

Commonwealth Games 2010 and Use of the facilities after the Games

A business of hope

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I. ABSTRACT

It was called Great Britain because of its rich history, of having ruled over infinite masses all across the globe under the crown of the British Empire. This great empire organised an inter-colony sporting event, which after many years, came to be known by the name of The Commonwealth Games. Now, after 22 years, New Delhi, the capital city of India has won the bid for organising the 9th Commonwealth Games in the year 2010. It follows, then, that like any other host country, India is in the process of investing a great amount of effort in putting together this hallmark event, and is determined to make a favourable mark on the global scene. However, the question then arises of whether the city is prepared enough to organise such an event. Also in what different ways does it hope to benefit from this international contest? After spending a huge amount of time and money in preparing for the said event, what kind of plans does the government then have for using the so established facilities to their best capacity after the event is over? In what manner does it propose, if at all, to attempt to gain the maximum returns from the newly set up infrastructure? Will it end up becoming a 'white elephant' leading the economy into a crisis of intimidating dimensions? Yet another issue that arises out of such an event is the question of sustainable development, in order to avoid the urban blight of the capital city of Delhi.

This paper aims at highlighting key issues related to the organisation of the Commonwealth Games 2010, and the utilisation of the so established world class facilities after the event is over. The following section deals with factual information regarding the infrastructural facilities that have been built or are under construction for the Games, and also gives a brief account of the hopes that the people of Delhi have from them. The paper concludes with suggestions and recommendations with respect to the concerns raised, in order to make the event a successful, satisfying and enriching experience, for the viewing as well as the host community.

Glossary

Commonwealth Games: The Commonwealth Games is a multi-sport event held every four years between 53 Commonwealth nations, once colonies of the British Empire. The first such event was held in 1930, then known as **The British Empire Games**. Later, its name was changed to **The British Empire and the Commonwealth Games** in 1954, followed by **The British Commonwealth Games** in 1970, and finally, it assumed its present name, **The Commonwealth Games**, with the motto: *Humanity, Equality, Destiny*.

Host Community/Nation: Mega events such as The Commonwealth Games are generally held in different locations across the world at stipulated intervals of time. The country hosting the event is known as the Host Community or Host Nation.

Olympics: Originally held in ancient Greece, the Olympic Games or the Olympics are an international multi-sport event held every four years (also known as Summer Olympics) since 1896, with a single exception during the two world wars. The Olympics were revived by a French nobleman, Pierre Fredy Baron de Coubertin, in the 19th century.

Legacy: The physical infrastructure and facilities originally built exclusively for the event, but continued to be utilised by the host community/ nation after the duration of the event.

II. INTRODUCTION

A small round ball, hockey sticks, heavy weights, shuttle cocks...objects such as these are not seen only in the narrow streets of different cities in the world. They have become more than just means to enjoyment and fitness. Sports, in this modern arena have also become the means to attain national pride, transcending the individual to become the global. Therefore, the renowned international sporting events organised from time to time not only bring the different nations of the world together, but are also seen as binoculars of economic growth and development, especially for the host nation.

“Come Lets Play”: with this message, Delhi is hoping to advertise and promote the upcoming mega event: the prestigious Commonwealth Games 2010. India is set to host an event of this kind after nearly thirty years, hoping, in the process, to propel itself onto the world stage as an economic superpower, along with bringing about improvement within the hosting city itself in terms of infrastructure, and also promoting sports culture in the country as a whole. The Games ostensibly bring with them global media exposure, which could in effect make or break India's image on the global scene. However, one must question the rationale of spending more than a billion dollars on a sporting event of this kind in a country like India, which is already riddled with numerous issues of numerous kinds, and where the disparity between the rich and the poor is disturbingly wide. Will this turn out only to be an exercise in politician-induced patriotism and nationalism with political interests in mind rather than welfare or progress, or will it really have notable positive effects on the community? Especially considering the fact that India is a nation where sports culture is not as popular as it is in the West? One must also keep in mind that the money invested in such events comes from public funds and the event should then benefit the public it derives capital from, not restricting itself to the elite rich minority, while simultaneously ensuring that it does no harm to the community. Other questions that arise, with particular relevance in this paper, include the impact of such an

event on the lives of the people of the host nation, and its impact on the urban scenario. Will the event lead to unplanned and unchecked development, or any beneficial development at all? Will the infrastructure established be utilised well post the event or will it remain unutilised, and fall into disrepair? Can the country avoid economic debt and crisis post Games which are a common phenomenon during events of this scale? Does the preparation hinder, in any way, the lives of the city's residents? There are numerous such questions that arise with regard to such an event.

It therefore becomes important for the host community to keep in mind pros and cons of organising such an event, before bidding for the opportunity to do so. Delhi has already won the bid for organising the Commonwealth Games in 2010, and it might come as a rude shock to note that little or no planning has been done for the use of this newly set up infrastructure after the Games are over. The objective of this paper is to attempt to search for and provide answers to concerns such as the above. This paper brings forward, among other things, certain valid points gathered through the method of direct interaction with some key stakeholders in the event, and also through collecting and compiling information available from the concerned departments, and also from the internet. Case studies have also been conducted of previously organised events in other countries, to look more carefully at the status of their progress, and at the impact of the Games on the host nation. Finally, based on the findings obtained from the above, certain suggestions have been made to maximise the returns on this investment, to ensure efficient use and maintenance of the established infrastructure, its accessibility to all parts of the community, and the promotion of sustainable development.

III. COMMONWEALTH GAMES 2010: OVERVIEW

This is the first time that the Commonwealth Games will be held in India. They have been scheduled to be held between October 3 and 14, 2010. India is the third developing country, and the second Asian nation, to be hosting the event after Jamaica in 1966 and Malaysia in 1998.

1. FACILITIES:

Organisers of the Commonwealth Games 2010 are not only aiming at the provision of an improved infrastructure and global media exposure consequently transforming the image of the city, are also aiming to provide us with the legacy that will ensure the social, economic and physical regeneration of the Delhi. The Games will help to boost urban renewal and will promote increased investments. And of course, the Games will leave behind world class sports facilities that generations of Indian sportspersons can use in the future, helping in motivating the sports culture in the country.

It can in fact be said that because of mega events such as Commonwealth Games, political and bureaucratic hurdles in the infrastructure sector get mitigated along with stimulating fast track completion of big infrastructure projects which actually could take 10 to 15 years to come into reality.

The facilities can be divided as the following:

1.1 Sporting :

The year 1982 saw the first constructions of the sporting facilities in Delhi when the Asian Games were organised for the first time in India. At that time 4 new stadiums were built. Jawaharlal Nehru Stadium was the centrepiece of the Games ,being the venue for the opening and closing ceremonies and athletics. The other major stadiums that were built were the Indira Gandhi Stadium, Talkatora Stadium, and the Yamuna Velodrome. The National stadium on the other hand was an exception, which was an earlier construction.

With time new constructions were made in Delhi with regard to sporting facilities and today we have a number of sports complexes both DDA and privately owned along with 9 stadiums out of which 5 are the new constructions for the upcoming Commonwealth Games. In addition, a new Games Village altogether is coming up on the east bank of river Yamuna serving as venues for various games during the event.

The existing venues will be planned as such that the facilities becomes revenue earners to meet the operational costs during the Legacy Phase i.e, post games phase. Some of the spaces in fact are being designed as such that it can be used for different purposes later, including conferences and corporate seminars and other purposes.

Another aspect that has been kept in mind is the environment friendly approach to it. All the venues will include the new efficiency code, water harvesting and focus on sustainable development with an eye for minimum carbon emission.

The following are some of the venues which are going to be used for competition as well as training purposes:

Facility	Ownership	Pre condition	During and after Games
1 Talkatora(Swimming)	Government	Roof in a bad state	Upgradation of the pool Airconditioned hall – capacity of 10,000- temporary-4,000

2	Major Dhyan Chand (Hockey)	Government	Not put into much use	Seating gallery re- disigned A new warm up pitch Hostel cum media centre
3	Indira Gandhi(Gym)	Government	Techological problems,leaking roof	Existing roof will be re- placed A new warm up hall and amultipurpose hall Area will be used for business activities and for seminars after the Games
4	Nehru stadium (Athletics)	government	More used for bollywood events and polit- ical rallies than sports events	Partial open close roof Upper tiers have bucket seta instead of concrete Linked to metro rail
5	National stadium	government	Not used to its capacity	1930 building-façade cant be changed much.

	(Swimming/Diving)			Night playing facilities, additional competition turf, hostel block to be served as media centre
6	Wrestling Hall	government	New construction	5000 seating capacity-1000 permanent
	(Wrestling)			Would be commercially used after the Games
7	Karni singh shooting Range(shooting)	government	Used as a training ground	A new 300 metre range
				Finals of 10,15 and 25 events is being constructed
				To be used by CRPF

1.2 Non –sporting:

It is a known fact that the countries bidding for hosting the Games need to be equipped with sound infrastructure in the host city, as well as adequate sports facilities, in order to win the bid for hosting the event.

India, therefore, is intensively preparing for the event and has, as a result, a number of projects in the pipeline for the same. With the

Asian Games in 1982, Delhi witnessed the raising of its first flyovers and ring roads, and with another sporting event coming up in the country at present, the city is being given a virtual facelift, that is inclusive of improved infrastructure at large, along with better and more organised road and transport networks.

A number of the following projects are being sub-contracted to private firms by the government, to ensure timely and quality development:

- **Indira Gandhi International Airport**

Delhi's IGI airport is being modernised, upgraded and expanded to handle the larger volume of passenger traffic envisaged during the Commonwealth Games 2010. Passenger and baggage handling facilities have been upgraded and a new 4.43 metre runway, the longest operational runway in Asia, is already operational since 2008. It is fitted with the highly-sophisticated Instruments Landing System (ILS) on both sides, and is built to the highest Code F standards. Expansion plans include the construction of a new state-of-the-art terminal (T3) with a capacity to handle 35 million passengers per year. It will consist of 75 aero-bridges, of which nine will be fully equipped to handle operations of mammoth aircrafts such as the A-380. There will also be 20 parking bays for passengers. The terminal, connected with all kinds of transport systems, will have an advanced five-level in-line baggage-handling device with explosive-detection technology for high-class efficiency and security. There will be 160 check-in counters for fast clearance and there will also be a sizeable increase in the number of immigration counters. The departure complex will be situated on the upper deck of the two-tier building, while the arrival complex will be on the lower deck. The roof of the building will have stylised incisions to allow daylight, angled in a manner to protect the interior from direct sun-rays. The airport's connectivity with the city will be enhanced through a six-lane highway (National Highway 8). The Metro Rail also has un-

der construction a dedicated corridor from the airport to the Games Village for easy transfer of athletes and officials.

- **Transportation and road network**

Metro and Buses: Delhi will have a dedicated Metro line from the airport to the city centre – Connaught Place – by 2010. The Games Village as well as the main competition venues such as the Jawaharlal Nehru Stadium and the Indira Gandhi Stadium will be connected through the Metro. The inter-city connectivity as well as passenger capacity will be enhanced. All Metro stations are planned to be Wi-Fi enabled by 2010

Roads: A four-lane, 2.2 km underground stretch from Ring Road to Lodhi will link the Games Village to the Jawaharlal Nehru Stadium, reducing travelling time for athletes. Twelve new flyovers and several bridges and under-bridges have been planned to improve road connectivity with the Games Villages, the sports venues, and within the city. Road widening also is in progress. The new eight-lane expressway from Gurgaon to Delhi is functional. A total of 1,100 new low-floor, high-capacity air-conditioned buses will ply on Delhi roads by 2010 to ease commuting.

- **Civic Services:**

Power: Delhi plans to be power surplus by the time the Commonwealth Games are held. To ensure additional power to Delhi, the government is undertaking a large power-production initiative to increase production to over 5,880 mega watts (MW) from the current 4,500 MW. The power distribution system will be streamlined, more power directed to Delhi and new power plants constructed.

Water: Delhi Jal Board is planning to augment water supply substantially by 2010. Two new initiatives have been undertaken to boost water supply from

the current 670 million gallons per day (MGD) to 941 MGD. Plans are also underway to streamline Delhi's solid waste management system.

Hospitals: Twenty new hospitals will be functional by 2010 to enhance Delhi's healthcare and medical infrastructure. Special trauma ambulances will be on call during the Games to provide immediate relief in cases of emergencies.

Parking: Nine new automated car parks are being built in the vicinity of the Games venues with a capacity for 7,500 vehicles.

- **Hospitality**

Delhi has houses almost all major world-class hotels and restaurants in the country, and has a large and well equipped Hospitality industry. However, the current capacity will be insufficient to handle the huge influx of visitors expected to arrive for the Commonwealth Games. An additional 25,000 rooms are being built to meet the requirements for the same, to be supplemented in turn, by the Bed and Breakfast Scheme launched by the Delhi government.

In addition, the State-owned India Tourism Development Corp. Ltd (ITDC) and private hotels have embarked on make-over and upgradation plans to welcome visitors to Delhi and make their stay a satisfying experience.

- **City Makeover**

The city of Delhi is being poised to look its best for the Commonwealth Games 2010. One of the legacies of the event will be that it will leave behind a city more beautiful, charming, and infrastructurally far more efficient than it currently is. The colonial city-centre and Delhi's main shopping area, Connaught Place, has been given a new façade and is already experiencing a resurgence. Rajpath, the main avenue in Lutyens' Delhi, is being rejuvenated. The city's monuments, an integral part of the rich heritage of the country's past, are being cleaned and revitalised. New international standard signages

and bus shelters are being set up in order to add to Delhi's modern look, along with public conveniences such as call booths, shopping areas, etc. A point worth noting is that when construction delays are spoken of, it should be clarified that according to a source, the reason for the delay in the construction for the Commonwealth Games was a deliberate attempt on the part of the Organisers. Although at some point of time they really were behind schedule in the construction due to planning and other hurdles, the reason stated was that the setting up of the infrastructure a year before the event would serve to add to the government's expenditure in the form of its security and upkeep.

1.3 Games Village:

Commonwealth Games 2010 are being touted as the most expensive of their kind in history, being organized at 230.7 million US dollars (compared to Manchester 2002 – approx. 240 million US \$ and Melbourne 2006 – approx. 1.1 billion US \$). A state of the art Commonwealth Games Village, also including a residential complex, is being developed by DDA, an agency of the Government of Delhi and Commonwealth Games delivery partner, along the east bank of river Yamuna, near the Akshardham Temple. It is noteworthy that this site in itself has been embroiled in controversy since the very beginning. It is being built by a Dubai based real estate firm, Emaar in collaboration with an Indian enterprise, MGF. The Village is being designed to combine traditional Indian hospitality with standards of comfort and excellence claimed by the organizers to have never been seen before by participating nations. The Games Village is spread over an area of 63.5 hectares (158.4 acres). The residential complex developed under the Public Private Partnership (PPP) model has 14 blocks, 34 towers and 1,168 air-conditioned flats to comfortably accommodate 8,000 athletes and team officials. There will be a number of apartment types ranging from two to five bedroom units, each with ensuite facilities which, with only two occu-

pants per room, is the highest ratio of facilities provided for any Games ever held. Apart from this, it will contain Training Areas for Athletics (400m eight-lane synthetic track and separate area for Throwing events); Swimming (50x25m, kids and leisure pool); Weightlifting; Wrestling; and a Fitness Centre. Temporary structures will house the International Zone, Village Operation and Support Areas.

The work for the same began in August 2007 and is on schedule: the Commonwealth Games Village is expected to be ready for use by March 2010. Surrounded by dense, green, natural cover, the Village will provide a relaxing and soothing environment for the athletes and officials. Not only is the Games Village located within easy access of all competition and training venues, it also lies in close proximity to some of Delhi's well-known landmarks such as the Baha'i Temple, Humayun's Tomb, Akshardham Temple, India Gate, etc.

The focus area of the Games is going to be East Delhi this time, across the Yamuna, where the Games village and other venues are located. The residents of East Delhi hope to witness the same kind of transformation that South Delhi saw during the Asian Games held in 1982.

The amount of money spent on all the above stated facilities can be summarized as follows:

Commonwealth Games 2010 Venues	Investment
1. Games Village	950 crores
2. Nehru Stadium at Lodhi	550 crores
3. Indira Gandhi Stadium at ITO	512 crores

4. Talkatora Stadium	295 crores
5. Dhyan Chand Stadium at India Gate	125 crores
6. Siri Fort Sports Complex	300 crores
7. Yamuna Sports Complex	100 crores
8. Saket Sports Complex	40 crores
9. Thyagaraja Sports Complex	100 crores
9. Additional Renovation	458 crores

(Source: <http://www.cpwdcommonwealth.in> and www.cwgdelhi2010.org.)

The city of Delhi intends to invest an estimated Rs. 26,000 crore (\$6.5 billion) on city infrastructure, urban planning, and sporting facilities in the context of the Games.

Breakdown:

7,000 crores	total CWG related construction of sports facilities: the venues mentioned above plus flyovers, roads, parking lots, etc.
8,000 crores	metro expansions
5,400 crores	airport modernization
5,000 crores	a power plant in Bawana
26,000crores	total on the above, plus sports specialty hospitals, cultural centres, five-star and budget hotels, etc

Source: CPWD/CWG Website; discussion with SAI/CPWD officials; ASSOCHAM Study; Mahendra Raj Consultants; Mobile Creches

2. KEY STAKEHOLDERS:

The key stakeholders in this process are:

i. Commonwealth Games Federation (CGF):

The CGF, headquartered in London, is the organisation that is responsible for the direction and control of the Commonwealth Games. The CGF is the supreme authority in all matters concerning the Commonwealth Games. In effect, the CGF “owns” the Commonwealth Games in the same way as the International Olympic Committee “owns” the Olympic Games. The governance of the CGF is through the General Assembly and the Executive Board of the Federation.

The Commonwealth Games is awarded to a Commonwealth Games Association`s (CGA`s) candidate city by the CGF at its General Assembly. This city is chosen seven years in advance of the eventual hosting. The CGF entrusts the CGA of the Host Country with the organisation of the Games.

ii. Indian Olympic Association (IOA):

The IOA is the apex sporting body in India responsible for the preparation and participation of competitors in the Olympic Games as well as in events such as the Commonwealth Games and the Asian Games. A separate federation at the national level in each game/sport assists the IOA in preparation of sportsmen.

The IOA is the CGA in India and the signatory to the Host City Contract to conduct the Commonwealth Games in Delhi. It is committed, in collaboration with National Sports Federations and GoI to prepare the best possible team for the Delhi Games. It also plays an important role in the finalisation of the Joint Marketing Programme Agreement (JMPA) of the Games.

iii. Organising Committee (OC):

The IOC has delegated the responsibility for fulfilling the obligations of the Host City Contract - under Protocol 2 of the Contract, in accordance with Article 27 C of the Constitution and with the approval of the Commonwealth Games Federation (CGF) - to the OC Commonwealth Games 2010 Delhi. The OC is thus empowered to plan, manage and deliver Commonwealth Games 2010 Delhi. It was formed on 10 February 2005, as a registered society under the Societies Registration Act 1860 of India. It is a non-profit autonomous body that works in collaboration with its partners to build a committed team and adopt best practices for the successful delivery of the Games.

iv. Government of Delhi:

The GNCTD represents the host city. It is committed to ensure the delivery of the required Games infrastructure, civic infrastructure, amenities and services including beautification of the city to provide an enjoyable experience to visitors during the Games. It is committed to comply with all provisions of the Host City Contract.

The two agencies of the GNCTD that are specifically involved in the delivery of the Games are:

- **Delhi Development Authority (DDA)** which is committed to develop the Games Village in accordance with the venue briefs, and to develop various competition and training venues; and
- **Delhi Police** which is committed to providing security during the Games and associated events in the city of Delhi as well as security cover within all venues, the Games Village, etc.

v. Government of India:

Gol is the sovereign government of the host country that has supported the Games since the initial bid stage. It is committed to ensure adequate funds for the conduct of the Games to the OC as well as for the dev

- **Ministry of Home Affairs** for the conduct contingency management and planning; and for the planning and enforcement of security measures in accordance with Games Statement of Securities Principles (GSSP);
- **Ministry of External Affairs** for assistance in processing Gratis Visa and work permits;
- **Ministry of Youth Affairs and Sports** to organise the Games in accordance with the constitution, protocols and regulations of the CGF; and to provide timely funds for the Games infrastructure and operations;
- **Ministry of Commerce and Industry** to provide space for Media Press Centre (MPC)/Media Broadcasting Centre (MBC) and warehousing through the India Trade Promotion Organisation (ITPO); and
- **Sports Authority of India (SAI)** to develop competitions and training venues as per the venue briefs; provide the venue media centre at all competition venues and provide the Dope Laboratory.

A slightly different kind of stakeholders include the following :

- **Displaced Persons**
- **Environment**
- **Citizens of the host city**

IV. IMPACT ON VARIOUS SECTORS

India is aspiring to establish itself as a superpower through hosting this hallmark event, and is all set to change the westerner's view of India as just being a land of spices and slum dwellers. It has in consequence intensified efforts to present a new face to the world, with world class infrastructure, hospitality, facilities, etc. It is also, however, essential to look at the projected impact that such preparation can have on different facets of the host community. Like India, many other cities across the world have played host to mega sporting events such as the Olympics and Commonwealth Games. By studying the experiences and impact of such events on their economic and social conditions, it is possible to gain a broad understanding of the pros and cons involved in bidding for and taking up the responsibility for such events, and also to outline a strategy with the aim of efficient utilization of the infrastructure created, after the Games are over.

The primary positive impacts of the same are as follows:

- **Infrastructure**

Delhi will get a radical facelift on account of the Games: its monuments and heritage buildings will be restored and areas such as East Delhi and the Yamuna riverfront will be developed, along with improvement in various other facilities. If the nature and form of the infrastructure so created can be modelled in a manner that ensures its adaptability to the already existing infrastructure of the city (for instance, the stadiums, entertainment facilities, parks, airports, roads, telecommunication, housing, hotels and so on) which also includes the various temporary structures, the country can hope for satisfactorily efficient use of the infrastructure after the Games are over.

- **Generation of Employment**

While in the process of preparing for the Games, and during the Games as well, the economy tends to generate abundant employment

opportunities for various offices, even catering to the masses, ranging from positions of a labourer to a technical engineer. The Games being, at this point, the country's most expensive and ambitious event, requires an efficient support system at all levels of planning and implementation, which might enable the provision of very beneficial employment opportunities, subsequently boosting the economic cycle.

- **Investment in the region**

The announcement of the event itself can lead to anticipatory investment. The growth and encouragement of sports culture in India that could be brought about on account of the given facilities, might serve to attract more investors even in the post Games scenario. Also, the Games are expected to boost the local demand during their duration, provided the economy maintains caution with regard to the possibility of oversupply.

- **Improved Transport and Road Network**

Another sector that is slated to witness immense improvement is transportation: flyovers, bypasses, broader roads, a larger metro system, an integrated Rail Bus Transport system and a High Capacity Bus system. All these can serve to ease traffic congestion and enable smoother transit for Delhi's citizens. The modernisation of the Indira Gandhi International Airport will treble its capacity and play a significant role in improving connectivity within India as well as of India with the rest of the world.

- **Sporting Legacy**

The Games will leave behind dramatically improved, world-class sports facilities that the coming generations of Indian sportspersons and aspirants can use in the future. The establishment of an Olympic-size pool as well as

a gym in Delhi University will boost sports among the Delhi youth as well. Above all, the legacy of the Commonwealth Games Delhi 2010 will be to boost a near-absent sports culture as a part of the daily life of every Indian, of all classes, regions, and all ages as well, with special emphasis on the youth, the future of the nation.

- **Volunteering Culture**

The Games can also be hoped to develop and encourage a culture of volunteering in the host country, preparing the youth with values of hospitality along with enhancing their life skills, such as self awareness, etiquette, creative and critical thinking, empathy, communication and interpersonal relationships.

- **Boost to Tourism Industry**

With the much needed facelift and an improved image of the city, compounded with global media exposure, India hopes to attract a large volume of tourists to the country. Renowned globally for its rich cultural traditions as well as its hospitality, India seeks to make use of the Games to encourage its tourism industry, expecting visitors during the games as well as after them, once it has gained adequate media exposure.

- **Creation of Business Opportunities**

The Commonwealth Games are also expected to generate a sizeable amount of business opportunities for private players. A number of companies are presently being contracted out projects in preparation of the Games, with more such transactions in the pipeline. The city can even hope to become the business hub of the country, with enterprises flocking to it in the short run, and potentially in the long run as well.

- **Knowledge, Skill Development and Education**

The host population can hope to gain greater knowledge and skills from staging a major sporting event such as this. Employees and volunteers can achieve skills and knowledge in event organisation and management, human resource management, security, hospitality and service, etc. Spectators and volunteers learn to use public transportation more conveniently and can also be acquainted with environmental project. They can also gain greater knowledge and awareness of the cultural history and heritage of their city as well as their country, and various other such issues.

- **Improved image of the country**

The media coverage that comes with the Games can be expected to reach over a billion people, providing a boost to the tourism industry, attracting business investment, and further opening India up to the globalised world economy. That apart, the lively atmosphere created during the Games as well as the accompanying smaller events can help the country present an improved face of the city as well as of itself as a whole.

- **A Cultural Legacy**

The Commonwealth Games can also be hoped to enable encouragement of cultural ideas, recognition and understanding of cultural identity and cultural awareness. With the spirit and message of friendship, unity and peace, the country aims to strengthen its cultural legacy through the event. With mass demonstrations and cultural programmes with people coming together from all over the country, the host community can expect to build memories to be cherished long after, of the spirit of the Commonwealth Games: Humanity, Equality and Destiny.

- **National fervour and unification**

Hosting an event of this magnitude and stature can engender a feeling of local identification, vision and motivation along with a certain amount of national fervour, unifying the country in spirit and hope.

The attempts to make Delhi a world class city have a large number of positive effects. However, they do not come entirely devoid of a negative aspect. The possible negative impacts of the Commonwealth Games can be outlined as follows:

- **Displacement of the marginalised**

A large number of people already living on the margins of Indian society stare at further marginalisation, as they find themselves improperly fitting the larger scheme of things. Demolitions of slums in the Yamuna Pushta area have not only led the people further into the margins, but also serve as stark reminders of the inability of the government to provide housing to one and all. Also, a large mass of hawkers and migrant labourers are expected to be evacuated during the Games. Bulldozers have already razed makeshift homes belonging to hundreds of slum inhabitants within New Delhi earlier this month, as the Indian government moved to improve the city for the Games. Officials claim that the land has been cleared to build a road, and the demolitions are a small part of a larger master plan to clean up the city while simultaneously providing slum-dwellers with proper housing. However, the government's stand is that there will be no relocation for poor families because they do not meet relocation requirements. Critics say that demolishing housing that has existed for years, while relocating some residents and not others, will only serve to harm many who live on the margins of society.

- **Environment**

The Commonwealth Games Village site near the Yamuna has been in the midst of debate and discussion since the very beginning, due to environmental concerns expressed by various environmental groups, activists and citizens. A major concern is that constructing the Games Village can potentially destroy the Yamuna floodplains, causing not just environmental damage, but also putting the river areas at a risk of periodical flooding. The government has, in this regard, also been accused of cutting down and transplanting many 'heritage trees' in the sprint for rapid development, harming the city's green belt. To address these concerns, the Indian government has formed a monitoring committee to oversee the ecological aspects of the construction of the Games Village. It had first invited Nobel prize winner and Chairman of the International Panel on Climate Change (IPCC) R.K. Pachauri to head the committee; Pachauri, in turn, recommended that a non-profit group be partnered with the committee for greater effectiveness.

- **Cost**

The costs involved in these mega events runs into billions of dollars. South Korea spent \$2 billion and Japan, over \$4 billion on new stadiums and infrastructure for the Olympics. Athens spent over \$1 billion only on security expenses during the 2004 Olympics. Substantial economic impact provides backers of such events with a justification for public subsidies, for mega event infrastructure. They argue that the expenditure be viewed as an investment that will in turn give returns. However, this is a case where the citizens' interests are at stake. Many independent researchers have found that *ex ante* predictions made by the event organizers of the economic impact far exceed the *ex post* es-

timates. The obvious question that then arises is whether the cost is justified, and still remains without conclusive answers.

This brings us to the development in developing nations bidding for such events. Only five main events have been organized by developing nations all across the world in all these years.

It is, however, interesting to note the experience that the developing nations face vis a vis developed nations. Although they hope for complete urban renewal and improved infrastructure in the host city with a boost to the economy, the impact of the event can even be adverse if post event planning is not carried out adequately, and on time. The **Asian Games of 1982** are a good instance of this. India, at the time, was witness to constructions of the new stadiums and other facilities for the very first time. However, buildings like the player's building and the roof of the Talkatora swimming pool were not completed on time, the development was haphazard and short sighted, and there was little importance given to planning norms and regulations. The retracting roof of the Indira Gandhi indoor stadium hailed as a technological feat never worked effectively and even after numerous repairs, the roof still leaks. An international Badminton competition in the 1990's was disrupted due to water leaking in. The main stadium, built on the banks of the Yamuna is actually tilting on one side. The adjoining Yamuna Velodrome is in a pathetic state with the velodrome full of cracks and bumps, and more often visited by snakes and rats than humans. The Nehru Stadium too is crumbling and bad maintenance means that even though new tracks were laid recently, they are already in disrepair. Utilisation of these stadiums has also not been very high. Bad maintenance has meant that they cannot be used for high profile international events and even domestic events are not held very often. The stadiums do serve as training grounds for the Sports Authority of India (SAI) but the fact remains that these stadiums have not been used to capacity since 1982. The stadiums are used more often for Bollywood events or political rallies than sporting events. Recently the only high profile international event that the famed J.N. Stadium has been used for is the Half Marathon where it

was the starting and end point!. Today, after nearly 30 years, the upgradation and renovation process is taking shape. There are therefore some obvious questions that must be answered about the 'legacy' that such events create

The remaining potentially adverse impacts, in brief, can be listed as the following:

- Under utilization of facilities post the Games
- Inability to attract a large number of spectators
- High infrastructure development costs
- High opportunity cost of capital
- Skewed Ownership Structure: More government owned, less usage by public
- Problems of access
- Absence of Long term Vision
- Potential to create chaos
- No real Public consultation or democratic transparency in the planning process
- Gentrification
- Not having accounted carefully for all post Games expenses
- Not properly responding to post games criticism
- A loss of public confidence

V. RECOMMENDATIONS

Finally, India is all set to play host to its first major event and has no plans to let the image of the country down at any cost for any reason whatsoever. It therefore becomes essential for the organizers to not only develop the infrastructure and requirements, but also keep firmly in mind the post games use of the same and accordingly plan for sustainable development to avoid urban blight. While conducting such mega sporting events, the trend has unfortunately been of a lack of planning for the post games use of the facilities. There are, in fact, only a handful of cases where the planning as well as implementation have been carried out with great care, and on time, and Barcelona is one such instance. It therefore becomes clear that the lack of post-Games planning is not something peculiar to India. It is a global phenomenon. However, it is high time that the country must take note of happenings around the world with respect to the organising of such Games, and pay careful heed to the negative impacts it can have due to lack of a proper policy on post Games legacy use.

In this regard, the following section outlines some ideas, suggestions and recommendations that can be efficiently put into use for successful operation of the Games, and also for the post Games utilization of the legacy:

- The focus should be primarily on delivering a successful event keeping in mind the legacy objectives (economic, social, cultural, civil, national, international) which are beneficial for the country as a whole during the Games and after them.
- A proper media strategy can be outlined for worldwide exposure of the event, as well as at the national, regional and sub regional levels, creating a transformed image of the city and country, and also inspiring sports culture.
- Monitor post Games public opinion generally and attitudes towards the post Games plan in particular.

- Clearly laid out plan for the commercial use of new facilities after the event is over should be laid out clearly, stating the role of the private and the public sectors.
- The information on firms, volunteers, employees etc can be used to make a database for potential use on other events, taking into account data protection requirements.
- Provision of a high standard of customer service with easily accessible customer care helplines.
- Market visitor attractions wherever possible, using event tickets, printed information on the event and other information sources and media.
- Utilisation of local and national expertise on almost every event
- Provision of a strategic link between the event and regeneration and employment wherever possible.
- Provision of integrated ticketing wherever possible and one stop information on the main event as well as any associated events.
- Provision of efficient transport facilities to and from the venues.
- Provision of a safe, clean and attractive environment for visitors.

The key actions required to meet the above mentioned objectives and to ensure efficient use of the infrastructure during as well as after the Games can be listed as follows:

- Partnerships developed during and after the Games can be built upon, to allow public sector to play an important and active role in bidding for, funding and hosting major events.
- The role of the private sector can be increased in delivering major event strategies through measures such as developing opportunities, providing regional businesses with avenues to showcase and further develop their businesses, etc.
- Development of a core marketing strategy to clarify as well as state the position of the city/country in the world events market

- A planned event portfolio can be produced, reflecting the position of the region in the events market (national and international). This will involve bidding for major events and will also help in developing national or regional events which will utilize the unique infrastructure of the region, along with boosting the sports culture, as well as involve international participation in the long run, such as the Indian Premiere League.
- An Event Impact Assessment toolkit can be prepared which can be used to measure the estimated impact of events on various sectors of society and to measure its commercial value in the world market. This information would keep us better informed for future investments and biddings for more such events.
- International sports federations, media and political bodies need to cooperate in order to stage an event successfully. In general, events improve political networks, such as close partnerships with the central government. Network building of this kind can then enable an understanding and the creation of a common interest for the mentioned entities, which are otherwise entirely separate bodies with separate objectives and separate areas of interest.

CASE STUDY I : Barcelona Olympics, 1992:

The 1992 Barcelona Olympics are not just credited with transforming the landscape of Barcelona itself, but also with re-branding a city that has become one of Europe's most popular tourist destinations. The Games transformed the city's image as a centre for commerce. An annual report stated that Barcelona has risen from the 11th to the 4th position in the European rankings for the best cities to do business in. The number of hotel rooms in the city was seen to have more than doubled between 1990 and 2004. The Games village contributed significantly to solving the housing problem that plagued the city in the 1980s. Even the stadium, which hosted the opening ceremony, has served as the home of the RCD Espaniol team, which ensures its regular use.

Talking about the sporting facility of the Commonwealth Games that is being constructed, renovated or upgraded, mainly including stadiums and sports complexes, certain possible initiatives and planning have been outlined in accordance with various different sectors of the host community, below:

1. Ownership:

The ownership of the stadiums and sports complexes can be under a PPP model (Public Private Partnership), implying that government and private enterprises will share the risk of operating the stadium.

This would not only ensure efficient management, use and maintenance of the venue, with the intervention of the private player, but will also provide accessibility to all sections of society, from poor to rich, urban to rural. In this regard, membership can be provided to all, at a reasonable and affordable price, and the Government can also be instrumental by providing 'Vouchers' to the marginalized poor or people from rural backgrounds who have a keen interest in sports. Separate trainers for such people can be employed. To ensure the effectiveness of such a scheme, different time slots can be allotted to certain sections of people to protect them from any kind of abuse, or inferiority complex. This would also keep a close check on the performance of the individuals, and an estimate can regularly be drafted to balance the number of users of the facilities, and the resources required for them. However, the Vouchers should be extended only after noting the performance, interest level and aptitude of the person accessing the facilities, shortcomings in either of which may lead to termination of the voucher at the end of 6 months.

The role of private players will be that of managing and maintaining the facilities, which would enable them to earn profit by putting them to multiple uses such as renting venues for corporate seminars, conferences, events, etc.

Moreover, such facilities can also be utilised by schools and universities, government schools in particular, where adequate sports facilities and equipment is hard to find.

Such schools can be given concessions by the government to access them or to hold large-scale school events in the sports complexes or stadiums. A grass root coaching programme can be created, providing such facilities to all.

CASE STUDY II : Atlanta Olympics, 1996:

The Atlanta Olympics were the greatest peacetime event of the 20th century. Twelve years on, however, they are remembered not only for the victories of Mohammad Ali and efforts of Michael Johnsons, but for the transport chaos that almost brought the Games screeching to a halt. Yet Atlanta has one of the strongest Olympic legacies. It was the first to be funded almost exclusively by Coca Cola. The Atlanta Olympics were designed with the host's future incarnation as the home of the Atlanta Braves baseball team in mind. Georgia Tech University took over the management of the aquatics centre before the Games began and adapted it to include an indoor running track and basketball courts to be used by students, local clubs and schools. The university houses thousands of its students in the former Olympic Village. The Centennial Olympic Park was built in what was the rough part of a town, but today its fountains are an extremely popular attraction for children. Housing built around the park brought new people into the city's centre, and plans drawn up by Atlanta's leaders transfer 20 per cent of the tax generated by the regeneration into poorer districts.

2. Housing:

The DDA holds a 50 per cent share in the housing created in the Commonwealth Games Village. The remaining half lies with Emaar MGF which has already begun the sale of the luxurious flats. A proposition can be made keeping this in mind, that the flats under DDA may be auctioned or sold at the maximum price available, and the money earned from the same can be transferred to the Slum Wing operational under the DDA, for the construction of houses for displaced slum-dwellers.

One may argue that the government is not responsible for providing housing to all. However, if it has the power to displace somebody then it must also compensate them adequately. As with the evacuation of the Yamuna Pushta area under the Delhi Master Plan 2021, stating the inhabitants' adverse effect on the ecological balance of the area, and on the grounds of their being illegal encroachment, while the government has now itself authorized construction in the same area, it becomes clear that the standards being applied to different objectives is not uniform in the governmental policy. Moreover, when the government is in the process of 'cleaning up' the city, it is in effect simply creating another slum at another site, leading to a never ending cycle of creation of makeshift low budget housing. If the government collects taxes from the citizens, it is also accountable to provide the details of its expenditure. Here, when the DDA is already equipped with the power to build houses, it can build housing for the marginalized section of the community, ensuring transparency as well as effective use of the money earned.

Another suggestion that can be made is that the DDA can declare a clause beforehand, in consultation and affiliation with sports authorities and the government through an MoU, that a pre-decided amount of money earned from the sale/auction of the flats would be awarded to a particular number of Indian sportspersons and athletes to commend their performances during the Games, as a an act of encouragement and motivation to athletes and sports overall in the country. This is also with particular emphasis on sports other than cricket, since we need to generate interest in other sports as well, for which such encouragement is essential.

CASE STUDY III : Sydney Olympics, 2000:

The Sydney Olympics personify a negative impact. Sydneysiders who fondly remember the success of the 2000 games, have been left with negligible benefits. Sue Holliday, the former chief planner for the Sydney Games said that the host city should have focused more broadly on a legacy programme for the Olympics site. "Sydney is now paying the price." A long term plan for its re-development, turning the site over to residential and commercial uses did not appear until 2005. Holliday admits "We didn't really have a policy for what would happen to the Olympic site after the Games." Until the Olympic Park was reborn as a new suburb, it was to serve largely as a tourist attraction. However, the influx of foreign tourists that the organizers had hoped for never materialized. Another study suggested that there wasn't even any evidence that the hosting of the Games boosted participation of people in sports or generate any kind of sports culture, only encouraging more people to watch it on the television. The infrastructure thus built remains a white elephant, and taxpayers continue to bear the brunt of the huge investment. The real estate prices in Sydney are also at an all time high. At present, it serves as a tourist attraction and includes infrastructure for new sports and education campuses from kindergarten to university. The main stadium was unable to bring in any profit until it sold its naming rights to Australian telecommunication company Telstra.

2. Returns on investment and other uses:

To gain maximum returns to the investments made, a number of strategies can be employed :

- Sale of tickets is an obvious way of gaining returns. With widespread advertising and promotion of the event, a sufficiently large audience can be gathered. Along with this, in order to attract young audience, some con-

cession for students may be applied to draw them to the event, and in the long run, to sports as a field.

- Facilities can be rented out for multiple uses such as seminars, conferences, concerts, events, fairs, programmes and other such events.
- Selling naming rights of stadiums and sports complexes can be a good option. For instance, when the main national stadium in Sydney was unable to garner profits, the naming rights were sold to an Australian telecommunication company Telstra, which served to significantly load off the debt from the government.
- Advertising and telecast rights of the event can be given to the highest bidding private players, apart from Doordarshan.
- Corporate Sponsorships can be encouraged. The event as a whole or some phases of it can be provided with support and assistance by the corporate sector. Also, under CSR(Corporate Social Responsibility) of any individual enterprise, there can be the provision of funding to sportspersons individually or collectively for training and other purposes. For instance, Lakshmi Narayan Mittal provided financial aid to certain athletes during the Olympics in the year 2008, who in turn performed very well on the world stage. It would also help to lessen the burden of the government in providing trainers and funds, having the corporate sector invest in the same instead.
- An association can be formed comprising of experts, owners of the facilities and sportspersons and other professionals, which may invite foreign teams for training purposes, and also for competitions and matches. This will not only help in the preparation of Indian athletes, but will also generate revenues.
- The stadiums, sports complexes and centres can have spas and fitness centres for the use of the general community, at affordable prices.
- The private owners of various venues/stadiums working under PPP model, can merge to form one banner under which the facilities can be marketed

and utilized, and profit can be earned. Also, this merger enterprise can be listed as IPO and public issue can be offered to enable people to invest in the same. Under this banner, stadiums can be bundled with other commercial activities for tendering purposes, as the stadiums individually offer limited opportunity for profit.

- A part of the facility can be taken over by Delhi University for its management which can be used by the students, local sporting clubs, schools, RWAs etc.
- Adaptive reuse of the structures can help in gaining returns without creating new structures for various other activities

STUDY IV : Athens Olympics, 2004:

The Athens Olympics were organized at a record 9.4 billion pounds, unfortunately leading the country into a huge debt. During the months after the Games, the shortfall amounted to 50,000 euros for each Greek household, and as a result, taxpayers are still footing the bill. Maintenance of the sites alone have cost as much as 500 million pounds. Since the authorities did not have the adequate strategy and planning for the post games use of the facilities, the country has been groaning under debt. Due to the organizers' lack of a post games plan, it was decided that the venues would either be sold or torn down. The venues that were built to meet the requirements of the sports federations proved useless to Athenians. As many as 22 venues that were touted as the 'best ever' lie abandoned. A New Democracy politician, Fani Palli-Petralia once said "When the city gets the Games, it should make a business plan for changes and then decide what the country needs for the day after the Olympics. This did not happen." Hence, despite the success of the sporting event as well as the improvement in the city's infrastructure, Athens can sufficiently be termed a manual for how *not* to stage the Olympics

4. Parking:

Parking areas can be used as parking spaces even after the Games, and can be rented out to nearby shopping centers, office buildings, residential apartments, to be used by the general public.

5. Open public spaces:

Open public spaces can be developed as beautiful green landscapes, or to build commercial centers, educational institutions or public libraries.

6. A sustainable and vibrant township can be created, operational 24 hours a day and 7 days a week, which can help in generating investment and suitable and timely returns.

CASE STUDY V : Beijing Olympics, 2008:

The end of the Games was just the beginning for many Olympic venues, which are all set to become tourist hotspots. Tourist agencies have already developed tours that feature the stadiums and other venues. After the Olympics the Bird's Nest, i.e. the national stadium of the Games, will become a large scale sports and entertainment facility for the residents of Beijing. This will be operated under the PPP (Public-Private Partnership) model. Some temporary structures will be demolished or renovated based on infrastructural needs, while important stadiums will be commercially operated after the Games are over. Regular rentals, advertising and ticket sales are also important sources of income in mind. Apart from these, the individual properties will be sold as housing accommodation.

VI. CONCLUSION

The city of Delhi is poised on the brink of radical transformation for the Commonwealth Games 2010, as has been illustrated by the information given in this paper. However, it is important to keep in mind that while progress as an isolated process may be widely taken for a positive phenomenon, it does not always come without a cost. An apt illustration of this principle is the preparation being made for the Games at this point, which may not indicate too many obvious signs of negativity, but a closer look reveals that it has more to it than development and furthering the economy.

The world has already been witness to many such events, and the experiences of the same have been considered by aspiring bidders in order to build a strategy that minimizes loss and maximizes profit, during the event as well as after it. Whether such events do more harm than good is still a debatable issue, since many of the benefits as well as adversities derived are intangible. It therefore becomes crucial to scrutinize each event in detail, studying the unique characteristics which are also country-specific, in order to learn from the experience of gain as well as loss in all spheres.

India, as the host of one of the largest, most opulent Commonwealth Games the world has seen yet, compounded with the fact that it is still a developing country, must therefore exercise extreme caution if it aims at forwarding its progress as an economic superpower. The present plan for the Commonwealth Games may spell catastrophe in ecological as well as financial terms, while there is also the possibility of them being instrumental in creating and presenting a new and improved face of the city, and subsequently of the country, to the global arena. They may herald a surge in the direction of progress, or they may mark a downfall, the likes of which India has never had to face before. Popular perception tells us that the Asian Games was an unmitigated success, but closer analysis brings out the fact that it is a little more complicated than that. For the Commonwealth Games to be a success on all fronts, benefiting all spheres, effective planning and implementation is essential, with a crucial need at this moment, for foresight, in order to prevent the possible negative after-effects of the event while encouraging and furthering the positive ones.

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