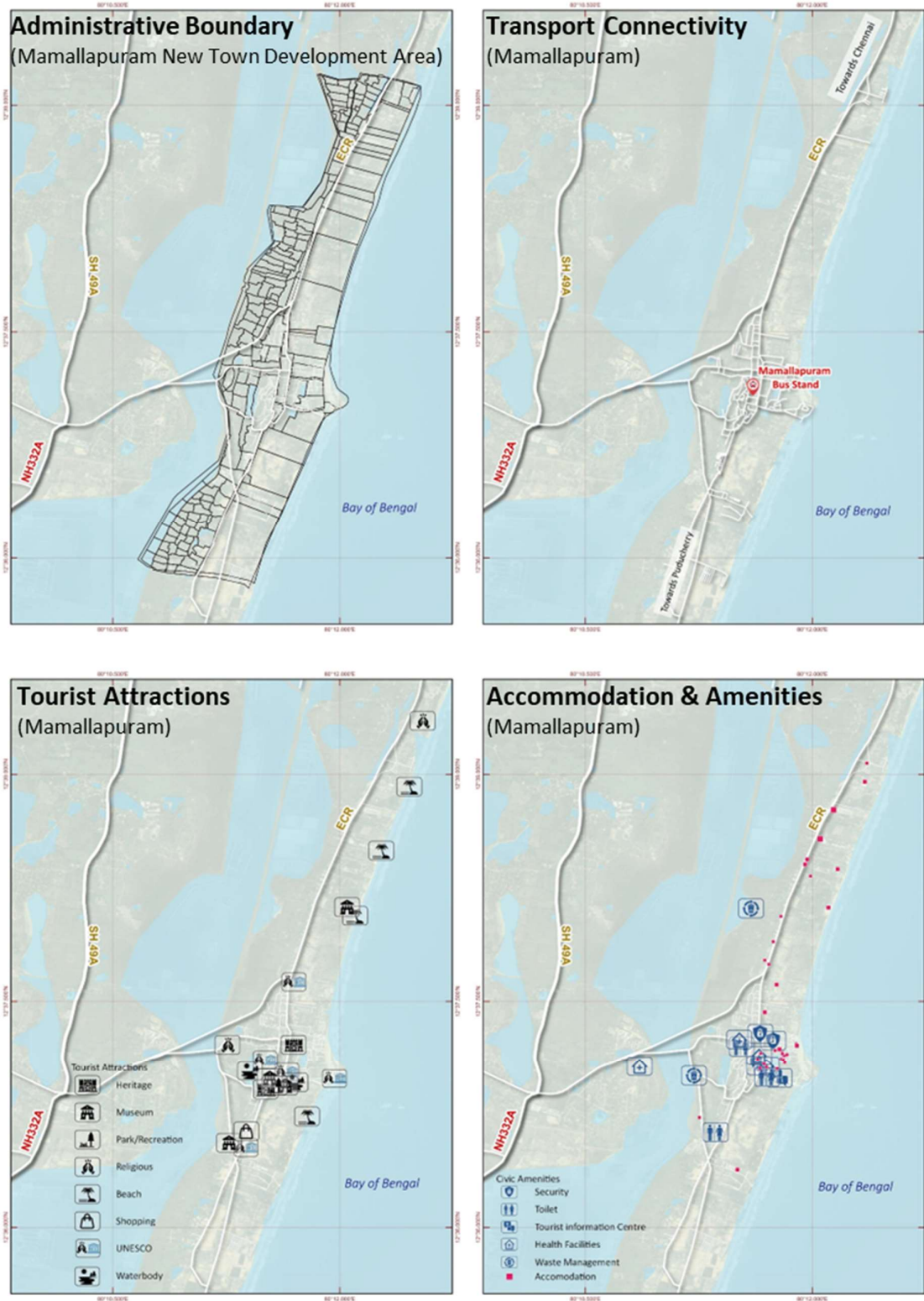
Figure 1-1: Thematic Maps for Analysis of Delineation Area

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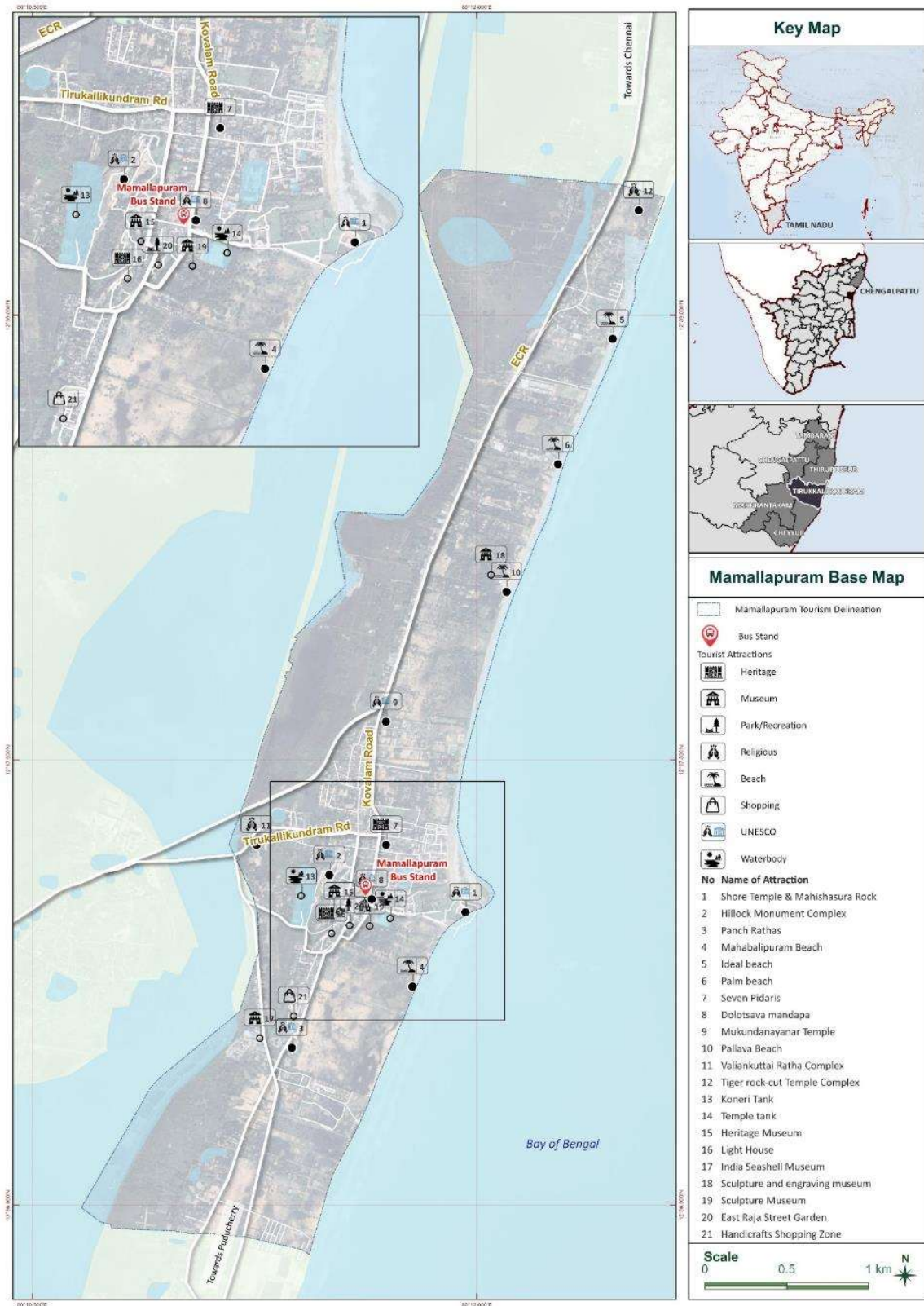
Figure 1-2: Study Area Delineation Map

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1.2.3 Recommendation received from Ministry

The inception report along with its contents were presented by the project team to SIA on June 6, 2023. The observations & suggestions were received from Ministry of Tourism on July 9, 2023 & the revised inception report incorporating was submitted on July 15, 2023.

1.3 Approval of State Steering Committee

Tamil Nadu Tourism Development Corporation (TTDC), through its State Mission Director for Swadesh Darshan 2.0 NPMU, hereby submits the Iteration 1 of the said Destination Master Plan, Strategy & Action Plan for Mamallapuram for review and approval of Ministry of Tourism, Government of India.

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2 Review of Statutory and Tourism Plans

The project team has reviewed the reports listed in the Table 2-1 and the subsequent sections summarises the key findings of the reports.

Table 2-1: Review of Statutory & Tourism Plans

Sr. No.	Particulars	Dates	Prepared By	Approval Status
1	Master Plan for Mahabalipuram under the "Development of Iconic Tourist Destination" Scheme of Ministry of Tourism	14th December 2018	INI Design Studio & Jones Lang Lasalle (JLL)	Approval of scheme was awaited
2	20 Years Perspective Tourism Plan for the State of Tamil Nadu	2003	Consulting Engineering Services (I) Pvt. Ltd.	Approved
3	Proposed land Use – 2021, Mamallapuram New Town Development Plan	2012	MNTDA & Dept. of Town & Country Planning, Tamil Nadu	Approved
4	Tamil Nadu Tourism Policy 2023	26th Sept 2023	Department of Tourism, Tamil Nadu	Approved
5	Certain other references were also reviewed like "Review of Vision Tamil Nadu or Vision 2023", AMASR Act & other resources			

2.1 Review of "Iconic Tourist Sites in India – Mahabalipuram"[1]

In 2015, the government identified Mahabalipuram as one of the 17 sites across India to be developed as **Iconic Tourist Sites** under the Swadesh Darshan scheme. INI Design Studio, in consortium with Jones Lang Lasalle (JLL), was appointed to prepare a comprehensive vision and development plan for Mahabalipuram as an iconic tourist site of global standards.

The **objectives of the project** were:

- Tourism Assessment and Preliminary Infrastructure need for tourist
- Economic and functional integration of extended jurisdiction with the core of the town
- Formulating developmental strategies for the region which justify the spatial organization model (in line with regulations and restrictions prescribed by ASI, UNESCO and other relevant bodies)
- Upgrading the infrastructure & public amenities, to enhance the tourist experience and widen the public benefits
- To provide rural-urban continuum in the area
- Conservation and management of natural resources which includes open spaces, green cover, erosion, hazard and water bodies
- Conservation and management of heritage & cultural areas

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[1] Mahabalipuram, Development of iconic tourist sites in India, Updated Final Report, Master Plan including the shelf of projects

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Key gaps and issues identified in the destination included:

Site Circulation and parking

- Urgent need to relocate the bus stand to create a safe circulation space for pesestrains and vehicles
- Need to create parking facilities for approximately 8,700 vehicles (with provision for 2W parking of ~5,000 numbers and 4W parking space for ~3,000 numbers including autos and taxis and excluding buses, as per primary survey conducted)
- Need to create NMT zone with no-go areas for vehicles beyond a point in the heritage site area
- Fee for parking to be regulated and monitored to enhance the quality of parking facilities
- Development of Multi-level / ground level parking facilities in and around Mahabalipuram to cater to the parking demand of the tourist site

Tourist infrastructure

- Safety and security need to improve upon – Coast guards, Lighting, Security posts, CCTV cameras, fire station, first aid clinics, etc
- Walkability - Pavements, traffic calming strategies, traffic management strategy
- Wayfinding - Signages, Pedestrian road markings, Defining walkable routes (heritage, food etc.)
- Convenience – The process of single ticket system for the entire complex, Multi lingual guides, Audio guides, Multi lingual guidebooks, Virtual tours etc.
- Amenities – Parking, toilets, safe drinking water, feeder system etc.
- Quality recreation and open space for the locals, across age groups, need to be developed
- Development of tourism infrastructure including tourist circuits, heritage walks and cycle tours

Identity and brand creation

- Need to tailor social media marketing strategies to showcase the destinations best colors
- Development of innovative ways of promoting the destination on a platform with wider reach

Poor tourist experience

- Unplanned conservation leading to wind and water erosion on the monument carvings with many of them having undergone loss of detail over the years
- Low standards of cleanliness and sanitation, particularly in the tourist and local visitor's congregation areas
- Interpretation, signage and information are generally weak

Quality of employment and skilled labour

- There is a need for an organized system of employment in the tourism sector within Mahabalipuram that the resident communities can benefit from
- Need for capacity and skill building training programmes for tourist guides, locals involved in the surfing activities, staff in the hospitality sector, etc.
- No framework on training and development for the public, private as well as the large informal sectors of the industry
- Lack of professional, managerial, technical skills at the Mahabalipuram Special Grade Town Panchayat office, New Town Development Authority, TTDC

Information infrastructure

- For a destination such as Mahabalipuram that caters to an average of 9,000 (weekdays) to 15,000 visitors a day over weekends, it is imperative to have a tourist interpretation centre that caters to the curiosity and travel needs of the visitors
- Provision of Tourist information kiosks at strategic locations in Mahabalipuram

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The vision for Mamallapuram was established basis its key strength as a UNESCO designated World Heritage Site and availability of other diverse resources like nature-based tourism owing to its coastal location, commercial, and cultural events. The **vision for Mamallapuram** was established as following:

> To strategically manage Mahabalipuram's Tourism and to realize the global competitiveness of Mahabalipuram Group of Monuments, its heritage, cultural, and natural resources through product development in sustainable manner consistent with economic goals, cultural values, preservation of natural resources, community desires, and visitor industry needs.

The **two major missions** under this vision included:

To unlock the economic potential of heritage, cultural and natural resources through responsibly and sustainable tourism development	To raise awareness of the ability of heritage and cultural tourism to contribute towards social cohesion

Subsequently, following **focus areas** have been identified to enable achievement of the afore-mentioned Vision.

Variety
- Intoduce a good blend of activities
- Use of the coastline to intrduce beach front and water sports activities
- Inroduce accomodation to activities catering to various range of travelers

Enhanced Showcasing
- Introduction of technology to showcase the architechtural marvel
- Interactive map, 4D walkthrough, and digital promotions
- Grand entry to Mahabalipuram for a memorable experience

Seamless Access and Safety
- Installation of proper lightings, CCTV systems
- Keep the place alive at night through camp sites, eat streets, creative workshops, etc.
- Improvement of all access and link roads and introduction of 'no-go' zones for vehicles

Authentic Experience
- Promotion of local cuisine, music and other local activities
- Engaging local residents via workshops and interactive sessions

Conservation
- Regulatory measures to ensure continued and long-term preservation of the natural and architectural heritage of Mahabalipuram

These focus areas have then been developed into **seven goals** to enable holistic development of Mamallapuram as a destination. Each goal entails a **list of projects/ activities**, along with broad cost estimates, implementation plan, proposed phasing of the projects, identifying the stakeholders and implementing agencies involved.

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The following goals along with their project costs are proposed in the Master Plan:

Table 2-2: Goals & Projects in the Master Plan prepared as part of "Development of Iconic Tourist Destination" Scheme

Goals	Projects/ Interventions	Project cost (INR Lakh) – Hard components	Project cost (INR Lakh) – Soft components
GOAL 1: Enhanced Image, Identity and Visibility	• Creating an identity for Mahabalipuram - the Logo • Creating an international marketing network • Positioning Mahabalipuram in the external market • Re-branding Mahabalipuram against a larger backdrop • Leveraging the destination's strategic location and connectivity		1,833
GOAL 2: Master Plan preparation - Revitalizing the heritage destination and the beachfront through enhanced connectivity, seamless access and circulation	• Creating a Gateway / Vistas to the UNESCO World Heritage Site, State of the Art Toll Gate and Ticketing Booth at the Entrance • Beach front Development and Tapping into the potential of the Beach • Sports Adventure Activities • Creation of Iconic Town Square • Tourist Trails • Improvement of Internal Streets • Decongesting Mahabalipuram - Parking Solution • Rejuvenation of existing tanks • Solar Panels • Segway and ATV • Beautification of Maragatha Poonga • Development of New Bus Stand • Mini Buses • Smart Bi-cycle/ Electric Bi-cycle sharing	31,197	
GOAL 3: Development of Mahabalipuram as a Commercial and MICE Destination	• Developing Mahabalipuram as a Grand MICE destination • Development of convention center, conference halls, banquets and ancillary facilities • Visitors Information Centre	8,428	
GOAL 4: Conservation and Promotion of Local Arts and Skill: Enhanced Livelihood and Quality of Life	• Development of Cultural & Food Village (Artisans Concept Village) • Enhanced Quality of Life - Community and School Toilets • Door to Door Garbage Collection • UGSS with Pumping Stations for 15 Kms	3,892	
Goal 5: Smart Mamallapuram	• Smart and unified Ticketing System		50
GOAL 6: Equipping Mahabalipuram with State-of-the-Art Tourist Amenities	• Provision of Drinking Water Kiosks / Fountains at Identified Locations • Provision of Toilets and Public Convenience for Tourists • Provision of Information office/ First Aid Kiosks • SWM-Bins at Every 25m Interval	522	
GOAL 7: Safe and Friendly Mahabalipuram	• Development of Fire Station and related Amenities • Beach Erosion Studies and Engineering Mitigation Measures for Mahabalipuram	100	100

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Goals	Projects/ Interventions	Project cost (INR Lakh) – Hard components	Project cost (INR Lakh) – Soft components
Total		**44,139**	**1,983**

The study proposes a monitoring group for overview of the progress of the projects being implemented. The proposed structure of the monitoring group includes senior managers under the guidance, coordination, and supervision of the Board of Directors from different departments.

2.2 Review of 20-year Perspective Plan for Tamil Nadu[2]

The Ministry of Tourism, Government of India invited tenders from reputed consultancy firms for preparing **20-year Perspective Tourism Plan for Tamil Nadu** to identify development aspects of the tourism industry in 2003. Consulting Engineering Services (India) Private Limited (CES) was awarded the task of preparing the project.

The objectives of the study were:

- To trigger higher growth of economy, also balancing for sustained socio-cultural and physical environment.
- To introduce new tourism products i.e., adventure tourism, heritage tourism, business tourism, sports tourism, education tourism and so on
- To identify infrastructure and other development needs for supporting and substantiating tourism
- Projection i.e., identification of projects, their financing and management strategies
- To formulate integration of various departments to promote tourism in the state.

The strategy/key interventions proposed for promotion of tourism in Tamil Nadu is listed below.

- To achieve a growth rate of 12% in both arrival of tourists and their spending.
- To increase the length of stay of tourists in Tamil Nadu considerably, so that additional revenue can be earned.
- To provide infrastructure of high standard for high spending tourists, so that to earn more revenue by appropriate marketing within the country.
- To invite private sector, corporate sector, oil companies for increasing certain tourist infrastructure facilities like golf, adventure tourism, cruises, star hotels, resorts, charter tours, group tours, heli-taxi etc.
- To have a single window project approval cell in the Tourism Department to facilitate private investment, which is hitherto non-existent. A simplified project approval scheme will facilitate massive investments by private NRIs and multinational companies who will also bring tourist groups with the business interest of marketing their facilities to foreigners.
- To incorporate hospitals and educational facilities available in Chennai, as a supplementary factor for Tourism Development.
- Yoga, ayurveda, naturopathy will also be highlighted for specific interest tourist groups.
- The major festivals besides music, dance festival will be publicised to develop cultural tourism.
- To develop in tandem with allied departments like HR and CE, Transport, Rural Development, Municipal Administration, Water Supply, Department of Art and Culture, NGOs involved in tourism and cultural activities.

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[2] Final Report on 20 years perspective tourism plan for the state of Tamil Nadu, March 2023

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- To have tourism police force in all major tourist centres to ensure tourist safety and security.
- To conduct publicity campaigns in all major Cities in India and participate in major foreign travel marts.
- To provide new terminal at Chennai Airport, with the help of the Ministry of Tourism and Civil Aviation, on the lines of Singapore and Frankfurt, so that many international flights and chartered flights will land at Chennai. As Chennai falls midway between east and west, it will be a successful position.
- The hill stations, waterfalls and large coastal stretch will be given wide publicity and developed for eco-tourism and adventure tourism; ¾ Human Resources Development – to keep pace with the challenging task ahead and competition between states necessary training will be imparted to officers, staff, and guides. This will make them aware of the changing needs of tourism and new development in other countries. Tourism Department will be strengthened in such a way to equip for the requirements and could be regarded as an important organisation.
- Conducting Familiarisation tours for travel writers and media crew (like TV and Discovery Channel) – This helps in cost effective publicity. An advertisement in good overseas media costs more when compared to the exchange value. But the articles, write-ups and visual coverage by these travel writers/ TV will have a better coverage, impact and wider reach; ¾ Creation of infrastructure facilities of international standards at major tourist centres.
- Setting up of Sound and Light Show at Kancheepuram, Mamallapuram, Thanjavur.
- Guide Training Course; and,
- Opening of Tourist Offices at various state capitals in India and important foreign countries.

The actual tourism footfall for Mamallapuram is significantly higher than the projected footfall in the 20-year perspective plan at almost 4 times the project value.

2.3 Review of Vision Tamil Nadu or Vision 2023[3]

In 2012, Tamil Nadu devised a **Strategic Plan for Infrastructure Development** called **Vision Tamil Nadu or Vision 2023**. It encourages strategic investments in infrastructure to place Tamil Nadu on a higher growth trajectory to secure the benefits of growth for all the people of the State. It covers all the major sectors of economy, including Tourism. The state has emerged as a preferred investment destination ranked high among the investors for fostering growth and empowering an efficient and competitive market. The state has always offered a climate of uninterrupted growth and economic resilience. The visions of the plan include:

- The per capita income of Tamil Nadu's residents will reach USD 10,000 per annum (at 2010 prices) by 2023
- Tamil Nadu will attain a high standard of social development, with the Human Development Index of the state matching those of developed countries by 2023
- Tamil Nadu would provide to its residents, high quality infrastructure all over the state comparable with the best in the world

Tourism was a key thrust areas in the Vision 2023. Accordingly, the report envisages attracting **15 million foreign tourists by the year 2023**. The plan identified 10 strategic themes including the theme of "**Nurturing a rich heritage and preserving the ecology**".

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[3] Vision Tamil Nadu 2023

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Mamallapuram was clearly identified as a potential destination as less than 75,000 tourists visited the destination annually, which is only 50 kms from Chennai.

While destination specific investments/ projects have not been identified, an investment of INR 10,000 crore was proposed to boost the tourism sector across projects like theme parks, underwater parks, heritage destination development, beach front development, etc.

2.4 Review of Proposed land Use – 2021, Mamallapuram New Town Development Plan

The Mamallapuram Master Plan 2021 has been created for Mahabalipuram town. The document explains the existing land use and the minor changes made to it in the form of the proposed land use map for the year 2021. The new town area is co-terminus with the special grade town Panchayat area, which includes Mamallapuram and Poonjeri villages. The Total Town Panchayat area is 12.56 Sq.km. The existing road in the settlement area are mostly narrow except the east coast road which is newly formed for a width of 30m. All the internal roads except the ECR is maintained by the special grade town panchayat. The present bus stand located on East Raja Street, in front of Sri Sthalasayana Perumal temple is saturated to handle the present trips generated. Regulated Parking are in shore temple, Five Rathas and Arujna's Penance.

Tourism Development Zone:

As Mamallapuram is a tourist destination tourism development zone is proposed as a part of the Master Plan. As per the Proposed land use map of 2021 the area reserved for tourism development zone is 211.87 ha. this constitutes to nearly 16.86% of the total Planning area.

Monument zone:

Due to the location of ASI sites in Mamallapuram, the Master plan included prohibited zones around the ASI sites as per the Regulations. The Prohibited zones is provided with 100 M buffer from the ASI site. The area under the prohibited zone is called as Monument zone which is approximately 54.28 ha. It constitutes nearly to 4.31% of the Total area. There are buffers provided for 100 to 300M from the ASI sites, which indicate restricted zones.

Coastal Regulation zone:

Mamallapuram consists of Coastal Regulation zone, the area under the CRZ for the horizon year of 2021 is identified as 189.27 Ha. this constitutes approximately 15.06% of the Total Town Panchayath area of Mamallapuram.
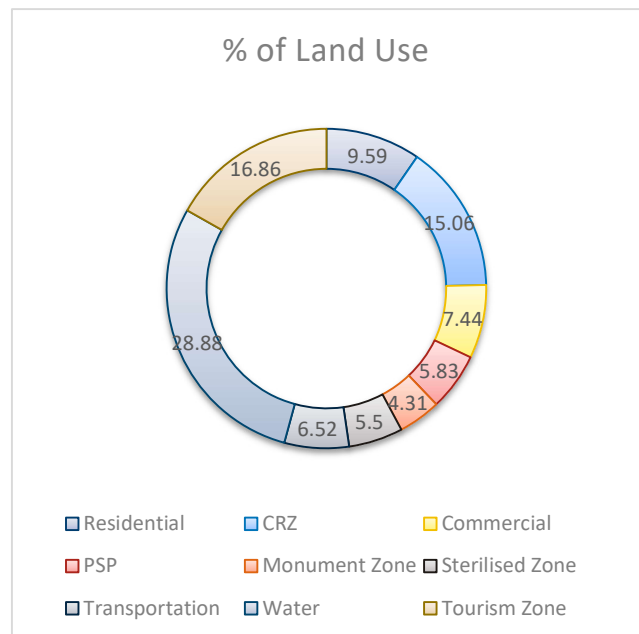
Figure 2-1 Proposed Land use Masterplan of Mamallapuram LPA 2021

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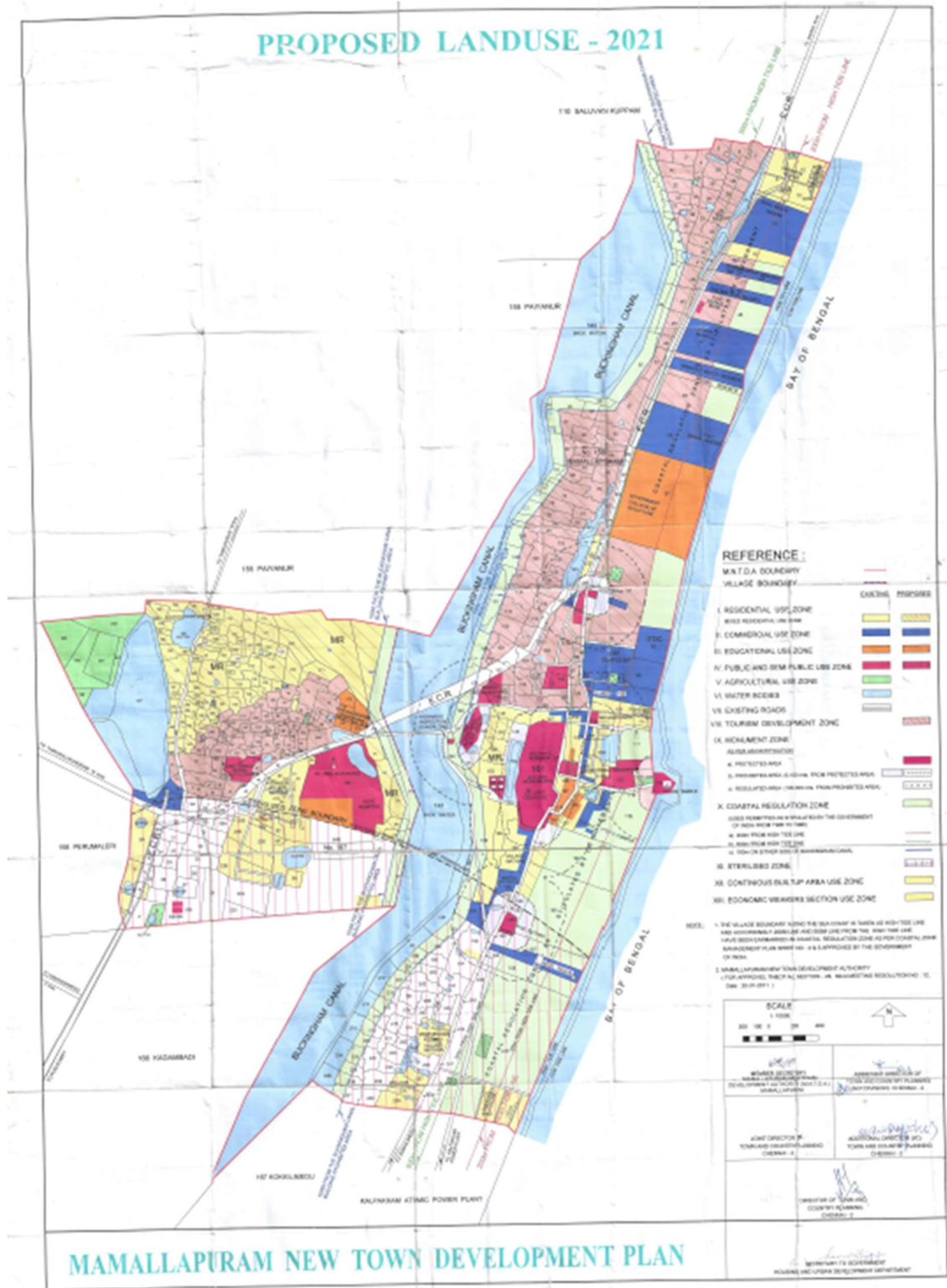
Figure 2-2: Mamallapuram New Town Development Plan

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CONCLUSION:

New Land uses like Tourism development zone is proposed instead of Mixed-use zones by following the existing sterilised zones and CRZ regulations. The regulations as per the AMASR act 1958 is also considered in providing Monument zones around the ASI and Heritage sites in Mamallapuram.

2.5 Review of Tamil Nadu Tourism Policy 2023

It is the first-ever Tourism Policy for Tamil Nadu. Tourism plays a pivotal role in Tamil Nadu's socio-economic landscape, with its rich cultural heritage, historic sites, natural beauty, and vibrant traditions attracting millions of visitors annually. Tamil Nadu Tourism Policy aims to create a policy framework to move tourism into a major economic sector of Tamil Nadu, with a focus on increased revenues for local economy, support to local communities and growing tourism on a sustainable platform.

The Vision of Tamil Nadu Tourism Policy is 'To evolve Tamil Nadu into the most attractive experiential destination in Asia'. The Objectives/ mission of the Policy mentioned below.

- Focus on Destination Development, along with its effective management and promotion.
- Offer extraordinary experiences leveraging the people, vibrant living cultures, diverse natural locations, ancient traditions, and history of Tamil Nadu.
- Creation of a dynamic and responsive tourism ecosystem.
- Inclusive and sustainable tourism growth leading to livelihood opportunities.

Key Highlights:

- Grants 'Industry Status' to Tourism Projects, thereby extending the same benefits previously reserved for industrial projects to the tourism sector.
- Designated Focus Tourism Destinations and Corridors which will be prioritized for development.
- Concentrated efforts on development of 12 Priority Tourism Segments – Adventure Tourism, Recreation Tourism, Caravan Tourism, Rural & Plantation Tourism, Coastal Tourism, Cultural Tourism, Medical & Wellness Tourism, Religious Tourism, Eco Tourism, MICE Tourism, Heritage Tourism and Film Tourism.
- 13 Eligible Tourism Projects: Amusement Parks, Heritage Hotels, Experiential Resorts, Eco-Huts / Camps, Ropeways, Wellness Resorts, Oceanarium / Aquarium, Golf course, Plantation / Farm Tourism Projects, Museums, Adventure Tourism Project, Cruise Tourism Project and Caravan Tourism Project.
- Streamlined approval process with Single Window clearance for all Eligible Tourism Projects.

The Development projects are classified into following sections:

- Category A Projects (Projects with investment < 50 Cr)
- Category B Projects (Projects with investment between 50 Cr – 200 Cr)
- Category C Projects (Projects with investment > 200 CR)
- Electricity Tariff at Industrial Rate to Tourism Enterprises

On September 26, 2023, the Tamil Nadu government launched the 'Tourism Policy 2023', the first tourism policy of the state, envisioning to enhance and upgrade the existing tourism infrastructure, along with the establishment of new, greenfield projects. The policy will be valid for a period of five years from the date of the policy notification, or till a new policy is announced.

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Vision:

To evolve Tamil Nadu into the most attractive experiential destination in Asia.

Mission:

1. Focus on Destination Development, along with its effective management and promotion.

    Objective:

    - To effectively develop, manage, and promote Tourism Destinations in a sustainable and inclusive manner.
    - To improve the quality and diversity of tourism products & services and service delivery, with a special focus on niche tourism segments.
    - To improve the quality of infrastructure and amenities that visitors to Tamil Nadu encounter across their journey through the state
    - To stimulate confidence in visitors about safety, comfort, memorable experiences, convenience, and secure journeys through Tamil Nadu.
    - Offer extraordinary experiences leveraging the people, vibrant living cultures, diverse natural locations, ancient traditions, and history of Tamil Nadu.

2. Offer extraordinary experiences leveraging the people, vibrant living cultures, diverse natural locations, ancient traditions, and history of Tamil Nadu.

    Objective:

    - To maintain and promote existing cultural and heritage tourism attractions.
    - To value, conserve and enhance the natural bounty of Tamil Nadu, including the environmental diversity of hills, mangroves, forests, and beaches.
    - To incubate and promote niche tourism segments.
    - To raise awareness and understanding of Tamil-ness amongst tourists and Tamilians.

3. Creation of a dynamic and responsive tourism ecosystem

    Objective:

    - To curate outreach programs, effectively targeting high value tourists from existing and potential origin markets.
    - To leverage technology as a key instrument for achieving effective tourism growth, planning and monitoring across the value chain.
    - To create an enabling framework for private sector investments and establish mechanisms to support industry-driven initiatives & entrepreneurship in tourism.
    - To establish an effective, empowered, outward-focused tourism institutional structure, which can support the growth of tourism in the State.

4. Inclusive and sustainable tourism growth leading to livelihood opportunities.

    Objective:

    - To increase economic value of the existing tourism ecosystem with balance and sustainability.
    - To foster tourism-led economic growth for prosperity and revenue generation in the State.
    - To encourage sustainable development in tourism, aimed towards achievement of the United Nations' Sustainable Development Goals.
    - To ensure balanced tourism growth, spreading benefits of tourism to local communities in all parts of Tamil Nadu, by fostering skill development and creating employment and entrepreneurship opportunities

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Major Goals:

1. Increasing the contribution of the tourism to the state's GSDP to 12% annually
2. Creating 25 Lakhs Jobs in the Tourism Industry
3. Attracting 20,000 Crore investment in next 5 years
4. Skill Development for the 3 Lakhs Tourism workers
5. Target to reach 5 Lakh followers and downloads on official social media and TN Tourism App respectively.
6. To ensure enhanced the tourist site in Tamil Nadu with technology and safety.

Strategy

Priority Tourism Segments - The Tamil Nadu Tourism plans to prioritize on developing several new tourism products such as Adventure Tourism, Recreational Tourism, Eco-Tourism, Heritage Tourism, Medical Tourism, Religious Trails, MICE, etc.

Tourism Infrastructure and Tourist facilitation - The department is ambitious to modernize the tourism sites and assure tourists to have a seamless experience by developing Tourism Gateway Hubs, accessibility, and amenities of tourism destinations. Facilities such as tourism security force, Tourist Information Centres for quality assurance, clean and hygienic experience for tourists, 24x7 Central Control for grievance resolution, amenities and accessibility would be emphasized/implemented.

Promoting Investment in Tourism and Capacity building – The Tamil Nadu Tourism would introduce concepts such as single window clearance, and tourism facilitation cell, for encouraging more private players to start the business. On this, the department would also stress on capacity building and design training programs emphasizing on MSMEs and Tourism facilitators.

Community development - To improve the positive economic, social, cultural, and environmental impacts on the local community, generating income and employment, collaborative efforts will be made, involving various stakeholders such as sectoral entities, local and state-level authorities, the private sector, and the local community. The policy has concentrated on various aspects such as Information, Education and Communication, Community Led Tourism Associations, and Inclusivity.

Digital Initiatives and Analytic - The policy aim to develop a digital ecosystem that will integrate all aspects of the tourism sector, enhancing the tourist experience by using digital technologies and collecting live data for better decision making.

Key insights for tourism development in Mamallapuram

On **Cultural Tourism**, the Tourism Policy states that the Department of Tourism, GoTN shall endeavour to encourage tourism activities which promote culture in various forms.

The Dance Festival at Mamallapuram is the major event that presently attracts ~1.5 lakhs tourists during the festival. Such events boost the cultural scope of the destination and attract more tourists in the festive seasons.

The policy further mentions about hosting food festivals and highlighting arts and crafts. Mamallapuram has a rich scope and capability in developing its culinary offerings. Support from the government will help evolve that.

On **MICE Tourism**, the policy states that the Department of Tourism, GoTN would facilitate development of venues, collaborate with national and international tour operators, ease smooth transportation for delegates, and promote destination weddings.

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The vicinity along the ECR of Mamallapuram has luxury properties that presently cater to the wedding and MICE market with modern conference and convention centres. The government's focus on the segment would further enhance the opportunity for Mamallapuram.

On **Heritage Tourism**, the Department of Tourism, GoTN would encourage private tour operators to arrange heritage walks, Segway, or bicycle tours around sites with significant heritage value. The department also plans to renovate unused, vacant historical buildings located in strategic locations into heritage cafés, heritage hotels, or guest houses.

The Mamallapuram Shore Temple has been attracting visitors for years since its listing as UNESCO World Heritage Site, for almost 40 years from now. The destination has several other highly rated heritage spots. However, the itinerary of visiting the place has not changed much for a long time. Bringing in activities such as Heritage Walks with Segway or bicycle tours backed by the government would add to the length of stay. Further, establishing heritage style accommodation and F&Bs would bring in more variety for tourists and motivate to spend more.

2.6 Review of AMASR Act

Background
- The Ancient Monuments and Archaeological Sites and Remains (AMASR) Act, 1958 is one of the landmark laws for the –
  - Preservation of ancient and historical monuments and archaeological sites and remains of national importance (over 100 years old).
  - Regulation of archaeological excavations and
  - Protection of sculptures, carvings and other like objects.
- The Archaeological Survey of India (ASI) functions under the provisions of this act.
- India has a total of 3,695 Centrally Protected Monuments or Sites in the country, under the protection of the ASI.
- The monuments are regularly inspected by the ASI officials to assess their present condition and the necessary conservation and preservation works are taken up as per the requirement.

2010 Amendment
- The AMASR Act 1958, was amended in 2010 to strengthen its penal provisions, to prevent encroachments and illegal construction close to the monuments – which was happening on a large scale.
- The main features of the amendments:
  - Creation of a –
    - Prohibited area 100 metre around every national monument where no construction, public or private is permitted,
    - Regulated area 200 metres beyond the prohibited area, where any construction requires permission of a newly constituted National Monuments Authority.
  - Given the unique nature of each monument, the Act also proposed heritage by-laws for each monument to be prepared by an expert body.
- Further amendments have been proposed which seek to do away with the ban on construction within 100 metres of an ASI-protected monument and regulate construction within 100-200 metres.

Concerns: Public works by the central and state governments around the monuments are causing disturbance to cultural or environmental heritage.

Way ahead: Development along with the lowest adverse impact on the cultural heritage and environment should be the aim of the governments.

Conclusion: Because India has a large untapped tourism potential, development should not come at the expense of our cultural or environmental heritage.

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2.7 Other resources

The State tourism profile presented for the Global Tourism Investors Summit[4], highlights the shift in Tamil Nadu's vision for the sector from "Pilgrimage/ Religious Tourism" to experimental themes like "Coastal Tourism / Cultural Tourism / Eco Tourism / Rural Tourism / Wellness Tourism / Golf Tourism". The strategic objective7 of the state includes:

- To attract High Value Tourists, who are:
  - Long-stay tourists
  - High spending tourists
  - Expect high quality and service levels and are willing to pay a premium for these.
- To attract private investment and FDI in tourism
- To achieve a greater variety in tourism attractions, facilities, and accommodation
- To leverage technology and new media to enhance tourists experience of Tamil Nadu.

Further, a Tourism Policy for the state is currently under preparation by the Department of Tourism and Tamil Nadu Tourism Development Corporation.

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[4] https://www.gtistourism.in/downloads/Tamil-Nadu-Tourism-Presentation.pdf

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3   Overview of the Destination

3.1   Introduction of Destination

Mamallapuram, also known as Mahabalipuram is a tourist town located within the Chengalpattu district of Tamil Nadu, about sixty kilometres south of Chennai on the Coromandel Coast. Named after the Pallava King Narasimhavarman I, who was also known as Mamalla in the 7th century CE, Mamallapuram was one of the two major port cities of the Pallava Dynasty (275 CE to 897 CE) and plays host to multiple historic monuments dating to the 7th and 8th centuries, including a UNESCO World Heritage site (Group of Monuments in Mahabalipuram) comprising of Rathas (temples in the form of chariots), mandapas (cave sanctuaries), the giant open-air rock relief the Descent of the Ganges, and the Shore Temple.

It was a flourishing port town during the time of Pallavas. Built in Dravidian Style of architecture and Pallava art, the Shore Temple complex has one large and two small temples. It is one of the oldest structural excellences of South India. The art in the marvellous monuments with sculpted panels, caves, monolith rathas and temples lay emphasis on robust earthly beauties, imbibed with life. Most of the temple and monuments were completed during the reigns Narasimha Varman I and Narasimha Varman II.

Mahabalipuram was declared a World Heritage Site by UNESCO in the year 1984 owing to the 40 sanctuaries found here. The world's largest open-air bas-relief, the Descent of the Ganges is also located in Mahabalipuram. The Pancha Rathas namely, Dharmaraja Ratha, Bhima Ratha, Draupadi Ratha, Ganesha Ratha, Arjuna Ratha and Nakula Sahadeva Ratha are architectures of the Pallava period in India. Several cave temples like Panchapandava Cave Temple, Varaha Cave Temple, Mahishasuramardini Mandapa and Krishna Cave Temple are also found in Mahabalipuram. Apart from cave temples, structural temples were built here. These structural temples include the Olakkannesvara Temple and the Shore Temple.

In addition to the ancient monuments and temples, it has an extensive beachfront on the ocean, lined with resorts and tourist cabins. The town is also home to a college offering education in architecture and temple sculpture.

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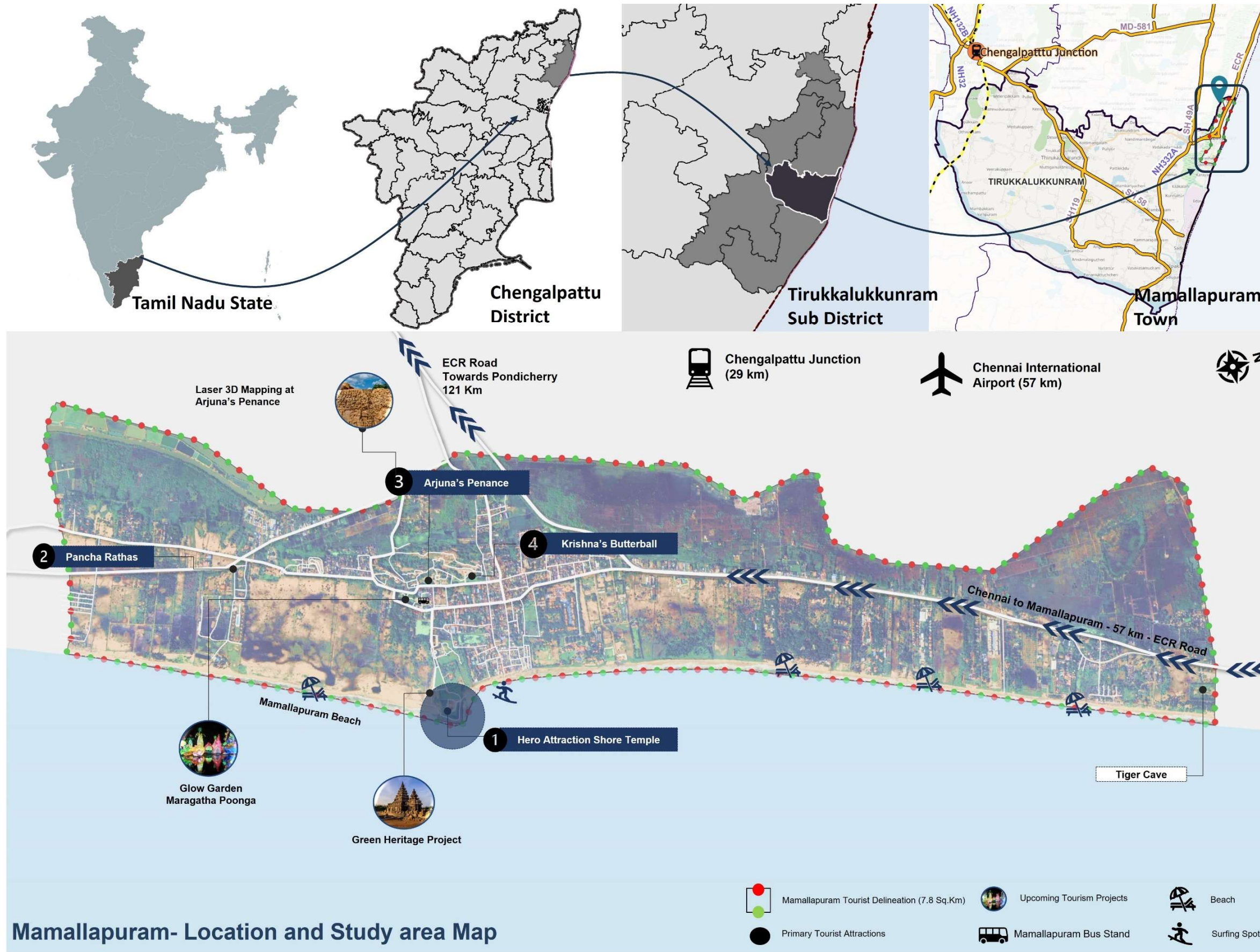
Figure 3-1 Map showing location and study area of Mamallapu

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3.2 Physiography and Climate

Mahabalipuram has a tropical wet and dry climate. The Köppen-Geiger climate classification is Aw. The eastern side of this area is bounded by the Bay of Bengal, western side by the Buckingham Canal and southern side by backwater. Two small water bodies are found in the north-western and southwestern parts of the study area.

Rainfall, Sun and Wind:

Mahabalipuram lies along the coastline on flat land. It is located on 12 38' north latitude and 80 10' east longitude, at an elevation of 12m. It is situated in Kancheepuram District. It has a moderate and humid climate all through the year. The best time to visit the place is from October to March. Winters (November to February) have pleasant days and cool nights. The minimum temperature is usually above 16°C. This time is ideal for sightseeing, outings and other adventurous tourist activities. Summers (March to May) are hot and temperatures vary from maximum 42°C to minimum 21°C.
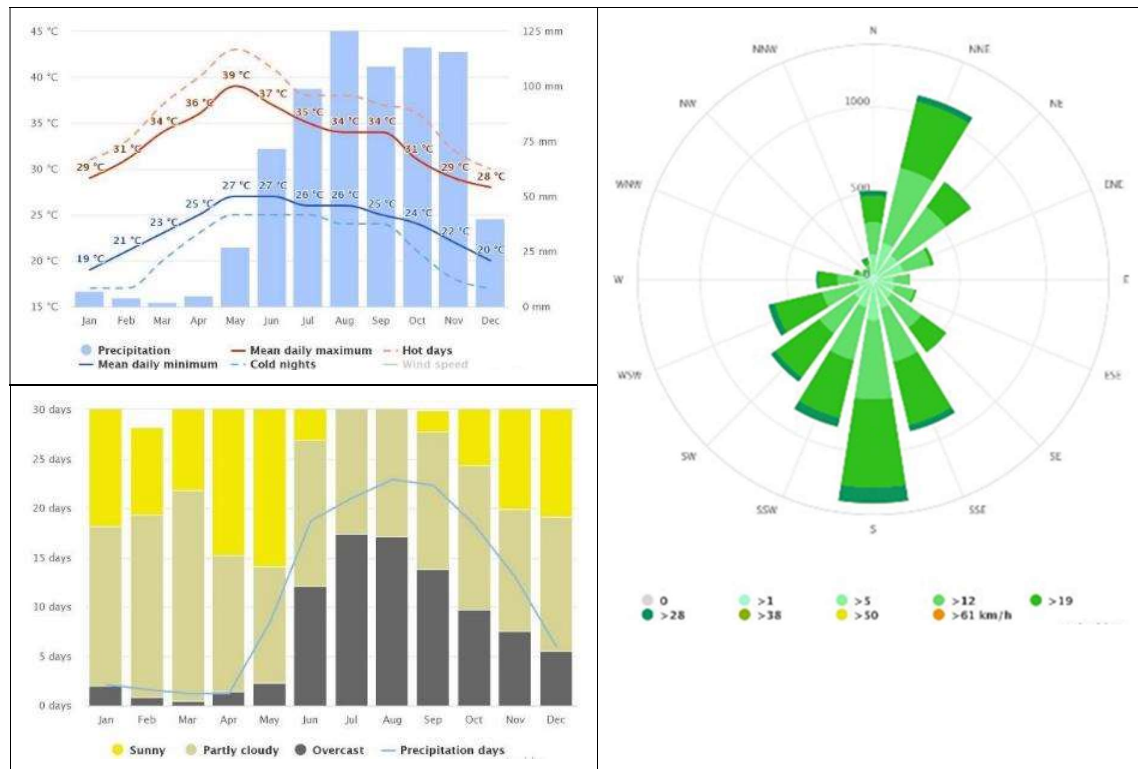
Figure 3-2: Climatic Data for Mamallapuram

The "mean daily maximum" (solid red line) shows the maximum temperature of an average day for every month for Mahabalipuram. Likewise, "mean daily minimum" (solid blue line) shows the average minimum temperature. Hot days and cold nights (dashed red and blue lines) show the average of the hottest day and coldest night of each month of the last 30 years.

It is characterized by hot climate making it difficult for tourist activities. Monsoons (June to September) offers a lot of rains, and the place becomes very humid. November to February, the area offers a nice and pleasant weather and is thus the perfect time to enjoy sightseeing and adventure activities. The months from June to September are accompanied by very hot weather and rainfall, making it difficult for traveling and tourist activities.

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Flora and Fauna

The Mahabalipuram beach lies on the stretch of coast with a presence of large number of species of coastal vegetation. Varied species of crab and prawn, Mullet, Liza, Milk Fish, Silago and Etroplus form part of the aquatic system along the beach. The southern stretches of the beach are favoured by the endangered Olive Ridley turtles to lay their eggs every winter, as are other beaches in Tamil Nadu and Odisha.

Topographically, this area is elevated in the center and slopes towards the east and west. The highest elevation was measured in the northeastern part of study area, about 7.5 m above the Mean Sea Level (MSL). The sand dune is found in the northeastern side. Beach ridges or coastal plains consist of sand and silt occurring along the coasts towards inland. These units occur along the eastern part of the study area and have very good groundwater potential.

3.3 History

Mamallapuram, also called Mahabalipuram or Seven Pagodas, historic port town, in the state of Tamil Nadu was founded in the 7th Century by the Palava Rulers. The King Narasimha Varman I was a great and valiant warrior who was given the title Mamalla which means 'the great wrestler' so the name was converted from Mahabalipuram to Mamallapuram considering the great king and his achievements. The Shore temples were initially a group of seven temples known as the Seven Pagodas, but out of these, six have submerged in the sea whereas the seventh is the Shore Temple.

Mahabalipuram was the main city of the south-east Indian Pallava civilization & a major centre of the Siva cult and hence visited by many people. The medieval Sanskrit text mentions the Mamallapuram monuments, an early tradition of repairs, and the significance of Vaishnavism as well.

Early Pallavas
- Mahendravarman I (600-630 AD),
- Narasimhavarman Ihailed as Mamallan (630 to 688 AD)
- NarasimhavarmanII called as Rajasimhan (700 to 628 AD)

Later Pallavas
- Simhavishnu (560 – 580 CE)
- Mahendravaraman I(630 – 668 CE)
- Narsimhavarman I(630 – 668) CE
- Mahendravarman II(668 – 610 CE)
- Paramesvaravaram I(610 – 6&5 CE)
- Narasimhavarman II
- Paramesvaravaram II
- Nandivarman
- Dantivarman
- Nandivarman III

When Marco Polo arrived in India on his way back to Venice from Southeast Asia, he mentioned (but did not visit) "Seven Pagodas" and the name became associated with the shore temples of Mahabalipuram in publications by European merchants centuries later. In his Avantisundari Katha, the Sanskrit scholar Daṇḍin (who lived in Tamil Nadu and was associated with the Pallava court) praised artists for their repair of a Vishnu sculpture at Mamallapuram. However, Daṇḍin's authorship of this text is disputed.

The towering sculptures and beautiful intricate rock carvings showcase the creativity and talent of the highly skilled artisans of that period. The breathtakingly magnificent Shore Temple surrounded by Nandi Bulls all around looking over the sea is main attraction of Mahabalipuram. After a strong cyclone in the sea washed away this Temple, it was rebuilt stone by stone.

The Shore temples were initially a group of seven temples known as the Seven Pagodas, but out of these seven, six have submerged in the sea.

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The spectacular Arjuna's Penance is situated further inland. This is the world's largest bas-relief panel adorned by more than hundred figures of men, beasts, and gods.

The five marvelous rock cut shrines (Panch Rathas) are proof of how skilled the genius craftsmen and stone carvers of that era were. All the Rathas were carved out differently from single pieces of huge rocks.

Now, Mamallapuram is more popular for these unique mandapas (cave sanctuaries), rathas (chariot shaped temples), and gigantic open-air reliefs.

3.4 Demographic Profile

Mamallapuram, also known as Mahabalipuram, is a port town located within the Chengalpattu district of Tamil Nadu. The district Chengalpattu was carved out of Kancheepuram in 2019.

Population

As per the state government records[1], the Chengalpattu district has a population of around 2.8 million and is spread over an area of approximately 2,700 sq.km. of which 50% were males and 50% were females. As per the estimates, 69% of the total population live in urban areas.

The district had an average population of 1,045 persons per sq. km which was high as compared to 555 persons per sq.km of Tamil Nadu.

The town Mamallapuram, had a [2]population of only 15,172 as per 2011 census which is estimated to reach to around 20,000 by 2023. The current population density of Mamallapuram is 1,181/km Sq (2011). 53% of the total population is Male and 47% are female. The town has also an impressive literacy rate of around 85%, higher than the state average of 80%.

Figure 3-3 Demographic Data for Mamallapuram (Source: Census, 2011)

The latest estimated population of Mamallapuram Town Panchayat in 2023 is approximately 20,800.

3.5 Economic Profile

Chengalpattu (including Mamallapuram) was part of the district Kancheepuram till end of 2019 and has been contributing to the district's economy to a large. In the year 2019-20, Kancheepuram district accounted for approximately 7% to the State's economy and the Net District Domestic Product (NDDP at current prices) was around INR 11 million Lakhs.

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3.5.1 Workforce Participation

Out of the total population of 15,172 in Mamallapuram, the working forces constitutes 5,542 persons. Around 37% of the total population forms the work force, 31% of which are main workers and 6% are marginal workers. This implies that most of the people working in Mamallapuram have a permanent job. The remaining 63% include non-workers who are unemployed, retired and children.

There are negligible agricultural activities, accordingly the number of main and marginal agriculture workers and cultivators are insignificant. Only 3.5% of the main workers and 5.1% of the marginal workers are household workers. The other 95.5% and 84.9% of the main and marginal workers respectively are involved in other activities like tourism, fishing, etc.

In Mamallapuram, the larger share of the work force population is that of men constituting 77%.
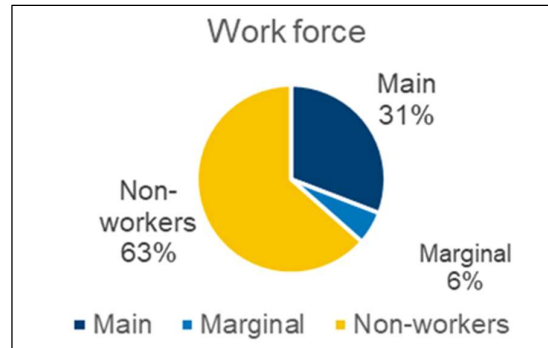
Figure 3-4 Workforce Data for Chengalpattu (Source: District Handbook 2021-22)

3.5.2 Challenges in Data Availability

The primary source of workforce participation data in Chengalpattu was the Statistical Handbook of Chengalpattu. This handbook served as a comprehensive repository of statistical information related to the region.

Despite extensive efforts to obtain supplementary information, no additional data on workforce participation was found from the Tourism department, Department of Economics & Statistics, Tamil Nadu, the Commissionerate of Labour, Tamil Nadu, or any secondary government sources. These sources were explored to ensure a comprehensive data search.

3.6 Key Tourism Assets

The map highlighting the Key tourism assets in Mamallapuram is shown in Figure 3-5

Figure 3-5 Map of Key tourism assets in Mamallapuram

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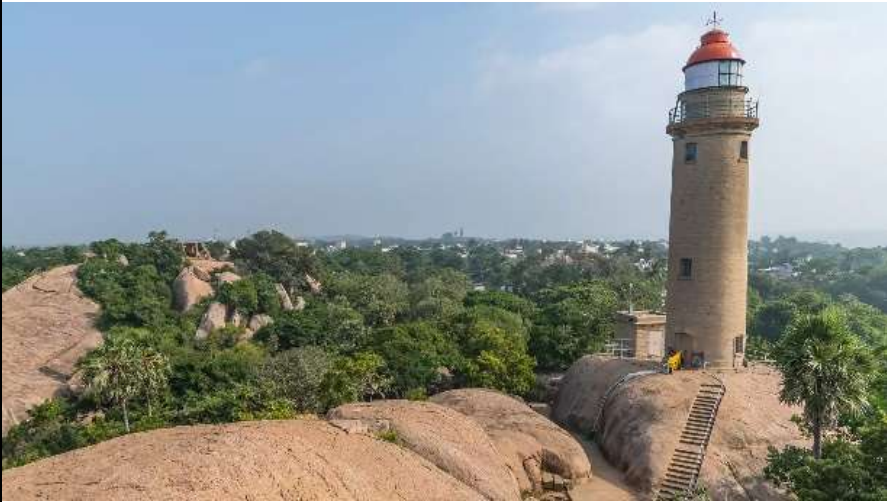
Table 3-1: List of Key Tourism Attractions (USP's) in Mamallapuram

Sn	Tourism Asset	Unique Offering & Photographs
Primary Tourist Attractions		
1.	Shore Temple Complex	 The Shore Temple is Considered as the Hero attraction in Mamallapuram. It is a complex of temples and shrines built with blocks of granite, dating from the 8th century AD. Classified as a UNESCO World Heritage Site since 1984. It is one of the oldest rock-cut stone temples of Southern India & the most popular destination in Mamallapuram.
2	Panch (Five) Rathas	 This UNESCO World Heritage site comprises of five rathas named after the Pandava brothers of the Mahabharata and serves as one of the earliest

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		depictions of Pallava architecture and sculpture. The Pancha Rathas was carved during the reign of King Mahendravarman I and his son Narasimhavarman I. Each of the five rathas is a monolith, carved whole from a rock outcropping of pink granite. Apart from Shore Temple, this is another most visited attraction in Mamallapuram.
3	Arjuna's Penance	 This magnificent relief, carved in the mid-seventh century, measures approximately 30m (100ft) long by 15m (45ft) high. Its huge size and scale is difficult to imagine just from photographs; a person standing on the ground in front of it could barely touch the elephants' feet.
4	Hillock Monuments & Krishna's Butter Ball	 It is a part of Group of Monuments at Mamallapuram, a UNESCO World Heritage Site. It is listed as a protected national monument by the Archeological Survey of India. This natural rock formation is a giant boulder that appears to be balancing precariously on the edge of a hill. The boulder is approximately weighs 250 tonnes with a height of 6M and width of 5M.

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| 5 | Mamallapuram Beach | |
| | | Lies on the shore of the Bay of Bengal, the Mahabalipuram Beach is a picturesque place bounded by the shimmering sea. The Mamallapuram beach attracts tourists seeking surfing, sunbathing and swimming and has resorts located all along the beach serving as leisure points. |

Secondary Tourist Attractions

| 1. | Light House | |
| | | It has been open to tourists since 2011. The first light was commissioned here in 1887 on the roof of the Olakkannesvara Temple. The lighthouse, with a circular masonry tower made of natural stone, became fully functional in 1904. |

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2	Maritime Heritage Museum & Light House Museum	The Maritime Heritage Museum houses models of different marine heritages. These include ancient ships and the first ships that ever reached the coast of Mamallapuram. And these also include the models of routes that they took.
3	India Seashell Museum	The museum is forts of its kind in India and the largest one India. On display are around 40,000 kinds of shells along with details about them. These shells have been collected by K Raja Mohamed, the founder of the museum.

Major Festivals / Fairs or Events

1.	Mamallapuram Dance Festival – **Once a year, for 3 weeks**	The captivating Mahabalipuram Dance Festival is organized by the Department of Tourism of the Government of Tamil Nadu every year in December and January. The Footfall in 2022 – 2023 was 1,56,419
2	Tamil Nadu International Kite Festival – **Once a year, for 4 days**	Tamil Nadu International Kite Festival, a three-day festival held in the month of August. The footfall in 2023 was 31,027

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4 Destination Assessment

4.1 Destination Connectivity

Mamallapuram is located at 12.6208 N latitude and 80.1945 E longitude. Mamallapuram lies 58 km south of the city of Chennai in Tirukalukundram Division of Tamil Nadu in Chengalpattu District (erstwhile Kancheepuram) with the average altitude of 4.98 m above Mean Sea Level. Mamallapuram is well connected via Chennai to the rest of the country by all modes of transport like rail, road, air & water.
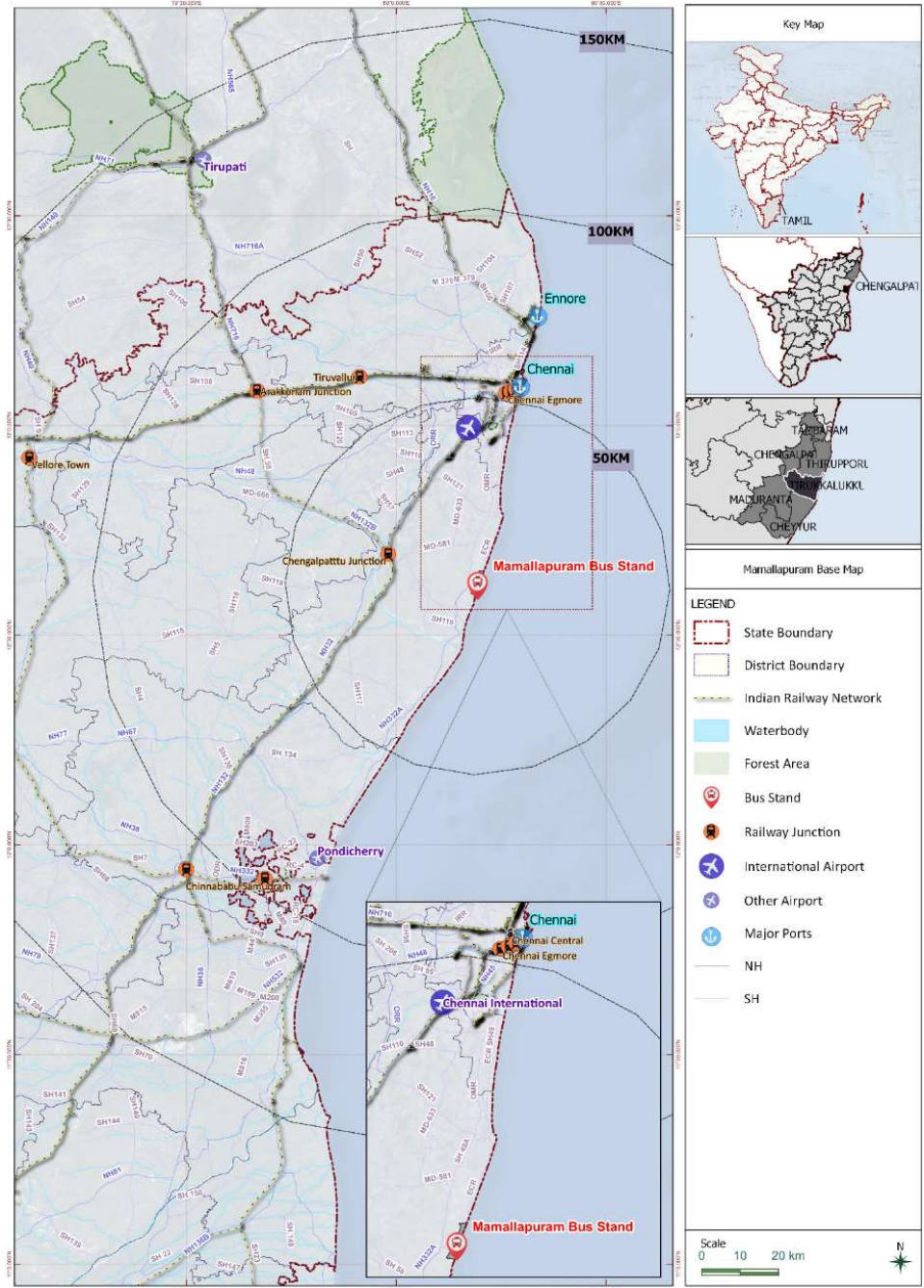
Figure 4-1: Connectivity Map for Mamallapuram

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4.1.1 Air Connectivity

Chennai airport (52km) is the nearest airport to Mahabalipuram, which is well connected to major cities of India like Delhi, Mumbai, Bangalore, Pune and Kolkata. Taxi cabs and buses are available from the airport to reach Mahabalipuram. The second nearest airport with in 150 km radius is Pondicherry Airport which is a domestic Airport connecting Hyderabad and Bangalore. Puducherry airport is approximately 95 km away from Mahabalipuram.

i. Chennai International Airport:

a) Chennai international Airport (MAA) is an international Airport which is well connected to major cities of India like Delhi, Mumbai, Bangalore, Pune and Kolkata. It is located at a distance of 52 kms from Mahabalipuram.

b) Types of Aircrafts Catered: The airport currently has 70 parking bays, one of which can accommodate the super- jumbo Airbus A380. Parking bays at the domestic terminal include one in- contact bay for Airbus A300 sized aircraft, nine in-contact bays for Airbus A320/Boeing 737- sized aircraft, and 49 remote bays for A320/737- sized aircraft. Domestic and International services with nearly 54 airlines catering to various countries and Destinations.

c) Flight Frequency: Tamil Nadu has a major international airport, Chennai International Airport, that is connected to 19 countries with more than 329 direct flights every day. Chennai International Airport is currently the third largest airport in India after Mumbai and Delhi and has a passenger growth of 18%. It also has domestic airports at Tuticorin, Salem and Madurai, rendering several parts of the State easily accessible.

d) Monthly Passenger Traffic: The Monthly Air-Passenger traffic is provided below:

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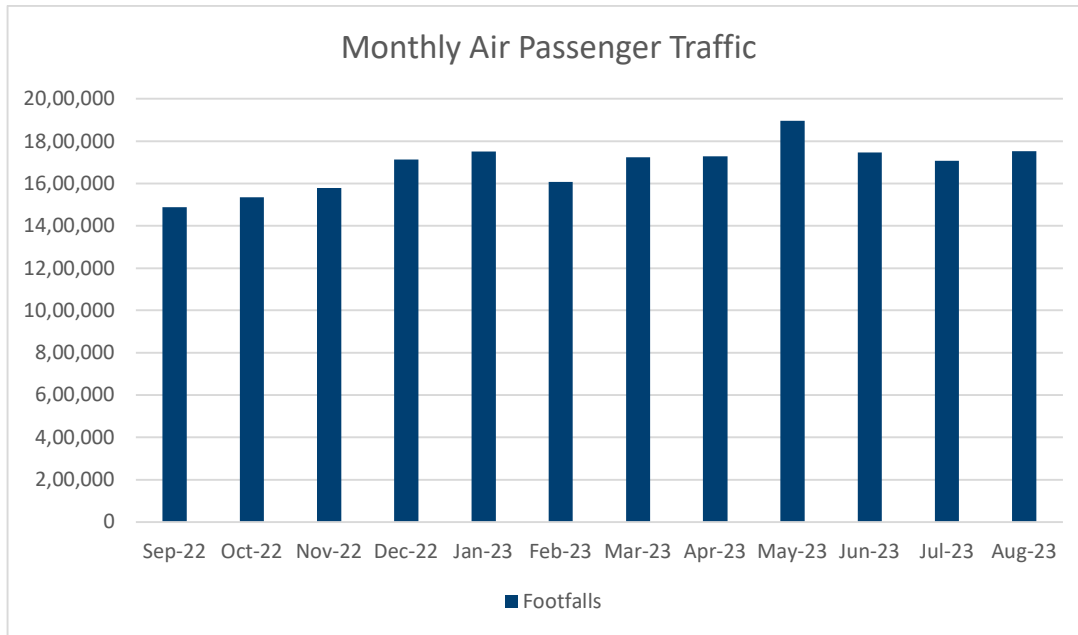
Figure 4-2: Monthly Air Passenger Traffic

e) Facilities at the Airport:

   o Parking: Chennai Airport provides parking facilities for buses, trucks, mini-buses, cars, two wheelers. The services provided are paid parking facilities.

   o Transport:
- ✓ Bus: There are several bus services from Chennai Airport
- ✓ Taxi: Taxicab services are available and the average time to reach the Chennai City centre is 50 mins.
- ✓ Train: There isn't a direct connection between MAA airport and Chennai city centre. The nearest railway station is located 2 Km away from the Airport and the Central Chennai Railway station is located at 25km form the Airport.
- ✓ Metro: Blue line is available near the Airport.

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o Chennai airport drives cleanliness and hygiene under project Disha.

o Surveys and Gap Assessment:

The tourists face discomfort to find direct public transport access from the Airport to Mamallapuram. At present, the trip is split into Multiple modes of Transportation like Metro and Local Buses and State Transport Buses and tourists prefer cab services which is on an expensive side. Thus, a smooth & single mode of public transportation from the Airport to the destination is required.

4.1.2 Rail Connectivity

Tamil Nadu has a well-developed rail network as part of the Southern Railways. Headquartered at Chennai, the present Southern Railway network extends over a large area of India's Southern Peninsula, covering the States of Tamil Nadu, Kerala, Puducherry, minor portions of Karnataka and Andhra Pradesh. Main rail junctions in the state include Chennai, Coimbatore, Erode, Madurai, Salem and Tiruchirappalli. Chennai has a well-established Suburban Railway network and is in the process of developing a metro. The railway station closest to Mahabalipuram is Chengalpattu – 25 kilometers Northwest.

Table 4-1: Nearest Railway Stations to Mamallapuram

Station	Distance (in Kms)
(TRX) Tirumani	~22
(OV) Ottivakkam	~23.
(CGL) CHENGALPATTU	~24
(SKL) Singaperumal Koil	~25.5
(PWU) Paranur	~25
(PTM) Padalam	~26
(MMNK) Maraimalai Nagar	~27

Table 4-2: Nearest Railway Junctions to Mamallapuram

Station	Train Frequency	Distance	Amenities	Facilities	Cleanliness
(MS)CHENNAI EGMORE	106	50.9 Kms	Waiting Halls, Public Toilets,	Cabs, Auto service,	Onboard House Cleaning and

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			Drinking water, Benches, Ticket Counters.	Local Buses and Parking	Mechanised cleaning systems in place.
(CGL) CHENGALPATTU	99	24.12 Kms	Public Toilets, Drinking water, Benches, Ticket Counters.	Cabs, Auto service, Local Buses and Parking	Onboard House Cleaning and Cleaning at station
(TBM) TAMBARAM	160 (Including Suburban Services)	48 Kms	Waiting Halls, Public Toilets, Drinking water, Benches, Ticket Counters	Cabs, Auto service, Local Buses and Parking	Onboard House Cleaning and Mechanised cleaning systems in place.
(MAS) CHENNAI CENTRAL	182	51.26 Kms	Waiting Halls, Public Toilets, Drinking water, Benches, Ticket Counters.	Cabs, Auto service, Local Buses and Parking	Onboard House Cleaning and Mechanised cleaning systems in place.
(AJJ) ARAKKONAM	129	75.82 Kms	Public Toilets, Drinking water, Benches, Ticket Counters.	Auto service, Bus service and Parking	Onboard House Cleaning and Cleaning at station

All the Railway stations have Parking Facilities. The frequency of the trains at the major Stations helps in understanding that Mahabalipuram is well connected by train. Bus services from Chengalpattu, Chennai help in bridging the gap from Railway station to Mahabalipuram along with the cabs.

The tourists have informed the discomfort in lack of direct transport from the Railway stations to Mamallapuram. Especially from Egmore and Chennai Central. However, from Tambaram and Chengalpattu direct buses are available. The frequency of buses is low and most of the times it is fully crowded. This makes the trip tiresome for the tourists. Due to this reason several tourists opt for cab services which is not economical.

4.1.3 Road Connectivity

Mahabalipuram is a 1.5-hour drive from Chennai (58km south of Chennai) along the East Coast Road (ECR). It is 95 kilometres North of Pondicherry. Local buses, taxis and autorickshaws are other options to travel to Mahabalipuram from Chennai. Tamil Nadu Tourism also runs a one-day bus tour from Chennai to Mahabalipuram.

Key features of the road connectivity are detailed below.

a) Location & condition of road (NH/SH/District): The town lies along the ECR road which is the Highway connecting the state capital to the coastal towns and cities in Tamil Nadu. East Coast Road (ECR), combination of SH-49, NH-332A, NH-32, officially known as

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Mutthamizh Arignar Kalaignar Road, is a two-lane highway (now being partially widened to four-lane way from Chennai to Mamallapuram) in Tamil Nadu, India, built along the coast of the Bay of Bengal. The total length of the road is about 777 km between Chennai and Kanyakumari. The Highway is well maintained without any potholes.

b) Location, capacity & facilities at the nearest Bus / taxi terminal: Nearest Bus terminal is in Mamallapuram Town centre near to Tourist attractions like Shore temple and Arjunas Penance. The Bus stand is in a congested area with scope for development. As is assessment indicating that nearly 8 buses can be parked in the bus stand.

There is no dedicated Spot for Para transits and cab facilities. The cabs are usually parked near to the bus stand adding to the traffic of the Bus stand and Mahabalipuram.

c) Nearest wayside amenity: The wayside amenities will provide rest and refreshment for highway commuters during their journey. There would be restaurant, food court, dhaba, fuel station etc. Along ECR there are several wayside amenities available. The nearest wayside amenity can be identified within 1km distance from Mahabalipuram.

S. No	Existing Situation for Mamallapuram Bus Stand	
02	Name, location of the road	Mamallapuram Bus Stand
	Status	Bus Terminal
	1. Location, capacity & facilities at the nearest Bus / taxi terminal	• The Bus stand is located on the Main Road Infront of the Arjunas Penance, which is a major tourist attraction. Buses from Thiruvanmiyur, Tambaram and Chengalpattu are parked at the location.
	Nearest Wayside Amenities	• The nearest way side amenities are located within 100 meters of the facility and include Hotels, restaurants or Dhaba's, Juice centre, Bank & ATM, travelers, clinic.
	Hygiene & Cleanliness at the Facility	• Solid waste is thrown openly despite of availability of dustbins.

S. No	Existing Situation for Thiruvamniyur Bus Depot	
02	Name, location of the road	Thiruvamniyur Bus Depot.
	Status	TNRTC Bus Depot.
	1. Location, capacity & facilities at the nearest Bus / taxi terminal	• Thiruvanmiyur Bus depot, is located along the ECR road, it is the starting location of the ECR road from Chennai. Direct buses between Mamallapuram and Thiruvanmiyur are available at 30 mins interval. It acts as a stop where tourists can access other locations in Chennai.

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	Nearest Wayside Amenities	• The nearest way side amenities are located within 100 meters of the facility and include Hotels, restaurants or Dhaba's, Juice centre, Bank & ATM, travelers, clinic, and petrol pump
	Hygiene & Cleanliness at the Facility	• Solid waste is thrown openly despite of availability of dustbins.

4.1.4 Waterway Connectivity:

The nearest port to Mahabalipuram is Chennai port which is approximately 56 Km away. The next nearest port is Ennore port, which is 79 km from the destination. The Chennai port provides services for Cruises which connect to international ports like Sri Lanka, Maldives, Andaman and local ports like Vizag, Pondicherry etc.

4.2 Tourist Statistics

4.2.1 Visitation to Mamallapuram

Mamallapuram experienced a growth in footfall from 2015 to 2019. In 2018, Foreign Tourist Arrival (FTA) almost doubled in Mamallapuram in comparison to the previous year, with Tamil Nadu recording the maximum number of foreign tourists in the country. In 2019, Tamil Nadu ranked second in domestic tourist visits, and Mamallapuram witnessed a 13% growth in domestic tourists, though there was a decline in FTA.

In 2020, the pandemic impacted Mamallapuram with a drop of 73% in total footfall of tourists and the numbers are marginally decreasing since then. However, the main concern is the dropping number of FTAs.
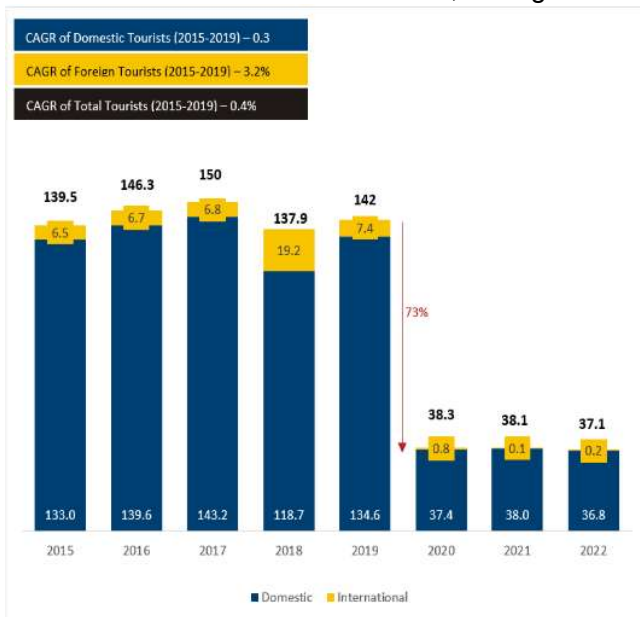
Figure 4-3: Domestic and International Arrival (2015 – 2022), in INR lakhs

Source – TTDC

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4.2.2 Visitation Seasonality

Before the pandemic, in 2018 Mamallapuram got a greater number of tourists in May because of the summer vacations, and November and December for the comfortable weather and Dance Festival. In 2022 tourist arrival was more evenly distributed from May to November, with December getting 18% of the yearly footfall.

Table 4-3: Total number of Tourist Arrivals (2018 - 2023)

Month	2018	2019	2020	2021	2022	2023
January	808,686	1,331,052	1,718,519	1,124,952	154,492	977,378
February	808,971	1,623,609	1,663,743	1,140,708	195,894	484,017
March	809,239	850,566	348,930	556,204	221,595	458,438
April	809,476	772,999	0	29,438	234,227	
May	809,660	1,504,958	0	660	287,910	
June	809,783	1,187,789	0	2,458	287,657	
July	1,150,346	1,115,532	0	87,032	276,575	
August	1,312,191	818,422	0	104,207	289,538	
September	1,287,053	701,537	0	163,243	336,067	
October	1,288,535	907,317	0	191,459	401,287	
November	1,609,116	1,462,349	19,800	142,297	338,686	
December	3,324,278	1,926,516	74,229	267,506	681,391	
Total	**14,827,334**	**14,202,646**	**3,825,221**	**3,810,164**	**3,705,319**	

Footfall	Very Low	Low	Medium	High	Very High

In Tamil Nadu, it has been observed that the maximum number of day visitors are either from within the state or from other states of India. Foreign tourists visiting the state stays make a point of staying overnight. Averagely, 10% of the overnight visitors in Tamil Nadu are foreign tourists.

A similar trend is seen in Mamallapuram. Stakeholder consultation with various tour operators indicates that length of stay is typically shorter ranging from 1 to 2 days. Foreign tourists who typically visit from France, Germany, Malaysia and UK do not opt to stay longer. The same may be validated with *the Development of Iconic Tourist Sites in India – Mahabalipuram* that states that 97% of the respondents denied staying overnight in Mamallapuram.

This trend is majorly due to lack of tourist products and activities in the destination.

4.2.3 Challenges in data availability

The data has been sourced from TTDC. Further information on tourist statistics that includes number and percentage distribution of day and overnight visitors, average stay duration of overnight visitors (no. of nights), spending - per capita/ per day/ per purpose expenditure, tourism segmentation - geography, spending, age, sex, duration, tourist satisfaction has been gathered through a primary field survey. Currently, the data is undergoing analysis and will be updated in the subsequent iteration following validation by key stakeholders.

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The data available from 2015 to 2019 does not have specific categorization; however, the data from 2020 is distinctly categorized into ticketed and non-ticketed entries at attractions in Mamallapuram.

4.2.4 Data collection methodology

Tourist footfall data is calculated by the TTDC basis multiple surveys and monthly data from various departments. The major sources include:

- Archaeological Survey of India (ASI) – Mamallapuram has 32 monuments listed with the ASI, out of which 4 have ticketed entry. The footfall of all major ASI monuments is recorded by ASI, that in turn is shared with TTDC every month.

- Sculpture Museum – The Sculpture Museum is another important attraction that has ticketed entry. The same is shared with TTDC each month.

- Mahabalipuram Lighthouse – The footfall data of the Lighthouse through ticketed entry is also collected every month for footfall estimations.

- Non-ticketed entry – Tourist spots that do not have ticketed entries but get heavy footfall are also considered while calculating the data. This includes Arjuna Penance, beaches, Mahishasuramardhini Cave, and Stalasayana Perumal Temple. The footfall is manually counted and estimated. Data from these sources are also updated each month.

- Town Entry point – The entry point of Mamallapuram has a toll gate for every tourist vehicle entering Mamallapuram, that also keeps a record of the number of tourists entering. Information is gathered from the Toll Plaza as well.

Estimations on footfall are done basis data from the above-mentioned sources. However, there is a scope for improvement.

The Tamil Nadu Tourism Policy identifies the need for improving the robustness and accuracy of tourism data collection. Accordingly, the policy has proposed setting up of a system of data collection and interpretation. This will include regular tracking of visitor footfalls and periodic surveys at tourism destinations. The data survey can be guided by the "Methodology for Estimation of Domestic and Foreign Visitors (Same Day and Overnight) at District Level in India" prepared by Ministry of Tourism. The Tamil Nadu Tourism Department also plans to seek to partner with tourism service providers and other industry players to incorporate a system of data collection.

4.3 Key Tourist Attractions

All the Tourist Attractions are being mapped and categorized into two main types of attractions i.e., Primary and Secondary attractions. The Rationale being considered for categorization is as follows: "Primary attractions are those which are the main reason for taking a leisure trip. They tend to draw visitors 'attention from great distance and visitors will spend most of their time either because the site is a vital resource for a preferred activity or to enjoy all its elements in order to worth for their money. On the other hand, secondary attractions (supporting attractions) are those places that do not have pulling power of their own (individually) to bring tourist to a destination. They can be seen as supplementary attractions able to enhance and diversify tourist experiences by providing vital addition to primary attraction. They also might be those places visited on the way to and from the primary attractions." [5] Further, the Attractions

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[5] (Swarbrooke, 2002, Ivanovic, 2008)

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are assessed with respect to the following broad parameters like Accessibility & Circulation, Tourist Amenities, Health-Safety & Sanitation, Availability of Basic Utilities.

The list of the Primary & Secondary Tourist Attractions is provided below:

Table 4-4: List of Key Tourism Attractions in Mamallapuram

Sl. No.	Tourist Attractions	Typology	Category	Latitude	longitude
1	Shore Temple & Mahishasura Rock	UNESCO	Primary	12.61644873	80.19935763
2	Hillock Monument Complex- including 25 monuments within the complex	UNESCO	Primary	12.61907735	80.19240736
3	Panch Rathas- including 5 monuments	UNESCO	Primary	12.6088263	80.18959771
4	Mahabalipuram Beach	Beach	Primary	12.61226439	80.19638106
5	Ideal beach	Beach	Primary	12.64866978	80.2076437
6	Palm beach	Beach	Primary	12.64162086	80.20456372
7	Seven Pidaris	Monument	Primary	12.62023241	80.19490038
8	Dolotsava mandapa	UNESCO	Primary	12.6171765	80.19409457
9	Mukundanayanar Temple	UNESCO	Primary	12.62714877	80.19489376
10	Pallava Beach	Beach	Primary	12.63444873	80.20167182
11	Valiankuttai Ratha Complex- including 3 religious monuments	Religious	Primary	12.62023329	80.18762024
12	Tiger rock-cut Temple Complex	Religious	Primary	12.65589599	80.20910617
13	Koneri Tank	Waterbody	Secondary	12.61736695	80.19012145
14	Temple tank	Waterbody	Secondary	12.61610559	80.1946826
15	Heritage Museum	Museum	Secondary	12.61648222	80.19227442
16	Light House	Monument	Secondary	12.61525119	80.19183195
17	India Seashell Museum	Museum	Secondary	12.60936394	80.18780116
18	Sculpture and engraving museum	Museum	Secondary	12.63540308	80.20079668
19	Sculpture Museum	Museum	Secondary	12.61577519	80.19365912
20	East Raja Street Garden	Park/ Recreation	Secondary	12.61610922	80.19319321
21	Handicrafts Shopping Zone	Shopping	Secondary	12.6106105	80.18969941

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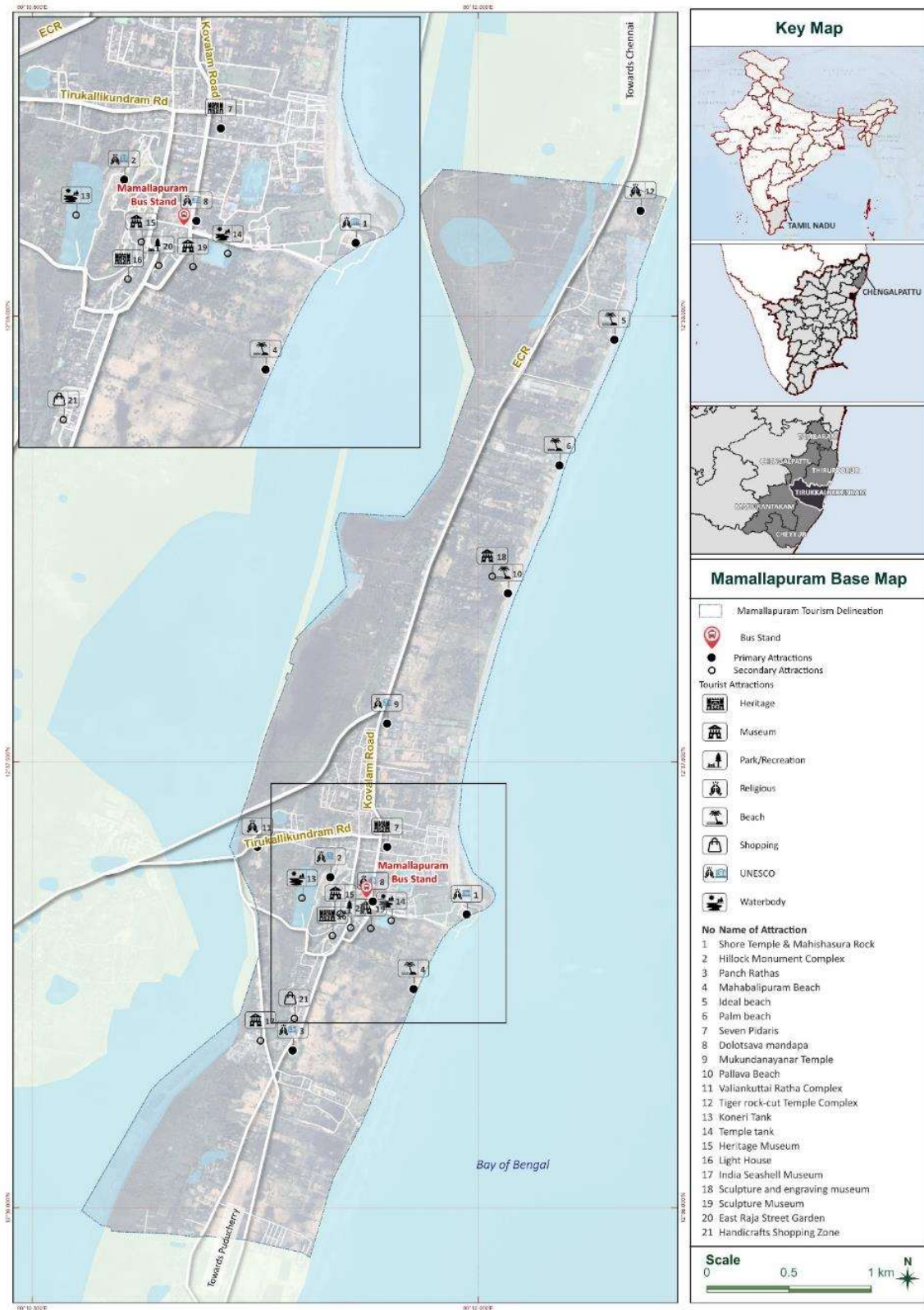
Figure 4-4: Mapping of Key Tourism Attractions in Mamallapuram

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4.3.1 Assessment of Hero/Primary Attraction

01 SHORE TEMPLE

ANNUAL TOURIST ARRIVALS: **10,00,000; 30%**	**Brief Description:** The Shore Temple is a complex of temples and shrines built with blocks of granite, dating from the 8th century AD. Classified as a UNESCO World Heritage Site since 1984. It is one of the oldest rock-cut stone temples of Southern India & the most popular destination in Mamallapuram.

Peak Season: **OCT- MAY** **Tourist Arrivals:** **13,19,692**	**TIMING**		**ACHIEVEMENTS/ CERTIFICATION:**
	Weekdays	**Weekends**	
TICKETED - Common ticketing system for Group of Monuments Which include Shore Temple, Hillock Monuments (Butterball Complex) and Five Rathas	6 AM TO 9PM	6 AM TO 9PM	UNESCO WORLD HERITAGE SITE

TOURISM PRODUCTS/ ACTIVITIES / FESTIVALS & EVENTS OFFERED

1. DANCE FESTIVALS	2. PONGAL FESTIVAL	3. MAGI MASAM ON BEACH

ACCESSIBILITY & CIRCULATION

Connectivity	Intercity connectivity is by ECR and BT roads without median connects the ECR to the location. Paver blocks on both sides help NMT and Pedestrians
Public Transport/IPT:	Para Transit and Local bus services are available, require more frequency
On-site Parking Facilities	There are two parking facilities available at the attraction one is free parking which is maintained by MNTDA. The extent is approximately 0.86 acres and can accommodate 100 ECS and 40 two wheelers. Paid parking is available in the TTDC land neat to the shore temple where 150 cars can parked along with multiple buses and Three wheelers

TOURIST AMENITIES

Tourist Information Centre/Kiosks & visibility	The Interpretation centre is located near to the Shore temple along with TTDC office. Operated by TTDC. Has two Kiosks explaining the attractions of Mamallapuram. Can accommodate 8 to 10 persons. Currently the interpretation centre is not in a working condition
E-Payment Facility	Available at tourist destinations, shops and even para transit.
Guides (Manual/Audio) & its experience:	Guides are available at the attraction but the office room or seating facilities for the guides is not available. The guides are

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	hired at the entrance of the attraction and the fees is not fixed. Audio tour facilities are provided at the Shore Temple, but it is currently not working.
feedback mechanism	Lack of personnels and complaint/ suggestion boxes at the site
Signages & its Quality/Legibility	Signages are provided by ASI within the complex. Description of the monument are inscribed on metal plates with pedestals. Lack of signage along approach road
Drinking water/Food stalls	Drinking water Kiosks are provided with ion the complex of Shore temple. Three number of water Kiosks with Water purifiers are provided in the Shore Temple complex. Along with Water facilities like solar power are provided as a part of CSR by Renault and HIH India.
benches/ seating	Stone benches are provided at multiple locations on the Temple complex. Three battery operated buggy services are provided as part of CSR initiative These Buggy's are Electric vehicles, which provide free service to old, pregnant people free of cost.
Availability of 4G/5G Coverage	Yes

HEALTH, SAFETY & SANITATION	
Toilets	Toilet complex is available outside the temple complex, which is maintained by Mamallapuram Town Panchayat. A toilet complex is available in the Temple Complex, which is provided by Renault and Hand in Hand India as a part of CSR.
Sewage disposal	Need to be improved
Segregated dustbins	Available
General cleanliness & availability of staff	Littering and dry waste can be identified near the Shore temple but not inside the Temple complex
Solid waste disposal	Collected and shifted to the Solid waste treatment plant
Medical facilities	Lack of First aid kits and hospital facilities. Nearest Hospital is within 3km distance which can be used for first aid. The ambulance access near to beach is also not available which is causing multiple causalities over the past few years.
Security personnel & behaviour	Appropriate
24x7 monitoring using CCTV	CCTV cameras are installed but the control and monitoring is not available at the site, few CCTVs are not in working condition.
Fire alarms/ Extinguishers/evacuation plan	Not available.

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TTDC

AVAILABILITY OF BASIC UTILITIES	
24X7 Water Supply	There is a 24*7 water supply at the attraction, which is used for toilets and drinking water at the attraction.
Uninterrupted Power Supply	Power supply at the attraction is under the Green initiative which uses solar panels, The power generated is sufficient for maintaining the needs of the Shore Temple.
Adequate Lighting	Lighting within the Temple complex is adequate, Street lighting along the access road from the bus stand to the Shore temple is not adequate.

02 Pancha (Five) Rathas

ANNUAL TOURIST ARRIVALS: 10,00,000; 30%	Brief Description: This UNESCO World Heritage site comprises of five rathas named after the Pandava brothers of the Mahabharata and serves as one of the earliest depictions of Pallava architecture and sculpture. The Pancha Rathas was carved during the reign of King Mahendravarman I and his son Narasimhavarman I. Each of the five rathas is a monolith, carved whole from a rock outcropping of pink granite.		
Peak Season: OCT- MAY Tourist Arrivals: 13,19,692	TIMING		ACHIEVEMENTS/CERTIFICATION:
	Weekdays	Weekends	
TICKETED - Common ticketing system for Group of Monuments Which include Shore Temple, Hillock Monuments (Butterball Complex) and Five Rathas	6 AM TO 6PM	6 AM TO 6PM	UNESCO WORLD HERITAGE SITE

TOURISM PRODUCTS/ ACTIVITIES / FESTIVALS & EVENTS OFFERED		
DANCE FESTIVALS	PONGAL FESTIVAL	MAGI MASAM ON BEACH

ACCESSIBILITY & CIRCULATION	
Connectivity	The attraction is well Connected, it is near to the existing bus stand, which is approximately 100 Mtrs. Intercity connectivity is by ECR and BT roads, the roads are without median. Paver blocks on both sides help NMT and Pedestrians. The road connecting ECR to the attraction is provided with Paver blocks on both sides and in the E raja street the roads have foot paths for pedestrian access.

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Public Transport/IPT:	Para Transit and Local bus services, auto services are available, Frequency of the local transportation is not sufficient during peak seasons.
On-site Parking Facilities	There is a parking facility available at the attraction, which is free parking maintained by MNTDA. The extent is approximately 1 acre and can accommodate 100 ECS and 35 two wheelers. On street parking is predominant from Light House to the Panch rathas.

TOURIST AMENITIES

Tourist Information Centre/Kiosks & visibility	Interpretation Centre: The Interpretation centre is located near to the Shore temple along with TTDC office. It Can accommodate 8 to 10 persons. Currently the interpretation centre is not in a working condition.
E-Payment Facility	E payment facilities are available at tourist all destinations, Ticketing counters, shops and even para transit like auto rickshaws.
Guides (Manual/Audio) & its experience:	Guides are available at the attraction but the office room or seating facilities for the guides is not available. The guides are hired at the entrance of the attraction and the fees is not fixed. Audio tour facilities are provided at the Shore Temple, but it is currently not working.
feedback mechanism	Feedback Mechanisms are not available at the attraction. Signages are provided but identification is issue.
Signages & its Quality/Legibility	Signages are provided by ASI. Description of the monument are inscribed on metal plates with pedestals.
Drinking water/Food stalls	Drinking water Kiosks are not available at Five Rathas Complex. It is under proposals by ASI.
benches/ seating	Not available in the Pancha Rathas Complex, but there is a park next to the complex maintained by MNTDA where tourists can take leisure.
Availability of 4G/5G Coverage	Yes

HEALTH, SAFETY & SANITATION

Toilets	Toilet complex is available outside the Five Rathas complex, which is maintained by Mamallapuram NTDA. The Toilet is a part of the commercial complex maintained by MNTDA. Along with the toilet there is an existing Overhead Tank in the commercial complex.
Sewage disposal	Sewage disposal is done separately, separate bins for waste collection for dry and wet waste is provided in the attraction.

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Segregated dustbins	Available
General cleanliness & availability of staff	Inspite of the availability of dustbins Littering and dry waste can be identified near the Five Rathas complex
Solid waste disposal	The waste collected is shifted to Resource Park and will be recycled.
Medical facilities	Medical aids, first aid kits are not available in the temple complex, only two medical clinics are available in the town of Mamallapuram. There is a government hospital within 3 km radius of the attraction. Ambulance services and other basic infrastructure is not available in Mamallapuram.
Security personnel & behaviour	Appropriate
24x7 monitoring using CCTV	CCTVs are installed but the control and monitoring is not available at the site, few CCTVs are not in working condition.
Fire alarms/ Extinguishers/evacuation plan	Fire extinguishers, fire alarms and evacuation plans are not available. The ambulance access near to beach is also not available which is causing multiple causalities over the past few years.

AVAILABILITY OF BASIC UTILITIES	
24X7 Water Supply	There is a 24*7 water supply at the attraction, which is used for toilets and drinking water at the attraction.
Uninterrupted Power Supply	Power supply at the attraction is under provided by TN electricity board, power outages are frequent at this attraction. But as the attraction is not open after sunset lighting or Power outages are not the issues.
Adequate Lighting	Lighting with in the Five Rathas complex is adequate, Street lighting along the access road from the bus stand to the Five Rathas is not adequate.

03 Krishna's Butterball Complex

ANNUAL TOURIST ARRIVALS: 10,00,000; 30%	Brief Description: It is a part of Group of Monuments at Mamallapuram, a UNESCO World Heritage Site. It is listed as a protected national monument by the Archaeological Survey of India. This natural rock formation is a giant boulder that appears to be balancing precariously on the edge of a hill. The boulder is approximately weighing 250 tonnes with a height of 6M and width of 5M.	
Peak Season: OCT- MAY Tourist Arrivals: 13,19,692	TIMING	ACHIEVEMENTS/CERTIFICATION:
	Weekdays	Weekends	
TICKETED - Common ticketing system for Group of Monuments	6 AM TO 6PM	6 AM TO 6PM	UNESCO WORLD HERITAGE SITE

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Which include Shore Temple, Hillock Monuments (Butterball Complex) and Five Rathas		

TOURISM PRODUCTS/ ACTIVITIES / FESTIVALS & EVENTS OFFERED		
DANCE FESTIVALS	PONGAL FESTIVAL	MAGI MASAM ON BEACH

ACCESSIBILITY & CIRCULATION

Connectivity	The attraction is well Connected, it is near to the existing bus stand, which is approximately 100 Mtrs. Intercity connectivity is by ECR and BT roads, the roads are without median. Paver blocks on both sides help NMT and Pedestrians. The road connecting ECR to the attraction is provided with Paver blocks on both sides and in the E raja street the roads have foot paths for pedestrian access.
Public Transport/IPT:	Para Transit and Local bus services, auto services are available, Frequency of the local transportation is not sufficient during peak seasons.
On-site Parking Facilities	There is a Paid parking facility available at the attraction, which is maintained by private individual. The extent is approximately 1.5 acre and can accommodate 100 ECS and 40 two wheelers.

TOURIST AMENITIES

Tourist Information Centre/Kiosks & visibility	The Interpretation centre is located near to the Shore temple along with TTDC office. Operated by TTDC. Has two Kiosks explaining the attractions of Mamallapuram. Can accommodate 8 to 10 persons. Currently the interpretation centre is not in a working condition.
E-Payment Facility	E payment facilities are available at tourist all destinations, Ticketing counters, shops and even para transit like auto rickshaws.
Guides (Manual/Audio) & its experience:	Guides are available at the attraction but the office room or seating facilities for the guides is not available. The guides are hired at the entrance of the

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	attraction and the fees is not fixed. Audio tour facilities are provided at the Butterball Complex, but it is currently not working.
feedback mechanism	Feedback Mechanisms are not available at the attraction. Signages are provided but identification is issue.
Signages & its Quality/Legibility	Provided but identification is issue. Signages are provided by ASI. Description of the monument are inscribed on metal plates with pedestals. In the complex few monuments get less visitors due to lack of signages.
Drinking water/Food stalls	Proposals by ASI for drinking water facility in the complex. Private vendors provide water in the complex.
benches/ seating	Not sufficient. Rock benches at few locations. Tourists use garden spaces near the butter ball under the shade and at the monuments.
Availability of 4G/5G Coverage	Yes

HEALTH, SAFETY & SANITATION	
Toilets	E Toilet complex is available outside the Butterball complex, which is maintained by Mamallapuram NTDA. The Toilet is available on the foot path of the road in front of the butterball complex and at the exit/ Light house entrance.
Sewage disposal	Sewage disposal is done separately, separate bins for waste collection for dry and wet waste is provided in the attraction.
Segregated dustbins	Available
General cleanliness & availability of staff	Inspite of the availability of dustbins Littering and dry waste can be identified near the Butterball complex.
Solid waste disposal	The waste collected is shifted to Resource Park and will be recycled.
Medical facilities	Medical aids, first aid kits are not available in the temple complex, only two medical clinics are available in the town of Mamallapuram. There is a government hospital within 3 km radius of the attraction. Ambulance services and other basic infrastructure is not available in Mamallapuram.

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Security personnel & behaviour	Appropriate
24x7 monitoring using CCTV	CCTVs are installed but the control and monitoring are not available at the site, few CCTVs are not in working condition.
Fire alarms/ Extinguishers/evacuation plan	Fire extinguishers, fire alarms and evacuation plans are not available. The ambulance access near to beach is also not available which is causing multiple causalities over the past few years.

AVAILABILITY OF BASIC UTILITIES	
24X7 Water Supply	There is a 24*7 water supply at the attraction, which is used for toilets and drinking water at the attraction.
Uninterrupted Power Supply	Power supply at the attraction is under provided by TN electricity board, power outages are frequent at this attraction. But as the attraction is not open after sunset lighting or Power outages are not the issues.
Adequate Lighting	Lighting within the Butterball complex is adequate, Street lighting along the access road from the bus stand to the Butterball Complex is not adequate.

04 Mamallapuram Beach

ANNUAL TOURIST ARRIVALS: **10,00,000; 30%**	Brief Description: Attraction: Lies on the shore of the Bay of Bengal, the Mahabalipuram Beach is a picturesque place bounded by the shimmering sea. The Mamallapuram beach attracts tourists seeking surfing, sunbathing and swimming and has resorts located all along the beach serving as leisure points. this is the venue for the captivating Mahabalipuram Dance Festival organized by the Department of Tourism of the Government of Tamil Nadu every year in December or January.	
Peak Season: **OCT- MAY** **Tourist Arrivals:** **13,19,692**		

	TIMING		ACHIEVEMENTS/CERTIFICATION:
	Weekdays	**Weekends**	Natural Beach front
NON-TICKETED	OPEN 24 HRS	OPEN 24 HRS	

TOURISM PRODUCTS/ ACTIVITIES / FESTIVALS & EVENTS OFFERED		
Surfing	Horse riding	Minor beach activities

ACCESSIBILITY & CIRCULATION	
Connectivity	The attraction is well Connected, it is near to the existing bus stand, which is approximately 100 Mtrs. Intercity connectivity is by ECR and BT roads, the roads are without median. Paver blocks on both sides help NMT and Pedestrians. The road connecting ECR to the attraction is provided with Paver blocks on both sides and in the E raja street the roads have foot paths for pedestrian access.

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Public Transport/IPT:	Para Transit and Local bus services, auto services are available, Frequency of the local transportation is not sufficient during peak seasons.
On-site Parking Facilities	Available. There are two parking facilities available at the attraction one is free parking which is maintained by MNTDA. The extent is approximately 0.86 acres and can accommodate 100 ECS and 40 two wheelers. Paid parking is available in the TTDC land neat to the shore temple where 150 cars can park along with multiple buses and Three wheelers.

TOURIST AMENITIES

Tourist Information Centre/Kiosks & visibility	The Interpretation centre is located near to the Shore temple along with TTDC office. Operated by TTDC. Has two Kiosks explaining the attractions of Mamallapuram. Can accommodate 8 to 10 persons. Currently the interpretation centre is not in a working condition.
E-Payment Facility	E payment facilities are available at tourist all destinations, Ticketing counters, shops and even para transit like auto rickshaws.
Guides (Manual/Audio) & its experience:	Guides are available at the attraction but the office room or seating facilities for the guides is not available. The guides are hired at the entrance of the attraction and the fees is not fixed.
Feedback mechanism	Feedback Mechanisms are not available at the attraction.
Signages & its Quality/Legibility	Signages are provided but identification is issue.
Drinking water/Food stalls	Available. Private vendors, especially street vendors are more predominant on the beach.
Benches/ seating	Not available
Availability of 4G/5G Coverage	Yes

HEALTH, SAFETY & SANITATION

Toilets	Toilet complex is available outside the temple complex, which is maintained by Mamallapuram Town Panchayat. Toilet complex and baths are not available on the beach.
Sewage disposal	Sewage disposal is done separately, separate bins for waste collection for dry and wet waste is provided in the attraction.
Segregated dustbins	Available
General cleanliness & availability of staff	Inspite of the availability of dustbins Littering and dry waste can be identified along the beach.
Solid waste disposal	The waste collected is shifted to Resource Park and will be recycled
Medical facilities	Medical aids, first aid kits are not available in the temple complex, only two medical clinics are available in the town of Mamallapuram. There is a government hospital within 3 km

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	radius of the attraction. Ambulance services and other basic infrastructure is not available in Mamallapuram.
Security personnel & behaviour	Decent
24x7 monitoring using CCTV	CCTVs are installed but the control and monitoring is not available at the site, few CCTVs are not in working condition.
Fire alarms/ Extinguishers/evacuation plan	Fire extinguishers, fire alarms and evacuation plans are not available. The ambulance access near to beach is also not available which is causing multiple causalities over the past few years.

AVAILABILITY OF BASIC UTILITIES

24X7 Water Supply	Adequate
Uninterrupted Power Supply	Power cuts are frequent, but not more than 30 mins
Adequate Lighting	Streetlights are provided

05 Tiger caves

ANNUAL TOURIST ARRIVALS:	Brief Description:
	The Tiger Cave is a rock-cut Hindu temple complex located in the hamlet of Saluvankuppam near Mahabalipuram in Tamil Nadu, India. It gets its name from the carvings of tiger heads on the mouth of a cave which forms a part of the complex.

Peak Season: OCT- MAY Tourist Arrivals: 13,19,692	TIMING		ACHIEVEMENTS/CERTIFICATION:
	Weekdays	Weekends	UNESCO WORLD HERITAGE SITE
TICKETED	6 AM TO 6PM	6 AM TO 6PM	

TOURISM PRODUCTS/ ACTIVITIES / FESTIVALS & EVENTS OFFERED

4. DANCE FESTIVALS	5. PONGAL FESTIVAL	

ACCESSIBILITY & CIRCULATION

Connectivity	The attraction is well Connected, it is near to the existing bus stand, which is approximately 3Km from the Bus stand. Intercity connectivity is by ECR and BT roads.
Public Transport/IPT:	Para Transit and Local bus services, auto services are available, Frequency of the local transportation is not sufficient during peak seasons.

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On-site Parking Facilities	paid parking available at the tiger caves complex which is maintained by ASI. The extent is approximately 1 acre and can accommodate 50 ECS and 40 two wheelers.

TOURIST AMENITIES	
Tourist Information Centre/Kiosks & visibility	Interpretation Centre: The Interpretation centre is located near to the Shore temple along with TTDC office. It Can accommodate 8 to 10 persons. Currently the interpretation centre is not in a working Condition.
E-Payment Facility	E payment facilities are available at tourist all destinations, Ticketing counters, shops and even para transit like auto rickshaws.
Guides (Manual/Audio) & its experience:	Guides are available at the attraction but the office room or seating facilities for the guides is not available. The guides are hired at the entrance of the attraction and the fees is not fixed.
Feedback mechanism	Lack of personnels and complaint/ suggestion boxes at the site. Feedback Mechanisms are not available at the attraction.
Signages & its Quality/Legibility	Signages are provided but identification is issue. Signages are provided by ASI. Description of the monument are inscribed on metal plates with pedestals.
Drinking water/Food stalls	Drinking water Kiosks are not available.
Benches/ seating	Not available. Garden areas under shade and shrines are used by tourists for seating.
Availability of 4G/5G Coverage	Yes

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HEALTH, SAFETY & SANITATION	
Toilets	Paid Toilet complex is available outside the temple complex, which is maintained by ASI.
Sewage disposal	The waste collected is shifted to Resource Park and will be recycled.
Segregated dustbins	Sewage disposal is done separately, separate bins for waste collection for dry and wet waste is provided in the attraction. Inspite of the availability of dustbins
General cleanliness & availability of staff	Littering and dry waste can be identified near the Shore temple but not inside the Temple complex
Solid waste disposal	The waste collected is shifted to Resource Park and will be recycled.
Medical facilities	Medical aids, first aid kits are not available in the temple complex, only two medical clinics are available in the town of Mamallapuram. There is a government hospital within 3 km radius of the attraction. Ambulance services and other basic infrastructure is not available in Mamallapuram.
Security personnel & behaviour	Decent
24x7 monitoring using CCTV	CCTVs are installed but the control and monitoring is not available at the site, few CCTVs are not in working condition.
Fire alarms/ Extinguishers/evacuation plan	Fire extinguishers, fire alarms and evacuation plans are not available. The ambulance access near to beach is also not available which is causing multiple causalities over the past few years.

AVAILABILITY OF BASIC UTILITIES	
24X7 Water Supply	There is a 24*7 water supply at the attraction, which is used for toilets and drinking water at the attraction.
Uninterrupted Power Supply	Power supply at the attraction is under provided by TN electricity board, power outages are frequent at this attraction.
Adequate Lighting	Lighting is provided, but the monument is closed by 6 pm and lighting is adequate in this context.

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4.3.2 Assessment of Secondary Attraction(s)

01 Light House

ANNUAL TOURIST ARRIVALS:	It has been open to tourists since 2011. The first light was commissioned here in 1887 on the roof of the Olakkannesvara Temple. The lighthouse, with a circular masonry tower made of natural stone, became fully functional in 1904.	

	TIMING		ACHIEVEMENTS/CERTIFIC ATION:
Peak Season: **OCT-MAY** **Tourist Arrivals:** **1.42 Lakhs**	**Weekdays**	**Weekends**	Stands next to Olakkanneswara Temple which is considered as a Light house from Pallava Kings by some Historians
TICKETED: Separate ticket entry for Light house Maintained by DGLL	10 AM to 12.30 PM 2PM to 4:45 PM	10 AM to 12.30 PM 2PM to 4:45 PM	

TOURISM PRODUCTS/ ACTIVITIES / FESTIVALS & EVENTS OFFERED

6. Viewpoint for all Monuments of Mamallapuram	7. Sea view up to Kovalam	8.

ACCESSIBILITY & CIRCULATION

Connectivity	Well connected by Bypass and ECR to the other cities of TN. The Light House is in the Butter ball complex. The connectivity is good.
Public Transport/IPT:	Para Transit and Local bus services, auto services are available, Frequency of the local transportation is not sufficient during peak seasons.
On-site Parking Facilities	There is a vacant land belonging to Sculpture college, which is used as free parking. Most of the private buses and tour buses are parked at this site. The area is approximately 1.12 acres.

TOURIST AMENITIES

Tourist Information Centre/Kiosks & visibility	Interpretation Centre: The Interpretation centre is located near to the Shore temple along with TTDC office. It Can accommodate 8 to 10 persons. Currently the interpretation centre is not in a working condition.
E-Payment Facility	E payment facilities are available at tourist all destinations, Ticketing counters, shops and even para transit like auto rickshaws.
Guides (Manual/Audio) & its experience:	Lack of Guides
Feedback mechanism	Suggestion boxes/ complaint boxes not available
Signages & its Quality/Legibility	Single Monument that can be identified but the access or way to the Lighthouse is not marked properly.
Drinking water/Food stalls	Available in the Butterball complex.
benches/ seating	Stone benches in Butterball complex or near to the Butterball on garden area under shade is used for leisure.
Availability of 4G/5G Coverage	Available

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Toilets	E Toilet complex is available outside the Butterball complex, which is maintained by Mamallapuram NTDA. The Toilet is available on the foot path of the road in front of the butterball complex and at the exit/ Light house entrance.
Sewage disposal	Scope for improvement
Segregated dustbins	Available for individual segregation.
General cleanliness & availability of staff	Littering and dry waste can be identified in the surroundings of Light house.
Solid waste disposal	Collected and shifted to the Solid waste treatment plant at the resource park in Mamallapuram.
Medical facilities	Medical aids, first aid kits are not available in the temple complex, only two medical clinics are available in the town of Mamallapuram. There is a government hospital within 3 km radius of the attraction. Ambulance services and other basic infrastructure is not available in Mamallapuram.
Security personnel & behaviour	Decent
24x7 monitoring using CCTV	CCTVs are installed but the control and monitoring is not available at the site, few CCTVs are not in working condition.
Fire alarms/ Extinguishers/evacuation plan	Fire extinguishers, fire alarms and evacuation plans are not available. The ambulance access near to beach is also not available which is causing multiple causalities over the past few years.

AVAILABILITY OF BASIC UTILITIES	
24X7 Water Supply	Adequate
Uninterrupted Power Supply	Power cuts are frequent, but not more than 30 mins
Adequate Lighting	Streetlights are provided

02 Maritime Heritage Museum and Light House Museum

ANNUAL TOURIST ARRIVALS:	The Maritime Heritage Museum houses models of different marine heritages. These include ancient ships and the first ships that ever reached the coast of Mamallapuram. And these also include the models of routes that they took.
Peak Season: **OCT-MAY** **Tourist Arrivals:** 9800 **per year**	

	TIMING		ACHIEVEMENTS/CERTIFICATION:
	Weekdays	**Weekends**	Museum started in 2015, Quaint museum devoted to the region's maritime heritage with ship models, lanterns & more.
TICKETED	10 AM to 12.30 PM 2PM to 4:30 PM	10 AM to 12.30 PM 2PM to 4:30 PM	

TOURISM PRODUCTS/ ACTIVITIES / FESTIVALS & EVENTS OFFERED		
9. Submarine Simulator	10. Models of ships	11. Map of the silk Route
ACCESSIBILITY & CIRCULATION		

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Connectivity	The attraction is well Connected, it is near to the existing bus stand, which is approximately 3Km from the Bus stand. Intercity connectivity is by ECR and BT roads.
Public Transport/IPT:	Para Transit and Local bus services, auto services are available, Frequency of the local transportation is not sufficient during peak seasons. Shuttle service is required
On-site Parking Facilities	There is a vacant land belonging to Sculpture college, which is used as free parking. Most of the private buses and tour buses are parked at this site. The area is approximately 1.12 acres.

TOURIST AMENITIES

Tourist Information Centre/Kiosks & visibility	Interpretation Centre: The Interpretation centre is located near to the Shore temple along with TTDC office. It Can accommodate 8 to 10 persons. Currently the interpretation centre is not in a working condition.
E-Payment Facility	Available
Guides (Manual/Audio) & its experience:	Lack of Guides. The Audio guides are not available in the museum.
feedback mechanism	Suggestion boxes/ complaint boxes not available
Signages & its Quality/Legibility	Signages 1for the items in the Museum are legible and are curated briefly, which provide appropriate insight to the visitor.
Drinking water/Food stalls	Available
benches/ seating	Stone benches in Butterball complex or near to the Butterball on ground
Availability of 4G/5G Coverage	Available

HEALTH, SAFETY & SANITATION

Toilets	E Toilet complex is available outside the Butterball complex, which is maintained by Mamallapuram NTDA. The Toilet is available on the foot path of the road in front of the butterball complex and at the exit/ Light house entrance. Toilet complex is available in the Museum also.
Sewage disposal	Scope for improvement
Segregated dustbins	Available for individual segregation.
General cleanliness & availability of staff	Littering and dry waste can be identified outside the premises of the museums.
Solid waste disposal	Collected and shifted to the Solid waste treatment plant
Medical facilities	Lack of First aid kits and hospital facilities
Security personnel & behaviour	Decent
24x7 monitoring using CCTV	Medical aids, first aid kits are not available in the temple complex, only two medical clinics are available in the town of Mamallapuram. There is a government hospital within 3 km radius of the attraction. Ambulance services and other basic infrastructure is not available in Mamallapuram.
Fire alarms/ Extinguishers/evacuation plan	Not available.

AVAILABILITY OF BASIC UTILITIES

24X7 Water Supply	Adequate
Uninterrupted Power Supply	Power cuts are frequent, but not more than 30 mins
Adequate Lighting	Streetlights and internal Lighting are provided

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03 India Seashell Museum
(Mamallapuram)

ANNUAL TOURIST ARRIVALS:	The museum is forts of its kind in India and the largest one India. On display are around 40,000 kinds of shells along with details about them. These shells have been collected by K Raja Mohamed, the founder of the museum.	
Peak Season: **OCT-MAY** **Tourist Arrivals:**		**ACHIEVEMENTS/CERTIFICATION:**
	TIMING	
	Weekdays	**Weekends**
TICKETED	8:00am to 8:00pm	8:00am to 8:00pm

TOURISM PRODUCTS/ ACTIVITIES / FESTIVALS & EVENTS OFFERED

Over 40,000 specimens of rare and unique seashells and Minerals	Mini Asia Museum	Aquarium Complex

ACCESSIBILITY & CIRCULATION

Connectivity	The attraction is well Connected, it is near to the existing bus stand, which is approximately 3Km from the Bus stand. Intercity connectivity is by ECR and BT roads.
Public Transport/IPT:	Para transit facilities are available, Shuttle service is required
On-site Parking Facilities	Internal Parking is available, as this is a private property the parking facilities are maintained by the Museum itself. Need to be improved.

TOURIST AMENITIES

Tourist Information Centre/Kiosks & visibility	This attraction is not visited frequently by tourists. The interpretation centre is approximately 2 Km away from the attraction.
E-Payment Facility	Available
Guides (Manual/Audio) & its experience:	Lack of Guides. Audio guides are not available.
feedback mechanism	Suggestion boxes/ complaint boxes are provided.
Signages & its Quality/Legibility	Adequate
Drinking water/Food stalls	Available
benches/ seating	Provided at appropriate locations.
Availability of 4G/5G Coverage	Available

HEALTH, SAFETY & SANITATION

Toilets	Available inside the complex
Sewage disposal	Scope for improvement
Segregated dustbins	Available for individual segregation.
General cleanliness & availability of staff	Littering and dry waste can be identified outside the Museum.
Solid waste disposal	Collected and shifted to the Solid waste treatment plant
Medical facilities	Lack of First aid kits and hospital facilities
Security personnel & behaviour	Decent

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24x7 monitoring using CCTV	CCTV cameras are not available.
Fire alarms/ Extinguishers/evacuation plan	Not available.

AVAILABILITY OF BASIC UTILITIES	
24X7 Water Supply	Adequate
Uninterrupted Power Supply	Yes.
Adequate Lighting	Appropriate Lighting is provided.

Key Gaps/Issues

- The attractions identified as primary are those which are having the potential to be the hero attractions of Mamallapuram and requires a holistic improvement in terms of infrastructure & visibility.
- Inadequate infrastructure and facilities, such as parking areas, restrooms, and seating arrangements, diminishing visitor comfort and convenience. The existing utilities are also not being properly maintained at Five Rathas and Butterball Complex.
- Limited interpretation methods, such as audio/manual guides or informative signage, hampers visitors' understanding of the historical and cultural context of the attractions.
- The attractions are not universally accessible due to lack of ramps, tactile paving, etc.
- The extreme heat and lack of canopy and shades, lack of resting areas in the attractions create discomfort for the visitors.
- There is lack of trained staff for cleaning & maintenance, security, etc. which is crucial to maintaining a safe and clean environment.
- Absence of security protocols and surveillance systems in line with industry standards. Improving this can help prevent incidents and reassure visitors.

4.3.3 Planned projects and initiative on Tourist Attraction.

Table 4-5 Planned projects and initiative on Tourist Attraction

Sn	Project Title	Status	Funding (Centre/State/PPP)	Target Year of Completion
1	A "Glow Garden" with attractive lighting, amusements and other tourist attractions in Maragatha Poonga, Mamallapuram	DPR PROPOSED	PPP	2024
2	Light and Sound show	DPR prepared	ASI, HR&CE	2024

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3	Drinking water facilities (5 Rathas and Butter ball Complex)	DPR Prepared	ASI (PPP/CSR)	2024
4	Street lighting and improvement of Stone benches	DPR Prepared	ASI (PPP/CSR)	2024
5	Bio compostor at Shore Temple	DPR Prepared	ASI (PPP/CSR)	2025
6	Sea View Garden near Shore Temple	Proposal	ASI (PPP/CSR)	2025
7	Road Widening and Flyover of ECR at Mamallapuram Junction	On going	Govt.	2024
8	New Bus Stand	DPR Prepared/ Tender issued	Govt. (MNTDA & CMDA)	2024

4.4 Basic Tourism Infrastructure at the Destination

4.4.1 Civic infrastructure

Healthcare: The medical facilities and infrastructure in Mamallapuram are not adequate. There is an existing Health care centre, Govt Hospital and two medical clinics in Mamallapuram. The access to ambulance is not available, especially emergency vehicle access to beach and other tourist attractions are not proper.

Hygiene and Cleanliness: There is an existing resource park in Mamallapuram which collects the solid waste in Mamallapuram. The resource park after collection recycles both dry and wet waste. The waste is collected separately from commercial areas, tourist locations as well as at household level and the waste is recycled. A new bio composter is also proposed near the Shore Temple to recycle the waste generated at the Shore Temple.

Safety & Security:

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Watch towers for the coast guards are not available near the beach. The CCTVs that are installed are not working properly and the monitoring of the CCTV footage is not available at the attractions. The nearest Police station is almost 1 Km away from the major attractions. The security at the Tourist location are not adequate to address the issues faced by the tourists.

Other Civic amenities like the Town Panchayat and Tourism Office are located approximately 1 KM from the major tourist locations in Mamallapuram.

There is an existing park (MaragathaPoonga) in Mamallapuram. The park is maintained by TTDC. Currently the park is proposed to be developed as glow garden under PPP mode.

The existing facilities related to healthcare, hygiene & cleanliness, safety & security facilities & civic infrastructure are mapped & showcased below:

4.4.2 Planned Initiatives

Table 4-6 Planned projects and initiative on Civic Infrastructure

Sn	Project Title	Status	Funding (Centre/State/PPP)	Target Year of Completion
1	Street lighting and improvement of Stone benches	DPR Prepared	ASI (PPP/CSR)	2024
2	Bio compostor at Shore Temple	DPR Prepared	ASI (PPP/CSR)	2025
3	Sea View Garden near Shore Temple	Proposal	ASI (PPP/CSR)	2025
4	Road Widening and Flyover of ECR at Mamallapuram Junction	On going	Govt.	2024
5	New Bus stand	DPR Prepared	Govt. (MNTDA & CMDA)	2024
6	Drinking water facilities (5 Rathas and Butter ball Complex)	Proposal	ASI (PPP/CSR)	2024

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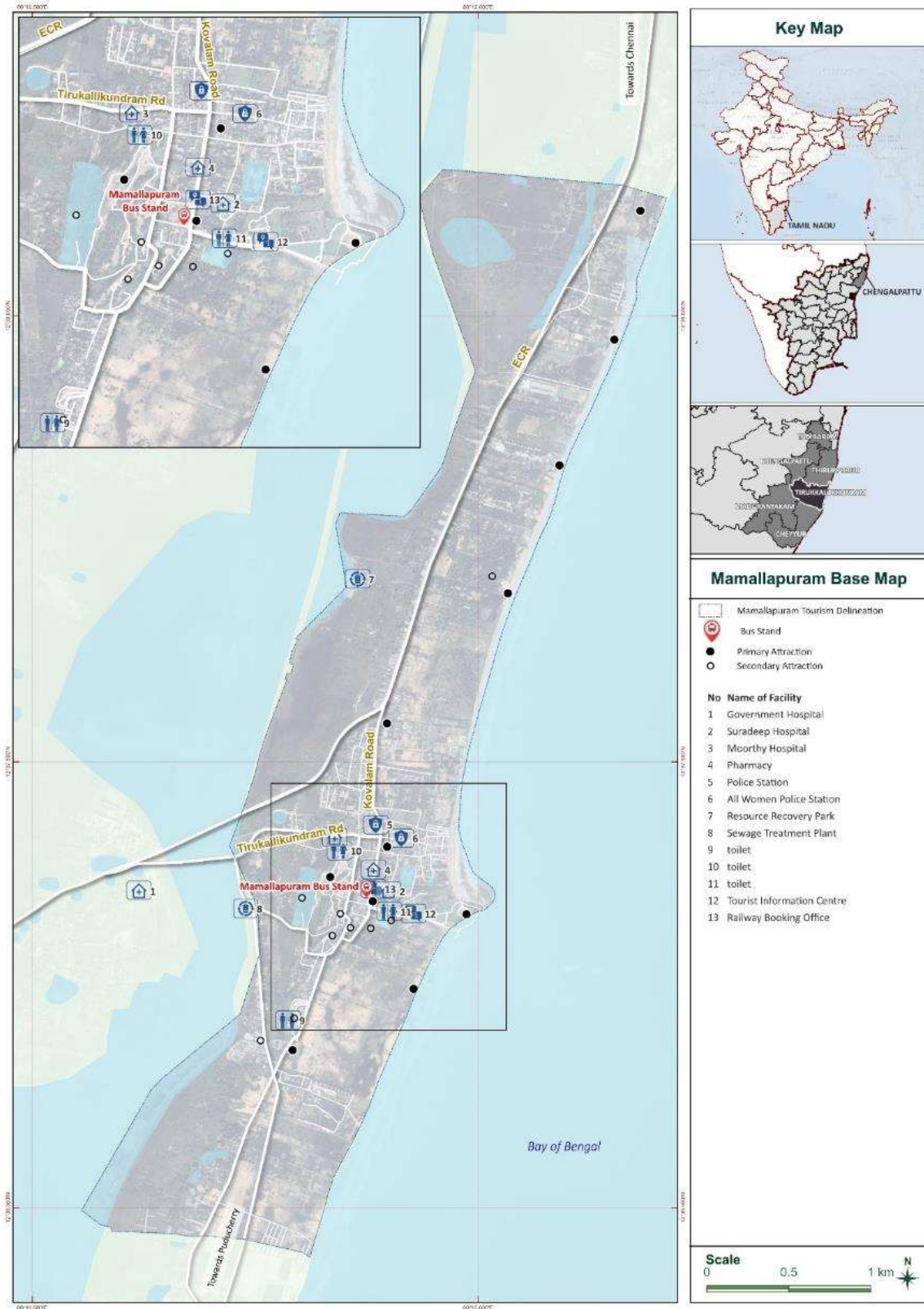
Figure 4-5: Mapping of Civic Amenities at Mamallapuram

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4.5 Accommodation Facilities

Accommodation in Mamallapuram largely ranges from luxury resorts, 3- ,4- & 5-star hotels, and Guest Houses. There are more than **44 number of 3-,4-, and 5- star properties**. Major hotel chains (in Mamallapuram and vicinity) include InterContinental Hotels Group, Radisson Group, Taj, Marriott amongst many others. Presently only 2 accommodation units are registered on the Nidhi+ portal including Ms. Chandrakala Resort Hotels Private Limited and 154 Pearl Beach. The following numbers on accommodation units is officially available from the department:

Table 4-7 Accommodation Facilities in Mamallapuram

SI No.	Type of Accommodation	Total No of Units	No of Registered Units (and % of total)	Total no of rooms available	Total available bed capacity	Average Room Rate (ARR) in last 5 years
1	Hotel	24	100%			
2	Resort	33	100%			
3	Guest House	29	100%	Data is presently partially/not available. A survey is being proposed to collect the same.		
4	Homestay	7	100%			
5	Others	17	100%			
6	Total	110	100%			

However, currently there is limited official data on accommodation availability in the destination. Annual surveys for recording the accommodation inventory including number and category of hotels, number of rooms, number of beds, occupancy rate (including seasonality), ARR etc. can help in planning and regulating accommodation in the destination and is being proposed.

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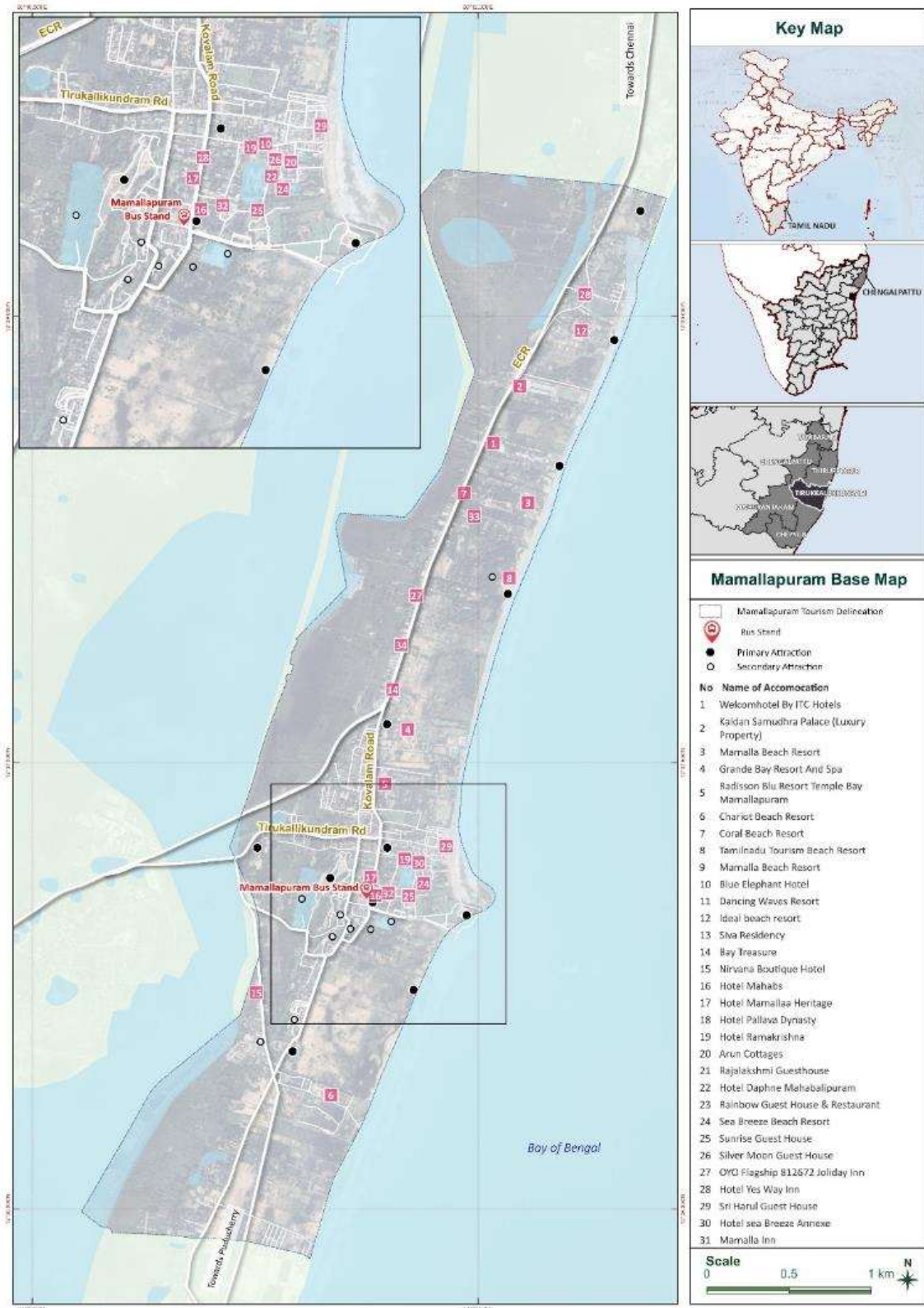
Figure 4-6: Mapping of Existing Accommodation facilities at Mamallapuram

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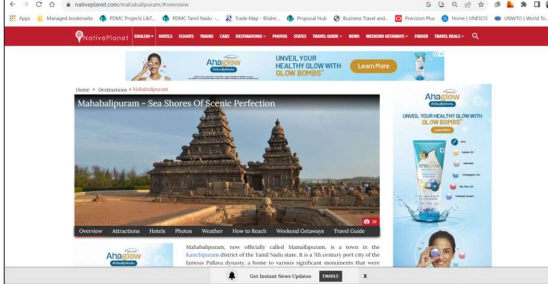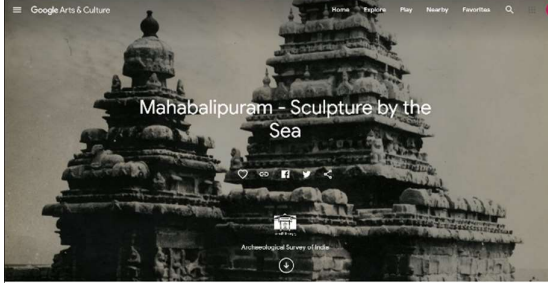
4.6 ICT (Information and Communications Technology) readiness
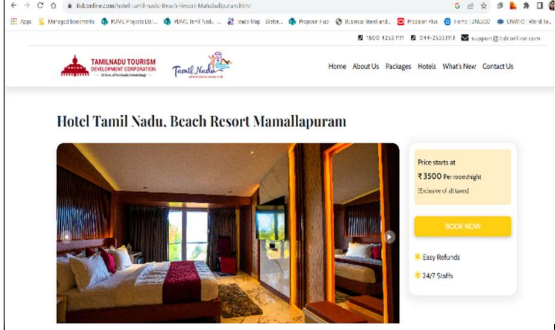
The following table summarises the current ICT readiness of the destination and the state.

Table 4-8 ICT Readiness of destination
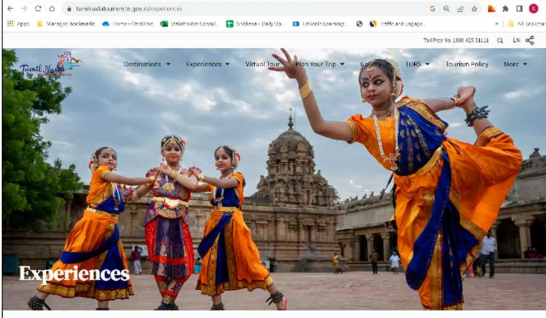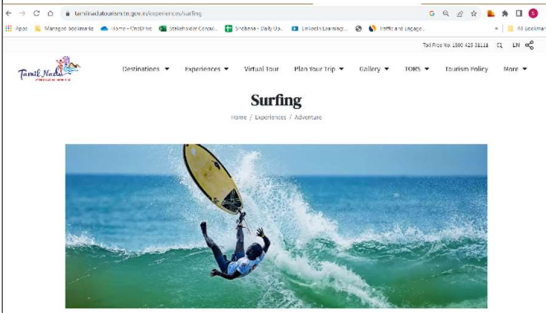
Sn	Parameter	Details	Relevant Screenshots and URL(s)
1.	**Official website or webpage of the destination**	There is no separate website for Mamallapuram destination. There are websites for TTDC and the official destination (Tamil Nadu Tourism) The Tamil Nadu Tourism website provides comprehensive information and resources related to travel and tourism. It serves as the authoritative online platform specifically designed to promote and showcase various destinations, attractions, accommodations, activities, and services available to travelers. This website serves as the go-to source for individuals seeking reliable and up-to-date information on tourism-related matters, offering a user-friendly interface and a wealth of details, such as travel guides, itineraries, maps, booking options, local events, and practical tips for a memorable and successful travel experience. However, on searching for tourism in Tamil Nadu on a search engine, 2 different websites for TTDC come up.	1. https://www.tamilnadutourism.tn.gov.in/ 2. www.ttdconline.com 3. http://ttdc.co.in/
2.	**Dedicated mobile application**	While a Tamil Nadu Tourism app was launched in 2017, the app not available currently for download.	URL is broken. TTDC is currently in the process of developing an app for the state

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Sn	Parameter	Details	Relevant Screenshots and URL(s)
		There is no separate app for Mamallapuram destination.	
3.	**Information on tourism attractions, products, activities, events**	**Government Websites** The government website is a reliable source of information for tourism. It offers details on attractions, products, activities, and events. Visitors can find comprehensive descriptions of popular destinations, along with photographs and videos. The website also provides information on accommodations, including pricing and booking options. It showcases various tourism activities, such as adventure sports, guided tours, and cultural experiences, with safety guidelines when applicable. Additionally, the website promotes upcoming festivals, cultural celebrations, and sporting events, providing schedules, and ticketing information. Managed by the tourism department, this trustworthy source ensures accurate and up-to-date information, aiding visitors in planning their trips effectively.	**Government Website** 1. https://www.tamilnadutourism.tn.gov.in/destinations/mahabalipuram 2. https://www.incredibleindia.org/content/incredible-india-v2/en/destinations/mamallapuram.html 3. http://ttdc.co.in/
		Non-Government Website In addition to government websites, non-government websites also serve as valuable sources of information for tourism. These	Non-Government Website

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Sn	Parameter	Details	Relevant Screenshots and URL(s)
		websites provide details on attractions, products, activities, and events, offering an alternative source for individuals seeking travel-related information. They offer comprehensive information on popular destinations, accommodations, and various activities available for tourists. Non-government websites also promote upcoming events and provide insights into cultural experiences. While government websites are reliable, non-government websites provide additional perspectives and options for travellers, enhancing their ability to plan and explore different tourism offerings.	1. https://www.mahabalipuram.org/ 2. https://www.nativeplanet.com/mahabalipuram/ 3. https://artsandculture.google.com/story/mahabalipuram-sculpture-by-the-sea-archaeological-survey-of-india/_wXB5vhuL90aJA?hl=en

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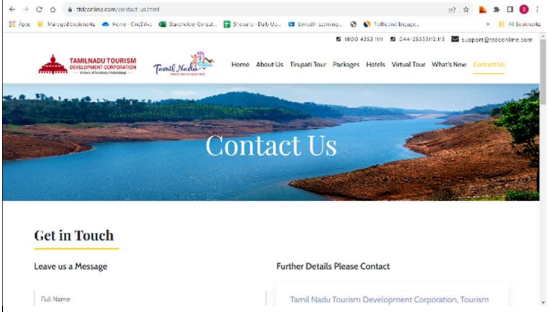
Sn	Parameter	Details	Relevant Screenshots and URL(s)
4.	Tourist Attractions	The provided link offers exclusive information on attractions only. Visitors can access detailed descriptions, historical significance, and unique features of various attractions. This resource focuses solely on providing comprehensive information about popular tourist destinations, allowing individuals to explore and learn more about each location. While other aspects of tourism such as accommodations, activities, and events may not be covered in this link, it serves as a valuable resource for those specifically seeking detailed information about attractions. By offering in-depth insights into these destinations, the link assists travellers in making informed decisions and planning their visits accordingly.	1. https://www.tamilnadutourism.tn.gov.in/destinations 2. https://www.tamilnadutourism.tn.gov.in/destinations/mahabalipuram 3. http://www.ttdc.co.in/places/CitiesTowns/Mamallapuram.aspx
		Gaps	

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Sn	Parameter	Details	Relevant Screenshots and URL(s)
		The website does not provide opening and closing timings for attractions. Visitors will need to seek this information from other sources such as official attraction websites or contact them directly for the accurate operating hours. The website does not offer any specific tour packages for Mahabalipuram. Visitors may need to explore other sources such as travel agencies, tour operators, or local tourism offices to find suitable tour packages tailored for Mahabalipuram and its attractions.	
5.	**Tourist Products**	The provided link lacks any product information related to tourism. It does not offer details about accommodation, transportation, or other related services. To access such information, it is recommended to explore alternative sources such as official tourism websites, travel agencies, or online booking platforms. These sources typically provide comprehensive details on available products, allowing individuals to plan their trips more effectively. While the given link may be limited, other reliable sources can provide the necessary information for a complete and informed travel planning experience.	1. https://www.ttdconline.com/about_ttdc.html
		In the provided link, product information can be found under the "Things to Do" section. This section offers details about various tourism products such as guided tours, adventure activities, and cultural experiences. Visitors can explore the available options, descriptions details within this section, making it a valuable resource for individuals seeking information about specific products and	2. https://www.tamilnadutourism.tn.gov.in/destinations/mahabalipuram

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Sn	Parameter	Details	Relevant Screenshots and URL(s)
		activities related to their travel interests.	
		Gaps The website does not display the opening and closing times of attractions. Visitors should refer to official attraction websites or directly contact them to obtain accurate operating hours. The website does not provide this specific information, making it necessary to explore alternative sources for up-to-date and reliable opening and closing timings of the attractions.	
6.	**Tourist Activities**	The portal displays a list of activity names, but the information provided is limited. Visitors can see the names of various activities, but details such as descriptions, pricing, and specific features may be missing. For a comprehensive understanding of each activity, it is recommended to consult alternative sources such as official activity websites, travel guides, or contact the organizers directly. These sources often offer more in-depth information, including detailed descriptions, pricing options, and any specific requirements or restrictions. Exploring additional resources will ensure a better grasp of the available activities and assist in making informed decisions during trip planning.	1. https://www.tamilnadutourism.tn.gov.in/experiences 2. https://www.tamilnadutourism.tn.gov.in/experiences/surfing
		Gaps The activities mentioned on the portal lack detailed information. While the names of the activities are provided, the portal does not offer comprehensive descriptions or additional details. To gather more specific information, it is recommended to consult other sources such as official activity websites or contact the organizers directly. The portal does not provide timing information for the activities. Visitors will need to seek this information from other sources such as official activity	

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Sn	Parameter	Details	Relevant Screenshots and URL(s)
		websites or by directly contacting the organizers. The portal does not include specific timing details for the activities listed.	
7.	**Festivals, Fairs and/or Events**	The given link solely focuses on providing details about festivals and does not include any other information related to tourism. Visitors will not find information about attractions, accommodations, activities, or other aspects of travel on this website. To gather comprehensive information about the destination, it is recommended to explore alternative sources such as official tourism websites, travel guides, or contact local tourism offices for a more holistic understanding of the tourism offerings available.	https://www.tamilnadutourism.tn.gov.in/events
		Gaps	
		Location Detail: When providing location details for a festival, it is crucial to clearly mention the venue or venues where the event will take place. Include the complete address, directions, and any notable landmarks to assist attendees in finding their way. Providing accurate and comprehensive location information ensures that participants can easily navigate to the festival site and enhances their overall experience.	
		Ticket information: The absence of ticket information is a crucial omission for the festival. It is essential to provide details regarding ticket requirements, including whether there are entry fees, and where attendees can purchase the tickets. This information helps potential participants plan their attendance and ensures a smooth ticketing process. Without this vital information, attendees may face confusion or difficulties in obtaining the necessary tickets, potentially impacting their overall festival experience.	
8.	**Accommodation Booking through official website/webpage/mobile**	The TTDC online portal provides a single accommodation facility for booking in Mamallapuram. Visitors can utilize the portal to make reservations for this facility.	https://www.ttdconline.com/hotel_list.html

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Sn	Parameter	Details	Relevant Screenshots and URL(s)
	application	The Tamil Nadu Tourism App is currently unavailable for download. Visitors looking to access the mobile application for information on tourism in Tamil Nadu will need to explore other sources such as official tourism websites or contact the Tamil Nadu Tourism Department for alternative ways to obtain relevant information.	
9.	**Online Booking of Tourist Guides**	Tourist guide information should be regularly updated monthly to ensure accuracy and relevance. By keeping the information up-to-date, visitors can rely on the tourist guides to provide accurate details about attractions, activities, accommodations, and other important information for a fulfilling travel experience. For improved usability, it is suggested to replace the PDF version with a dropdown menu on the portal. This interactive feature would enable users to filter information based on location, making it convenient to find and access the appropriate tourist guides for their desired destinations.	https://www.tamilnadutourism.tn.gov.in/img/Tourist-Guides-2022.pdf
10.	**Social media presence of the destination**	Through platforms like Instagram, Facebook, Twitter, YouTube, and their informative website blog, Mahabalipuram engages with a diverse audience, shares its captivating beauty, and provides a virtual gateway for exploring its historical treasures.	Instagram, Facebook, Twitter are Not Active

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Sn	Parameter	Details	Relevant Screenshots and URL(s)
		To effectively reach and engage a broader audience, it is advisable to establish a dedicated social media platform specifically for Mahabalipuram. This platform would allow for focused and targeted content, enhancing the destination's visibility and engagement with potential visitors, enthusiasts, and travelers interested in exploring the unique offerings of Mahabalipuram.	
11.	**Grievance redressal mechanism for visitors on official website**	It has been observed that the TTDC portal lacks a Tracking and Reference Number system for visitors to track their grievances. Implementing such a system would provide transparency and enable visitors to monitor the progress of their complaints, ensuring a more efficient and satisfactory resolution process. The "Leave us a message" option on the TTDC portal does not provide any confirmation to the visitor, either through email or mobile, regarding the receipt of their message. Adding a confirmation mechanism would assure visitors that their message has been successfully submitted, enhancing communication, and ensuring that their inquiries or feedback are received and acknowledged.	https://www.ttdconline.com/contact_us.html

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4.6.1 Planned projects and initiative on ICT

Table 4-9 Planned projects and initiative on ICT

Sn	Project Title	Status	Funding (Centre/State/PPP)	Target Year of Completion
1.	Tamil Nadu Mobile Application	In Progress	TTDC Project	2023

4.7 Employment and Skilling

The overall labour force participation and worker population ratio are lower at the district level than at the state, however both LFPR and Working Population Ratio (WPR) for age group 15-29 years is marginally lower than the state figures. More workers in the district are in wage employment (43.2%) compared to self- employment (31.2%) as per MoLE estimates. Youth Unemployment Rate (15-29 years) is higher (13%) at the district level than at the state level (11%).

Tourism is a prominent sector of the district with 20% share of employment in trade and tourism and communication being the second highest sector.

The skill training infrastructure of the district includes skill training centres implementing schemes like TNSDC, Pradhan Mantri Kaushal Vikas Yojana (PMKVY) and Deen Dayal Upadhyay Grameen Kaushal Yojana (DDU- GKY).

Ongoing skill trainings as of 2021 are Front Office Executive under DDU-GKY and National Urban Livelihood Mission (NLUM).

As of 2022, 90 candidates have registered with the Tamil Nadu Skill Development Corporation (TNSDC) in the tourism and hospitality sector with 60 of them for travel consultant and 30 as front office associate. Out of which 50 are males and 40 are females.

Incremental demand for skilled workforce in hotels and restaurants for 2022-2025 is 1645 and the same for semi-skilled workforce is 2854. A deeper mapping of exact roles can be beneficial for designing focused capacity building programs.

Based on stakeholder consultations and secondary research, there is a scope to train 850+ people in the roles of Chef De Partie, Front Office Associate, House Keeping Attendant (cleaning), Tour Escort, Food and Beverage Service Steward, Assistant Catering Manager, Guest Relations manager & Billing Executive.

Local communities will be involved in development of tourism through community-based homestay projects wherein local families host the eco-tourists in their homes.

The proposed interventions include undertaking a skill assessment, skilling local youth under the IITFC program, linking licenses for service providing as a part of a detailed action plan.

4.7.1 Planned projects and initiative on skilling.

Table 4-10 Planned projects and initiative on skilling

Sn	Project Title	Status	Funding	Target Year of

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			(Centre/State/PPP)	Completion
1.	Skilling of Tourist guides	Yet to start	TTDC Project	2024

4.8 Community Engagement

Institutions offering Tourism degree in the nearby area:

Table 4-11: Institutions offering Tourism Degree in nearby areas

Name of Institute	Course Offered	Potential Tie-ups for destination under Swadesh Darshan 2.0
SRM Institute of Hotel Management	BSc (Hospitality & Hotel Administration, Hotel & Catering Management), Certificate course in Housekeeping, MBA (Hospitality Management), Diploma (Catering Science and Hotel Management, Food and Beverage Management, Food Production, Hotel Front Office Operation), Craftmanship Course	Certificate course in Housekeeping, Diploma (Catering Science and Hotel Management, Food and Beverage Management, Food Production, Hotel Front Office Operation), Craftmanship Course
Government Arts College, Coimbatore	UG, PG, M.Phil, PhD in Tourism & Travel Management Department	None
Institute of Hotel Management, Bengaluru	BSc (Hospitality) MSc (Hospitality) Diploma in Food Production Diploma in Bakery & Confectionery Craftsmanship Certificate Course in Food Production & Patisserie/ Beverage Service	Certificate in Food Production Certificate in Bakery & Confectionery Certificate Course in Food Production & Patisserie/ Beverage Service
Indian Institute of Tourism and Travel Management (IITTM), Nellore	BTTM or BBA (Tourism and Travel) MTTM or MBA (Tourism and Travel Management)	Certificate in tourism management
Indian Culinary Institute Tirupati	BBA (Culinary Arts) MBA (Culinary Arts)	Certificate in Culinary Arts

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Youth Tourism Club (YTC) of Sathyabama Institute of Science and Technology, Chennai played a series of video about Mahabalipuram on World Heritage Day, 18th April 2023.

Local communities will be involved in development of tourism through community-based homestay projects wherein local families host the eco-tourists in their homes. This could increase the length of stay of tourists in Mamallapuram where mostly single day visits are carried out. It will be a niche tourism experience. 'Vinodhara Guest House' & 'ECR Guest House' are two such homestays whose staff can be provided hospitality training since there have been non satisfactory reviews for both. Cooperative society of local members will be organized who can then be trained to become eco-tourism guides. Existing SHGs of local artisans who are engaged in stone carving and handicrafts selling handicrafts, souvenirs, toys etc in the district can be encouraged to sell their produce at the major attractions.

Planned projects and initiatives on Community Management

Presently the state government has not declared any major project related with community engagement.

4.9 Branding, Marketing and Promotion of the destination

Tamil Nadu Tourism Marketing & Promotion Strategy

Known for its rich cultural heritage, magnificent temples, stunning landscapes, vibrant festivals, and delicious cuisine, Tamil Nadu is a treasure trove for travellers seeking a deep exploration of India's history and traditions. The Tamil Nadu Tourism Department has implemented various strategies to promote tourism in the state. The key elements of its marketing and branding policy include the following:

Identifying Unique Selling Proposition (USP): Tamil Nadu Tourism**'s** unique selling proposition lies in its diverse range of attractions. Since each of these attractions are not only unique but also immensely popular, the state has decided to highlight all of them, mainly emphasizing:

- Rich cultural heritage, which includes magnificent temples, UNESCO World Heritage Sites like the Great Living Chola Temples, and architectural marvels like the Brihadeeswarar Temple in Thanjavur.
- Historical landmarks such as forts, palaces, and ancient cities like Madurai and Kanchipuram are also highlighted.
- Vibrant festivals, including Pongal, Navratri, and Tamil New Year that are celebrated with enthusiasm, showcasing the colorful traditions and cultural extravaganza.
- Pristine beaches along the Bay of Bengal,
- Picturesque hill stations like Ooty and Kodaikanal, and
- Spiritual tourism destinations like Rameswaram and Tiruvannamalai

Target Audience: Tamil Nadu Tourism's marketing efforts cater to both domestic and international tourists. The language of most communication is Tamil and English, and the messaging mostly contains interests of a wider population.

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- **Domestic tourists** are a significant focus, particularly from neighboring states like Karnataka, Kerala, Andhra Pradesh, and Telangana. The state's proximity to major metropolitan cities like Chennai, Bengaluru, and Hyderabad makes it easily accessible for urban dwellers seeking weekend getaways.
- Tamil Nadu Tourism targets **international tourists** by promoting its cultural heritage, architectural wonders, and unique experiences. Special emphasis is given to potential international markets, such as Southeast Asia, Europe, and North America, depending on the specific campaigns and strategies employed.

Tagline & Logo:

In the ancient land of Tamil Nadu, everything speaks. The voices are etched into the land, the architecture, the festivals, and the hearts of its people and it's an uninterrupted process, still ongoing. The state welcomes visitors to be a part of this narrative, to listen, learn, and contribute their own stories to the vibrant tapestry that is Tamil Nadu. It is a place where every traveler becomes a storyteller, and where the stories never cease to inspire, captivate, and leave an indelible mark on the soul. **'Tamil Nadu- where stories never end'.**

Logo: Tamil Nadu is a land where history, culture, and traditions weave a tapestry of ancient civilizations merging with vibrant festivals, architectural marvels, pristine landscapes, creating new avenues of expression in modern times. Contemporary art forms, music festivals, and literature events continue to evolve the narratives, adding new chapters to the ongoing story of the state. Artists, writers, and performers gather here to share their stories and

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Tamil Nadu Tourism Department

experiences, creating a dynamic and ever-evolving cultural landscape that is adequately reflected in the new vibrant, dynamic logo that encompasses all themes and branding.

The marketing tools & Channels currently being used by TN Tourism

a. Tamil Nadu Tourism Website: The department has developed a comprehensive website that provides information and assistance to potential visitors at every stage of their travel journey. The website is user-friendly and accessible worldwide.
b. Promotional Videos and Stories: The department has created videos and photo stories highlighting Tamil Nadu's cultural and historical attractions, adventure activities, traditional crafts, cuisine, and rural tourism experiences. These videos aim to showcase the state's rich heritage and natural beauty.
c. Digital Marketing Initiatives: Tamil Nadu Tourism has initiated digital advertising campaigns on prominent websites and applications to increase the visibility of the state's attractions and cultural heritage.
d. Events & their Live Streaming: There is a Calendar of Events created that is spread all over Tamil Nadu. The department leverages social media platforms to live stream prominent events like the Indian Dance Festival and Namma Ooru Thiruvizha, showcasing the cultural richness of Tamil Nadu and attracting tourists.

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e. Collaboration with Media Brands: Tamil Nadu Tourism has partnered with popular media brands like National Geographic Traveler and Travel and Food Network to create captivating travel videos and photo stories that highlight the state's diverse attractions.

f. Co-branding Initiatives: Collaboration with "Story Trails" has resulted in visually appealing and informative videos that promote Tamil Nadu's cultural, heritage, and natural treasures.

g. Advertisements in Magazines: The Tourism Department advertises in leading tourism-related journals, magazines, and in-flight magazines to promote the state's tourism destinations.

h. Radio Campaigns: Radio campaigns have been launched in various cities to promote Tamil Nadu Tourism as a destination.

i. Social Media Campaigns: The department has actively utilized social media platforms, engaging with the audience through contests, collaborations with influencers, and showcasing unique offerings of Tamil Nadu.

j. Out-of-home Advertising: Impactful out-of-home advertising strategies have been implemented, including audio-visual advertisements at railway stations, backlit display advertisements in metro stations, branding at airports, and tent cards at travel marts.

These initiatives collectively aim to increase tourist footfall, raise awareness about Tamil Nadu's attractions, and establish the state as an attractive destination for travelers.

Marketing of Mamallapuram as a destination

The following table summarizes the presence of Mamallapuram in TN's overall marketing strategy.

Table 4-12: Presence of Mamallapuram in TN's overall Marketing Strategy

Marketing Tools	Mamallapuram
Branding	No unique branding
Focus of Marketing	One of the many in Tamil Nadu
A unique logo	None
Events/festivals	International Dance Festival
	Kite Festival
	International Chess tournament
Target Segment	Domestic & International History/ Architecture lovers
Public Arts initiative	None
Tactical urbanism	None
Special website	None

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Marketing Tools	Mamallapuram
Special App	Not available
Online Booking	Only for TTDC hotels & packages
Social media promotion	Common for all destinations
Presence on multi-media	
Print	Yes
Electronic	Yes
Online	Yes
Youtube	Yes
Listing on Incredible India Portal	Yes, more extensive coverage than TN website
	Picture of Krishna Mandapam is incorrect
	Picture & mention of Blue flag beach, Shell Museum missing
	Guindy Snake Park wrongly mentioned
Brand ambassador	None
Influencers	Occasionally
FAM trips	Occasionally
Local celebrity	None identified
Diaspora connect	Not established
Destination photography	Available
Destination videography	Available
Destination focused media outreach	Not done
Destination focused PR	Not done
Destination focused literature available	Somewhat
Local stakeholders connect	None Identified

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Marketing Tools	Mamallapuram
Authentic information/ Literature available	Somewhat

4.10 Tourist Carrying Capacity of Destination

Assessing carrying capacity of a destination is critical for sustainable planning of a destination and regulating and managing tourists. Physical Carrying Capacity (PCC) is defined as the "maximum number of tourists that can visit from a specific destination during a given time".

Following table below summarizes the tourist carrying capacity for Shore Temple in Mamallapuram:

Table 4-13 Tourist carrying capacity

Sr. No.	Site	Area (Sq.m)	Time Spent (Hrs)	Number of permissible daily visits (Rf)	Average Space per person (sq. m)	Usage	Carrying Capacity
1	The Shore Temple	38,670	2	5	5	Mixed	38670

Source: Mahabalipuram, Master Plan for Development of Iconic Tourist Sites in India

The average time of place availability for each of these attractions is assumed to be 10 hrs.

The optimum space for each tourist (V/a) will be estimated based on best practices and learnings from discussions with relevant stakeholders. Subsequently, the carrying capacity of each of these attractions, and hence the destination as a whole, will be calculated using the following formula:

PCC = A × V/a × Rf

Where,

A   is the area of the tourism zone (m2),

V/a   is the amount of space every tourist needs to be able to move freely (tourists/m2) and,

Rf   is the number of permissible daily visits to a tourism zone (dividing the time of place availability by the average time of a visit) (unitless).

The carrying capacity analysis for destination will be included in subsequent iterations of the master plan.

4.11 Destination Institutional Structure

The District Management Organization has been formulated for Mamallapuram. However, it is yet to hold its first Meeting with regards to the project. The Institutional Structure of the DMO, Mamallapuram has been shown in the table below.

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Table 4-14: Institutional Structure of DMO

S. No	Designation	Position
1	District Collector	Chairperson
2	Superintendent of Police	Member
3	Tourist Office	Member-Secretary
4	Commissioner/Executive Officer of Urban Local Body	Member
5	Project Director, DRDA	Member
6	District Head of PWD	Member
7	Public Relation Officer	Member
8	District Head/ / Representative of Department of Industries	Member
9	Two Representatives of Tourism Industry	Member

(ii) Current roles and responsibilities being undertaken by the DMO

To bring synergy in the efforts of various departments and organizations towards promotion of the tourism, DMC to perform the following functions:

I.   To review the implementation of the scheme on ground and resolve the bottlenecks in the implementation.

II. To provide synergy with other schemes and programs of Central and State Government

III. At the district level particularly relating to infrastructure development, human capital development, job creation and entrepreneurship, investment promotion and marketing and other such programsto develop and promote tourism.

IV. To review Operation and Management arrangement particularly health, hygiene, safety, andoverall quality of maintenance of the destination

V.   To promote skill development and local entrepreneurship for various tourism services

VI. To perform all other functions of a Destination Management Organization to promote thedestination for domestic and international tourists.

(iii) Details of participation by community and private industry in functioning of DMO

During the first DMC meeting conducted representatives from the travel sector and representatives from the hotel and accommodation sectors were included. The inputs from the concerned representatives were noted. The readiness and gaps in the concerned sectors were mentioned and the bottlenecks in the infrastructure were identified, especially during the peak seasons.

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4.12 Stakeholder Consultation

4.12.1 Consultations with Government Department/Agencies

Various stakeholder consultations were carried out along the course of preparation of the Master Plan. Some of the key consultations have been mentioned below:

a) GoTN: Thiru. Dr. K. Manivasan (IAS), Principal Secretary to Government, Tourism, Culture and Religious Endowments Department. Dr. Chandra Mohan. B. (IAS), Principal Secretary to Government, Tourism, Culture and Religious Endowments Department;

b) Representative(s) from State Tourism Dept: Thiru. Sandeep Nanduri, IAS, Director of Tourism and Managing Director of TTDC and Smt. Bharathi, GM & DRO, TTDC.

c) Disktrivet Tourism Officer: Thiru. Shakthivel Tourist officer of Mamallapuram, Mrs. Sharanya ATO of Mamallapuram.

d) Representative(s) from Local Government: Panchayats, ULBs: Thiru. Ganesh EO of Mamallapuram Town Panchayath

e) Representative(s) from Line Departments: Thiru. Kalimuthu SA of ASI Chennai Circle, Thiru. Ismail JCA of ASI Mamallapuram, Thiru. Rahul AD of MNTDA Mamallapuram, Mr. Munuswamy VAO of Mamallapuram.

The Details of the various Stakeholder Consultations are provided & elaborated below in **Annexure C**. The Key takeaways are provided below:

- Major issues related to parking and circulation are identified, improvement of parking facilities at Shore temple, Five Rathas and other major locations is suggested by multiple stakeholders.

- Issues related to on street parking near to shore temple, Arjunas Penance is identified.

- Decongestion of the existing Bus stand area is suggested by District Collector, MD TTDC and other stakeholders.

- Issues related to street vendors was raised by District Collector.

- Circulation of vehicles from Shore Temple to Five Rathas and overall circulation plan for the entire Mamallapuram was identified by multiple Stakeholders.

- Improvement of Commercial spaces near to Panch Rathas and reorganise the existing commercial shops.

- Improvement of basic amenities like public toilets, rest rooms.

- Provision for Cloak rooms, office room for guides at shore temple.

- Toilets can be provided along the newly proposed parking areas along with food kiosks.

- Development of interpretation centre, which provide holistic experience of the architecture and heritage of Mamallapuram.

- Provision for E Bus services connecting all the tourist attractions as well as e bike services should be provided.

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- Watch towers and security rooms at beach and other major tourist attractions should be provided.

4.12.2 Consultations with Private Sector

Workshop with Indian Association of Tour Operators (IATO)

Tourist Profile: Most visitors to Mamallapuram are domestic tourists, mainly from Andhra Pradesh, Karnataka, Maharashtra, and Gujarat. Foreign tourists primarily come from France, Germany, Malaysia, and the UK. However, the share of foreign tourist footfall has declined significantly due to the Covid-19 pandemic.

Seasonal Tourism: The months from November to January experience the highest tourist footfall, which continues until March each year. This seasonality can pose challenges for tour operators and service providers in terms of managing resources and maintaining consistent business throughout the year.

Short Duration of Stay: Mamallapuram can typically be covered within a day, leading to shorter stays by tourists, especially during summer. Additional activities and attractions could be introduced to encourage longer stays such as nature trails, village tours etc.

Beach Tourism Potential: The beaches in Mamallapuram currently lack a variety of activities and water sports for tourists. This underutilization of beach tourism potential hinders the overall visitor experience and economic growth in the area.

Limited Evening Access: Some sites in Mamallapuram, such as Varaha Cave, close in the evenings despite the demand from tourists to visit during cooler hours. This restricts visitor opportunities and limits their exploration of cultural heritage. Visiting hours could be extended with enhanced lighting and security measures to ensure the safety and comfort of tourists during extended hours.

Lack of Dedicated Activities and Cultural Offerings: Mamallapuram lacks dedicated exhibitions, leisure, and cultural activities for tourists, which results in untapped economic and cultural potential. Local artisans and performers could be supported by providing platforms for showcasing their talent.

Skill Development: The skill levels of the local workforce may be inadequate to cater to the diverse needs of tourists, requiring tour operators to invest heavily in attracting and retaining the right talent.

Marketing and Promotion: The Tamil Nadu Travel Mart, like its Kerala counterpart, is not adequately marketed and promoted, leading to a missed opportunity for tourism development in Tamil Nadu.

Major Challenges Faced by Tour Operators and Tourism Service Providers in Mamallapuram

1. **Far away Parking**: The lack of parking facilities close to the Shore Temple area causes inconvenience to tourists, especially senior citizens. The designated parking is at a distance and is difficult to reach the tourist attraction in adverse weather conditions even for regular tourists.

Mitigation:

- Implement shuttle bus services from designated parking areas to the Shore Temple area to reduce the distance and inconvenience for tourists.

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- Consider electric buses or eco-friendly transportation options to promote sustainable tourism and reduce vehicular congestion.

2. **Toilets and Public amenities**: The absence of proper toilet facilities in the vicinity poses a serious challenge. Tourists face difficulties in finding clean and accessible toilets, affecting their overall experience.

Mitigation:

- Install clean and well-maintained public toilets in strategic locations near the Shore Temple area to cater to the needs of tourists.
- Collaborate with local authorities or private organizations to ensure regular cleaning and maintenance of the toilet facilities.

3. **Wheelchair Accessibility**: The lack of wheelchair accessibility in the Shore Temple area hinders the mobility and enjoyment of tourists with disabilities or mobility impairments. Tour operators find it challenging to provide inclusive experiences to all visitors.

Mitigation:

- Implement wheelchair-friendly infrastructure and pathways in the Shore Temple area to ensure accessibility for all visitors.
- Train tour guides and service providers on inclusive practices to offer assistance and support to tourists with special needs.

4. **Garbage and Cleanliness**: Garbage disposal and cleanliness are persistent issues in the area, affecting the overall visitor experience. Authorities struggle to maintain a clean and hygienic environment.

Mitigation:

- Establish an effective waste management system, including regular garbage collection and recycling initiatives.
- Conduct awareness campaigns to educate tourists and locals about the importance of responsible waste disposal and keeping the area clean.
- Collaborate with local authorities and community organizations to organize regular cleanup drives and promote cleanliness.

5. **One Nation, One Permit**: The lack of implementation of the One Nation, One Permit policy for commercial vehicles in Tamil Nadu increases the cost of transportation for tour operators. Lack of policy implementation adds to the challenges faced by service providers in organizing tours and managing transportation logistics.

Mitigation:

- Advocate for the implementation of the One Nation, One Permit policy in Tamil Nadu to streamline and simplify the process of obtaining permits for commercial vehicles.
- Engage with relevant government authorities and tourism associations to highlight the benefits of policy consistency and its positive impact on the tourism industry.

6. **Accommodation Rates**: The unregulated accommodation rates in the Mamallapuram area create challenges for tour operators and tourists alike. Fluctuating prices and lack of price control impact the affordability and planning of tour packages.

Mitigation:

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- Work towards the establishment of a regulatory body or framework to monitor and regulate accommodation rates in Mamallapuram.
- Collaborate with accommodation providers, tour operators, and government authorities to establish fair and transparent pricing practices that benefit both tourists and service providers.

Addressing the challenges in parking, toilets, accessibility, cleanliness, policy consistency, and accommodation rates shall enhance the experience of tourists visiting the Mamallapuram (Shore Temple) area. Implementing practical solutions, such as shuttle buses, improved infrastructure, waste management systems, and stakeholder collaborations, will contribute to the sustainable development and growth of tourism at the Mamallapuram Destination.

Planned consultations

Further consultations are planned with the following associations, and the insights from the same will be incorporated in subsequent iterations of the Master Plan:

- Association of Domestic Tour Operators of India (ADTOI)

- Adventure Tour Operators Association of India (ATOAI)

- Indian Tourist Transporters Association (ITTA)

- Confederation of Hospitality, Technology and Tourism Industry (CHATT)

- Travel Agents Association of India (TAAI)

- Regional Tourist Guides Association (RTGA)

- India Convention Promotion Bureau

- Surfing Federation of India

4.12.3 Consultations to engage communities.

To understand the perspective of local communities as well as to identify potential areas of collaboration with them, we have reached out to the following agencies/ associations/ institutions for consultations. This will also enable us to understand the skill development requirements. The consultations are expected to be concluded by 15th August 2023, and the findings of the same will be incorporated in subsequent iterations of the Master Plan:

- Government College of Architecture and Sculpture

- Tamil Nadu Street Vendors Association

- NGOs like Womens Education and Economic Development Society (WEEDS), Aarde Foundation

- Make Art in India

4.12.4 Online tourist survey

An online tourist survey has been conducted in June 2023. The questionnaires were circulated to over 15,000 people to understand their travelling preferences.

The survey aims to examine the overall perspective of domestic travellers ranging from the age of 18 to 54 years. The survey assessed traveller's preferences in terms of choices, travellers' characteristics, preferences, tourism receipts, length of stay, transport used etc.

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The survey further deep dives to assess tourists who has visited Mamallapuram. It records their experience, level of satisfaction, and challenges faced with the tourism products of the destination.

The section below highlights the key findings from responses received from over 130 participants. More responses are expected over the next few weeks, and findings of the same will be updated in the subsequent iterations of the Master Plan.

Profile of the survey participants

Majority of the respondents were in the age group of 18-24 years. Over 70% of the respondents are from the South of India, specifically Karnataka, Tamil Nadu, and Kerala.

Age group

- 18-24 years: 20%
- 25-34 years: 61%
- 35-44 years: 14%
- 45-54 years: 5%

Source Market and gender

- Karnataka: 41%
- Tamil Nadu: 29%
- Telangana: 7%
- Delhi: 7%
- Haryana: 5%
- Maharashtra: 3%
- Others: 10%
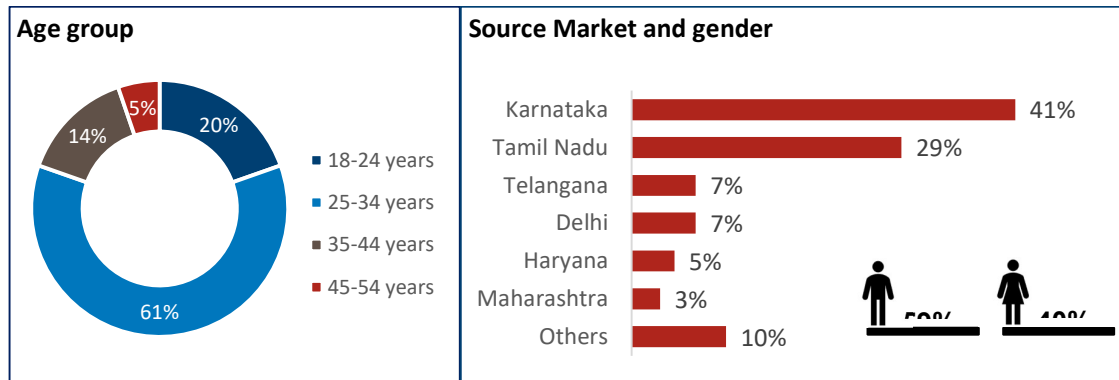
The survey finds that a significant 68% of people undertakes 2 to 4 trips a year. Average number of vacation days taken are 2 to 4 days for 62%, followed by 4 to 6 days for 26%. This is a noticeable trend where the preference for taking shorter trips and rejuvenating staycations is on the rise with a desire amongst travellers for quick escapes.

Frequency of Travel

- 2 to 4 times a year: 68%
- 6 to 10 times a year: 20%
- Once a month: 3%
- Once a year: 3%

Trip Duration

- 1 to 2 days: 10%
- 2 to 4 days: 62%
- 4 to 6 days: 26%
- 7 to 14 days: 1%
- 2%
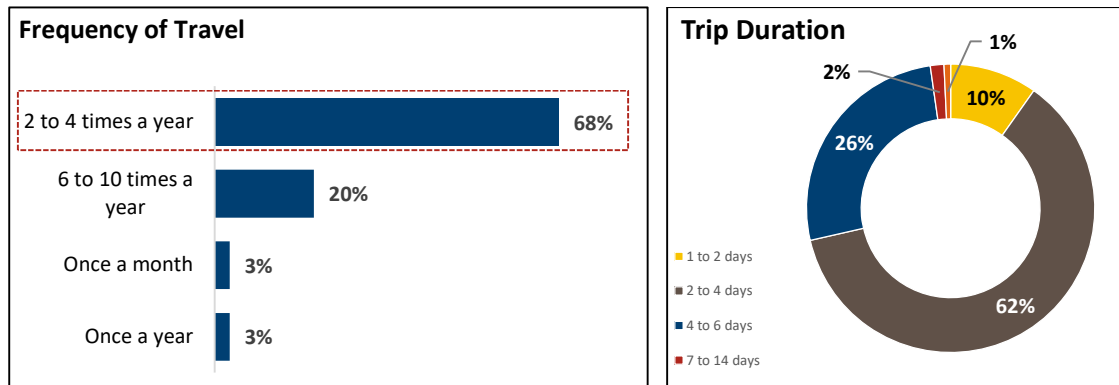
55% of the travellers have stated to travel with family, and 35% with friends. On the other hand, 10% of respondents consider taking solo trips. However, various other studies states that the trend of travelling solo for the last couple of years has been increasing. To match the need of solo travellers, we find many online travel groups have started organizing group tours for solo travellers, as many actively looks for new social contacts.

Segments and Activities of Interest

Many people have shown interest in nature tourism with 19% preferring to travel to destinations where they can enjoy nature and wilderness. 17% has shown interest in exploring heritage sites. It is closely followed by 16% of respondents resonated by beach tourism. 9% of the respondents like going to places where they can experience adventure sports activities.

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Likewise, in activities of interest while travelling, respondents have shown major interest in activities such as guided walks in nature, camping and adventure sports covering 37% of preferred tourist activities.

11% of people mentioned interest in local cuisines, showing a scope of growth for Food Tourism.

19% Nature & Wilderness	**16%** Beaches	**11%** Local Food & Cuisine	**9%** Heritage Architecture	**9%** Rest & Solitude	**9%** Adventure Sports
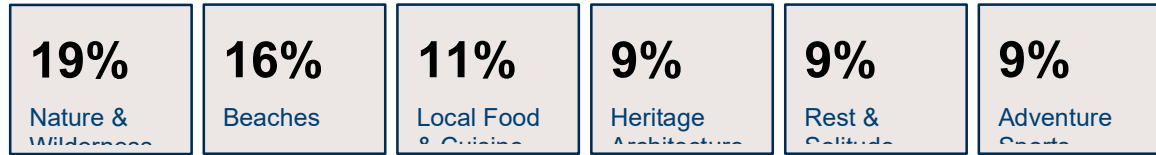
Apart from these a good number of people has shown interest in **Spiritual, Religious, Nightlife and Wellness** tourism.

A significant alignment is also seen in Community Based Tourism where **8%** of the respondents have stated to be **interested in authentic and immersive community experiences**. This also reflects a trend of opting for environmentally conscious and responsible choices.

Shopping, which has always been an integral part of tourism is marked as one of the preferred activities by **14%** of the respondents.

Accommodation, F&B, and Travel Budget

The **most chosen accommodation was 3-to-4-star** category hotels with 23% of respondents preferring to stay in comfort and style. This is followed by resorts and homestays, with each category being selected by ~17% respondents respectively. Stakeholders during consultations have also mentioned that larger groups prefer to stay in homestays and resorts where they can enjoy the entire property. 5-star category accommodation has been preferred by 8% of the respondents. 7% of the respondents have mentioned camping portraying a scope for more camp like set ups in the city.

Preference in accomodation

Luxury Hotel (5-star)	Standard Hotel (3 to 4 stars)	Budget Hotel (1 to 2 stars)	Resorts and retreats	Glamping and Camping	Homestay/Bed & Breakfast	Hostels	Staying with family and friends
8.4%	23.1%	11.1%	17.5%	7.2%	17%	5%	10.6%
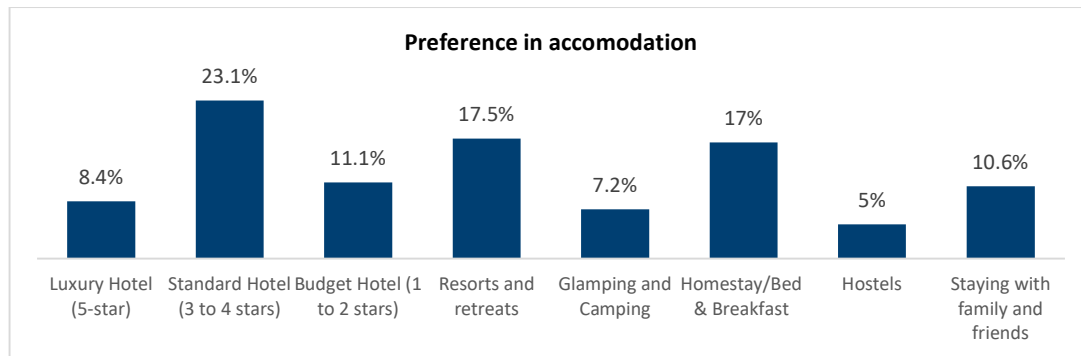
In dining preferences, 24% of the respondents preferred having local street foods which is closely followed by 21% selecting restaurants that serves local food. This shows a strong interest of tourists towards local cuisine, and an opportunity to engage local communities in offering these indigenous experience and offerings.

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Preference in Dining

Fine dining restaurants	Local street food stalls	Fast food chains	Restaurants serving regional cuisine	Cafes and bakeries	Food courts	Hotel coffee shop
16%	24%	9%	21%	15%	9%	7%

Holiday Budget per person excluding to and fro travel (in Rs.)

- Less than 10,000 — 24%
- 10,000-15,000 — 32%
- 15,000-30,000 — 28%
- 30,000-45,000 — 14%
- 45,000 and above — 2%

32% respondents keep a holiday budget of INR 10,000 to Rs.15,000 per person per trip. This is followed by **28%** who keeps a budget of Rs.15,000 to Rs. 30,000. **24%** holidays for less than Rs. 10,000. Only 2% of the respondents have mentioned to have a budget above Rs. 45,000 for a trip. These values are excluding travel cost (like airfare etc.)

This reflects a trend in people to travel a greater number of times in domestic destinations, rather than having one luxurious trip a year.

More than 50% of the respondents prefers to keep aside up to Rs.4,000 for shopping per trip, whereas only 8% spends above Rs. 10,000 in shopping. A shopping preference for less valuable items is visible, portraying shopping to be a leisure time activity for most travellers. This also highlights a preference towards smaller trinkets, memorabilia, souvenirs etc. as reminders of visiting a place.

As 40% of the respondents showed preference to stay in 3-to-4-star category hotels and resorts, the accommodation budget for 38% is Rs.2000 to Rs. 4000, followed by 17% spending between Rs. 4000 to Rs. 6000 per night. A niche 3% keeps a budget of above Rs, 10,000 per night for accommodation.

Spending on shopping (in Rs.)

- Less than 2,000 — 24%
- 2,000-4,000 — 32%
- 4,000-6,000 — 22%
- 6,000-10,000 — 15%
- 10,000 and above — 8%

Spending on accomodation per night (in Rs.)

- Less than 2,000 — 35%
- 2,000-4,000 — 38%
- 4,000-6,000 — 17%
- 6,000-10,000 — 8%
- 10,000 and above — 3%

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Preference in Transport

51% of the respondents prefer to travel in owned or hired cars and bikes reflecting an opportunity for more rental services in destinations. Cabs are preferred by 21%, followed by 17% who takes public transport to go around in destinations.

Source of Information for Selecting Destinations

An accumulated **69%** of the respondents have mentioned to rely on online sources for selecting travel destinations. The maximum being from social media, followed by travel blogs and websites, online travel companies and official websites of destinations. This highlights the importance of online presence of the destinations and focus on digital marketing.
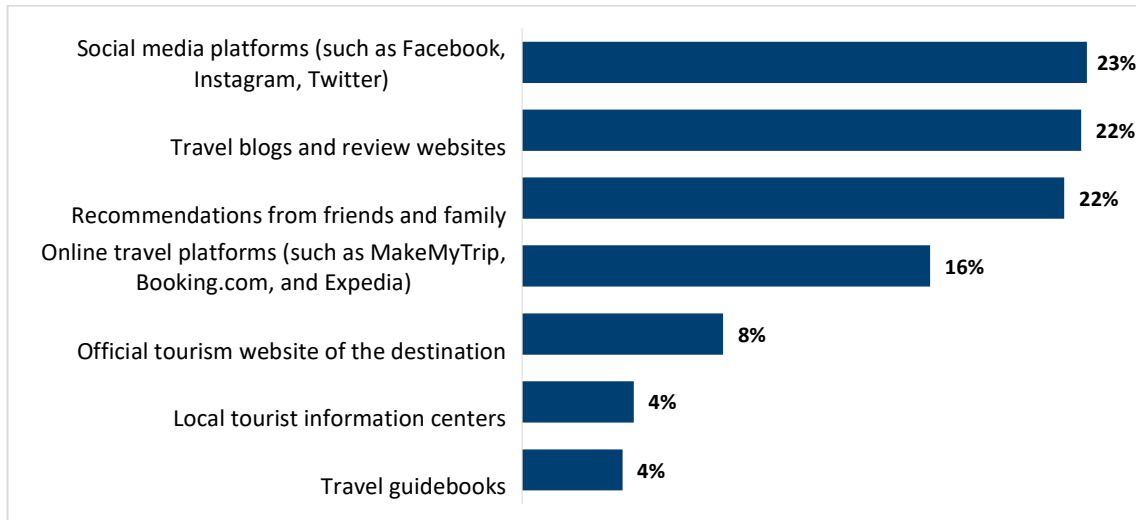
50% of the respondents of the survey visited Mamallapuram

84% of the tourists visiting Mamallapuram have overall mentioned to have had a positive experience in the destination.

Overall Experience of Tourists in Mamallapuram			
🙂		Excellent	**33%**
🙂		Good	**51%**
😐		Average	**15%**
😠		Below average	**1%**

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Satisfaction level in terms of quality of attractions and activities at the destination is also high with 72% of tourists mentioning to be very content. However, this may be because tourists normally spend just a day in Mamallapuram.

Traveller's Satisfaction Level	27%	45%	22%	4%	1%

■ Very satisfied ■ Satisfied ■ Neutral ■ Dissatisfied ■ Very dissatisfied
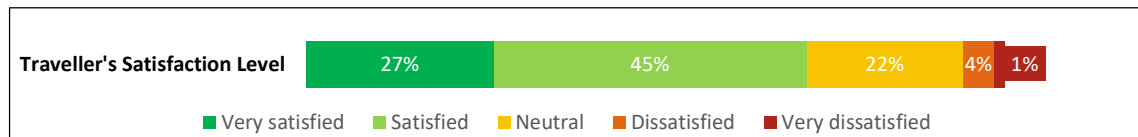
Ease of planning for travel and connectivity emerged as strong areas for Mamallapuram, owing to its proximity to Chennai. However, based on responses from people who have visited Mamallapuram, there is scope for improvement in F&B and accommodation, basic civic amenities, shopping facilities etc. Heat was a major concern of many travellers. This highlights the importance of having shaded facilities for tourists, for resting and rejuvenating, specifically near key attractions. Another key area of improvement is the accessibility of the destination and key attraction for disabled, and old travellers.

Satisfaction of travellers visiting Mamallapuram on various aspects

Aspect	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied
Planning and booking ease	82%	18%	
Tour Operator assistance	43%	52%	4%
Overall Connectivity (Roads, Transport, etc.)	85%	10%	4%
Transport Services	76%	19%	4%
Accommodation/ Stay Facilities (Availability / Quality)	63%	33%	4%
Accommodation Tariff	58%	33%	9%
Basic Amenities (Toilet / Pathways, Drinking Water etc.)	45%	43%	12%
Eating Places	57%	28%	15%
Safety & Security	70%	24%	6%
Information and Signages	75%	21%	4%
Shopping Experience	49%	40%	10%
Behavior of local people	61%	33%	6%
Tourist sites	73%	24%	3%
General Cleanliness and Hygiene	51%	40%	9%
Weather	45%	31%	24%
Differently abled friendly facilities	28%	58%	13%

■ Satisfied ■ Neither satisfied nor dissatisfied ■ Dissatisfied

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Major highlights of a trip to Mamallapuram

Mamallapuram is mostly visited by tourists because of its recognition as a UNESCO World Heritage site. **38%** have mentioned that to be the major attraction. Apart from that, tourists visiting Mamallapuram were also mesmerized by the dance festival.

Category	Percentage
Recognized heritage attractions (ASI recognized, UNESCO recognized etc.)	38%
Cultural experiences (traditional arts, music, dance, festivals, etc.)	25%
Local cuisine and dining experiences	18%
Warm and friendly locals	10%
Safety and security	9%
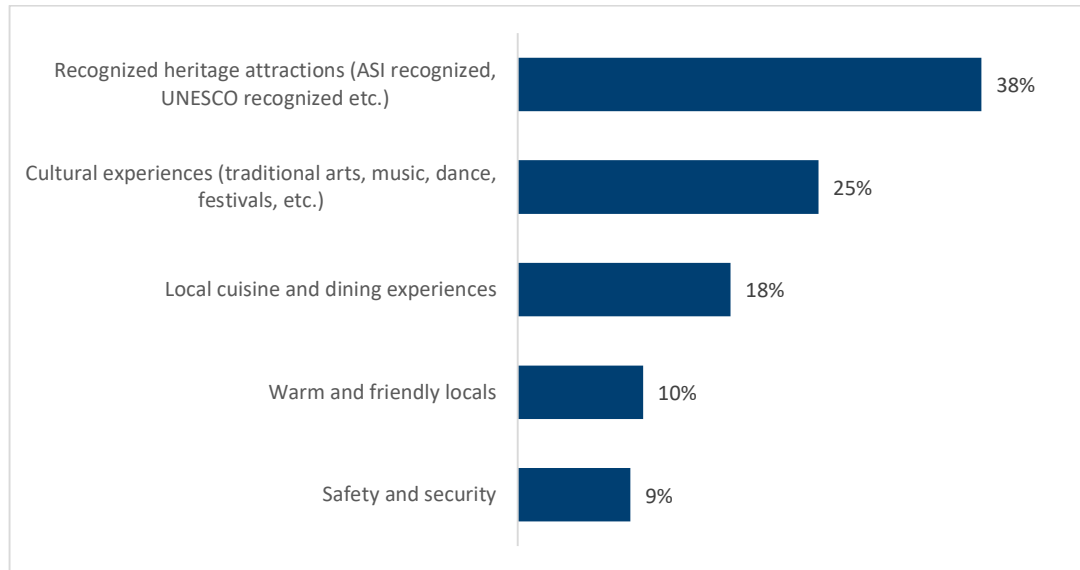
Challenges faced by Tourists visiting Mamallapuram

Respondents have mentioned it difficult to tolerate the extreme warm temperature of the place, and hence building shades in areas where tourists need to walk will help to bear the heat.

Apart from the weather, people have also pointed out that a better transport system and more F&B options would create a more enjoyable travel experience.

In order to enhance the travel experience in Mamallapuram, respondents have mentioned the need for…

Cleaner beaches and water sports activities	Need of shades to tolerate the scorching heat	Increase in tourist activities	Overall cleanliness with more trash cans placed in tourist areas	Presence of a few wellness centres

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4.13 Key Takeaways

Following gaps impeding tourism sector growth in the destination have been identified:

Tourist Attractions

Various stakeholders have recommended improvements in parking facilities at key sites such as the Shore Temple and Five Rathas. On-street parking issues near the Shore Temple and Arjuna's Penance have been identified. Additionally, there is a consensus among District Collector, MD TTDC, and other stakeholders to alleviate congestion in the current bus stand area.

Furthermore, there are concerns regarding street vendors, as raised by the District Collector. Stakeholders have collectively identified the need to optimize vehicle circulation from the Shore Temple to the Five Rathas, as well as to devise a comprehensive circulation plan for Mamallapuram as a whole.

To enhance the visitor experience, enhancing commercial spaces near the Panch Rathas and reorganizing existing commercial establishments is critical. Improvement of essential amenities such as public toilets, restrooms, cloakrooms, and office spaces for guides at the Shore Temple is required. Further, integrating toilets and food kiosks within the proposed new parking areas will make the visitor experience seamless.

In addition, the importance of creating an interpretation center that offers a comprehensive insight into the architectural and heritage aspects of Mamallapuram is also highlighted in later chapters. Furthermore, the implementation of E-Bus services connecting all tourist attractions and the provision of E-Bike services can make the destination more accessible. To enhance security and safety, installation of watchtowers and security rooms at the beach and other prominent tourist destinations is recommended.

Tourist Products

While Mamallapuram is gaining recognition for its upscale hotels lining the ECR (East Coast Road), there is a current demand for additional high-quality 3-star accommodations in proximity to the heritage sites and the beach. The town would also benefit from an increased offering of restaurants strategically located in areas frequented by tourists.

Tourist Activities

Tourist experiences in Mamallapuram revolve around three primary themes: heritage, beach, and MICE (Meetings, Incentives, Conferences, and Exhibitions). Tourists primarily engage in activities related to exploring and appreciating the town's rich heritage. This is often followed purchase of sculptures as souvenirs. The Mamallapuram beach, for the most part, is a place for relaxation, although it does offer some water sports opportunities tailored for skilled professionals. The ECR stretch has gained recognition among MICE tourists.

There is significant potential to introduce experiential products in this destination by introducing activities like professional-led workshops, evening storytelling sessions, and guided night tours. Additionally, the development of beach tourism in Mamallapuram could involve offering a wider array of beach activities for tourists, including recreational fishing trips, quad bike rides, and more.

Festivals, Fairs and/or events

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Mamallapuram presently hosts a few major like The Mamallapuram Dance Festival, Tamil Nadu International Kite Festival, Masi Magam, and the International Surf Open. These events attract significant footfall.

Tourist Amenities

Mamallapuram presently faces a deficiency in various tourist amenities, including guided route maps, directional signages, sufficient parking facilities, waste disposal receptacles, shaded areas, seating options for tourists, and wheelchair accessibility. In addition to these deficiencies, there is a requirement for drinking water kiosks and clean restroom facilities.

To improve the tourist experience and extend their length of stay, there is a need for improving tourist amenities in the destination.

Improving skill development of tourism service providers

Mamallapuram presently has ~45 trained and registered tourist guides. Apart from that there are many unregistered tourist guides who, if put under a systematic training module can add more value to the tourist's experience. There is enormous scope of training and developing new people as well as existing personnel in the system. Involving local communities to participate in developing themselves for the roles of chef, front office associate, housekeeping attendant (cleaning), tour escort, food and beverage service steward, assistant catering manager, guest relations manager & billing executive can create more local employment.

Branding, Marketing and Promotion of the destination

Mamallapuram's reputation is anchored in its UNESCO World Heritage designation, which attracts visitors. Marketing and promotion of Mamallapuram can be further upgraded by developing B2B partnership with multiple stakeholders of the tourism industry. Most important of them being the tour operators, travel agents and other people generating their livelihoods out of tourism. Also, efforts to increase online presence by developing rich online content, maintaining active presence on social media, partnering with social media influencers can be made to pull more crowd.

ICT readiness

There is no dedicated website for Mamallapuram destination. Information on Mamallapuram is available in 4 official websites including the Tamil Nadu Tourism. None of the government/private websites cover all the information that a visitor would seek for before planning a trip. Through TTDC's social networking sites, and informative website blog, diverse audiences are reached.

The new tourism app can play an important role in disseminating information on the destination. Further, portals like Incredible India, Utsav, and Nidhi should be updated regularly.

Tourist Carrying Capacity of Destination

The section on Tourist carrying capacity and consequent takeaways will be added in the next iteration.

4.13.1 Learning from International and National Best Practices

Heritage Destination – Case Study of Athens, Greece

The capital city of Greece, Athens is a historic place which was established around 3400 BC and is full of ancient monuments, ruins, churches and temples. Around 4 million inhabitants live in the city. Athens is well known for its museums, 50 km long coastline, and a place which

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produced great philosophers such as Aristotle, Plato and Socrates. Athens thus is an important center for art, culture & philosophy, and a popular tourist destination in Greece.

Athens has been awarded as the World's and Europe's Leading Cultural City Destination and also Europe's Best Destination for MICE in 2022. The city records **around 6.4 million tourists every year**. The top attractions in Athens include The Acropolis (one of the UNESCO Heritage Sites), Anafiotika, Plaka, Monastiraki Flea Market and Lycabettus Hill.

Tourist offerings in Athens: Heritage, culture and diversity

Acropolis	Several Beaches along the coastline	National Archaeological Museum
Monastiraki Flea Market	Hop on Hop off Bus Service	Fun Train for sightseeing – famous among children

Initiatives undertaken to promote the tourist destination:

- An integrated campaign called "One City-Never Ending Stories" was designed and implemented to position the Greek Capital as a modern center of culture and round the year tourist destination.
  - ✓ Stories and thematic videos in different languages on the website
  - ✓ Digital media plan including print & electronic advertising, videos & promotion on social media platforms such as Facebook, Twitter, Youtube, and Instagram.
  - ✓ A program of visits for leading international bloggers and travel journalists – generating travel experiences
- Tourism being promoted by both public and private organizations either independently or in collaboration through digital, print, and other media platforms.
- Organizing events in large scale such as meet of European Members of World Tourism Organization (UNWTO) at Athens.
- Round the year festivals and events are organized based on different themes and experiences such as The International Jazz and Blues Festival of Athens, International Dance Festival, August Moon Festival, International Comics Festival, Wine Festival, Traditional Greek Dance Festival, Open air theatres, International Film Festival, and many others.

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- Providing Ease of Tourism Services such as – Combined Ticketing System, Hop-on Hop-Off buses/trains for sight-seeing, personal city guided tours, pedestrian walkway linking the city's ancient monuments and others.
- Training and examinations of touring guides is mandatory in the country in order to receive licenses.
- There are around 700 hotel units providing 34,000 plus rooms in the Attica region.

In the Attica region,
Tourist footfall is closer to reach the pre-covid figures.
Museums visits increased from 1.7 million in 2013 to 2.3 million in 2023
Archeological sites visit increased from 2.7 million in 2013 to 4.3 million in 2023.
Employment in services increased from 5.5% to 6.6% between 2013 & 2022.
Source- INSETE

Heritage Destination – Case Study of Jaipur, Rajasthan

Founded in 1727 by Maharaj Jai Singh II, the city was built in a planned manner on the principles of established Vastu Shastra. In 1876, on occasion of the visit of then Prince of Wales, Maharaja Ram Singh painted the entire city pink as a symbol of his warm hospitality. Walled City of Jaipur, Jantar Mantar and Amer Fort have been declared as World Heritage Sites by UNESCO.

The city showcases the majestic blend of ancient Hindu, Mughal, and western cultures in its urban planning and architecture. Forts, Palaces, Temples, Museums, Shopping Bazaars and many other attractions provide a range of offerings to the tourists visiting the city, Amber Palace, City Palace, Jantar Mantar, Hawa Mahal, Nahargarh Fort, Albert Hall Museum, Birla Temple, Jaigarh Fort, Jal Mahal are some of the famous sites in Jaipur.

In the year 2022, more than [1]10 cores tourist visited the state of Rajasthan, of which Jaipur recorded a footfall of around 35 Lakhs. Moreover, **Jaipur ranked No.1 in foreign tourists' arrivals with 40% share all the foreign tourists visiting the state during the period.**

Tourist offerings in Jaipur: Diversified Experience

City Palace, Jaipur	Hawa Mahal, Jaipur	Jantar Mantar (UNESCO WHS)

Hot Air Balloon Rides	3 Days Jaipur Kite Festival	Light & Sound Show at Jainiwas Udhyan, Jaipur

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Initiatives undertaken by Rajasthan State Tourism Department to promote the tourist destinations in the State:

- Rajasthan Domestic Travel Mart at Jaipur and other locations were organized.
- Brochures, posters, folders and other informative materials published and distributed.
- Participation in national & international seminars, conferences, and marts.
- Organized events such as Jaipur Literature Festival, Rajasthan International Film Festival, Indian Responsible Tourism State Awards.
- Print & Electronic mediums used for marketing/promotion: Media campaigns are run to advertise the state's tourism offerings on different platforms.
- Use of social media platforms, bloggers & influencers to highlight the tourist destinations in the state.
- A dedicated tourism app has been developed to assist people/tourists.
- Promotion of film tourism through Rajasthan Film Tourism Policy, 2022
- Different schemes under tourism policy to support the industry such as Guest House Scheme, Home Stays Scheme, and Rural Tourism Scheme.
- Skill & capacity development through regular trainings to guides, shopkeepers, drivers, hotel operators, and tourist personnel - Rajasthan Institute of Tourism & Travel Management in Jaipur serves as a contributing factor for the human resource development in tourism sector.

> In 2022, Rajasthan recorded the highest number of tourists arriving till date in any given year. More than 10 crore tourists visited the different destinations during the year. The state's tourism grew at an average rate of around 15% over the last decade.
>
> As per news reports, around 2.5 Lakhs tourists visited Jaipur during the last week of the year with most of the city hotels running in full occupancy.
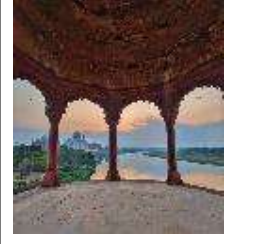
MICE tourism – Case Study of Agra, Uttar Pradesh

Agra is located in northern Uttar Pradesh region on the banks of river Yamuna. Part of the Golden Triangle Tourist Circuit places, Agra is a major tourist destination notably for Taj Mahal (one of the seven wonders of the world and UNESCO WHS) and other Mughal-era buildings. Agra Fort and Fatehpur Sikri are other UNESCO WHS sites famous among the tourists.

Taj Mahal (3.29 million) was the most visited monuments in FY 2021-22 for domestic visitors. Agra fort with around 13.5 thousand foreign visitors during the same period stood among the top 10 centrally protected ticketed monuments in the country. More than 10 million tourists visited Agra in the year 2022, of which 4% were foreign tourists.

Tourist offerings in Agra: Diversified Experience

Taj Mahal	Agra Fort	Buland Darwaza

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Heritage Walks in Agra	Taj Mahotsav	Ram Barat Festival

Meetings, Incentive tours, Convention centers, Events/Exhibitions (MICE) Tourism in Agra: Agra emerged as one of the challengers in organizing MICE events in the study being conducted by Ministry of Tourism, GoI. Trade shows, events, meetings, conferences etc. are being regularly organized at different centers/hotels in the city. Both Central and State Governments are promoting Agra as one of MICE destinations. Agra being well connected through fast road, rail and airway transport also makes the city suitable choice of corporates and businesses.

Initiatives undertaken by Uttar Pradesh State Tourism Department to promote the tourist destinations in the State:

- 14 days long Taj Mahotsav providing tourists experience of local art & crafts, cuisines, culture & fun fair
- Agra being promoted as one of the MICE tourism destinations in the state.
- Central Government departments has issued orders to conduct meetings/seminars/conferences/events at Agra to support MICE tourism.
- Incentives, concessions & subsidies are being provided by the State Government to tourism service providers and institutions state's tourism policy. Convention centers for MICE activities have been identified as one of the eligible tourism units.
- The State tourism department supports organizers of international conference in their cost towards venues, equipment rental and other direct costs.
- State government has also planned to collaborate with private sectors, hotel & transport associations, tour operators, and others to encourage and facilitate MICE tourism in the state.
- State government has also planned to support weeding tourism at MICE convention centers.
- PPP mode of investments and MoUs with airlines & heritage properties to promote MICE tourism is also being strategized.

> As per study conducted by Ministry of Tourism, GoI in 2019 on Indian MICE market, Agra had 10+ establishments (venues) of 4 and 5+ categories for MICE events. 500+ meetings, incentives & conferences per year were estimated to happen under MICE tourism in the city hotels generating around INR 170 crores of revenue each year.

MICE tourism – Case Study of Kyoto City, Japan

With a population of around 1.5 million, Kyoto is an important tourist destination in Japan. Around 50 million tourists visit Kyoto every year.

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Kyoto is home to 17 UNESCO World Cultural Heritage Sites and over 2,000 temples and shrines. Moreover, Kyoto was selected as a "Global MICE Strategic City" by the Japanese government in 2013, as part of a program to grow the capabilities of key leading cities in the meetings industry in Japan. In addition, the Kyoto Convention & Visitors Bureau is a member of ICCA (International Congress and Convention Association), the top international organization for promotion of the meetings industry.

Tourist Attractions in Kyoto:

Daigoji Temple	Agra Fort	Nijo Castle

Initiatives to support MICE Tourism:

The Kyoto Convention & Visitors Bureau (KCVB) is a not-for-profit public organization funded by Kyoto Prefecture, Kyoto City, and the Kyoto Chamber of Commerce & Industry, with over 400 member companies and organizations.

It provides support to help meeting organizers attract and plan meetings in Kyoto, serving as a one-stop-service hub organization that links all stakeholders affiliated with the meetings industry in Kyoto.

It offers support for planners organizing meetings and events in Kyoto, from bidding to execution stage. Some of the services include:

- Client support

- Subsidy for attracting large-scale international convention

- Subsidy for meetings and events in Kyoto

- Provision for promotional material

- Traditional handicraft rentals for meetings and events

- Meeting facilities and accommodations

- MICE services such as "Traditional Handicraft Rental Program" and "Kyoto Excursion Guide" supporting the event organizers with reusable local handicrafts and engaging the attendees with traditional activities.

The city of Kyoto received more than 50 million visitors including 10 million from overseas in 2019 (pre-pandemic data).

Beach Tourism: Case Study Portugal beaches

Portugal is a captivating destination from a tourism perspective. A country blessed with its stunning coastline along the Atlantic Ocean, has leveraged its breath-taking beaches to attract tourists from around the world. The country's diverse beach offerings, ranging from golden sandy stretches to dramatic cliffs and crystal-clear waters, have become a significant driver of tourism. Portugal's warm hospitality and diverse attractions make it an alluring destination for

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travellers. This case study explores how Portugal has capitalized on its beach assets to boost tourism, highlighting the strategies and outcomes that have contributed to its success.

Initiatives undertaken by Portugal Tourism Department to promote the tourist destinations

- **Infrastructure and Accessibility:** Portugal has invested in developing beach infrastructure to enhance visitor experiences. Well-maintained facilities, including beach bars, restaurants, water sports centers, and accommodation options, are available in many beach destinations. The country has also prioritized accessibility, ensuring that its beaches are easily reachable by road, public transportation, and nearby airports. This commitment to infrastructure and accessibility contributes to a seamless and enjoyable beach experience for tourists. Below are the some of the tourist offerings

| Water sport at Albuferia | Water Sport at Albuferia | Beach resort at porto santo island |

- **Environmental Stewardship**: Recognizing the importance of preserving its natural treasures, Portugal has implemented sustainable practices and environmental stewardship initiatives in its beach destinations. Many beaches are awarded blue Flag status, indicating their adherence to strict environmental standards. Conscious efforts are made to protect the coastal ecosystems, maintain cleanliness, and promote responsible tourism practices. This commitment to sustainability not only preserves the natural beauty of the beaches but also appeals to environmentally conscious tourists. Some of the blue flagged beaches in Portugal are shown below

| Praia de Moledo | Praia de Quiaios | Praia de Nazare |

- **Marketing and Promotion**: Portugal has effectively marketed its beaches through various channels. The national tourism authority, Turismo de Portugal, collaborates with regional tourism boards, travel agencies, and industry partners to promote the country's beach destinations. Digital marketing strategies, including captivating visuals, engaging content, and active social media presence, have been deployed to showcase Portugal's beaches to a global audience. Collaborations with travel influencers, bloggers, and media outlets have also helped generate buzz and increase awareness of the country's beach offerings.
- **Festivals and Events**: Portugal has successfully leveraged its beaches as venues for festivals and events, attracting both domestic and international visitors. Music festivals,

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beach parties, sports events, and cultural celebrations are held on the shores, creating a vibrant and lively atmosphere. These events not only showcase the natural beauty of the beaches but also provide unique experiences that draw tourists seeking memorable and immersive encounters. Some of the event and festival images shown

| The Laurus Nobilis Music festival take place in July every year | Lisboa dance festival |

- Regional tourism promotion agencies used communication channel Pinterest and visit Portugal blog for promoting tourist destination
- Portugal tourism created suggestion for thematic visit for planning trips which is available in ten languages with tourist assistance service created impact in Portugal tourism
- Use of social media platforms & influencers to highlight the tourist destinations in the country.
- Can't skip Portugal campaigns launched in 2017 and reached over 200 countries
- Different marketing activities carried out government periodically for the promotion of different themes as nature tourism through walking and cycling (Portuguese Trails), literary tourism (Read Portugal and Viagem a Portugal Revisited), religious tourism (Paths of Faith), surfing (Portuguese Waves), golf (Portuguese Greens), wine tourism (Wine Tourism) and music festivals (Portuguese Music Festivals).

In Portugal tourist accommodation sector registered **2.7 million guests** and **6.8 million overnight stays** in April 2023, corresponding to increases of 16.5% and of 13.8%, respectively. compared to April of 2019.

Portugal's beaches have become an integral component of its tourism industry, attracting millions of visitors each year. By offering a diverse range of beach experiences, investing in infrastructure, prioritizing environmental stewardship, and implementing effective marketing strategies, Portugal has successfully positioned itself as a premier beach destination. The country's commitment to providing exceptional beach experiences has contributed to its growth in tourism, driving economic benefits and establishing

Portugal as a sought-after vacation spot. With its continued focus on sustainable tourism practices and innovative marketing approaches, Portugal's beach tourism sector is poised for further success in the years to come.

Beach Tourism: Case Study Bali Beaches

Bali's beaches are a tropical paradise that entices visitors with their pristine beauty and diverse offerings. From the vibrant and bustling Kuta Beach to the tranquil and upscale shores of Seminyak and Nusa Dua, Bali offers a range of beach experiences. With golden sands, crystal-clear waters, and picturesque settings, these beaches are perfect for sunbathing, swimming, and water sports. Bali's beaches are also renowned for their world-class surf breaks, attracting surfers from around the globe. Whether seeking relaxation, adventure, or simply breathtaking views, Bali's beaches provide an idyllic escape for beach lovers and create lasting memories of paradise.

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Initiatives undertaken by Portugal Tourism Department to promote the tourist destinations

- **Marketing campaigns:** The department actively conducts marketing campaigns both domestically and internationally to promote Bali as a top tourist destination. These campaigns utilize various platforms such as social media, travel exhibitions, and collaborations with travel agencies to showcase the unique attractions and experiences that Bali has to offer.
- **Infrastructure development:** The department works closely with local authorities and stakeholders to improve the infrastructure in tourist areas. This includes the development and maintenance of roads, transportation networks, airports, and other necessary facilities to ensure smooth travel and accessibility to popular destinations.
- **Sustainable tourism practices:** Bali Tourism Department emphasizes the importance of sustainable tourism. They encourage eco-friendly practices, responsible tourism, and preservation of the environment. Initiatives such as beach clean-ups, waste management programs, and promotion of eco-tourism activities aim to minimize the negative impact of tourism on the island.
- **Cultural preservation**: Bali is renowned for its unique culture and traditions. The department actively supports and promotes cultural preservation initiatives, including traditional arts, music, dance, and religious ceremonies. They organize cultural festivals and events to showcase the rich heritage of Bali and provide tourists with an immersive cultural experience.

Beach clean-up drives	Eco tours

Religious ceremony	Dance	Art

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- **Collaboration with stakeholders**: The Bali Tourism Department collaborates with various stakeholders, including hotels, restaurants, travel agencies, and local communities, to develop and implement tourism strategies. This collaboration helps to create cohesive efforts in promoting Bali as a tourist destination and ensures the overall development and sustainability of the tourism industry.
- Bali Provincial Government to increase the tourism activities post pandemic initiated lot of programs such as Work From Bali (WFB), provision of grant funds for tourism recovery, providing relaxation to the tourism sector, travel bubble plan
- Bali was named the first best destination in the world-beating London according to the 2021 Travellers' Choice Award
- Indonesia conducted the 9th Bali and Beyond Travel Fair (BBTF) 2023 in Bali, on 14 - 17 June 2023 with the theme "Reconnecting to Quality and Sustainability Tourism".

- In Bali 2.1 million tourist visited in 2022 in comparison to 6,2 million visited in 2019 and there is a decrease in footfall due to pandemic.
- Due to sustainable beach tourism in Bali with the collaborative approach involving government agencies, local communities, tourism operators created a unique experience that resonated with travellers seeking. also, by embracing sustainable practices, preserving cultural heritage, and engaging local communities, stakeholders created Bali a best tourist place to visit and will create a increase in the tourism footfall.

Adventure Sports Tourism: Case Study on Queenstown, New Zealand

Queenstown, located in the South Island of New Zealand, has established itself as a global hub for adventure sports enthusiasts. With its stunning landscapes, diverse terrain, and a wide range of adrenaline-pumping activities, Queenstown attracts thrill seekers from around the world. This case study explores how Queenstown became a renowned adventure sports destination and the strategies behind its success. The New Zealand government has also introduced multiple Strategy and Implementation for increasing the footfall

Initiatives undertaken by New Zealand Tourism Department to promote the tourist destinations

- **Diverse Adventure Offerings:** Queenstown focused on diversifying its adventure sports portfolio to cater to a wide range of interests and skill levels. It offered activities such as bungee jumping, skydiving, Whitewater rafting, jet boating, paragliding, mountain biking, and hiking, among others.

| Jet Boating | Rafting | Mountain Biking |

- **Safety Standards and Training:** The destination prioritized safety by implementing rigorous safety standards and certifications for adventure operators. It required regular

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| Height Safety | Confined gas and gas detection |

inspections, safety briefings, and comprehensive staff training to mitigate risks and ensure customer safety. Some of the courses that professional are getting are

1. **Height Safety:** Staff trained for practical scenarios including fall arrest, work positioning, restraint systems and developing a rescue plan.
2. **Confined space and Gas detection:** In this staff are trained to identify the types of confined spaces and hazards and risks associated with working in a confined space. also staff are trained to cover the atmospheric testing and equipment required to establish a planned and safe entry, as well as the correct emergency procedures in the event of a rescue.

- **Marketing and Promotion:** Queenstown invested in strategic marketing campaigns to highlight its adventure sports offerings. It targeted adventure enthusiasts through various channels, including social media, adventure magazines, and partnerships with travel agencies, emphasizing the unique experiences available in Queenstown.
- **Collaboration with Local Operators:** Queenstown fostered strong partnerships with local adventure sports operators, ensuring a high standard of service delivery. It promoted cooperation among operators to maintain quality control, share best practices, and collectively contribute to the destination's reputation.

- In Queenstown 37,871 tourist visited in December 2022 in comparison to 33,406 tourists visited in December 2019 and there is a increases of 13.3% footfall.
- Queenstown, New Zealand, successfully positioned itself as a world-class adventure sports destination through its diverse offerings, commitment to safety, sustainable practices, and effective marketing strategies. By embracing adventure sports while prioritizing safety and environmental preservation,
- Queenstown created an ecosystem that thrived economically, socially, and environmentally. It became a thrill seekers' paradise, attracting adventurers from around the globe, and setting a benchmark for adventure tourism destinations worldwide.

Adventure Sports Tourism: Case Study on Goa, India

Goa, renowned for its sun-soaked beaches and rich cultural heritage, has recognized the potential of adventure tourism to diversify its tourism offerings. The state's unique geographical features, including a stunning coastline, lush forests, and picturesque landscapes, provide a natural playground for adventure enthusiasts. This case study delves into the development of adventure tourism in Goa, focusing on the initiatives aimed at promoting sustainable practices, balancing economic growth with environmental conservation, and enhancing the well-being of local communities. the government has played a pivotal role in providing policy support, infrastructure development, and safety regulations. Private operators have invested in training, equipment, and marketing to create unique adventure experiences.

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Some of the tourist activities offered at Goa

| Scuba Diving and Snorkelling | Parasailing | White Water River Rafting and Boat Cruise |

| kayaking | Water Skiing | Kite Surfing |

<u>Initiatives undertaken by Goa State Tourism Department to promote the tourist</u>

- **Marketing and Promotion:** Goa invested in strategic marketing campaigns to highlight its adventure sports offerings. It targeted adventure enthusiasts through various channels, including social media, adventure magazines, and partnerships with travel agencies, emphasizing the unique experiences available in Queenstown.
- **Collaboration with Local Operators:** Goa strong partnerships with local adventure sports operators, ensuring a high standard of service delivery. It promoted cooperation among operators to maintain quality control, share best practices, and collectively contribute to the destination's reputation.
- Participation in national & international seminars, conferences
- At G20 submit government focusing on accelerating the tourism sector and achieving the targets by 2030 for sustainable development goals
- Print & Electronic mediums used for marketing/promotion: Media campaigns are run to advertise the state's tourism offerings on different platforms.
- Use of social media platforms, bloggers & influencers to highlight the tourist destinations in the state.

In Goa 49.55 lakh tourist visited in 2022 in comparison to 33.08 lakh tourist visited in 2021 and there is an increase of 49.7% footfall. The study concludes that the development of adventure tourism in Goa has transformed the tourism landscape, offered unique experiences, and attracted a diverse range of visitors.

The government's support, coupled with the commitment of private operators and the involvement of local communities and promoting sustainable practices created a unique experience that resonated with travellers seeking

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Blue Flag Beach Developments

Golden Beach, Puri, Odisha

The Golden Beach at Puri for a length of 870m, from Digabareni square to the back of Mayfair Hotel has been taken-up as the pilot Blue Flag Beach in Odisha by the World Bank funded Integrated Coastal Zone Management Project (ICZMP)[6] of Forest and Environment Department, Government of Odisha. MoEF & CC, Government of India developed the core infrastructure activities and has also taken up mechanized pollution abetment services, beach safety and security measures. (The core infrastructure activities were public toilets, changing and shower room, watch towers, development of solar lighting system, sitting arrangements and demarcation of safe swimming zone). The peripheral activities were taken up by the State Government like approach road, fencing with plantation, parking, sand sculptures, water supply, jogging track, installation of cctv and public address system through the State Project Management Unit of ICZMP.

Figure 4-7 Golden Beach- Blue flag beach, Puri

Kovalam Blue Flag Beach, Tamil Nadu

Kovalam Beach, Chengalpattu was chosen to develop as per the principles of the Blue Flag Beach Programme in Tamil Nadu[7], as a pilot project as it meets the water quality & safety criteria. Further, the works commenced in January 2020 and now, the Kovalam Beach, Chengalpattu has been selected as the 9th beach in India was awarded the prestigious Blue Flag Certification on 21.09.2021.

The Beach Management Committee (BMC) has been constituted on 23.12.2019 under the chairmanship of District collector, Chengalpattu for monitoring and supervising the BEAMS

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[6] https://odishatourism.gov.in/content/tourism/en/blog-details.html?url=golden-beach-of-puri-gets-the-blue-flag-certfication

[7] https://www.environment.tn.gov.in/blueflag

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programme at Kovalam Beach and the Additional Director and Project Director of ICZM Project, Department of Environment is the Nodal officer (Administration).

The periodical monitoring of the bathing water quality testing for Kovalam Beach, Chenagalpattu is conducted by NCSCM, MoEF&CC, GoI. The standards of cleanliness in the bathing zone and the test parameters of Intestinal Enterococci is 56 colony forming units (cfu)/100ml (Acceptable limit is 100 cfu/100ml) and Escherichia Coli count is 62 cfu/100ml (Acceptable limit is 250 cfu/100ml) as on September 2021.

The major activities that have been carried out at Kovalam Beach for Blue Flag Certification are pollution Abatement and Safety surveillance Services for maintaining the beach at clean and hygienic nature and the beach is facilitated for the visitors which includes, safety swimming zone area, shower and change area, drinking water facility, outdoor fitness equipment's, children play area, reclining bamboo lounger chairs, hammocks, sit out umbrellas, toilet blocks, bamboo made litter bins and Amphibious wheelchair for the differently abled who can swim in the bathing zone safely. Further, for ensuring the safety of the visitors 4 CCTV cameras have been installed for surveillance and lifeguards stationed at the watchtower for any emergency call; the first aid centre caters to the immediate medical care for the visitors including cardiopulmonary resuscitation (CPR).

The beach is open for visitors from 6 AM to 6 PM and the best bathing season for Kovalam Beach starts every year from January and ends in September.

Figure 4-8 Kovalam Blue flag beach

The relevant case studies shall be updated in the subsequent iterations as per the project proposal requirements.

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5   Visioning and Target Outputs

5.1   Vision Statement

Mamallapuram' s vision as a tourism destination is derived from its unique historical heritage significance and the states' commitment to enable sustainable and responsible tourism development.

"A world-famous heritage destination, showcasing the unique tangible and intangible heritage, empowering, involving and rewarding the local community."

5.2   Target Outputs

5.3   Key objectives of destination development

In addition to enabling development of Mamallapuram as a world class destination, tourism development will be crucial to uplift the socio-economic scenario of the town. The development will be planned with conservation as a driving theme to maintain and enhance the vista of the destination.

Based on the key gaps identified, following objectives have been identified for holistic development of the destination and achievement of the destination vision:

1. Increase the length of stay of tourists through enhanced experiences/ activities in existing products and development of new products.

2. Establish Mamallapuram as a world class heritage destination through dedicated marketing efforts to complement the destination offerings.

3. Rejuvenation of the destination and its urban façade through continued conservation efforts and long-term preservation of Mamallapuram's heritage

4. Improve impact of tourism on the local economy and communities through increased engagement of communities across the tourism value chain

5.4   Proposed framework for holistic destination development

To achieve the objectives and realize the vision for Mamallapuram, a holistic destination development approach will be crucial. While select products/ themes will establish the perception and offerings of the destination, many enablers ranging from hard interventions like infrastructure development to softer activation through marketing, ICT etc. will play an equally significant role in providing access to the many travellers across the globe.

The approach to understanding the key components for framing the development strategy will be based on the following framework.

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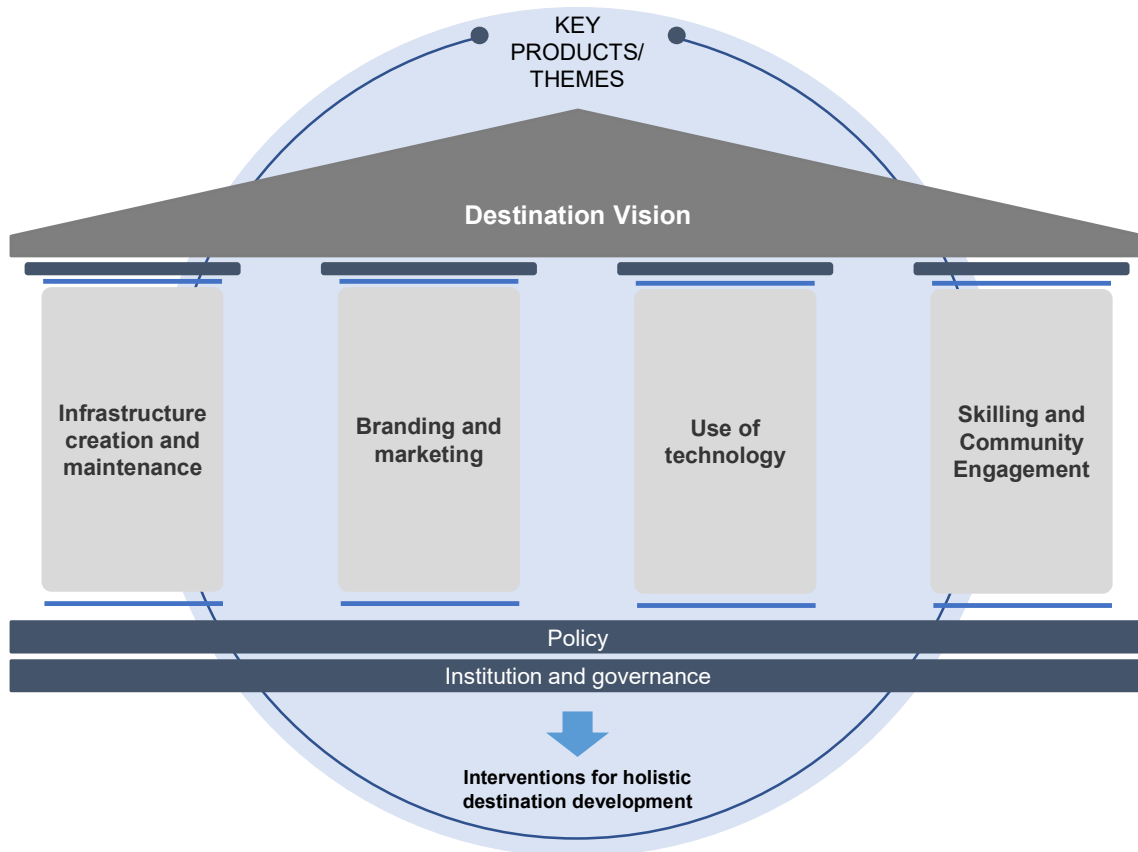
5.5 Key products/ themes for the destination

Based on as-is assessment and stakeholder consultations four key themes/ products have been identified for Mamallapuram – heritage, MICE, and beach. The following sections summarize the offerings and potential of each of these themes/ products, followed by a brief assessment of the key impediments to their growth.

5.5.1 Heritage tourism

While almost all the travellers coming to Mamallapuram visit the beach, the primary attraction of this destination is its strong heritage offering a glimpse into the past. Named after the Pallava King Narasimhavarman I, who was also known as Mamalla in the 7th century CE, Mamallapuram was one of the two major port cities of the Pallava Dynasty (275 CE to 897 CE) and plays host to multiple historic monuments dating to the 7th and 8th centuries, including a UNESCO World Heritage site (Group of Monuments in Mahabalipuram) comprising of Rathas (temples in the form of chariots), Mandapas (cave sanctuaries), the giant open-air rock relief the Descent of the Ganges, and the Shore Temple.

Beyond the architectural magnificence, Mamallapuram is also steeped in intangible heritage in form of stone sculpting art of the locals. The Google Arts and Culture describes

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Mamallapuram as "Sculpture by the Sea", which rightly captures the essence of the destination of sculptural marvels not just of the past but also of the present.

Conservation efforts at heritage sites of Mamallapuram can be enhanced further.

The urban façade of the town, especially streets connecting the key destinations, lack character resonating with the heritage of the town

While traveling, a tourist encounters not just the attraction but also its vicinity. Ensuring the vicinity adds to the experience of the tourist too can help create a memorable experience for them. Mamallapuram internal streets/ ogres like East Raja street, Mada koil street, West Raja street, Five Raths Street and GMK streets, Othavadai street, Tirukkalukkundram road currently carry visitors to major attractions including both heritage sites as well as beaches.

The Five Rathas Street is wide and has been beautified through pavements and artwork on the boundary walls. However, most of the other streets require widening, removal of encroachments, and beautification to encompass the character of the destination. The figure below shows the major internal roads/ streets of the Mamallapuram.

Figure 5-1 Location of major streets of the Mamallapuram

Use of arts and culture has been explored not just to preserve the intangible cultural heritage of a place but also to tell stories of the place in an innovative and capturing manner. Many UNESCO recognized heritage destinations have also implemented the same either in the form of street graffities of modern and expressive artforms to social artforms etc.

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Penang Street Art

For instance – Streets of Penang feature interesting artworks giving a glimpse into the local culture and the way of life of the locals. This has been very famous with the tourists and has not been equivalent to representation of Penang on global media.

Between beautification, making the town walkable (through clean wide pavements) helps not just help the tourists experience slow travel but also reduce congestion of roads which currently is a major challenge faced by Mamallapuram.

Engagement of communities have worked well for improving streets of a place. This also instils a sense of pride in them and ensure they also contribute of maintenance of the streets. Following is an example of Government of Meghalaya empowering communities for beautification and

Department of Tourism, Government of Meghalaya empowered community level institutions to take on community beautification and enhancement activities and projects in their respective localities and durbars through a competition amongst localities. The pilot phase of the competition was introduced to the localities of Shillong, East Khasi Hills District, Tura, West Garo Hills District and Jowai, West Jaintia Hills District.

The objectives of the program included:

- To rejuvenate and beautify towns and localities of Meghalaya
- To release catalytical grants to localities to undertake painting works such as (but not limited to) painting of compound walls, white washing works, repair of publicly visible walls and surfaces, painting of house exterior walls, undertaking street art etc.
- To enhance and drive tourism experience in urban areas of Meghalaya
- To empower community institutions and instil a sense of civic pride

enhancement activities.

Storytelling through creating clusters and walks to engage travellers will offer authentic experiences to the tourists.

Travellers today look to travel slow while adequately learning the stories of the destination. Offering experiential products play a key role in engaging tourists, and ensuring connect with the destination. Destinations have explored various ways of providing these experiences. For instance – heritage walks are a tested way of sharing the history of a destination. Mamallapuram has a few heritage tours organized by tour operators like 5 Senses Walks. While the tour has good reviews on portals like TripAdvisor, there seems to be limited awareness of these experiential products amongst tourists.

Heritage walk of Amritsar

Heritage walk of Amritsar offers a guided tour of the the narrow lanes and Bye lanes of the 400-year-old city of Amritsar. The walk starts from the Town Hall and ending at the iconic Golden Temple.

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Destinations also look at enriching visitors through storytelling. Specifically, local folklores and forgotten histories have always been appreciated by travellers, domestic and foreign, alike as it helps humanize the destination.

Storytelling by Kerala Tourism

Kerala state owned Bekal Resorts Development Corporation (BRDC) has started a "Storytelling Tourism" initiative wherein unwritten historical and cultural tales behind places will be documented, collated and retold to travelers. BRDC is collaborating with experts, local communities, storytelling entrepreneurs to generate the content and present it in form of dissertations which will be published in English and Malayalam. The stories and anecdotes will be introduced to tourists through modern technologies.

This initiative will also help preserve the lores and histories of places

While Mamallapuram houses UNESCO recognized heritage sites, marketing efforts have lacked at communicating the richness of its history to the enthusiasts

Mamallapuram's positioning as a heritage destination on backdrop of a heritage town housing immense intangible heritage is lacking owing to inconsistent branding across channels.

Brand identify of Mahabalipuram on Tamil Nadu Tourism Website – "The Shrine of Heritage"

Brand identify of Mahabalipuram on Google Arts and Culture (By ASI) – "Sculpture by the Sea"

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Brand identify of Mahabalipuram on Incredible India – "Seaport of Spirituality"

The intangible cultural heritage of the destination like stone carving is currently showcased largely at local shops

The ancient tradition of stone carving lives in the lanes of Mamallapuram. Stefano Beccari, a renowned Italian Sculptor, once envisioned Mamallapuram as a "one-stop destination for many art lovers". Today, many locals, a few of whom are third or fourth generation artists, are engaged in sculpting. They are also involved in supplying sculptures to the neighbouring cities/ towns.

Mamallapuram also has the Government College of Architecture and Sculpture which offers undergraduate degree courses like, B. Tech in Traditional Architecture, B.F.A in Traditional Sculpture (Stone Sculpture, Sudhai Sculpture, Wood Sculpture and Metal Sculpture) and B.F.A in Traditional Drawing and Painting. Mamallapuram also houses a Sculpture Musuem which showcases the Pallava dynasty's remarkable architectural prowess and features a range of sculptures and carvings that date back to the 7th and 8th centuries. The Cholamandal Artists' Village, an idyllic art village, is situated approximately 35 kms from Mamallapuram which has been established as a India's self-supporting artists village.

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Developing experiences and assets to showcase this facet of Mamallapuram can provide a boost to the intangible heritage of Mamallapuram alongside the tangible heritage.

Art village of Pietrasanta (Little Athens of Italy)

Pietrasanta, Italy is well known as a village which was the crossroads for artists across the globe. The villages' marble working tradition is ages old. Many famous artists, including Michelangelo, are known to have visited the village for inspiration. Many artists have also donated their creations to the village making it an open air exhibition.

Tourists can explore arts and sculptures by walking around the village as well as experience temporary art exhibits at major attractions in Pietrasanta. The Archaeological Museum of Versilia, while small, exhibits many interesting artifacts. Bozzetti Museum of Sculptures offers an open air tour between more than 600 sketches, models, and drawings of sculptures. The museum also offers activities for children with educational workshops where they can create works and feel like little artists.

5.5.2   MICE tourism

Meetings, Incentives, Conferencing and Exhibitions (MICE) Tourism typically tends to be season agnostic with higher spend and length of stay. With Mamallapuram's strategic presence (proximal to Chennai and well connected to neighbouring IT hubs like Bengaluru, Hyderabad) and existing presence of MICE assets, it has the potential to develop MICE as a key product. The objective of promoting MICE tourism is two-fold – complementing the heritage tourism segment by enabling diverse footfall (business travellers) and increasing average length of stay at the destination

As per a MICE study carried by Ministry of Tourism in 2019, the MICE market of India is sized at INR 37,576 crore, 60 percent of which is attributable to Meetings, Incentives and Conferences. Further, with the rise of middle class and increase in disposable income, destination weddings have seen a massive growth in India. A 2017 report by FICCI had estimated the then destination wedding industry of INR 23,000 crore to grow to INR 45,000 crore by the end of 2020.[8] Over the last few years, people have been luxury resorts and small venues along the East Coast Road for their weddings, owing to their good connectivity as well as picturesque surroundings allowing families to make memories with beach weddings.

Figure 5-2 G20 event in Mamallapuram

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[8] Wedding Tourism Destination India, May 2017, FICCI

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Chennai, the East Coast Road (ECR), and Mamallapuram already has significant presence of MICE events. Mamallapuram and its vicinity has many properties, like Taj Fisherman's Cove, Radisson Blu Temple Bay, Intercontinental, Four Points by Sheraton, Sheraton Grande catering to the luxury MICE & destination wedding market.

Consistent marketing of the destination as a MICE hub is critical to establish recall as well as manage reputation.

While the private sector plays a key role in enabling MICE tourism in any destination, the government has a significant role to play in form of marketing efforts. Currently, Tamil Nadu or any specific destinations in the state lack focused marketing for attracting MICE events in the state.

A MICE tourism focused marketing plan can enable the Department of Tourism in not just promoting the state but also Mamallapuram specifically. Further, with MICE tourism focussing majorly on businesses and business travellers, easy availability of information can play a major role in selling a destination.

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Singapore's focus on MICE tourism

Singapore has established itself as a major MICE destination through concentrated efforts ranging from initiatives, EoDB, marketing, access to information etc.

The Visit Singapore official website features all information required for planning of a MICE event and also allows a planner to reach out to them with specific queries. In addition to venue related information, the curated team building activities offered benefits both parties by providing easy ideas to engage employees and increase visitation to key tourist destinations. Singapore Tourism Board has been dedicatedly marketing MICE tourism through various channels, as can be seen below

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MoUs with countries/ major event organizers/ associations have been explored to promote MICE Tourism

Countries and states have partnered with other counties, organizers, and associations to promote MICE tourism in their respective destinations. The collaborations range from promoting the destinations for inbound MICE events, to research and education.

Government of Tamil Nadu can evaluate undertaking such collaborations with various categories of entities – foreign governments, state governments, associations, event organizers – for promotion of Mamallapuram and other MICE destinations in the state.

Malaysia's partnerships for design, research and education, and food security to enhance Malaysia's business events credentials

Malaysia has signed an MoU with Asian Federation of Exhibition and Convention Associations (AFECA) for **collaboration across topics including research and education**.

Malaysia International Trade and Exhibition Centre and ABS Greentech have signed an MoU to focus on food security through or**ganizing conferences on sustainable agriculture** for the communities, and encouraging and promoting pesticide-free food products, to help retain nutritional content.

Singapore's partnerships to broaden MICE footprint in Singapore

STB, together with leading tradeshow organiser Informa Markets, Constellar Venues, PICO World (Singapore), Cityneon Holdings, Kingsmen Exhibits and the Singapore Association of Convention & Exhibition Organisers & Suppliers (SACEOS), have come together to sign the **Global MICE Sustainability Alliance**. The Alliance will explore new solutions for green events and leverage its global expertise in sustainable event planning.

STB has signed an MoU with Italian Exhibition Group (IEG), a leading exhibition organiser to expand the Italy-based company's business in Southeast Asia. Under the partnership, IEG and STB will explore ways to **develop and anchor events in Singapore** and Southeast Asia

STB has signed an MoU with Comexposium to **grow existing shows** such as Milipol Asia-Pacific, **and launch two anchor events** – SILMO Singapore, and Vinexpo Asia.

Kerala's partnership with Government of Japan

Kerala has sought the support of the Japanese government in turning Kerala into a MICE destination for chief executive officers (CEOs) of prominent companies in Japan and those based in India

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India Convention Promotion Bureau (ICPB) has state chapters to promote MICE tourism

ICPB has states chapters with Madhya Pradesh, West Bengal, Kerala to promote specific destinations. For instance - ICPB has entered into a tripartite agreement with a few agencies (like AIDS Society of India; India Endodontics Society; and National HRD) to host their future conferences in Khajuraho.

A world class MICE Facility, including a convention centre, is an important infrastructure to facilitate MICE tourism in a destination

While Mamallapuram and the ECR already has a good presence of business hotels with meeting rooms and convention facilities, a world class MICE centre with a large capacity convention centre will play a key role in putting the destination on MICE map of the country.

The National Strategy for MICE tourism (2022) also proposes that "The State governments must ensure that any City to be positioned as MICE destination shall have at least one good international level convention centre apart from Hotels, which may also offer convention and meeting space and accommodation."

Currently a convention centre is being developed in the TTDC property at Mamallapuram for a budget of INR 20 crore.

Development of a MICE centre with required facilities (including commercial components like shopping, cinemas, entertainment options etc.), in an attractive location (like close to other attractions – Shore Temple/ Mahabalipuram Beach) must be explored. The MICE centre can be developed through PPP, based on its feasibility through adequate risk sharing mechanism.

5.5.3   Beach tourism

Mamallapuram enjoys a coastline along its East side in entirety. While there are multiple beaches (Mahabalipuram beach, Ideal beach, Pallava beach, Palm beach) along the coastline, only Mahabalipuram beach is largely visited by tourists. **Mahabalipuram Beach** sees the highest footfall of visitors amongst the beaches in Mamallapuram. The view of Shore Temple from the beach also adds to the experience.

As seen in the image here, the land between the beach and the Shore Temple needs improvement in terms of cleanliness and sanitation. The beach also suffers from a littering.

Mahabalipuram beach (South of the Shore Temple) has ad hoc vendors operating on the beach affecting the aesthetics of the beach.

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North of Shore Temple, the beach (also known as Mahabalipuram Beach) is relatively cleaner. This segment of the beach is next to a fishermen village. The coastline here features a few restaurants.

Tourists engage in surfing activities in this section of the beach. However, the same is not regulated.

As for the other beaches – Palm beach, Ideal beach, Pallava beach – are all next to private properties/ TTDC property. These are seldom visited by general tourists and are mostly treated as private beaches. These beaches are cleaner and better maintained. However, it must be noted, that these beaches also be accessed by general public.

Since most of the coastline is rocky, there are limited adventure related activities in Mamallapuram beaches. As discussed earlier, certain sections in the coast have already been discovered by surfers. Moreover, Covelong or Kovalam, a quaint fishing village and an erstwhile port town, ~20 kms from Mamallapuram beach, is not just steeped in history but also a key surfing destination with an exposed beach break that has consistent surf.

Surfing trainers like Surfturf, Mumu Surf School etc. are already operating in Mamallapuram. The annual Covelong Point Surf, Music and Yoga Festival, started in 2013, is a regular fixture in India' surfing community map, and also attracts families and tourists for activities beyond surfing, like food and music.

Decongesting Mamallapuram beach through promoting the other beaches can improve the quality of experience of travellers

Developing the coastline/ sections of the coastline through promenade development and landscaping can provide a nice view of the beach while walking along the coast to enjoy the beauty of the coast. Since many of the beaches abut private resorts/ hotels, collaborating with these properties can be explored for improving sections of the coast.

Further, Government of Tamil Nadu has proposed beautification of beaches between Marina Beach and Kovalam Beach for a budget of INR 100 crore. Extension of the same to Mahabalipuram Beach can be assessed to improve the beach front in Mamallapuram.

Blue flag tags have proven to attract sustainability focused travellers.

Blue flag beaches have seen prominence across states in India. Tamil Nadu also has a beach with blue flag tag at Kovalam. The blue flag tag is accorded on meeting a set of criteria largely aligned to sustainability. The 33 criteria are divided into four main areas comprising environmental education and information, water quality, environmental management, and safety and services.

The blue flag tag acts as a recognition which has been proven to attract more tourists. The evaluation of the impact of the 8 blue flag beaches included increase in footfall for recreation activities by approx. 80% leading to economic development.[9]

In 2020, Ministry of Environment, Forest, and Climate Change announced that they aim to develop and deliver 100 more blue flag beaches in the next 5 years[10].

Developing a section of the coastline to meet the blue flag criteria and obtain the certification can help promote beaches beyond the Mahabalipuram beach. This will also contribute to sustainability of the destination.

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[9] Press Information Bureau
[10] Ministry of Environment, Forest, and Climate Change, Annual Report, 2020-21

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Policy development can be explored to manage unorganized vendors/ shacks at the beaches:

To regulate current vendors and shacks at Mamallapuram beach and promote setting up of establishments on other beaches, Government of Tamil Nadu may evaluate formulating a beach shack policy in line with similar policies of other states.

Goa Tourism Shack Policy

Applicable For: Erection of temporary seasonal structures, beach shacks, deck beds, Umbrellas, huts, and other structures

Permission Validity: 1 year (1st Sep 2022-31st May 2023), No sub-letting allowed.

Permission Grant: Based on draw of lots.

Further Permissions required: From Departments such as Excise, Health, Food & Drugs Administration, Electricity, Fire Services and other concerned authorities as may be applicable. Fee: Based on Beach Category and Services to be paid annually

Location of Shack: As per allotted license and demarcated area in the site plan

Vigilance of compliance: Geotagging of the shacks to mark their positions. The Tourist Police, the Tourist wardens, the Supervisors and flying squad appointed for vigilance. In case of default – seizure of security deposit, penalties or even suspension of license / blacklisting.

Activities Permitted: sale of food items and beverages (license to be obtained from Department of Food & Drugs Administration and Excise.)

Timings: 7:00 am till 11:00 am (no loud music after 10:00 pm allowed)

Structure of the shacks: erected out of eco-friendly materials or other modern materials.

Other requirements: Compulsory installation of portable toilets as per the criteria, display of food & other items with rate cards, installation of CCTVs, etc.

Developing a promotion strategy for surfing can enable a new experience in Mamallapuram.

While surfing activities are currently being undertaken at Mamallapuram beach, Kovalam is the major surfing destination in the vicinity. Kovalam also hosts the Annual Surfing Festival attracting surfers from across the globe.

Surfing and windsurfing are the major activities available at both Kovalam and Mahabalipuram.

Marketing Mamallapuram as a surfing destination can help attracting adventure seekers. The surfers also tend to stay longer thus increasing the average length of stay.

Consultations with experts including Surfing Federation of India will be undertaken to further assess the potential of development of surfing tourism in Mamallapuram.

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Engaging academic institutions, communities, private sector for maintaining the quality of beaches can be explored

Countries across the globe have leveraged communities and academic institutions for maintaining their beaches. This also enables a sense of pride in the local communities resulting in lesser litter over time.

Mamallapuram can run a "Adopt a Beach" program to partner with private sector/ NGOs/ academic institutions to maintain the beaches in the destination.

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6 Proposed Strategy and Action Plan

6.1 Proposed initiatives and interventions
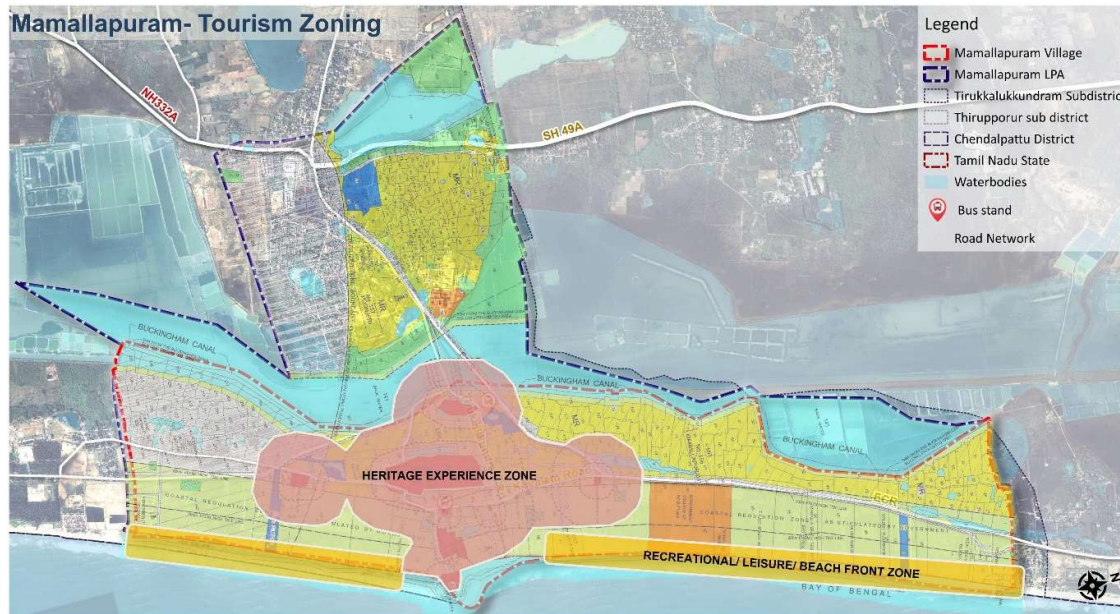
The Proposed land Use plan 2021 of the Mamallapuram New Town Development area is analysed while arriving at proposed experience zones & spatial interventions. Any existing proposals related to tourism development are also being integrated to create a Holistic Destination Level Tourism Master Plan for a horizon year of 10 years. The prominent experience zones arrived at are heritage zones & recreational, leisure & beachfront zones.

The Heritage Zone includes the Unesco World Heritage Site Monuments & ASI protected monuments like Shore temple, Hillock monuments complex, the Panch Rathas, Pidari Amman temple as well as the prohibited & regulated areas around 300m from these monuments. Interventions planned in this zone emphasises on enhancing the tourist experience and to accommodate the requirements of the tourists with contextually sensitive & sustainable interventions. Whereas potential areas available along the beach would be developed in lines with sustainable beach development practices similar to blue flag beaches.

The proposed master plan comprises of the following interventions:

Table 6-1 Comprehensive list of Proposed Interventions for Overall Master Plan

S. No.	Experience	Components	
1.	Entrance Gate	Proposed development of Entrance Arch/Gateway structures at key identified locations aligning with heritage context of the destination to provide a sense of arrival to the tourists.	PAN Destination
2.	Immersive Heritage Experience at Shore Temple	A holistic tourist plaza development is proposed along the shore temple which will improve the overall experience of the visitors. The proposed development will comprise of an entrance arch/gateway, new link road development to enable one-way traffic movement,	Primary Attraction

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S. No.	Experience	Components	
		arrival plaza, automated parking with solar sheds, an interpretation centre, cafeteria, souvenir shops, public toilets, pond rejuvenation and sustainable beachfront development & proposed area for MICE facility development.	
3.	Beach front Development	Sustainable Beach Front Developments are proposed at potential beach area to be developed in lines with sustainable beach development practices similar to blue flag beaches. This would comprise of parking facilities, public amenities & utilities, beach walkway, shacks, etc.	Primary Attraction
4.	Rejuvenation of Water bodies	The existing ponds/tanks/water bodies will be rejuvenated & converted into a useful public space, spreadout areas for tourists by developing public facilities around them with appropriate landscaping, pathways, seatings, public amenities, etc.	Secondary Attractions
5.	Integrated Parking Improvement at 7 locations	Integrated parking areas are proposed at various identified locations which would consist of parking areas for two & four wheelers, buses, Shuttle bus drop off facilities and will also comprise of visitor facilities such as Food Kiosks, drinking water facilities and toilet blocks. The parking facilities will also have Solar sheds, electrical charging units as well.	PAN Destination
6.	Streetscape Improvements ~ 7.5 km	Identified streets in the Heritage zone are proposed for streetscape improvement comprising of street material resurfacing, utility improvement, footpaths, signages, streetlights, landscaping, etc.	PAN Destination
7.	Panch Rathas Integrated Tourist Plaza & food street	Integrated tourist plaza development near Panch Rathas comprising of parking areas improvement, food street/plaza, recreational areas, tourist amenities like drinking water, kiosk & shade canopies, illuminations.	Primary Attraction
8.	Improvement of Public Toilets	Public toilet improvements are proposed at identified locations & required intervals for convenience of the tourists.	PAN Destination
9.	Night Lighting & Projection Mapping	Projection Mapping, Light & Sound Show, night lighting is proposed to be explored at appropriate locations	Secondary Attractions
10.	Shuttle bus services and E bikes	A Shuttle Bus/ E-Bus Service, E-Bike services are proposed from New Bus Terminal connecting key tourist attractions for ease of commuting for tourists & reduce traffic congestion.	PAN Destination
11.	Proposed Soft Interventions	Digital Interventions, Employment, Skilling, and Community Engagement, Branding, Marketing and Promotion activities are also proposed at PAN destination	PAN Destination

The Tourism masterplan iteration 1 conceptualises the development of tourism destination for a period of 10-year horizon is shown in Figure 6-1.

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Entry Gateways- 3 Nos.

Shore temple heritage experience zone

Beachfront front Developments at 4 Locations

Integrated Parking Improvements at 7 locations

Rejuvenation of Water Bodies (4 nos.)

Mamallapuram 10 Year Horizon Destination Master plan (Iteration 1)

Immersive Heritage Experience Zone
Streetscape Development
Shuttle bus Service Route
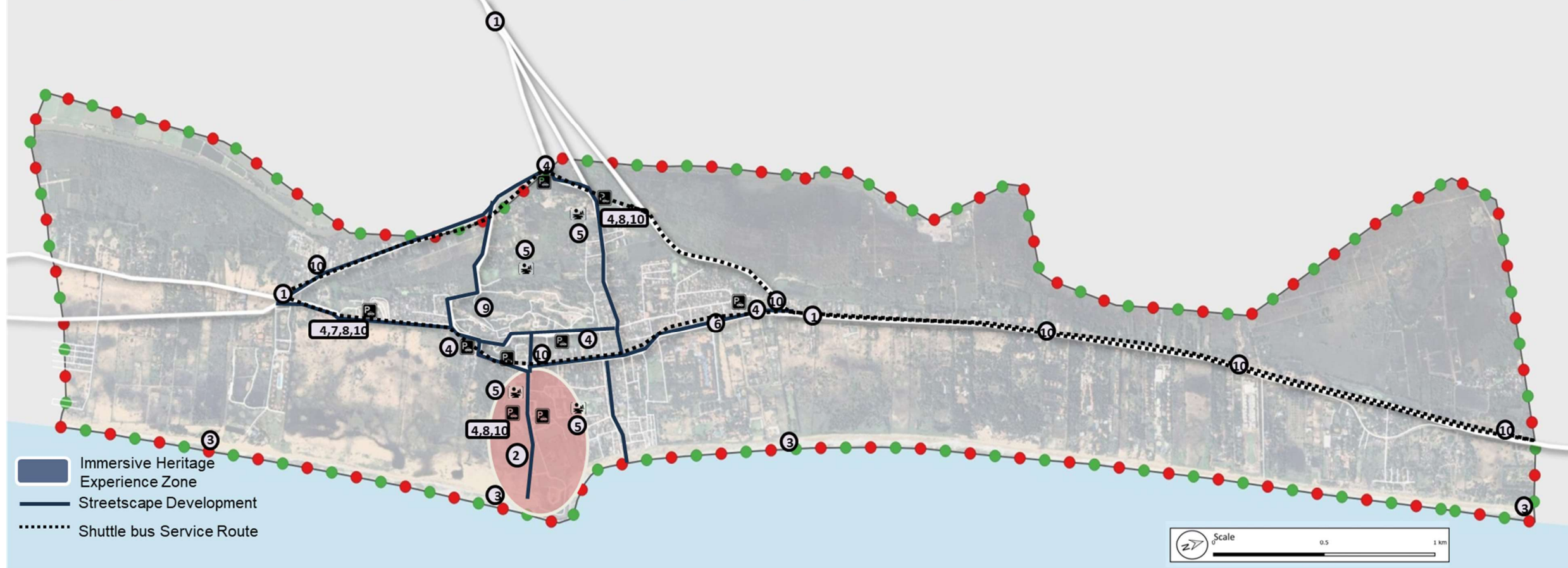
Streetscape Developments (~7.5 km)

Panch Rathas Integrated Food Street

Improvement of Public Toilets

Projection Mapping

E-Bus/Shuttle service And E bike Services

Figure 6-1 Proposed Master Plan for Mamallapuram

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6.1.1 Spatial Planning & Hard Interventions

Entry Gateways to the Destination

Mamallapuram can be accessed directly from the East coast road while travelling from Chennai & Chengalpattu at two locations (1 & 2). However, the sense of arrival is missing. Also, from southern side, near the Panch Rathas marks the arrival to heritage zone from southern side. Whereas the fourth location is identified near shore temple. Thus, these strategic locations are proposed to develop Entrance arch/gateway to provide a sense of arrival & grandeur for the tourists arriving at the destination.
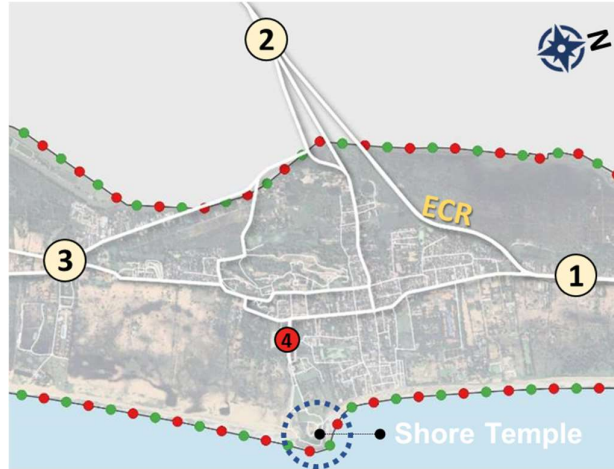
Figure 6-2 Location of proposed entrance gateways

The existing situation of the locations where the gateways are proposed is shown below:

Figure 6-3 Existing situation of the identified entrance arch/gateway areas

Figure 6-4 Reference Illustrations for proposed Entrance Arch/Gateways

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Immersive Heritage Experience at Shore temple

The Shore Temple, Mamallapuram, steeped in history and renowned for its awe-inspiring architectural wonders, has been grappling with issues such as quality of tourist amenities/ infrastructure, site circulation & parking, and positioning of the destination and establishing its brand identity.

Challenges
- On street Parking
- Traffic Congestion during Season
- Dead-end Street leading to Shore temple.

Opportunities
- Potential for Designing of the Traffic flow
- Improving the Traffic Circulation
- Potential for creating a new road Link thereby creating a loop for ease of traffic flow

At present a lot of traffic congestion happens at shore temple during the peak tourist seasons

Figure 6-5 Current Traffic Scenario

Thus, one way traffic loop is the need of hour to improve the current situation as well as to accommodate the future inflow of tourists. The proposal to restricting movement only in one-way direction will ensure smooth movement of vehicles. For this loop a green field road will need to be developed to provide a hassle-free experience of the tourists throughout the year.

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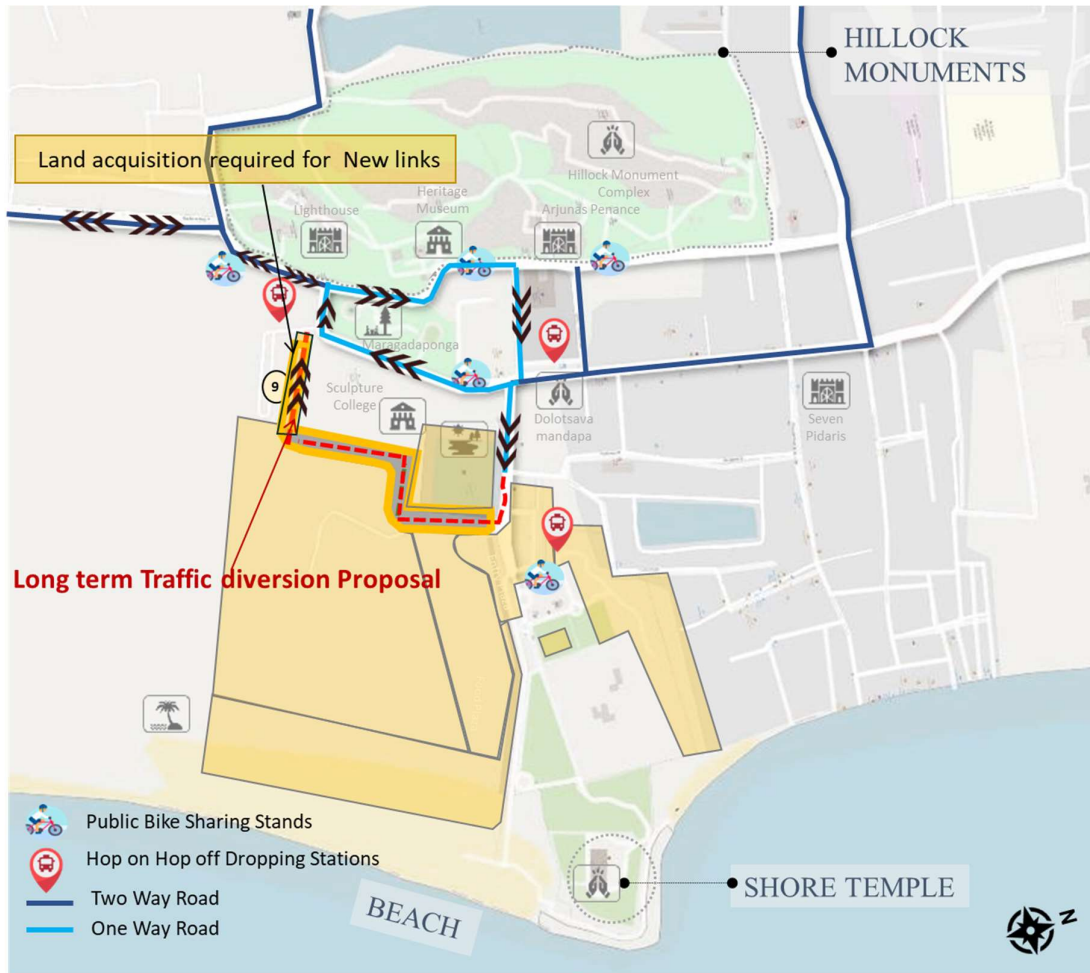
Figure 6-6 Proposed one way traffic loop.

Further, the land spanning across a sprawling ~42 acres adjacent to the iconic Shore Temple, has been identified to seamlessly blend modern technology & traditional practices into the visitor's experience in Mamallapuram & enhance the grandeur of Mamallapuram, ensuring its timeless heritage remains an enduring source of inspiration for generations to come.

Figure 6-7 Proposed Site area for Immersive Heritage Experience for Shore Temple

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The Shore Temple Heritage Experience Project is proposed as a multifaceted initiative strategically crafted to tackle these urgent challenges while enhancing and complementing the magnificence of the Shore Temple. It will also improve the tourist experience, reduce the congestion & ultimately increase the time spent by the tourist around the shore temple.

As visitors pass through the majestic entrance, which evokes a profound sense of arrival, they arrive at the Arrival Plaza. Here, they can delve into the rich history and significance of both the temple and the town of Mamallapuram at the Interpretation Center.

Figure 6-8 Proposal for the Entrance Arch/Gateway at the Shore Temple

Following their exploration of the Shore Temple, Shore Temple Heritage Experience beckons with a diverse array of thoughtfully designed shopping spaces, interspersed with tranquil resting spots, vibrant performance venues, delightful seafood eateries, and charming souvenir shops. Afterward, tourists have the opportunity to spend a leisurely day on the beach, partaking in a wide spectrum of engaging activities. The proposed zoning & activities for the project is provided in Figure 6-9.

Figure 6-9 Zoning of the Shore temple experience.

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Figure 6-10 Zoning of the Shore temple experience.

Beach Front development

Figure 6-11 Location of proposed beach developments in the destination

Currently, the Mamallapuram Beach adjacent to Shore temple is the only beach area being visited by tourists. To create diversified beach developments, certain identified locations along

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the beachfront of Mamallapuram may be considered for sustainable beach developments on the lines of blue flag beach developments. The following principles for the beach front development will be considered:

- Awareness of the Coastal ecosystem and sensitive areas to support responsible tourism.
- Environmental beach management based on the laid-out principles for sustainable and hygienic beach.
- Provide adequate and clean sanitary facilities with controlled sewage disposal
- Sustainable means of transportation to be promoted in the beach area
- Adequate number of lifeguards and lifesaving equipment at the beach along with first aid, drinking water and CCTV Surveillance.

The possible component in the beach developments would comprise of beach walkway with Umbrella shacks and seating, Watchtower, Beach Office, first aid facility, drinking water facility, two food kiosks, children's play area, toilet blocks for males, females, differently abled and changing rooms, grey water treatment and solid waste management.
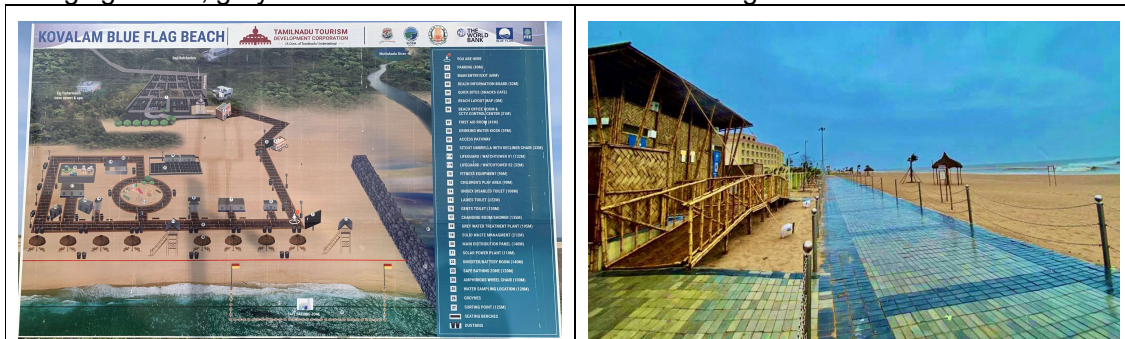
Rejuvenation of Waterbodies/Ponds

The Mamallapuram town consists of waterbodies at various locations which helps in the natural drainage and the ground water recharge of the destination. But the current condition of the waterbodies is not in their best shape both functionally and aesthetically. The four such waterbodies identified for rejuvenation are Vishnu Tank, Koneri Tank, Pidari Amman Tank & Fisherman Colony tank which are situated in the vicinity of Heritage Zones & ASI monuments.

Figure 6-12 Location of Rejuvenation of Water bodies in Mamallapuram.

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The development of these waterbodies through landscaping will help create an extended spread-out space for tourists & enhance the space for recreation/leisure around these water bodies.

The various components which would be included in the rejuvenation of waterbodies are Desilting, water rejuvenation, boundary wall & gate, peripheral walkway, landscaping, street furniture (like benches, dustbins, signages), illumination, Public Amenities & utilities, etc.

Integrated Parking Improvement

With ever growing inflow of tourists, parking management is the most critical issue faced by the tourism industry in Mamallapuram especially during the peak tourist seasons and during festival season. It is observed as most of the roads are also used as parking bays causing traffic congestions. The review of existing situation of the parking facilities draws us to a conclusion that due to ill monitored and isolated parking's, all the vehicles are circulating haphazardly making the management inefficient. The Figure 6-13 shows the current scenario of the off street as well as on-street parking. To resolve this, a network of integrated parking facilities are being planned at ~8 locations which are shown in Figure 6-14.

Figure 6-13 Existing parking near the shore temple	**Figure 6-14 Location of Proposed Integrated Parking Facilities at Mamallapuram**
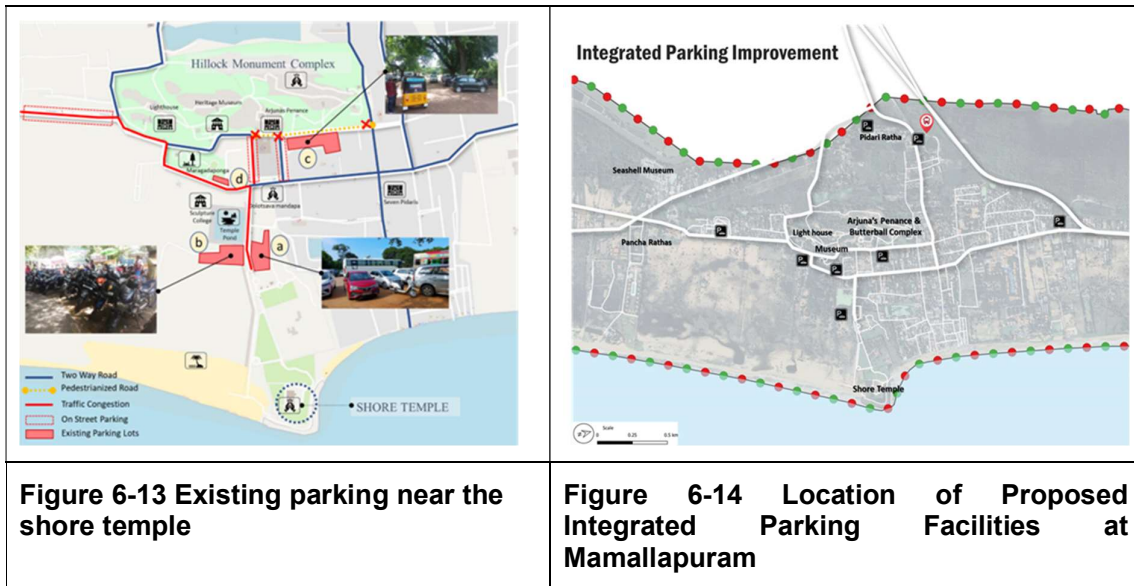
With an intention to reduce the usage of multiple parking lots by the same visitor. All the parking lots will be connected through shuttle bus services for tourists to reduce the vehicular movement within the town. Each Parking facility will be equipped with following facilities:

- Visitors' facilities such as Food Kiosks, Drinking water facilities and toilet blocks.
- Shuttle bus pick up/drop off facilities.
- Parking facilities with Solar roof,
- Electrical charging units
- Shaded pedestrian pathways with landscaping.

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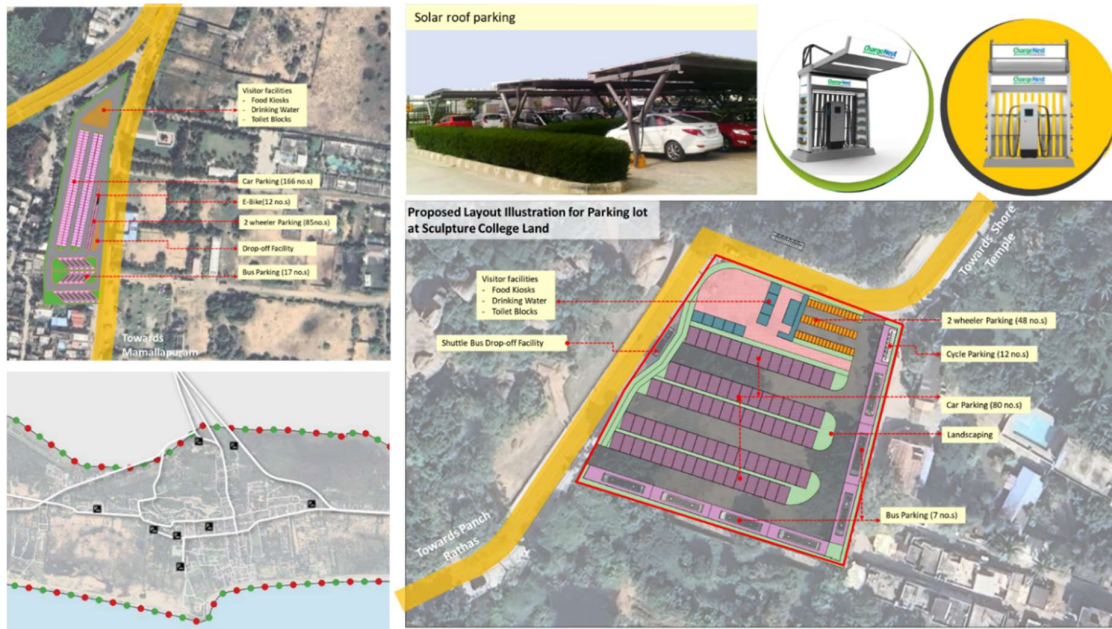
Figure 6-15 Proposed Typical Integrated Parking Developments.

Streetscape Improvements along Identified Streets

The existing streets connecting to the key attraction are generally observed to have series of vendors and cars parked along the roadside haphazardly. Lack of dedicated pathways and street furniture leads to poor quality of experience for pedestrian tourists while moving from one attraction to another.

To enhance this experience, eight streets spanning ~ 7.5 km stretch within the Heritage Zone where the tourists will be circulating on a regular basis are identified. Along these street improvement elements such as signages and light fixtures aligning with heritage context as well as street heritage maps and informative signages will be introduced. The Figure 6-16 shows the locations and the proposals envisaged for the street improvement.

1) E Raja Street
2) Beach Road
3) Five Ratha Street
4) Tirukalukundram Road
5) Mada Koil Street
6) GKM Street
7) S Mada Street
8) Othavadai Street

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Figure 6-16 Street Improvement Proposals

Panch Rathas Integrated Food Street

Panch Rathas is another major primary attraction at Mamallapuram. It has a parking area which is not utilized to optimum, also there are retail kiosks nearby currently being used as handicrafts shopping area. However, based on consultation with the kiosk occupants, the tourist footfalls are not satisfactory for the kiosks located away fron the street front & they are finding it difficult to operate their business in the given scenario. Thus, it is proposed to redesign the existing parking area, retail kiosks & an unutilized garden/open space into an integrated tourist plaza & food street near the Panch Rathas. The land identified for this is shown in Figure 6-17& reference food street illustrations is shown in Figure 6-18. This proposal can be taken up in the subsequent iteration.

Figure 6-17 Area near Panch Rathas for development

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Figure 6-18 Reference illustrations for Food Street Plaza

Improvement of Public Toilets

There are numerous independent & standalone toilets at various locations in and around the major tourist attractions. Leading to them not being used due to its existing condition & issues with the maintenance and operations. The toilet complex built opposite to the Vishnu tank is very far away from the beach thus making it difficult for the visitors coming to the beach to access them. The toilets available currently are shown in Figure 6-19.

Figure 6-19 Location & condition of Existing Public Toilets

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As a solution for improving the hygiene & comfort of the tourists as well as the locals, new public toilet blocks are proposed at the identified locations where the tourists will find it convenient & they would be utilized & maintained efficiently. Most of the toilet facilities will be provided at the integrated parking areas & any tourist plaza developments near the key tourist attractions.

Figure 6-20 Location of smart toilet blocks

The proposed toilet blocks will be designed with latest standard practices to cater to convenience of the users & also be cost effective. The operation and maintenance of all the units can be given to a single entity for a period of 3 years which will help in efficient maintenance of the toilet facilities in an integrated approach.

The objectives of providing public toilets[11]:

- Distinctive & aesthetically pleasing designs.

- Smart, contemporary and environment friendly features. Industrially prefabricated designs for mass production.

- Long life tenure of approximately 15-20 years.

- Tentative cost INR 1.50 lakh per seat.

- Hassle free transportation to predesignated sites for quick installation.

- Adequate space for advertisement and revenue generation.

Salient feature of the proposed public toilets:

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[11] DUAC Smart Public Toilet

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- Extensive use of stainless steel in interiors, for ease of maintenance and cleaning.

- Use of Bio – digesters developed for environment friendly waste disposal even where no sewer connection is available.

- Solar panels with LED lighting

- PLC (Program Logic Controller) aided working for better efficiency

- Ample light and cross ventilation

- Resistant to tampering and vandalism

- Tough and heavy-duty water saving fixtures in stainless steel

- Advertisement panels for revenue generation.
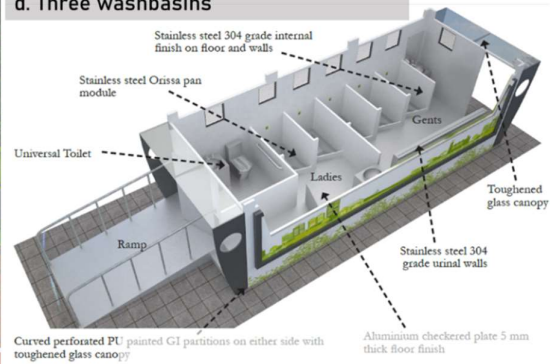
Figure 6-21 Reference Toilet Blocks

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Night Lighting and Projection Mapping

The proposal aims at increasing the night activities at the destination. This experience will look at identifying any possible attractions for Projection mapping, night lighting & be detailed out in the upcoming iterations by merging with the other proposals for night activities.

Figure 6-22 Reference Illustration for Projection mapping

Shuttle Bus Services and E bikes

To increase the local commuting options for tourists & to reduce the traffic of individual tourist vehicles, it is proposed to plan for Hop-on/ Hop-off shuttle/E-Bus service & E- Bike services in Mamallapuram. The Shuttle service starting point will be integrated with Mamallapuram Bus Terminal along with MLCP provisions for tourist. This will be possible to take up after the new bus terminal is operational. The identified route will connect all the key attractions & the pick - up drop off areas along with E-Bike stations will be provided at integrated parking areas & tourist plazas, key points of gathering of tourists which will help reduce the traffic congestion.
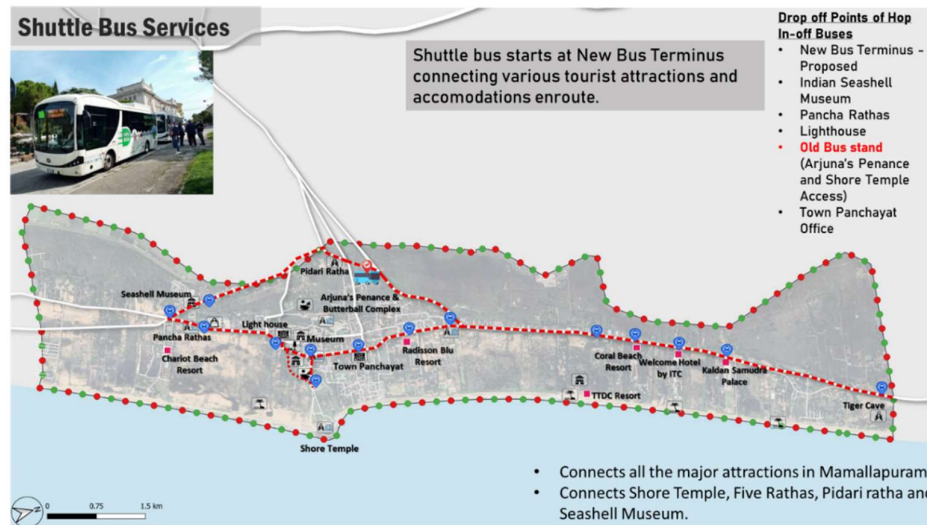
Figure 6-23 Proposed Shuttle Bus Services route & pick-up/ drop-off

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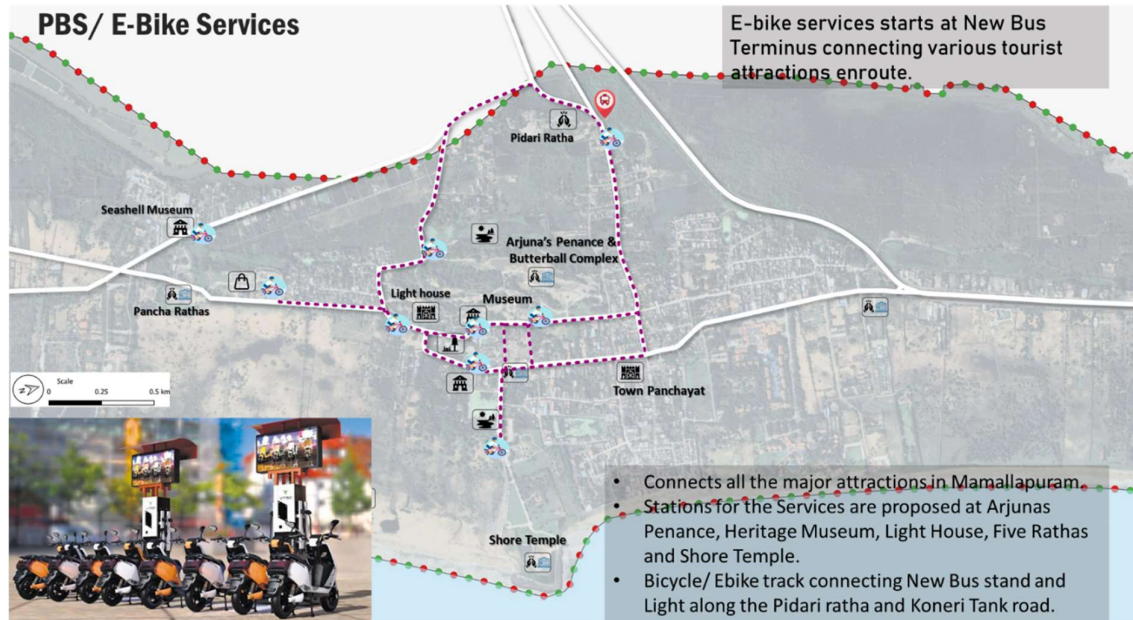
Figure 6-24 Proposed e-bike service stations.

6.2 Conceptual Plan of the end-to-end Experience for DPR Package 1

6.2.1 Immersive Heritage Experience at Shore Temple:

As the shore temple is having certain other components nearby such as the Mamallapuram Beach and the Vishnu Pond in its close vicinity, the holistic development of the region is considered for the proposal of 'Immersive Heritage Experience at the Shore Temple'. To develop end to end tourism experiences around the shore temple, ~42 Acre land has been identified to offer experiences meeting the needs and expectation of the domestic and international tourists. The area considered of the development is shown in the Figure 6-25.

Figure 6-25 Area identified for the development.

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The key issues identified at the shore temple are classified into three stages of experience:

6.2.2 Issues and Challenges:

- Proper access and parking facilities are not available and confusion with paid and unpaid parking areas near the Attractipon.
- Existing interpretation centre is in a dilapitated condition, and can only accommodate 8 to 10 persons. With limited information kiosks and overview of the destination.
- Unorganised commercial activities, shops and street vendors near Shore temple and Mamallapuram beach.
- Beach area is unorganised and lack basic amenities like toilets, bathing areas, watch towers and beach shacks.
- Proper waste management, regular garbage collection, recycling facilities and is crucial to maintain cleanliness and hygiene in the beach.
- There is requirement for tourist amenities-Toilets, seating area, landscaping, lighting, etc.

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6.2.3 Green Heritage Mamallapuram Project Initiative at Shore Temple:

The recent initiatives taken up for developing the attraction under Green Heritage Mamallapuram Project which is a CSR Initiative of RNTBCI will be developing the facilities within the monument. The Shore Temple has recently achieved the notable recognition of becoming India's inaugural Green Energy Archaeological Site. Consequently, the project is deeply committed to incorporating sustainability principles, all while harnessing technology to elevate the overall traveller experience. Noteworthy measures encompass the incorporation of solar panels, the implementation of a fully automated parking system, and the adoption of an integrated ticketing system. The proposal is shown below.
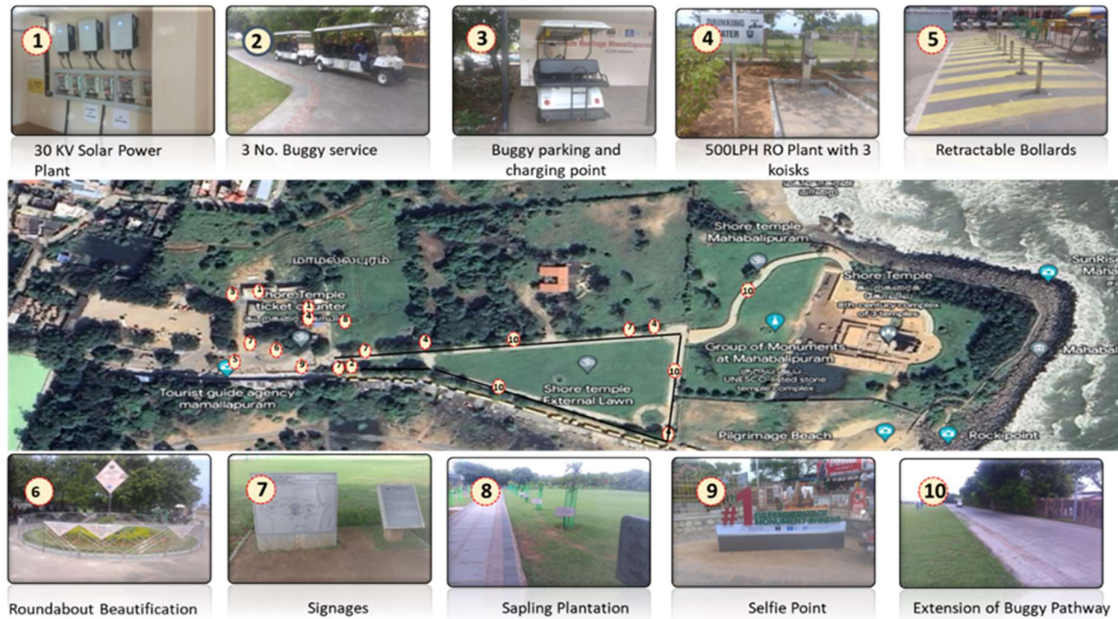
Figure 6-26 Existing Proposals under Green Heritage Mamallapuram Project

6.2.4 Case Study:

The Konark Sun Temple is a similar heritage monument built in the 13th century. The majestic Sun Temple in Konark is enhanced for tourists by a top-notch tourist facility and interpretive centre with water bodies, parking, a new era museum, and galleries showcasing the history, culture, and architecture of Odisha[12].

The key highlight of the facility includes:

Audio Visual Auditorium
Gallaries
Modern Age Cafeteria
Main Parking
Drop off Point with Car/2-3 Wheeler Parking

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[12] State of the art interpretation centre situated next to the world famous Konark sun temple developed by The Indian Oil Foundation

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Sculptures of the sun Temple of Konark with individual detailing recreated by famous sculptors

15 min animation movie depicting mythology and history in specially designed air conditioned auditorium

Gallery displays
Medieval engineering concepts of the sun temples

Scale models

Sculpture models inspired by the wealth of architectural specimens

Artifacts and Handicrafts of Odisha

Figure 6-27 Existing Interpretation centre at Konark Sun Temple

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6.2.5 Proposed Conceptual Zoning Plan

This will be an integrated development in and around the hero attraction i.e., The Shore Temple. The proposed interventions are as follows:

- Well organised and paved parking near the shore temple and beach to accommodate the existing parking requirement
- Organised Commercial shops and seating area, resting areas by properly utilising the existing land available.
- State of the art Interpretation centre with curated content which explains the significance of all the tourist attractions in Mamallapuram.
- Beach front Development under the lines of Blue Flag certification are proposed.
- Tourist amenities like toilets, cloak rooms along with safety amenities like watch towers, CCTV control rooms etc are proposed.
- Access roads for ambulance and one way access from shore temple to Light house are proposed to decongest the attractions.
- Rejuvanation of Vishnu Pond.

The conceptual zoning plan is shown in Figure 6-28

Figure 6-28 Conceptual Zoning

6.2.6 Major Project Components of the Experience:

The Shore Temple Heritage Experience Project is a multifaceted initiative strategically crafted to tackle these urgent challenges while enhancing and complementing the magnificence of the Shore Temple. As visitors pass through the majestic entrance, which evokes a profound sense of arrival, they arrive at the Arrival Plaza. Here, they can delve into the rich history and significance of both the temple and the town of Mamallapuram at the Interpretation Centre. Following their exploration of the Shore Temple, Shore Temple Heritage Experience beckons with a diverse array of thoughtfully designed shopping spaces, interspersed with tranquil resting spots, vibrant performance venues, delightful seafood eateries, and charming souvenir shops. Afterward, tourists can spend a leisurely day on the beach, partaking in a wide spectrum

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of engaging activities. The Masterplan for the Proposals at the shore temple are shown in Figure 6-29.

- Interpretation Centre: A world-class interpretation centre, in harmony with the World Heritage Site status, offering visitors a deeper understanding of the rich history and culture of Mamallapuram.
- Clean & Organized Marketplace: A self-sufficient market space on the seashore providing a clean and organized platform for the previously unorganized shops that line Mamallapuram's beach., an initiative to support local businesses & communities.
- Parking area: A well-organized shaded parking area for cars, buses and two wheelers along with docking stations for E bikes, drop off locations for E buses, auto rickshaw and cab stations.
- Tourist Comfort: Thoughtfully designed spaces cater to the needs of the multitude of tourists visiting the seashore. Comfortable seating areas, rest zones, and modern amenities ensure a pleasant visit for all.
- MICE and Wellness Centre: Planned areas for Meetings, Incentives, Conferences, and Exhibitions (MICE) and wellness facilities introducing an element of luxury and relaxation
- Eco-friendly Accommodation: The project adheres to the eco-sensitive and green status of the World Heritage Site, offering environmentally conscious accommodation options that harmonize with the surrounding natural beauty
- Performance Areas: Dedicated spaces for cultural performances and events celebrate the artistic legacy of Mamallapuram, providing a platform for local talent
- Dining Venues: A diverse range of dining options inviting visitors to savor local and international cuisine while enjoying breathtaking sea views.

Interwoven with these visible interventions are softer elements that celebrate the essence of Mamallapuram - its magnificent stone craftsmanship, music, culinary delights, legends, and traditional dances - all of which come together to create a unique blend of ancient and modern experiences, aptly named as ' Shore Temple Heritage Experience'.

The Shore Temple Heritage Experience is a promise to revive the grandeur of Mamallapuram, ensuring that the town's timeless heritage remains an enduring source of inspiration for generations to come. It is where history, culture, and modernity converge, offering something for every visitor who sets foot on its sacred shores.

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TTDC

Shore Temple

Vishnu Tank

Mamallapuram Beach

Key Map Mamallapuram

1 Entrance Gate , Improvement of Arrival Plaza and Public Amenities

2 Parking Area with Solar Sheds

3 Interpretation Centre

4 Landscape/ Garden

5 Food Court/Cafeteria

6 Beachfront Amenities

7 Rejuvenation of Vishnu Tank

8 MICE Facilities (PPP mode development)

9 Proposed Link Road

Master Plan for Proposed Tourist Complex at Shore Temple

Figure 6-29 Masterplan for the Proposals at the shore temple

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Integrated Parking Facility With Solar Sheds

Tourist Arrival Plaza

Craft Bazar and Food Court
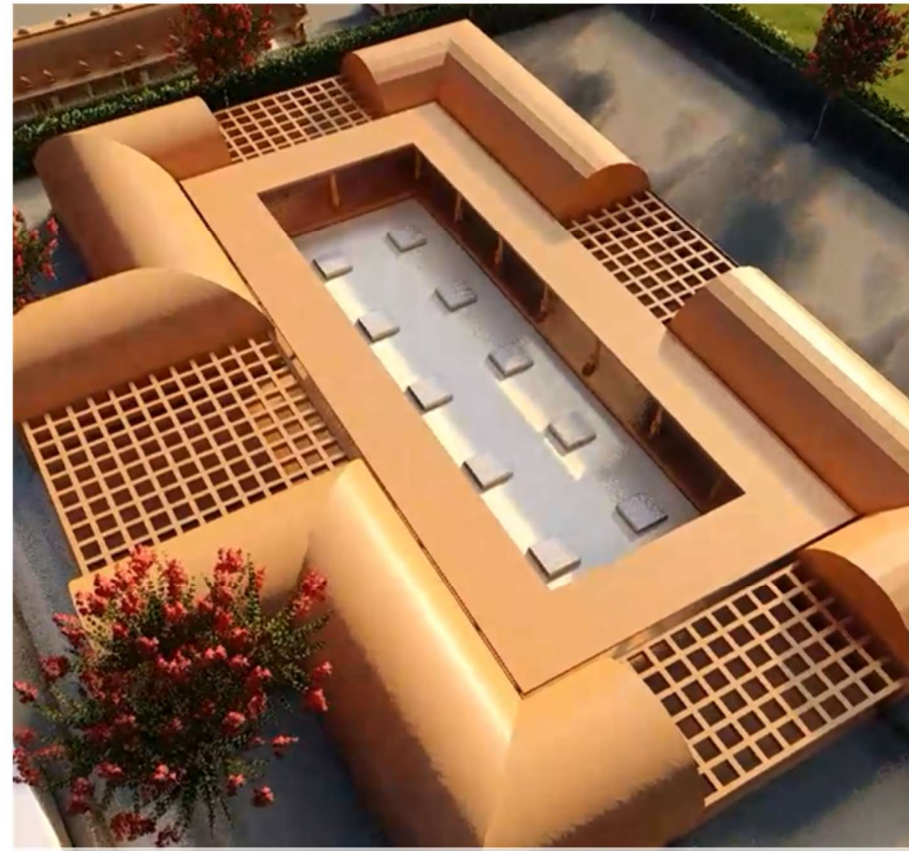
Interpretation Centre

Entrance Gate

Pond Rejuvenation

Figure 6-30 Render of the Shore temple experience

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6.2.7 Benefits & Intended Outcomes

The Shore Temple Heritage Experience Project promises a multitude of benefits, both quantitative and qualitative. Quantitative benefits would include increased parking capacity, enhanced ticketing efficiency, greater footfall, and economic growth through organized marketplaces. Qualitative benefits encompass an improved visitor experience, the preservation of heritage, a revitalized sense of community, and sustainable tourism practices.

The project aspires to be a harmonious blend of past and present, with the following envisioned outcomes:

- Preservation of Heritage: The intervention aspired to protect Mamallapuram's historical treasures, while becoming more accessible to all.
- Enhanced Tourism: Visitors will relish a more convenient and enriching experience, leading to greater footfall and economic benefits for the town.
- Community Prosperity: Local businesses will thrive in a cleaner, organized marketplace, fostering a sense of community pride.
- Eco-sensitivity: Environmental sustainability remains a primary concern, with a deep respect for the delicate ecological balance of this World Heritage Site.

In conclusion, the Shore Temple Heritage Experience Project stands as a beacon of hope for Mamallapuram's future. By preserving its rich heritage, enhancing the visitor experience, and supporting the local community, the project ensures that this ancient coastal town continues to be a place where legends come alive, inspiring generations for years to come.

6.3 Proposed Soft Interventions

6.3.1 Digital Interventions

- WhatsApp Chatbot for Travel and Tourism for Mamallapuram. This chatbot consists of all the information related to Destinations, Tours, Art and Culture, Ecotourism, Festivals, Wedding Destinations and Accommodations. It will be a Digital travel guide for the tourists.
- Responsive Crowd Management Solution for Nilgiris - The responsive crowd management programme will make it possible to actively track and react to the actions and behaviours of crowds in crowded areas of Mamallapuram. With increase I tourism footfall, it will be necessary to better control crowd movements to meet this goal. In order to count the number of people at a specific time and place, this initiative will use digital technologies like video analytics, facial recognition, AI, and others. This will give decision-makers and administrators the necessary tools and actionable insights to improve crowd safety and security and better manage city resources and people movements around.
- Digital Platform for Connecting City Residents with Tourists "Rozgar Mamallapuram" - Rozgar Mamallapuram is a digital engagement platform that allows city residents to interact with visitors by offering them potential key services. As Mamallapuram city is known for its hospitality and Food, this initiative aims to harness these qualities through a platform. Building a new economic channel, residents can offer a wide scope of services ranging from accommodation, food, tours, sports and wellness events, and even souvenirs with the list of services continuously expanding. Besides enabling visitors to create deeper connection with the city, this platform can also boost and grow the economy in Mamallapuram, due to the additional commercial aspects it will offer its residents vis-a-vis the visitors using the app.

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- Setting up of Paryatak Seva Kendra in partnership with CSC SPV at Arjuna's Penance.
- Preparation of detailed action plan for short term, medium term, and long-term duration for the implementation of the proposed interventions

6.3.2 Employment, Skilling, and Community Engagement

Following is the framework used for developing the strategic action plan

- Mapping skilling opportunities: Map short-term, long-term and RPL (recognition of prior learning) courses in line with courses offered by NSDC in the Tourism and Hospitality sector.
- Capacity Building: Undertake skilling of job roles required in the destination along with upskilling or providing refreshers to workforce already involved in the location. Some of the categories of persons for capacity building are:
  - Taxi drives, Auto Drivers, cleaners, cooks
  - Tourist touch points and service
  - Street Food Vendors for food safety and hygiene practices
  - Artists for promotion of art, branding, packing and shipping
  - Youth and community members
  - Tour guides
- Liaising and partnering with National level training partners and Institutions for conducting trainings
- Support in implementation of action plan

Based on the above framework an action plan is proposed below which will evolve through the iterations of the Master Plan.

Table 6-2: Action Plan for Commnity Training Programs

Community Training Programs			
S.No	Training Program	Tentative Duration	Possible Beneficiaries
1	Soft Skills - Front office Roles	14 days	Local Community
2	Soft skills - Bus conductors, Drivers	6 days	Taxi Drivers, Auto Drivers, Bus conductors & Drivers
3	Soft Skills - Tourism Sector	2 days	Tour operators, Tourist guides, tourist officers
4	French Language	45 days	Tour operators, Tourist guides, tourist officers
6	English Language	30 days	Tour operators, Tourist guides, tourist officers
7	Tourist Guide	30 days	Youth, Community, Professional & Students

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8	Jewellery and souvenir making (Shells, pearls)	45 days	Local Community
9	Lifeguard at the beach	4 days	Local Community
10	Waste Disposal	7 days	Local Community
11	Housekeeping	4 days	Local Community
12	F&B Service	15 days	Local Community
13	Adventure Travel guide	15 days	Local Community
14	Safety and Hygiene	5 days	Street Food Vendors
15	Branding, Packaging and Marketing	5 days	Local community Artists, Local Youth

6.3.3 Branding, Marketing and Promotion

Mamallapuram needs to plan its marketing strategy around addressing these challenges and position itself as a captivating destination that seamlessly blends history, culture, and natural beauty. There needs to be constant effort to enhance visitor engagement, encourage repeat visitation, and contribute to the sustainable development of the site while preserving its invaluable heritage for future generations.

Utilizing all media, the messaging needs to be consistent with positioning Mamallapuram as a contemporary destination that is a World Heritage site.

Mamallapuram, is a historic town in Tamil Nadu, India, renowned for its ancient rock-cut temples, monuments, and sculptures. It is a UNESCO World Heritage Site and attracts visitors from around the world. The themes around which Mahabalipuram can be promoted include:

1. **Heritage and History**: Mahabalipuram is known for its rich heritage and historical significance. The town boasts remarkable monuments dating back to the 7th and 8th centuries, including the famous Shore Temple, Arjuna's Penance, Pancha Rathas, and the Varaha Cave Temple. Mamallapuram is renowned for its magnificent rock-cut architecture. The intricate carvings and sculptures on the temples and caves showcase the exceptional craftsmanship of the Pallava dynasty that attract not only heritage and culture enthusiasts but also architectural experts and history buffs.

2. **Beach Tourism**: Mahabalipuram is located along the Coromandel Coast, offering scenic beaches and breathtaking views of the Bay of Bengal. The golden sandy shores and the serene atmosphere make it an ideal destination for beach lovers. The promotion can emphasize the tranquil beaches, water sports activities, and seaside resorts available in Mahabalipuram.

3. **MICE Destination**: Mahabalipuram, is not only a popular tourist destination but also has the potential to serve as an excellent MICE (Meetings, Incentives, Conferences, and Exhibitions) destination. Hotels all along ECR have a range of modern conference and convention centers, equipped with state-of-the-art facilities and amenities. These venues can accommodate various sizes of gatherings, from small meetings and workshops to large-scale conferences and exhibitions.

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The strategy for destination marketing and branding has been discussed below in 3 key sections – branding through creating a visual identity for Mamallapuram, marketing & promotion through the right messaging to the right channels, and continuous engagement with visitors to collect feedback and manage grievances.

Branding strategy for Mamallapuram	➡	Marketing and promotion strategy	➡	Engaging with the customer

Branding strategy Visual Identity of Mamallapuram's brand

Creating a visually captivating and memorable brand identity for Mamallapuram, including a distinct logo, color palette, and design elements that reflect its rich history and artistry will help providing a unique identity to Mamallapuram.

The name 'Mamallapuram' brings the famed Shore temple in mind. The visual identity needs to highlight the unique features and attractions of Mamallapuram, such as its UNESCO World Heritage status, stone carvings, local culture, and scenic beaches. Crafting a clear and compelling brand message that showcases the destination's charm and cultural significance is essential. The Brand Logo shall need to be not just representing all that Mamallapuram stands for, it also needs to be acceptable to all stakeholders.

A public contest for creating a logo for Mamallapuram can also be a good way of engaging communities.

A Tagline binds the visual identity and provides a foundation for all communication. The Mamallapuram Tagline shall follow the TN Tagline 'Where stories never end'. A few probable taglines for Mamallapuram can be:

"Mamallapuram: Where Ancient Legends Come Alive"

"Mamallapuram: Where Stories Echo Through Time"

"Unveiling History: Mamallapuram's Eternal Tales"

"Mamallapuram: A Tapestry of Timeless Tales"

"The Living Chronicle: Mamallapuram's Everlasting Narratives"

Marketing & Promotion – Right communications through the right channels

By incorporating traditional media, industry collaborations, and digital media strategies, Mamallapuram can create a comprehensive marketing plan that reaches a wide audience through various channels. This integrated approach ensures maximum visibility, engagement, and awareness about Mamallapuram as a must-visit cultural and historical destination.

The marketing activities shall encompass both the business partners from the Tourism industry as well as the final stakeholder, the Tourist himself into this process.

Targeting the Tourism Industry Stakeholders (B to B)

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The tourism industry constitutes multiple stakeholders, the most important of them being the tour operators, travel agents and other people generating their livelihoods out of tourism. Promotion plan of Mamallapuram to tourism industry stakeholders includes:

- Collaborating with travel agencies and operators, providing comprehensive information and attractive tour packages.

- Organizing familiarization (FAM) tours to showcase key attractions and build confidence in promoting Mamallapuram.

- Hosting industry events and workshops for networking and partnerships.

- Participating in trade fairs and exhibitions, showcasing Mamallapuram's essence.

- Forging partnerships with local businesses, hotels, restaurants, and tour operators is essential. By creating enticing travel packages and offers that include Mamallapuram shall lead to cross-promoting each other's offerings and leverage their customer base to increase awareness and visitation.

- Engaging the local community to offer authentic cultural experiences.

- Providing educational resources like destination guides and brochures. By undertaking these actions, we aim to effectively promote Mamallapuram and drive tourism growth.

- Creating a year-long calendar of events to generate interest and pull in visitors

The table below summarizes the proposed events calendar for Mamallapuram.

Table 6-3: Proposed Events Calender for Mamallapuram

Month	Event
January	**Mahabalipuram Dance Festival**: Enjoy a month-long festival showcasing classical dance performances against the backdrop of ancient temples.
February	**Sculpture Symposium:** Witness renowned sculptors from around the world creating stunning sculptures in an open-air symposium.
March	**Heritage Walk**: Join a guided heritage walk through Mahabalipuram's historic sites, learning about their architectural significance and cultural importance.
	FAM- Tour operators, International & National
April	**Shore Temple Music Festival:** Experience mesmerizing classical music concerts held in the enchanting ambiance of the Shore Temple
May	**Story cum glamping fest on the lines of lit fest**

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Month	Event
June	**Yoga Retreat:** Indulge in a rejuvenating yoga retreat, combining meditation, wellness sessions, and beachside yoga sessions.
	FAM Bloggers, National & international
July	**Photography Workshop**: Participate in a photography workshop where professionals guide you to capture the beauty of Mahabalipuram's architecture and landscapes.
August	**Tamil Nadu Tourism Festival:** Immerse yourself in a vibrant celebration of Tamil culture, featuring traditional music, dance, and food.
September	**Coastal Cleanup Drive:** Join a community-driven initiative to clean and preserve the beaches of Mahabalipuram, contributing to environmental conservation.
October	**Food Festival**: Indulge in a gastronomic extravaganza, savouring a diverse range of local delicacies and international cuisines at a food festival.
	International Kite Festival
November	**Stone Carving Workshop:** Learn the ancient art of stone carving from skilled artisans, creating your own masterpiece to take home as a souvenir.
December	**Beach Volleyball Tournament**: Cheer on teams competing in an exciting beach volleyball tournament, showcasing athleticism and sportsmanship.
	Mahabalipuram Dance Festival: Enjoy a month-long festival showcasing classical dance performances against the backdrop of ancient temples

Targeting the Visitor (B to C)

Tourism has traditionally been a sector, where government markets their destinations through tour operators and other travel business. However, with the advent of the internet and the growing millennial and Gen Z population, the importance of engaging with the

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potential travellers directly has grown significantly, making it akin to a segment requiring extensive customer marketing.

Below are a few approaches proposed for direct marketing to the potential travelers:

- **Online Presence**: Developing an informative and user-friendly official website for Mamallapuram is crucial. Optimizing the website for search engines will improve visibility. Utilizing search engine marketing (SEM) techniques, such as pay-per-click advertising, will help drive targeted traffic.

- **Social Media Marketing**: Establishing an active presence on popular social media platforms is vital. Sharing captivating visuals, engaging content, and user-generated content will help generate interest. Regularly interacting with followers, promptly responding to inquiries, and encouraging social sharing of Mamallapuram experiences are essential.

- **Influencer Partnerships**: Collaborating with travel influencers, bloggers, and vloggers will allow us to showcase Mamallapuram to a wider audience. Inviting them to experience the destination and share their experiences through their platforms will help leverage their reach and influence.

- **Content Marketing**: Producing high-quality and informative content that highlights the history, culture, art, and architecture of Mamallapuram is key. Publishing engaging blog posts, articles, and videos on the official website, collaborating with travel publications, and actively engaging with online travel communities will help amplify the reach of our content.

- **Print and Media Advertising**: Advertising in travel magazines, newspapers, and other relevant print media outlets will allow us to reach a broader audience. Utilizing radio, television, and outdoor advertising will help showcase the allure of Mamallapuram. Consistent messaging and visually appealing creatives are necessary.
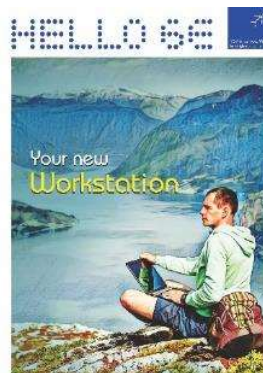
Engagement with customers - Visitor feedback

Continuous monitoring of the performance of the marketing efforts, tracking key metrics, and adapting our strategy accordingly are essential to ensure successful promotion of Mamallapuram. By refining its branding, marketing, and promotional activities, it is possible to position Mamallapuram as a captivating destination for visitors to explore.

Following methods may be adopted for continuous engagement with customers.

- **Online Reviews:** Actively encouraging visitors to leave reviews and testimonials on various online platforms, such as TripAdvisor, Google Reviews, and social media channels,

is essential. Promptly responding to reviews, addressing concerns, and expressing gratitude for positive feedback are important steps

- **Visitor Surveys:** Conducting regular visitor surveys will provide valuable insights into their experiences in Mamallapuram. Using this feedback, one can identify areas for improvement and enhance the visitor experience

- **Feedback Integration:** Actively listening to visitor feedback and implementing their suggestions to improve our offerings is crucial. Clearly communicating updates and changes based on visitor feedback will demonstrate our commitment to visitor satisfaction

6.4 Pre-feasibility Assessment of Identified PPP projects

Post developing the Immersive Heritage Experience at Shore temple experience, the balance TTDC land from the overall 34 Acres has the potential to be developed with the private sector involvement for activities like Beach/Sea-front Resort, Tent City, Wellness Centre, Convention/MICE facility, etc. The prefeasibility studies of the same have not been initiated in this Iteration. This may be taken up in subsequent iterations.

6.5 Integration with PM Gati Shakti

Once the Confirmation on the proposed interventions are received from State Implementing Agency & Ministry of Tourism, the same will be integrated with PM Gati Shakti National Master Plan for synchronized planning and implementation.

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6.6 Summary of Proposed Projects

Table 6-4: Summary of Proposed Master Plan Interventions

Sn	Experience title/ Interventions	Details (Major Features)	Built-up Area (BUA)/ quantity/ Length	Project Cost- (INR Lakh)	Implemen tation Timeline (in months)	Short-Term (0-2 yr) / Medium Term (2-5 yr) / Long Term (5-10yr)	Project Funding Type (Central/ State / PPP)
1	Entrance Arch/ Gateways	Entrance Arch/gateways at identified locations		225	12	Short Term	Central
2	Immersive Heritage Experience at Shore Temple	Entrance Gateway, Arrival Plaza, Parking, Interpretation Centre, Cafeteria, Souvenir shops, Sustainable Beach development, rejuvenation of Vishnu tank, Proposed One-way Road	42 Acre	2300	24	Short Term	Central
3	Beachfront Developments	Sustainable Beachfront Developments at identified possible locations	17 Acre	1420	12	Medium Term	Central/State
4	Integrated Parking Areas	Integrated Parking, Solar Sheds, E-Charging facilities, Public Toilets, food Kiosks, Shuttle pick-up/ drop-off,	7 Acre	850	12	Short Term	Central
5	Rejuvenation of Water Bodies	Rejuvenation of identified water bodies/ tanks into public space	10 Acre	610	12	Short Term	Central/State
6	Streetscape Development	Streetscape Development of identified streets in Heritage Zone of Mamallapuram	7.5 km	4730	24	Long Term	Central/State

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7	Integrated Plaza/ Food Street at Panch Rathas	Integrated tourist Plaza & food street development near Panch Rathas	7	1200	24	Short Term	Central
8	Improvement of Public Toilets	Development of Public Toilets at identified locations to improve tourist convenience	7 Nos.	70	12	Short Term	Central
9	Projection Mapping/ Night Lighting	Projection Mapping & Night Lighting at identified locations & Monuments		800	12	Short Term	Central
10	E-Bus/Shuttle & E-Bike Service	E-Bus/ Shuttle & E-Bike service for Mamallapuram		1000	12	Medium Term	Central
11	Whatsapp / Website Chat Bot	24/7 Availability, Quick and Instant Responses, Real-Time Updates, Multilingual Support, Feedback System, Map Navigation Support		50	9	Short Term	Central
12	Ticketing App	Tourist Spot Listings, Ticket Booking, User Friendly Interface, Notifications, Multilingual Support, Tour Guide Reservations		50	16	Short Term	Central
13	Parking Management System	Improved Efficiency, Enhanced Security, Reduced Environmental Impact, Compliance and Enforcement, Data Driven Decision					
14	Soft Skills training including Hygeine, Behavioural and communication skills	• Target audience: Street vendors & budget hotel staff • Tentative Duration: 2-4 days		10	3	Short Term	Central

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15	Importance of Tourism Etiquette	• Target audience: Street vendors, budget hotel staff & Tour guides • Tentative Duration: 1-2 days		5	3	Short Term	Central
16	Tour Guide Trainings	• Target audience: Tour guides (Experienced as well as amateurs) • Tentative Duration: 1-2 days		10	3	Short Term	Central
17	Advertising	Print media, Radio Fm Channels, TV commercials, brochures, balloons advertising, Cross promotion in Airlines, Airports, Trains, Volvos		250	Full Time	Short Term	Central
18	Marketing / PR	Content on lesser-known monuments, Specialised promotional videos, Public spaces(gates), Sound & light show, Daispora connect, responsible tourism		100		Short Term	Central
19	Brand Ambassador	Brand Ambassador		200		Short Term	Central
20	Events & MICE	Organising new standalone events, FAM trips, FAM trips, Adventure tourism events		300		Short Term	Central
21	Digital Media	Website, Instagram, facebook, X, Pinterest, snapchat, Bloggers/ Vloggers/vcontent creaters/ PR		300		Short Term	Central
22	Education	school/college outreach for sculptures, shell & pearl studies, water sports				Short Term	Central

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| 23 | Mamallapuram site promotion | Gate, signages, social media, visual identity symbols | | 300 | | Short Term | Central |
| | **Grand Total** | | | 14780 | | | |

Note: The above Costs are Block Costs inclusive of O & M & are subject to modifications as per the Detail Design

Table 6-5: Summary of Proposed Interventions for End to End Experience

S. No.	Project Components	Block Cost (in Lacs)
1	Entrance Gate for Shore Temple Complex	50
2	Arrival Plaza, Interpretation Centre, Public Amenities & Parking area development	1200
3	Cafeteria and Souvenir shops	600
4	Beach Front Development	300
5	Rejuvenation of Vishnu Tank with Illumination & Fountain/Aerators	150
Total		**2300**

Note: The above Costs are Block Costs inclusive of O & M & are subject to modifications as per the Detail Design

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7 Operation And Maintenance Plan

7.1 O&M Framework

Immersive Heritage Experience at Shore Temple

- Project to be executed by Tamil Nadu Tourism Development Corporation (TTDC) with SD 2.0 Funding
- Implementation through Item Rate/EPC/DBOT Contract with Operation & Maintenance for 3 Years
- Possible Revenue Streams – Parking, Ticketing, Advertisements, Rental from Vending Kiosks

The institutions to be engaged in the on-ground O&M of the created infrastructure assets/enhanced infrastructure assets for each of these O&M Packages

Table 7-1 O&M Packages and Institutions responsible

S. No.	Category of Intervention	Institution Responsible for Operation & Maintenance
1	**Interventions proposed within Shore Temple Complex**	ASI would be the institution responsible for the interventions within the shore temple complex. Further to this, O & M responsibility can also be outsourced by ASI to a Corporate entity under CSR initiative or Adopt a Heritage Scheme.
2	**Interventions proposed in MNTDA & TTDC Land**	A Facility Management agency can be appointed for O & M of the facilities.
3	**Interventions proposed along roads/Highways**	O&M shall be included in the scope of the Implementing agency & later can be entrusted to MNTDA or the respective State Road Development Corporation.
4	**Digital Interventions**	O&M shall be included in the scope of the Implementing agency

 Scope for private entity/community /NGO to be involved in defined aspects of O&M for any specific/all components of the infrastructure asset.

The O&M for the infrastructure assets shall better be managed by private entities where a significant and visible revenues can be collected from the assets. However, the service requirements / standards shall be clearly stipulated in the license agreement. Further, same should be monitored to see that the PPP operator complies with the same. The agreement shall also contain penalising clause to deter any shortcomings in the service levels. In case of deploying NGO's prior training has to be provided to them so that the service levels will be maintained at desired level along with the upkeeping of the project assets. Considering the project components for Mamallapuram, agencies responsible for O&M is listed below.

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Table 7-2 O & M Project Components

S. No.	Project Component	Responsibility of O & M
1	Interpretation Centre	ASI/Corporate CSR
2	Integrated Parking	Private Entity
3	Mamallapuram Beach	NGO/Private Entity
4	Cafeteria and Souvenir shops	Private Entity/NGO
5	Arrival Plaza & Vishnu Tank	MNTDA/Private Entity/NGO

Private entity/ community entity/NGO can participate through a variety of models for performance-based O&M

Wherever the facilities are constructed by the government agencies and the operation and maintenance of the facility is done by the Private entity, the agreement shall incentivise the optimum use of the facility which in turn will make the facility usable for wide spectrum of users and also it generates additional income for the private entity through revenue generating assets.

Details on the mode of procurement of Operation and Maintenance shall be addressed on approval of the Iteration at the DPR Stage.

Revenue Generation:

The project may comprise with modules with low revenue generating capacity and modules with high revenue generating capacity. If the revenue generation capacity of high revenue generating module is sufficient to take care of lesser revenue generating module, then both the modules can be clubbed together and can be offered as a single package to the private entity.

If the revenue generating capacity of high revenue generating module is not sufficient to take care of lesser revenue generating module, then the higher revenue generating module shall be given to the private entity with upfront premium or with annual fixed revenue with escalation. The amount thus received shall be utilised for financing the O&M of lesser revenue generating modules.

Operational Cost:

Based on the nature of asset and the kind of services which are planned to offer, the basic cost of providing such services will be estimated. This will factor various parameters viz., no. of operating shifts, manpower requirements, utility requirements etc. Similarly, operating expenses incurred while operating the assets will also be assessed for bench marking while going ahead for offering O&M to private entity.

Repair & Maintenance Cost: Annual Cost of Repair and Maintenance

In line with the nature of the assets, extent of operation, service levels & intervals required for the assets, safety checks, etc, will be analysed & the annual cost of repair and maintenance will be estimated accordingly based on standard market practices.

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8   References

- Iconic Tourist Sites in India – Mahabalipuram, INI Design Studio
- 20 years perspective tourism plan for the state of Tamil Nadu, March 2023
- Vision Tamil Nadu 2023
- Published presentation of the DoT Tamil Nadu from the Global Tourism Investors Summit, MoT
- Simulated historical climate & weather data for Mamallapuram City https://www.meteoblue.com/en/weather/historyclimate/climatemodelled/mamallapuram-city_india_11903106
- Dept. of Economics & Statistics, Chengalpattu District – District Handbook 2021-22
- Mamallapuram Town Population Census 2011 – 2023
- Wedding Tourism Destination India, May 2017, FICCI
- Press Information Bureau
- Ministry of Environment, Forest, and Climate Change, Annual Report, 2020-21
- Statistical Report of Tourism
- Indian tourism Statistics 2022

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9 Annexures

Annexure A

ABSTRACT

Tourism – Government of India, Ministry of Tourism –Formation of Destination Management Committee under Swadesh Darshan 2.0 - Orders -Issued.

Tourism, Culture and Religious Endowments (T1-2) Department

G.O.(Ms.)No.97

Dated 03.03.2023
திருவள்ளுவர் ஆண்டு 2054
சுபகிருது, மாசி 20

Read:-

1. The Assistant Director, (SD Division) Ministry of Tourism, Government of India, New Delhi File No.SD-8/15/2020-SD, dated 20.01.2023.
2. The Director of Tourism Lr.No.3139/ T.Ind./2022, dated 16.2.2023.

ORDER :

In the letter 1st read above the Assistant Director, Ministry of Tourism, Government of India has requested to provide the following details:-

i. The designated State Implementation Agency under Swadesh Darshan 2.0 responsible for implementation of projects and interventions under the Swadesh Darshan Scheme.

ii. Status of formation of Destination Management Committee/ Organization at the district level under the Chairmanship of the District Collector for the destinations approved under Swadesh Darshan 2.0.

iii. Details of the representative from State to be part of the Evaluation Committee for selection of PMDC for respective State.

2. In the letter 2nd read above, the Director of Tourism has requested, the Destination Management Committee for Swadesh Darshan 2.0 scheme and issue necessary orders in this regard. Mamallapuram, Chengalpattu District and the Nilgiris are included in the schemes for destination development under Swadesh Darshan 2.0.

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3. The Government after careful examination of the proposal of the Director of Tourism hereby order the formation of Destination Management Committee for Swadesh Darshan 2.0. Scheme in Chengalpattu and the Nilgiris Districts with the following officials:-

Sl.No.	Designation	Position
1.	District Collector	Chairperson
2.	Superintendent of Police	Member
3.	Tourist Officer	Member-Secretary
4.	Commissioner/Executive Officer of Urban Local Body	Member
5.	Project Director, DRDA	Member
6.	District Head of PWD	Member
7.	Public Relation Officer	Member
8.	District Head / Representative of Department of Industries	Member
9.	Two Representatives of Tourism Industry	Member

4. The Destination Management Committee will function periodically based on the new Guidelines for "Swadesh Darshan Scheme 2.0" of Ministry of Tourism, Government of India.

(BY ORDER OF THE GOVERNOR)

CHANDRA MOHAN. B
PRINCIPAL SECRETARY TO GOVERNMENT

To
The Secretary to Government of India,
Ministry of Tourism, New Delhi-11
The Additional Chief Secretary to Government,
Municipal Administration and Water Supply Department, Chennai-9.
The Additional Chief Secretary to Government,
Public Works Department, Chennai-9
The Principal Secretary to Government,
Rural Development and Panchayat Raj Department, Chennai-9.
The Director of Tourism, Chennai-2.
The Accountant General, Chennai-18
The Resident Audit Officer, Chennai-9
Copy to:-
The Regional Director(South),
Indiatourism, Anna Salai, Chennai-2
The Principal Private Secretary to Principal Secretary to Government,
Tourism, Culture & Religious Endowments Department, Chennai-9.
Tourism, Culture & Religious Endowments (T2/T3/General) Department, Chennai-9.
Stock File/Spare Copy.

//FORWARDED BY ORDER//

3/3/23

SECTION OFFICER

Annexure B

In- Principal Approval for Selected Destination

Government of India
Ministry of Tourism
(Swadesh Darshan Division)

Transport Bhawan,
1, Parliament Street,
New Delhi

File No. SD-8/15/2020

Date 04.01.2023

Office Memorandum

Subject: Destinations Selected under Swadesh Darshan 2.0 Scheme (SD2.0)

Reference is invited to Ministry of Tourism's Office Memorandum of even number dated 19.04.2022 regarding Swadesh Darshan 2.0 Guidelines.

2.   In this connection, I am directed to inform that following 36 destinations from 19 States and Union Territory have been approved for development under Swadesh Darshan 2.0 Scheme.

S.no	Name of State/UT	Approved Destinations	
1.	Andhra Pradesh	i.	Gondikota
		ii.	Arakku-Lambassingi
2.	Arunachal Pradesh	i.	Bomjir
		ii.	Mechuka
3.	Assam	i.	Jorhat
		ii.	Kokrajhar (Manas)
4.	Bihar	i.	Gaya
		ii.	Nalanda
5.	Chandigarh (UT)	i.	Chandigarh
6.	Goa	i.	Porvorim
		ii.	Colva
7.	Gujarat	i.	Dholavira
		ii.	Dwarka
8.	Karnataka	iii.	Hampi
		iv.	Mysuru
9.	Kerala	i.	Kumarakom
		ii.	Kozhikode (Beypore)
10.	Ladakh (UT)	i.	Leh
		ii.	Kargil

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S.no	Name of State/UT	Approved Destinations	
11.	Lakshadweep (UT)	i.	Lakshadweep
12.	Nagaland	i.	Niuland
		ii.	Chumoukedima
13.	Meghalaya	i.	Shillong
		ii.	Sohra
14.	Mizoram	i.	Aizawl
		ii.	Champhai
15.	Puducherry (UT)	i.	Puducherry
		i.	Karaikal
16.	Punjab	i.	Amritsar
		ii.	Kapurthala
17.	Rajasthan	i.	Bundi (Kesoripatan)
		ii.	Jodhpur
18.	Tamil Nadu	i.	Mamallapuram
		ii.	The Nilgiris
19.	Tripura	i.	Agartala
		ii.	Unakoti

3. This issues with the approval of the competent authority.

(Pawas Prasoon)
Assistant Director

Encl: - As Above

To

The Addl. CS/ Principal Secretary/ Secretary,
Department of Tourism,
Government/ UT Administration of
Andhra Pradesh, Arunachal Pradesh, Assam, Bihar, Chandigarh (UT), Goa, Gujarat,
Karnataka, Kerala, Ladakh (UT), Lakshadweep (UT), Nagaland, Meghalaya, Mizoram,
Puducherry (UT), Punjab, Rajasthan, Tamil Nadu, and Tripura

Copy to: -

(i)   Regional Director, India Tourism Delhi, Mumbai, Kolkata, Chennai, Guwahati
(ii)   NPMU (Swadesh Darshan Scheme)
(iii)   National Informatics Centre (NIC Cell) - Ministry of Tourism

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Annexure C

Details of Stakeholder Consultation undertaken for Preparation of Destination Master Plan

a) Govt. of Tamil Nadu

Sn	Consultation	Details
1	**Consultation-1** **Dr. Chandra Mohan. B. (IAS), Principal Secretary to Government, Tourism, Culture and Religious Endowments Department** (Initial Meeting for PDMC Tourism in Tamil Nadu)	Date & Time: 31-03-2023 06.20 pm Venue:- Chamber of Principal Secretary, Secretariate, Chennai Agenda: Initial Meeting for PDMC Tourism in Tamil Nadu Outcomes of the consultation: • Adjacent to Shore temples, 35-40 acre plot is available (presently having some encroachment, unorganised shops, etc.) to be developed holistically as an entrance plaza with proper and all facilities. Area is part of CRZ and consultants to plan/propose accordingly. • Proper and holistic mapping to be done for all the tourist places, so as to capture all the sites/location including the lesser known ones. • Landscaping /Gardening to be enhanced. • Proposed plan of local town panchayat to be collected and studied for proper inclusion. • Traffic management and circulation is a problem which needs to be studied comprehensively and suitable solutions to be proposed. • Entry from NH is being planned and suitable parking and amenities to be proposed. • To map all the land banks available with different departments. This to be done immediately so that proposal planning will be easy and fast. • Lesser-known monuments to be conserved and dovetailed along with the other trails to disperse manage the tourist. • Toilets to be improved, • The Tourist experience needs to be improved for international tourist. • The challenge for the area is that, the town has grown around the monuments. Because of the urban sprawl the roads are narrow and lead to congestion leading to hardship to tourists and locals. • Explore solutions to decongest the core area, widen roads wherever possible, provide heritage look and feel, etc. • Plan holistic entrance plaza. • Explore if Tiger Cane land (under HRMC) can be taken up and proposed for suitable interventions.

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		• Provide enhanced tourist experience with better illumination, better facilities, better experience and feel.
2	**Consultation-2** **Thiru. Dr. K. Manivasan (IAS), Principal Secretary to Government, Tourism, Culture and Religious Endowments Department.** (Work Progress and Outcome of site Visits)	Date & Time: 20-05-2023 Venue: Chamber of Principal Secretary, Secretariate, Chennai Agenda: Work progress and outcome of site visits to Mamallapuram Outcomes of the consultation: • collect segregated tourist data to clearly assess them further such as domestic and foreign tourists, age group, gender, purpose etc. Further based on this information, the proposal may be categorized into Beach Tourism, Adventure tourism, Eco-Tourism, etc. • Land shall be used judiciously as it is scarce in the destinations. • Local community requirements shall be included in improvement proposals. • Half day tour packages can be planned as part of proposals to encourage attractions in the destinations. • Viewpoint at Tiger Cave for Sunrise shall be considered in proposal for Mamallapuram destination. • TTDC has plans to organize shows at Arjuna Penance to reflect history & culture at Mamallapuram destination. • The occupancy of tourists at hotels in Mamallapuram may be studied to assess the stay duration. The purpose is to make destination

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- attractive for tourists to extend their stay for 2-3 days.
- Day tour from Chennai – Mamallapuram – Puducherry is already operated by TTDC and may be further evaluated for its integration with the proposals.
- All lands of Government shall be mapped along with ownership details. Improvement proposals shall not be made considering lands that can be acquired in future.
- Toilets are a major issue in destinations and the issue has to be addressed.
- Existing amenities in destinations have to be streamlined.

b) TTDC Officials

Sn	Consultation	Details
1	**Consultation-1** (For Destination Assessment & identification of issues, gaps & opportunities)	Date & Time: May 24th to 31st, 2023 Venue: Tourist Officer, TTDC Office, Mamallapuram Agenda: Data collection Outcomes of the consultation: - Details regarding the existing water sports and beach tourism are collected. - The restrictions with respect to the beach and Recreational tourism are mentioned by TTDC officials. - Tourist footfall data for the years 2018 to 2022 are collected. - Peak tourist months for foreign tourists and domestic tourists is identified. - Data regarding the events conducted by TTDC for tourism development like World tourism day and Yoga Day are collected. - Major festivals are identified as Pongal, Magi Masam. - Major yearly events like Dance festival are conducted by TTDC. - Special pongal events for foreign tourists is arranged by TTDC during Pongal.

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| 2 | **Consultation-2**

 (For Review of Inception report) | Date & Time: 06-06-2023 11.30 am

 Venue:- TTDC Office, Chennai

 Agenda: Review of Inception Meeting

 Outcomes of the consultation:

 • Consultants are requested to collect details of all ongoing /new project proposals from concerned departments.
 • Issues related to hard interventions have to be addressed along with focus on soft interventions as well.
 • Focus shall be made on the destination sites to develop infrastructure requirements based on need.
 • Entire ECR shall be considered for development as MICE destination.
 • Drop on & drop off facility, integrated shopping complex, entrance plaza shall be developed as part of master plan and TTDC shall provide 2-3 acres of land near Shore temple.
 • Smart/e-toilets shall be avoided and conventional toilets shall be proposed along with O&M agencies.
 • Meeting shall be conducted with ASI Superintendent Mr. Kalimuthu to get the regulations for development near ASI sites.
 • Both CRZ & ASI regulations shall be considered, and it shall be taken into account before the next draft masterplan is prepared.
 • Interpretation centers can be suggested near to major attractions to highlight the historical importance and details about sites |
| 3 | **Consultation-3**

 (For Destination Assessment & identification of issues, gaps & opportunities) | Date & Time: June 1st to 30th

 Venue: Tourist Officer, TTDC Office, Mamallapuram

 Agenda: Destination Assessment, Data and Gap analysis

 Outcomes of the consultation:

 • Multiple consultations almost daily for data collection.
 • Data related to existing accommodation facilities in Mamallapuram along with the capacity is collected.
 • Review of the tourism policy document of Tamil Nadu for the year 2022-2023 is done with TO of Mamallapuram.
 • Consultations to conduct a DMC meeting with regards to Mamallapuram.
 • The DMC meeting was not scheduled due to the ongoing G20 summit during June 15th to June 21st.
 • Identification of the revenue records for the vacant Govt. lands in Mahabalipuram. |

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		• Letter to the MRO office requesting the presence of town surveyor for field verification of the vacant Govt. lands has been sent. • Data regarding the ongoing projects and proposed projects with respect to the Iconic destination report, prepared in 2020.
4	**Consultation-4** (CMC Meeting for approval of Project Deliverables like Inception report and Master Plan & Strategy Action Plan (MPSAP) Iteration 1 for Nilgiris & Mamllapuram)	Date & Time: 30th November, 2023 Venue: Tourist Officer, TTDC Office, Mamallapuram Agenda For approval of Inception report and Masterplan Iteration 1: • The inception reports of both destinations were approved. • The Masterplan Iteration-1 report of the Nilgiris was approved. • Suggestions were received regarding the Masterplan Iteration-1 report of Mamallapuram for the shore temple experience • Further approval was given for taking up destination management activities like logo & tagline competition, preparation of newsletter and updating web page of tourism in district website. • Regarding implementation of projects in the nilgiris, CMD madam has suggested that the implementation agencies could be TTDC as well as Forest Department depending on attractions and their land use. • It was further instructed to obtain all NOCs required for the project.

c) ASI officials

Sn	Consultation	Details
1	**Consultation-1** **Mr. Kalimuthu, SA, ASI Chennai Circle** (For Destination Assessment & identification of issues, gaps & opportunities)	Date & Time: June 12, 2023 Venue: ASI Chennai Circle, Chennai Agenda: Data collection Outcomes of the consultation: • Details regarding the existing ASI sites in Mahabalipuram. • Overview of the acts and amendments to follow in ASI sites and Heritage sites like AMASR act 1958 have been discussed. • Identification of Restricted zones and Prohibited zones around ASI sites as per the acts.

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		• Data regarding the ongoing projects will be provided with submission of request letter from consultants.
2	**Consultation-2** **Mr. Ismail JCA, ASI, Mamallapuram** (For Destination Assessment & identification of issues, gaps & opportunities)	Date & Time: 31-05-2023 11.30 am Venue:- ASI Office, Mamallapuram Agenda: Data collection and Gaps Outcomes of the consultation: • Regulations from the Ancient Monuments and Archaeological Sites and Remains Act (AMASR act amended 2010) should be followed for the development and constructions in Mahabalipuram along with Coastal Regulation Zone (CRZ). • According to AMASR act 100 meters from the compound of the ASI site is a prohibited zone. • From 100 mtrs up to 300 mtrs the area comes under regulated zone, for which a No Objection Certificate (NOC) should be obtained from ASI. • Recent renovation works like gardens, Pathway works, and minor amenities were completed during the G20 summit. • Tiger caves the Conservation work is in progress. • Drinking water facilities are proposed to be updated in the Butter ball complex and Pancha Rathas complex. The works are supposed to finish in next one year. • Sound and Light show at Arjuna's Penance- DPR is prepared and awaiting approval from authorities. • Events like Heritage week (19th Nov- 25th Nov) and Heritage Day (April 18th) are conducted by ASI. This event is targeted towards the local students of Archaeology. • Local events like Masi Maham in the month of March is celebrated, where temporary shelters are prepared in the beach near shore temple. Predominantly celebrated by locals of Mamallapuram. • Issues related to the encroachments of street vendors in the ASI sites. • Parking and last mile connectivity issues, especially during peak months and events. • Street lighting and CCTV are available sufficiently.

d) Town Panchayat

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Sn	Consultation	Details
1	**Consultation-1** **Mr. Ravi, Manager at Town Panchayath Mamallapuram** (For Destination Assessment & identification of issues, gaps & opportunities)	Date & Time: 31-05-2023 Venue: TP Office, Mamallapuram Agenda: Data collection Outcomes of the consultation: • One page report of the Town Panchayath is collected from the office. • Detailed maps of the Town Panchayath area are collected from the office. • Details regarding the ongoing surveys under AMRUT scheme for water supply from the Vayalur River. • Municipal Water supply is from the bore wells. • Daily water supply is 78 lpcd.
2	**Consultation-2** **Mr. Ravi,** **Mr. Mahendra, JE, Mamallapuram TP** (For Destination Assessment & identification of issues, gaps & opportunities)	Date & Time: 01-06-2023 and 02-06-2023 Venue:- TP Office, Mamallapuram Agenda: Data collection Outcomes of the consultation: • Details of the parks under development/ developed is collected. • Data regarding the ongoing projects under various schemes like NNT and NSMT are collected. • Data regarding the projects in previous financial year are collected. • Road in ECR Salai- KG emerald 1st avenue is proposed to be strengthened by paver blocks under NNT scheme • Old sculpture road Proposed to be strengthened by Paver blocks under NSMT scheme • MGR nagar, Mattu street is proposed to be strengthened by CC roads under NSMT schemes.
3	**Consultation-3** **Mr. Ravi,** **Mr. Mahendra, JE, Mamallapuram TP** (For Destination Assessment & identification of issues, gaps & opportunities)	Date & Time: 04-06-2023 Venue:- TP Office, Mamallapuram Agenda: Data collection Outcomes of the consultation: • Maps related to water network, road network are collected. • Delimitation map is collected. • Administrative map collected.

e) Revenue Department (VAO and Revenue Inspector)

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Sn	Consultation	Details
1	**Consultation-1** **Mr. Muthuswamy, VAO Mamallapuram.** (For Destination Assessment & identification of issues, gaps & opportunities)	Date & Time: Multiple consultations between May 24th to 31st Venue: VAO Office, Mamallapuram Agenda: Data collection Outcomes of the consultation: • Owner ship details of the existing Govt. lands in Mamallapuram is collected. • Data regarding survey numbers of existing structures in the Govt. lands is collected from VAO. • Data regarding the roads, water bodies and burial grounds in the Govt land list is collected. • Survey numbers of Dumping sites and resource recovery park are collected.
2	**Consultation-2** **Mr. Muthuswamy, VAO Mamallapuram.** (For Destination Assessment & identification of issues, gaps & opportunities)	Date & Time: Multiple consultations in the month of June Venue:- VAO Office, Mamallapuram Agenda: Data collection Outcomes of the consultation: • Data collected for the subdivision numbers and ownership of the vacant Govt. lands • Data regarding the ASI site survey Numbers and the Prohibited zone survey numbers. • Request for field visit in the presence of Town Surveyor, VAO and RI along with TTDC officials. • Data regarding the Survey numbers under CRZ zone is requested.

f) Mamallapuram New Township Development Authority

Sn	Consultation	Details
1	**Consultation-1** **Mr. Rahul, AD MNTDA** (For Destination Assessment & identification of issues, gaps & opportunities)	Date & Time: June 02, 2023 Venue: MNTDA office Agenda: Data collection Outcomes of the consultation: • Map related to the Master Plan of Mamallapuram is obtained. • Master Plan data for Mamallapuram is obtained

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| 2 | **Consultation-2**

 Mr. Rahul, AD MNTDA

 (For Destination Assessment & identification of issues, gaps & opportunities) | Date & Time: Multiple consultations in the month of June

 Venue:- MNTDA office

 Agenda: Data collection

 Outcomes of the consultation:
 • Data regarding the proposed New Bus stand is collected.
 • Total area of the proposed bus stand is 6.80 Acres.
 • Property Details of lands under MNTDA in Mamallapuram is collected.
 • Data regarding the CRZ regulations in Mamallapuram is collected.
 • GIS maps of the Proposed Master plan 2021 of Mamallapuram new township is acquired.
 • Data regarding the proposals under MNTDA is identified (New Bus stand).
 • Collected the list of Villages under Master Plan of MNTDA
 • Data regarding the MNTDA Schedule is collected from the office of MNTDA |

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The recent consultations with the State TTDC officials and MOT for revising the Masterplan and finalising DPR Package 1 is summarised below:

Sn	Consultation	Details
1	**Consultation** **Mr. Sandeep Nanduri (IAS), MD, TTDC.**	Date & Time: 20-09- 2023 Venue: TTDC Office, Chennai Agenda: Review Meeting Outcomes of the consultation: • Identification of departments of the lands under proposal, especially the MNTDA land near to Shore Temple is suggested by MD. • Instructions to change the circulation pattern of the proposed layout of entrance Plaza in the Shore Temple Heritage Experience Layout. • Combined parking area is suggested and initial plan to split the parking in TTDC land and MNTDA land is suggested by MD TTDC. • The Parking area proposed in the north should be considered for the Food Plaza. • The idea for the Open-Air theatre is not appreciated by the MD and asked to remove the open air theatre from the Layout. • The arrival Plaza plan should be changed and located appropriately after updating the circulation.
2	**Consultation** **Thiru K. Manivasan I.A.S., Principal Secretary to Government, Thiru. Sandeep Nanduri I.A.S., Managing Director, Tamil Nadu Tourism Development Corporation.**	Date & Time: 31-07-2023 Venue:- Chamber of Principal Secretary, Chennai. Agenda: Review Meeting Outcomes of the consultation: Discussion on The Nilgiris were dine and Mamallapuram was asked to be presented on 09th Auguust 2023
3	**Consultation** **Thiru K. Manivasan I.A.S., Principal Secretary to Government, Thiru. Sandeep Nanduri I.A.S., Managing Director, Tamil Nadu**	Date & Time: 10-10-2023 Venue:- Chamber of Principal Secretary, Chennai. Agenda: Review Meeting Outcomes of the consultation: • PS sir suggested delineating the boundaries of ASI Restricted, regulated zones along with the CRZ boundaries in detail. These delineated areas should be used for future plans and Master Plan.

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	Tourism Development Corporation.	• PS sir suggested to identify the restrictions on building height as per the regulations of ASI and prepare the DPR and Mice proposals based on the regulations. • PS sir suggested to identify the ownership details of the lands which are proposed for development in the Master Plan and DPR. • PS sir suggested that the Labor Dept. land (Currently leased by A2B) can be utilized for parking facilities. • PS sir Suggested to include two Arches at the entrance of Mamallapuram to be included in the First iteration and DPR 1 and E bus/ Buggy services to connect the major tourist locations. This will achieve the holistic improvement of the destination. • PS sir has suggested to propose for Parking improvement at Panch Rathas, street development can be taken up in the next iterations. • PS sir insisted to provide toilet facilities at all the major attractions along with the maintenance. • PS sir suggested to propose for a Temple view Hotel/ Resort at the TTDC land near Shore temple. This location can be used as a Mice destination under PPP mode. • PS sir suggested that the Designs of the entry arches should be submitted to MD TTDC, for review and approval.
4	**Consultation** **Mr. Sandeep Nanduri (IAS), MD, TTDC.**	Date & Time: 09-08- 2023 Venue: TTDC Office, Chennai Agenda: Review Meeting Outcomes of the consultation: • MD sir has Suggested to identify the Govt. land details in Mamallapuram. • Update the Master Plan and provide proposals in the MNTDA/ Town panchayat land near Shore Temple.
5	**Consultation** **Mr. Sandeep Nanduri (IAS), MD, TTDC.**	Date & Time: 22-08- 2023 Venue: TTDC Office, Chennai Agenda: Review Meeting Outcomes of the consultation: • The Size of the entrance arches should be increased, and the arches should be provided along the ECR road to mark the experience of arrival of Mamallapuram. • E bike services should be considered instead of Bicycles and Public Bike Sharing for local commute.

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		• Movement of the vehicles and circulation patterns should be identified to ease traffic congestion at shore temple. • The Proposals along the Buckingham canal can be dropped as the department is proposing few interventions.
6	**Consultation** **Mr. Sandeep Nanduri (IAS), MD, TTDC.**	Date & Time: 04-10- 2023 Venue: Online meeting, TTDC Office, Chennai Agenda: Review Meeting Outcomes of the consultation: • MD sir suggested to remove the parking area for auto rickshaws near the arrival plaza and suggested to provide separate bays for parking of Auto rickshaws and taxis should be provided in the proposed parking lot. • The current location of the drop-off points should be shifted to a more appropriate location and the roundabout at the arrival plaza should be removed. • MD sir suggested that the beach development and interventions should be proposed in line with the blue flag certification guidelines. • Detailing of the arrival plaza and the parking area. • MD sir has enquired regarding the CSR activities (Renault Nissan Technology & Business Centre India & Hand in Hand India) planned and executed at Shore temple. • Consultant has explained that Solar panels will be provided in the proposed parking area as part of green initiatives, and it will be connected to the beach improvement proposals also. • The current proposals for Beach development should be considered up to the Tiger rock monument in the beach.
7	**Consultation** **Mr. Rakesh Kumar Verma (IAS), AS to Ministry of Tourism**	Date & Time: 02-09- 2023 Venue: Online meeting. Agenda: Review Meeting Outcomes of the consultation: • AS sir has suggested to finalize the Shore temple experience and work on the DPR and other details. • The DPR 1 should focus on the immersive experience of the Shore Temple. • CRZ and ASI regulations should be followed while working on the proposals in the proposed experience.

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8	**Consultation** **Ms. Vidhyavathi, IAS, Secretary, Ministry of Tourism, Mr. Rakesh Kumar Verma (IAS), AS to Ministry of Tourism**	Date & Time: 13-09- 2023 Venue: Online meeting. Agenda: Review Meeting Outcomes of the consultation: • Secretary Madam approved the Master Plan Iteration 1 and the Shore Temple Heritage experience layout and asked the PDMC to move forward to DPR preparation. • Secretary Madam has suggested to meet the ASI officials and get inputs regarding the CSR initiatives and the approved proposals under CSR initiative near and within the ASI monuments of Mamallapuram. • Secretary madam has suggested to remove proposals for aerators and Water fountains at the Vishnu Pond as it is a Temple Pond.
9	**Consultation** **Mr. Rahul Nadh (IAS), District Collector of Chengalpattu**	Date & Time: 01-09- 2023 Venue: Online meeting. Agenda: Review Meeting Outcomes of the consultation: • Primary focus on Parking issues & Street vendors. Prepare a circulation (one-way) for shore temple. • The A2B land can be proposed in as Masterplan proposal but immediate action may not be possible. • Inter departmental approvals might take time, so the possibility of preparing an intermediate plan with interventions on parking, street vendors and circulation. • Shifting of entrance arch along the Northen side of ECR (suggested a location, and asked Tourism Officer to do a site visit regarding the Entrance arch). • Vendor Census data should be collected from Town Panchayat. • Making S Mada and N Mada streets (Streets leading to Arjunas Penance) as pedestrian paths. • Overall circulation (Parking at Shore temple and visiting Arjunas Penance, shore Temple and beach take the vehicle out to Panch Rathas park at panch Rathas and directly connect to ECR from the Road along Buckingham Canal).

• PPP modes should be encouraged for the proposed MICE destination as suggested by AS sir.
• Soft interventions should be proposed and branding should be improved.