



**The Report of the**  

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**Commonwealth Games**  

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**Evaluation Commission**  

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**for the 2010**  

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**Commonwealth Games**  

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### **Open Letter to Commonwealth Games Associations and the Commonwealth Games Federation Executive Board**

Dear CGA President/Chairman

On behalf of the Evaluation Commission for the 2010 Commonwealth Games, I take pleasure in providing you with our final report.

I wish to express my appreciation to the CGAs, cities and bid committees of Hamilton and New Delhi who received the Commission during our inspections and co-operated fully with us providing a significant amount of information.

The report seeks to inform CGF members about the characteristics of both bids within our Terms of Reference which were established by the CGF. As you will see in the report, each bid has been examined in a significant and appropriate amount of detail for this stage of the evolution of the 2010 Commonwealth Games project.

Importantly, we stress that this is a technical report and does not seek to inform CGF members about a number of other factors which they may take into account when determining who they prefer to host the Games. Further, early in the Commissions deliberations it was decided that we would not make a direct comparison as between the cities but rather determine the relative merits or otherwise of each project individually and ultimately to determine if, on a technical basis, the city can host the 2010 Commonwealth Games.

We have attempted to reflect what we have been advised by cities and what we have deduced from our own analysis and take comfort in knowing that each city will have the opportunity to clarify any matters in their updates to CGF members.

In so far as it has been possible, based on information provided, the Commission believes the report is a fair and accurate representation of each city's bid.

Finally, I take the opportunity to thank each of the members of the Evaluation Commission for their diligence and commitment and the CGF for entrusting us with this most important task.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Dick McColgan'.

**Dick McColgan**  
**Chairman**  
**CGF Evaluation Commission**

# 0 Executive Summary

## 0.1 Overview

- (a) This report represents the findings of the Evaluation Commission for the 2010 Commonwealth Games in its evaluation of the two cities bidding for those Games – Hamilton, Canada (Hamilton) and New Delhi, India (Delhi).
- (b) The key points of the terms of reference for the Evaluation Commission are as follows:
  - (i) The Commission shall study the candidatures of all cities formally recognised by the CGF as Bid Cities, inspect the sites proposed by the Cities including all sport venues and submit a written report to the CGF Executive Board no later than 14 October prior to the election of the host city for the next Commonwealth Games.
  - (ii) Importantly the report will focus only on the technical elements of the cities bids and will assess if the cities meet the technical including financial requirements of the CGF.
- (c) The highlights and key risks associated with each of the bids are presented below.

## 0.2 Hamilton

- (a) Hamilton is a small, affluent provincial city of 500,000 people with a stable economy and sound infrastructure. As the host of the inaugural Commonwealth Games in 1930 (then the British Empire Games) Hamilton enjoys a high level of public support and strong public sector backing.
- (b) Hamilton is eligible to bid for the 2010 Games and has presented a conforming Bid, undertaking to meet all CGF requirements. It is confirmed that Hamilton will conform to the terms of the Host City Contract for the 2010 Commonwealth Games as provided by the CGF subject to a number of non substantive amendments which do not cause concern for the CGF.
- (c) The parties to the Host City contract will be the City of Hamilton, the CGAC and the Organising Committee along with the CGF.
- (d) The Hamilton organising committee will be an incorporated independent not-for-profit corporation established for the Games. The projected Games time workforce will comprise 631 paid staff and some 12,000 volunteers. The high level of reliance on the use of senior volunteers within the organising committee is a potential risk, although the model has been used previously in Canada.
- (e) Discussions have commenced with Federal Government to make provision for the Games accreditation to constitute a visa for entry into Canada, but to date agreement has not been reached.
- (f) Canada has extensive experience in major international multi-sport events and has hosted the Commonwealth Games on four previous occasions. The City of Hamilton has staged no major international multi-sport event since the 1930 Commonwealth Games, but has considerable medium size multi-sport and single sport events. Hamilton has assembled a team with extensive major event experience. The Evaluation Commission notes that the Olympic Winter Games will be held in Vancouver in February 2010 and considers that this presents some potential risks for Hamilton, most notably in terms of the possible negative impact on sponsorship and ticket sales.
- (g) Hamilton proposes a 10-day, 15-sport program from 15-25 July 2010, when the mean temperature is 15.1° – 26.3°C, humidity is 57-88% and the mean number of rain days for the month is 10.6. Hamilton will work with CGF to agree the EAWD programme.
- (h) Hamilton has confirmed they will be providing all teams a full (free) travel grant for 2010, which exceeds the requirements of Protocol Nine. Team size will be based on the average team size from the previous two games (Manchester and Melbourne) with the exception of the home team.
- (i) Hamilton's inventory of venues comprises a number of world-class facilities, as well as a number of smaller, older venues requiring upgrades, to which Hamilton has committed. The field of play area at the Gymnastics venue may be tight, however previous international

competitions have been staged successfully in the venue.

Collectively the Hamilton venues will meet the requirements of the event. The capacity of the main stadium is 42,000. The venues footprint is compact; all but four of the venues are located less than 20 minutes travel time from the Village, with the exceptions being Diving, Mountain Bike Wrestling and Shooting. The non-sport venues all appear to satisfy technical requirements, however there is an operational risk of major traffic and pedestrian congestion at the downtown venues cluster.

- (j) The Hamilton Commonwealth Village is to be located on McMaster University's existing 300-acre campus, with 1 additional building to be constructed to supplement 11 existing buildings. A separate Shooting Village will be located 25km from the Shooting venue for 417 athletes and 160 officials. Free of charge accommodation and board will be provided for 25 days, including 3 days after the closing ceremony. Capacity is limited to 5,100 which may be insufficient, but contingency plans are in place for any overflow and the Evaluation Commission considers an overflow low risk. Half of the beds will be provided in rooms housing 3 or more people, however the Evaluation Commission supports the triple room configuration as long as these rooms are all of the size and standard as inspected by the Commission.
- (k) Extra officials will be accommodated at a nearby collage (1.1km distance) at cost recovery of CDN\$100-120 per day (US\$74-89). Technical officials are accommodated at two residential colleges, plus Shooting officials in Shooting Village. Free of charge accommodation and board for up to 18 days will be provided for technical officials living in villages.
- (l) Five new sports venues are to be constructed in Hamilton, as well as the one new residential building in the Village. Financing is in place from a combination of federal, provincial and municipal government. No particular risks are noted, other than general construction risks, and all construction is scheduled to be complete by 2008.
- (m) Medical, doping, technology, accreditation, ticketing, broadcast and press requirements appear to be well understood by Hamilton. Technology budget provision is low and represents a risk, especially for call centre and Games time hardware requirements.
- (n) Hamilton's city infrastructure will support the staging of the Commonwealth Games:
  - (i) Adequate hotel rooms exist, however some constituents may have to travel more than 20 kilometres.
  - (ii) Mobility within the city is currently easy, and existing roads infrastructure and local public transit operations will not require significant upgrades.
  - (iii) Travel times are acceptable to the Evaluation Commission.
  - (iv) The Hamilton Police Service is the lead policing agency. While there is some lack of clarity on reporting lines, security requirements are well understood at this stage.
- (o) Hamilton's proposed Games budget of CDN\$715.9 million (US\$519m) includes CDN\$339 million in capital works. 88% of revenue has been conditionally committed by the public sector and McMaster University. However the Evaluation Commission notes that McMaster University needs to raise CDN\$17 million of its CDN\$50 million Games contribution through fundraising, which may impact the fundraising efforts of the Organising Committee. The balance of revenue items are considered to be conservative. Detailed analysis was difficult because of limited information however potential budget risk areas include Technology, Broadcast, Travel Grant and Ceremonies.
- (p) Hamilton City Council will provide deficit underwriting subject to a number of conditions.
- (q) The focus of Hamilton's legacy plan is on sport - CDN\$75 million of the public sector/university funding is to be contributed to a Legacy Endowment Fund to ensure a commitment to long-term development of domestic and international level sport. Other legacy elements

include sports leadership, scholarships, coach/athlete training camps. Capital facilities legacy exceeds CDN\$300 million.

- (r) Hamilton has provided a commitment to working with the CGF on the technology and information transfer program for the benefit of future host cities.

### 0.3 Delhi

- (a) With a fast-growing population of 13.8 million, Delhi is a mega-city experiencing rapid economic expansion. Delhi's bid focuses on the potential to motivate the youth of India to become involved in sport.
- (b) Delhi is eligible to bid for the 2010 Games and has presented a conforming Bid, undertaking to meet all CGF requirements. It is confirmed that Delhi will conform to all of the terms of the Host City Contract for the 2010 Commonwealth Games as provided by the CGF.
- (c) Delhi's organising committee will be a non-profit Government-owned registered society chaired by a Government nominee. The projected Games time workforce will comprise 1,990 paid staff and 18,000 volunteers. There is a potential risk associated with the heavy reliance on the use of senior volunteers within the organising committee, although it is understood this has been a successful model in the past.
- (d) The Indian Government has confirmed that the Games accreditation will substitute for a visa for entry into India.
- (e) Although India has not previously hosted a Commonwealth Games, it has experience with hosting major multi-sport international events, including the Asian Games. In 2003 India will also host the Afro-Asian Games in Hyderabad. For Delhi specifically, international experience hosting large scale multi-sport events dates back to the Asian Games in 1982. Delhi also has some other major single sport Games experience including the hosting of World Cup Cricket 1987.
- (f) Delhi proposes a 10-day, 15-sport program from 23 October – 3 November 2010, when the mean temperature is 14.6° – 31.3°C, humidity is 31-78% and the mean number of rain days for the

month is 0-2. Delhi will work with CGF to agree the EAWD programme.

- (g) Delhi has provided a travel grant of US\$10.5 million based on 5,200 athletes and 1,800 officials at US\$1,500 each, which exceeds the requirements of Protocol Nine.
- (h) Delhi's venues will meet the CGF requirements following an upgrade programme. The Government has guaranteed delivery of the venues. The proposal to co-locate gymnastics and netball in a shared venue (Indira Gandhi Indoor Stadium), whilst fulfilling requirements for Commonwealth Games competitions and achievable, is not desirable. Alternative venues could be considered.  
  
The capacity of the main stadium is 78,000. The venue cluster is compact other than the shooting venue which is 34 minutes (with traffic management intervention) from the Village. The non-sport venues all appear to satisfy technical requirements subject to, in some cases, the upgrading.
- (i) The Delhi Commonwealth Village, a low-to-medium-rise development, is to be constructed on a 40-acre site in the heart of Delhi. No architectural planning has been undertaken to date, but the undertakings of Delhi provide sufficient comfort that a suitable Village will be developed. Free of charge accommodation and board will be provided for 25 days, including 3 days after the Closing Ceremony. Capacity of 8,500 is possible, enabling all athletes to be housed in a single facility. It can be scaled back if necessary. Post-Games the Village will provide a hostel facility for the Delhi University.
- (j) Extra officials will be accommodated in the Village on a cost recovery basis of US\$50-60 per night for room and meals. Free of charge accommodation and board will be supplied for up to 18 days for technical officials living in the Village (separate area to the athletes Village).
- (k) Two new sports venues are to be constructed in Delhi and will be financed by the Delhi Development Authority and the Government of India. The Games Village is a major construction project

- (l) Medical, doping, technology, accreditation, ticketing, broadcast and press requirements appear to be understood by Delhi. The technology budget is considered inadequate and presents a financial risk.
- (m) Delhi's city infrastructure is adequate, however some road and transport infrastructure will need to be improved:
  - (i) A plentiful supply of good quality hotel rooms exists.
  - (ii) Mobility within Delhi is currently difficult and congested, and accordingly transport is seen as a risk area by the Evaluation Commission. A significant infrastructure improvement is planned (including 74 flyovers and development of the metro lines) and the provision of dedicated lanes/escorts, as planned, will be necessary to achieve the projected travel times.
  - (iii) Security responsibility rests primarily with Delhi Police, who have good major event experience. Cooperative arrangements with other resources need better definition.
- (n) The US\$422 million Delhi expenditure budget lacks detail in many key areas, however the overriding undertaking is that the Governments of India and Delhi will meet the costs of the Games to be conducted in accordance with the requirements of the CGF, and will underwrite any operating or capital budget shortfall. Total revenue of US\$422 million comprises US\$235 million in public sector funding and Games revenues of US\$186 million, which the Evaluation Commission considers are potentially overstated.
- (o) Delhi is committed to legacy through venue development and access and sport promotion to India's youth.
- (p) Delhi has pledged its full support of and participation in the Commonwealth Knowledge Management Programme.

#### 0.4 Conclusion of the Evaluation Commission

- (a) The overall conclusion reached by the Evaluation Commission is that both Hamilton and Delhi are capable of staging a successful Commonwealth Games in 2010.

# 1 Introduction

## 1.1 Background on process

- (a) The Evaluation Commission (EC) of the Commonwealth Games Federation (CGF) is pleased to present its Evaluation Report on the bids from the two cities seeking to host the 2010 Commonwealth Games. The two bidding cities, listed in alphabetical order, are Hamilton, Canada and New Delhi, India.
- (b) This report concludes a four-month evaluation process which commenced with the lodging of the bid books by the two bidding cities in May 2003. The Evaluation Commission has reviewed those bid books in detail and has conducted inspections of the proposed sites for the 2010 Commonwealth Games in Delhi and Hamilton. The decision on the award of the Games will be taken at the CGF's General Assembly in Montego Bay, Jamaica on November 13th 2003.
- (c) This report seeks to evaluate the technical aspects of each of the bids and is prepared for the CGF and its Members to assist in their decision-making process. The Members in General Assembly may take into account other factors, in addition to the technical merit of bids, when making their judgment as to which city is the most appropriate to stage the 2010 Commonwealth Games.
- (d) The technical requirements of bidding cities are found in the following Commonwealth Games Federation (CGF) documents:
  - (i) CGF Constitution
  - (ii) CGF Regulations
  - (iii) Games Management Protocols
  - (iv) Draft 2010 Host City Contract
  - (v) Invitation to Bid / Candidature Procedures
  - (vi) Guidelines for Bid Evaluation Activities.
- (e) In preparing this report, the Evaluation Commission has deliberately avoided making direct comparisons between the two bids. In particular, it is tempting to undertake comparative analysis on the Bid budgets however the Evaluation Commission concluded that the significant differences in underlying assumptions, contextual factors, local market conditions and cultural differences would render such an analysis meaningless, and could potentially yield some misleading results. Instead, each Bid has been evaluated on its merits.
- (f) This report should be read in conjunction with the Bid Books lodged with the CGF by Hamilton and Delhi in May 2003.
- (g) Throughout this report the abbreviation "Hamilton" has been used to mean the city of Hamilton and the Bid Committee of Hamilton. All references to undertakings or commitments by Hamilton, unless otherwise expressly stated, are to be interpreted as binding undertakings or commitments made by the Bid Committee such undertakings or commitments being binding upon the future Organising Committee (OC). Government undertakings and commitments have been expressly stated in the relevant sections of the report.
- (h) Similarly, throughout this report the abbreviation "Delhi" has been used to mean the city of New Delhi and the Bid Committee of New Delhi. All references to undertakings or commitments by Delhi, unless otherwise expressly stated, are to be interpreted as binding undertakings or commitments made by the Bid Committee such undertakings or commitments being binding upon the future Organising Committee (OC). Government undertakings and commitments have been expressly stated in the relevant sections of the report.

## 1.2 Composition and role of Evaluation Commission

- (a) The Evaluation Commission was appointed by the CGF Executive Board and comprises five members of the CGF:
- (i) Dick McColgan, Chairman (CGF, First Vice Chairman)
  - (ii) Perry Crosswhite (Chief Executive, ACGA)
  - (iii) Michael Hooper (Chief Executive, CGF)
  - (iv) Dick Palmer (Special Adviser, Former BOA Secretary General)
  - (v) Edgar Rogers (Regional Vice President – Africa)
- (b) The Commission has been supported by Olympic Games Knowledge Services (OGKS). OGKS, while not a member of the Commission, has provided process and expert assistance to the Commission as well as specialists who assisted in the evaluation process.
- (c) The role of the Commission is to study the technical elements of the bids of each city and to assess whether or not each city meets the technical and financial requirements of the CGF.

## 1.3 Timeline

- (a) The following process was followed to complete the technical evaluation of the two bidding cities, culminating with the generation of this Evaluation Report:
- |                   |  |
|-------------------|--|
| 30 May 2003       | Lodgment of Bid Books  |
| July 2003         | Initial request for additional information from bidding cities |
| 28 - 31 July 2003 | Visit to Hamilton, Canada                                      |
| 4 – 7 August 2003 | Visit to Delhi, India  |
| August/September  | Second request for additional information from bidding cities  |
| 7 October 2003    | Evaluation Report circulated to Members of the CGF.            |

## 2 Report on Hamilton

### 2.1 Introduction

#### 2.1.1 Overview of bidding city

- (a) Canada, with a population of 31.5 million, is the second largest country in area in the world after Russia. With over 11 million people, Ontario is Canada's most populous province, accounting for about 38% of the country's population. While English is the clearly predominant language spoken in Ontario, a mix of ethnic and linguistic groups gives Ontario a diverse cultural base.
- (b) Hamilton, with a population of just over 500,000 people, is within the province of Ontario, some 70 kilometres from Toronto. The city resides in the centre of an economically affluent area known as the "Golden Horseshoe" on the western end of Lake Ontario.
- (c) The business community is extensive and diverse – hi-tech, heavy industry, health services, tourism and finance are all important sectors. Hamilton has one of the highest concentrations of print and broadcast outlets in North America, housing more than 70 television stations, 30 radio stations and 8 daily newspapers.
- (d) The City of Hamilton local government has more than 8,000 employees and a combined operating and capital budget of CDN\$1.3 billion. The local economy is strong, evidenced by the granting of building permits to the value of CDN\$700 million during 2002. Accordingly, and in spite of its relatively small population, the city has a sound transportation, technology and government services infrastructure.
- (e) Moreover, the city is well placed to attract visitors for the Games: 7 million Canadians live within a 90-minute drive of Hamilton; 12 million are within a 5-hour drive and 120 million people live within a day's drive. For this reason there is good mobility within the city and the region.
- (f) As Hamilton was the host of the first 1930 British Empire Games, the precursor to the Commonwealth Games, the celebration of 80 years of Commonwealth Games is an important aspect of the Hamilton bid. Development of Canada's Sport Policy is another important Games objective, working in concert with the organisers of the Vancouver Olympic Winter Games also in 2010. It should be noted, however, that the Evaluation Commission considers there are potential risks for the Canadian bid with the Commonwealth Games and Olympic Winter Games being staged in the same nation in the same year, most notably in terms of the possible negative impact on sponsorship and ticket sales.
- (g) The Commonwealth Games are anticipated as a means to energise the city of Hamilton, providing its residents with a common purpose, enhancing the city's image, providing an impetus to development of infrastructure and generally. The projected economic impact is estimated at CDN\$1.4 billion, with 10,000 new jobs generating CDN\$422 million in wages, and CDN\$220 million in direct tax benefits.
- (h) The focus of the Games is on the athletes – Hamilton is seeking to provide athlete-centred Games for all members of the Commonwealth Family.
- (i) More generally, the Hamilton Bid Corporation and its key Bid partners have defined the following overall objectives in hosting the 2010 Commonwealth Games:
  - (i) To promote the important role that sport can play throughout the Commonwealth, locally, nationally, and internationally;
  - (ii) To support hosting of future games throughout the Commonwealth;
  - (iii) To engage volunteers in honouring the unique characteristics, values, goals and principles of the host community and region;
  - (iv) To further athletic and academic partnerships in post- secondary education settings within the Commonwealth;
  - (v) To showcase the City of Hamilton, the Province of Ontario and the country of Canada domestically and internationally; and
  - (vi) To advance urban, economic and cultural development of Hamilton, Ontario and Canada.

## 2.1.2 Public Support

- (a) All levels of Government – federal, provincial and local – have lent their strong support to the Hamilton bid. The Bid Corporation has created a partnership with all levels of Government, McMaster University and the Commonwealth Games Association of Canada. Relationships between each of the parties are strong. The specific details of the Government support are identified in section 3.2.2 below.
- (b) Commonwealth Games Canada (CGC) fully endorses and supports the bid and has been involved in all aspects of the bid preparation. It should be noted, however, that the Evaluation Commission considers a more active role for the CGC in the proposed Organising Committee structure may be appropriate.
- (c) McMaster University is the centre of the Games concept in Hamilton, with the Games Village, three competition venues and a number of training venues located on the university campus. The University Board of Governors has pledged the significant sum of CDN \$50 million to the cost of staging the Games. The university population appears to be very supportive of the Bid, including the students' representative union.
- (d) The local population is understood to regard the bid very positively. An independent community survey found that 87% of the population expressed support for the Commonwealth Games in Hamilton, with the majority of those expressing strong support. While the survey population of 300 is relatively small, it is considered statistically significant for the population size. Media interest during the Evaluation Commission's visit appeared to be moderate to high.
- (e) The Evaluation Commission found no specific evidence of opposition to the Bid.

## 2.1.3 Conformity of Bid

- (a) The Commonwealth Games Association of Canada (CGAC) fully supports the bid made on behalf of the City of Hamilton for the 2010 Commonwealth Games and has provided written confirmation of this support.

- (b) The Games shall not be awarded in succession to 2 countries in the same geographical region if countries from other geographical regions are making acceptable applications to act as hosts to the Games. Hamilton meets this requirement with previous hosts being outside of Hamilton's geographic region.
- (c) Hamilton submitted its Official Bid Document, in the form of a printed booklet, to the CGF within the specified time (31 May 2003).
- (d) Hamilton's Bid document and the supplementary information provided to the Evaluation Commission confirms their commitment to adhere to the CGF's Constitution, Games Management Protocols and Regulations.
- (e) The CGF has confirmed to the Evaluation Commission that, as at the time of preparing this report, Hamilton had fully complied with all requirements in the lodgment and prosecution of their bid.

## 2.2 Structural aspects

### 2.2.1 Proposed structure

- (a) The Organising Committee (OC) will be an incorporated independent not-for-profit corporation established for the Games. The objects of the corporation are to include:
  - (i) planning, organising, financing and staging the Games;
  - (ii) promoting Hamilton as the host city, Niagara, Toronto and surrounding regions as the host area, the Province as the host province, and Canada as the host country for the Games;
  - (iii) providing for the construction and renovation of facilities for the Games;
  - (iv) assisting with the winding-up of the Bid Corp;
  - (v) winding up the OC; and
  - (vi) final transfer of its assets.
- (b) The Evaluation Commission is of the opinion that the second of these six objects is not necessarily an appropriate object for an Organising Committee, whose primary focus should be on

activities with a direct connection to the staging of a successful Games.

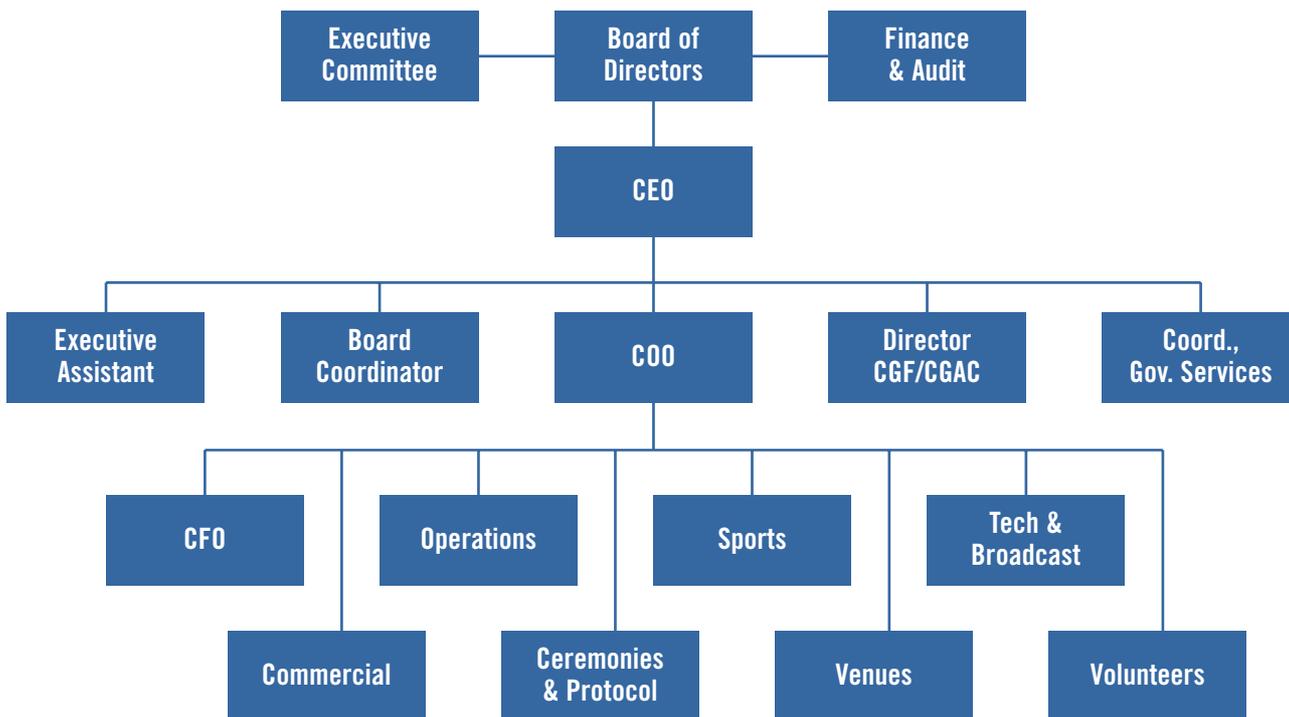
- (c) Within one hundred and twenty days of the award of the Games to the CGAC and Hamilton the Bid Corporation agrees to assign to the Organising Committee all their respective rights, interests, obligations and liabilities under this Agreement, the Bid File and any other agreements entered into by the Bid Corporation regarding the planning, organising, financing and staging of the Games.
- (d) The Board of Directors of the OC shall be constituted within forty-five days of the award of the Games to the CGAC and Hamilton and will include 17 Members, conforming with the CGF requirements for representation of CGAC and the CGF. Members are to be appointed as follows:
  - (i) 5 representatives selected by Canada;
  - (ii) 5 representatives selected by the Province;
  - (iii) 2 representatives selected by McMaster;
  - (iv) 2 representatives selected by CGAC;
  - (v) 2 representatives selected by CGF; and
  - (vi) 1 representative selected by the Board from the community.

Prior to making their appointments, Canada and the Province shall each solicit, for their consideration, from Hamilton, the names of at least 2 persons qualified to serve as Members/Directors of the OC.
- (e) Members of the Senate or the House of Commons, natural persons elected to a provincial or territorial legislature, or any council member of Hamilton, cannot be appointed as a Director or

Member of the Organising Committee.

- (f) Given the large size of the Board and the diversity of interests Board members represent, the Evaluation Commission supports the proposal to have a Board Executive Committee and a Finance/Audit Committee to enable efficient decision-making. During the visit to Hamilton, the Evaluation Commission learned that some thought, albeit limited, already has been given to the means for evolving from a planning structure to a Games time structure.
- (g) The proposed structure for the Organising Committee envisages a Chief Executive Officer supported by a Director of CGF and CGAC Relations, a Coordinator of Government Services and a Chief Operating Officer.
- (h) The Director CGF/CGAC will be responsible for the creation and execution of the CGA Family Relations strategy. Initially, the Director will lead the development of effective reciprocal relationships with the CGAs, with additional staff involved in the programme progressively.
- (i) Discussions between the Bid Corporation and CGAC regarding the commercial and fundraising opportunities have commenced, although no formal agreement is yet in place. Both parties recognise the need to work together to best support Hamilton's efforts and to avoid any marketplace confusion.
- (j) The Chief Operating Officer will assume responsibility for all operational elements of the organisation.
- (k) The basic structure is demonstrated in the following diagram.

## Organising Committee Structure



- (l) Project total workforce numbers are 631 staff, 20,000 accredited contractors/service providers and 12,000 Games-time volunteers.
- (m) The breakdown of projected staff appears to be based closely on the Manchester 2002 staffing model, so it will be important to identify and accommodate strategic differences between the approaches of the two cities. However Hamilton has demonstrated a clear understanding of a 'best practice' staffing model, especially with respect to the staff appointment schedule, i.e. it is Hamilton's intention to develop sound operational concepts and plans with a smaller, tight-knit workforce, prior to adding staff to detail plans and ultimately execute them. In general, the supporting documentation demonstrates that the Bid City has a good understanding of key event workforce principles. It may be prudent to identify key 2007 and 2008 hires before mid-2006 so they are able to observe Melbourne 2006.
- (n) Total staffing costs are projected at CDN\$42.4 million, representing some 7,800 man-months.

Headcount projections by division in 2010 are as follows:

Executive Office	17
Technology	52
Finance	14
Financial Services	38
Human Resources	58
Commercial	46
Operations	169
Protocol	58
Sport	41
Venues	77
Team 2010	61
<b>Total</b>	<b>631</b>

- (o) The Organising Committee anticipates the use of secondees from the private and public sectors. The objective is to obtain qualified individuals for relatively short periods of time without endangering their seniority at their normal place

of employment, while enhancing their skill development. The Hamilton 2010 Bid Corporation anticipates staff secondments will come from the core partners in the Bid (The Hamilton Spectator, the City of Hamilton, McMaster University), funding partners such as the Provincial and Federal governments, sport organisations, as well as surrounding municipalities and sponsors.

- (p) There is however a potential risk associated with the heavy reliance on the use of senior volunteers at executive, division and functional area level, although it is understood other major event organisers in Canada have successfully trialed this model.
- (q) Hamilton anticipates outsourcing under contract a large number of services, but acknowledges the ongoing requirement for strong centralised contract management. Some thought already has been given to the range of services which may be suitable for outsourcing.
- (r) The city boasts a strong culture of volunteering and is confident of securing 12,000 volunteers for Games time roles. There appears to be a good understanding of the specific requirements of the volunteer workforce.

### 2.2.2 Government support

- (a) Canada has a parliamentary system of government, led by a Governor General, the Head of State, and with executive power vested in the Prime Minister. The federal system empowers the provincial entities; Canada has ten provinces and three territories. At the provincial level, the Lieutenant Governor is the representative of the Head of State, and the Premier holds executive power.
- (b) Each of the three levels of Government, McMaster University, the Commonwealth Games Association of Canada, the Hamilton Bid Corporation and the Hamilton Organising Committee are signatories to a Multi-Party Agreement (MPA) executed on 30 September 2003 in respect of the 2010 Commonwealth Games.
- (c) Each level of Government has pledged significant contributions to the cost of staging the Games. Together with the funding committed by McMaster University, these amounts total CDN

\$630 million and represent some 88% of anticipated Games revenues. The breakdown is as follows:

Government of Canada	CDN \$250 million
Government of Ontario	CDN \$250 million
City of Hamilton	CDN \$ 80 million
McMaster University	CDN \$ 50 million

- (d) Following are pertinent excerpts from each of those groups in respect of their funding commitments:

#### (i) Canadian Federal Government

*"... should Canada be awarded the right to host the 2010 Commonwealth Games, a further contribution of approximately CDN\$250M (2003 dollars) has been approved to support the delivery of federal essential services, operating and capital costs, and legacy. Following the Commonwealth Games Federation decision on November 13th, 2003, the Organising Committee will be expected to expand on the rationale and specific elements of the operating and capital costs prior to the disbursement of funds and to demonstrate compliance with the Federal Policy for Hosting International Sport Events.*

*"... the enclosed letter of support and the funding for the staging of the 2010 Games is subject to the negotiation and signing of a Multi-Party Agreement prior to October 13, 2003. The multi-party agreement, between the Bid Corporation/Organising Committee, the three levels of Government, McMaster University and Commonwealth Games Canada will articulate the reciprocal obligations and commitments of the Games stakeholders. This will include references to the provision of legacies, compliance with federal/provincial standards, governance models/partners representation, financial conditions, protocol, visibility and recognition requirements, and indemnification. I would also like to reiterate, consistent with the Federal Policy for Hosting International Sport Events, that the Government of Canada will not provide a deficit guarantee.*

*"If the Government of Canada is expected to*

*be a signatory to the Host City Contract, we must be included in the negotiation process in order to ensure that the Contract complies with the conditions outlined in the Federal Policy for Hosting International Sport Events. We would not be in a position to sign the current draft of the Contract.*

Judith A. LaRocque  
Deputy Minister  
Canadian Heritage

The terms of the Multi-Party Agreement provide for the CDN\$250 million to be contributed as follows:

- Subject to contribution agreements to be signed between Canada and the OC, contribute to the OC an amount of CDN\$105 million for the capital costs and an amount of CDN\$101.2 million for the operating costs related to the organizing, planning and staging of the Games;
- Subject to Canada's approval of the overall legacy plan and an endowment agreement between Canada, the OC and the Commonwealth Games Operating Trust and any contribution agreements, contribute to the Legacy Endowment Fund CDN\$37 million; and
- Subject to agreements specifying otherwise, provide Essential Government Services provided by Canada through, but not limited to, Citizenship and Immigration Canada, Canadian Security Intelligence Service, Royal Canadian Mounted Police, Canadian Food Inspection Agency and Canada Customs and Revenue Agency at an amount not to exceed CDN\$6.8 million.
- Any services from the Department of National Defence (DND), other than what Canada considers to be Essential Government Services provided by Canada, shall be deemed to be Discretionary Government Services. Discretionary Government Services include the use of property and/or equipment under the control of the DND, which shall be provided, subject to sub-agreements with DND, at the OC's cost.

- Per the Federal Policy for the Hosting of International Sport Events, the federal government will limit its contribution to a maximum of thirty five (35%) percent of total event costs and will not exceed fifty (50%) percent of the total public sector contribution to the event. Calculations for determining federal financial support will include direct, indirect, and essential services, as well as any contribution towards legacy. The federal government will not be the sole funder of the sport legacy.

(ii) Ontario Provincial Government

*"Ontario has committed CDN\$250 million in assistance to the Games, should the Hamilton bid be successful."*

W.R. (Bill) Allen  
Deputy Minister  
Ministry of Tourism and Recreation

The terms of the Multi-Party Agreement provide for the CDN\$250 million to be contributed as follows:

- Subject to contribution agreements to be signed between the Province and the OC, contribute to the Capital Budget an amount of CDN\$200 million for the capital expenditures for the Games;
- Subject to contribution agreements to be signed between the Province and the OC, contribute an amount of CDN\$4.8 million towards Operating Budget;
- Subject to the Province's approval of the overall legacy plan and the endowment agreement between the Province, the OC and the Commonwealth Games Operating Trust, the Province will contribute an amount of CDN\$31 million to the Legacy Endowment Fund; and
- Subject to agreements specifying otherwise, provide Essential Government Services provided by the Province through the Ministry of Transportation, Emergency Measures Ontario, the Ontario Provincial Police and Go Transit at an amount not to exceed CDN\$14.2 million.

(iii) City of Hamilton Government

*"The City of Hamilton has committed CDN\$80 million to the budget for the 2010 Games. The only condition we have placed on the disbursement of these funds is, of course, that Hamilton must be awarded the 2010 Games at the CGF General Assembly this November.*

Robert E. Wade  
Mayor  
City of Hamilton

The terms of the Multi-Party Agreement provide for the CDN\$80 million to be contributed as follows:

- Subject to contribution agreements to be signed between Hamilton and the OC, contribute an amount of CDN\$68.5 million towards the Operating Budget; and
- Subject to agreements specifying otherwise, provide Essential Government Services provided by Hamilton at an amount not to exceed CDN\$11.5 million.

(iv) McMaster University

"... McMaster University has committed CDN\$50 million to the budget for the 2010 Games. The only condition on the disbursement of these funds is that Hamilton be awarded the 2010 Games at the CGF General Assembly this November.

Peter George  
President and Vice-Chancellor  
McMaster University

The terms of the Multi-Party Agreement provide for the CDN\$50 million to be contributed as follows:

- Contribute CDN\$30 million towards the construction costs of the McMaster Multi-Sports Complex to be located on the lands of McMaster;
- Contribute CDN\$10 million towards the construction costs of a residence to be situate on the lands of McMaster;
- Contribute land valued at CDN\$3 million for the construction and renovation of facilities owned by McMaster; and

- Contribute CDN\$7 million to the McMaster Stadium Endowment Fund.

Note also, that to enable its contribution McMaster University needs to raise CDN\$17m towards the CDN\$50m contribution they will make to the Games. These funds will be raised primarily within the Hamilton community and may therefore adversely impact, to some extent, the fund-raising efforts of the Organising Committee.

### 2.2.3 Experience

- (a) Canada has an extensive track record in hosting major international multi-sport and single-sport events. Canada has been home to the Commonwealth Games four times – Hamilton in 1930, Vancouver in 1954, Edmonton in 1978 and Victoria 1994. The Olympic Summer Games were held in Montreal in 1976 and Olympic Winter Games in Calgary in 1988. More recently the 1999 Pan American Games were hosted in Winnipeg and the 2001 World Athletics Championships in Edmonton. Looking forward, Vancouver is the host city for the 2010 Olympic Winter Games.
- (b) Specifically within the City of Hamilton there is limited experience in hosting major multi-sport events since Hamilton staged the 1930 Commonwealth (then British Empire) Games. Hamilton can demonstrate a significant track record of staging medium size events. The largest recent multi-sport event has been the 2000 International Children's Games, involving 30 countries, 2,000 athletes, 250-plus officials, 50 media, 150,000 spectators, 100 VIPs, 1,000 volunteers and 25 sponsors. The most significant recent single sport event upcoming world event will be the 2003 World Road Cycling Championships (October 2003), involving 50 countries, 1,000 athletes, 1,000 officials, 1,000 media, 50,000 spectators, 1,000 VIPs, 1,500 volunteers and 100 sponsors.
- (c) Details of these events are outlined in the following table:
- |      |   |
|------|---|
| 2003 | World Road Cycling Championships (to be held) |
| 2003 | Canadian Bell Open Golf Championship          |

2003 Canadian University Women's Basketball Championship

2002 World Sailing Championships

2002 Canadian Figure Skating Championships

2000 International Children's Games Millennium Festival

2000 Canadian Tae Kwon Do Championships & Olympic Trials

1999 World Rowing Championships

1998 Canadian Figure Skating Championships

1996 World Karate Championships

1996 Grey Cup – Canadian Professional Football Championship

1996 Ford World Curling Championships

1996 Canadian Precision Figure Skating Championships

1996 National Old Timers Baseball Championships

1996 Ontario Junior Golf Championship

1995 Canadian National Cycling Championships

1995 Tournament of the Americas Olympic Qualifications Basketball Championships

1995 Canadian Masters Outdoor Track and Field

1995 World Bocce Championship

1994 Canada versus Wales Rugby

1994 World Gymnastics Challenge

1994 World Championship of Basketball

1994 Canadian Recreational Slo-Pitch Championships

1994 Canadian Amateur Golf Championships

1993 World University Games, Women's Soccer

1993 Pan Am and World Judo Championships

1993 Canadian Cycling Championships

1992 Canadian Cycling Championships

1992 Ontario Senior Games "ACTIFEST"

1991 Canada Cup World Hockey Championships

1991 Ontario Games for the Physically Disabled

1986 Canada Cup World Hockey Championships

1985 World Junior Hockey Championships

(d) The Bid Corporation has secured the services of a number of event-experienced personnel, most notably:

(i) Clint Flood

Clint has worked with numerous organising committees over the last 15 years with involvement in the 1994, 1998, 2002 and 2006 Commonwealth Games, as well as many other major events. He was most recently Vice President Operations and Logistics for the Goodwill Games in Brisbane.

(ii) Guy Lodge

A venue overlay specialist also working in venue operations, signage and pageantry, Guy has been involved in a range of Commonwealth, Olympic and Pan American Games since 1993.

(iii) Bob McMahon

Involved in the Business and Operational Planning area, Bob was Chief Operating Officer for the 1999 Winnipeg Pan American Games and consultant to a number of organising committees hosting major sporting events.

(iv) Debbie McDonald

A specialist in human resources, administration and volunteers, Debbie has held senior positions with the 2002 Manchester Commonwealth Games, the 1999 and 2003 Pan American Games and the Edmonton 2001 World Athletics Championships.

## 2.2.4 Legal aspects and guarantees

(a) The primary legal document which will underpin the responsibilities of and relationships between the various levels of Government, McMaster University, CGAC and the Bid Corporation/Organising Committee is the Multi Party Agreement (MPA). The Evaluation Commission notes that the CGF is not a party to the agreement and that some sections of the agreement conflict with requirements of the CGF's Host City contract. The CGF is advised to ensure that it reinforces the preeminent position

of the Host City contract and the condition precedent to the award of the Games to any city that the Host City contract prevail.

- (b) Hamilton, with the exception of the Canadian Federal Government and Provincial Government of Ontario who will not be a party to the Host City contract, have confirmed to the CGF their acceptance of and willingness to enter into the Host City contract subject to a number of minor and non-substantive amendments which do not provide any cause for concern to the CGF. The parties to the Host City contract will be the CGAC, and the City of Hamilton allowing the Organising Committee to intervene when formed.
- (c) Hamilton will provide medical insurances for the Games Family under Essential Services and the full market cost of this insurance is included in the project budget.
- (d) Protection against unauthorised usage of marketing-related rights is afforded through Canada's highly effective Trademarks Act. Hamilton anticipates obtaining a "public authority" designation, which will provide the broadest blanket approach to trademark protection. This is the designation which has been granted to Vancouver 2010 and the CGAC.

### 2.2.5 Customs and immigration formalities

- (a) To date there has been no formal undertaking that the Games accreditation card will constitute a visa for entry into Canada and discussions continue with Federal Government. The staging of the Olympic Winter Games in Vancouver in 2010 is likely to assist Hamilton in obtaining the necessary support of the Canadian Immigration authorities.
- (b) Correspondence from the Acting Director, Ports and Border Management of Citizenship and Immigration Canada (CIC) Randy Jordan indicates that "CIC does not discriminate against any foreign national seeking entry into Canada on the grounds of race, colour, religion or politics. Foreign delegates will be facilitated with efficiency and minimal difficulty provided they comply with the requirements of the Immigration and Refugee Protection Act."

- (c) The Citizenship and Immigration Canada correspondence has confirmed though that "all accredited CGF delegates who are required by Canadian Immigration legislation to obtain a Temporary Resident Visa (TRV) will not be required to pay the fees associated with the TRV".
- (d) The temporary import of Games-related photographic, audio-visual, medical and computer equipment is unlikely to attract GST. The standard procedure involves the Organising Committee applying for a Remission Order approximately two years prior to the Games which encompasses equipment imported for temporary use by members of the Games Family, including corporate sponsors. Hamilton is not aware of any previous major event organiser being refused an application of this nature in the past.

## 2.3 Sport

### 2.3.1 Experience

- (a) Sport experience in Hamilton is extensive, with more than 700 appropriately qualified technical officials in Commonwealth Games sports, although not providing coverage across all sports.
- (b) Provision of CDN\$450,000 has been made for officials traveling from outside the local area, including international officials. While this budget comprises CDN\$225,000 for each of international and domestic travel, there is flexibility between the categories. The total budget is comparable to the Manchester 2002 budget.

### 2.3.2 Concept [including dates, weather, etc.]

- (a) The Hamilton bid proposes the 2010 Commonwealth Games Opening Ceremony takes place on Thursday 15 July, with competition being staged over 10 days from Friday 16 July to Sunday 25 July inclusive, in accordance with the requirements of the CGF Constitution. All competition, including the Road Cycling Time Trials, will take place within that 10-day period.
- (b) The 10-year average mean daily temperature in

Hamilton in July is 20.8° C (minimum 15.1° C and maximum 26.3° C), with standard deviation of 1.1° C. Mean precipitation for the month is 26.3mm, with a mean number of rain days of 10.6. Relative humidity (low-high during the day) is 57-88%. Hamilton considers the sports schedule has sufficient flexibility to accommodate rain delays, either by rescheduling outdoor competition to rest days within the Programme or by making adjustments within competition days.

- (c) It is a Host City Contract requirement that the Games be staged as a separate and independent event and not in connection with or at the same time as any other international or national event. Hamilton has advised the provincial and national sport organisations within Canada of the proposed timing of the Hamilton Games and is confident this will reduce significantly the risk of conflicts in scheduling against other international sporting events.
- (d) The overall timing of the Games, while not in any way conflicting with CGF requirements, may pose some calendar conflicts with the major sports based on their annual northern hemisphere Summer programme. The current published sports schedules do not, at this early date, inform the Evaluation Commission to any great extent in relation to 2010.

### 2.3.3 Programme

- (a) The final ten-day sports programme proposed by Hamilton is reproduced below and has been revised since the date of lodgment of the Hamilton Bid Books. The programme complies with the CGF Constitution requirements for five compulsory sports - Athletics, Aquatics (Swimming, Diving, Synchro), Lawn Bowls, Rugby Sevens (men) and Netball (women) and up to ten optional sports. Hamilton proposes ten optional sports Badminton, Boxing, Cycling (Road, Track, Mountain Biking), Field Hockey, Gymnastics, Shooting, Squash, Table Tennis, Weightlifting and Wrestling.
- (b) In making its final selection of sports, Hamilton has consulted primarily with the CGAs and secondarily with the CGAC and Canada's national sport federations. Detailed discussions with International Federations are yet to take place. However Hamilton confirms that all the sport competitions will meet IF requirements.
- (c) The proposed Athletics programme includes two modifications to the format used at the most recent Commonwealth Games. Firstly the women's 3,000m event has been revised to a women's 5,000m event. Hamilton also proposes dropping low-participation events from the programme. These revisions are to be discussed with IAAF in November 2003, and capacity exists in Hamilton to stage the full menu of athletics events if required.
- (d) The Shooting facility at Camp Borden has the capacity to provide for 300, 500 and 600 yards for Preliminaries, and 900 and 1,000 yards for Finals.



Sport	Venue	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10
		Fri 16th	Sat 17th	Sun 18th	Mon 19th	Tues 20th	Wed 21st	Thurs 22nd	Fri 23rd	Sat 24th	Sun 25th
<b>Compulsory Sports</b>											
Athletics *	Commonwealth Stadium		■	■	■	■	■	■			
Lawn Bowls *	Churchill Lawn Bowling Club	■	■	■	■	■	■	■	■	■	■
Netball	McMaster Sportplex	■	■	■	■	■	■	■	■	■	
	Copps Coliseum										■
Rugby 7's	McMaster Athletic Stadium							■	■	■	
Diving	Etobicoke Olympian Aquatic Centre	■	■	■	■						
Swimming *	McMaster Aquatic Centre	■	■	■	■	■	■				
Synchro	McMaster Aquatic Centre							■	■	■	■
<b>Optional Sports</b>											
Badminton	Morgan Firestone Arena	■	■	■	■	■	■	■	■	■	■
Boxing	Mountain Arena	■	■	■	■	■	■				
	Copps Coliseum								■	■	
Cycling	City of Hamilton – Road Race Velodrome – Track Cycling Kelso Conservation Area – Mt. Biking	Time Trials		Road Race	Track	Track		Mt. Bike		Track	Track
Field Hockey	Olympic Park	■	■	■	■	■	■	■	■	■	■
Gymnastics	Copps Coliseum/Convention Centre	■	■	■	■	■	■				
Shooting *	Camp Borden	■	■	■	■	■	■	■	■	■	■
Squash	McMaster Sportplex	■	■	■	■	■	■	■	■	■	
Table Tennis *	Chedoke Sport Centre	■	■	■	■	■	■	■	■	■	■
Weightlifting *	Hamilton Place					■	■	■	■	■	
Wrestling	Brantford Civic Centre	■	■	■	■						

\* Denotes potential EAWD sport

### 2.3.4 EAWD events

- (a) The final determination on the Elite Athletes with a disability (EAWD) programme will be made in consultation with and in accordance with CGF regulations. Preliminary discussions have taken place between Hamilton and the Canadian Paralympic Committee, who have confirmed an interest in working closely with Hamilton 2010 and the IPC to determine the most appropriate competitive schedule.
- (b) The sports under consideration include Athletics, Lawn Bowls, Swimming, Shooting, Table Tennis and Weightlifting.
- (c) Hamilton has advised it will work with CGF to determine the number and type of sports for EAWD and will follow CGF requirements.

### 2.3.5 Travel grants

- (a) Hamilton has confirmed they will be providing all teams a full (free) travel grant for 2010, which exceeds the requirements of Protocol Nine. Team size will be based on the average team size from the previous two games (Manchester and Melbourne) with the exception of the home team. Details were announced to CGAs in early October.
- (b) It is understood the other features of the programme are based on the Melbourne travel grant programme, the key points of which are as follows:
  - (i) The programme entails a cash payment, with an option for special rates on the official carrier.
  - (ii) The level of the subsidy is calculated on the lowest economy class fare.
  - (iii) A percentage of payments will be retained as a bond for damages/loss.
- (c) Budget is included within the budget line item "Sports Operations" which totals CDN\$14.4 million. No detailed supporting calculation is provided, so it is impossible to assess the adequacy of the provision, which appears to be low.

## 2.4 Facilities

### 2.4.1 Sports venues

- (a) The overall impression of the Evaluation Commission in respect of the Hamilton sports venues is that the venues collectively will meet the requirements of the event, but in some cases will not showcase the Games as a major international event.
- (b) The bulk of venues are already in existence; many of the smaller venues have only limited capacity for expansion.
- (c) Those venues located in the central business district are generally of the highest standard. In spite of the advantages, there are potential risks with the co-location of the IBC with the competition venue for Boxing finals and Gymnastics. Initial pedestrian flow diagrams have been prepared, but until detailed plans are developed it is difficult to gauge the level of congestion in this already built-up area within the downtown.
- (d) Five competition venues are to be constructed and pose only limited development risk. The land for each of the venues is owned either by the City of Hamilton or McMaster University, both key partners in the Hamilton Bid, the finance has been provided by the various levels of Government and the university. Details are provided in section 2.4.4 of this report.
- (e) Hamilton has confirmed that all competition and training venues proposed, based on the final sports programme, meet International Federation requirements. In particular it has been confirmed that the Gymnastics venue can be configured to meet International Federation requirements, including the width of the field of play.
- (f) All venues have adequate front of house and back of house amenity subject to the upgrade programme to which Hamilton has committed.
- (g) There are currently no formal agreements in place with venue owners/operators in respect of access, services, existing concessions and rentals. These details are not covered in the Multi Party Agreement (described in section 2.2.2 above) and it is Hamilton's intention to conclude separate access agreements at a later date. While Hamilton does not anticipate difficulty with these negotiations the

Evaluation Commission considers it is a potential risk.

- (h) In respect of video boards and walls, the budget allows for 15 rented video boards for 30 days and 5 video walls for 30 days. These screens will supplement the permanent video display in the Commonwealth Stadium and at least one will be

placed in every competition venue. The extended rental period will enable relocation during the Games as required.

- (i) The list of Sports facilities has been updated since the lodgment of the Hamilton bid and is presented below, together with details on capacity (for competition venues), construction/overlay plans and other information.

Sport	Venue	Competition v. warm-up training	Venue Capacity (comp. only)	Construction Date	Upgrade/Construction Start	Upgrade/Construction Finish	Fitout Start Date	Relevant Venue Details
Athletics	Commonwealth Stadium	Competition, warm-up and training	42,000	New	April 2006	Sept 2008	May 2010	<ul style="list-style-type: none"> <li>Part of waterfront redevelopment</li> <li>1.5km from City Centre</li> <li>400m, 8-lane synthetic track</li> <li>Natural grass infield</li> <li>42,000 seats and all amenities of a world-class venue</li> <li>Athletics training venue to have resurfaced track to match competition venue</li> <li>Features one large permanent video board with additional supplementary temporary video boards throughout venue</li> <li>Scoreboards will be installed to meet IAAF requirements</li> </ul>
	McMaster Stadium	Warm-up and training		New	July 2005	Dec 2006	June 2010	
	Northeast Fields at McMaster Stadium	Warm-up and training		New	July 2005	Dec 2006	June 2010	
	St Mary's High School	Warm-up and training		1993	June 2009	Aug 2009	June 2010	
Marathon	Competition	N/A	N/A	N/A	N/A	N/A	N/A	
Badminton	Morgan Firestone Sport Centre	Competition	2,000	1995	April 2007	July 2007	May 2010	<ul style="list-style-type: none"> <li>5 competition courts</li> <li>2,000 seats</li> <li>Training courts in adjacent gymnasium</li> </ul>
	Ancaster High School	Training		Not specified	Not specified	Not specified	Not specified	
Boxing	Copps Coliseum	Competition - finals	19,000	1984	May 2007	Aug 2007	July 2010	<ul style="list-style-type: none"> <li>Existing multi-sport facility</li> <li>17,000 seats</li> <li>interconnected with the other City Centre venues</li> <li>Potential risks associated with the co-location of the IBC with the Boxing and Gymnastics competition venue in the centre of the city - overlay designs do not yet clearly demonstrate pedestrian and vehicle movements</li> </ul>

Sport	Venue	Competition v. warm-up training	Venue Capacity (comp. only)	Construction Date	Upgrade/ Construction Start	Upgrade/ Construction Finish	Fitout Start Date	Relevant Venue Details
	Mountain Sports Centre	Comp (prelims) and training	1,500	1960	Sept 2005	Aug 2006	June 2010	<ul style="list-style-type: none"> <li>Existing facility</li> <li>Boxing rings</li> <li>2,000 seats</li> <li>training and warm-up in adjacent sport area</li> </ul>
Cycling	Velodrome at Morgan Firestone Sports Centre	Track Competition and training	2,000	Temporary	April 2009	June 2009	June 2010	<ul style="list-style-type: none"> <li>Temporary new portable velodrome to be constructed – completed Spring 2009 to enable staging of a test event</li> <li>venue details and arrangements need to be monitored with IF to ensure international standards are met</li> <li>2,000 temporary seats</li> </ul>
	Road Race	Track Comp. and training	4,000	N/A	July 2009	Aug 2009	June 2010	
	Time Trials	Track Comp. and training	4,000	N/A	July 2009	Aug 2009	June 2010	
	Kelso Conservation Area	Mountain Bike	2,500	N/A	March 2008	May 2008	June 2010	<ul style="list-style-type: none"> <li>40 minutes from Games Village</li> <li>397 hectare park on the Niagara Escarpment Area</li> <li>35 hectare lake</li> <li>ski area in winter</li> <li>2,500 seats for Mountain Biking plus standing</li> </ul>
Diving	Etobicoke Olympian Aquatic Centre	Competition and training	2,562	Not specified	Not specified	Not specified	Not specified	<ul style="list-style-type: none"> <li>Existing aquatic complex</li> <li>The 452 permanent seating capacity will be increased to 2,562 for the Commonwealth Games</li> <li>Change rooms, support area</li> <li>Training and warm-up in large adjacent Gym</li> <li>Large lounges and food concessions</li> </ul>
Field Hockey	Olympic Park	Competition and training	2,000	New	June 2006	Oct 2007	May 2010	<ul style="list-style-type: none"> <li>New facility to be constructed – completed October 2007</li> <li>Within a short distance from Games Village</li> <li>2 regulation pitches, artificial turf</li> <li>field house with 2,000 permanent seats, change rooms and support areas</li> </ul>
Gymnastics	Copps Coliseum	Competition	17,000	1984	May 2007	Aug 2007	July 2010	<ul style="list-style-type: none"> <li>Existing multi-sport facility</li> <li>17,000 seats</li> <li>interconnected with the other City Centre venues</li> <li>Potential risks associated with the co-location of the IBC with the Boxing and Gymnastics competition venue in the centre of the city - overlay designs do not yet clearly demonstrate pedestrian and vehicle movements</li> </ul>

Sport	Venue	Competition v. warm-up training	Venue Capacity (comp. only)	Construction Date	Upgrade/ Construction Start	Upgrade/ Construction Finish	Fitout Start Date	Relevant Venue Details
Gymnastics								<ul style="list-style-type: none"> <li>Field of play dimensions are 26m x 61m x 19.4m</li> <li>Rounded corners radius = 3.96m</li> <li>Field of play area may be tight – potential risk, however previous international Gymnastics competitions have been successfully staged in the venue at an international level</li> </ul>
	Hamilton Convention Centre	Warm-up and Training		1973	N/A	N/A	July 2010	<ul style="list-style-type: none"> <li>Located 400 metres from the competition site (not ideal)</li> <li>60m x 40m x 7m high</li> <li>Commercial venue owned and operated by the City of Hamilton, who has complete authority to make the facility available exclusively for the period of the Games as needed</li> </ul>
	Sir John A McDonald High School	Warm-up and Training		1970	N/A	N/A	July 2010	<ul style="list-style-type: none"> <li>Located 800 metres from the competition site (not ideal)</li> <li>Double gymnasium – 24.9m x 28.4m x 6.6m high</li> <li>Single gymnasium – 14.6m x 23.8m x 6.6m high</li> </ul>
Lawn Bowls	Churchill Park	Competition	2,000	1950	June 2006	July 2007	June 2010	<ul style="list-style-type: none"> <li>Existing facility – 2 greens</li> <li>Field house to be renovated and expanded</li> <li>2 additional greens</li> <li>temporary seating for 2,000</li> </ul>
	Roselawn Club	Training		Not specified	Not specified	Not specified	Not specified	
Netball	McMaster Sportsplex	Competition and training	2,000	New	Nov 2004	April 2006	June 2010	<ul style="list-style-type: none"> <li>New triple gymnasium facility – completed Spring 2006</li> <li>2,000 seats</li> <li>Netball warm-up in adjacent existing gymnasium</li> </ul>
	St Thomas More Catholic High School	Training		1992	N/A	N/A	July 2010	
	Notre Dame Catholic High School	Training		1990	N/A	N/A	July 2010	
Rugby 7s	McMaster Stadium	Competition	15,000	New	July 2005	Dec 2006	June 2010	<ul style="list-style-type: none"> <li>New facility to be constructed on McMaster Campus – completed December 2006</li> <li>Natural grass field</li> <li>7,000 permanent seats and 8,000 temporary seats – 15,000 total</li> </ul>
	Northeast Fields at McMaster Campus	Training		New	July 2005	Dec 2006	June 2010	

Sport	Venue	Competition v. warm-up training	Venue Capacity (comp. only)	Construction Date	Upgrade/Construction Start	Upgrade/Construction Finish	Fitout Start Date	Relevant Venue Details
	Mohawk Sports Park	Training		N/A	Sept 2009	Oct 2009	April 2010	
	Sherwood Forest Park	Training		N/A	Sept 2009	Oct 2009	April 2010	
Shooting	Camp Borden	Competition and training	2,000	N/A	March 2009	May 2009	June 2010	<ul style="list-style-type: none"> <li>Existing military base</li> <li>1.5 hours from Games Village</li> <li>Existing 25m, 50m and Full Bore</li> <li>New trap and skeet facility to be constructed – completed May 2009</li> <li>10m range and support facilities at the Sport Complex currently under construction at Georgian College</li> </ul>
Squash	McMaster Sportsplex	Competition	2,000	New	Nov 2004	April 2006	June 2010	<ul style="list-style-type: none"> <li>4 single and 4 double courts with 500 seats</li> <li>2 glazed show courts with 500 seats each</li> <li>for the finals, glazed show court in gymnasium with seating for 2,300 spectators</li> </ul>
	Cedar Springs Health, Racquet and Sport Club	Training		1965	N/A	N/A	July 2010	
	Burlington Racquet and Athletic Club	Training		1960	N/A	N/A	July 2010	
Swimming	McMaster Aquatic Centre	Competition and training	5,000	New	May 2005	Aug 2007	May 2010	<ul style="list-style-type: none"> <li>New 50m, 10-lane pool – completed August 2007</li> <li>Fast pool technology</li> <li>5,000 seats</li> <li>Attached to existing 6-lane, 50m training pool</li> </ul>
Synchro Swimming	McMaster Aquatic Centre	Competition and training	5,000	New	May 2005	Aug 2007	May 2010	
Table Tennis	Chedoke Sport Centre	Competition and training	2,050	1995	May 2008	Aug 2008	June 2010	<ul style="list-style-type: none"> <li>Existing sport complex – two competition areas</li> <li>2 courts and 2,050 seats</li> <li>Secondary competition area in arena with 8 courts and 516 permanent seats</li> <li>7 courts for training and warm-up</li> </ul>
Weightlifting	Hamilton Place	Competition	2,000	1971	May 2008	July 2008	June 2010	<ul style="list-style-type: none"> <li>Existing full operational commercial theatre with high standard of amenity and large staging area</li> <li>Venue capacity 2,000 seats</li> <li>Warm-up in adjacent studio theatre</li> </ul>
	McMaster Sportsplex	Training		New	Nov 2004	April 2006	June 2010	

Sport	Venue	Competition v. warm-up training	Venue Capacity (comp. only)	Construction Date	Upgrade/Construction Start	Upgrade/Construction Finish	Fitout Start Date	Relevant Venue Details
Wrestling	Brantford Civic Centre	Competition	3,947	Not specified	Not specified	Not specified	Not specified	<ul style="list-style-type: none"> <li>Existing complex</li> <li>The 2,981 permanent capacity will be increased to 3,947 for the Games</li> <li>Two separate mats mounted on platform to enhance spectator viewing and appeal</li> <li>Change rooms, concessions and support areas</li> <li>Training and warm-up in adjacent hall</li> </ul>
	McMaster Sportsplex	Training		New	Nov 2004	April 2006	June 2010	

## 2.4.2 Villages

### (a) Athletes Village – McMaster University

- (i) The Athletes Village is located on McMaster University's 300-acre campus. The Bid Committee guarantees that access to housing accommodation in the Village will be restricted only to those with proper accreditation.
- (ii) Free of charge accommodation and board will be provided for accredited athletes and team officials for 25 days during the period 4-28 July inclusive. This incorporates 3 days after the closing ceremony in accordance with the Host City Contract requirement. The rate card for charges outside the 25-day period will be developed and published closer to the Games.
- (iii) Hamilton confirms that the board and lodging entitlements outlined in Protocol Ten of the Games Management Protocols will be observed.
- (iv) Of the 12 residential buildings required, 11 already are in existence. Construction of the final building comprising 912 beds is contingent on the success of Hamilton's bid. The new residence is to be funded by the Games budget, using funds from the provincial government, the federal government and McMaster University. The funding for this construction is noted in the capital project annex to the Multi Party Agreement. Planning permission already has been granted for the construction of the residence. McMaster will have ownership of the new residence, due for completion in September 2007.

### (b) Athletes Village accommodation capacity

- (i) Capacity of the McMaster Village is 5,100 beds.
- (ii) Hamilton has estimated athlete and official numbers on the basis of Manchester participation with a small increase in some sports and an estimate for Women's Wrestling. The total estimated number of athletes in the sport programme (excluding Shooting, recognising that a separate Shooting Village is planned – refer point e below) is 3,566. These numbers do not include EAWD athletes or support staff. Hamilton anticipates a ratio of 2 to 1 for support staff. Hence they estimate the number of athletes and support staff requiring McMaster Village accommodation would be 5,399, with breakdown as follows:

Sport	Number of Athletes estimated by Hamilton
Athletics	800
Aquatics	414
Badminton	200
Boxing	287
Cycling	225
Field Hockey	256 (16 Teams of 16 – 8M/8F)
Gymnastics	131
Lawn Bowls	339

Netball	120 (10 Teams of 12)
Rugby 7's	192 (16 Teams of 12)
Shooting	0 (the 417 athletes will be housed separately at the Shooting Village)
Squash	137
Table Tennis	177
Weightlifting	178
Wrestling	110
Sub-total	3,566
Allowance for officials (approximately 1:2 ratio)	1,833
<b>Total</b>	<b>5,399</b>

- (iii) EAWD athletes numbering approximately 200 (Hamilton's estimate) need to be added to this figure, together with their 100 coaches and support (also Hamilton's estimate), bringing the total requirement at the McMaster Village to some 5,700.
- (iv) Hamilton has indicated that this is the maximum possible number, but it anticipates an actual number more in the vicinity of 5,100. However, should the number of athletes and officials rise above that number, the Bid Committee is confident of expanding McMaster Village accommodation to over 6,000 through reconfiguring usage patterns, using temporary accommodation, and if absolutely necessary utilising 220 additional beds at a nearby college (Columbia College) located 1.1km from the McMaster Village. The Evaluation considers that this represents a moderate risk for the Hamilton Village. [Note that Melbourne 2006 is planning for 6,000 beds in the Commonwealth Village.]
- (v) The breakdown of units in the Games Village (which is revised since the lodgment of the Bid Books) is as follows. It should be noted that while teams are generally not accustomed to triple rooms formats and it is a general requirement of the CGF that the

maximum room occupancy is double rooms, the triple rooms inspected by the Evaluation Commission were very large and can easily and comfortably accommodate a third bed/person. For this reason the Evaluation Commission supports the triple room configuration as long as these rooms are all of the size and standard as inspected by the Commission.

**Traditional Dormitory Room Number Beds [one-room accommodation]**

Single	201	201
Double	1,170	2,340
Triple	422	1,266
Sub-total traditional	1,793	3,807

**Apartment/Suite Unit Number Beds [self-contained units]**

2 person	11	22
5 person	1	5
6 person	103	618
8 person	81	648
Sub-total apartments/suites	196	1,293
Total all units	1,989	5,100

- (vi) A related risk is that tight numbers for housing makes allotment of housing a difficult task. Generally this causes allotment to happen late in the timeline, as all qualifications must be in place to calculate final team sizes. Late allotment can adversely affect technology installations, rate card installations and freight deliveries.
- (vii) Room sizes range across the 11 different residential buildings from 6 square metres per bed space to 10 square metres per bed space. Hence the Regulation 3 requirement for a minimum of 15 square metres for double rooms will not always be achieved.
- (viii) Not less than 20% of the beds will be at least 2.20 metres in length.
- (ix) Shower and toilet ratios vary across the 11 existing residential buildings as follows. The

Evaluation Commission is concerned about these ratios, which do not comply with Regulations 3 and 6:

Shower ratios	Number of residential buildings	Percentage of Village population represented
1 to 4	1	12.8%
1 to 5	2	26.4%
1 to 6	2	16.0%
1 to 7	3	25.8%
1 to 8	3	19.0%

Toilet ratios	Number of residential buildings	Percentage of Village population represented
1 to 4	2	23.6%
1 to 5	6	56.8%
1 to 6	1	2.1%
1 to 7	2	17.5%

- (x) Temporary showers and toilets can be located close to residential buildings to meet CGF requirements.
  - (xi) There will be up to 200 accessible bed spaces to accommodate the number of EAWD athletes anticipated. There will be up to 33 accessible bathrooms, each sufficient for either two wheelchairs or one wheelchair and a caregiver.
- (c) Athletes Village amenity
- (i) Total seating capacity across the seven dining facilities in the Village is 2,500. The Evaluation Commission was advised that levels of service would be consistent across all facilities. Total physical space is approximately 30,000 square feet. If additional dining space is required, tent facilities can be located within the Village. Meal capacity is currently 25,000 meals per day, and can be expanded if necessary using, for example, outdoor barbecues. Seating

capacity of the various dining facilities are as follows (those facilities marked with an asterisk have adjacent patios which can be tented to expand total capacity to 2,500 if required):

Facility	Capacity
Commons Dining Room	600
Celebration Hall	300
East Meets West Bistro *	240
Eleanor McKay Room *	290
T-28 Dining Hall	420
Rathskellar *	190
Refectory *	190
	2,230

- (ii) Total parking capacity on site is 1,800. Parking capacity in the sanitized lot area is estimated to be 600. Capacity of the parking lot adjacent to the Visitor Entrance is approximately 500.
- (iii) The maximum height of the Village residences is 5 stories. In each site visited two one-person lifts were installed (meets requirements of Regulation 3).
- (iv) Air conditioning is installed in approximately 50% of rooms, but is generally not considered necessary.
- (v) The residential buildings have storage rooms, meeting rooms and team office space as required for CGA Chefs de Mission and General Team Managers which are separate from bedrooms. Hamilton asserts it will abide by Regulation Three in this regard.
- (vi) Teams who bring their own medical/physiotherapy staff may utilise available space within their assigned accommodation area to provide service to their team members. Those teams without medical staff will have access to the services of the Polyclinic.
- (vii) The Hamilton Bid shows the location of the Village Polyclinic to be in the International

Zone of the Village. This is the preferred location because of the central location and the existing infrastructure. Extra security will be provided. However it can be relocated or re-zoned into the Residential Zone.

- (viii) Physiotherapy services can be located in the planned McMaster Sportsplex with proximity to the Residential Zone/Polyclinic. An alternative location is in the temporary building currently under construction within the Residential Zone.
  - (ix) The communications requirements for each team as outlined in Regulation 3 will be met.
  - (x) The Regulation 6 amenity requirements of the International Zone (such as banking, postal, travel bureau services) will all be met.
  - (xi) Space for a Commonwealth Games Federation office/lounge will be available in the Games Village at no cost. Office space and staff will be provided in the Village Polyclinic for the Federation Medical Commission at no charge.
  - (xii) The Evaluation Commission considers the Village at McMaster University to be of a high standard and, subject to ensuring an adequacy of bed-space, will provide an excellent amenity for the participating athletes and officials.
- (d) Accommodation for extra officials
- (i) Overflow accommodation for extra CGA team officials is available (at CGA expense) at Columbia College located 1.1 km from the Games Village. Extra CGA officials may also be accommodated in the Shooting Village at Georgian College.
  - (ii) Depending on final numbers, the rate for accommodation will range from CDN\$100 - \$120 per day, per official, including food.
- (e) Shooting Village – Georgian College
- (i) A separate Village is to be provided to accommodate the 417 Shooting athletes at Georgian College in Barrie, 25 kilometres from the Shooting competition venue at the military base Camp Borden. (The barracks at Camp Borden are unavailable as they are used year-

long by military personnel). The accommodation will be exclusively for athletes and officials, who will be housed in separate buildings, although common dining facilities with shooting technical officials are proposed.

- (ii) The Games Village at Georgian College includes two residence buildings built in 2002, Summersuites and Georgian Green, which provide a total of 600 beds. Accommodation comprises 1 and 2 bedroom lodgings. Large lounge areas are available, adjacent office and meeting spaces, full medical and therapeutic facilities and specially prepared meals and buffet capability.
  - (iii) Provision for 160 beds for Technical Officials will be made, which is considered adequate.
  - (iv) The Evaluation Commission considers the Shooting Village to be of a very high standard, and is proximate to the venue. Historically, external villages are perceived to fall short on atmosphere and Games spirit for those athletes housed there.
- (f) Technical Officials Village
- (i) A total of 1,054 beds are to be provided at two facilities – Mohawk Collage (340) and Redeemer University (714). As mentioned above, there are also 166 beds available in the Technical Shooting Officials Village at Georgian College. Hamilton is of the opinion that this will provide adequate capacity.
  - (ii) Technical officials will be entitled to free board and lodging for up to 18 days if they are living in the Technical Officials Villages. They will receive free uniforms and transportation.
- (g) Based on the information provided by Hamilton and independent expert analysis the Evaluation Commission has concluded the following in relation to the Village plans:
- (i) The site inspection and the undertakings of Hamilton provide sufficient comfort that the Village will be suitable for Games accommodation.
  - (ii) The construction programme will be

undertaken by McMaster University and is funded within the public sector/McMaster contributions to the Hamilton Games.

(iii) While there is a potential risk of insufficient capacity, the Evaluation Commission does not perceive this as a significant risk and gained comfort that contingency plans are in place.

(iv) While the CGF requirement is for single or double rooms, the Evaluation Commission supports the triple room configuration as long as these rooms are all of the size and standard as inspected by the Commission.

(v) The Village has good proximity to the airport, the bulk of Games venues and Hamilton downtown.

### 2.4.3 Other facilities

(a) Connected together in Hamilton's downtown core, but in separate large spaces, are the Host Hotel, the Games Headquarters, the Main Press Centre, the International Broadcast Centre, the Accreditation Centre and [competition venue] Copps Coliseum **as shown in the following map:**



#### LEGEND

Parking	Accreditation
International Broadcast Centre	Opening / Closing Ceremonies
Main Press Centre	Main Hotel Areas
Locations	

- (b) The Host Hotel is the Sheraton Hamilton, with a total of 296 rooms.
- (c) The Hamilton Convention Centre will house the Main Press Centre (refer section 3.6.2), the Accreditation Centre and Games Headquarters. The facility is owned by the City of Hamilton. It is in close proximity to the CBD competition venues and is operated by experienced staff.
- (d) The Copps Coliseum will house the International Broadcast Centre (refer section 3.6.1), Boxing finals and the Gymnastics competition (refer section 3.4.1). The facility of 5,000 square metres also is owned by the City of Hamilton.
- (e) A potential operational risk in the central business district is the drop off and parking around CBD venues (in particular Copps Coliseum and the Hamilton Convention Centre). This will require careful planning and co-operation from the City of Hamilton and local businesses.
- (f) Technical requirements of these facilities appear to have been met, although limited information is available.

## 2.4.4 Construction programme

- (a) Five new venues are anticipated for the Hamilton Games, with construction of all new venues scheduled for completion by September 2008. Details are summarised in the following table:

Details	Commonwealth Stadium	McMaster Stadium	McMaster Aquatic Centre	McMaster Sport Complex	Olympic Park
Sports	Ceremonies Athletics	Rugby 7s	Swimming Synchronised swimming	Netball Squash	Field hockey
Location	1.5km from city centre; 4km from Commonwealth Village	McMaster campus	McMaster campus	McMaster campus	Dundas, 7km from city centre; 3km from Commonwealth Village
Scheduled commencement	April 2006	July 2005	May 2005	November 2004	June 2006
Scheduled completion	September 2008	December 2006	August 2007	April 2006	October 2007
Permanent seating	27,000	7,000	2,000	2,000 Netball 2,000 Squash	2,000
Temporary seating	15,000	8,000	3,000	Nil	Nil
Total construction cost	\$134.4m plus 20% contingency	\$19.9m plus 20% contingency	\$43.6m plus 20% contingency	\$46.1m plus 20% contingency	\$5.2m plus 20% contingency

Details	Commonwealth Stadium	McMaster Stadium	McMaster Aquatic Centre	McMaster Sport Complex	Olympic Park
Major construction cost drivers [all amounts in CDN\$]	25,000 permanent seats at unit cost of \$3,000 2,000 private box seats at unit cost of \$6,000 15,000 temporary seats at unit cost of \$100 Design fees at 10% and construction management costs 7% Site development \$5 million Retrofit \$1.5 million Acquisition and servicing costs \$15m	7,000 permanent seats at unit cost of \$150 8,000 temporary seats at unit cost of \$100 Design fees at 10% and construction management costs 7% Field house construction and supporting structure for seats \$7.8m Retrofit \$1.5 million Track, lighting, site work, etc. \$6.4m	Pool construction \$18.75m Lobby construction \$1.2m Renovation to existing facilities \$5.9m 2,600 permanent seats at unit cost of \$250 2,400 temporary seats at unit cost of \$100 Design fees at 10% and construction management costs 7% Pool equipment, site work, etc. \$8.1m Retrofit \$0.25m	New construction 16,500 square metres at \$2,000 per metre Renovations to existing facilities \$3.0m Design fees at 10% and construction management costs 7% Retrofit \$0.1 million Site work \$0.9m	Details not provided
Specific risks	<ul style="list-style-type: none"> <li>• \$100 unit cost per temporary seat appears low</li> <li>• Nil provision for escalation beyond May 2003</li> </ul>	<ul style="list-style-type: none"> <li>• \$100 unit cost per temporary seat appears low</li> <li>• Nil provision for escalation beyond May 2003</li> </ul>	<ul style="list-style-type: none"> <li>• \$100 unit cost per temporary seat appears low</li> <li>• Nil provision for escalation beyond May 2003</li> </ul>	<ul style="list-style-type: none"> <li>• Nil provision for escalation beyond May 2003</li> </ul>	
General risks	<p>It is not possible to make a sound appraisal of projected construction costs in the absence of detailed drawings. For this reason the specific comments above are potential, rather than actual, risks. More generally, the City of Hamilton or McMaster University are the only two property owners of the lands required and are core partners in the Bid. Each of these property owners will take the lead role for the construction phase following plans and specifications that meet the anticipated needs of the Games. The property owners also will have day-to-day operational management responsibility for the venues until formal handover to the Organising Committee for Games operations, and will continue to hold an appropriate role (utilities, basic service provision) during the Games.</p> <p>No particular risks are therefore noted with the construction program, other than general construction risks.</p> <p>The construction program allows for considerable slippage without impacting Games operations.</p>				

- (b) In addition one of the 12 residential buildings on the McMaster University Campus which will comprise the Commonwealth Village is to be constructed. Details are found in section 2.4.2.
- (c) Hamilton also plans to use a temporary facility for the track cycling venue with capacity of 2,000 seats. The original construction plan allowed for completion of the facility approximately 2 months before the Games. However it is feasible to complete construction 14 months before the Games to enable the staging of a test event in 2009. The construction will meet ICU technical standards; its use was sanctioned for the 1999 Winnipeg Pan American Games. Construction costs are budgeted at CDN\$3.7 million.
- (d) The balance of the overlay works programme involves a budget of more than CDN\$17 million, including installation of a temporary velodrome. Details of the timing of the overlay programme are summarised in the table in section 2.4.1

## 2.5 Support services

### 2.5.1 Medical services

- (a) Hamilton will provide medical insurances for the Games Family under Essential Services and the full market cost of this insurance is included in the project budget.
- (b) Canadian nationals are covered by provincial health arrangements. No provision is made for insurance of non-Games Family foreign visitors.
- (c) Each sport and non-Games venue will have a medical room and qualified personnel for the assessment and management of acute care needs, as well as an Emergency Plan for acute care needs.
- (d) The Games hospital is well located with good facilities.
- (e) The location of the polyclinic and physiotherapy inside the Village needs to be re-examined however this is not a substantial issue. Existing facilities are more than adequate for Games time adaptation.
- (f) On-site first aid services for spectators (such as St John's Ambulance) have been included in the operating budget and will be available at each Games venue.

### 2.5.2 Doping control

- (a) Canada has been an active player in the doping control initiatives across the world. Through the implementation of Canada's anti-doping policy, doping procedures have been standardised in ways that ensure strict levels of security and integrity in testing procedures, thus enabling valid and reliable test results.
- (b) The MPA mandates that the OC shall organise the doping control programme to be implemented by the Canadian Centre for Ethics in Sport (CCES), in accordance with the World Anti-Doping Code and the CGF Documents, as may be amended from time to time, and as in force at the time of the Games.
- (c) The CCES is committed to working in partnership with Hamilton and discussions have commenced on the specifics of the doping control strategy and procedures. The model will be based on that successfully implemented at the 1999 Winnipeg Pan American Games.
- (d) The WADA/IOC-accredited doping laboratory in Canada is located in Montreal, 90 minutes by air.

### 2.5.3 Technology

- (a) The information on Technology presented in the Hamilton bid demonstrates a good level of understanding of the obligations and the complexities involved in delivery Commonwealth Games technology.
- (b) Hamilton considers it premature to commit to specific technology solutions so early in the planning lifecycle. However, project components have been identified and an inventory of potential suppliers and partners has been prepared. This is a reasonable position to take at this stage of planning.
- (c) The approach for the information technology system is risk-averse, and involves constructing the best system possible from the tried and tested systems available in the immediate lead-up to the Games in 2010. This intention to reuse tested systems and to involve experienced integrators is a low risk strategy.
- (d) Hardware solutions are not discussed in detail. The intention to reuse prior solutions will set the

plan for the architecture. The lower cost option will be a client server environment, depending on the demand for real-time information to feed web and mobile web-based telephony applications.

- (e) Fibre optic connectivity is considered a low risk in Canada, with dense fibre optic cable networks in place, with international gateways in Toronto and Hamilton.
- (f) The budget provisions are low for a strategy of this type, and particularly the costs for the call centre and the Games time hardware (PC) costs appear to be budget risks. It is understood the budget has been benchmarked to Winnipeg 1999 Pan American Games and the Goodwill Games.

### 2.5.4 Accreditation

- (a) Hamilton has undertaken to abide by CGF Protocols 19 and 20 and CGF Regulations 1 and 2.
- (b) No detailed plans for accreditation are provided, however there is an undertaking to explore various systems of pre-registration, including on-line registration.
- (c) The main Accreditation Centre is well located and will meet requirements.
- (d) A second Accreditation Centre will be established at the Games Village.

### 2.5.5 Ticketing

- (a) The targeted ticketing revenue of CDN\$18 million gross compares with a figure of CDN\$31.5m for Manchester. Budgeted total attendances are 400,000. A “u-pattern” phenomenon is anticipated, with peaks at the commencement and conclusion of the programme. Allowance has been made in the revenue figures for cost of sales associated with ticket printing, agency fees and the ticketing schedule.
- (b) Provision has been made for seat kills.
- (c) Broad community involvement is targeted, and ticket prices are low accordingly, ranging from CDN\$15 - \$120, and average price CDN\$45. Revenue estimates are considered conservative.
- (d) No detailed systems or processes have been developed yet, which is not of concern.

## 2.6 Communications and media

### 2.6.1 Broadcast services

- (a) As indicated earlier in this report, Hamilton has one of the highest concentrations of broadcast outlets in North America, housing more than 70 television stations. There are more than 1,000 registered freelance technicians within a 45-minute drive of Hamilton. Sufficient broadcast production facilities to cover the broadcast requirements for all Games venues are already in existence within one hour of Hamilton, including 5 mobile units owned by CBC, 2 mobile units by Dome Productions and 3 mobile units by WIC Mobile.
- (b) The budget provision of CDN\$22 million has been built on estimates of the number of days of live broadcasting and the number of venues being broadcast live each day. This figure compares with a budget of CDN\$13.2 million for the Winnipeg Pan American Games host broadcast function and approximately \$20 million in Manchester. Hamilton has indicated that the budget assumptions have been reviewed by Alan Clarke of the Canadian Broadcasting Corporation and a member of the IOC Broadcasting Commission. In spite of this, the Evaluation Commission still considers this a major budget risk. To some extent this may be mitigated by the fact that television rights revenue appears to be conservative (refer section 2.8.1).
- (c) Hamilton has considerable recent experience with the broadcasting of several major international events, including World Figure Skating Championships, World Junior Hockey Championships and World Curling Championships.
- (d) Hamilton asserts that the current budget allocation has taken the Regulation 4 minimum broadcast coverage requirements into consideration, but indicates that coverage will be a matter of negotiation between the OC and potential host broadcasters, as well as one of the elements of the Host City Contract.
- (e) Hamilton has also confirmed they will produce a 2-hour highlights package as required by the Host City Contract.

- (f) Hamilton will appoint a Host Broadcaster to manage broadcast support and services, as well as rightsholder liaison and services. The Host Broadcaster will report to and be accountable to the OC.
- (g) In the event the OC acquires the broadcast rights for the Games, the MPA requires that the OC will ensure that domestic radio and television broadcast coverage of the Games by the Canadian broadcasters authorised and/or permitted by the OC are in French and English.
- (h) In the event the OC acquires the broadcast rights for the Games, the MPA also requires that the OC will ensure that any Internet coverage of the Games, aimed at a Canadian audience, by the OC or any entity or person authorised and/or permitted by the OC, are in French and English.
- (i) Services to be provided to rightsholding broadcasters include the following:
  - (i) International Broadcast Centre – a secured and access controlled area of some 30,000 square feet
  - (ii) Commentator positions in venues
  - (iii) Mixed zones in venues
  - (iv) Head on positions
  - (v) Studios
  - (vi) Parking
  - (vii) Rate card services – including IBC spaces, space improvements, furniture, equipment, telecommunications, storage, power upgrades, commentator positions, mix zone positions, unilateral camera positions, CATV system at IBC, studio space on site, ancillary feeds, data services

## 2.6.2 Written and photographic press services

- (a) The Media Services area of the Hamilton Organising Committee will be responsible for providing optimal working conditions to written press and photographers.
- (b) The Main Media Centre will be a first-come-first-serve desk space arrangement with general access telephones, power supply, 24 hour service, help desk, results dispatch, media lounge, CATV feed.
- (c) Other services will include information desks at designated media hotels, provision of sport information and support through media sub-centres, venue media tribunes management, airport shuttle, venue transportation system, venue drop off area for photographers and equipment, media parking at venues, provision of daily programmes.
- (d) Rate card services will include private telephone, general store, courier, post, private offices, furniture and equipment, telecommunications equipment, storage, data services, photo development.
- (e) The Games media transit system will be designed as a combination of fixed route and scheduled services, as well as on-demand services.
- (f) Key media transportation hubs will be located in close proximity to competition venues the core media services in downtown Hamilton. In particular, Hamilton Transit has an existing transit mall located directly adjacent to the Convention Centre (MPC) and within a block from the Copps Coliseum (IBC). This mall is easily adaptable to become a centrally-located hub for the Games media transit system.
- (g) Note however that the Evaluation Commission regarded the cluster of major downtown venues as a potential risk in the absence of any well-formulated pedestrian and vehicle flow layouts.
- (h) Hamilton envisages the involvement of on-site, accessible and informed media transportation volunteers trained to provide members of the media with information regarding the scheduled-service transportation.

## 2.6.3 Languages

- (a) The official language of the Commonwealth Games is English. The MPA requires the OC to hold the Games in English and French. The resultant additional costs will be borne by the OC.

## 2.7 City infrastructure

### 2.7.1 Accommodation

- (a) Demand for accommodation during the Manchester 2002 Commonwealth Games was a total of 51,000 room nights for the duration of the Games, with a peak night demand of 3,300.

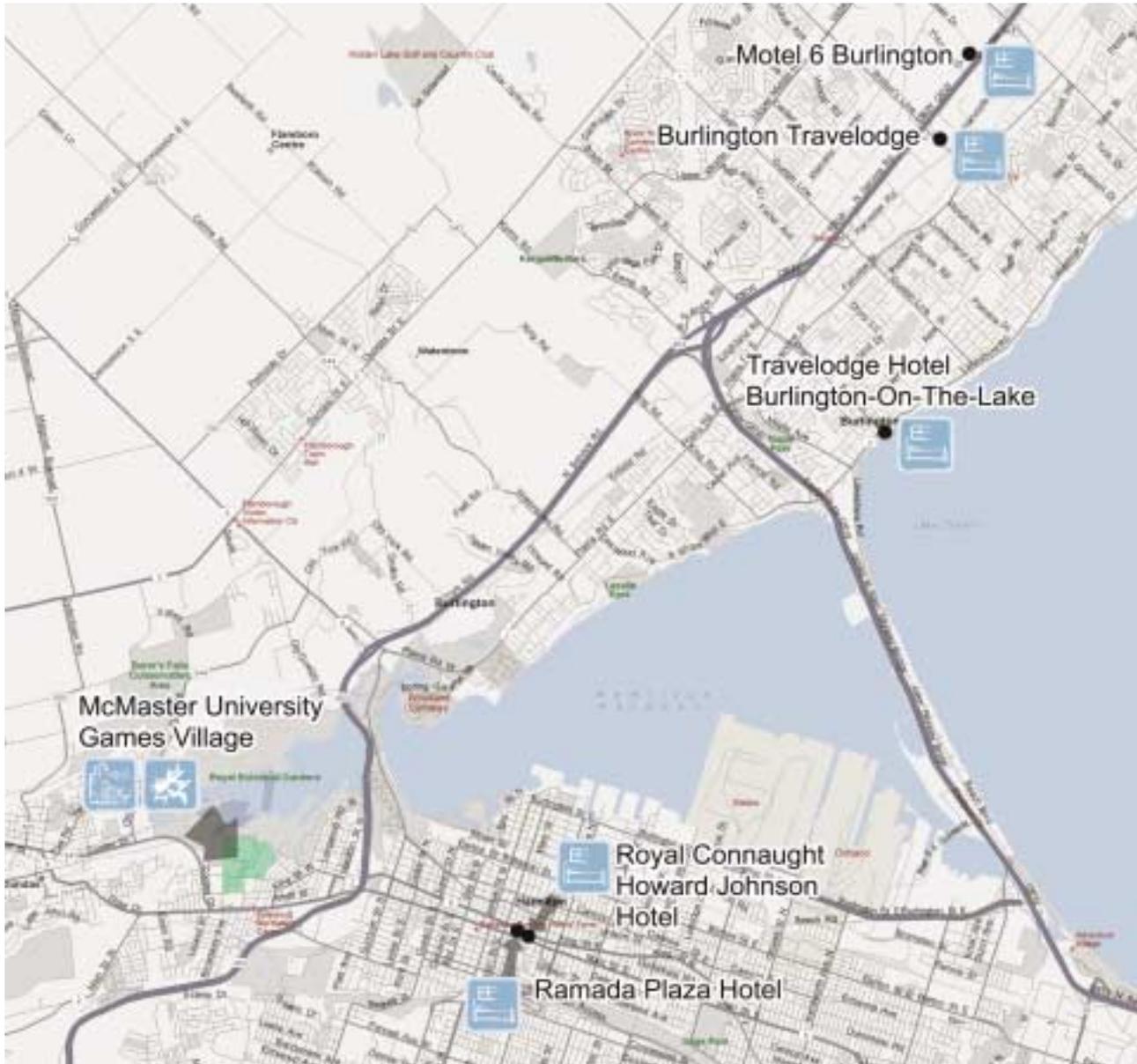
(b) There is a large inventory of existing hotels in Hamilton, with capacity of 4,000 rooms within a 20 kilometre radius of the city anticipated in 2010. A further 43,000 rooms are anticipated by 2010 within a 60 kilometre radius of the city. Therefore no capacity issues are anticipated, although some constituents may have to travel more than 20 kilometres to the central business district of Hamilton.

(c) The official hotel is adequate, but there is limited public space for informal meetings.

(d) Following is a schedule of the rooms available within 10km and 20km of the Hamilton central business district:

City	Hotel Rooms	Quality	Motel Rooms	Quality	Total	Current Average Cost CDN \$
<b>10km radius</b>						
Hamilton	923	26% - 4 star 37% - 3 star 27% - not rated	304	Not rated	1,227	
Burlington	697	67% - 4 star 19% - 3 star 14% - not rated	262	Not rated	959	
<i>Sub-Total</i>	1,620		566		2,186	\$88
<b>20km radius</b>						
Brantford	455	22% - 4 star 68% - 3 star 10% - not rated	181	Not rated	636	
Oakville	875	34% - 4 star 53% - 3 star 13% - not rated		Not rated	875	
Grimsby	79	100% - 4 star	60	Not rated	139	
Vineland	117	100% - 3 star		Not rated	117	
<i>Sub-Total</i>	1,526		241		1,767	\$89
<b>TOTAL</b>	<b>3,146</b>		<b>807</b>		<b>3,953</b>	

- (e) The proposed media lodgings are located in close proximity to the majority of Games venues as demonstrated in the following map:



- (f) Currently no formal accommodation price control mechanism is in place (Host City Contract requires the host city to use best endeavours to control availability and prices). However the Hamilton 2010 Bid Corporation, through Tourism Hamilton, has already obtained written confirmation of agreement on an accommodation price control mechanism from the major hoteliers in the area. Following the awarding of the 2010 Games, this agreement will be expanded to include additional hotels as well as new hotels constructed between now and 2010.

### 2.7.2 Transport

- (a) Hamilton is a transport gateway within Canada, with direct flights from Hamilton to both eastern and western Canada. Hamilton International Airport is currently being expanded and services major destinations across Canada. A proposed new highway will reduce the existing 20-minute transfer time to Hamilton downtown or the Games Village.
- (b) Toronto International Airport is a major port with a wide range of international flights.

A modernisation and expansion programme is currently underway.

- (i) Three parallel freeway and motorway systems provide a 45-55 minute travel time from the airport to the Games Village.
  - (ii) The Toronto-Hamilton route is also well serviced by existing commuter rail and bus services, with direct buses departing every 20 minutes.
  - (iii) There are seven direct trains daily between Hamilton and Toronto. Additionally these centers are served by 53 train/bus connections through Burlington.
- (c) The Hamilton roads infrastructure provides high levels of service across the city, even at peak periods. Most arterial routes operate at no more than 80% capacity, even in the months of heaviest travel. Historically traffic volumes are approximately 10-15% lower during the summer months when the Games will be staged.
- (d) Existing local public transit operations provide a

good level of service within the city, with current established routes servicing all Games venues within the City of Hamilton. The Hamilton transit system consists of approximately 200 buses and 370 operators. Current average weekday ridership is 65,000-70,000. The main downtown hub is one block east of the host hotel and the Hamilton Convention Centre. Coverage extends to the airport and most of the Hamilton competition and training venues.

- (e) Hamilton is served by the Government of Ontario (GO) Transit system for commuter rail. The total existing train capacity can be expressed as 80,000 seated and with standing a total of 130,000. The service currently carries about 43,000 riders per day on this segment of our service and this decreases by as much as 10% during the summer period. During the morning and afternoon peak periods, morning trains into and evening trains out of Toronto are at capacity.

The commuter train routes and major terminals between Hamilton and Toronto are shown in this map:



- (f) Transport planning and delivery will be managed by the the Transportation Unit within the Hamilton OC. The Transportation Unit staffing will total 37, comprising in-house resources and a number of service providers.
- (g) The OC Transportation Unit will have responsibility for consolidating the transport requirements articulated by each OC functional area and responding to these requirements in detailed Transportation operating plans.
- (h) The Transportation Unit will need to work in collaboration with the appropriate supporting agencies, including City of Hamilton Traffic Services, City of Hamilton Streets & Operations, City of Hamilton Transit, Municipal agencies, GO (Government of Ontario) Transit, Toronto and Hamilton Airport authorities, City of Hamilton Police Service, Government of Ontario Ministry of Transportation and Government of Canada Transport.
- (i) To enable this collaboration, Hamilton proposes establishing a Games Transportation Authority (GTA) some 24-30 months prior to the Games which will provide a mechanism for coordination with external transport agencies and to manage local resources. The Authority will be a creation of the Organising Committee and therefore will be accountable to it. Representation will include senior Games operational staff, transportation services and key related operations (such as security). Led by a full-time Director, the Authority will draw on in-house international expertise and experience in multi-agency event transport coordination.
- (j) The GTA will have the following roles:
- (i) To receive the transportation plans for the Games
  - (ii) To review and approve changes in traffic flow and street operations required by the Games plan
  - (iii) To plan the information flow to other agencies affected, to the community in general and to directly affected districts and communities
  - (iv) To agree on the protocol for decision making related to public safety and Games transportation.
- (k) Hamilton is at the early stages of development for the Transport Authority. No specific plan is yet in place, but this is to be developed as part of the multi-agency agreement. The Evaluation Commission considers there to be some risk associated with the Transport Authority concept, particularly as:
- (i) The intention is to establish the agency 24-30 months prior to Games, which appears to be late in the planning task. The Evaluation Commission would support the earlier creation of the agency so that a coordinated and integrated approach is taken from the start of planning.
  - (ii) The authority will be a creation of the OC which will not have power or co-ordination capability over public authorities.
  - (iii) The reporting lines are not entirely clear.
- (l) However the model proposed was successfully implemented in Edmonton and Winnipeg and is currently being used for other events e.g. World Cycling Championships. Moreover, the Bid organisation advised that they could bring Transport organisation on earlier as required.
- (m) Note however that in Melbourne the State Government has taken over the responsibility for transportation planning as they have appropriate powers and experience.
- (n) The commitments made by the Ministry of Transportation are laid out in the MPA. These services are costed at CND\$8 million and are provided for within the Province's Essential Services contribution of CND\$14.2 million (refer section 2.2.2 (c) (ii) for details). They include:
- (i) An Advanced Traffic Management System to ensure that traffic is monitored, and timely information is relayed to motorists about traffic conditions, travel times and expected delays through Changeable Message Signs.
  - (ii) Changeable Message Signs to direct drivers to events or Games-related Park and Ride lots. Status information concerning the lots is assumed to come from Games staff at the lots.

- (iii) Limited expansions as of the date of the games on the existing COMPASS System for incident detection and management on the QEW through the Hamilton area.
  - (iv) A small number of CCTV Cameras at critical locations on other corridors converging on Hamilton.
  - (v) Bus by-pass lanes using existing shoulders on Hwy 403 between Waterdown Road and Main Street to provide priority movement to shuttles and buses associated with the games.
  - (vi) Special event signing at key junctions and as assurance signing along routes.
  - (vii) Additional staff to run the centralized Traffic Operations Centre and provide maintenance support of the advanced traffic management system during the event and incident management.
  - (viii) Coordination of enforcement programme responsibilities.
- (o) Similarly, the commitments made by GO Transit also are laid out in the MPA. These services are costed at CND\$0.5 million and also are provided for within the Province's Essential Services contribution of CND\$14.2 million (refer section 2.2.2 (c) (ii) for details). They include:
- (i) An extra 4 train trips outside of the normal rush hour periods between Union Station in Toronto and Burlington GO Station.
  - (ii) Augmented service from Burlington to Hamilton with twenty bus drivers and ten highway buses per day providing service to the event in Hamilton.
  - (iii) Service would be supported with up to fifteen GO Transit Enforcement Officers and the necessary staff required supporting this initiative.
- (p) In relation to Games Family transport obligations:
- (i) A Games Traffic Management Plan for Games
    - Family transport will be prepared and will incorporate two separate major access routes to the Games Village. A new transport entrance to the McMaster Campus is to be constructed on Main Street. There is alternate access via King Street.
  - (ii) Dedicated lanes are not considered necessary on the external highway system. It is stated that consideration will be given to some exclusive lanes within Hamilton at certain times. This will not be addressed until after the formation of the Games Transportation Authority.
  - (iii) Hamilton has indicated it will meet and exceed the minimum expectations regarding vehicle assignment.
  - (iv) Drivers will be sourced as part of the volunteer programme for the Games.
  - (v) Free public transport for Commonwealth Games Family members is proposed for the Games period, including for athletes.
- (q) The basic spectator transport structure will be oriented toward remote spectator parking and a shuttle bus system. Sufficient public transit vehicles will be made available for Games use, primarily from the redeployment of school buses.
- (r) A potential operational risk in the central business district is the drop off and parking around CBD venues (in particular Copps Coliseum and the Hamilton Convention Centre). This will require careful planning and co-operation from the City of Hamilton and local businesses.
- (s) The travel times included in the following table below were supplied by Hamilton. For those venues visited by the Evaluation Commission, travel times have been verified. For other venues the Evaluation Commission has relied on the information provided by Hamilton. All travel times take into account bus and coach travel and assume the most direct routes established by the transportation team for use during the Games:

Sport	Venue	Competition v. Warm-up v. Training	Distance from Village Km	Time from Village Minutes	Distance from City Centre Km	Time from City Centre Minutes
Athletics	Commonwealth Stadium	Competition	5	8	1.5	3
	Commonwealth Stadium	Warm-up and training	5	8	1.5	3
	McMaster Stadium	Warm-up and training	0	0	5	8
	Northeast Fields at McMaster Stadium	Warm-up and training	0	0	5	8
	St Mary's High School	Warm-up and training	1.5	3	5	8
	Marathon	Competition	N/A	N/A	N/A	N/A
Badminton	Morgan Firestone Sport Centre	Competition	9	14	13	20
	Ancaster High School	Training	9	14	13	20
Boxing	Copps Coliseum	Competition - finals	5	8	0	0
	Mountain Sports Centre	Comp (prelims) and training	10	15	5	8
Cycling	Velodrome at Morgan Firestone Sports Centre	Track Competition and training	9	14	13	20
	Road Race	Track Competition and training	Start and finish lines in front of Hamilton City Hall in city centre			
	Time Trials	Track Competition and training	Similar to road race but with minor variations			
	Kelso Conservation Area	Mountain Bike	40	40	40	40
Diving	Etobicoke Olympian Aquatic Centre	Competition and training	60	50	55	45
Field Hockey	Olympic Park	Competition and training	3	5	7	10
Gymnastics	Copps Coliseum	Competition	5	8	0	0
	Hamilton Convention Centre	Training	5	8	0	0
	Sir John A McDonald High School	Training	5	8	0	0
Lawn Bowls	Churchill Park	Competition	1	1	5	8
	Roselawn Club	Training	10	15	5	8



Sport	Venue	Competition v. Warm-up v. Training	Distance from Village Km	Time from Village Minutes	Distance from City Centre Km	Time from City Centre Minutes
Netball	McMaster Sportsplex	Competition and training	0	0	5	8
	St Thomas More Catholic High School	Training	12	18	10	15
	Notre Dame Catholic High School	Training	20	25	20	25
Rugby 7s	McMaster Stadium	Competition	0	0	5	8
	Northeast Fields at McMaster Campus	Training	0	0	5	8
	Mohawk Sports Park	Training	16	25	12	20
	Sherwood Forest Park	Training	20	25	20	25
Shooting	Camp Borden	Competition and training	25 [from Shooting Village]	25 [from Shooting Village]	not specified	not specified
Squash	McMaster Sportsplex	Competition	0	0	5	8
	Cedar Springs Health, Racquet and Sport Club	Training	18	20	18	20
	Burlington Racquet and Athletic Club	Training	18	20	18	20
Swimming	McMaster Aquatic Centre	Competition and training	0	0	5	8
Synchro Swimming	McMaster Aquatic Centre	Competition and training	0	0	5	8
Table Tennis	Chedoke Sport Centre	Competition and training	10	15	6	10
Weightlifting	Hamilton Place	Competition	5	8	0	0
	McMaster Sportsplex	Training	0	0	5	8
Wrestling	Brantford Civic Centre	Competition	40	35	45	40
	McMaster Sportsplex	Training	0	0	5	8

### 2.7.3 Security

(a) The Games security operation will utilise resources from a number of local and regional policing agencies – Hamilton Police Service, Barrie City Police, Niagara Regional Police, Halton Regional Police Service, Ontario Provincial Police and the RCMP. The roles of each of those bodies is as follows:

(i) Hamilton Police Service (the lead policing agency) including the Niagara Regional Police Service, Halton Regional Police Service and Barrie City Police Service are responsible for the delivery of police services in their respective jurisdictions, including: crime prevention, law enforcement, assistance to victims of crime, public order maintenance, and emergency response, within the City of Hamilton, including policing jurisdictions where Commonwealth Games venues are to be held in 2010.

(ii) Ontario Provincial Police (OPP) is responsible for providing police services in respect of the parts of Ontario that do not have municipal police forces, other than municipal law enforcement officers, as well as undertaking water and highway patrols.

(iii) Royal Canadian Mounted Police-Gendarme Royal du Canada (RCMP-GRC) will provide the primary responsibility of ensuring the security of Internationally Protected Persons and the apprehension of offenders.

[Note that while the Royal Canadian Mounted Police-Gendarme Royal du Canada (RCMP-GRC) will have primary responsibility of ensuring the security of Internationally Protected Persons (IPP's) this categorization has a clear legal definition that will exclude CGF officials and therefore there is still a question concerning the protection of non-IPP 'VIPs'].

(iv) Private security will provide the necessary protection and control of assets and will provide access control at services areas. They will be trained for specific Commonwealth Games tasks and will be under the direct command of a senior police

officer within the Security and Public Safety Task Group.

(b) Hamilton Police Service will have overall command and control for security operations, and has a proven history of working closely with federal, provincial and municipal police services and intelligence agencies. The Hamilton Police Service will establish a Safety and Security Command Group, led by a senior officer trained in emergency management. It is through this group that the OC will liaise with the Games security forces. Moreover the Games time OC and security command centres will be closely linked to enable direct communications and immediate response to issues. Note however that the exact nature of the relationships between these command centres remains unclear.

(c) The commitments made by the Ontario Provincial Police are laid out in the MPA. These services are costed at CND\$5.6 million and are provided for within the Province's Essential Services contribution of CND\$14.2 million (refer section 2.2.2 (c) (ii) for details). They include:

(i) A staff of 50 uniformed officers for traffic management and event security including additional air and water surveillance for the testing of each of the five sites for one week every year before the main games event in support of the Hamilton Police Service.

(ii) A staff of 2 uniformed officers and 1 civilian for coordination and planning for security for the main event, starting the beginning of the 2008-09 year. Related activities would be in collaboration of the planning activities being undertaken by Hamilton Police Service.

(iii) An additional staff of 520 uniforms for event security service including air and water surveillance during the two weeks of the event in support of the goals set out by the Hamilton Police Service.

(iv) An additional staff of 102 uniforms for increased patrolling on highways during the main event as part of the Provincial Mandate of the OPP.

(v) Support to the Hamilton Police Service in the implementation of the event security plan for

the actual games and test events leading up to the Games.

- (vi) All necessary specialized equipment and support to carry out the public security plan objectives as set out by the Hamilton Police Service and other law enforcement agencies.
- (d) Similarly, Emergency Management Ontario (EMO) has undertaken to provide an EMO Project Officer for 6 months prior to the Games, the activation of the Provincial Operations Centre and deployment of Provincial Emergency Response Team. The cost estimated at CDN\$0.1 million is included within the Province's Essential Services contribution of CND\$14.2 million (refer section 2.2.2 (c) (ii) for details).
- (e) The questions raised from the first phase of the Hamilton Bid security evaluation, and the subsequent responses, indicate there may be some significant gaps in the proposed security framework. While all appropriate Canadian security and law enforcement agencies have clearly asserted their preparedness to support Games security, there is apparently no written commitment from the key Federal Canadian security and law enforcement agencies to be active participants in the proposed Commonwealth Games Central Operational Group responsible for 'the coordination of all security and security requirements for the 2010 Commonwealth Games'.
- (f) Security in the Commonwealth Village will be conducted as follows:
  - (i) Tactical security forces at the Commonwealth Village will be supported by canine and marine personnel. Trained private security personnel will perform accreditation and vehicle checks at the Village perimeters and will have responsibility for building security. These private security contractors will fall within the command structure of the Safety and Security Command Group.
  - (ii) There will be an appropriate security fence separating the Residential Zone from the Commonwealth Village.
  - (iii) The shoreline will be patrolled and monitored by multi-disciplinary security forces.

(iv) Combined police Emergency Response Units (ERU), Explosive Disposal Units (EDU), Marine Units and Canine Units will discreetly patrol the Village and venues.

(v) ERU and EDU personnel will be located in a building in close proximity to the Games Village (A small unit of the ERU and EDU should preferably be located within the Village. However, provided the proposed deployment location is in VERY close proximity to the Village then that could be an acceptable alternative).

#### 2.7.4 Environment

- (a) Hamilton is required to comply with the Government of Canada's policy for hosting international sport events. Accordingly the Bid Corporation commissioned in April 2003 a strategic environmental assessment of the potential impacts that could occur during venue fit-out and construction, as well as during and after the 2010 Commonwealth Games. The six key findings were as follows:
  - (i) The City of Hamilton is committed to environmental sustainability and has a proven track record on leadership in sustainability. This is demonstrated in the City's 'Mission, Vision, Values and Goals' and its adoption of the award-winning sustainability program: 'Vision 2020 - The Sustainable Region'. The City has also undertaken to sustain and protect its human community and natural environment through its Corporate Environmental Policy Statement.
  - (ii) Provided venue fit-out, construction and operation are undertaken in conformance with existing federal, provincial and municipal policies, using Best Management Practices and accepted mitigation measures, there are unlikely to be any residual environmental impacts (i.e., impacts with long-term, irreversible consequences) associated with the proposed Commonwealth Games venues.
  - (iii) At existing venues where building capacity will be increased by the addition of temporary seating, there is likely to be a short-term increase in the production of

anthropogenic products (e.g., solid and liquid wastes, noise levels, atmospheric emissions) during the Games, relative to current use. In the Post-Games operation period, however, when seating capacity has been returned to normal, there will be no ongoing change in environmental conditions. In many cases, the minor renovations that occur during venue fit-out will enhance facility quality and aesthetics, representing a long-term positive legacy of the Games.

- (iv) Impacts associated with construction of the new indoor venues were considered to be low to moderate. Many of these potential impacts can be reduced through application of sustainable building design principles and the incorporation of appropriate energy conservation and water and waste treatment measures.
- (v) The most significant potential impact of the Games on existing outdoor venues is related to spectator movements at the Kelso Conservation Area. Effective crowd control will be necessary to protect sensitive areas at this venue.
- (vi) The construction of new outdoor venues has the potential to generate a number of issues, mainly related to soil disposal, sediment and runoff control, groundwater capture and treatment. The assessment concluded that these issues all could be managed in the context of Hamilton's commitment to environmental sustainability.

## 2.8 Finance

### 2.8.1 Organising Committee budget income and expenditure

- (a) Hamilton has built a project budget which it considers to be conservative. They describe the Games as "... within our pragmatic reach both financially and organisationally".
  - (i) The Hamilton 2010 Games budget has been built using a bottom up process and has been subjected to considerable internal gap analysis and review. The supporting documentation provided indicates a significant level of detail has been considered and the most items are based on well-defined parametric cost drivers. Certainly broadly based budget allowances are included, however, overall assessment is that the budget estimates are reasonably achievable.
  - (ii) Hamilton has presented a balanced budget, with Games revenues of CDN\$715.9 million matched by expenditure of CDN\$715.9 million. Contingency has been identified for both operating and capital expense items.
  - (iii) A Project Control and Risk Mitigation Manual has been developed progressively by organisers of major events in Canada since the 1994 Victoria Games. It provides a solid base of best business practices. However there is no specific undertaking by the public sector to finance any budget overruns.
- (b) Project Games revenues are summarised as follows:

Revenue Stream [CDN\$ = US\$ 0.7244]	CDN\$'000			US\$'000		
	Operating	Capital	Total	Operating	Capital	Total
<b>Grants</b>						
- National Government of Canada	107,715	142,285	250,000	78,147	103,228	181,375
- Provincial Government of Ontario	107,715	142,285	250,000	78,147	103,228	181,375
- City of Hamilton		80,000	80,000		58,040	58,040
- McMaster University		50,000	50,000		36,275	36,275
<b>Games Revenues</b>						
- Sponsorship	35,913		35,913	26,055		26,055
- Sponsorship (Friends of the Games)	4,000		4,000	2,902		2,902
- Broadcast rights	21,500		21,500	15,598		15,598
- Ticket sales	18,000		18,000	13,059		13,059
- Licensing	1,500		1,500	1,088		1,088
- Interest income	5,000		5,000	3,628		3,628
<b>Total revenue</b>	<b>301,342</b>	<b>414,571</b>	<b>715,913</b>	<b>218,624</b>	<b>300,771</b>	<b>519,395</b>

(i) Grants

Grants constitute CDN\$630 million or 88% of total Games revenue. Refer to section 2.2.2 for details on the conditions related to the receipt of the public sector grants.

(ii) Sponsorship

Gross sponsorship income projections of CDN\$39.9 million are considered conservative. This figure compares with CDN\$26.7 million for Winnipeg 1999 and CDN\$60.1 million in Manchester 2002. Cost of sponsorship sales have been included in the expenditure budget and constitute approximately 25% of gross income.

(iii) Broadcasting rights

Broadcasting rights income of CDN\$21.5 million (gross) has been projected based on past performances for Commonwealth Games and major events in Canada, taking into account recent international trends and the

Hamilton time zone. It compares with CDN\$27.5 million achieved by Manchester 2002 and is considered conservative.

(iv) Ticket sales

A detailed ticketing model was not included in the supporting budget details. Projected ticketing revenue of CDN\$18 million compares with CDN\$31.5 million in Manchester in 2002. Hamilton organisers have targeted broad community involvement, with ticket prices ranging from CDN\$15 - \$120, and average price CDN\$45. This is considered conservative, notwithstanding the potential risk to ticketing revenue as a result of Canada staging the Olympic Winter Games in the same year.

(v) Licensing

Similarly, licensing revenue projections of CDN\$1.5 million are almost one-third of the revenue achieved by Manchester 2002.

(c) Projected Games expenditure is summarised as follows:

Expenditure Stream Details [CDN\$ = US\$ 0.7244]		CDN\$'000		US\$'000	
			Total		Total
Administration	CEO Office & Board	883		641	
	CGF/CGA Relations	17,882		12,974	
	Financial Services	798		579	
	Office Administration	10,950		7,944	
	Legal & Risk Management	3,170		2,300	
	Recruiting, Training & HR Administration	44,433	78,116	32,236	56,673
Technology & Broadcasting	Broadcasting/IBC	24,200		17,557	
	Telecommunications	7,832		5,682	
	IT Scoreboards & systems	14,339		10,403	
	Sound, audio, electronics, office equipment	1,981	48,352	1,437	35,079
Sports	Sport Operations	14,383		10,435	
	Medical and Doping	1,111	15,494	806	11,241
Venues	Venue operations	3,317		2,407	
	Venue overlay	15,063	18,380	10,928	13,335
Operations	Security	8,183		5,937	
	Accommodation	138		100	
	Transport	6,591		4,782	
	Materials management	3,132		2,272	
	Accreditation	817		593	
	Village services	13,562	32,423	9,839	23,523
Volunteers, Communication & Awareness	Volunteers	11,207		8,131	
	Communication Services	5,987		4,343	
	Media Services	638	17,832	463	12,937
Protocol, Ceremonies & Special Events	VIP Services & Protocol	1,085		785	
	Ceremonies & Culture	16,929	18,011	12,282	13,067
Marketing & Selling Costs	Fundraising cost of sales	10,035		7,280	
	Licensee cost of sales	77		56	
	Television sales and servicing	4,300		3,120	
	Ticketing sales, promotion and distribution	6,033	20,444	4,377	14,832

Expenditure Stream Details		CDN\$'000		US\$'000	
[CDN\$ = US\$ 0.7244]		Total		Total	
Essential services	Policing	20,000		14,510	
	Customs, immigration, DND, protocol	10,000		7,255	
	Roads	2,500		1,814	
	Protocol, medical insurance	3,500	36,000	2,539	26,118
	Sub-total		285,054		206,806
Tax rebate		(7,224)		(5,241)	
Contingency		23,513	16,288	17,058	11,817
<b>Total operating expenses</b>			<b>301,342</b>		<b>218,624</b>
<b>Capital expenditure</b> [refer table below for breakdown]	New facilities – stadium	156,630		113,635	
	New facilities – other	160,225		116,243	
	Upgrade and fitout of Village residences	31,962		23,188	
	Contingency	incl. above		incl. above	
	Tax rebate	(9,247)		(6,708)	
	<b>Total capital expenditure</b>			<b>339,571</b>	
Legacy expenditure			75,000		54,413
<b>Total expenditure</b>			<b>715,912</b>		<b>519,395</b>

- (d) Specific budget lines which suggest potential risks include:
- (i) Broadcasting/IBC – refer discussion at section 2.6.1
  - (ii) Technology – refer discussion at section 2.5.3
  - (iii) Ceremonies and culture – refer discussion at section 2.9.2

- (iv) Travel grant – refer discussion at 2.3.5
- (e) Relevant excerpts from the MPA in respect of the development of the OC's Business Plan are as follows
- (i) The MPA requires the OC to prepare a Business Plan which is subject to detailed review by the Governments which are party to the MPA.

- (ii) In some instances this review process will require the OC to submit quarterly reports.
- (iii) The OC must provide to the other Parties of the MPA including Governments and the McMaster University, all environmental, economic and social impact studies, operational audits and reviews, and evaluation studies on the programs and activities of the OC that are conducted by the OC or on the OC's behalf.
- (iv) The Business Plan may not be amended by the OC in relation to any material changes and/or list of capital expenditures will be set without obtaining the prior written consent of each of the Parties to such changes.
- (v) The Business Plan will be based on and/or consistent with the Bid File, including the budget ratified by the Bid Corporation on 28 April 2003.
- (vi) The Business Plan will be based on the listing of capital expenditures detailing renovations to existing facilities and the construction of new facilities as described below:

CAPITAL WORKS	BASE	GST Base @ 6.54%	TOTAL	OWNERSHIP OF FACILITY
<b>Construction of main Stadium – refer to section 2.4.4 for further detail</b>				
- Works	\$ 111,150,000	\$ 7,269,210	\$ 118,419,210	
- Acquisition Services etc	\$ 15,000,000	\$ 981,000	\$ 15,981,000	
- Contingency – 20 % of works	\$ 22,230,000	\$ -	\$ 22,230,000	
<b>Total</b>	<b>\$ 148,380,000</b>	<b>\$ 8,250,210</b>	<b>\$ 156,630,210</b>	
<b>Other new venues to be constructed – refer to section 2.4.4 for further detail</b>				
McMaster Aquatics Centre	\$ 40,950,000	\$ 2,678,130	\$ 43,628,130	McMaster
McMaster Sport Complex	\$ 28,500,000	\$ 1,863,900	\$ 30,363,900	McMaster
McMaster Sport Complex High Performance Centre	\$ 14,790,000	\$ 967,266	\$ 15,757,266	McMaster
McMaster Stadium	\$ 18,720,000	\$ 1,224,288	\$ 19,944,288	McMaster
<b>Upgrade of existing venues and delivery of temporary venues</b>				
Churchill Park	\$ 2,340,000	\$ 153,036	\$ 2,493,036	Hamilton
Copps Coliseum	\$ 1,170,000	\$ 76,518	\$ 1,246,518	Hamilton
Morgan Firestone Arena	\$ 2,110,000	\$ 137,994	\$ 2,247,994	Hamilton
Mountain Arena	\$ 2,340,000	\$ 153,036	\$ 2,493,036	Hamilton
Kelso Conservation Area	\$ 1,170,000	\$ 76,518	\$ 1,246,518	HRCA
Chedoke Arena	\$ 1,170,000	\$ 76,518	\$ 1,246,518	Hamilton
Hamilton Street - Cycling Road Race	\$ 590,000	\$ 38,586	\$ 628,586	Hamilton
Velodrome	\$ 3,510,000	\$ 229,554	\$ 3,739,554	OC
Hamilton Place	\$ 940,000	\$ 61,476	\$ 1,001,476	Hamilton

CAPITAL WORKS	BASE	GST Base @ 6.54%	TOTAL	OWNERSHIP OF FACILITY
Secondary Venues - Netball	\$ 590,000	\$ 38,586	\$ 628,586	Hamilton
Secondary Fields- Rugby	\$ 1,170,000	\$ 76,518	\$ 1,246,518	Hamilton
Camp Borden	\$ 1,170,000	\$ 76,518	\$ 1,246,518	Canada
Olympic Park- Field hockey	\$ 4,890,000	\$ 319,806	\$ 5,209,806	Hamilton
Table Tennis Venue T.B.D.	\$ 500,000	\$ 32,700	\$ 532,700	Hamilton
Etobicoke Aquatic Centre - Diving	\$ 1,000,000	\$ 65,400	\$ 1,065,400	City of Toronto
Contingency (excluding main stadium)	\$ 24,291,300		\$ 24,291,300	
Sub Total Sport Facilities	\$ 300,291,300	\$ 16,596,558	\$ 316,887,858	
Village Residences	\$ 30,000,000	\$ 1,962,000	\$ 31,962,000	
GST REBATE @ 50%	\$ -	\$ (9,279,279)	\$ (9,279,279)	
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$ 330,291,300</b>	<b>\$ 9,279,279</b>	<b>\$ 339,570,579</b>	

(f) Additional excerpts from the MPA in relation to budgeted income and expenditure are as follows:

(i) The MPA requires that the OC will ensure that it does not incur a Deficit and that it will maintain a balanced budget. If, at any time, the OC financial forecast projects a Deficit or a projected deficit against the annual Operating or Capital Budget, the OC will promptly provide notice to the other Parties in writing of that financial forecast and will also specify the measures that it proposes to take to ensure that no deficit occurs.

The MPA provides that other than Hamilton City, the other parties will not provide or contribute to any deficit that may arise. The measures referred to above imply a local government commitment to underwrite any deficit, however this MPA condition could be interpreted to require a reduction in the scale, scope or service standards of the Games to ensure no deficit is incurred. Elsewhere the MPA provides that “None of Canada, the

Province, the CGAC or McMaster assumes responsibility for any Deficit of the OC”.

(ii) The only reference to underwriting which appears in the MPA is provided through the following clause:

*“Except as expressly set out in the MPA, as otherwise agreed to in writing, or as a consequence of their own negligence, default or wilful misconduct, in the event that Canada, the Province, McMaster or the CGAC become responsible for any aspect of the Deficit by reason of being considered jointly and/or severally liable with the OC, then Hamilton will indemnify and hold them harmless as to such liability. It is understood and agreed that in the event that the OC runs a Deficit, Hamilton will be jointly and severally liable with the OC therefor. (Clause 41.3 of draft MPA)”*

Moreover, the Federal Policy for the hosting of International Sport Events states “No deficit guarantees. At no time will the federal

*government undertake to guarantee deficit funding of an event.”*

Following confirmation from Hamilton 2010 of their acceptance of the key terms and conditions of the Host City Contract the CGF obtained legal advice which confirms that, based on Hamilton’s substantive acceptance of the Host City contract and the related terms of the MPA, Hamilton City has agreed to underwrite any deficit that may arise from the Games.

- (iii) The MPA requires the OC to, at its own expense, undertake a tourism and economic impact study, including visitor and participant expenditures surveys, coordinated amongst the Parties and using methodologies and questionnaires approved by the Government Parties. The MPA also requires that, in order to seize the opportunity for tourism promotion through the Games, the OC establishes a fund of \$2 million to be used for tourism promotion of the Province of Ontario, including the city of Hamilton, allocated in proportion to Hamilton’s and the Province’s contribution to the Games.

These requirements relate to the tourism objective as discussed in section 2.2.1 above, and in the opinion of the Evaluation Commission present a potential risk for the OC by diverting it from its “core business”.

- (g) Hamilton has provided an assertion that it will comply fully with the requirements of the CGF Constitution, CGF Regulations and Games Management Protocols. Many such requirements have budgetary implications, for example the requirement to meet the costs associated with the CGF nominees attending at least two Organising Committee Directors meetings, including business class travel expenses. Given the level of budget detail provided to the Evaluation Commission, it has not been possible to confirm that adequate provision has been made for every individual obligation. The Evaluation Commission is gaining comfort from Hamilton’s statement that they will comply fully with those obligations.

## 2.8.2 Sponsorship and Marketing

- (a) The supporting details for sponsorship revenue do not distinguish between international and domestic categories. Overall the revenues are considered to be achievable.
- (b) Facility naming rights have been included in the MPA as a means of raising funds, however it is unclear as to whether the OC or the facility owner will be the beneficiary of such naming rights revenues. Venue naming rights impact on the OC’s marketing programme is mitigated by:
  - (i) the OC having a right of approval of such naming rights although it may not unreasonably withhold such approval; and
  - (ii) the OC being able to choose the name of the facility for the Games.
- (c) It is proposed that the parties to the MPA will receive visual and written recognition in all advertising and publicity relating to the Games, construction signs, temporary or permanent tributes to donors of the Games, such that it is consistent with each Parties’ financial contribution to the Games.
- (d) Within the MPA significant requirements have been expressed in regard to the placement of wordmarks of the Government parties to the MPA on OC materials, signage and banners as developed by the respective Government parties, print materials, speaking opportunities, distribution of promotional products, communication coordination and permanent plaques. The Evaluation Commission is of the opinion that such acknowledgments need to be considered in view of the overall Games marketing programme and subject to the approval of the CGF.
- (e) In addition to its obligations to allocate accreditations to the parties to the MPA, the MPA requires that the OC will endeavor to provide the parties with a number of complimentary event tickets equivalent to that provided to a premium sponsor. The OC must further ensure that each party is provided the opportunity to purchase event tickets at face value plus applicable surcharges, at a party’s own expense and in priority to retail sales.

### 2.8.3 Other Games budget income and expenditure

- (a) The OC may require Canada and the Province to provide funds for the Games prior to the completion of the OC's Business Plan and subject to the OC meeting government reporting requirements. Such funds will be provided by Canada and the Province as part of their overall funding contribution and subject to contribution agreements.

## 2.9 Commonwealth Games Events

### 2.9.1 Queen's Baton Relay

- (a) Hamilton's preliminary plans for the domestic sector of the Queens Baton Relay involve the following themes:
  - (i) The design and route of the Baton will reflect both the Commonwealth's and Canada's rich historical and cultural heritage;
  - (ii) The 80th anniversary of the Commonwealth Games and the return of the Games to its first host city will be significant elements;
  - (iii) The Relay will promote the Commonwealth Games movement and its values; and
  - (iv) Plans will allow and encourage large-scale participation.
- (b) Hamilton plans to work closely with the CGF to ensure an integrated and coordinated link with the International leg of the event.

### 2.9.2 Ceremonies

- (a) The ceremonies and cultural programme combined budget for Hamilton is CDN\$16.9 million. It is based on recent international sport events hosted in Canada, specifically the Winnipeg 1999 Pan American Games and the Edmonton 2001 IAAF Championships.
- (b) The Evaluation Commission remains concerned about adequacy of this budget and planned scope.
- (c) Hamilton has confirmed it shall provide guaranteed seats and access (including Opening/Closing Ceremonies) to all eligible accredited competitors and officials.

## 2.10 Legacy

### 2.10.1 Legacy of the Games

- (a) General legacy

As stated earlier in the document, the three levels of Government, McMaster University, the CGAC and the Bid Corporation/Organising Committee have identified the following desirable outcomes of the Games at a general level:

- (i) To promote the important role that sport can play throughout the Commonwealth, locally, nationally, and internationally;
- (ii) To support hosting of future games throughout the Commonwealth;
- (iii) To engage volunteers in honouring the unique characteristics, values, goals and principles of the host community and region;
- (iv) To further athletic and academic partnerships in post- secondary education settings within the Commonwealth;
- (v) To showcase the City of Hamilton, the Province of Ontario and the country of Canada domestically and internationally;
- (vi) To advance urban, economic and cultural development of Hamilton, Ontario and Canada.

- (b) The Hamilton bid envisages the injection of more than CDN\$300 million in capital facilities legacy. The Commonwealth Games will enable Hamilton to be exposed to 1.7 billion people worldwide, with direct exposure anticipated for 6,000 athletes and officials, 250,000 visitors and 2,500 media. Significant economic impact, estimated at more than CDN\$1.4 billion is seen as a means to energise and revitalise the city and the region.

- (c) Legacy for Sport and Events

There is a strong commitment to a sport legacy in the Hamilton Bid. The MPA requires that a total of CDN\$68 million of the total funding of CDN\$500 million provided by Canada and the Province is to be contributed to the Legacy Endowment Fund, to be managed by the Commonwealth Games Operating Trust. Additional funds of CDN\$7 million will be

contributed by McMaster University. The purpose of the Fund is:

- (i) To ensure a commitment to long-term development of sport at the domestic and international level;
  - (ii) to articulate a sustainable, integrated and coordinated approach for the development of sport and participation within sport;
  - (iii) to build the legacy plan upon the four pillars articulated in the Canadian Sport Policy which includes: participation, excellence, capacity and interaction;
  - (iv) to support operation and maintenance of facilities and support sport development participation before and after the Games.
- (d) Moreover, it is anticipated that sport development will be benefited also by the increase in sporting facilities available to the community, increasing sports tourism and involving Hamilton sporting bodies with international peers.
- (e) Other legacy elements
- Hamilton commits to sharing the capacity to bid for and/or host future major Games within

Canada. There is also a planned programme of sports leadership, scholarships and coach/athlete training camps.

- (f) Another important legacy is the successful involvement of up to 12,000 volunteers.
- (g) In an update to CGAs in early October, Hamilton affirmed its commitment to a legacy programme, detailing its plans for a Commonwealth Centre for Sport (CCS), CCS scholarships and fellowships, international coaching seminars and clinics, Games hosting apprenticeships and an expansion of the Canadian Sport Leadership Corps.

### 2.10.2 Knowledge management

- (a) Hamilton has provided a commitment to working with the CGF to implement significant and sustainable legacies for Commonwealth nations and CGAs, including a technology and information transfer program for the benefit of successive organising committees.
- (b) The Bid states that Hamilton 2010 will ensure that the Games information technology system, including design documentation, system analysis documentation, executable programmes and other elements will be fully assigned to the CGF.

## 3 Report on Delhi

### 3.1 Bid overview

#### 3.1.1 Overview of bidding city

- (a) India is the world's second most populous nation. Its ethnic composition is complex, but two major strains predominate: the Aryan, in the north, and the Dravidian, in the south. India is a land of great cultural diversity, as is evidenced by the enormous number of different languages spoken throughout the country. Although Hindi (spoken in the north) and English (the language of politics and commerce) are used officially, more than 1,500 languages and dialects are spoken. The Indian constitution recognizes 15 regional languages (Assamese, Bengali, Gujarati, Hindi, Kannada, Kashmiri, Malayalam, Marathi, Oriya, Punjabi, Sanskrit, Sindhi, Tamil, Telugu, and Urdu). Ten of the major states of India are generally organized along linguistic lines.
- (b) India stands as a vibrant and diverse country whose economy is increasingly integrating with the world economy. The sweeping economic reforms undertaken in the last decade have had far reaching consequences. The large and growing market, developing infrastructure, sophisticated financial sector, flexible regulatory environment, incentives, stable policies and strong economic outlook make India an attractive investment destination. The business environment is considered conducive for achieving a high level of sustainable growth.
- (c) Delhi stands at the western end of the Gangetic Plain, bordered on the eastern side by the state of Uttar Pradesh, and on the other three sides by the state of Haryana. There remain two distinct parts of the city. 'Old' Delhi, the capital of Muslim India between the mid-17th and late 19th centuries, is full of historic mosques, monuments and forts. This is the lively part of the city, with colorful bazaars and narrow streets. In contrast, New Delhi, the imperial city created by the British Raj, is composed of spacious, tree-lined avenues and imposing government buildings.
- (d) Since Independence, Delhi has prospered as the capital of India. In the past decade, its population has increased by 50%, largely due to rapid economic expansion and increased job opportunities.
- (e) The population of Delhi is approximately 13.8 million people making Delhi one of the world's mega-cities.
- (f) Delhi is one of India's best connected cities and the gateway to the country. Nearly all major international airlines fly in and out of the Indira Gandhi International Airport. Close by, the domestic Palam Airport links India's capital with all the important cities. The domestic and international airports are 20 and 30 kms respectively from the city center.
- (g) Nearly 50% of India's population is in the age group of 14 to 35 years. Delhi's bid focuses on the potential to motivate the youth of India to become involved in sport.
- (h) Delhi, through the hosting of the Commonwealth Games, wishes to:
- (i) Cement the current direction of the National Sports Policy, "spirit of friendship" with diverse cultures/races;
  - (ii) Achieve major additions to sport infrastructure;
  - (iii) Stimulate economic growth and development;
  - (iv) Improve city infrastructure;
  - (v) Boost to tourism in India; and
  - (vi) Develop a pool of trained officials for major events and sport.

#### 3.1.2 Public support

- (a) The Evaluation Commission notes the confirmation of the support of the Prime Minister of India and his Government for the staging of the Games in Delhi. The Leader of the Opposition has also pledged support for the Games. The Lieutenant Governor and Chief Minister of the State of Delhi have also expressed support.
- (b) The IOA has signed a Memorandum of Understanding (MoU) with the Confederation of

Indian Industry in relation to Delhi's bid and the staging of the Games. The MoU states in detail the activities and areas of cooperation between the leaders of Indian industry and IOA.

- (c) In addition to industry support Delhi organised, as evidence of support of the youth of Delhi, the mass signing of a petition to the CGF encouraging it to award the Games to Delhi.
- (d) In general there is evidence of strong community support from:
  - Government
  - Media
  - Industry
  - Sporting Bodies
  - Facility Owners and Operators
  - and sections of the general public.
- (e) There was no specific evidence obtained by the Evaluation Commission of opposition to the bid.

### 3.1.3 Conformity of bid

- (a) The National Olympic Committee of India (IOA) is the Commonwealth Games Association in India. The IOA fully supports the bid made on behalf of the City of Delhi for the 2010 Commonwealth Games and has provided written confirmation of this support.
- (b) The Games shall not be awarded in succession to 2 countries in the same geographical region if countries from other geographical regions are making acceptable applications to act as hosts to the Games. Delhi meets this requirement with previous hosts being outside of Delhi's geographic region.
- (c) Delhi submitted its Official Bid Document, in the form of a printed booklet, to the CGF within the specified time (31 May 2003).
- (d) Delhi's Bid document and the supplementary information provided to the Evaluation Commission confirms their commitment to adhere to the CGF's Constitution, Games Management Protocols and Regulations.
- (e) The CGF has confirmed to the Evaluation

Commission that, as at the time of preparing this report, Delhi had fully complied with all requirements in the lodgment and prosecution of their bid.

## 3.2 Structural aspects

### 3.2.1 Proposed structure

- (a) The Organising Committee will be a non-profit Government owned registered society.
- (b) The Executive Board of the Organising Committee will be headed by a Chairman (government nominee). Individual members will be selected taking into account functional responsibilities of Marketing & Communication, Finance & Administration and Event Management.
- (c) The Executive Board will consist of 15 members, a Chairman and Vice Chairman, together with:
  - (i) 3 Members of Commonwealth Games Federation
  - (ii) 2 Central (National) Government nominees
  - (iii) 2 State Government nominees
  - (iv) 4 National Sports Federation nominees; and
  - (v) 2 IOA appointees.



- (d) The Organising Committee will be constituted as early as possible should the Games be awarded to Delhi and not later than 31st March, 2004.
- (e) Delhi reported to the Evaluation Commission that the public bodies which will be considered for representation on the Organising Committee will include:
  - Sports Authority of India
  - National Information Centre

- CMC Ltd (Technology Company)
  - Indian Tourism Development Corporation
  - Indian Trade Promotion Organisation
  - Delhi Transport Corporation.
- (f) Private bodies to be considered would include:
- National Sports Federations
  - Schools and Colleges
  - Federation of Indian Chambers of Commerce
  - Industry including the Confederation of Indian Industry.
- (g) Delhi has confirmed that not less than 2 nominees of the CGF and not less than 2 nominees of the National Federations shall be included as members of the Organising Committee. In accordance with their Bid Book, Delhi currently anticipates 4 representatives from the Federations and to also include the CGF Chief Executive Officer on the Organising Committee in addition to the 2 nominees from the CGF.
- (h) There will be a separate agreement between the future Organising Committee and the IOA which will reflect the obligations of the Host City Contract and will specifically address commercial issues including fundraising to ensure conflicts will be minimised and managed in these critical areas. No such agreement currently exists.
- (i) specific Department will be created within the Organising Committee to manage relations with the CGA Family.
- (j) A total of 1,990 staff will be deployed to conduct the Games. This includes technical officials, sports scientists, medical personnel, grounds men and Federation officials.
- (k) A summary of the anticipated deployment of staff by sports disciplines is as follows:
- |             |   |     |
|-------------|---|-----|
| • Athletics | - | 285 |
| • Swimming  | - | 212 |
| • Badminton | - | 147 |
| • Boxing    | - | 60  |
- |                 |   |     |
|-----------------|---|-----|
| • Cycling       | - | 165 |
| • Gymnastics    | - | 212 |
| • Lawn Balls    | - | 161 |
| • Shooting      | - | 369 |
| • Squash        | - | 50  |
| • Hockey        | - | 80  |
| • Netball       | - | 85  |
| • Rugby 7's     | - | 60  |
| • Table Tennis  | - | 42  |
| • Weightlifting | - | 62  |
- (l) In India, for an international competition such as the Games, Delhi has advised that the Organising Committee seconds or co-opts professionals (experts in their respective fields i.e. security, sports officials, sports scientists, protocol managers, medical services, transport managers etc.) These senior managers are taken on secondment from their employers in Government, Public and Private sectors. They serve as “nodal officers” in planning the execution of various activities of the Games. None of these senior officials or other “volunteers” deployed during the Games will be paid by the Organising Committee. This staffing arrangement was followed during the Asian Games and other International competitions hosted by India.
- (m) Delhi has estimated 18,000 “volunteers” will be required. The activities of the Delhi volunteers will include:
- Accreditation
  - Protocol and liaison
  - Village guides and assistance
  - Ushering at the competition venues
  - Medical and Para-medical services
  - Marshalling of participants during Opening & Closing Ceremonies
  - Transport of competitors, officials and baggage
  - Information services

- Media services
- Tourism services
- Supporting staff for officials of participating countries
- Maintaining the offices of various Games Committees
- Security services.

Delhi has advised that in many instances volunteer roles will be taken up by public sector secondees wherein the secondee continues to be paid by their permanent employer. This model has worked successfully for past events. The Government support to enable this will be essential.

- (n) Volunteer Managers/Volunteer Coordinators are selected on the basis of their past experience and knowledge relating to their duties within the organisation of large events (i.e. national and international sports events). These Managers are either taken on deputation from government bodies or secondment from various organizations and given special training.
- (o) The Evaluation Commission notes that the staffing plan provided by Delhi presents a broad outline at this stage of their development with a reliance from an organisational and financial perspective on seconded government employees paid for by the public agency employers. While this relieves the OC of a significant financial burden, Delhi will also need to provide for the recruitment of experienced key people to fill important positions to balance out less experienced staff including government staff.
- (p) There is therefore a potential risk associated with this reliance on the use of seconded government employees, although it is understood other major event organisers in India, and specifically in Delhi, have successfully trialed this model.

### 3.2.2 Government support

- (a) India is a democratic republic, comprising a union of states, with a parliamentary system of government. The President is the Head of State, with executive power vested in a Council of Ministers, headed by the Prime Minister. At a state level, the Governor, as the representative of the President, is the Head of State, with executive power resting with the Council of Ministers, headed by the Chief Minister.
- (b) The initial Bid Book budget, which has since been revised (refer section 3.8.1), suggests Government contributions are USD\$227 million and USD\$8 million from the Government of India and the New Delhi governments. Based on further information provided to the Evaluation Commission it would appear that the provision of government Games services and personnel at the cost of Government agencies (e.g. security, broadcast) may yield a higher contribution from Government which is yet to be quantified.
- (c) The Government of India through the Ministry of Youth Affairs & Sports has confirmed the Government's agreement:
- (i) To enter into the Host City Contract as provided by the CGF
  - (ii) Underwrite any shortfall between revenue and expenditure of the Organising Committee
  - (iii) To underwrite the capital cost involved in the upgrading of venues, facilities and infrastructure required for staging the Games through the agency of the Municipal Corporation of Delhi and New Delhi Municipal Council and to approve in principle expenditure required for the construction of the indoor and outdoor stadium in the Yamuna Sports Complex, upgrading of existing infrastructure of the DDA and to develop the Games Village
  - (iv) To provide, at Government and Municipal cost all necessary Government and Municipal services
  - (v) To support the conduct of the Games in accordance with the constitution, protocols and to meet regulations of the CGF and to

meet requirements of the CGF consistent with such constitution, protocols and regulations

(vi) To work in partnership with the CGF to ensure that all issues are addressed amicably and efficiently as and when they arise and to extend full cooperation and support to the Organising Committee to honour its obligations towards the smooth and efficient conduct of the Commonwealth Games.

(d) The Government of the National Capital Territory of Delhi (the proposed host city government) through the Lt. Governor of Delhi has confirmed that Government's agreement to:

(i) Enter into the Host City Contract as provided by the CGF noting that the contract will have a binding effect on all concerned departments of the Government of National Capital Territory of Delhi, the Delhi Development Authority, the Municipal Corporation of Delhi, the New Delhi Municipal Council and the Delhi Police

(ii) To provide at Government and Municipal cost all necessary Government and Municipal services and in that regard meet the expenses on such things as city improvement, provision of municipal services, security and transport. In each case the various departments and agencies of Delhi will subsume the expenditure in their budgets

(iii) Further augment facilities required for the hosting of the Commonwealth Games including allocation of land for the construction of a new Games Village and construction of two new indoor stadia

(iv) Meet the cost of upgrading the existing venues through the Delhi Development Authority (DDA) with assistance from the Government of India

(v) The DDA will suitably upgrade and make available its complex at Siri Fort for competition in gymnastics

(vi) The DDA will build, with financial assistance from the Government of India a new indoor stadium in the Yamuna Sports Complex to stage competitions in boxing and wrestling

(vii) With financial assistance from the

Government of India, the DDA will build the Games Village, equipped with all requisite facilities, for about 8,000 athletes/officials. The Village is along a projected route of the Metro which will be completed before 2010

(viii) The Municipal Corporation of Delhi will upgrade and make available the Ambedkar Stadium for competition in rugby should this be required

(ix) The New Delhi Municipal Council will upgrade Shivaji Stadium and will make it available for women's hockey

(x) Improvements will be made in the entire city and, in particular, around the competition venues and along the inter-linking routes of transportation

(xi) All arrangements for management of traffic (including the provision of a dedicated lane) and security of athletes and officials will be made by the Delhi Police and related expenses absorbed in their departmental budget

(xii) Arrangements will be made for the provision of an adequate number of volunteers to assist in the running of the Games and for their training and

(xiii) To provide all the needed support to the Organising Committee in successfully hosting the Games.

(e) The Government of the National Capital Territory of Delhi, the Municipal Corporation of Delhi and the New Delhi Municipal Council (the proposed host city government) through the Chief Minister of Delhi has confirmed that Government's agreement to:

(i) Actively cooperate with the Indian Olympic Association and the Organising Committee to make the 2010 Commonwealth Games a success, and

(ii) Underwrite the capital cost involved in the upgrading of the venues, facilities and infrastructure required for staging the Commonwealth Games competitions and their related services falling under their jurisdiction.

### 3.2.3 Experience

(a) Although India has not previously hosted a Commonwealth Games, it has considerable experience with hosting major multi-sport international events, including the Asian Games. In 2003 India will also host the Afro-Asian Games in Hyderabad.

(b) For Delhi specifically, international experience hosting large scale multi-sport events dates back to the Asian Games in 1982. Delhi also has some other major single sport Games experience including the hosting of World Cup Cricket 1987.

(c) Other experience is limited to major national events or single sport international events as summarised below:

Sport	Event	Year
Aquatics	8th Asian Pacific Age Group Swimming & Diving Championships	1994
	7th SAF Games	1995
	13th Asian Pacific Age Group Swimming & Diving Championships	1999
Athletics	4th Asian Junior Athletics Championships	1992
	7th IAAF International Permit Meet	1994
	South Asian Federation Games	1995
	ITC International Permit Meet	1995
	6th Asian Junior Athletic Championship	1996
	1st Raja Bhalendra Singh South Asian Athletic Meet	1997
	ITC International Meet	1997
	2nd Raja Bhalendra Singh International Athletic Meet	1998
	International Athletic Circuit Meet (I)	1999
	International Athletic Circuit Meet (II)	1999
	International Athletic Circuit Meet (III)	1999
	International Athletic Circuit Meet (IV)	1999
	AAFI Salwan International Meet	1999
	3rd Raja Bhalendra Singh International Athletic Meet	1999
Boxing	YMCA International Boxing Championships	1995
	Adajania Cup International Boxing Championship	1996
	YMCA International Boxing Championships	1997
	YMCA International Boxing Championships	1998
	Adajania Cup International Boxing Championship	1999
	YMCA Junior International Boxing Championship	2002
	YMCA Sr. Jr. & Sub-Jr. International Boxing Championship	2003
	2nd Asian Women's Boxing Championships	2003*
	1st International Boxing Championship for Seniors	2003*
	* scheduled	
Cycling	Asian Cycling Championships	1989
	2nd SAARC Cycling Championships	2002



<b>Sport</b>	<b>Event</b>	<b>Year</b>
Gymnastics	SAF Games	1998
	1st Central South Asian Championships	2000
	1st SAARC International Gymnastic Championship Games	2001
Hockey – Men's	Indo-American Friendship Cup	1995
	Indira Ghandi Gold Cup	1995
	SAF Games	1995
	4 Nation Tournament for CM's Cup	1996
	Indira Gandhi Gold Cup	1996
	18th Kuber Champion Trophy	1996
	India-Australia Test Series	1996
	India-Poland Test Series	1997
	India-Germany Test Series	1997
	India-Pakistan Test Series	1998
	India-Germany Test Series`	2001
	India-Malaysia Test Series	2001
Hockey – Women's	3 Nations Tournament	1996
	6th Indira Ghandi International Gold Cup Women's Hockey Tournament	1996
	4th Women's Asia Cup	1999
Shooting	1st Commonwealth Championship	1995
	7th South Asian Federation Games	1995
	VI World Cup	1997
	2nd South Asian Shooting Championship	1997
	ISSF World Cup	2000
	ISSF World Cup	2003
	Asian Clay Shooting Championship	2003
Table Tennis	Commonwealth Table Tennis Championship	1994
	13th Asia Cup Table Tennis Tournament	1996
	Vlth Asian Junior Table Tennis Championship	1997
	14th Asia Cup Table Tennis Tournament	1997
	VII Asian Junior Table Tennis Tournament	1999
	15th Asia Cup Table Tennis Tournament	2000
	15th Commonwealth Table Tennis Championship	2001
Wrestling	The 7th Asian Senior Free Style Wrestling Championship	1991
	The Commonwealth Wrestling Championship	1997
	The 11th World Cadet Free Style Wrestling Championship	1997
	The 3rd Asian Junior Free Style, Greco Roman Style & Female Free Style Wrestling Championship	2000

### 3.2.4 Legal aspects and guarantees

- (a) It is confirmed that Delhi will conform with all of the terms of the Host City Contract for the 2010 Commonwealth Games as provided by the CGF.
- (b) Adequate arrangements for insurance cover will be in place for the athletes, Technical Officials as well as the spectators in venues in the form of group insurance.
- (c) It is confirmed that all existing and new venues will be available clean of any advertising or signage and that the CGF will determine all advertising in Games venues during the Games.
- (d) The IOA has not entered into any understanding, agreements, contracts, about commercial funding with any sponsors/marketing agencies or any other sports promotion body or organisation. It is confirmed that all Games venues, competitions, broadcasts or any other Commonwealth Games related activities having marketing potential are free from any encumbrance. Their full potential for raising funds will be exploited by the Organising Committee in consultation with the CGF.
- (e) Delhi has assured the Evaluation Commission that the laws as listed at page 173 of the Bid Document grant full protection for the Games marketing rights and intellectual properties generally against unauthorised usage. The Evaluation Commission notes this broad and general undertaking by Delhi. A full analysis of the legislative framework will be required should Delhi be awarded the Games however such analysis is beyond the scope of this report.

### 3.2.5 Customs and immigration formalities

- (a) The Government of India has undertaken to guarantee free entry to India of all accredited athletes and delegates of the participating countries.
- (b) The Government of India has confirmed that the Games Identity Card (Accreditation Card) will substitute for a visa.
- (c) The Government of India has confirmed that sports equipment directly associated with the Games will be imported/exported (goods are to be exported after the Games) without levy of any Customs Duty.

### 3.3 Sport

#### 3.3.1 Experience (see also 3.2.3)

- (a) India has 365 international technical officials representing all but one of the sports on the Delhi sport programme. This number is supplemented by 1,743 national technical officials.
- (b) Delhi has provided budget to further develop and train local technical officials as well as to fund the costs of international officials who will be required to supplement local officials.

#### 3.3.2 Concept [including dates, weather, etc.]

- (a) The dates proposed for the Games are Saturday 23 October to Wednesday 3 November 2010 including the Opening and Closing Ceremonies. Delhi have confirmed their compliance with the 10 day sport competition programme. Delhi clarified that the competition can be conducted across a period of 10 days, however Delhi has expressed a preference for a competition period of 11 days and this will be the subject of a separate submission to the CGF if Delhi is awarded the Games. Refer to Section 3.3.3 for details and commentary on the programme.
- (b) Delhi experiences an October mean temperature minimum 17.2 degrees C and maximum 31.3 degrees C. November mean temperature is a minimum of 14.6 degrees C and maximum 25.7 degrees C. Mean precipitation in October 1.6mm, mean number of rain days = 0-1. Mean precipitation in November 3.6mm, mean number of rain days = 1-2. Humidity is between 33 and 76% in October and 31 and 78% in November. These conditions are generally complementary to the staging of the Games and athletic endeavor however careful programming of outside endurance based events will be necessary to avoid maximum heat/humidity conditions.
- (c) It is a Host City Contract requirement that the Games be staged as a separate and independent event and not in connection with or at the same time as any other international or national event. Delhi confirmed, in consultation with the National Sports Federations, Association of Indian Universities and School Games Federation of

India that no other International events in or near the Host City of Delhi will be held at any time within 30 days before and 30 days after the Games.

- (d) The overall timing of the Games, while not in any way conflicting with CGF requirements, may pose some challenges for northern hemisphere athletes who will be required to extend their normal Summer programme by up to 2 months. The current published sports schedules do not, at this early date, inform the Evaluation Commission to any great extent in relation to 2010.

### 3.3.3 Programme

- (a) Delhi has confirmed that the programme they propose consists of a maximum of 15 sports.
- (b) The programme complies with the CGF Constitution requirements for five compulsory sports - Athletics, Aquatics (Swimming, Diving, Synchro), Lawn Bowls, Rugby Sevens (men) and Netball (women) and up to ten optional sports. Delhi proposes the ten optional sports of Badminton, Boxing, Cycling (Road, Track), Field Hockey, Gymnastics, Shooting, Squash, Table Tennis, Weightlifting and Wrestling.

- (c) Delhi will include sports as requested by the CGF.
- (d) Cycling is included, however, mountain biking has not been considered. Delhi can include this discipline if required by the CGF.
- (e) Delhi has advised that mixed squash can be included.
- (f) It was confirmed that the Full Bore event will be conducted over a distance of 300 yards, 500 yards, 600 yards, 900 yards and 100 yards in 3 stages. This will be held in individual and pair events. Adequate land and facilities are available in the Shooting ranges.
- (g) The Evaluation Commission have noted the amendments to the programme as set out above however further clarification is required in relation to:
  - (i) The start and finish days for the sports programme (currently Sunday to Wednesday which may not be desirable) and
  - (ii) Confirmation of the hockey programme in relation to the rest day and commencement following the Opening ceremony.
- (h) The current programme for Delhi follows:

Sport	Venue	Day	Day	Day	Day	Day	Day	Day	Day	Day	Day	Day
		1	2	3	4	5	6	7	8	9	10	11
		Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tue	Wed
		24th	25th	26th	27th	28th	29th	30th	31st	1st	2nd	3rd

#### Compulsory Sports

Athletics	Jawaharlal Nehru Stadium			■	■	■	■		■	■	■	■
Lawn Bowls	Jawaharlal Sports Complex		■	■	■	■	■	■	■	■		
Netball	Indira Gandhi Indoor Stadium			■	■	■	■	■	■		■	
Rugby 7's	Yamuna Sports Complex		■	■	■							
Diving	Dr Shyama Prasad Mukherjee Swimming Pool		■	■	■	■	■	■				
Swimming	Dr Shyama Prasad Mukherjee Swimming Pool		■	■	■	■	■	■				
Synchronised Swimming	Dr Shyama Prasad Mukherjee Swimming Pool								■	■		

Sport	Venue	Day	Day	Day	Day	Day	Day	Day	Day	Day	Day	Day
		1	2	3	4	5	6	7	8	9	10	11
		Sun 24th	Mon 25th	Tues 26th	Wed 27th	Thurs 28th	Fri 29th	Sat 30th	Sun 31st	Mon 1st	Tue 2nd	Wed 3rd
<b>Optional Sports</b>												
Badminton	DDA Siri Fort Indoor Stadium	■	■	■	■	■	■	■	■	■	■	■
Boxing	Yamuna Sports Complex		■	■	■	■	■			■		
Cycling	Yamuna Veleldrome Indira Gandhi Sports Complex plus road events		■	■	■	■	■	■		■	■	
Field Hockey <i>programme to be confirmed by Delhi</i>	Major Dhyhan Chand National Hockey Stadium (men) Shivaji Stadium (women)	■	■	■	■	■	■	■		■	■	■
Gymnastics	Indira Gandhi Indoor Stadium		■	■	■		■			■	■	■
Shooting	Dr Karni Singh Shooting Ranges		■	■	■	■	■	■	■	■	■	
Squash <i>programme to be confirmed by Delhi</i>	DDA Siri Fort Sports Complex	■	■	■	■	■	■	■	■	■	■	
Table Tennis	Talkatora Indoor Stadium			■	■	■	■	■	■			
Weightlifting	Siri Fort Indoor Auditorium			■	■	■	■	■	■	■		
Wrestling	Yamuna Sports Complex	■	■	■	■	■	■					

### 3.3.4 EAWD events

- (a) Delhi proposes to include two sports with at least two events in each of those sports to ensure equity principles are achieved. Competition venues are able to accommodate the needs of EAWDs. The two sports will be selected from the five options provided by the CGF and will be made in accordance with the direction of the CGF. The competition will meet all standards set by the IPC with regard to internationally accredited officials and facilities.
- (b) Delhi noted that the EAWD programme is a very important part of the Commonwealth Games and is currently under review by the CGF. Delhi confirmed that they would host the EAWD programme as approved by the General Assembly of CGF.

### 3.3.5 Travel grants

- (a) Delhi's Bid document shows travel grants for CGAs of USD10.5 million. This is based on 5,200 athletes and 1,800 team officials at USD1,500 each and is in excess of the CGF minimum requirement.
- (b) The assumptions made by Delhi supporting the number of athletes and officials benefiting from the travel grant were based on the average number of participants for each country from the Manchester Games and as proposed or projected for the Melbourne Games adjusted for the difference in the sports programmes.
- (c) The grants will be in accordance with the prevailing IATA rates for international travel at the time of travel.
- (d) Delhi confirmed that travel grants will be made to the CGAs in the form of cash grants.

### 3.4 Facilities

#### 3.4.1 Sports venues

- (a) Some Delhi venues were well maintained to a high standard while others, although being used, require considerable upgrading. With this upgrade, the venues proposed by Delhi will meet the requirements of the event.
- (b) Delhi has confirmed that existing facilities will be upgraded to meet the Games requirements. Refer Government support at section 3.2.2 for more detail.
- (c) The bulk of venues are already in existence; many of the smaller venues have only limited capacity for expansion.
- (d) Two competition venues are to be constructed and pose only limited development risk.
- (e) While there is no specific confirmation by IFs that venues meet IF requirements there is a general undertaking to ensure all venues meet the requirements of the CGF and IFs which is satisfactory at this stage of the project. In particular it was confirmed by Delhi that the Gymnastics venue can be configured to meet International Federation requirements, including the width of the field of play. That many venues have been used previously for international competition provided comfort for the Evaluation Commission.
- (f) All venues have adequate front of house and back of house amenity subject to the upgrade programme to which Delhi have committed. Refer

to the Government support section for details of government undertakings.

- (g) The location of venues and travel times (subject to traffic management plans discussed later in this report) is satisfactory. The venue cluster is compact other than the shooting venue which is 34 minutes (with traffic management intervention) from the Village.
- (h) The proposal to co-locate gymnastics and netball in a shared venue (Indira Gandhi Indoor Stadium) whilst fulfilling requirements for Commonwealth Games competitions and achievable is not desirable. The Evaluation Commission felt alternative venues could be considered should this be necessary after a more detailed review by the International Federations, CGF and Broadcasters. The total working area and seating capacity for each sport is as follows:
 

Length of the Hall:	70 metres (half portion)
Width of the Hall:	30 metres
Seating gallery:	12,500 seats (half portion)

 Air-conditioned.
- (i) Budgetary provision has been made for providing video boards and scoreboards as per requirements in the stadia to be up-graded and renovated and also in the new indoor stadia to be built. The final technical requirements for the existing and new stadia will be assessed in close consultation with the CGF ensuring that highest quality equipment will be installed.
- (j) Final competition and training venues as proposed by Delhi to the Evaluation Commission is listed below.

Sport	Venue	Competition v. warm-up v. training	Venue Capacity (comp. only)	Construction Date	Upgrade/ Construction Start	Upgrade/ Construction Finish	Fitout Start Date	Relevant Venue Details
Athletics	Jawaharlal Nehru Stadium	Competition	77,492 including V.I.P. area which can seat 19,000	EXISTING	Upgrade Sept. 2006	Jan. 2008	May 2010	<ul style="list-style-type: none"> <li>• One of the biggest stadia in the entire region</li> <li>• Spread over 100 acres, including 32 acres green cover</li> <li>• Has been the venue for several international sporting events.</li> </ul>
								<ul style="list-style-type: none"> <li>• 4 flood-lit towers providing 1,500 lux illumination — 1,200 lux of vertical illumination..</li> </ul>
								<ul style="list-style-type: none"> <li>• Video boards:</li> </ul>
								<ul style="list-style-type: none"> <li>• 10m x 7.5m full-colour electronic Video Matrix</li> </ul>
								<ul style="list-style-type: none"> <li>• 8.5m x 5.5m single-colour alpha-numeric screen.</li> </ul>
								<ul style="list-style-type: none"> <li>• Warm-Up area : 4-lane 400 meter synthetic track</li> </ul>
		DDA Sports complex at: Yamuna Sports Complex	Training		EXISTING			May 2010
	Jasola Sports Complex	Training		EXISTING			May 2010	
	Chilla Sports Complex	Training		EXISTING			May 2010	
	Saket Sports Complex	Training		EXISTING			May 2010	
Lawn Bowls	Jawaharlal Sports Complex	Competition /Training	2,000	NEW	Immediately after the Games allotment	July 2005	Sept. 2010	<ul style="list-style-type: none"> <li>• 4 Play areas</li> <li>• Spectators gallery on one side</li> <li>• Catering / Restaurant Area &amp; Facilities</li> </ul>

Sport	Venue	Competition v. warm-up v. training	Venue Capacity (comp. only)	Construction Date	Upgrade/ Construction Start	Upgrade/ Construction Finish	Fitout Start Date	Relevant Venue Details
Netball	Indira Gandhi Indoor Stadium	Competition	Full stadium capacity 25,000	EXISTING	Jan. 2007	April 2008	August 2010	<ul style="list-style-type: none"> <li>Stadium can be divided into 2 equal halves by a retractable sound-proof, fire-proof synthetic wall</li> <li>Enables conduct of 2 sports competitions simultaneously.</li> <li>Each Half has the following : 6 change rooms, 4 V.I.P. area, Media Room, Medical Room</li> <li>Lighting for the Arena is provided with metal-halide lamps with lighting of 1,600 lux- lumens</li> <li>Centrally air-conditioned indoor stadium</li> <li>Wooden playing arena 4,680 sq. mts</li> </ul>
	Hall No. 14 of exhibition ground in Delhi, Pragati Maidan	Training		EXISTING			August 2010	
Rugby 7's	Yamuna Sports Complex	Competition /Training	10,000	NEW	Immediately after allotment of Games	March 2006	Sept. 2006	<ul style="list-style-type: none"> <li>Playing Area : 150 m x 70 m</li> </ul>
Diving	Dr Shyama Prasad Mukherjee Swimming Pool	Competition /Training	6,000	EXISTING	March 2007	March 2008	May 2010	<ul style="list-style-type: none"> <li>Complex is spread over 12.13 acres with the built-up area occupying 3.7 acres</li> <li>3 Pools of FINA Standards — Warm-up, Main Competition, Diving Pools</li> <li>All Pools are temperature controlled with digital temperature display system</li> <li>Warm-Up Pool : 50 m (L) x 12.5 m (W) x 2 m (Depth). Lane for handicapped athletes.</li> <li>Entry-point for physically challenged.</li> <li>Diving Pool : 25 m (L) x 25 m (W) x 5 m (Depth)</li> <li>Duraflex Diving Spring Board</li> <li>A lift for athletes to go up.</li> </ul>

Sport	Venue	Competition v. warm-up v. training	Venue Capacity (comp. only)	Construction Date	Upgrade/ Construction Start	Upgrade/ Construction Finish	Fitout Start Date	Relevant Venue Details
Swimming	Dr Shyama Prasad Mukherjee Swimming Pool	Competition	6,000	EXISTING	March 2007	March 2008	May 2010	<ul style="list-style-type: none"> <li>• Complex is spread over 12.13 acres with the built-up area occupying 3.7 acres</li> <li>• 3 Pools of FINA Standards — Warm-up, Main Competition, Diving Pools</li> <li>• All Pools are temperature controlled with digital temperature display system</li> <li>• Main Competition Pool: 50 m (L) x 26 m (W) x 2 m (Depth)</li> </ul> Underwater observation windows Electronic Scoreboards Touch Pad Timers <ul style="list-style-type: none"> <li>• Warm-Up Pool : 50 m (L) x 12.5 m (W) x 2 m (Depth). Lane for handicapped athletes.</li> </ul> Entry-point for physically challenged.
	<b>Diving:</b> Northern Railway Swimming Pool	Training		EXISTING	May 2009	March 2010	May 2010	
	Modern School,	Training		EXISTING	May 2009	March 2010	May 2010	
	Barakhamba Road Swimming Pool							
	Swimming Pool at Siri Fort,	Training		EXISTING	May 2009	March 2010	May 2010	
	DDA Sports Complex	Training		EXISTING	May 2009	March 2010	May 2010	
	<b>Swimming:</b> National Stadium Sports Complex	Training		EXISTING	May 2009	March 2010	May 2010	

Sport	Venue	Competition v. warm-up v. training	Venue Capacity (comp. only)	Construction Date	Upgrade/Construction Start	Upgrade/Construction Finish	Fitout Start Date	Relevant Venue Details
	Delhi Development Sports Complex,	Training		EXISTING	May 2009	March 2010	May 2010	
	Siri Fort Modern School Aquatic Centre	Training		EXISTING	May 2009	March 2010	May 2010	
Synchro. Swimming	Dr Shyama Prasad Mukherjee Swimming Pool	Competition (for training see Swimming /Diving)	6,000	EXISTING	May 2009	March 2010	May 2010	SEE ABOVE
Badminton	DDA Siri Fort Indoor Stadium	Competition	4,000	EXISTING	Sept. 2009	March 2010	August 2010	<ul style="list-style-type: none"> <li>• Main Play Area : 4 Badminton Courts.</li> <li>• Warm-Up Area : 4 Badminton Courts</li> <li>• Other facilities : Equipment Area, Medical / Doping / Physiotherapy, Athletes Lounge, Commonwealth Family Area, Sponsors Area, Broadcast + Media Area, Parking for 500 vehicles</li> </ul>
Boxing	Yamuna Sports Complex	Competition	15,000 for the full stadium	NEW	Immediately on allotment of Games	September 2007	March 2010	<ul style="list-style-type: none"> <li>• Main Stadium will be divisible in 2 halves by a retractable sound-proof and fire-proof curtain.</li> <li>• 2 Main Rings</li> <li>• Electronic Displays</li> <li>• Podium</li> </ul>
	Indoor Training Hall in Indira Gandhi Sports Complex	Training		EXISTING			March 2010	
	Indoor Training Gym at Yamuna Sports Complex	Training		EXISTING			March 2010	
	Games Village	Training		NEW	Immediately on allotment of Games	March 2008	March 2010	

Sport	Venue	Competition v. warm-up v. training	Venue Capacity (comp. only)	Construction Date	Upgrade/ Construction Start	Upgrade/ Construction Finish	Fitout Start Date	Relevant Venue Details
Cycling	Yamuna Velodrome Indira Gandhi Sports Complex plus road events	Competition/ Training	5,000	EXISTING	January 2009	December 2009	N.A.	<ul style="list-style-type: none"> <li>• Cycling Track as per international standards —with elevation and length as per requirements.</li> <li>• Mobile P.A. System.</li> <li>• Photo-finish camera</li> </ul>
Field Hockey	Major Dhyan Chand National Hockey Stadium (men)	Competition/ Training	25,000	EXISTING	January 2009	September 2009	March 2010	<ul style="list-style-type: none"> <li>• Synthetic surface</li> <li>• Electronic Scoreboard</li> <li>• 100-seated air-conditioned Conference Room.</li> <li>• V.I.P. Lounge</li> <li>• Commonwealth Family Lounge</li> <li>• Change Rooms</li> </ul>
	Shivaji Stadium (women)	Competition/ Training	8,000	EXISTING	January 2009	September 2009	March 2010	<ul style="list-style-type: none"> <li>• Synthetic surface</li> <li>• Electronic Scoreboard</li> <li>• 100-seated air-conditioned Conference Room.</li> <li>• V.I.P. Lounge</li> <li>• Commonwealth Family Lounge</li> </ul>
Gymnastics	Indira Gandhi Indoor Stadium	Competition/ Training	Full stadium capacity 25,000	EXISTING	January 2007	April 2008	August 2009	<ul style="list-style-type: none"> <li>• Stadium can be divided into 2 equal halves by a retractable sound-proof, fire-proof synthetic wall</li> <li>• Enables conduct of 2 sports competitions simultaneously</li> <li>• Each Half has the following : 6 change rooms, 4 V.I.P. area, Media Room, Medical Room</li> <li>• Lighting for the Arena is provided with metal-halide lamps with lighting of 1,600 lux- lumens</li> <li>• Centrally air-conditioned indoor stadium</li> <li>• Wooden playing arena 4,680 sq. mts</li> </ul>
Shooting	Dr Karni Singh Shooting Ranges	Competition/ Training	1,780	EXISTING			August 2009	<ul style="list-style-type: none"> <li>• 10 metre Range, 25 metre Range, 50 metre Rifle Range, 3 Trap Ranges, 3 Skeet Ranges</li> <li>• Scoring equipment imported from Spieth of Germany and Sius Ascor of Switzerland</li> <li>• Strong Room for storage of Arms and ammunition</li> </ul>

Sport	Venue	Competition v. warm-up v. training	Venue Capacity (comp. only)	Construction Date	Upgrade/ Construction Start	Upgrade/ Construction Finish	Fitout Start Date	Relevant Venue Details
Squash	DDA Siri Fort Sports Complex	Competition	1,000	EXISTING	To be upgraded on allotment of Games	September 2007	September 2007	In addition to the 4 existing courts, 4 new courts will be built for training Both will be minutes from each other
	Saket Sports Complex	Training		EXISTING				
	Yamuna Sports Complex	Training		EXISTING				
	Siri Fort Sports Complex	Training		EXISTING				
	Jasola Sports Complex	Training		EXISTING				
	Chilla Sports Complex	Training		EXISTING				
	Talkatora Indoor Stadium	Competition	3,000	EXISTING			September 2009	
Weightlifting	Chilla Sports Complex DDA	Training						
	Siri Fort Indoor Auditorium	Competition	3,000	EXISTING			March 2010	
Wrestling	J.N. Stadium Complex SAI	Training						
	Yamuna Sports Complex	Competition	15,000 for full stadium	NEW	To be initiated on allotment of Games	September 2007	March 2009	<ul style="list-style-type: none"> <li>• Main Stadium will be divisible in 2 halves by a retractable sound-proof and fire-proof curtain.</li> <li>• 2 Main Rings</li> <li>• Electronic Displays</li> <li>• Podium</li> </ul>
	Indira Gandhi Stadium Sports Complex	Training						

### 3.4.2 Villages

- (a) The DDA (Government) is constructing the Village on a pleasant and high quality site. No detailed architectural planning has been undertaken to date. A design competition will be conducted. 40 hectares of land has been reserved in the heart of Delhi.
- (b) The proposed Village site adjoins the National Highway-24 and will be connected with the Mass Rapid Transit System (MRTS) and Electric Magnetic Unit (EMU) Trains.
- (c) Delhi has guaranteed that the Games Village will be constructed well in advance of the Games although no specific development schedule has been provided (Village construction timetable is anticipated to be 2 years). The development schedule for the Village including Games time overlay and fit-out will be determined immediately should Delhi be awarded the Games.
- (d) The estimated cost of construction of the Commonwealth Games Village will be Rs.185.8 crores (USD38.8 million).
- (e) The Games village will be open for 25 days, including 3 days after the close of the Games. Free meals and lodging will be provided to accredited athletes and accompanying team officials during this period.
- (f) Extra (Team) Officials will be accommodated at the Games Village at a cost recovery charge for room and meals. Extra officials will be charged at a rate of between USD 50 to USD 60 per night for room and meals. The rate card for charges outside the 25-day period will be developed and published closer to the Games.
- (g) Training facilities will be installed on a site adjacent to the Village.
- (h) The DDA is the planning, development and licensing authority thereby mitigating approval delays.
- (i) Delhi undertook to liaise with past Games and also consult the IOC village guidelines and allow significant CGF input into the design of the Village.
- (j) Post Games, the Village will become University accommodation.
- (k) The Village will feature low to medium rise buildings.
- (l) The site of the Village is well located in relation to most competition and training venues.
- (m) Accommodation for 8,500 occupants can be provided in the Games Village, however this can be scaled back if not required and to avoid excessive operational costs.
- (n) The average floor space per bedroom will be 12m<sup>2</sup> and the accommodation will be provided as a mix of single and twin rooms.
- (o) Not less than 20% of the beds will be at least 2.20 metres in length.
- (p) Delhi have advised that air-conditioning will not be required during the month of November, however in selected areas such as dining halls it will be provided.
- (q) The Polyclinic (Medical Center), including physiotherapy, is proposed to be located in the international zone which the Evaluation Commission felt is not appropriate and an amendment to Delhi's plans, should they be awarded the Games, will be necessary to adjust the zones to allow for the Polyclinic to be within the residential zone. Delhi confirmed that this requirement could be met.
- (r) The dining facility is proposed to be located in the international zone which is not appropriate and an amendment to Delhi's plans, should they be awarded the Games, will be necessary to adjust the zones to allow for the athletes dining facility to be within the residential zone. Delhi confirmed that this requirement would be met.
- (s) Provision of facilities for disabled including rooms and bathrooms will be made as per the requirements of the CGF.
- (t) Delhi confirmed that the specific communications requirements in the Village viz telephone lines (2 international, 2 local), computer, printer, pagers, mobile telephones (min. 1 free) for each CGA team will be provided.
- (u) Delhi confirmed that a central dining area with a seating capacity of 3,000 and 22,000 daily meal capacity would be provided. This is beyond the

scope likely to be required.

- (v) Delhi has placed a large emphasis on hygiene and food quality. This will be necessary to avoid food related illnesses which have been experienced in the past in Delhi. The Evaluation Commission, while accepting the arrangements reported by Delhi as adequate, recommends to the CGF that particular attention be paid to this aspect of Games preparation early in the development of the project.
- (w) Delhi undertook to meet all CGF requirements in relation to the provision of the Village including such elements as:
  - Bathroom ratios
  - Conference rooms and meeting facilities
  - Chefs de Mission to have own offices
  - Chefs de Mission to have own bedrooms
  - Amenities within the residences
  - International zone (including leisure centre, shopping centre, logistics centre etc)
  - Sports Information Centre
  - Medical services
  - Press Centre
  - Postal, telephone, fax and other services
  - Specific communications requirements in the Village - telephone lines (2 international, 2 local), computer, printer, pagers, mobile telephones (min. 1 free) per team
  - Travel bureau
  - Dry-cleaning and laundry
  - Small Federation offices/lounges.
- (x) Based on the information provided by Delhi and independent expert analysis the Evaluation Commission has concluded the following in relation to the Village plans.
  - (i) More detailed planning is required. However the undertakings of Delhi provide sufficient comfort at this stage that a suitable Village will be developed.
  - (ii) When constructing a new site to act as a

Village the planning for Games Operations Overlay is a major undertaking and is a significant financial commitment. The Village will require a large amount of physical space to support the operations of offices, logistical, and athlete service areas. The supply and fitout of these spaces will be additional to the cost of constructing the actual housing stock. The Commission, while provided comfort by the role of the DDA, stressed the need for Delhi to ensure that there is sufficient clarity as between the DDA and the future Organising Committee (and now the Bid Committee) to ensure that the Games times Operations Overlay is adequately financed.

- (iii) Having an extra capacity of up to 2,500 bed spaces does not adversely affect the operation of the Village providing it does not cause excessive operational expenditure. It may be possible to use some of the surplus spaces for supporting CGA offices and other Village operational functions.
- (iv) Some services (dining facility/capacity) may be over-scoped however this can be adjusted during more detailed planning.
- (v) The configuration of bedrooms will be critical to determining if these housing requirements can be met in an operationally sound manner and needs to be contemplated in the planning process.
- (vi) The proximity of the Village to the airport, city and the venues is excellent and will allow all athletes to live in one Village.

### 3.4.3 Other facilities

- (a) The Venue For MPC-IBC is well located relative to competition venues and accommodation and provides ample space and infrastructure to house the collocated IBC and MPC. Refer to section 3.6 on communications and media for further detail on the IBC and MPC.
- (b) The official Commonwealth Games family hotel is a high quality, centrally located 4-5 star hotel with excellent amenity. Refer to section 3.7.1 on accommodation for more detail.

- (c) The international airport is located 20 km from the centre of the city (approximately 45 minutes) and is well serviced by international flights.

### 3.4.4 Construction programme

- (a) The Indoor Stadium at Siri Fort Complex has already been constructed (financed by the DDA). Additional temporary seating arrangements will be added for the Games.
- (b) The construction of the Indoor Stadium at Saket Sports Complex will be completed including maximum possible seating arrangement by 2005.
- (c) Land measuring 40,000 square metres has been earmarked for the Indoor Stadium at the Yamuna Sports Complex. An Indoor Stadium of 15,000 capacity will be constructed on this site.
- (d) Delhi confirmed that the OC will be responsible for the cost of the Games time fit-out and overlay at competition and non-competition venues.
- (e) Details of the construction programme can be summarised as follows:
- (i) Upgrading of all existing venues
  - (ii) Development Athletes Village – please refer to section 3.4.2
  - (iii) Construction of two new venues.

## 3.5 Support services

### 3.5.1 Medical services

- (a) All members of the Commonwealth Games Family will have access to medical and health facilities. Technical officials and VIPs will be provided with medical cover at their respective hotels and will have a liaison with the Village Polyclinic and referral hospitals of the city. All members of the Commonwealth Games Family, along with the competing athletes, shall be covered through a group insurance scheme.
- (b) Delhi has a tertiary health care capacity which is summarised below:

- Aiiims hospital                      1500 beds

- Apollo hospital                      750 beds
- Escorts hospital                      350 beds
- Batra hospital                        500 beds
- Max devki devi hospital            350 beds
- Ganga ram hospital                350 beds
- Rml hospital                         900 beds
- Hospitals are within 5 km of major venues
- Six Ambulances will be placed in reserve at specified hospitals for Games constituency use.

- (c) Primary care units will be available at all Games venues (including all training and competition venues, MPC/IBC and hotels) and will include the services as listed below:

- Sports medical specialists
- Duty medical officer
- First Aid & Emergency
- Physiotherapist
- Nurses
- Paramedical staff
- Outpatient department
- Massage facilities
- Four Ambulances at every primary medical centre

- (d) Secondary care facilities will be provided at the Games Village and the Main Stadium. Each of these facilities will have the following:

- 24 hrs Emergency & OPD Services
- Sports Medicine Specialists on duty
- Outpatient department
- Holding facility
- X-ray
- Physiotherapy
- Consultants on call
- Four Ambulances at every secondary medical centre
- Doping Control Station

- (e) For events such as Marathon and Walk a fully mobile ambulance unit equipped with CPR in an ACLS Ambulance shall accompany the Athletes throughout the course.
- (f) A number of preventative measures will be taken at the Games Village to ensure the health and well being of athletes and officials including the appointment of one Director with full staff for hygiene and health monitoring and management dealing with:
  - Communicable diseases
  - Cleanliness
  - Dining Halls
  - Kitchens
  - Toilets
  - Garbage Disposal
  - Insects/Mosquitoes/Flies/Microbes
  - Liaison with Public Health Authorities.

### 3.5.2 Doping control

- (a) The Doping Control Lab located in Jawaharlal Nehru Stadium is proposed by Delhi as having the infrastructure required for testing of samples along with technical capability. Delhi have undertaken to apply for temporary IOC/WADA accreditation of the laboratory for the Games.

### 3.5.3 Technology

- (a) Delhi provided the Commission with detailed presentations on the proposed technology solution for the Games.
- (b) Delhi confirmed that sufficient telecommunication links are available between venues for reliable and fail safe data transmission. Main links with fallback provisions are available.
- (c) There is a fibre optic network across India featuring dedicated high speed fibre rings using state of the art DWDM/SDH technology to connect all venues.
- (d) Delhi is considering contracting a company (CMC Services) to deliver some of the event technology services for the Games and other supporting

telecommunications. CMC has a range of national event experiences and some international event experience in providing Games management, results and scoring systems.

- (e) A LAN is proposed for each stadium with internet based connectivity between all venues.
- (f) A Facility Management System is to be provided which includes:
  - Accommodation
  - Transportation
  - Inventory Control
  - VIP Security Assistance
  - Medical
  - Human Resources Information
  - Accreditation system
 with redundancy and backup planned.
- (g) It is confirmed that Delhi will meet the Host City Contract requirements regarding Technology legacies and it is also confirmed that ongoing access and use of systems developed for the 2010 Games will be guaranteed.
- (h) Based on the information provided to the Evaluation Commission and independent expert analysis, the following observations can be made regarding Delhi's technology plans.
  - (i) Delhi's understanding is adequate at a basic level. The material presented is high level and conceptual but contains no fundamental errors other than an understatement of the scope complexity.
  - (ii) It is recommended that Delhi pursues more detailed discussions with experienced multi sport event integrators to understand the timeframes and budgets involved and to reaffirm the adequacy of their current financial projections.
  - (iii) The project plan provided fails to provide adequate timeframes for complex tasks and demonstrates only limited understanding of the interrelationships between the technology components.

### 3.5.4 Accreditation

- (a) Delhi has provided confirmation that CGF accreditation guidelines will be observed.
- (b) While not expressly stated, the requirements of the accreditation system were considered by Delhi, in a preliminary manner, under their technology planning.
- (c) Little other information has been provided on the accreditation programme.

### 3.5.5 Ticketing

- (a) Delhi confirmed they would guarantee seats and access (including Opening/Closing Ceremonies) to all eligible accredited competitors and officials.
- (b) A limited supply of tickets or passes to all competition venues will be distributed daily on an equitable basis for the use of athletes and team officials.
- (c) Little other information has been provided on the ticketing programme.

## 3.6 Communications and media

### 3.6.1 Broadcast services

- (a) The Organising Committee will provide a complete spectrum of services for Media and Broadcasting Rights Holders. The services will include a complete online communication support system for Media/Broadcasting personnel.
- (b) The IBC (and MPC) will be located at the Pragati Maidan Complex (major convention complex). The Complex is located in the city centre, with hotel accommodation of varying standards within 5 minutes driving time. The Complex features:
  - (i) 61,290m<sup>2</sup> of covered space and 10,000m<sup>2</sup> of open display area
  - (ii) 16 modern halls (seven air-conditioned) having areas ranging from 715m<sup>2</sup> to 6,909m<sup>2</sup>
- (c) Whilst providing more than adequate space to meet Games time requirements, the facility is in need of considerable upgrading to meet overall Games time amenity and service standards. Delhi acknowledged that a substantial upgrade programme would be necessary for this facility

and confirmed its undertaking to meet such requirements.

- (d) The Complex has more than sufficient space and base amenity to accommodate the IBC and MPC.
- (e) The IBC will be around 20,000m<sup>2</sup> in area, and will accommodate:
  - Games Broadcasting Organisation
  - World Broadcasters
  - Bookable Technical Facilities
  - Telecommunication Facilities
  - Common Facilities & Services
  - Commercial Facilities and Services
- (f) The Host Broadcaster will provide a clean feed (i.e. International sound and picture) to Rights Holders from the IBC at no cost, inclusive of direct digital information from a computerised results system, providing a synchronous video feed of computerised official results.
- (g) The Host Broadcaster will also provide two hours highlights packages as per the CGF requirement.
- (h) The Host Broadcaster will provide commentator booths, editing and up-linking facilities.
- (i) The Host Broadcaster will cover:
  - (i) All the events including all of the preliminary rounds
  - (ii) Qualifying rounds, heats, semi finals and finals of Aquatics and Athletics
  - (iii) All preliminary and qualifying rounds, heats, semi-finals and finals of at least eight other events
  - (iv) All medal presentation ceremonies and the Opening and Closing Ceremonies.
- (j) The Host Broadcaster will provide an international standard coverage for TV and Radio and will also provide archival footage, if required.
- (k) Doordashan will be Host Broadcaster (Government Owned). A summary of the company profile follows:
  - (i) Provides terrestrial coverage to 90% of Indian population (1.06 billion people) – only

terrestrial broadcaster in India

(ii) Major sport event broadcast experience includes:

- Asian Games 1982
- World Cup cricket 1982
- Afro-Asian Games 2003 (under planning)

(iii) Network/resources include:

- 1,388 Transmitters
- 60 Studios
- 35 Earth stations
- 12 Digital uplinks (DSNGs)
- 17 OB Vans
- 8 EFP Vans
- 26 Satellite transponders

(l) Commonwealth Games coverage plans include deployment of:

- 9 OB Vans with 8 cameras in each
- 9 DSNGs
- IBC Operations
- 4 channel simultaneous uplink for international feed
- 8 fully wired unequipped cubicles and 2 voiceover booths at IBC
- Bookable services at IBC to also include post production room, dubbing, cameras, commentary positions, ENG platforms

(m) The Evaluation Commission notes the role of Doordashan and the early plans for Broadcast services which lack sufficient detail to form any substantive view as to the quality and level of coverage or services. The basic requirement of provision of the required IBC, event coverage and signals has been confirmed and more detailed analysis and planning will be required. This is to be expected given the stage of development of the project.

### 3.6.2 Written and photographic press services

- (a) The broad description of the MPC facility is contained in the Broadcast section as the MPC and IBC are co-located in the same complex.
- (b) The Main Press Centre located in the Pragati Maidan complex is in close proximity to the Games Main Stadium (MDC National Stadium). The buildings and spaces of the MPC will be interconnected occupying a total floor area of around 30,000m<sup>2</sup>. It is centrally located and a short distance from major competition venues and the Games Village. It will accommodate:
  - Common work space for 800 individual journalists
  - Private offices for Agencies and Newspapers
  - INFO 2010 and Results Service
  - The Games Press Operations Division
  - Commercial facilities and services.
- (c) An area for 500 persons to sit will serve as the main media conference room with projection facilities, translation facilities and transmission links to the IBC and Games Village.
- (d) The photographic centre will occupy 1,800m<sup>2</sup> and provide work areas for the photographic press and a major photographic laboratory will fulfill processing requirements.
- (e) Media agencies will be able to hire space in the MPC equipped to their specification and at their cost.
- (f) Media sub-centres at each Games venue will provide press work rooms, press conference rooms, interview rooms and telecommunication services.
- (g) The location and number of seats for press tribune and Photographer's positions will be finalised in consultation with the Games Federation.
- (h) The Evaluation Commission notes the early plans for Media services which lack sufficient detail to form any substantive view as to the quality and level of such services. The basic requirement of provision of the MPC, event and associated venue facilities and associated services has been confirmed and more detailed analysis and planning will be required. This is to be expected given the stage of development of the project.

## 3.7 City infrastructure

### 3.7.1 Accommodation

- (a) Delhi boasts 9,000 first class hotels which will meet the accommodation needs of the Commonwealth Games Family.
- (b) The Taj Palace Hotel has been designated as the Commonwealth Games Family Hotel where all members of the Commonwealth Games Federation and other VIPs will be accommodated.
- (c) The hotel Maurya Sheraton, is in close proximity to the Taj Palace Hotel and will accommodate other dignitaries and VIPs who are not accommodated in the Taj Palace.
- (d) Technical Officials will be provided free boarding and lodging for 18 days at hotels or in a separate precinct of the Games Village.
- (e) Media personnel will also be accommodated in hotels.
- (f) No specific rate control mechanism has been confirmed by Delhi at this time however substantial free accommodation has been committed for the Commonwealth Games Family. (Delhi has committed free accommodation for the Office Bearers of the CGF, the CGA Delegates and VIPs from IFs). While hotel accommodation rates adjust in relation to market conditions, the Ministry of Tourism, (Government of India) and the Hotel Owners Federation oversee room availability and rates.

### 3.7.2 Transport

- (a) Road transport is predominant in Delhi - only about 1% of the local traffic uses railways. The Ring Road - Delhi's most important roadway - is to become an expressway. Bus is the primary means of public transport.
- (b) There are plans for the construction of 74 flyovers to improve road traffic circulation (41 to be completed by end of 2003)
- (c) Delhi is a radial city and has a vast horizontal sprawl. The Ring Road is a major collector artery of the city traffic. It encircles the major parts of the city and is connected by radial roads for effective collection and dispersal of the city traffic. Presently, two Ring Roads cater to the city traffic. A third Ring Road is under construction which will provide access to the Commonwealth Games Village site and will accommodate traffic which will be generated at the time of the Games.
- (d) Special Commissioner of Police (Security and Operations), Delhi has confirmed the commitment by Delhi to a dedicated lane on all major roads being provided for the Games vehicles. The dedicated lanes will operate only during the movement of the players and officials.
- (e) All Games vehicles will be accompanied by escort vehicles ("out-riders") to facilitate priority access on all roads.
- (f) Traffic control staff will be deployed at various intersections, routes and the travel corridors to enforce priority access for Games vehicles.
- (g) The Metro system is currently undergoing significant development. The peak hourly capacity of each line of Delhi Metro is 60,000 passengers per hour per direction. The expected patronage in year 2005 for Phase-I of Delhi Metro is 2.18 million and in year 2010 for Phase-I and Phase-II will be 4.18 million per day. All metro-trains and underground stations will be air conditioned.
- (h) The vehicles carrying supplies to Games will also be provided facilitated access with the help of Traffic Policemen deployed at important junctions. Currently the access to Delhi by heavy vehicles is regulated to non-peak hours on specified road corridors. Vehicles connected with

the Commonwealth Games will be entitled to travel on a 24 hours basis to and from Games venues to assist Games operations.

(i) The transport fleet anticipated for the Games is as follows:

Vehicle Type		Number
Luxury Cars		200
Ford AC Cars	Through Sponsorship	100
Esteem Maruti AC		150
Balero AC		75
Qualis AC	Pick-up Vans	100
Sumo		100
Scorpio Luxury		200
Corsa Luxury Cars	For Chef de Mission & Gen.	150
Sonata Luxury Cars	Manager of CGA teams	150
Accent Luxury Cars		100
Luxury AC Mini Buses	Through sponsorship to	300
Luxury AC Buses	provide Games family	200
RTVs	bus services	400
		2225

- (j) It is confirmed that Luxury class coaches/buses will be arranged for use of athletes and other officials.
- (k) Transport services will be provided to all sports venues (competition and training), to/from airport and railway stations and other official Games venues for designated CGF,CGA and IF officials and CGA delegations (Teams).
- (l) Transport will be provided for:
- (i) Athletes and Team Officials
  - (ii) Media personnel
  - (iii) Technical Official Services
  - (iv) Broadcasting Rights Holders
  - (v) Accredited Media
  - (vi) Spectators (via the Public Transport Services)
- (m) Scheduled services will run to a timetable. Services will be provided to all competition and training venues.
- (n) Shuttle services will run at a high frequency throughout the day between Games Village and the Venues.
- (o) Media transport services will cover all competition venues, nominated media hotels and the MPC.
- (p) The travel times included in the following table below were supplied by Delhi. For those venues visited by the Evaluation Commission, travel times have been verified. For other venues the Evaluation Commission has relied on the information provided by Delhi. All travel times take into account bus and coach travel and assume the most direct routes established by the transportation team for use during the Games:

Venue	Parking capacity	Time to Village (minutes)	Distance to Village (kms)
Jawaharlal Nehru Stadium(1)	8 200	28	10
Jawaharlal Sports Complex(1)	8 200	28	10
Indira Gandhi Indoor Stadium(2)	1 625	14	6
Indira Gandhi Sports Complex(2)	1 625	14	6
Yamuna Sports Complex	N/A	11	6
Yamuna Velodrome	N/A	11	6
Dr Ambedkar Stadium	2 630	16	10
Shivaji Stadium	270	18	14
National Stadium	10 360	10	8
Dr Shyama Mukherjee Swimming Pool	925	17	14
Talkatora Indoor Stadium	900	17	14
Dr Karni Sing Shooting Range	120	34	25
DDA Siri Fort Indoor Stadium	N/A	32	N/A
DDA Siri Fort Sports Complex	N/A	32	N/A
Major Dhyan Chand National Hockey Stadium	N/A	32	N/A

N/A – information not confirmed by Evaluation Commission (1) venues share parking (2) venues share parking



- (q) Based on information provided by Delhi, the Evaluation Commission observes the following:
- (i) The achievement of the travel times will require upgrading of some routes (in regard to shooting there would need to be road upgrades in close proximity to the venue) and significant traffic management measures. Delhi confirmed they are prepared to implement appropriate intervention methods however this will impose a significant operational burden on the organisation of the Games as well as disruption to “normal traffic patterns” in Delhi.
  - (ii) While transport operations is one of the major risks for the Delhi project, the Evaluation Commission considers that with the traffic management plan as described by Delhi and as deployed during the Evaluation Commissions visit, then the transport times to venues were achievable.

### 3.7.3 Security

- (a) Security responsibility will be vested in the Home Ministry of the Central Government of India and executed by the Delhi Police Department. Delhi Police will be deployed at all venues for 25 days with 'interface' to venue security. The Delhi Police Department is claimed by Delhi to be the largest Metropolitan police force in the World with 60,000 Officers & staff.
- (b) The ongoing Delhi Police Department responsibilities include:
- (i) Traffic
  - (ii) Security
  - (iii) Intelligence
  - (iv) Anti Terrorist Operations
  - (v) Armed Police
  - (vi) Training
  - (vii) Police Control Room
  - (viii) Communication
  - (ix) Administrative Support.
- (c) The previous event experience of the Delhi Police Department includes:
- |                             |         |
|-----------------------------|---------|
| • Asian Games               | 1982    |
| • Conferences               | ongoing |
| • CHOGM                     | 1983    |
| • SAARC Speakers Conference | 1998    |
| • PATA                      | 2002    |
| • UN Conference (COP-8)     | 2002    |
- (d) A special Task force with 6 000 officers & staff will be established by the Delhi Police for the Games under the unified command and control of a Joint Commissioner of Police.
- (e) To ensure co-ordination of the on-going activities of the Delhi Police and Games security requirements, the Special Task Force will include representatives from the Delhi Police and Central Police Forces.
- (i) The intended principle of security command and control at venues provides that:
    - Overall security of a precinct or venue will be under the command of an officer of the Special Task Force with direct supervision over all plain-clothes, uniformed and traffic personnel deployed in the area.
    - The officer of the Special Task Force will report to the office of the Joint Commissioner of the Special Task Force.
    - The Joint Commissioner of Special Task Force will interface with senior level management of the Organising Committee and with the Special Commissioner (Security & Operations) and Commissioner of the Delhi Police.
- (f) A commitment to form a Crisis Management Group, coordinated by the Director General of Health Services, to deal with emergencies involving natural calamities, fire or terrorism (and comprising health, fire, police, military) is a welcome inclusion in the bid document.
- (g) Both Indian RAW and IB agencies will provide intelligence inputs of general and specific nature, and undertake threat assessments. The Joint Commissioner of the Special Task Force and Special Commissioner (Security & Operations) will be in constant liaison with the intelligence agencies.
- (h) The physical security characteristics of the 100-acre village would consist of a four-tier arrangement as follows:-
- (i) General Security and law & order arrangements in the outer precincts of the village;
  - (ii) Checks and access control management for Men, Material and Vehicles at the Village;
  - (iii) Perimeter security;
  - (iv) Plain-clothes security inside the Village with skeleton mobile patrol of Venue Security with eco-friendly vehicles.
  - (v) Security cover through PSOs and Escorts for specially protected Athletes/ officials and delegates of high risk countries as per assessment of Intelligence Agencies and the Ministry of Home Affairs.
  - (vi) Contingency reserve security personnel would

be located at strategic places for immediate intervention to deal with any law & order and security related problem.

- (i) Based on the information provided by Delhi, the Commission draws the following conclusions relating to the security plans.
  - (i) The Delhi Police have committed to interface at senior, middle ranking and operational levels with the Organising Committee, on a daily basis, particularly on security and traffic management at venues.
  - (ii) The Delhi Police have also committed to coordinated intelligence sharing between civic agencies, including the Organising Committee, and police forces and crisis management centres.
  - (iii) The preliminary estimate of 6,000 commissioned and non-commissioned dedicated security officers is an appropriate figure for this stage of Games planning.
  - (iv) The preliminary funding provision for the procurement of new and additional technical and equipment capabilities is sensible (refer to commentary in Finance section of this report).
  - (v) There is no reference to the use of 'risk management' to assist in the determination of security priorities, identifying security gaps and as international best practice security methodology to manage an event of this scale and nature.
  - (vi) The Delhi Police have committed to a perimeter fence and security for the Village, a rigorous access control system for people, vehicles and material, a clear delineation of Village security zones, security escorts for countries, residents and visitors assessed as being at threat, a plain-clothes presence and mobile patrols and the pre-deployment of specialist reserves to deal with any security contingencies.
  - (vii) While there are some very positive aspects to the security plans within Delhi's Bid (such as Crisis Management Group, security management of VIP protection, the 'Special

task Force' at the Village), should Delhi be awarded the Games it will be necessary to obtain further information on the detailed business processes and cooperative arrangements envisaged between the Games Main Operation Centre and the Delhi Police. It will also be necessary to obtain some detail on the level of confidence that can be obtained by security 'screening' of Games personnel through the work-force accreditation processes.

- (viii) It is the view of the Evaluation Commission, based on information provided by Delhi and independent expert analysis, that the Delhi bid meets the technical requirements in relation to security plans at this phase of the projects evolution.

### 3.7.4 Environment

- (a) Delhi and the relevant Government agencies have advised that the development of venues and the Games Village will include environmental considerations related to micro-environment, ecology and other parameters such as air, water and noise pollution. Delhi have confirmed that their intention is to develop the venues in an "environmentally friendly" manner.
- (b) Delhi's bid makes reference to the "green city" of Delhi in terms of the extensive network of parks and gardens.

## 3.8 Finance

### 3.8.1 Organising committee budget income and expenditure

- (a) Based on the Bid Book, overall scope of the proposed Games budget is USD407.7 million. Games Revenues of US\$186 million cover US\$141 million of Games Operating Costs, and provide a US\$45 million surplus as a contribution toward Government Services and Capital Works. The remaining US\$221 million funding required for the Capital Works and Government Services relies on Government Grants (US\$115 million) and the post-Games sale of residential apartments of the Village (US\$106 million – This arrangement was subsequently amended so that the budget is not

reliant on the sale of this accommodation).

In the revised budget plan, sale of residential apartments is not a risk to the Games budget as the DDA has taken this responsibility/risk. The Village will revert to the DDA after the games for on-sale.

(b) Information provided to the Evaluation Commission during its meetings with Delhi have enhanced the understanding of the financial framework which would apply to the Commonwealth Games should Delhi be selected as host. The following observations benefit from this information.

(c) Projected Games Revenues are summarised as follows:

		(All numbers in USD 000's)	
Grants	National Government	227,000	
	State Government	7,820	
	Organising Committee	250	<b>235,070</b>
Games Revenues	Sponsorships	100,000	
	Broadcast Rights	66,600	
	Licensing	13,330	
	Ticket Sales	6,660	<b>186,590</b>
			<b>421,660</b>

(d) Projected Games expenditure is summarised as follows.

		(All numbers in USD 000's)	
Games Operations	License Fee Payable to CGF		12,000
	Direct Expenditure on Conducting the Games		
	Participants & Team Officials		
	Travel Grant	10,500	
	Board & Lodging	29,225	
	Transport	5,330	
	Medals, Prizes Momentos	1,660	<b>46,715</b>
	CGF, IFs, CGAs, CGF		
	Air Travel	60	
	Board & Lodging	167	
Local Transport	84	<b>311</b>	
International Sports Organizations, IFs			
Air Travel	167		
Board & Lodging	351		
Local Transport	175	<b>693</b>	



- (e) Delhi has provided an assurance that it will comply fully with the requirements of the CGF Constitution, CGF Regulations and Games Management Protocols. Many such requirements have budgetary implications, for example the requirement to meet the costs associated with the CGF nominees attending at least two Organising Committee Directors meetings, including business class travel expenses. Given the level of budget detail provided to the Evaluation Commission, it has not been possible to confirm that adequate provision has been made for every individual obligation. The Evaluation Commission gains comfort from Delhi's statement that they will comply fully with those obligations.
- (f) CGA team extra officials will be accommodated in the Main Village at a daily charge of USD 50 to USD 60 per person.
- (g) Delhi confirmed that the CGAs will be provided the travel grant in cash before their departure for the Games.
- (h) Technical officials from outside the host country will be entitled to free board and lodging for 18 days during the Games, free uniforms and reasonable transport, but not travel expenses to and from the Games. International panel members will have same entitlements plus travel expenses.
- (i) The full Security budget is not included in the bid budget as the Delhi Police Department will incur a significant portion of Games security related expenses. That portion of security expenditure, which is held within the bid budget, is provided for under "Other Incidental expenditure" (USD 6.66m). Included in this allocation is expenditure on the transport fleet and the procurement of Games specific security equipment which would not be covered by the Delhi Police or the special allocation, provided by State and Central Government.
- (j) The expense category of "Other Incidental Expenditure" also includes a provision for additional traffic services specifically relating to the Games period. It is unclear as to how this relates to the overall traffic management expenditure which would be absorbed into the public authority budgets (USD 1.66m).
- (k) The budget for Staffing provides for partial coverage of Games time staff requirements with the balance of the cost absorbed into the public authority budgets from where Organising Committee staff will be co-opted or seconded.
- (l) The budget for the Baton Relay is USD 1.66 million and is based on Delhi's local cost projections. A contingency has been provided for the Relay although this is not specified.
- (m) Sports Equipment has been separately budgeted under Technical Equipment for the Games at USD 16.66 million.
- (n) The budget allocated for the Commonwealth Youth Games is based on Delhi's current estimates for the 1st Afro-Asian Games being held in Indian from Oct. 24 to 1st Nov. 2003 in Hyderabad.
- (o) In the event of budget overrun, the Government of India will be responsible for meeting any shortfall. To control the budget there is a proposal to constitute a Finance Committee which will include members from the Government of India and other public agency funding parties.
- (p) The bid budget includes a general provision of 20% for inflation and contingency held in each line item. In addition, after discussion with the Evaluation Commission, Delhi have made a further central contingency provision of 10% of the Games operating budget.
- (q) Delhi have undertaken only preliminary planning for their commercial programme including sponsorship marketing, ticketing, licensing and television broadcast rights. activities.
- (i) It is anticipated that the Sponsorship Marketing Plan will be structured around three to four tiers of support with the top level involving a relatively small number of major sponsors contributing the majority of total sponsorship revenue. Lower levels of sponsor support are likely to include suppliers and purchasers of corporate hospitality.
- (ii) Implementation of the Sponsorship Marketing Plan will draw heavily on the learnings from both Manchester and Melbourne. Local and

international expertise will be contracted to ensure that the commercial programme is professionally executed.

- (iii) The sponsorship marketing revenue projection included in the bid budget is net of marketing related expenses.
- (r) Based on information provided by Delhi the Commission makes the following observations about the financial arrangements.
  - (i) The budget lacks detail in a number of key areas. However the overriding undertaking and therefore bidding commitment of Delhi is that it will meet the costs of the Games to be conducted in accordance with the requirements of the CGF. The Governments of India and Delhi will support both capital costs and significant operational costs as well as provide an underwriting against any operating or capital budget shortfall.
  - (ii) With the qualification expressed above, in global terms, subject to capital costs being met by Governments, the Games budget would appear adequate when compared with previous Games.
  - (iii) Sponsorship net revenue targets (USD 100m) reflect significant growth over previous Games programmes and are based primarily on anticipated growth within the Indian market as evidenced by recent commercial sponsorship activities. While the projection is supported by qualified independent analysis (subject to a number of provisos and general market conditions) the Commission is of the view that target is aggressive, particularly when compared to Manchester 2002 (USD 42m) and the Melbourne 2006 target (USD 65.7m).
  - (iv) Television revenues (USD 67m) appear to be overstated compared with past achievements.

### 3.8.2 Other Games budget income and expenditure

- (a) Games related costs which will be absorbed by public agencies in part or full are summarised below and discussed elsewhere in this report.
  - (i) Host Broadcast
  - (ii) Security
  - (iii) Medical Services
  - (iv) Doping Control
  - (v) Municipal Services including Fire-fighting Services
  - (vi) Transportation
  - (vii) Staffing
- (b) The total for these “off bid budget” contributions is unclear to the Evaluation Commission.

### 3.9 Commonwealth Games Events

#### 3.9.1 Queen's Baton Relay

- (a) Delhi has committed to the Queens Baton Relay travelling the length and depth of India; to be a "grand affair" fully conforming to the requirements of the Host City Contract.
- (b) Delhi propose for the international leg of the Relay, to develop a plan for each of the six zones of the Commonwealth in consultation with the CGF.
- (c) The information provided by Delhi in relation to the Relay sufficiently describes, at this time, the general undertaking by Delhi to organise the Baton Relay to an appropriate standard within India and across the Commonwealth in concert with the CGF and CGAs.

#### 3.9.2 Ceremonies

- (a) The budget for the ceremonies appears limited, however India have a history and tradition of large-scale celebrations and their overall undertaking to stage the "best ever opening and closing ceremonies for the Games" provides some degree of comfort that the Ceremonies will meet or exceed the requirements of the CGF and its members.
- (b) Nightly cultural and art events will be held at several venues in the Games Village as well as close to the Commonwealth Games Family Hotel.

### 3.10 Legacy

#### 3.10.1 Legacy of the Games

- (a) Delhi have demonstrated a commitment to legacy through venue development and access and sport promotion to India's youth.
- (b) The new sports infrastructure, particularly the Indoor Stadium in the Yamuna Sports Complex and the new Games Village to be constructed by Delhi Development Authority will be a substantial Games legacy.

- (c) The Games Village will provide an excellent hostel facility for the Delhi University and will remain available for residential use during hosting of future international events.
- (d) The broadening of awareness within the community of the objectives and benefits of a clean, healthy and pollution free environment remains a focus for Delhi.
- (e) Provision of medical facilities which will be further developed as a result of the Games will bring lasting benefits to Delhi and to the country at large.
- (f) The renewed enthusiasm among youth for physical fitness and sports culture will contribute to fulfilling the aims and objectives of the National Sports Policy of the Government of India and similar policies of the other State Governments.

#### 3.10.2 Knowledge management

- (a) Delhi have pledged its full support of and participation in the Commonwealth Games Knowledge Management Programme (CGKMP).
- (b) Delhi have also highlighted their reliance on the CGKMP in the development of the Games project as well as on advice and leadership from the CGF generally.
- (c) More specifically Delhi have agreed to:
  - (i) Permit the CGF, Organising Committees of future Games and their respective employees, representatives and technology suppliers free access to, training and advice to enable them to become fully familiar with the design, architecture and operation of the Games information system and related technologies, and
  - (ii) At its own expense, transfer to the CGF and to future Organising Committees of the Games all or any part of the existing Games information system that it owns and will assign to the CGF, without charge, all intellectual property rights in all information systems which it owns.

# 4 Conclusion

## 4.1 Statement reinforcing focus on technical aspect of this evaluation report

- (a) As mentioned at the start of this report, this report seeks to evaluate the technical aspects of each of the bids and is prepared for the CGF's members to assist in their decision-making process. The CGF Executive Board and General Assembly may take into account other factors, in addition to the technical merit of bids, when making their judgment as to which city is the most appropriate to stage the 2010 Commonwealth Games.
- (b) The Commission has reviewed all requirements under the Host City Contract, CGF Constitution and all related documents as provided to it by the CGF in order to establish the criteria by which to evaluate each of the cities.
- (c) A view was taken early in the development of the Commission's work practices that it would not look to draw a direct comparison between each city but rather, to fulfil its terms of reference, it would analyse each city individually in order to determine if it could meet the requirements to host the 2010 Commonwealth Games.
- (d) In undertaking the analysis of each city it was possible, on the information provided, to draw some conclusions as to areas of both strength and weakness in each of the cities' proposals.

These are reflected throughout the body of this report.

- (e) The Commission determined that to discharge its responsibilities under its terms of reference it was necessary to consider not just sport technical matters but also event technical matters such as financing and legal arrangements.

## 4.2 Opinion on ability of each city to host Commonwealth Games

Based on the overall review of each city's proposal, information made available to the Evaluation Commission and its own enquiries and assessments, the Commission is of the view that:

- (a) each of the cities presents very distinct and different overall hosting opportunities and risks between which the CGF and its members must choose; and
- (b) both Hamilton and Delhi are capable of staging a successful Commonwealth Games in 2010.

