



2018 Commonwealth Games Candidature

REPORT OF THE CGF
EVALUATION COMMISSION

**GOLD COAST
HAMBANTOTA**



September 2011



PART ONE

– Overview





Chairman's Letter

Open letter to the CGF Executive Board and Commonwealth Games Associations

Dear Colleagues and friends

It is with pleasure that I present to the Executive Board and members of the Commonwealth Games Federation, the Report of the Evaluation Commission, which has reviewed the proposals of Candidate Cities bidding to host the 2018 Commonwealth Games (2018 Evaluation Report).

From the outset, and on behalf of the entire Evaluation Commission and those who supported it, I express my appreciation to the Candidate Cities of the Gold Coast and Hambantota for the manner in which they have participated in the Candidature Process to date.

The Evaluation Commission has undertaken a rigorous review of the proposals of each city, including independent analysis by technical experts, on-site meetings and inspection visits. When we visited both cities all arrangements were completely satisfactory and our meetings were conducted in an open, transparent and collegial manner, with the Candidate Cities and the Evaluation Commission working together cohesively to achieve a full understanding of the proposals, so as to ensure a fair and comprehensive representation in this report.

The structured evaluation process utilised by the CGF for the selection of the 2014 Commonwealth Games Host City has been proven to be highly successful and resulted in a strong foundation for the ultimate winner, Glasgow. Since then, the CGF has continued to refine this process, and I have no doubt that the city ultimately selected to host the 2018 Commonwealth Games will also benefit from this transparent and structured process.

Our report has been developed on a completely independent basis, ensuring a balanced approach to both Candidate Cities with the Commission, following exactly the same process for each.

As you will see from our findings, the Commission was challenged by the significant differences presented by each city. On one hand, the Gold Coast presents a high level of existing infrastructure. Conversely, Hambantota provides the opportunity to develop a largely "greenfield" site. The Commission found merit in both proposals and has reflected this in the Report, while at the same time reflecting the different challenges of each proposal.

The Commission has reflected in this report what we have been advised by each of the cities and what we have deduced from our own analysis. While we have been diligent in our review and believe our opinion is a reflection of the facts, we take comfort in knowing that each city will have the opportunity to clarify any matters in their update to CGF Members, if they disagree with our interpretation of the information provided.

The purpose of this report is to inform members of the CGF of the technical merits of each proposal. The Commission understands that members will also take other factors into account in determining the city they ultimately wish to support. While these other factors are important, the underlying technical merits of each proposal will fundamentally determine the degree of success achieved in the staging of the 2018 Commonwealth Games. I therefore, commend this report to you and recommend a thorough review before making your final decision.

On behalf of the Evaluation Commission, I express our appreciation for the confidence bestowed in us to undertake this most important review. I would also like to thank each of the members of the Evaluation Commission as listed in this report and all of the advisers who played such an important role.

We hope that each city will achieve the goals it has established for itself and that participation in this Candidature Process has added to the focus on future plans and progressive coordinated work towards those plans.

Yours sincerely

A handwritten signature in blue ink that reads 'Louise Martin'.

Louise Martin CBE



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Introduction

The Commonwealth Games Federation (CGF) commenced the Candidature Procedure for the selection of a host city for the 2018 Commonwealth Games on 23 December 2009, with a call for bids to its 71 member Commonwealth Games Associations (CGAs).

Following this, the CGF provided a range of services and support information to any CGA considering a bid and subsequently to the Bid Committees. This included:

- Revising the Games Technical Manuals describing the minimum requirements for hosting the Commonwealth Games;
- Providing a comprehensive Candidate City Manual in December 2009, which set out the detailed bidding requirements for a Candidate City;
- Conducting a Candidate City briefing in London in July 2010;
- Providing access to the Commonwealth Games online Knowledge Centre;
- Conducting the Observers Programme in conjunction with the 2010 Commonwealth Games in October 2010; and
- Conducting a comprehensive Candidate City Seminar in Glasgow, Scotland in December 2010.

This programme, coupled with access to expert technical advice, through the various briefings, observations and seminars, has provided the two Candidate Cities with a greater range of support than for any previous city selection process for the Commonwealth Games. Each city has had access to exactly the same level of support.

The quality of files submitted to the CGF reflects this enhanced understanding of Games requirements.

In January 2011, the CGF Executive Board appointed an Evaluation Commission to review bids for the 2018 Commonwealth Games. This Commission consists of:

- **Louise Martin** - CGF Honorary Secretary (Chairman)

- **Gideon Sam** – President, South African Sports Confederation and Olympic Committee
- **Erskine Simmons** – Secretary General, Barbados Olympic Association
- **Andrew Ryan** – Director, Association of Summer Olympic International Federations (International Federations representative)
- **Mike Hooper** – Chief Executive, CGF.

The Terms of Reference for the Commission are included in this report in Appendix A.

The Commission was supported by Technical Advisors from Event Knowledge Services SA, four of whom travelled with the Commission, providing process and expert assistance to the Commission. All Technical Advisors were independent of any bid and were contracted so as to ensure their impartiality. No member of the Evaluation Commission was a national of Australia or Sri Lanka.

The Commission's activities were coordinated and facilitated by the CGF Chief Executive Officer and the Commission operated within its Terms of Reference and the Visit Guidelines, as established by the CGF Executive and the Evaluation Commission respectively (refer to Appendix B – Site Visit Guidelines).

The Evaluation Commission studied the Candidature Files of the two Candidate Cities. A preliminary desktop review was carried out and, as a result, the Commission sought clarification on a number of issues from both Candidate Cities during the Evaluation Commissions site visits.

The Evaluation Commission visited each city separately, spending 4 working days with each city (Gold Coast City 20-23 June, Hambantota 27-30 June), during which time all competition and principal non-competition venues and sites proposed by each city were inspected. The Commission proposed a standard form agenda in the Visit Guidelines for both cities, which was revised with the cities before being finalised. The Evaluation Commission received a large number of detailed presentations in accordance with that agenda.



The final programme of meetings for each city is included in Appendix B – Evaluation Commission Site Visit Guidelines.

As a result of the analysis by the Evaluation Commission while in each city, both cities were allocated an equivalent time period to provide further information to the Evaluation Commission to clarify their Candidature Files. Both cities were afforded the same opportunity and responded as they considered appropriate.

The Candidature Files, site inspections, on-site presentations, discussions and clarifications comprised the material from which the Evaluation Commission has undertaken its analysis and produced this report. Care has been taken to treat all information fairly and to ensure that each city is

dealt with in the same balanced and equitable manner.

Importantly, this report focuses only on the technical elements of the bids and assesses if the Candidate Cities meet the technical requirements, whether established by the CGF or based on recent Commonwealth Games experience.

This report also comments on the adequacy, or otherwise, of the required guarantees provided by the cities and is divided into 15 themes consistent with the Candidature File requirements. The report finishes with overall conclusions followed by Appendices.

The schedule for the preparation of the Evaluation Commission Report was as follows:

CGF received Candidature Files		11 May 2011
Preliminary assessment of compliance of Candidature Files	11 May	13 May
Initial desktop review of Candidature Files	14 May	1 June
Preliminary report and clarifications prepared and provided to Evaluation Commission members	1 June	13 June
Evaluation Commission pre-site visit briefing – Sydney	18 June	19 June
Site visit – Gold Coast City	20 June	23 June
Site visit – Hambantota	27 June	30 June
Clarifications received from Gold Coast City	23 June	4 July
Clarifications received from Hambantota	30 June	11 July
Compilation of Evaluation Commission Report	1 July	31 August
Report published		11 September



Executive Summary – Gold Coast

Topic	Summary
Period of Games	<ul style="list-style-type: none"> Gold Coast City proposes an 11-day Games period during the period 5 to 15 April, with a separate evening for the Opening Ceremony on 4 April.
Concept	<ul style="list-style-type: none"> The beachside location and hinterland will provide an attractive backdrop for the Games in Australia's largest regional city. A major tourism destination, Gold Coast has a variety of well established attractions and regularly deals with large inflows of visitors during peak seasons. The Gold Coast City concept presents a relatively compact and accessible Master Plan with the majority of venues located along the beachside corridor. The remainder, including Track Cycling and Shooting, are located remotely nearer to Brisbane, with projected travel times of up to 60 minutes from the Games Village.
Sports Programme	<ul style="list-style-type: none"> 17 sports are included in the competition schedule: <ul style="list-style-type: none"> – Aquatics (Swimming and Diving) – Athletics – Badminton – Basketball – Boxing – Cycling (Track, Road and Mountain events) – Gymnastics (Artistic and Rhythmic) – Hockey – Lawn Bowls – Netball – Rugby Sevens – Shooting (Clay Target, Full Bore, Pistol and Small Bore) – Squash – Table Tennis – Triathlon – Weightlifting – Wrestling
Ceremonies, Queen's Baton Relay and Culture	<ul style="list-style-type: none"> The Ceremonies will be staged in one of the major new venues, Carrara Stadium, the venue for Athletics, opened in May 2011. The combined anticipated expenditure for the Opening and Closing Ceremonies is GBP 15.75 million. While this is a relatively modest budget allocation, the use of experienced local talent and existing equipment from the substantial local creative industries (film and entertainment) is envisaged. There is a general undertaking to support a visit by the relay to all Commonwealth nations.
Master Plan	<ul style="list-style-type: none"> The proposed Master Plan optimises the use of existing facilities and the beachside location, resulting in a relatively compact and accessible Master Plan. The Games Village, situated in an attractive parkland setting, is located within 20 minutes of 80% of the competition venues, with the balance involving travel times of between 27 and 60 minutes. The proposed site for the Main Media Centre is centrally located within the city and ample media accommodation is available in close proximity. Existing facilities account for almost 80% of the proposed competition venues, providing evidence of the region's sport orientation and providing a long-term plan for enhancing sport and competition in the area.
IF Venue Endorsement	<ul style="list-style-type: none"> The Gold Coast Committee has secured the endorsements of the relevant International Federations as required by the CGF, with one exception, for which endorsement has been received from the National Federation. No issues are anticipated.
Games Village	<ul style="list-style-type: none"> Gold Coast City proposes a 6,556 bed Commonwealth Games Village to be constructed, set in the Gold Coast parklands adjacent to a university campus and two hospitals. The long-term vision for the Village is for a community of 2,100 residents, appropriately targeting university students, and health and knowledge industry workforce.

Topic	Summary
Media Facilities	<ul style="list-style-type: none"> The International Broadcast Centre and Main Press Centre will be co-located in a Main Media Centre within an existing well located facility, the Gold Coast Convention and Exhibition Centre. This is an existing and well tested facility that will provide a professional environment for working media. Adequate facility is anticipated in an adjacent dedicated transport hub.
Economy	<ul style="list-style-type: none"> Australia is a stable economy that has enjoyed sustained GDP growth averaging 3.4% over the last 19 years, underpinned by the major industries of services, agriculture and mining. The Gold Coast enjoys a strong economic position as a major tourist destination, and in recent years 25% of economic growth has come from knowledge-based industries.
Development Plan	<ul style="list-style-type: none"> The State of Queensland and the south east region in particular, has benefited from substantial infrastructure investments in recent years and is a strong economic growth region within Australia. As a growing and dynamic region, the Gold Coast requires continuous improvements to infrastructure and services development that can be advanced through hosting the Commonwealth Games.
Financing and Guarantees	<ul style="list-style-type: none"> Capital expenditure included in the non-Organising Committee budget, primarily for infrastructure work totalling GBP 572 million, is relatively modest. The major component of this expenditure is GBP 399 million for the Commonwealth Games Village. Three medium size and three minor new venues are required to house the Games sports for a total expenditure of GBP 68 million. All new venues are scheduled for completion in 2016. All relevant guarantees related to the financing of the Games have been obtained. The most important is the guarantee from the Queensland Government that confirms that any shortfall of the Organising Committee will be funded, specifically underwrites the financing of the non-Organising Committee capital budget including the Village and provides much of the necessary support for the legal structure. The Gold Coast City bid provides a plan for the financing of the 2018 Games that is both credible and well developed. Estimates for both revenue and costs appear prudent and significant contingencies have been provided both at a programme level and overall.
Branding, Promotion and Communications	<ul style="list-style-type: none"> The Gold Coast City Council's Economic Development Strategy 2020 identifies sport as a key industry for the region and the broader Gold Coast City vision aligns with the value and brand positioning of a Gold Coast Commonwealth Games. The Australian market is supportive of the Commonwealth Games, but a strong brand and well conceived communications programme will be fundamental to achieving the commercial targets in a country where multiple major event options are available to corporates and individuals.
Previous Experience	<ul style="list-style-type: none"> The Gold Coast proposal benefits from the relatively recent Australian experiences in hosting major multi-sport events, such as the Melbourne Commonwealth Games 2006 and the Sydney 2000 Olympic Games. The local event experience within the Gold Coast is also substantial. A significant resource base of event-experienced personnel will be available, and the government agencies also have considerable expertise in operating in major event environments.
Bid Committee	<ul style="list-style-type: none"> The Bid Committee includes the Chairman and Chief Executive Officer of the ACGA, a range of senior, experienced Gold Coast City-based business people and Olympic and Commonwealth Games medal-winning athletes. No specific polling was undertaken on the Gold Coast to indicate the level of public support for the bid; however, the bid team offered a number of indicators of the evidence of public support, primarily related to the history of significant community support for sporting events in the region.



Topic	Summary
Sustainability and Legacy	<ul style="list-style-type: none"> • The Gold Coast City Games environmental protection proposal is centred on the strong set of environmental protection laws and regulations existing across all levels of government in Australia. • There will be minimal impact from venue construction, as nearly all major venues already exist. • During the proposed Games period average temperatures of 24°C are anticipated, humidity levels of 65.3%, 23.0 kilometres per hour winds and an average of 4.4 days precipitation. • Air quality and water quality are generally well within WHO guideline values.
Travel Grants	<ul style="list-style-type: none"> • Travel grants will be provided to 100% of accredited athletes and team officials based upon a CGA's average team size at the previous two Commonwealth Games, with some flexibility on implementation, and business class airfares and accommodation will be provided for the President and Secretary General of each CGA.
Health and Medical	<ul style="list-style-type: none"> • Currently two public hospitals located within 21 kilometres of the Games Village provide acute, non-acute and sports medicine services. One of these is a teaching hospital. By 2012 the second hospital will be upgraded to teaching hospital status and relocated to within one kilometre of the Games Village. • Australia is fully compliant with the requirements of relevant anti-doping rules and conventions, and is home to an experienced, WADA-accredited laboratory for the processing of doping samples.
Security	<ul style="list-style-type: none"> • Australia, Queensland and Gold Coast City have mature security and emergency services structures in place and extensive, relevant experience in securing major sporting and other events. Relationships between security providers in all three tiers of government are strong. Australia has an established legislative framework to formalise the conditions for Games time security operations.
Accommodation	<ul style="list-style-type: none"> • Gold Coast offers a compact accommodation solution involving entirely existing hotel inventory to meet Games requirements. There is sufficient hotel capacity to ensure adequate access for all Games clients across a range of accommodation types and prices with no requirement for planned or additional hotels. Gold Coast is yet to nominate a Games Family Hotel as there are a range of options. • Compliant letters of guarantee were obtained for 4,706 rooms. An early priority for the Organising Committee will be to review the hotel mix and ensure the standard and rates are mapped to anticipated Games client requirements.
Transport	<ul style="list-style-type: none"> • The Gold Coast has advanced transport infrastructure and systems, including two international airports, a significant network of motorways and arterial roads, a heavy rail system, a new light rail system, a public bus system, and an advanced Intelligent Traffic Management System (ITMS). • The mature transport infrastructure is continuously being upgraded to meet the underlying growth requirements. This infrastructure, as supplemented by the planned investments already underway, will provide a robust foundation for Games transport. • The Games transport solution described in the bid identifies key strategies, including public transport as the dominant mode of spectator transport and the use of Games lanes for Games Family transport. These are supported by a governance scheme that encompasses strong commitment from both the Queensland Government and the City Council.
Telecommunications and Technology	<ul style="list-style-type: none"> • The existing information technology and telecommunication services in the Gold Coast are mature and will provide a suitable base in achieving the Games technology requirements. The proposal is also supported by a competitive telecommunications market and a network of suppliers and government agencies experienced in the delivery of major events within Gold Coast City and Australia. • The budget provision for information systems, telecommunications and other technologies is reasonable in comparison to expenditure for recent Commonwealth Games.

Executive Summary – Hambantota

Topic	Summary
Period of Games	<ul style="list-style-type: none"> Hambantota proposes an 11-day Games period during the period 16 to 27 May, with a separate evening for the Opening Ceremony.
Concept	<ul style="list-style-type: none"> Hambantota is located in the south east of Sri Lanka and presents a ‘greenfield’ site on the outskirts of the city for the development of a unique and highly compact and integrated Commonwealth Park, which will host 90% of competition venues and all major non-competition venues. Only the Shooting venue and the road events including Triathlon are outside of the Commonwealth Games Park. The Games will be an important part of a major nation-wide branding programme as Sri Lanka emerges from 26 years of internal conflict and celebrates rapid economic growth, increased visitation and substantial foreign direct investment.
Sports Programme	<ul style="list-style-type: none"> 17 sports are included in the competition schedule: <ul style="list-style-type: none"> – Aquatics (Swimming and Diving) – Archery – Athletics – Badminton – Boxing – Cycling (Track, Road and Mountain events) – Gymnastics (Artistic and Rhythmic) – Hockey – Lawn Bowls – Netball – Rugby Sevens – Shooting (Clay Target, Full Bore, Pistol and Small Bore) – Squash – Table Tennis – Triathlon – Weightlifting – Wrestling
Ceremonies, Queen’s Baton Relay and Culture	<ul style="list-style-type: none"> The Ceremonies will be staged in the recently-built Mahinda Rajapaksa International Cricket Stadium. Anticipated expenditure is GBP 14.5 million and GBP 6.1 million for the Opening and Closing Ceremonies respectively. The Queen’s Baton Relay will visit all nations of the Commonwealth.
Master Plan	<ul style="list-style-type: none"> The Games Master Plan proposes one of the most compact Commonwealth Games concept designs ever developed. An ambitious venue programme anticipates the development of a new Commonwealth Games Park complex of multi-sport venues, housing 8 competition venues, 15 sports and all major non-competition venues. This ensures short travel times for the Games Family.
IF Venue Endorsement	<ul style="list-style-type: none"> The Hambantota Bid Committee has secured all but one of the endorsements from the relevant International Federations as required by the CGF, and no issues are anticipated.
Games Village	<ul style="list-style-type: none"> An 8,640-bed Commonwealth Games Village will be located adjacent to the Commonwealth Games Park complex. The Village legacy is a housing, commercial and school community to serve a new on-site sports university, business and IT park.
Media Facilities	<ul style="list-style-type: none"> A joint Main Media Centre, containing both an International Broadcast Centre and Main Press Centre, will also be housed within the Commonwealth Games Park close to the majority of the sports venues. The Hambantota media operations plan is well conceived and appropriately addresses the needs of the media.



Economy	<ul style="list-style-type: none"> Sri Lanka is a fast-growing economy with the National Government predicting 8% annual growth in 2011 and sustained growth anticipated over the next five years. An ambitious programme for economic development has been in place since the post-tsunami recovery plan of 2004 and has been boosted by the cessation of 26 years of civil unrest.
Development Plan	<ul style="list-style-type: none"> Hambantota is one of five future “metro cities” featuring prominently in the national post-tsunami regeneration programme. Substantial National Government funding is enabling significant change in the district, with numerous development projects in train. These include the Hambantota airport and seaport, roads and railway development, health care and utilities development, as well as a number of transport-related projects, primarily the construction of an extensive road network, a new international airport and new railway lines.
Financing and Guarantees	<ul style="list-style-type: none"> The venue programme is underpinned by the strong commitments of the Sri Lankan Government; however, the breadth of development carries a relatively high risk. Considering only those projects directly required to stage the Games, funding of GBP 1.1 billion is required. Of this total amount GBP 600 million is to be provided by government and at least GBP 500 million is expected from the private sector. The responsible governmental authorities have demonstrated their strong commitment to the 2018 Commonwealth Games and all the necessary guarantees are in place. The National Government has provided the broadest underwriting and delivery commitments on behalf of Sri Lanka. This includes a commitment to finance and deliver all new competition venues. The Hambantota plan for the financing of the 2018 Games is well developed, but is heavily reliant on the planned development of the Commonwealth Games Park and other related infrastructure investments. Providing all nominated capital works are delivered, the budget is credible. Estimates for both revenue and costs appear achievable, with the possible exception of sponsorship revenue, and significant contingencies have been provided. The consequence of not meeting the revenue target is additional government funding.
Branding, Promotion and Communications	<ul style="list-style-type: none"> A comprehensive brand and communications programme has been designed, being articulated over four phases. The campaign provides for a powerful promotion of the Hambantota brand locally and nationally, while also raising the profile of the Games and Sri Lanka generally.
Previous Experience	<ul style="list-style-type: none"> The hosting of the smaller South Asian Games in 2016, two years prior to the Commonwealth Games, provides the imperative to complete required competition venues well ahead of the Games, while operating another multi-sport event will test some CWG venues and the operational capability of the workforce.
Bid Committee	<ul style="list-style-type: none"> The Hambantota bid is led by a large number of national, provincial and local government representatives from various agencies, complemented by private sector leaders. National polls indicate that 73% of Sri Lankans are supportive of the Games.
Sustainability and Legacy	<ul style="list-style-type: none"> The environment, legacy and sustainability elements of the Hambantota proposal are sound, underpinned by a solid Organising Committee framework of environmental management and compliance tools, and a range of Games-related plans and actions. Specifically in respect of the Commonwealth Games Park, little or no feasibility or market analysis has been undertaken and the long-term sustainability of the park is likely to be highly dependent on ongoing government programmes and funding. The information available suggests that average temperatures, humidity levels and wind strengths appear to be high. Air quality data is not available.

Travel Grants	<ul style="list-style-type: none"> Travel grants will be provided to 100% of accredited athletes and team officials based upon a CGA's average team size at the previous two Commonwealth Games, with some flexibility on implementation; and accommodation in the Games Family Hotel and Business Class travel costs will be met for CGA Presidents and Secretaries General to attend the Games.
Health and Medical	<ul style="list-style-type: none"> The Hambantota medical plans are dependent on human resource investments and substantial improvements to all medical systems. The planned upgrades to the district and general hospitals will respectively deliver 433 and 648 much-needed additional beds, a significant increase on the current comparable bed numbers of 67 and 352. WADA has certified the Sri Lankan anti-doping agency as code compliant, and the National Dope Testing Laboratory in New Delhi, India will be utilised to process doping control samples for the Games.
Security	<ul style="list-style-type: none"> The Hambantota security proposal is comprehensive and demonstrates a solid understanding of the security challenges faced by Commonwealth Games hosts. Games security planning and operational concepts are based upon existing arrangements and these appear to be sound, but untested in terms of the Commonwealth Games or similar events.
Accommodation	<ul style="list-style-type: none"> Existing accommodation is limited to 1,009 rooms. Hambantota has put forward a creative plan to meet the minimum accommodation requirements, which, if realised, will be very positive for the majority of Games clients in terms of quality of accommodation, location, and price. The key challenge to Hambantota's proposed solution is the reliance on continued growth in the Sri Lankan tourism industry to underpin a successful commercial return for the substantial investment in new hotel properties in the district.
Transport	<ul style="list-style-type: none"> The Bandaranaike International Airport in Colombo has frequent direct flights to major world cities providing good connectivity with the Commonwealth nations. Domestic flights between Colombo and the new Hambantota airport will be required to streamline the connection between the two cities, which would otherwise involve a road trip of 2 hours and 45 minutes. Hambantota's plans include extensive transport infrastructure development, committed irrespective of the outcome of the bid process, and scheduled for completion by 2016. Approximately 80% of planned investment concerns the construction of new road networks, as well as upgrading existing roads. The Games transport strategy has been based on these development plans, and transport services for spectators, workforce and the Games Family will be predominantly road-based. To encourage the use of public transport to access the venues, all ticketed spectators will enjoy free access to park-and-ride facilities, park-and-ride shuttle buses and regional bus services for the day of the event.
Telecommunications and Technology	<ul style="list-style-type: none"> The majority of telecommunications infrastructure required for the Games venues does not currently exist. The Bid submission states that the completion of the proposed infrastructure for all competition and non-competition venues is expected by 2016. The budget seems adequate in regard to historic costs for information technology but possibly understates telecommunications and internet related costs.

Summary of Evaluation Commission Findings

This report analyses the major undertakings of each country/city proposing to stage the 2018 Commonwealth Games on a theme by theme basis and provides the opinion of the Evaluation Commission regarding each city's understanding of requirements, the quality of their plan to achieve those requirements and identifies any substantive challenges. In the general commentary, opportunities and strengths are also identified.

The Evaluation Commission believes that an overall commentary on each city is necessary to frame the individual theme analysis. To support this, the Evaluation Commission believes that the overarching consideration that differentiates the two projects is the matter of risk.

It is not for the CGF and this Evaluation Commission to cast doubt on any of the very comprehensive and serious undertakings made by both cities and their associated government agencies. These are accepted completely by the Commission. Nevertheless, the Evaluation Commission is of the view that, at this time and based on currently available information, a Games staged in the Gold Coast presents a low risk, subject to Village development arrangements being secured, while a Games in Hambantota presents a medium to high risk.

Both CGAs and countries put forward regional cities to host the Games. Both cities have developed plans, which, if delivered, will fundamentally meet the technical requirements of staging the Games.



PART TWO

– Gold Coast Report



Theme 1 – Vision and Concept

1.1. Summary of city proposal

- The Gold Coast City concept presents a relatively compact and accessible Master Plan with the majority of venues located along a beachside corridor. The remainder, including Track Cycling and Shooting, are located remotely nearer to Brisbane, with projected travel times of up to 60 minutes from the Games Village.
- The beachside location and complementary hinterland will provide an attractive backdrop for the Games in Australia's largest regional city. With a projected population of 650,000 by the end of 2018, Gold Coast City is a major tourism destination and consequently benefits from substantial hotel accommodation and tourism-related facilities.
- Gold Coast City proposes an 11-day competition programme commencing with the Opening Ceremony on 4 April and concluding with the Closing Ceremony on 15 April, falling within the scheduled school holidays. It is not anticipated this scheduling will adversely impact the availability of Games-related accommodation requirements.
- Temperatures at midday are projected to range between 22.4°C and 26.4°C with average daily temperatures during the proposed Games period forecast at 25°C.

1.2. Key strengths

- The Gold Coast commits to technically excellent Games, drawing upon the relatively recent Australian experiences in hosting major multi-sport events, such as the Melbourne Commonwealth Games 2006 and the Sydney 2000 Olympic Games. There is a commitment to attracting the highest calibre of athletes to celebrate the Games, as well as activating local community involvement through culture and sport-related activities.
- The scheduling of the Games during a holiday period, in addition to posing operational advantages, provides an opportunity to activate the Games to enhance the tourist experience on the Gold Coast, increasing interest in the Games.

- Gold Coast has well established visitor attractions and regularly deals with large inflows of tourists during peak seasons (11 million visitors in 2010).
- The Games Village is the centrepiece of the Games project, located in the developing Gold Coast City Health and Knowledge Precinct. Substantial capital investment of GBP 1.11 billion is planned to support this 20 year project, with delivery guaranteed by the Queensland state government. Eighty percent of the venues will be located within 20 minutes of the Games Village, while the remaining 20% are between 27 and 60 minutes from the Village.
- The Gold Coast City Council's Economic Development Strategy 2020 identifies sport as a key industry for the region and the broader Gold Coast City vision aligns with the value and brand positioning of a Gold Coast Commonwealth Games. While the Candidature File does not provide a detailed view on the Gold Coast vision and legacy opportunities for the Games, the Evaluation Commission received an overview, which demonstrated that there is a logical hosting rationale and a well developed view on the positioning of the Commonwealth Games as an effective legacy driver.
- While a number of venues will require upgrading or are currently being built, the broad guarantee offered by the Queensland Government to underwrite the costs of organising and delivering the Games, combined with a manageable venue development programme, reduces the risk related to sport venues procurement and availability. There is already a range of existing venues suitable for use, and one of the major new venues, the Carrara Stadium, the venue for the Opening and Closing Ceremonies and Athletics, was opened in May 2011.
- Gold Coast City plans a Queen's Baton Relay and youth outreach, education and community cultural programmes to complement the Games activities and further promote the Commonwealth and the Commonwealth Games. In regard to the Queen's Baton Relay, the





general undertaking is to support a visit by the relay to all Commonwealth nations; however, the bid team did indicate that some remote communities may require alternate arrangements.

1.3. Key issues or challenges

- The existing transport system is based primarily on the road network and private cars. In peak times, including during the major holiday seasons, the substantial demand presents traffic challenges. The freeway corridor between Brisbane, anticipated to be the major gateway for international arrivals, and the main Gold Coast thoroughfare, experience heavy traffic during peak periods. This will require completion of the planned works on this road axis, as well as a careful plan of management to ensure that general Games-related movements can be accommodated within the specified travel times. Particular consideration of transport for Shooting, Cycling, Boxing, and Table Tennis is required.
- It is noted that the current mass transit system caters for just 6.5 % of total trips. Thus, the improvement to the Gold Coast mass transit system, including light and heavy rail complemented by the bus network, is a major connectivity and sustainability objective and will be required to support spectator and workforce transport during the Games. A thorough analysis of capacity relative to Games demand is required, and appropriate enhancements put in place as needed.
- The bid proposes the development of a blueprint for other major regional cities aspiring to host the Commonwealth Games. Positioned as a highlight of the Gold Coast proposition, the basis for the development of such a model is yet to be defined.
- The financial arrangements approved by the Queensland Government and submitted in a revised bid budget to the Evaluation Commission, provide for an Organising Committee budget of approximately GBP 630 million. On the basis of recent precedent and subject to further escalation, this allocation should adequately provide for Organising Committee responsibilities as interpreted by Gold Coast.

- The level of funding provided for in the non-Organising Committee budget is less clearly defined, although it is underpinned by broad underwriting and delivery guarantees by the Queensland Government. It is therefore likely that the non-Organising Committee budget may require progressive supplementation as Games arrangements and scope are better defined.
- While there is a high level understanding and agreement relating to the governance structure, there is a lack of clarity around specific arrangements. The dominant role of the Queensland Government, while removing substantial risk, will require the development of an effective and direct relationship between the CGF and the Queensland Government, as represented by the Premier and a proposed Minister for the Commonwealth Games.

1.4. Commentary

As a growing and dynamic region, the Gold Coast requires continuous improvements to infrastructure and services development that can be advanced through hosting the Commonwealth Games. The State of Queensland and the south east region in particular, has benefited from substantial infrastructure investments in recent years and is a strong economic growth region within Australia. It is anticipated that a Games in Gold Coast City will generate an economic benefit of GBP 1.26 billion and 30,000 full time equivalent jobs in the period from 2015 to 2030.

The Australian Government has indicated its support for the Games through the provision of services within their jurisdiction. The Gold Coast Bid Committee anticipates a level of national government support commensurate with arrangements for Melbourne 2006 Commonwealth Games if Gold Coast is selected as host; however, this is not committed.

The Commonwealth Games enjoys substantial support from the Australian public, and in particular, in celebrating the successes of the Australian Commonwealth Games team. Against this backdrop, the conditions exist to stage a successful Commonwealth Games and to showcase the Gold Coast to an international audience.

1.5. Conclusion

The Gold Coast presents an attractive destination in which to stage the Commonwealth Games within an





experienced major event host nation and underpinned by the political, financial and operational support of regional government. A substantial portion of the infrastructure required to stage the Games already exists, and mature, funded plans supporting infrastructure are to be developed. The positioning of Gold Coast as one of Australia's leading holiday destinations ensures a substantial stock of hotel accommodation across a range of standards to meet the requirements of the Games.

Access to the international airport hub in Brisbane provides adequate international connectivity,

complemented by the local Gold Coast airport, which also accommodates some international flights.

The opportunity to develop a transferable regional Games hosting model is an important strategic development for the Commonwealth Games. The potential exists on the Gold Coast to develop such a model; however, significant additional planning work would be required if Gold Coast is selected. Irrespective of this, the Gold Coast presents a well conceived feasible concept with opportunity for both branding and commercial gains for the Commonwealth Games.

1.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
	No guarantees required	



Theme 2 – Political and Economic Climate And Structure

2.1. Summary of city proposal

- Australia has a federal system of government comprising three levels: the national or federal government, state (regional) government, and local or city government. Each has specific powers mandated by the constitution and legislation. Each level of government will be required to support and be actively involved in delivering a Commonwealth Games staged at the Gold Coast. The government of the state of Queensland has committed to provide an underwriting for any financial shortfall of the Organising Committee and is the major government proponent of the candidacy along with the Gold Coast City Council (local government).
- Federal and state elections are conducted every three years, while local council elections are conducted every four years. It is expected that three elections of the Queensland Government will be conducted in the lead up to the Games (2012, 2015 and 2018). Federal government elections will be conducted in 2013 and 2016, with local government elections in 2012 and 2016. The current federal government is a minority government led by the Australian Labour Party and formed in agreement with the Green Party and independents.
- Australia is a stable economy that has enjoyed sustained GDP growth averaging 3.4% over the last 19 years, underpinned by the major industries of services, agriculture and mining. Queensland represents approximately one fifth of the Australian economy (2009/2010) and about 20% of the total Australian population with 4.5 million people. The Gold Coast population is projected to reach 550,000 by end of 2011 and 650,000 by 2018.
- The Gold Coast enjoys a strong economic position as a major tourist destination, and in recent years 25% of economic growth has come from knowledge-based industries, representing an increasing focus on high value-added services and technologies.

- Current unemployment levels in Australia are 5% (2011/2012 forecast) with a slightly higher rate of unemployment in the Gold Coast at 6.2% (2010).
- Inflation in Australia over the period 2000-2010 was 3% on average.
- The Australian dollar has experienced significant gains against the British pound (42% over the past 10 years) and the current British pound/Australian dollar exchange rate is 1.54. While the Australian dollar is currently at record high exchange rates against the British pound, this is unlikely to present major challenges to Games arrangements.

2.2. Key strengths

- The Queensland Government has provided the guarantees that underpin the candidacy of the Gold Coast, establishing it as the lead government in relation to a Commonwealth Games in the Gold Coast.
- The level of support provided by the federal government is indicated through a broad letter of support offered by the Federal Minister for Sport. The overall support of the Gold Coast City Council is confirmed in a letter from the Mayor.
- In practical terms, the Evaluation Commission is of the view that the guarantees offered by Gold Coast, while qualified to some extent by constitutional constraints and some technical issues, meet requirements.
- The Gold Coast proposes to establish an Organising Committee that will be a company limited by guarantee owned by the Queensland Government, and an Office of Commonwealth Games Coordination (OCGC) within the Queensland Government, reporting to the Minister for the Commonwealth Games and ultimately the Premier through the Department of Premier and Cabinet. The OCGC will provide coordination across the three levels of government in support of the event. In addition to the OCGC, an Inter-departmental Working



Group is proposed, reporting to the Department of Premier and Cabinet. The relationship between this group and the OCGC is unclear.

- The bid proposal indicates that the Queensland Department of Employment, Economic Development and Innovation, in conjunction with Queensland Public Works, will largely be responsible for planning, funding and constructing any required venues and infrastructure, excluding transport. In relation to transport infrastructure the Queensland Department of Transport and Main Roads is the responsible agency.
- The centralisation of infrastructure delivery across these three entities and specifically under the Queensland Government, which has guaranteed all infrastructure required for the Games, is likely to provide an effective and coordinated mechanism, ensuring adequate funding and policy support.
- No specific role is indicated for the Federal Government in respect of funding or other support for the delivery of infrastructure; however, it is understood that this is a matter for further negotiation should the Gold Coast be selected as host.
- The Candidature File indicates that both the Federal and Queensland Governments are willing to amend legislation as required and appropriate in order to comply with the obligations to the CGF and the conduct of the Games. While this undertaking is qualified in terms of constitutional constraints, no substantial barriers to the effective operations of the Games are anticipated.

2.3. Key issues or challenges

- The range of guarantees and undertakings provided by both the Federal and Queensland Governments have been qualified by statements indicating that current governments may not bind future governments in terms of legislative action. Following the representations made to the Evaluation Commission and the receipt of independent legal advice obtained by the CGF, the Evaluation Commission is satisfied that the Queensland Government can and will enter into the Host City Contract and can meet all of the obligations under that

contract. The Evaluation Commission is also satisfied that the Australian Government will do likewise, although it will not be a party to the Host City Contract.

- No specific polling was undertaken on the Gold Coast to indicate the level of public support for the bid; however, the bid team offered a number of indicators of the evidence of public support, primarily related to the history of significant community support for sporting events in the region.
- Gold Coast has highlighted Australia's competition law (Trade Practices Act 1974) as a national law that may have an impact on the obligations of the City, the CGA and the Organising Committee pursuant to the Host City Contract and the CGF Constitution. The Gold Coast note; however, that compliance with this law has not been an issue when Australia has previously staged international events. During the visit of the Evaluation Commission this was confirmed.
- While the overall governance structure has been generally defined and is a strength of the Gold Coast bid, there is a lack of completeness relating to the specific allocation of roles and responsibilities and the reporting and escalation mechanisms. These issues will need to be addressed early should Gold Coast be elected as host, and ideally, all fundamental arrangements should be in place prior to the Commonwealth Games General Assembly in 2011.

2.4. Commentary

The overall context of the Gold Coast is favourable in relation to the staging of the Commonwealth Games and this context is effectively underpinned by the major support of the Queensland Government, the effective partnership with the Gold Coast City Council and an overall economic outlook, which should be stable and provide for future sustainable growth assuming continued and progressive implementation of existing plans.

2.5. Conclusion

The current political and economic climate and structure of Australia, Queensland and the Gold Coast are complementary and are likely to add value to the staging of the 2018 Commonwealth





Games. As far as the CGF Evaluation Commission can be reasonably informed by historical trends and future forecasts, this is unlikely to change over the near term. The overall vision for the Games, taking into account the city and regional priorities, is

imminently achievable and in the opinion of the Evaluation Commission may be sensibly expanded to support Commonwealth and Gold Coast objectives should Gold Coast be selected host.

2.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q2.2	Guarantees – financial or other – obtained from national, regional and local authorities and bodies involved in your project of hosting the Commonwealth Games.	<ul style="list-style-type: none"> The Premier of Queensland – Queensland Government





Theme 3 – Legal Aspects

3.1. Summary of city proposal

- The Gold Coast City bid entity is a special purpose vehicle constituted as an Australian public company limited by guarantee. Membership of the Candidature Committee includes the Chairman and Chief Executive Officer of the ACGA, a range of senior, experienced Gold Coast City-based business people and former athletes.
- The Candidature Committee has the clear and unambiguous support of and alignment with local, state and national governments. The Mayor, the Chief Executive Officer of the Gold Coast City Council, the Premier of Queensland and the ACGA President, have the authority to sign the Undertaking and Host City Contract on behalf of Queensland and Gold Coast City.
- The Gold Coast City proposal includes a detailed outline of the organisations and structures to be put in place to oversee the delivery of the Games.
- **Organising Committee**

The Organising Committee will be known as the Gold Coast 2018 Commonwealth Games Corporation and will be established as a statutory corporation with 100 percent ownership by the Queensland Government. It will report directly to the Minister for the Commonwealth Games, through to the Premier and a Commonwealth Games Cabinet Sub-Committee. This structure will ensure direct Government oversight of Games planning and delivery along with high-level reporting and decision-making.

The Organising Committee membership will include the Queensland Government, Gold Coast City Council, the appropriate CGF and ACGA representatives, an athlete representative and independent representatives of the business community.

- **Office of Commonwealth Games Coordination**

The proposed model involves creation of a government business unit, known as the Office of Commonwealth Games Coordination (OCGC), to be established within the Queensland

Government. It will be established as a statutory corporation responsible to the Minister for the Commonwealth Games. It will report to an Interdepartmental Working Group comprising Directors General from the relevant departments across the Queensland Government and chaired by the Director General of the Department of the Premier and Cabinet.

The OCGC will be responsible for the development and construction of all Games capital infrastructure and for the whole-of-government coordination of government service delivery. This will include the operation of security and transport, community engagement, the Games cultural programme, public domain activities, city branding, legacy and stakeholder liaison.

- The Gold Coast bid includes the necessary guarantees and covenants from the State Government of Queensland. Although the Australian Federal Government has not specifically provided its commitment to the undertakings to respect the conditions of the CGF Constitution, the CGF Regulations and the Host City Contract, the Queensland Government has committed to all the undertakings, including a commitment to underwrite the financial cost of hosting the Games. This commitment has been approved by the Queensland Government Cabinet and is binding on the Government.
- The Queensland Government has also undertaken to implement any necessary legislation to support the conduct of the Games.
- The Australian Federal Government has committed to support the Gold Coast City bid and the hosting of the Games through the provision of Guarantee 2.2, and has provided guarantees for the delivery of Federal Government services including, but not limited to, the protection of the Commonwealth Games intellectual property and marks.
- The Evaluation Commission was informed that the Federal Government will be providing direct and indirect funding support for the Games through the provision of services. While this funding is yet to be formally committed, it is expected the scope and service levels will be



consistent with those provided to the Melbourne 2006 Commonwealth Games.

- The proposal notes that the Australian and Queensland Governments have enacted special purpose legislation on previous occasions to support the delivery of major events.
- The Australian Government will ensure all necessary legal and legislative measures are taken to protect the Games marks and symbols. The Bid Committee has successfully registered the bid logo trademark.
- There will be no other national or international events conducted in Gold Coast City at the time of the Games.

3.2. Key strengths

- The level of support for the Gold Coast City bid from the Queensland Government, including the commitment to underwrite the financial costs of the Games, is a significant strength of the bid. This support is enhanced by the experience in Queensland and in Australia more broadly in hosting major events.
- The Gold Coast has demonstrated an understanding of the structural and legislative requirements for supporting the conduct of the Games. The proposed governance structure ensures direct government oversight of Games planning and delivery, along with high-level reporting and decision-making. The model recognises the complexity of the requirements to deliver a Commonwealth Games, and clearly defines the responsible individuals and authorities.

3.3. Key issues or challenges

- No undertaking or guarantee was received by the Australian Government in regard to the respect of the CGF Constitution, the CGF Regulations and the Host City Contract. Instead the Queensland Government and Gold Coast Council “will be jointly and severally responsible for organising and staging the Commonwealth Games and for all commitments related to the organisation and staging of the Games, including, without

limitation, all financial commitments relating to the organisation and staging of the Games in accordance with the Host City Contract and the CGF Documents.” (CST Article 20.1)

- The practical effect of this undertaking is to make the Queensland Government ultimately accountable for services to be delivered by Australian Government agencies, including customs and immigration and the services of the Australian Federal Police. The Queensland Government has explicitly confirmed its acceptance of these responsibilities that would otherwise rest with the Australian Government.
- While an important strength of the Gold Coast bid is the proposed governance model, the Evaluation Commission was unable to clearly understand the issue resolution processes across the different entities. If Gold Coast is selected, this will require early resolution including consideration of CGF interaction with ultimate decision-making entities.

3.4. Commentary

There is strong evidence of the support of the national, state and local governments for the Gold Coast City proposal. All the necessary guarantees have been obtained, with the exception of the Australian Government guarantee related to the respect of the CGF Constitution, the CGF Regulations and the Host City Contract. This issue is mitigated by the specific assumption of those responsibilities by the Queensland Government.

The proposed governance structure involves an Organising Committee that is well supported by a whole-of-government business unit responsible for overseeing all government-related aspects of Games planning and delivery.

3.5. Conclusion

In the opinion of the Evaluation Commission, Gold Coast City has demonstrated an appropriate understanding of the Games requirements for Legal Aspects. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time.



3.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
3.1	Covenant from all authorities (national, regional and local) concerned by the project of hosting the Commonwealth Games.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government • Gold Coast City Council
3.2	Guarantee that no other event will take place during the Commonwealth Games or one week immediately before or after.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government • Gold Coast City Council
3.4	Documentation indicating that appropriate measures have been taken to protect the word mark “[City] 2018” within the local territory and to register relevant domain names.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government • Australian Government – IP Australia – Certificate of Registration of Trade Mark • Department of Justice and Attorney General – Certificates of Trade Mark Registration
3.5	Declaration from the government of the country stipulating that all necessary legal and legislative measures will be taken to facilitate the protection of Commonwealth Games marks.	<ul style="list-style-type: none"> • Minister for Sport – Australian Government • The Premier of Queensland – Queensland Government
3.7	Declaration from the city authorities confirming that the Bid Committee is empowered to represent the Candidate City and indicating the names of the persons and/or their titles who have the authority to sign contracts and other documents on behalf of the city.	<ul style="list-style-type: none"> • Gold Coast City Council

Theme 4 – Customs and Immigration Formalities

4.1. Summary of city proposal

- In Australia, three national government bodies will play a role in the provision of customs and immigration formalities for the 2018 Commonwealth Games:
 - The immigration management requirements will be undertaken by the Australian Government Department of Immigration and Citizenship.
 - The Australian Customs and Border Protection Service are responsible for the Games arrivals procedures and border control.
 - Finally, the Australian Quarantine Inspection Service (AQIS) conducts assessments of incoming cargo and goods, undertaking treatments where necessary to ensure the safe importation.
- Australian legislation requires all non-Australian citizens have a valid passport and visa to gain entry into Australia. Visas are not required for New Zealand passport holders and Norfolk Island permanent residents.
- The Australian Government will provide the necessary support from relevant agencies to facilitate fast tracking of visa applications. Visa costs will be waived for all team members and for officials representing their government for the Games.
- For those visitors requiring a visa granting the right to work in Australia for the period of the Games, including broadcaster personnel and technology contractors, the visa will provide the necessary entitlement.
- No requirement exists for visitors to Australia to undertake health checks, provided the length of stay does not exceed 12 months, the country of origin is not a high risk tuberculosis (TB) location, and there is no intention to undertake certain specified activities which make their health of 'special significance'. Australia requires a yellow fever vaccination certificate from those people entering Australia who,

within six days prior to arriving in Australia, have travelled through or from a yellow fever infected country.

- With some exceptions, Australian law requires the payment of duties and taxes on all goods arriving into Australia.
- All foods and items made from animal or plant products are subject to AQIS clearance under Australian law.
- Any cargo or goods that are subject to quarantine require the appropriate treatment to enable the safe importation. Restrictions apply to many raw foods and certain processed foods.
- Australia has special event exemptions to enable the free of charge importation of items that will be exported at the conclusion of the event, including any equipment brought into Australia by teams and contractors. In such circumstances, the Organising Committee is required to provide a guarantee that the items will be exported once the event is completed. All consumables imported by teams; however, are subject to duty.
- Upon entry into Australia, all firearms and ammunition must be surrendered to Customs and Border Protection for storage. These agencies, working with the Queensland Police Service, will then arrange for the secure transport of the firearms and ammunition to the relevant venues, where they will be held in the armoury for access during training and competition.
- Australian security agencies assume full responsibility for the protection of visiting foreign dignitaries.

4.2. Key strengths

- The Gold Coast City proposal demonstrates an understanding by the Australian Government that the necessary procedures required under Australian law can be maintained, while waiving visa application fees for Team Members, and providing operational solutions to fast track



applications and approvals. These processes were used for the Sydney Olympics and Melbourne Commonwealth Games, with some variations, so the agencies have experience in operating under these requirements.

- The special event legislation for the management of imported goods by Games teams and contractors removes any import tax obligations, providing the goods are to be exported at the end of the Games.
- No obligations exist in respect of health checks for visitors to Australia, other than for those entering from countries infected by with yellow fever, in which case a vaccination certificate is required, or from countries designated high risk of tuberculosis.

4.3. Key issues or challenges

- None noted

4.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 4.3	Guarantee of entry into your country with the Commonwealth Games identity and accreditation card.	<ul style="list-style-type: none"> • Minister for Sport – Australian Government • Letter from Deputy Secretary, Arts and Sport, Department of Prime Minister and Cabinet, Australian Government
Q 4.4	Guarantee authorising temporary entry for Games-related personnel to work and domicile in your country prior to the Commonwealth Games.	<ul style="list-style-type: none"> • Minister for Sport – Australian Government • Letter from Deputy Secretary, Arts and Sport, Department of Prime Minister and Cabinet, Australian Government
Q 4.7	Guarantee authorising the import, use and export of goods required for the Commonwealth Games, free of all customs duties.	<ul style="list-style-type: none"> • Minister for Sport – Australian Government • Email from the Director, Import/Export Policy, Trade Policy and regulation Branch of Customs Australia

4.4. Commentary

As an island nation, Australia exercises strong border control and maintains strict quarantine standards. The Gold Coast proposal enables these important protocols to be upheld, while adopting special processes for the fast tracking of applications and approvals, ensuring Games participants or contractors will be able to operate efficiently.

With a strong recent history of staging major events, no significant issues are anticipated in respect of the customs and immigration formalities.

4.5. Conclusion

In the opinion of the Evaluation Commission, Gold Coast City has demonstrated a thorough understanding of the Games requirements for Customs and Immigration Formalities. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time.

Theme 5 – Environment, Legacy/ Sustainability & Meteorology

5.1. Summary of city proposal

- The Gold Coast City Games environmental protection proposal is centred on the strong set of environmental protection laws and regulations existing across all levels of government in Australia. It therefore draws extensively on Queensland Government and Gold Coast City Council strategic plans and programs.
- The future Organising Committee will align its environmental protection objectives to the ten “One Planet Principles - One Planet Living” global initiative principles, especially those relating to zero carbon, zero waste and sustainable water.
- The proposal for legacy and sustainability builds on the Queensland Government “Towards Q2” strategy and the City Council “Bold Future Strategy”. The City Council will provide financial support and other resource allocations to Games-related legacy initiatives.
- The key tangible legacy proposition, both in respect of the bid and the Games themselves, will be the “Health and Knowledge Precinct”. This precinct, which includes the Games Village, will be built irrespective of the outcome of the bid.
- There will be minimal impact from venue construction, as nearly all major venues already exist.
- The average meteorological conditions during the proposed Games period include a 3pm average temperature of 24.0C, humidity levels of 65.3%, winds of 23.0 kilometres per hour and an average of 4.4 days precipitation.
- Air quality and water quality are generally well within WHO guideline values.
- All relevant guarantees are supplied in the Candidature File.

5.2. Key strengths

- The overall standard and stringency of governmental regulations, laws and strategies,

across the three levels of government, are very high.

- The Gold Coast City bid involves minimal impact of venues, as most major venues and facilities already exist and relatively little new construction will take place. Of the existing venues, two are of state-of-the-art environmental sustainability standards.
- Very good levels of air and water quality prevail.

5.3. Key issues or challenges

- The Gold Coast City environmental plan is characterised by a lack of substantive, Games-specific environmental measures. Instead the majority of actions are part of or expansions to existing government policies and strategies.
- Within the Games organisational set-up, the Gold Coast City proposal lacks a clear administrative and consultative structure, as well as the necessary environmental management tools. It also appears that there has been no structured programme for stakeholder engagement.
- With the exception of the “Health and Knowledge Precinct”, the strategy lacks a comprehensive set of clear, new legacies emanating directly from staging the 2018 Games.

5.4. Commentary

There is a generally high quality legislative, regulatory and policy framework for environmental protection in Australia. The Gold Coast City’s anticipated new controls and measures add further to the stringency of this overall framework.

However, the Gold Coast City environment and legacy proposition lacks Games-specific plans and proposals. Instead there are references, for example, to expanding the city’s existing programme of initiatives and its reputation in respect of behavioural attitudes.

Accordingly, there is little information relating to specific objectives, targets and actions for the Organising Committee, particularly in regard to solid



waste management, energy supply, and protection of significant features of the natural environment and cultural heritage.

There is no firm commitment to embrace and build upon any new state or regional environment and sustainability strategies.

It appears also that the future Organising Committee may lack the necessary administrative and environmental management tools to deliver a meaningful environmental protection programme.

On the positive side, the Gold Coast City proposition involves minimal impact in respect of the Games venues, as most major venues and facilities already exist and two are of high environmental sustainability standards.

Moreover, meteorological conditions, as well as the standards of air and water quality, are acceptable, making the Gold Coast a high quality location for a Commonwealth Games.

5.5. Conclusion

In the opinion of the Evaluation Commission, Gold Coast City has demonstrated a reasonable understanding of the Games requirements for Environment, Legacy, Sustainability and Meteorology. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time.

While the Evaluation Commission understood the extensive environmental management plans of the Gold Coast City Council, it was less clear in regard to Games-related plans and actions. The apparent absence of environmental management tools make it difficult to provide a confident view as to the quality and comprehensiveness of the environmental elements or the legacies emanating from a Gold Coast Commonwealth Games.

5.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 5.7	<p>Guarantee(s) stating that all construction work necessary for the organisation of the Commonwealth Games will comply with:</p> <ul style="list-style-type: none"> • Local, regional and national regulations and acts • International agreements and protocols regarding planning, construction and protection of the environment 	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government • Gold Coast City Council



Theme 6 – Finance

6.1. Summary of city proposal

- The financial proposal of the Organising Committee is linked to activities across all the programmes, as most activities have some element of a financial implication. As would be expected at this stage of development, some activities have been scoped in considerable detail, while others are of necessity only estimates or extrapolations from other Games experience as sufficiently detailed planning is not available at this time.
- The non-Organising Committee budget is similarly subject to variation on development costs as some projects are well researched while others only in early assessment phase.
- The tax regime under which the Organising Committee and others associated with the Games will operate is complex, but appears to be understood. Gold Coast City benefits from the relatively recent edition of the Games in Melbourne in 2006, as a number of precedents exist for dealing with the various government imposts. This includes assisting visiting delegations to recover Goods and Services Tax (GST) paid on significant transactions and assisting visiting delegations and providers to import and re-export equipment and supplies free of import duty and GST. The tax status of the Organising Committee remains clear and the event status legislation employed for Melbourne 2006 is still available for use.
- Generally, the level of detail demonstrated in the Games plans at this time is of high quality, enabling appropriate financial implications to be estimated. In many cases external party verification of estimates used has been obtained from specialist consultants in the field.
- The known factors in the Gold Coast City proposal also enable a higher degree of accuracy in developing financial forecasts. Most of the venues already exist, as do most of the infrastructure and transport options. In the event that some of the planned infrastructure projects do not proceed, while it may present a problem for that area, it would be unlikely to result in major cost impacts for the Organising Committee.
- An overall contingency has been established for the Organising Committee budget, as well as a number of specific contingencies at programme level. Areas of exposure and risk have also been identified.
- It should be noted that the original budget included in the bid document incorporated both Organising Committee and non-Organising Committee expenditure. Subsequently the budget has been split between the two areas to comply with the requirements of the CGF Candidate City Manual. While all capital and small identifiable amounts of operating expenditure have been attributed to the non-Organising Committee budget, there may remain a small overstatement of the Organising Committee budget.
- Capital expenditure included in the non-Organising Committee budget totals GBP 572 million, primarily for infrastructure work. The major component of this expenditure is GBP 399 million for the Commonwealth Village. Only three medium size and three minor new venues are required to house the Games sports for a total expenditure of GBP 68 million. All new venues are scheduled for completion in 2016.
- Additions to existing venues and training venues total another GBP 103 million, and expenditure on the IBC/MPC is less than GBP 1 million. Most of this expenditure will proceed regardless of the outcome of the bid and is incorporated into the planning for the City. All works represented by the expenditure on existing venue upgrades are due to be completed by the end of 2016, with the exception of the upgrade to the Carrara Stadium (due in December 2017) and the Hockey Centre (April 2017).
- In general, the capital works schedule provides sufficient time to take any corrective actions that may prove necessary and to avoid costly acceleration projects.
- Guarantees that impact on the financing of the Games have been obtained from numerous sources. The most important is the guarantee from the Queensland Government that, among other things, confirms that any shortfall of the Organising Committee will be funded. This





guarantee also specifically underwrites the financing of the non-Organising Committee capital budget including the Village and provides much of the necessary support for the legal structure.

6.2. Key strengths

- The Gold Coast City bid demonstrates a detailed understanding of the financial requirements of an Organising Committee.
- The ability to learn from recent multi-sport events in Australia (Sydney 2000 Olympic Games and Melbourne 2006 Commonwealth Games) is an advantage. This factor, together with the significant recent experience in hosting sporting events in the region, presents an opportunity to leverage the experience and resources available in Australia.
- A number of high quality sporting and other facilities already exist in Gold Coast City, limiting the city's financial exposure.
- Apart from the construction of the Village, limited new development is necessary for the Games.
- Well established transportation systems are in place, and an extensive expansion of the road and rail network, as well as a new light rail service is planned to proceed regardless of the bid outcome.
- Established security and emergency resources are available in both the government-owned and private sector, with experience in supporting large scale events.
- There is strong support from all levels of government and the public generally, as well as from business and the hospitality industry.
- Travel grants will be provided to 100% of athletes and officials, with some flexibility on implementation, and accommodation subsidies will be provided to CGA officials.

6.3. Key issues or challenges

- The Gold Coast is a rapidly growing area in Australia and requires regular expenditure on infrastructure to keep pace with growth. It appears the major infrastructure expenditure outside the Organising Committee budget already has been planned and accepted as appropriate for the city. While it is important

that these investments occur for the benefit of the community, some of the plans would not be considered vital to the staging of the Games, representing a potential overstatement of Games-related costs; however, the total expenditure of the Organising Committee, and in budgets outside the Organising Committee, is small relative to the GDP for Australia (0.57% of GDP for all government-related expenditure across the seven-year lifecycle). Given the demonstrated government, public and commercial support for hosting the Games, this should therefore not raise any strong concerns regarding the appropriateness of public expenditure.

- At this stage of development of financial plans there is no specific financial commitment from the Australian Government. Discussions with the Australian Government have indicated an intention to provide a level of financial support at least equivalent to that provided for Melbourne in 2006, adjusted for inflation. In the event the Gold Coast City bid is successful, it will be important to gain a formal commitment of this financial support.
- Many issues will arise over time with the revenue and expenditure targets established in this budget. No major impediment is apparent at this time and the level of detailed planning provides comfort that relevant factors have been considered. Typically, expenditure related to venues and technology is most likely to give rise to unforeseen financial exposures. These risks are mitigated in the Gold Coast by the limited venue construction requirements and the reasonably well established technology capability in the region.

6.4. Commentary

General items affecting the budget

- **Shortfall guarantee**

A guarantee underwriting the Organising Committee has been provided. Other guarantees have been provided as appropriate and are detailed elsewhere.

- **Exchange rates**

Exchange rates used in the budget preparation are appropriate. Only a small proportion of the revenue and expenditure for the Games is exposed to currencies outside Australia. This



relates primarily to overseas broadcast rights and specialist equipment. The Australian dollar is a freely traded currency and does move significantly against major world currencies over time. Given the limited exposure to revenue or cost in foreign currencies it would be reasonable to assume that adverse effects could be accommodated in the contingency available.

- **Inflation**

The rate of inflation will potentially have a more significant impact on the Games cost than exchange rate movements. Australia's record in controlling inflation in recent years has been good and the independent Reserve Bank has a clear aim to contain inflation in a narrow band.

- **Taxes and their impact on the Games**

The Organising Committee will be a government corporation and not subject to income tax, although other Australian taxes will apply. While other stakeholders will be subject to Australian taxes, some avenues are available for exemption and the Organising Committee can assist in facilitating the exemption. In regard to payments to the CGF, Gold Coast confirmed that arrangements will ensure that CGF is not subject to taxation in Australia in regard to any payments from the Organising Committee.

Budget revenue items

- **CGF contribution**

The forecast revenue of GBP 37.8 million for broadcasting has been provided to the bid team. It has been assessed by an independent source and appears reasonable based on the assumptions used and the experience of Melbourne 2006.

- **Sponsorship**

The estimate of GBP 50.40 million allowed for sponsorship revenue appears conservative compared with the Australian experience of Melbourne 2006, but is in line with projections for Glasgow and recognises the potential impacts of the regional location. The estimate was prepared by an external party responsible for acquiring sponsors for both the Melbourne 2006 and the Delhi 2010 Games.

- **Ticketing**

Ticketing revenue assumes a fill rate of 100% for ceremonies and 80% for all other events,

taking into account an appropriate allowance for seat kills. While these are consistent with sales achieved by Melbourne 2006, and notwithstanding the smaller venue capacities for some events, these targets appear ambitious.

- **Merchandising**

At GBP 3.15 million merchandising is only a small revenue contributor. This is broadly in line with the Melbourne 2006 experience and reflects recent Australian experience. It is likely to be achievable in the current economic climate.

- **Other revenue**

No allowance has been made for any other revenue source, such as interest, lotteries, donations, asset disposal or rate card. While most of these are not applicable, a small upside may exist. Most of the permanent assets to be acquired will remain a legacy for the venue operators and will not provide any revenue to the Organising Committee. It is assumed that most temporary overlay (including FF&E) and equipment (including computers) will either be rented or acquired on sale back terms, and the net cost has already been incorporated in the expenditure budgets.

- **Government subsidies**

The Queensland Government has guaranteed its financial support for the Games. The Australian Government has indicated financial support to a level at least equivalent to the Melbourne 2006 contribution, adjusted for inflation, but no firm commitment has been secured at this time.

Budget expenditure items

- **Capital investments**

The Organising Committee is not responsible for any capital investment. All capital spending, including permanent works to existing venues, new build permanent venues, temporary venues and the Village is included in the non-Organising Committee budget. This totals GBP 172.87 million for venues, the IBC and the MPC, with a contingency of GBP 26.98 million (18%), and a further GBP 399.03 million for the Village. For venues, approximately half the expenditure is on existing venues that are well known, and the contingency appears adequate.



The MPC and IBC are to be housed in an established high quality conference centre with many existing facilities, necessitating relatively few permanent works.

Sports venues

- **Overlay**

An allowance of GBP 73.7 million has been established for temporary works in the Organising Committee budget, including a contingency of GBP 12.85 million (21%).

A detailed analysis has been carried out for each venue to identify the specific needs of each. Additional studies have been carried out on particular elements (including seating and power/lighting). The seating allowance is generous and amounts to approximately 15% of the venue overlay budget. Other major items of expenditure include hire of the temporary structure for one venue, training facilities, athletics track and roofing and air conditioning facilities. Guarantees have been obtained from venue operators for access to all venues.

- **Operating costs**

The balance of the venues budget (GBP 48.46 million) covers venue and sport operating costs. The submission identifies approximately GBP 12 million for venue hire and potential compensation costs. The proposed timing of the Games largely avoids conflict with the major sports using the existing key facilities and alternatives in nearby Brisbane are available for these sports. Provision has been made for a logistics warehouse, accreditation centre, Games operations centre, contractor services for sports presentation and spectator services. These have all been based on the Melbourne 2006 baseline with appropriate inflation added. There is also allowance for costs of consultants and for fees to be paid to 18 sports associations. All training venues have been identified and arrangements negotiated.

- **Villages**

A total budget of GBP 78.06 million is provided for the Village. Of this amount, GBP 49.3 million is allocated to temporary overlay and the remaining balance of GBP 28.3 million to operating costs.

The overlay allowance should be adequate to

make the adjustments to the buildings pre-Games and rectification post-Games, as well as providing the necessary furnishings and temporary buildings. While it is difficult to compare villages between Games because of the unique nature of each development, it appears all the key infrastructure elements required have been provided for and have been subjected to a thorough cost assessment. More than GBP 6 million has been provided for rent compensation, which may be avoided to some extent, and a 5% contingency is included. Although more work is to be carried out by the Organising Committee than occurred with a similar Village programme for Melbourne 2006, the total budget is twice the magnitude and appears adequate.

Operating costs have been assessed against the Melbourne 2006 baseline with inflation and contingency added. Again, the allowance should be adequate to provide good quality services to athletes in the Village.

- **Other non-competition venues**

Provision has been made in the sports venues budget for non-competition venues (including accreditation, warehousing and operations centre facilities). Office facilities are included in the administration budget.

- **IBC/HBO/MPC**

A total budget of GBP 1.89 million has been provided for the operation of the MPC and IBC. This is a relatively minor cost and has limited impact on overall financial exposure.

- **Workforce**

Gold Coast City has used a reasonably wide definition of workforce costs that extends beyond salaries and on-costs for paid staff to include elements such as recruitment fees, training and recognition. They have also included service costs for legal, accounting/auditing, risk management/insurance and procurement on the basis that these services will either be fulfilled in-house or contracted externally. Volunteer costs, including uniforms, have been included. While there may be some elements that could be treated as administration costs, the allowance for salaries and on-costs in the final budget provides a comfortable allowance



offset against the total staffing costs for Melbourne 2006.

- **Information systems**

A budget allowance of GBP 24.6 million covers the hardware, software, systems infrastructure, systems integration, Games management and administration systems and the timing/scoring system. Generally a wide choice of alternatives is available and systems development costs can be tailored to meet budget, with the possible exception of the timing/scoring system for which limited competition exists.

- **Telecommunications and other technologies**

A budget allowance of GBP 45.99 million has been provided, including an allowance of GBP 30.9 million for Host Broadcast costs. By their nature, broadcasting requirements are continually developing and this element of the budget will need to be reviewed over time. The remainder of this budget covers the communications infrastructure, voice communication elements, venues communication infrastructure and operating cost for the IBC/MPC. Generally these allowances are benchmarked conservatively against Melbourne 2006 and Glasgow 2014 and have been subjected to external review. The major venues already have experience in quality broadcast of events and it is likely the ongoing development of telecommunications infrastructure in the lead up to the Games will be of benefit.

- **Internet**

The budget of GBP 6.3 million should be adequate. There is likely to be an opportunity for VIK sponsorship.

- **Opening, Closing and Medal Ceremonies and Cultural Programme**

At this stage limited planning has been undertaken on these programmes and very basic assumptions have been made. While the broad themes have been established, until the creative elements have been developed in detail it is difficult to establish any meaningful budget for these items.

Expenditure on the Opening and Closing Ceremonies at GBP 15.75 million is relatively modest when set against more recent Games. While a ceremony can be matched to any

budget, expectations for Opening Ceremonies have been established at a high standard and the ticketing prices (assumed 100% fill rate) contained elsewhere in the budget support the expectation of a high quality event. The current budget allowance is likely to limit any extensive staging and any specialty infrastructure or enhanced technology and sound. The bid team has indicated that the intention is to maximise the use of experienced talent and equipment already available from local theme parks who have expressed support for this approach and to change the approach to ceremonies to avoid the cost of high technology impacts.

The allowance for the Cultural Programme and Medal Ceremonies is adequate. The Cultural Programme is a non-Organising Committee budget item.

- **Queen's Baton Relay**

The budget of GBP 3.15 million represents an extrapolation of the Melbourne 2006 experience and the Glasgow 2014 estimate. It is intended to provide similar support to CGAs to enable them to host the relay in their country/territory, as the importance of this event is understood by the bid team.

- **Other programmes**

This budget covers the public domain and live sites. As these sites will be under the control of the government agency (OCGC) it would be more appropriate for this budget to be included in non-Organising Committee costs.

- **Medical services**

The medical budget of GBP 3.15 million appears adequate.

- **Catering**

A budget of GBP 12.73 million appears adequate based on the Melbourne 2006 experience and assuming the number of key client groups, in particular athletes, officials and volunteers, remain at similar levels.

- **Transport**

A budget of GBP 29 million is provided for Games Family transport, transport infrastructure and overlay, traffic management and contingency. The non-Organising Committee budget contains an allowance (GBP 5.7 million) for public transport.





Detailed bus and vehicle schedules have been prepared to enable estimates of all transport requirements for athletes, team officials, media, technical officials, CGF and CGA officials and remote location needs. The volumes estimated and rates used appear appropriate.

A budget has been established for traffic management costs required during the set up and ultimate removal of traffic controls at venues, controls for events outside venues and establishment of Games dedicated lanes. As much of this work is likely to be carried out by government agencies it may be appropriate for this budget to be included in the non-Organising Committee budget.

The largest component of the transport budget (GBP 19 million) relates to infrastructure work around venues for transportation. Detailed development plans have been prepared and costs estimated. Much of this appears to relate to transportation needs for spectators and may be carried out by other government agencies. Again, it may be appropriate that this budget is included in the non-Organising Committee budget.

- **Security**

The security budget allocation is GBP 44.1 million. A further budget of GBP 25.2 million has been established in the non-Organising Committee budget, primarily to cover the cost of police as well as fire and ambulance services. A security command centre already exists.

The key components of the security budget are contract security services and overlay. Contract security involves large numbers of contractors at venues to conduct screening and other venue-related control duties. Estimates have been based on 2.5 contractors for each police officer and experience has been drawn from other events, including Melbourne 2006.

Overlay costs are primarily for the sourcing and installation of screening and other security equipment such as “mag and bag” equipment, fences and barriers, CCTV and overlay at the security command centre. The costs were estimated by third party experts as part of the overall venue strategy costs.

Estimates used are conservative based on the Melbourne 2006 experience, although much of this security expenditure was not included in the Organising Committee budget for Melbourne.

- **Advertising and promotion**

Overall the budget allowance is GBP 37.17 million. This level of expenditure appears high relative to the revenue generation potential from ticket sales, which is usually one of the key objectives of promotion. The bid team has indicated that the promotions programme is aimed at more than ticket revenue, seeking also to promote the Gold Coast as a place to visit and to leverage the Games brand and sponsors profiles. Given these broader objectives, expenditure of this level is justified.

- **Administration**

The major elements of this budget of GBP 45.36 million are the office costs for the Organising Committee and the funding of Games Family Services.

As indicated previously, some items that may usually be treated as administration costs have been included in workforce costs. The budget includes GBP 16.4 million for fit out, rent and operating costs for the Organising Committee office, which is in line with the Melbourne 2006 baseline inflated to 2011. Other corporate expenses for strategic planning, accreditation, government services and environment have been included.

- **Games Family Services**

This budget includes a GBP 5 million sports development fund to be paid to the CGF, a GBP 12 million allowance for CGA’s travel grants (including a 20% contingency), accommodation costs for CGA officials, travel to remote sports locations and allowances for other specific services such as the Games travel office, Coordination Commission and Organising Committee travel. The team travel budget is based on 6,600 athletes and officials travelling at an average airfare of GBP 1,575. These allowances meet the requirements of the CGF.

- **Pre-Games events and coordination**

This is a relatively minor budget with negligible impact.



- **Other**

This budget comprises the payments to the CGF for license fees and contingency.

- **Contingency**

The contingency provision is equivalent to 10% of total costs. This is considered an appropriate level particularly given some specific contingencies having been noted in individual programmes.

6.5. Conclusion

The Gold Coast City bid provides a plan for the financing of the 2018 Games that is both credible and well developed. The impacts of government taxes and charges are well researched and the opportunities to minimise these impacts have been identified. Appropriate guarantees from the Queensland Government to support the expenditure have been provided, and expressions of further support have been provided from the Australian Government (although not yet formalised) and the Gold Coast City Council.

The Organising Committee budget has been prepared in great detail and shows a clear understanding of the financial requirements of conducting multi-sport Games. Estimates have been

subjected to external review in many cases and have been benchmarked against local events and the Melbourne 2006 Games and the latest Glasgow estimates. Estimates for both revenue and costs appear conservative and appropriate contingencies have been provided both at a programme level and overall.

Financial requirements outside the Organising Committee budget are primarily linked to Village and venue construction. Most of this construction will take place regardless of staging the Games and is timed to take place well in advance of the Games. These expenditures have also been guaranteed. Dialogue has already commenced between the bid team and the government agencies to ensure delivery of agreed service levels.

Development plans for general infrastructure in the region that will be beneficial to the Games are also well advanced and some of these projects have already commenced.

In the opinion of the Evaluation Commission, Gold Coast City has demonstrated an appropriate understanding of the Games requirements for Finance. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time.

6.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 6.1	Shortfall guarantee.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government
Q 6.2	Any other additional financial guarantees obtained.	<ul style="list-style-type: none"> • No additional guarantees provided.
Q 6.3	Guarantee concerning general price control before and during the Commonwealth Games, with particular reference to hotel rates and related services.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government
Q 6.8	Guarantee concerning new taxes and their impacts on the Games	Partial Guarantees provided by: <ul style="list-style-type: none"> • Minister for Sport – Australian Government • The Premier of Queensland – Queensland Government
Q 6.15	Guarantee that the OC will cover the travel costs, in economy class, of CGA delegations participating in the Commonwealth Games not less than the aggregate of the average team size for each CGA based on participation in the previous two Commonwealth Games.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government



Theme 7 – Marketing and Communications

7.1. Summary of city proposal

- The Gold Coast City proposal is underpinned by strong commitments from local, state and national governments, as well as the Australian Commonwealth Games Association. The government commitments necessary to protect the marketing and commercial programmes have been confirmed and the Joint Marketing Programme Agreement (JMPA) has been completed.
- Sponsorship revenue is projected at GBP 50.4 million and ticketing revenue at GBP 34.65 million. An additional GBP 3.15 million will be derived from licensing. The size of this programme is reflective of the strength of the Commonwealth Games brand in Australia.
- Ticket sales of 100% of saleable capacity are anticipated for the ceremonies, and 80% for all other events. Ticket prices have been benchmarked against other Australian events and range from GBP 13 for Rugby Sevens, Squash and Table Tennis to GBP 195 for Swimming.
- The Gold Coast proposition has outlined a seven-year communications plan for the period leading up to the Games. It has identified the need to draw on local creative and commercial talent to create a brand that will allow engagement with community, business, government and sports stakeholders. There is a strong emphasis on a communications plan that reaches local, national and international audiences.

7.2. Key strengths

- All the required commitments have been provided and there is a strong indication of government support at local, state and national levels. The Gold Coast bid indicates the ability to draw on past learning from other major events held in Australia such as the Sydney 2000 Olympic Games and the Melbourne 2006 Commonwealth Games, particularly in respect of actions to prevent ambush marketing and unauthorised street vending.

- The JMPA is complete and further commitments from the National Sports Organisations have been confirmed.
- The Commonwealth Games have a strong history of public support in Australia, as evidenced by the high levels of investment regularly generated for the Australian team, the success of the event in Melbourne in 2006 and the strong local market for television rights. The Gold Coast advised that these factors support the feasibility of the revenue plan of approximately GBP 90 million.
- With an extensive history of staging major events, the Gold Coast enjoys an educated and sophisticated consumer base from which to draw. In addition, the strong existing tourism base will enable development of tourism plans to engage Australian and international event travellers.

7.3. Key issues or challenges

- The Australian event marketplace is extremely competitive. Major events occur regularly around the country and there is substantial competition for commercial support. To achieve its commercial targets, the Gold Coast will need to offer a compelling sponsorship programme with genuine national reach. The support of major corporates in the commercial centres of Sydney and Melbourne will need to be secured as local businesses will not be sizeable enough to deliver the expected investment.
- Achieving an 80% sell-out rate across the full sports programme is ambitious for any major multi-sport event, and this is likely to be the case for the Gold Coast. The local population will need to be augmented by visitors from major centres, most importantly Brisbane, but also from other Australian cities such as Sydney and Melbourne. International visitors will also be key, necessitating close collaboration with strong in-bound CGA markets.
- A strong, well supported brand will be essential in order to reach the many and geographically



disparate target audiences required to support the Gold Coast marketing and commercial agenda.

7.4. Commentary

The Gold Coast has brought together all key stakeholders in support of its bid. Governments at three levels have confirmed their support publicly and have backed up this support with financial and legal guarantees. The JMPA and NSO commitments are in place.

The Australian market is supportive of the Commonwealth Games, but a strong brand and well conceived communications programme will be fundamental to achieving the commercial targets in a country where multiple major event options are available to corporates and individuals. As with

past major events in Australia, the sponsorship programme in particular will require depth, innovation and creativity.

7.5. Conclusion

In the opinion of the Evaluation Commission, Gold Coast City has demonstrated a thorough understanding of the Games requirements for Marketing and Communications. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time. A cohesive marketing and communications programme will be essential in order to achieve the commercial targets in a competitive sports marketing environment.

7.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 7.1	A fully executed copy of the Joint Marketing Programme Agreement with all the required appendices.	<ul style="list-style-type: none"> The Premier of Queensland – Queensland Government An executed copy of the Joint Marketing Programme Agreement was provided
Q 7.2	Guarantee(s) confirming that the legislation necessary to effectively reduce and sanction ambush marketing, eliminate street vending, control advertising space and air space during the period of the Commonwealth Games, will be passed no later than 30 June 2014.	<ul style="list-style-type: none"> Minister for Sport – Australian Government Letter from Deputy Secretary, Arts and Sport, Department of Prime Minister and Cabinet, Australian Government
Q 7.9	Guarantee(s) endorsing plans for a Commonwealth Games lottery, if applicable, and securing revenue projections in case of any shortcomings from a proposed lottery.	<ul style="list-style-type: none"> The Gold Coast Candidature file states; “no lottery will be conducted to facilitate financing of the Games”, so this Guarantee is not required.



Theme 8 – Sport and Venues

8.1. Summary of city proposal

- The competition schedule proposed by Gold Coast City comprises 17 sports, including 4 team sports, and a total of 243 gold medal events over 11 competition days.
- The sports included are Aquatics (Swimming and Diving), Athletics, Badminton, Basketball, Boxing, Cycling (Track, Road and Mountain events), Gymnastics (Artistic and Rhythmic), Hockey, Lawn Bowls, Netball, Rugby Sevens, Shooting (Clay Target, Full Bore, Pistol and Small Bore), Squash, Table Tennis, Triathlon, Weightlifting and Wrestling.
- The list of sports meets the criteria set by the CGF as it consists of the 10 core sports, 7 additional sports and one further discipline.
- The proposed Para-Sports events (formerly called Elite Athletes with Disabilities or EAD) are Aquatics (Swimming), Athletics, Lawn Bowls and Powerlifting.
- The Athletics, Lawn Bowls, Aquatics, and Weightlifting venues are capable of holding Para-Sport events.
- Existing facilities account for almost 80% of the proposed competition venues, providing evidence of the region's sport orientation and providing a long-term plan for enhancing sport and competition in the area.
- Furthermore, the integration of a mix of new and temporary venues constitutes an appropriate regional hosting solution for a Commonwealth Games, leveraging the Games improvements as long term infrastructure benefits for the community.

8.2. Key strengths

- Australia has a strong international reputation for hosting major sporting events, as evidenced by the success of events such as the Sydney 2000 Olympic Games, Rugby World Cup 2003, the Melbourne 2006 Commonwealth Games and the annual Australian Open Tennis Championships.
- In the last ten years, eight significant multi-sport events and many single sport events have

been organised in Gold Coast City, providing valuable sporting experience to the city.

- The proposed site for the Games Village is located within a 20-minute drive of 80 percent of the competition and training venues, and approximately eight kilometres from the coastal beach strip.
- Gold Coast City has access to an extensive range of publicly and privately owned indoor and outdoor sports training facilities. These will provide a diverse range of options for training purposes before and during the Games.
- The level of government support is commendable and will underpin the staging of the 2018 Games.
- The extensive use of existing facilities ensures a significant number of trained event staff will be available to support the Organising Committee.
- For the new venues to be developed, a strong procurement and tendering process exists within the State of Queensland. Further, a robust framework exists in relation to utilities and power infrastructure development and management.
- The proposed venue programme is competent, legacy-based and conservative, and represents an appropriate proposition for a regional centre.

8.3. Key issues or challenges

- The Gold Coast Bid Committee initially provided venue approvals from 12 of the relevant International Federations. Endorsements had been obtained from Athletics, Badminton, Basketball, Gymnastics, Hockey, Lawn Bowls (noting concerns about the proposal for four greens instead of five), Netball, Rugby Sevens, Squash, Table Tennis, Weightlifting and Wrestling.
- In addition, National Federation endorsements had been received for Boxing and Cycling, and this documentation referenced the acceptance of the proposals by the respective International Federations.
- Subsequent to the Evaluation Commission visit, letters were received from the International



Federations for Shooting, Aquatics (Swimming and Diving) and Triathlon, endorsing the block plans submitted in the original submission.

- While it is acknowledged that some further review of the competition schedule is required, the proposed schedule offers an appropriate standard for the Commonwealth Games. Should the Gold Coast bid be successful, further review and development will be required to identify all sport disciplines and events, as well as events for Para-Sport athletes.
- For three sports, (Basketball Preliminaries, Shooting and Track Cycling) the proposed venues are located a considerable distance from the Games Village, necessitating optional alternate housing for competing athletes in Games hotels.

8.4. Commentary

The venue legacy for the communities in the region is well conceived and appropriate in scale and cost. Indeed the venue programme is complete and adequate, but lacks a sense of excellence. It does potentially; however, provide a blueprint that may generate additional bidders as potential Games hosts in the future. The venue programme, while

modest against recent Games precedents globally, will be an appropriate addition to the long-range planning for sport and infrastructure in the region, without delivering unsustainable venue infrastructure.

While the Gold Coast has experience in hosting many events, including sporting events, the complexity of a large-scale multi-sport event, such as the Commonwealth Games, is unique and will require significant vigilance and planning. This expertise does exist, however, elsewhere in Australia.

8.5. Conclusion

In the opinion of the Evaluation Commission, Gold Coast City has demonstrated a reasonable understanding of the Games requirements for Sport and Venues. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time and the relatively modest development programme presents a low risk.

The sport and venues programme is well conceived and balances legacy with new and temporary venues to create a compact plan that will provide quality experiences for Games constituents.

8.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 8.5	Guarantees for the financing of work.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government
Q 8.6	Guarantees for use of venues and control of commercial rights.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government • Gold Coast City Council
Q 8.6	IF agreements for use of venues.	<ul style="list-style-type: none"> • Various letters are provided by the relevant International Federations which meet the requirements
Q 8.15	Energy guarantee.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government
Q 8.16	Test events guarantees.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government • Gold Coast City Council



Theme 9 – Commonwealth Games Village

9.1. Summary of city proposal

- Gold Coast City proposes a 6,556 bed Commonwealth Games Village set in the Gold Coast parklands. The Village will be served by key transportation arteries and light rail, connecting Village residents to the Gold Coast's main attractions. Legacy demand for the new housing and associated commercial enterprises will be generated through the two adjacent hospitals and a growing university campus.
- The Village will be delivered through a proven private-public partnership model deployed previously in Brisbane for the redevelopment of the 1988 World Expo site. Within this model a statutory authority with broad ranging powers will be responsible for the long-term Parklands development; and the Office of Commonwealth Games Coordination (OCGC) will work with private consortia to develop the Village, in liaison with the OC. The OCGC will produce a detailed Master Plan, in consultation with the OC and provide the Development Approvals for the Village according to the Master Plan. Through this mechanism, the OC will have an active role in shaping the Master Plan and ensuring compatibility with Games time requirements. The OCGC will be responsible for coordinating the planning of the Village provision including roads, water, sewerage, power and communications required to service the Village and permanent facilities built prior to the Games.
- The Master Plan features a compact design with a 26-hectare area, placing core Village services and the International Zone at the centre of resident housing. The plan utilises contemporary subtropical architecture and landscape design overlooking parks and gardens with views of the Gold Coast skyline. Integrating the concept of new urbanism into the Master Plan, there is a "Main Street" extending across the Village site and two story commercial buildings will house the Village core services and attractions. These "commercial" areas mixed in with the residential blocks will be where the CGA offices will be integrated into the Team areas. Also planned are pedestrian and cycle routes between residences and destinations within the Village.
- Within the Village boundary there is a 13-hectare area of green space recreational area, including a permanent lake and green space for passive and active recreation.
- Village transport and operational areas are co-located along the security perimeter and main feeder road.
- The Residential Zone will cover 22.75 hectares comprising a compact, efficient Village. While the area is compact the plan still incorporates numerous amenities including natural areas and a lake to enhance the athlete experience.
- Accommodation comprises 3 to 9 storey apartment buildings and town houses featuring 1, 2, and 3 bedrooms (legacy mode). This housing type was omitted from the Candidature File and provided to the Evaluation Commission during its site visit. The surface area (wall to wall) of the double bedrooms ranges from 12 square metres to 18.6 square metres. Raw floor space per person within the living area of the Village is 15.5 square metres.
- Some units will house as many as 10 people with the legacy mode living rooms converted to bedrooms for the Games; however, proposed bathroom ratios across the Village are never higher than 2.8:1 meeting CGF requirements.
- The Village Plan will follow Australian Standards 1428 for access and mobility providing not less than 200 accessible rooms within the Village layout. The plan is for the accessible rooms to be distributed throughout the Residential Zone to allow all CGA's to house their team members requiring accessible units within the same team areas. All public areas throughout the Village are accessible including the proposed International Zone and Transport Mall.
- The maximum distance for any residential



building to the transport mall is 375m; 350m to the dining hall, and 500m to the light rail.

- The Residential Zone will also feature a “main street” that will locate the main Village services of the CGA Services Centre; Sports Information Centre, Polyclinic, Gymnasium, and Chefs de Mission Hall.
- There is provision for CGA offices and meeting rooms throughout the Residential Zone. There is a Residents Centre within each apartment cluster.
- The Main Dining facility will be adjacent to the Residential Zone and the International Zone and will provide a broad range of cuisine to meet the demands of the various regions, and will operate 24 hours 7 days per week. The Main Dining facility will have capacity for 2,200 seats. Alternatively there will be many casual dining opportunities throughout the Village utilising the commercial blocks within the residential towers, food carts and even “picnic in the park” locations.
- The International Zone, adjacent to the Residential Zone and the Transport Mall will house the “main entry” as well as the Ceremonial Plaza. The Commercial Centre will provide “local regional” shopping and services while the Media Centre will support the media needs as they “mix” with the athletes within the International Zone. The Gold Coast Village will incorporate a hotel into the International Zone which will house the additional CGA officials that are not credentialed for the Residential Zone.
- The integration of the retail/commercial facilities within the Residential Blocks (primarily ground floor) will provide space for the CGA office and team areas in Games mode. These commercial locations will potentially also house casual dining opportunities and other Village services. A relocation and financial plan has been considered for any businesses that occupy premises prior to the Games.
- Additional accommodation (additional to the minimum guaranteed 6,556 beds) to be developed on the border of the International Zone, allows for accommodation of extra officials of CGA Team Delegations.

9.2. Key strengths

- The Gold Coast Village proposal is well supported by government partners. Given the relatively recent staging of the Olympic Games in Sydney and the Commonwealth Games in Melbourne, the Village will benefit from local availability of experienced planners and operators, and a competent local and regional volunteer base. Furthermore, surrounding municipal services and infrastructure are already well developed.
- The long term vision for the Village is for a community of 2,100 residents, largely targeting university students, and the health and knowledge industry workforce. Co-location with the university campus and two hospitals is consistent with that vision.
- The location of the site in the Gold Coast Parklands, being well serviced by future light rail and other transport corridors, will support the sale of legacy housing stock.
- It is anticipated that owner/occupier settlements for the first stage of development could take place as early as March 2015, with a rolling programme of occupation as other stages are completed. This presents an advantage with advance commissioning and testing opportunities, remediation of any defects, and allowing organisers access to the site for observation, operational planning, and readiness exercises. The plan specifically addresses the issue of interrupted occupancy for these residents, providing budget where needed to enable alternate arrangements to be made for occupants until the hand-back of the facility.
- The compact Village design envisages the central placement of the International Zone and core services, enabling complete equity in CGA room allocations. Transportation and operational areas are co-located for ease of vehicle flows and efficiency of security and screening operations. The lack of presence of permanent facilities in these areas provides flexibility for the adaptation of the Master Plan to accommodate the Games time requirements of service functions, including security.
- The Village is created in a “Y” shape that reduces distance issues from one end or side



to the other. The Village features a people friendly street network and a connected open space network where there are spaces to get together and get away.

- While a variety of housing configurations is proposed the varying housing types should have minimal impact and it is not anticipated the variance will present any issues of inequity between CGAs.
- Queensland Police have a well integrated plan for the security perimeter, management of the adjacent public domain and overall Village security arrangements.

9.3. Key issues and challenges

- The proposed Gold Coast Village configuration yields a net bed inventory including contingency of 6,556 beds. The overall bed count is a firm commitment by the Bid Committee who have indicated that further contingency may also be created by absorbing some or all of the accommodation currently designated for extra officials and planned to be located on the border of the International Zone. The overall plan is sound subject to there being sufficient private demand to ensure timely development of the required legacy accommodation. In the event that such demand is not present, the Queensland Government has confirmed that they will fund sufficient development to meet the committed total net bed count, including contingency as specified above.

9.4. Commentary

The critical timeline for development of the Gold Coast Village is well conceived, but it is ambitious in regard to those facilities that will come online in the final phase before the Games. The project schedule details four stages of completion, as follows:

Stage 1 – 218 units – completed in first quarter 2015

Stage 2 – 126 units – completed in first quarter 2016

Stage 3 – 242 units – completed in first quarter 2017

Stage 4 – 359 units and 42 townhouses – completed first quarter 2018

The first stage of the design begins as early as February 2013, therefore the OC will need to develop a relatively comprehensive Village brief early in its evolution and ensure its effective participation in development arrangements as provided in the development model.

The budget and feasibility planning appears robust with a detailed study completed by experienced local consultants.

The Master Plan for the Gold Coast Village provides an impressive legacy for the City of Gold Coast with the Games providing the impetus to bring forward this development, which is planned regardless of the Games being awarded to the Gold Coast.

9.5. Conclusion

In the opinion of the Evaluation Commission, Gold Coast City has demonstrated a thorough understanding of the Games requirements for the Commonwealth Games Village. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time.

Gold Coast has provided a well conceived Games Village proposal that is consistent with CGF requirements. The chosen site will provide a peaceful, secure and easily accessed neighbourhood for athletes. The proposed Master Plan will result in an attractive, client-friendly and operationally efficient Village. Delivery of the Village concept is well supported by local and provincial governments.





9.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 9.2	Guarantee stating that the site chosen for the Commonwealth Games Village is in keeping with the city development plan and the standards to be met to obtain planning permission.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government • Gold Coast City Council
Q 9.5	Guarantees for the financing of work.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government
Q 9.6	Guarantees for government subsidies and/or rental costs related to the Commonwealth Games Village.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government
Q 9.7	Guarantees of use for existing buildings and infrastructure, if applicable.	<p>A partial guarantee has been provided by:</p> <ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government
Q 9.8	Guarantee(s) stating with which international and national accessibility standards the Commonwealth and Games Village conforms/will conform.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government
Q 9.10	Guarantee for the control of commercial rights.	<p>A partial guarantee has been provided by:</p> <ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government





Theme 10 – Medical and Health Services

10.1. Summary of city proposal

- Australia's multi-tiered public health care service is funded primarily through two national government schemes and supported by the three levels of government. Private health services are also available on a fee for service basis.
- The public health system provides medical care to Australians at little or no cost, while foreign visitors may receive no cost health care if it is medically necessary.
- As has been the case during previous major events in Australia, it is planned to allow limited temporary registration to visiting team health professionals to enable the provision of treatment to members of their respective teams.
- The State Government department responsible for the operation of public hospitals is Queensland Health, which is also responsible for licensing or registering private hospitals. The expansion plans for two hospitals due for completion in 2012 will increase clinical service provision in the area.
- Government guarantee 10.10 supports these investments as practicable and compatible with the harmonious development of the city and the state.
- A single ambulance service provides pre-hospital emergency care and can be accessed through a dedicated dispatch number. Additional trained and qualified health professionals operate a 24-hour telephone-based health advice service. Epidemiological and disaster response activities are coordinated across all health agencies with links to state and national resources if required.
- Australia is a signatory to the UNESCO Convention, the Copenhagen Declaration and the Australian Sports Drug Agency maintains WADA approved anti-doping rules for national sporting organisations. The Federal Minister for Sport guarantees Australia's compliance on

these matters and guarantees that the WADA Code in force in 2018 will apply to the Commonwealth Games.

- A WADA accredited laboratory located in Sydney, the Australian Sports Drug Testing Laboratory, will be utilised to process samples, with a turn-around time of 24 hours for test results.

10.2. Key strengths

- Strong national and state government regulation governs the operation of public hospitals, the licensing or registration of private hospitals and the registration and accreditation of health practitioners.
- Guarantee 10.10 has been supplied by both the state and local governments, indicating that the proposed hospital investments are practical and compatible with the harmonious development of the city.
- The relocation and expansion of the existing primary hospital will provide a modern teaching hospital located only one kilometre from the Games Village, with all works scheduled for completion well in advance of the Games.
- The Australian Sports Drug Testing Laboratory has recent experience with major events, including the 2006 Commonwealth Games, and the chain of custody for samples has been assured through the provision of a secure courier service.

10.3. Key issues or challenges

- None noted

10.4. Commentary

The Gold Coast Health Service is a fully integrated health service linking all health agencies across the three tiers of government.

Currently two public hospitals located within 21 kilometres of the Games Village provide acute, non-acute and sports medicine services. One of these is a teaching hospital. By 2012 the second hospital will be upgraded to teaching hospital status and





relocated to within one kilometre of the Games Village. In addition three private hospitals exist within 38 kilometres of the Games Village.

Hospitalisation rates above the national average indicate this is a highly accessible service. Services, including disaster management and coordination, are in place to respond to epidemiological and public health incidents.

The state government health system currently comprises more than 76,000 health professionals, providing an adequate pool of staff to meet the medical requirements of the Games. A recruitment and training programme aligned to the hospital expansion plans has already commenced.

Australia is fully compliant with the requirements of relevant anti-doping rules and conventions, and is home to an experienced, WADA accredited laboratory for the processing of doping samples.

10.5. Conclusion

In the opinion of the Evaluation Commission, Gold Coast City has demonstrated a thorough understanding of the Games requirements for Medical and Health Services. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time.

10.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 10.10	Guarantee from the relevant national, regional and local authorities that the investment plans described in the Candidature File are practicable and compatible with the harmonious development of your country, region and city.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government • Gold Coast City Council
Q 10.13	Guarantees related to Anti-doping.	<ul style="list-style-type: none"> • Minister for Sport – Australian Government • Letter from Deputy Secretary, Arts and Sport, Department of Prime Minister and Cabinet, Australian Government • Australian Commonwealth Games Association





Theme 11 – Security

11.1. Summary of city proposal

- The Australian Government and the Government of the State of Queensland guarantee the safe and peaceful celebration of the Commonwealth Games.
- Collectively, Australian, Queensland and Gold Coast City security personnel have extensive experience in hosting major national and international sporting and non-sporting events.
- The Gold Coast City proposal promises a ‘low’ risk event hosted in a safe and secure environment. Concepts for managing risk are mature and this is particularly true of counter terrorism because of the existing integrated cooperative framework for national counter terrorism arrangements between the Federal, State and Territory Governments.
- Operational security responsibilities are clearly defined. The Organising Committee will deliver venue and event security. Security of the immediate surrounds of the venues and associated urban domain and routes will be the responsibility of the State Police and State Government. The Australian Government will manage the wider security matters including intelligence, airport and aviation security, protection of borders and commitments to a response under the National Counter Terrorism Plan. Private and public organisations will be integrated and coordinated through the establishment of a comprehensive governance framework and the establishment of a Commonwealth Games Security Master Plan.
- Similarly, the resource requirements have been scoped and accountabilities assigned. The Australian Government will be responsible for coordinating the integration of national resources to support Queensland. The Queensland Police Service will take the lead role in coordinating the activities of government agencies in relation to Games security. Within the Organising Committee, the Security functional area will coordinate the delivery of Games security operations. More than 5,000 private security officers will be used.

- Australia and Queensland have legislation in place to enable the necessary management structures to be implemented. Air space controls can be affected as required.

11.2. Key strengths

- A comprehensive guarantee of the safe and peaceful celebration of the Commonwealth Games has been provided by both the Australian Government and State of Queensland.
- The security framework is based upon a tried and tested model for major event security. Consequently, the proposed organisational structures for planning and for implementing operations are robust and clearly defined. The structures identify appropriate lines of command and accountability. Roles and responsibilities are clearly and logically articulated.
- There is clear evidence that the requirement for integration and cooperation between public and private organisations is fully understood and plans are well demonstrated.
- Queensland and more broadly Australia has recent and very relevant experience in providing a safe environment for major sporting events. Gold Coast City itself also enjoys a strong track record of staging secure major events. A number of significant existing venues benefit from tried and tested security plans.

11.3. Key issues or challenges

- The geographical spread of the venues across the Gold Coast City region present challenges in respect of optimising security resources and focusing security efforts.
- For those 80 percent of proposed venues already in existence, any inherent security vulnerabilities associated with the Games will need to be managed through venue upgrades or by operational means.
- The bid envisages a heavy reliance upon the provision of private security. The challenge to secure these resources is recognised.





11.4. Commentary

Australia, Queensland and Gold Coast City have mature security and emergency services structures in place and extensive, relevant experience in securing major sporting and other events. Relationships between security providers in all three tiers of government are strong.

The understanding of threat and risk is comprehensive and there is a high degree of confidence in the risk analysis process and assessments. High-level concepts and strategies are clearly documented and appear appropriate to the risks identified. While terrorism is perhaps the most significant of the security risks identified, the Gold Coast City response highlighted some of the inherent strengths of Australian counter terrorism strategy.

Whilst the bid refers to designing security into the new venues through the Secured by Design process, for existing venues, which make up 80 percent of the requirement, this is not possible unless already undertaken. The implications of this are that other means of mitigating any vulnerability inherent in the design of existing venues will have to be developed.

The list of agencies involved in delivering a safe and secure Games is comprehensive and the roles and responsibilities allocated to each are logical

and clearly stated. Organisational structures for the planning and implementation of security operations appear to be robust and reflect a sensible division of responsibilities. A good framework for integrating and coordinating the various public and private organisations also exists.

Police and other emergency service resources are well provided for at both city and state level. The security operation relies heavily upon private security and robust plans need to be developed to underpin delivery of this critical component of the security plan.

Australia has an established legislative framework to formalise the conditions for Games time security operations and to provide an appropriate level of airspace control. These protocols have been utilised in several recent major event settings in Australia, including the Sydney 2000 Olympic Games and Melbourne Commonwealth Games 2006.

11.5. Conclusion

In the opinion of the Evaluation Commission, Gold Coast City has demonstrated a thorough understanding of the Games requirements for Security. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time.

11.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 11.4	Guarantee(s) for the safety and peaceful celebration of the Commonwealth Games – national, regional and/or local governments (if applicable).	<ul style="list-style-type: none"> • Minister for Sport <ul style="list-style-type: none"> – Australian Government • The Premier of Queensland <ul style="list-style-type: none"> – Queensland Government





Theme 12 – Accommodation

12.1 Summary Of City Proposal

	Hotel rooms 0-10km from Games Centre		Hotel rooms 10-50km from Games Centre		Other accommodation 0-50km from Games Centre		Total
	Existing	Planned	Existing	Planned	Existing	Planned	
Total capacity	10,915	200	3,525	0	562	0	15,202
Guarantees obtained	4,815	0	521	0	0	0	4,706

2018 Hotel Room Rates

Single/Double/Twin

Commonwealth Games Family Hotel

200

Constituent Hotels

Ranges from £108 to £601

- The point of reference chosen for the Commonwealth Games Centre is the Carrara Stadium which is the Main Athletics Stadium.
- Gold Coast has not nominated a Games Family Hotel. An extremely broad range of room rates has been submitted, and a guarantee has been provided by Queensland Government to cover price differences above those rates.
- Minimum stays (up to 5 days) are required for approximately 2,450 (52%) of the guaranteed rooms.
- Breakfast is not included for approximately 1,070 (23%) of the guaranteed rooms.
- Guarantees have been obtained for approximately 4,706 hotel rooms in various star ratings categories summarised below:

Gold Coast – 2018 Hotel Room Rates (Guaranteed)

	5 Star	4 Star	3 Star	2 Star
Guaranteed Rooms	1,619	2,495	592	NA
Minimum Room Rate	£173	£120*	£108*	NA
Maximum Room Rate	£601	£592*	£236*	NA

* NOTE: Rates associated with the 4 star and 3 star properties with minimum and maximum rates do not include breakfast (23% of guaranteed rooms do not include breakfast).

12.2. Key strengths

- Gold Coast offers a compact accommodation solution involving entirely existing hotel inventory to meet Games requirements. There is sufficient hotel capacity to ensure adequate access for all Games clients across a range of accommodation types and prices with no requirement for planned or additional hotels.
- Within the 0-10 kilometre radius there is a substantial supply of existing hotel rooms (10,915 rooms) at various star quality ratings, enabling a compact accommodation solution to be achieved.
- The Queensland Government has guaranteed price differences in hotel rates above those committed to the response to questions 12.9 and 12.10.
- Complimentary accommodation has been offered for the Presidents and Secretaries General of each CGA at the Games Family Hotel.
- There is a large range of accommodation options catering to the various requirements of client groups, including spectators. These range from hostels, backpacker accommodation and tourist sites (more than 1,200 rooms) to 5 star hotels to residential accommodation available for short-term lease.
- Gold Coast Tourism appears to have capability to assist spectators in accessing Games time accommodation.



12.3. Key issues or challenges

- The guaranteed rooms are of a different mix than those required by the CGF (5 star – 200 rooms; 4 star – 1,400 rooms; 3 star – 2,100 rooms; 2 star – 300 rooms), with many high end properties guaranteed by the Gold Coast (see table above).
- The Games Family Hotel rate has not been specifically identified as a particular hotel has not been nominated; although ten properties were identified as potential Games Family hotels, carrying a range of 2018 rates up to GBP 438. The weighted average of these rooms; however, is GBP 255 (in 2018 rates). Given the substantial options available to the CGF and the related Queensland Government guarantee that removes any risk above nominated rates, the Evaluation Commission is of the view that this does not pose a significant risk.
- The spread of room rates is very broad and in some cases rates are high for some client groups; however, this issue is likely mitigated by the availability of a large inventory of rooms at all price points within the Gold Coast and in surrounding areas.
- For approximately 23% of the guaranteed rooms, guaranteed rates do not include breakfast. It is anticipated therefore that actual charges, including breakfast, associated with these guaranteed rooms will be higher than

stated. There are limited formal mechanisms for room rate controls for non-guaranteed hotels although Gold Coast Tourism indicated that hotel owners and operators had a mature view of major events including avoidance of price gouging.

- Minimum stays, while short, are required for a majority (52%) of the guaranteed rooms.

12.4. Commentary

Gold Coast has abundant accommodation options. There is sufficient existing hotel and alternative accommodation inventory within a 50-kilometre radius to meet all Games requirements, including a variety of options for spectators. Compliant letters of guarantee were obtained for 4,706 rooms at 2018 prices ranging from £85 to £601. Whilst a number of attractive accommodation options were secured by Gold Coast, the guaranteed mix of rooms is weighted more heavily towards 4 and 5 star properties than is likely to be required by client groups unless rates are attractive.

12.5. Conclusion

In the opinion of the Evaluation Commission, Gold Coast City has demonstrated an appropriate understanding of the Games requirements for Accommodation. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time. In the event the Gold Coast is selected, an early priority for the OC will be to review the hotel mix and ensure the standard and rates are mapped to anticipated Games client requirements.

12.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 12.2	Statement from your national tourist board describing your country's hotel rating system and Candidate City hotel room inventory. List of the Candidate City's total hotel room capacity, guaranteed by the national tourist board.	<ul style="list-style-type: none"> • Gold Coast Tourism Corporation
Q 12.7	Guarantees of use for other accommodation.	<ul style="list-style-type: none"> • No guarantees are required for this type of accommodation.
Q 12.9	Games Family rate guarantee.	<ul style="list-style-type: none"> • The Premier of Queensland – Queensland Government
Q 12.13	Guarantees from individual hotels concerning room availability, room rates, minimum stay/room block waves, other price controls and binding contracts.	<ul style="list-style-type: none"> • Compliant letters of guarantee were obtained for 4,706 rooms
Q 12.14	Construction authorisation, works timelines and finance guarantees for hotels/other accommodation to be built.	<ul style="list-style-type: none"> • The Gold Coast Candidature File states that "there are currently no development plans pending approval that are considered necessary to meet the CGF's requirements or the anticipated Games visitation requirements."



Theme 13 – Transport

13.1. Summary of city proposal

- Gold Coast City is the second largest and fastest growing city in Queensland with a current population of 540,000 growing at the rate of about 3.5% per annum. This, combined with the fact that the city is visited annually by about 10 million tourists, has led to the development of a robust transport infrastructure.
- The city's road system comprises major north-south and east-west corridors, managed by a modern Intelligent Traffic Management System (ITMS).
- The public transport systems include a heavy rail line of 90 kilometres serving the western edge of the city and connecting Gold Coast City with Brisbane and the Brisbane airport, as well as a new light rail line of 13 kilometres, serving the eastern coastal area and many north-south and east-west bus routes.
- These systems form the foundation of the proposed concept for Games transport, closely aligned to the venue footprint.
- The transport concept for spectators and workforce is based on public transport, supported by park-and-ride facilities. The existing and planned public transport systems will be enhanced by a significant network of direct bus services.
- Rail will serve the Robina Stadium and Oxenford Studios, and light rail will serve the Commonwealth Games Village, the MPC/IBC, the Southport Broadwater Parklands cluster (including the Aquatic Centre, the Gold Coast Sports Arena and road events) and two other competition venues. The remaining competition venues will be served by bus, either directly or through transfer from two major park-and-ride facilities, one of which has already been identified.
- All ticketed spectators will be entitled to free of charge travel on public transport within the Games-defined precinct, using the existing integrated ticketing system.
- All public transport modes are accessible and environmentally friendly.
- There is a significant programme of transport investments currently underway of approximately GBP 2.6 billion. This will be directed towards alleviating traffic bottlenecks, developing park-and-ride facilities and strengthening bus transport.
- Games Family transport will benefit from Games lanes, and dedicated transport fleets by client groups.
- In addition to Games lanes, traffic management will be supported by the existing, sophisticated ITMS, which will be used for signal management, motorway management, incident management, and traveller information. Moreover, background traffic will be reduced due to the school holiday period, and through special traffic and demand management initiatives.
- International and national access to the Gold Coast area is facilitated through two international airports: The Gold Coast International Airport with passenger traffic of 5 million per year, serving 14 Australasian and 3 Asian destinations; and the Brisbane International Airport with passenger traffic of 19 million per year, serving 49 Australasian, 11 Asian, 9 Pacific, 2 Middle Eastern, and 1 North American destination. The Brisbane Airport has a train airport link to the Gold Coast, while the Gold Coast airport has several bus connections to the city.
- The proposed Games transport governance framework involves all significant transport agencies of the city and the region, including senior-level government involvement, and is led by the Queensland Department of Transport and Main Roads (TMR) in partnership with the Organising Committee.

13.2. Key strengths

- The Gold Coast has advanced transport infrastructure and systems, including two international airports, a significant network of motorways and arterial roads, a heavy rail system, a new light rail system, a public bus system, and an advanced Intelligent Traffic Management System (ITMS). The strength of





- the Games transport strategy is its alignment with these systems as follows:
- The decision to base spectator transport on public transport, supplemented by park-and-ride facilities, will suppress traffic congestion, especially around the venues, and will allow for efficient spectator arrivals and departures.
 - The policy decision that entitles free of charge public transport services to the venues for ticketed spectators within the Games-defined precinct will enhance spectator service levels and will be implemented using the current integrated ticketing system.
 - The use of Games lanes for Games Family transport is expected to enable efficient vehicle flows, and minimum, consistent travel times. Furthermore, dedicated fleets will be provided per Games Family client group, streamlining client service and system management.
- The proposed Games transport governance scheme shows strong commitment from both the state and city governments. Transport will be led by the Queensland Department of Transport and Main Roads (TMR), in partnership with the Organising Committee. Furthermore, a Board of Authorities will be established comprising all major transport-related agencies of the city and region, including the Police Service. The Board will provide oversight, guidance and support to the transport team, contributing towards integrated planning and delivery.
 - The planned infrastructure investment programme will benefit the Games transport strategy as follows:
 - The planned upgrades cover many of the existing bottlenecks in the Games road network, specifically those in the north-south road axes (M1 Pacific Highway, Gold Coast Highway), as well as those in the east-west arteries (Hope Island, Smith Street).
 - The light rail system, currently under development, will serve the Village, the MPC/IBC, the Southport Broadwater Parklands cluster, and two other competition venues.
- The significant rail system upgrade will address rail infrastructure at the north of the Gold Coast, as well as significant enhancement of the rolling stock. This will allow for enhanced capacity and service for Oxenford Studios (two sports) and Robina Stadium.
- A strength of the Gold Coast proposition is the use of accessible and environmentally friendly public transport systems for spectator and workforce transport. Specifically:
 - The heavy and light rail systems are electrified and accessible.
 - By 2018 more than 80% of the buses in the area will be accessible and all will meet the highest emission standards.
 - The taxi fleet will comprise 60% hybrid vehicles and a significant number of accessible vehicles.
 - The Gold Coast area is well connected to the rest of Australia and the world through two international airports. The Brisbane International and Gold Coast Airports are located about 86 kilometres and 36 kilometres respectively from the Commonwealth Games Village. The combination of these two airports provides robust connectivity with Commonwealth nations.
 - Games Family travel will benefit from two factors: the venue footprint and the Games Lanes.
 - A promising initial design of the basic Games lanes concept was presented to the Evaluation Commission. Most of the reported travel times are comfortable, and are expected to be consistent.
 - More specifically, eight competition venues and the Parklands cluster (road events, the Aquatic Centre, and the GC Sports Arena) are within a 20 minute radius of the Commonwealth Games Village, three venues within a 34 minute radius of the Village, and two Brisbane-based venues within a 60 minute drive from the Village. This results in an efficient athletes transport system.
 - Similar travel times have been reported for the media and the T1-T2 accredited VIPs.





13.3. Key issues or challenges

- Despite the significant alignment between the planned transport investments and the Games transport plan, there are some points that may deserve further attention, including possible limited road improvements in the east-west connectors, acceleration of the rail improvements that are to be completed in 2018 and facilitation of the transfer between the heavy and light rail systems.
- Further elaboration is also appropriate for the spectator transport plan. Given the very low mode share of public transport in the Gold Coast, the plan may require consideration of the strong car culture in the area, and the plan required to change routine spectator behaviour. Furthermore, it may be examined if access by car to smaller venues is a viable option.
- Also, and more importantly, given the limited reach and capacity of the available public transport modes, Gold Coast City proposes the use of an extensive network of special direct bus routes. These require considerable planning, and extensive resources. The initial information provided in the bid needs further elaboration, in terms of network design and facilities (such as depots), required resources (vehicles, drivers, other staff) and the sourcing of these resources.
- While a promising Games Lanes Network has already been defined subsequent refinement work may benefit from traffic modelling in order to ensure limited impact to the city and area background traffic.
- The Games Family transport solutions, and the related facilities, have not been detailed in full in the Candidature File. Planning in this very significant area should take into account and satisfy the related service levels specified in the CGF Games Manuals.
- The proposed governance arrangements require further elaboration. For example a clear team structure within the delivery organisation may require further development, with emphasis on the fact that the planning and delivery teams are likely to undergo a significant transition.

13.4. Commentary

The Gold Coast has a mature transport

infrastructure that is continuously being upgraded to meet the requirements of this significant and rapidly growing city. This infrastructure, as supplemented by the planned investments already underway, will provide a robust foundation for Games transport. Traffic operations will benefit significantly from the existing, advanced ITMS. In addition, the city and the region are well connected to the world through two international airports.

The Games transport solution described in the bid identifies key strategies, including public transport as the dominant mode of spectator transport and the use of Games lanes for Games Family transport. These are supported by a governance scheme that encompasses strong commitment from both the Queensland Government and the City Council.

The Gold Coast has major public transport systems, including rail, light rail, and bus that may support the planned spectator transport strategy, despite the strong private car culture of the region. By Games time, all these systems will be accessible and environmentally friendly. Further analysis is necessary to define the extent of special bus routes, and possible car access to smaller venues, if appropriate in terms of local traffic and parking.

Subsequent refinement of the initial Games Lanes Network design may benefit from traffic modelling in order to ensure limited impact to the city and area background traffic.

Finally, Games Family transport solutions require significant planning to meet all CGF requirements in an effective and efficient manner.

13.5. Conclusion

In the opinion of the Evaluation Commission, Gold Coast City has demonstrated an appropriate understanding of the Games requirements for Transport. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time.

If selected, in order for the Gold Coast to fulfil transport obligations a number of early initiatives will be necessary including a more detailed elaboration of the spectator transport plan, refinement of the Games Lanes Network, further development of the Games Family transport solutions and further clarity of the proposed transport governance scheme.





13.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 13.2	Guarantee for the transport and traffic management command and control centre.	<ul style="list-style-type: none"> The Premier of Queensland – Queensland Government
Q 13.3	Guarantees for planned and additional transport infrastructure projects.	<ul style="list-style-type: none"> The Premier of Queensland – Queensland Government
Q 13.5	Guarantees for projected capacity improvements at your airport(s).	<ul style="list-style-type: none"> The Premier of Queensland – Queensland Government
Q 13.10	Guarantees for projected fleet and rolling stock capacity improvements.	<ul style="list-style-type: none"> The Premier of Queensland – Queensland Government
Q 13.16	Transport systems guarantee.	<ul style="list-style-type: none"> The Premier of Queensland – Queensland Government





Theme 14 – Technology

14.1. Summary of city proposal

- Australia has a competitive telecommunications market, supported by a mature regulatory framework. Licensed carriers provide the transmission infrastructure on which carriage and content services are provided.
- The telecommunications infrastructure within the vicinity of the proposed venues is well developed and mature, and subject to ongoing development. As at 1 March 2011, there are approximately 187 licensed carriers.
- Telstra Corporation Ltd (Telstra), Australia's largest telecommunications carrier, has world-class technology deployed throughout the country and provides the majority of Public Switched Telephone Network (PSTN) services in Australia.
- Telstra commenced the upgrade to support high-definition digital broadcasting in 2000.
- Telecommunications providers have experience in the support of major sporting events within Australia.
- All vehicular routes linking the competition and non-competition venues have full 3G coverage.
- The Australian Communications and Media Authority (ACMA), the regulatory body responsible for the management of radio frequency spectrum, has prior experience in supporting major events, including the Sydney 2000 Olympic Games and Melbourne 2006 Commonwealth Games.
- Sufficient radio communications infrastructure exists within the Gold Coast City area to support the requirements of the Games.

14.2. Key strengths

- The required guarantees 14.8 and 14.9 have been provided by the Minister for Sport on behalf of the Australian Government.
- The Gold Coast City technology budget appears adequate to ensure an appropriate level of Games technology services can be provided.
- While capacity augmentation may be required at a number of venues to support the

anticipated load, it is anticipated that much of this additional infrastructure will be deployed as part of normal network growth management in advance of the Games.

- The Village will have basic wireless internet connectivity allowing athletes to access the internet from their apartment free of charge.
- Gold Coast City will be able to draw upon a large pool of experienced resources within Australia to deliver the Games technology requirements.

14.3. Key issues or challenges

- With respect to fixed-line telecommunications infrastructure, information is generally limited to Telstra, Australia's largest telecommunications carrier, and the National Broadband Network, the new high-speed network providing fibre to the premises of 93 percent of Australia. No details have been provided regarding the capability of other telecommunications companies operating within Australia, although it is understood that the Telstra and the National Broadband Network will be commercially available to other telecommunications companies that could be engaged by the Organising Committee.
- Telstra and the Organising Committee will consider the prevailing commercial climate before determining the requirement for any applicable upgrades or financial assistance with build costs. This may present a potential budget risk.
- The CGF requires bidding cities to provide a guarantee from the relevant authorities that no fee will be charged to key constituent groups in respect of the licensing of frequencies required for the Commonwealth Games. The Australian Communications and Media Authority (ACMA) is the statutory authority responsible for management of the radio frequency spectrum in Australia. While the Australian Government has committed to working closely with the Organising Committee to resolve any issues around radio frequencies in a letter provided to the Evaluation Commission dated 2 July that references that the Melbourne 2006 Games





established an arrangement that ensured costs were not borne by the athletes, CGF, CGAs, IFs, media, broadcasters, or Commonwealth Games partners, the guarantee provided by ACMA makes reference to the provision of services, including frequency assignment, on a “cost-recovery basis”.

14.4. Commentary

Overall the Gold Coast City bid proposal demonstrates an appropriate level of understanding of the obligations and key considerations involved in the delivery of information technology and communication services for a Commonwealth Games.

The existing information technology and telecommunication services are mature and will provide a suitable base in achieving the Games technology requirements.

The proposal is also supported by a network of suppliers and government agencies experienced in the delivery of major events within Gold Coast City and Australia.

The Games precincts proposed by Gold Coast City are located within existing metropolitan architecture footprints, allowing most venue sites to be connected to fully redundant fibre services.

It also appears that a pragmatic approach to the provision of redundant telecommunications infrastructure will be adopted, which is considered appropriate for an event of this complexity.

For these reasons the Evaluation Commission is of the view that there is a relatively low risk in respect of the ability of Gold Coast City to deliver the required technology and telecommunications services.

14.5. Conclusion

In the opinion of the Evaluation Commission, Gold Coast City has demonstrated an appropriate understanding of the Games requirements for Technology. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time.

14.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 14.8	Guarantee that the competent body is prepared to allocate the necessary frequencies for the organisation of the Commonwealth Games.	<ul style="list-style-type: none"> Minister for Sport – Australian Government
Q 14.9	Guarantee that there will be no fee charged to the Commonwealth Games Family for the reservation and services of allocated frequencies during the Commonwealth Games.	<ul style="list-style-type: none"> Minister for Sport on behalf of the Australian Government Letter from Deputy Secretary, Arts and Sport, Department of Prime Minister and Cabinet, Australian Government





Theme 15 – Media Operations

15.1. Summary of city proposal

- The Gold Coast City proposal for Media Operations generally addresses all key elements. The International Broadcast Centre (IBC) and the Main Press Centre (MPC) will be co-located in a Main Media Centre (MMC) established within an existing facility, the Gold Coast Convention and Exhibition Centre (GCCEC). The Netball venue will also be located within the MMC. The GCCEC is centrally located within the city and the media accommodation sites currently identified are in close proximity.
- A wide range of accommodation offerings will be available for media constituents within the city itself and in the popular area of Broadbeach. Currently the media have been allocated a total of 1,913 rooms, over 90% of which are in 5-star and 4-star hotels.
- The media transport system is based on a hub located adjacent to the Main Media Centre (the MMC, comprising both the IBC and MPC), providing links to all venues. Services include bus services for arrival and departures and regular services between the MMC and competition venues. A 24-hour shuttle service will operate at 20-minute intervals between the media hotels and the MMC. Dedicated services for media will also be provided for media covering Track Cycling and Shooting, both based in Brisbane.
- Media services have been scoped to a high level at all competition venues.
- The guarantees related to the availability and use of the MMC have been provided. A verbal guarantee has been obtained from the managing company responsible to the government for the MMC location. Timelines related to the commencement of the venue lease and the bump-in and bump-out periods have been clarified and are considered satisfactory.
- There appear to be no issues with specific taxes affecting press organisations.

15.2. Key strengths

- The Gold Coast bid has drawn on previous

experience to present a comprehensive plan for media.

- The MMC is to be hosted in an existing and well tested facility that will provide a professional environment for working media. It will be located within walking distance of amenities such as restaurants and a shopping mall, increasing the level of service offered to the media. The adjacent media transport hub also has car parking available.
- Media accommodation is located in close proximity to the MMC.
- Media services have been scoped to a high level at all competition venues.
- Free public transport will be offered to accredited media.
- Media organisations who will be liable for Australian GST while undertaking their work in the country can recover these payments by registering for GST.

15.3. Key issues or challenges

- The floor space proposed for both the MPC and the IBC is less than the space available at previous Games, but this is rationalised by the fact that more work is likely to be undertaken by media at the venues, or in the case of electronic media, in their home countries.
- The detailed programme needed to deliver the complex task of installation of the MMC for the various media groups will require further development. In particular, the broadcasters will need to be allocated sufficient time to build their facilities to international standards.
- The dispersal of competition venues will have an impact on the media coverage and will put pressure on the transport plan. Media working away from the MMC will have to travel up to 80kms to reach some venues.
- The media accommodation plan primarily offers rooms in high quality hotels, and high rates may be expected.
- While the addition of Basketball to the sports programme and the retention of Mountain Bike and Triathlon are positive from a media and





broadcast perspective, the competition schedule needs to be structured so as to balance the daily competition. Consideration should also be given to international time zones to ensure that media deadlines and peak viewing hours are respected as much as possible.

15.4. Commentary

The media facilities included in the Gold Coast bid are generally in line with previous Commonwealth Games and other international events of a similar size.

The media operations planned at the MMC and at competition venues have been comprehensively addressed to supply all necessary media facilities and services. The proposed location for the MMC in the heart of the business and entertainment hub ensures good availability of accommodation and dining options.

The spread of venues will put pressure on the delivery of an efficient transport service. The majority are located within a 25-minute drive of the MMC media transport hub, so some consideration should be given to direct transport routes between

venues. It is likely that members of the media will make greater use of the venue media facilities and services than at previous Games.

The management and financing of the host broadcast operation is an important consideration to the best practice delivery of the media operations for the Games.

There is considerable expertise available within Australia for managing the large media services and broadcast operations of major sport international events, including experience with building and operating the MMC.

15.5. Conclusion

In the opinion of the Evaluation Commission, Gold Coast City has demonstrated a thorough understanding of the Games requirements for Media Operations. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time; however, the success of the media operations will be dependent on a strong media transport operation.

15.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 15.1	Guarantees of use and/or construction for the IBC and MPC, including construction timelines, financing, possession, retrofit and vacation dates.	<ul style="list-style-type: none"> The Premier of Queensland – Queensland Government







PART THREE

– Hambantota Report



Theme 1 – Vision and Concept

1.1. Summary of city proposal

- The Hambantota Games proposal identifies the conduct of the Commonwealth Games as a key strategic driver for the development of infrastructure and services to revitalise and develop Hambantota, a city strategically located to support Sri Lanka's ambition to be an important link between the east and west through its recently developed international port facilities. Hambantota is one of five future "metro cities" featuring prominently in the country's post-tsunami regeneration programme, and is to become a home to an international business and investment centre with a focus on education and sport, the latter being one of the identified growth drivers for the country. It is anticipated that the city's population will reach 1.2 million by 2018.
- Based on a "greenfield" site, the Games Master Plan can be closely aligned with the long term urban plan for the city. There are few current infrastructure constraints. This results in a highly compact Games time plan with 90 percent of the venues, the Games Village, the Main Media Centre and the Olympic Family Hotel, as well as training facilities, all located within the Commonwealth Games Park precinct. Only the Shooting venue, located 38 minutes from the Village, and the road events including Triathlon, to be held 34 minutes from the Village, are outside of the Commonwealth Games Park.
- Hambantota proposes the Games be conducted from 16 to 27 May with an 11-day competition programme and a separate evening for the Opening Ceremony. This takes advantage of the dry season and temperatures ranging between 22°C and 30°C with an average of 26°C, based on the last 10 years.
- It is proposed that the festival culture and rich history of Sri Lanka will be presented through a Games Cultural Programme and youth programmes. The Queen's Baton Relay will visit all nations of the Commonwealth. The ceremonies will be staged in the recently built Mahinda Rajapaksa International Cricket Stadium, which will be increased to a capacity of 60,000.

1.2. Key strengths

- The commitment of the National Government, led by its President, is essential to the feasibility of the Games proposals. Evidence of this commitment was confirmed by the Evaluation Commission, as was the alignment of the Games proposal with the overall national vision for Sri Lanka supported by political, community and business leaders. While the overall plan for Hambantota is an ambitious one, the overall national plan for Sri Lanka supports these ambitions.
- Sri Lanka is a fast-growing economy with the National Government predicting 8% annual growth in 2011 (this figure compares with the International Monetary Fund forecast of 7% in 2011 and 6.5% for the period 2012-2016). Ambitious growth goals have been set since the recovery phase following the 2004 earthquake and tsunami, and following the end of 26 years of civil unrest. The recent Hambantota seaport development is an important economic driver and is indicative of the broader development plan for Hambantota and the surrounding region. The development of Hambantota will reinforce the broader development of Sri Lanka, as evidenced by the significant progress achieved in construction of the freeway from Colombo to Hambantota and the new airport, both examples of improved national connectedness that support broad-based economic activity.
- The proposed new city of Hambantota will see sport and education at the centre of its development plan, providing the opportunity for a positive impact on sport in the region and for the emergence of a new international sports hub. The seven year plan developed by the Sports Ministry will further enable this ambition to be realised, ensuring elite and participation sport will be a key part of the lives of Sri Lankan citizens and directly supported by the Hambantota facilities.
- Prior to the devastation caused by the 2004 tsunami and the impacts of civil unrest, Sri Lanka's tourism industry was a major economic contributor. There is evidence that this sector is



now recovering and growing rapidly. The overall development programme for Hambantota is focused on delivering tourism impacts and benefits, leveraging the Commonwealth Games to achieve this outcome.

- Subject to the development of robust and feasible business plans, the development of a largely greenfield site to align Games requirements with legacy requirements can provide a model for other Commonwealth nations, particularly island nations, aspiring to stage the Commonwealth Games and to use the Games as a major driver of infrastructure development. Most importantly, Sri Lanka consider the Games will act as a driver for national pride and social cohesion. It is anticipated the Games will support a number of economic and social impacts and legacies. Hambantota demonstrated extensive plans to support national priorities through the Games.
- By 2018 it is anticipated some 8 million people will live within 2.5 hours drive of Hambantota, providing a ready market and workforce.

1.3. Key issues or challenges

- Sri Lanka has experienced recent challenges in the terms of civil unrest and natural disaster. The funding of the recovery and development programme to transform the country and the Hambantota region will require substantial and long term political and financial commitment. The success of the Commonwealth Games in Sri Lanka, and more specifically the “new build” city of Hambantota, would be inextricably linked to the realisation of ambitions underpinned by such financial and political commitment.
- The Games in Hambantota will require a government investment of GBP 1.1 billion for the sports venues, Village, accommodation and other Games essential infrastructure, of which over GBP 500 million is projected to come from the private sector. In addition, investment will be required throughout the city and district of Hambantota to ensure facilities commensurate with a city hosting a major international event are delivered. The Games-related investment will therefore constitute a material portion of GDP, excluding the funds required for other related legacy plans. The Evaluation Commission was advised that the Sri Lankan

Government has established a national budget policy to commit 6% of GDP annually to infrastructure improvements and the Commonwealth Games-related investments fall within this policy and financial framework.

- Mitigating development risk is the commitment by Hambantota to host the 2016 South Asian Games, requiring most of the venues for the Commonwealth Games to be developed by 2016. This will substantially reduce the time and to some extent the financing risks, assuming delivery against the 2016 South Asian Games plan.
- While an infrastructure-led development programme for Hambantota will provide substantial economic and social stimulus, the development of the Commonwealth Games Park (Sports City) with major sporting, entertainment and conference facilities in a single precinct, will require substantial funding to ensure long term legacy. This will only be possible through an aggressive activation programme to ensure the initial capital works are ultimately adding value to the community and become “sustainable” in some form. At this stage the post-Games legacy plan for this precinct and each of the venues is primarily dependent on ongoing funding from the National Government, and has not been subject to specific feasibility studies. Notwithstanding this, it is anticipated the substantial developments can become sustainable as a result of the following:
 - The Sports City will become a centre of excellence for many National Sports Federations and will be pivotal to the development of Sri Lankan talented athletes, given the lack of existing international standard sporting facilities in the country. It will also be marketed as an international warm weather training facility for the staging of training camps.
 - The university campus to be developed adjacent to Sports City, housing 8,000 students and academic staff, will also provide a ready market for facility use.
 - The condominium units adjacent to Sports City will have a resident population of approximately 8,000 who will use the venues





for recreation and sporting purposes.

- The exhibition centre will become an attractive venue for international conferences, exhibitions and events.
 - The Shooting venue will be managed by the Sri Lankan Navy and user groups will include the military, civilian clubs and associations.
 - The Main Media Centre will become part of the IT/Business Park in legacy mode and will be developed through a public-private partnership. It will be leased to a prominent IT service provider who is likely to become the anchor tenant for the IT Park.
- The Games transport strategy proposes mainly road-based transport services for spectators, workforce and the Games Family. The compact Games Park will be exclusively connected by road to the surrounding area. There is limited rail connectivity, with the nearest station at a 5 km distance. The Hambantota district is currently undergoing a complete transformation through the implementation of numerous transport-related projects, including the construction of an extensive road network, a new international airport and new railway lines. The Games transport strategy will be underpinned by this substantial transport infrastructure investment. The transport strategy success is dependent on planning to address the limited availability of mass transit solutions.
 - Sri Lanka is a strong cricketing nation and is developing its interests in Commonwealth Games sports. The level of likely corporate and other commercial support is relatively untested for an event such as the Commonwealth Games. Hence the commercial revenue targets may be ambitious and additional government funding may be required.

1.4. Commentary

Hambantota and the surrounding district represent an important strategic location in the south east of Sri Lanka. A new international airport is to be opened in 2012 and the long term plan is for a city

defined by sport venues (hosting sport development and major event activities), a university, a business and technology park, new residential developments and other commercial, leisure and entertainment facilities. There is little doubt that a major event of the nature of the Commonwealth Games can act as an important catalyst to such a development.

The commitment of the government is unequivocal and the vision to emulate Malaysia's successful leveraging of the 1998 Commonwealth Games clearly differentiates the Sri Lankan proposition from more recent Games and provides an important benchmark. That said, the inherent and obvious risks of developing a new city need to be carefully assessed. Should Sri Lanka be selected, a substantial evolution in the oversight and support role of the Commonwealth Games Federation will be required, given the infrastructure-related risks and the lack of experience in hosting events of the scale of the Commonwealth Games.

1.5. Conclusion

Hambantota presents an exciting opportunity for the Commonwealth Games to assist in the development of the city and country in a substantial and impactful way. The proposition could provide a blueprint for other Commonwealth nations.

The overall plan envisaged by Hambantota meets the Games requirements but may pose long term challenges in relation to sustainability. The feasibility of the development plan is in part reinforced by the broader national commitment led by the President of Sri Lanka and the key positioning of Hambantota as a major economic hub in Sri Lanka.

The feasibility of the proposition is dependent on a number of factors, including the continued growth of the Sri Lankan economy, ongoing political support and stability, and the management of the substantial financing and development risk relating to the Games-specific and city-wide infrastructure programme. Should the delivery of infrastructure be delayed or otherwise materially compromised, the impact on the Games and the financing of mitigation arrangements would be substantial.

1.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
	No guarantees required	

Theme 2 – Political and Economic Climate and Structure

2.1. Summary of city proposal

- Sri Lanka is a democratic socialist republic with executive power exercised by a democratically elected President and through the parliament. In addition to the national government, provincial governments are in place across the nine provinces and a combination of municipal governments and “pradeshiya sabhas” operate locally.
- The national parliament comprising 225 members is elected every six years, and the current government holds a clear majority with 144 of the 225 seats. Cabinet Ministers are appointed from Members of Parliament. Parliamentary elections will be held in 2016 and the next Presidential election in 2017 while local authority elections will be conducted in 2015 and provincial elections at various times throughout the period leading up to the Games.
- The powers of the national central government are devolved to a District Secretariat and, in some cases, are devolved further to Provincial Councils. The judiciary is independent of the executive and legislature.
- The Central Government holds the necessary powers to satisfy the organisational requirements of the Commonwealth Games in Sri Lanka, should they be selected host. Accordingly it is the Central Government that has provided the broadest underwriting and delivery commitments on behalf of Sri Lanka.
- Sri Lanka has emerged from 26 years of civil unrest and in 2004 was buffeted by a substantial natural disaster. The return to peace has led to optimism in relation to the economy generally, as evidenced in the capital markets and the level of foreign direct investment. GDP growth of 8% is forecast in 2011, driven primarily by services, manufacturing and agriculture. The longer term post-conflict economic diversification strategy anticipates the development of the naval, commercial, knowledge, aviation and energy sectors as five key economic hubs.
- Between 2001 and 2010 the Sri Lankan rupee

appreciated by 26% against the British pound. Inflation has been erratic over the last 10 years and while the rate was 5.9% in 2010, it has been as high as 22.6% as recently as 2008. However, based on a GDP deflator calculation by the Sri Lankan Government, inflation forecasts through to 2018, are stable at between 4% and 6%. Independent analysis by the International Monetary Fund projects inflation rates from 7.9% in 2011 down to 5.5 % during the period 2013 to 2016 which is broadly consistent with the Sri Lankan projections.

- The Bid Committee is jointly chaired by the Federal Minister of Sport and the Governor of the Central Bank and comprises a large number of national, provincial and local government representatives from various agencies, complemented by private sector leaders.

2.2. Key strengths

- Hambantota has provided a broad range of guarantees from political leaders and various government agencies across all levels of government. The Hambantota Bid Committee and the National Government representatives confirmed that these guarantees were legally binding on each of the organisations by which they were provided. This applies also to the overarching underwriting and delivery guarantee provided by the Presidential Secretariat.
- The Evaluation Commission was satisfied that the guarantees offered by Sri Lanka meet requirements.
- Both the Hambantota Bid Committee and governments have confirmed that, should further legislation be required to allow Hambantota to meet the requirements of the Host City Contract or the CGF Constitution, the necessary legislation will be adopted.
- The capital works programme required by Hambantota to enable the Games to be conducted is substantial. Considering only those projects directly required to stage the Games, funding of GBP 1.1 billion is required. Of this total amount GBP 600 million is to be provided



by government and at least GBP 500 million is expected from the private sector. To this end the National Government has guaranteed the delivery of all infrastructure and related funding and has indicated that Games budgets have or will be quarantined to ensure funding is made available.

- The Bid Committee is broadly representative of government and is structured around 15 theme leaders from government or the public sector, each of whom has relevant domain experience or roles. These individuals will be part of any future Organising Committee to ensure ongoing support and continuity.
- Hambantota has conducted opinion polls encompassing 2,421 interviewees aged between 14 and 70 years. The polls indicated that, on a national basis, 73% of Sri Lankans are fully supportive of the Games. Within Hambantota 63% were fully supportive.
- Hambantota has confirmed that there are no obstacles arising from national or international obligations that would conflict with the Games obligations.

2.3. Key issues or challenges

- While the overall support of government and private sector, as indicated in the Candidature File, will provide the foundations for effective organisation of the Games, this organisational and political structure is largely untested in respect of major events of the size and complexity of the Commonwealth Games.
- That said, during the Evaluation Commission's on-site inspections, there was clear evidence of the commitment by the government to the delivery of the Commonwealth Games as part of a major re-branding exercise for the country. The lead role taken by the National Government was clearly reinforced with the local Commonwealth Games Association playing a support role.

2.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 2.2	Guarantees – financial or other – obtained from national, regional and local authorities and bodies involved in your project of hosting the Commonwealth Games.	<ul style="list-style-type: none"> • President of Sri Lanka – Sri Lankan Government • Presidential Secretariat – Sri Lankan Government • Southern Province – Chief Minister • District Secretariat – Secretary

2.4. Commentary

Sri Lanka has recently and successfully invested in Hambantota across a range of major infrastructure projects including a seaport, airport, transport infrastructure and sporting infrastructure (Mahinda Rajapaksa International Cricket Stadium). The southern region of Sri Lanka is identified as a critical economic driver with increasing standards of living evidenced by average income growth and capital markets progress.

Within Sri Lanka and the “new city” of Hambantota the opportunity exists for the Commonwealth Games to act as a growth catalyst. Set against this opportunity are the obvious risks in awarding the Games to a country which is untested in terms of major multi-sport events, is emerging from 26 years of civil unrest and which must fund overall national development as well as deliver a concentrated large-scale urban development programme in Hambantota in order to stage the Games.

2.5. Conclusion

This theme provides a clear understanding of the political and economic climate, structure and stability of Hambantota as a potential host country, region and city. Sri Lanka and Hambantota have demonstrated a willingness to meet all of the requirements required to stage the Games and have also demonstrated the potential to manage the political and community engagement process to provide the foundations for a successful Games. The fundamental issue for Hambantota is the commitment and resolve of the overall government system and the processes to fund, oversee and ensure delivery of this major urban development programme. There is evidence provided through current developments, including the seaport, freeway and airport, to indicate that this commitment and capability exists.

Theme 3 – Legal Aspects

3.1. Summary of city proposal

- The Bid Committee company, CWG Hambantota 2018 Private Limited (CHPL), has been incorporated with the approval of the Cabinet of Ministers of the Government of Sri Lanka, and with the full support of the relevant provincial government leaders. The Sri Lankan Government owns 51 percent of the shares of CHPL and the remaining 49 percent of shares are owned by state-owned institutions. The CHPL has been authorised to represent the City of Hambantota in the bidding process.
- The future Organising Committee will be incorporated as a wholly Government owned private company with limited liability and will be the legal entity responsible for planning and hosting the Games. The Evaluation Commission was also informed that a Commonwealth Games Delivery Authority will be established to oversee the whole of Games budget, to deliver Games infrastructure including the competition venues and Village, and to coordinate government services.
- The Hambantota proposal has the full support of the Sri Lankan Government, evidenced by a letter from the President of Sri Lanka in which an overriding Presidential Secretariat Guarantee is provided. As the President is vested with the executive powers of the government under the constitution, this guarantee is legally binding. The President also holds the office of the Minister of Finance and is empowered to issue guarantees related to financial assurances. The Government of Sri Lanka has signed the Undertaking without qualification.
- The Hambantota proposal states that no new laws are anticipated; however, should the Hambantota bid be successful, the Ministry of Sports has undertaken to take the necessary measures to bring any required amendments to existing legislation and/or to formulate new laws in order to facilitate the effective and successful organisation of the Games.
- The relevant government guarantees commit to ensure the protection of the Commonwealth Games intellectual property. The Bid Committee

has registered the bid logo and Commonwealth Games word marks.

- There will be no other national or international events conducted in Hambantota at the time of the Games.

3.2. Key strengths

- The Hambantota proposal has the full support of the Government of Sri Lanka and the direct support of the President of Sri Lanka. This support was clearly evident to the Evaluation Commission during the inspection visit, with strong presence and leadership of the President of Sri Lanka and his representatives.
- Following the conclusion of the internal conflict, Sri Lanka is looking forward to a period of stability and growth.
- While some powers are devolved from the National Government, the majority of important responsibilities related to the Games will be retained by the National Government, providing a single and powerful primary point of contact in relation to Games arrangements. This will require the development of a direct and formal relationship between the Presidential Secretariat and the CGF.

3.3. Key issues or challenges

- The Hambantota proposal does not anticipate any requirement for new laws, although an undertaking is given to effect any required amendments to existing legislation and/or formulate new laws if required. The establishment of the Commonwealth Games Delivery Authority will require enabling legislation and is anticipated by the Sri Lankan Government.
- Should the Hambantota bid be successful, authority and responsibility for the conduct of the Games will be delegated to the Organising Committee. The Candidature File did not specifically reference responsibilities for the construction projects and Games time cross-agency delivery. This was, however, clarified during the Evaluation Commission inspection. Hambantota, with the support of the National



Government, has indicated that a Commonwealth Games Delivery Authority will be responsible for the construction projects and more broadly for whole-of-Games budget controls. This agency will be empowered to accelerate the project implementation if considered necessary.

3.4. Commentary

The proposed governance model, in particular the Commonwealth Games Delivery Authority, is consistent with current practice elsewhere in the world. While the overall model is sound, the Evaluation Commission considers that there is a lack of detailed planning supporting the structure and specifically the inter-relationship between the Organising Committee, the Commonwealth Games

Delivery Authority and other government agencies.

The Evaluation Commission is of the view that the selection of Hambantota will require the CGF to substantially upgrade its monitoring and support programmes.

3.5. Conclusion

In the opinion of the Evaluation Commission, Hambantota has demonstrated a reasonable understanding of the Games requirements for Legal Aspects. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, outlines a plan for meeting those requirements. However, there is a lack of supporting detail regarding the governance structures.

3.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
3.1	Covenant from all authorities (national, regional and local) concerned by the project of hosting the Commonwealth Games.	<ul style="list-style-type: none"> • Presidential Secretariat • Ministry of Sports • Chief Minister – Southern Province • Chief Secretary – Southern Province • District Secretariat – Hambantota • Divisional Secretariat – Sooriyewewa
3.2	Guarantee that no other event will take place during the Commonwealth Games or one week immediately before or after.	<ul style="list-style-type: none"> • Presidential Secretariat • Ministry of Sports • Chief Minister – Southern Province • Chief Secretary – Southern Province • District Secretariat – Hambantota • Divisional Secretariat – Sooriyewewa
3.4	Documentation indicating that appropriate measures have been taken to protect the word mark “[City] 2018” within the local territory and to register relevant domain names.	<ul style="list-style-type: none"> • National Intellectual Property Office of Sri Lanka • LK Domain Registry – domain name registration
3.5	Declaration from the government of the country stipulating that all necessary legal and legislative measures will be taken to facilitate the protection of Commonwealth Games marks.	<ul style="list-style-type: none"> • Ministry of Sports
3.7	Declaration from the city authorities confirming that the Bid Committee is empowered to represent the Candidate City and indicating the names of the persons and/or their titles who have the authority to sign contracts and other documents on behalf of the city.	<ul style="list-style-type: none"> • Chief Minister – Southern Province • Chief Secretary – Southern Province • District Secretariat – Hambantota • Divisional Secretariat – Sooriyewewa

Theme 4 – Customs and Immigration Formalities

4.1. Summary of city proposal

- Immigration issues in Sri Lanka are managed by the Department of Immigration and Emigration, within the Ministry of Defence. Sri Lanka Customs is responsible for the management of imported goods.
- Sri Lanka is in the process of upgrading its visa application processes with a new online system expected to be operational by late 2011.
- In the event that Sri Lanka is elected to host the 2018 Commonwealth Games, visa and entry fees will be waived for all visitors entering Sri Lanka during the month of the Games, that is, May 2018. This open door policy will enable the efficient management of the large number of entrants to the country during the Games period.
- Visitors from or travelling via yellow fever endemic countries must have received a yellow fever vaccination between ten days and ten years prior to their arrival into Sri Lanka. It is also recommended that visitors are up to date with vaccinations against hepatitis A and B, and measles, mumps and rubella (MMR).
- Goods imported into and exported from Sri Lanka will be managed by Sri Lanka Customs and will be granted entry free of customs duties.

4.2. Key strengths

- The proposal to allow international visitors to enter the country without a visa during the Games period removes the challenges and processing delays that might otherwise have occurred. The solution is operationally effective and efficient.
- There are no restrictions on the temporary importation of photographic and audio-visual equipment, computer equipment, medical equipment, prescribed medicines and foodstuffs.
- Sri Lanka Customs has provided Guarantee 4.07, undertaking to allow the import, use and

export of goods required by the CGF, the International Federations, the CGAs and their delegations, the media, the sponsors and suppliers, in order for them to carry out their obligations regarding the celebration of the Commonwealth Games, free of all customs duties.

4.3. Key issues or challenges

- While the Hambantota bid guarantees the importation of goods for use by Games constituents free of customs duties, there is no process identified to manage these importations.
- The Hambantota proposal does not provide a plan to support the proposal to allow entry of international visitors without a visa during the Games period. That said, the application of previous Games arrangements, whereby the Games accreditation device acts as a visa for accredited populations, meets current CGF requirements and an extension beyond this arrangement can be subject to further review should Hambantota be selected as host.

4.4. Commentary

By waiving a number of the protocols that would ordinarily apply to incoming international visitors to Sri Lanka and the importation or exportation of goods, concerns about potential logistical challenges are mitigated. The Evaluation Commission considers this a welcome initiative. However there is little prior experience in managing these processes in the context of an event such as the Commonwealth Games and Hambantota has not yet demonstrated in their bid proposal a mechanism to achieve this general objective while maintaining border control.

4.5. Conclusion

In the opinion of the Evaluation Commission, Hambantota has demonstrated a reasonable understanding of the Games requirements for Customs and Immigration Formalities and has sought to provide optimal arrangements in terms of



ease of access to Sri Lanka during the Games period. The Candidature File proposal, including the clarifications and follow up information provided to

the Evaluation Commission, outlines a plan for meeting Games requirements.

4.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 4.3	Guarantee of entry into your country with the Commonwealth Games identity and accreditation card.	<ul style="list-style-type: none"> Department of Immigration and Emigration – Sri Lankan Government
Q 4.4	Guarantee authorising temporary entry for Games-related personnel to work and domicile in your country prior to the Commonwealth Games.	<ul style="list-style-type: none"> Department of Immigration and Emigration – Sri Lankan Government
Q 4.7	Guarantee authorising the import, use and export of goods required for the Commonwealth Games, free of all customs duties.	<ul style="list-style-type: none"> Sri Lanka Customs – Sri Lanka Government

Theme 5 – Environment, Legacy/ Sustainability & Meteorology

5.1. Summary of city proposal

- The centrepieces of the Hambantota bid environment and sustainability proposal include the establishment of an environmentally-sensitive Commonwealth Games Park site, an Environment Observation Centre and a Games environmental management system and enforcement unit.
- The Commonwealth Games in Hambantota will also be used as an opportunity to establish a best practice sustainability procurement policy in Sri Lanka.
- The primary legacy proposed by Hambantota is the development of a set of major sport, education, transport and tourism infrastructure facilities, aligned with the district’s long term vision to be the new “Gateway to Asia”. A set of environmental legacies also has been identified, some to be applied in future across the nation.
- A Games-related legacy fund will be established, although no figure was provided in regard to the size of the fund.
- Information provided in regard to air quality was insufficient to enable a meaningful summary of this aspect of the proposal. Water quality appears to be of an acceptable standard.
- Similarly, while temperature and humidity levels were not presented in full, those in the submission indicate high average maximum temperatures and average maximum humidity levels. Precipitation levels at the proposed Games time appear to be acceptable, while the average wind strength appears to be high.

5.2. Key strengths

- The Hambantota bid benefits from the proposal to establish a solid environmental management, compliance and monitoring structure.
- It appears that a sound level of planning has taken place in regard to measures to prevent and reduce environmental effects. In particular, a Games-specific Energy Efficient

Building Code (EEBC) will be implemented for all venues within the proposed Commonwealth Games Park.

- The Hambantota proposal identifies the opportunity, through hosting the Games, to establish a sustainable procurement policy and accreditation scheme in Sri Lanka. This scheme will have application for future use throughout the nation. Similarly, the Environmental Management System to be developed for the Games will provide a base best practice framework with much broader potential application.

5.3. Key issues or challenges

- While insufficient information is provided to enable a full appraisal of air quality and average temperature and humidity levels, there is a clear indication of high average maximum temperatures and humidity levels. The Evaluation Commission has been unable to verify air quality ratings as the information has not been collected and therefore does not exist. However during the Evaluation Commission site visit, there were no obvious signs of issues related to air quality.
- Average wind strength appears to be high, and this was confirmed during the Evaluation Commission site visit, particularly at the cricket stadium, the proposed venue for Archery.

5.4. Commentary

The environment, legacy and sustainability elements of the Hambantota proposal are sound, and are underpinned by a solid Organising Committee framework of environmental management and compliance tools, and a range of Games-specific plans and actions.

In regard to legacy/sustainability, the establishment of a sustainable procurement policy is commendable and will provide a national legacy. There also appears to be an extensive infrastructure legacy encompassed in the long term regional plans, and Games plans appear to fit well into long-term strategies of the city and region.



Several of the proposed environmental legacies have future application across the nation.

The environmental impact from the substantial venue construction programme appears to be low to moderate as a result of the enhanced building codes and sustainability criteria to be implemented. However, the environmental impact of the Greater Hambantota Development Plan – within which the Games plan sits – appears to be significant. Of the major projects included in that plan, the only project of major environmental significance and benefit appears to be the construction of a sewerage system.

While there is insufficient information on air quality to make an informed judgement on the acceptability of the meteorological conditions for a Games, the information available suggests that average temperatures, humidity levels and wind strengths appear to be high.

During its visit, the Evaluation Commission received a comprehensive legacy planning document setting out a range of infrastructure and programme legacies, presumably supported by enhanced processes and systems. However the aspirational plan is broad and lacks sufficient pragmatic links to funding and delivery arrangements.

5.5. Conclusion

In the opinion of the Evaluation Commission, Hambantota has demonstrated a reasonable understanding of the Games requirements for Environment and Meteorology.

Given the broader context of the Sri Lankan national development plan and the bold ambitions of the Sri Lankan government, the Commonwealth Games can act as a significant legacy driver within those plans. There is little doubt that, should all of the plans be achieved, there will be substantially enhanced infrastructure as a consequence of the Games and the opportunity for related legacy programme impacts. However, the size and nature of the funding of the Games legacy plan is not clear.

In relation to the Commonwealth Games Park, specific plans have been outlined to ensure it is sustainable. However little or no feasibility or market analysis has been undertaken and the long term sustainability of the park is likely to be highly dependent on ongoing government programmes and funding. Provided such effort is aligned with broader public policy and community needs, this may not pose an inappropriate burden on public expenditure.

5.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 5.7	<p>Guarantee(s) stating that all construction work necessary for the organisation of the Commonwealth Games will comply with:</p> <ul style="list-style-type: none"> Local, regional and national regulations and acts International agreements and protocols regarding planning, construction and protection of the environment 	<ul style="list-style-type: none"> Central Environment Authority – Sri Lankan Government

Theme 6 – Finance

6.1. Summary of city proposal

- The broad range of financing activities required for the Hambantota bid arises from the nature of the proposition, with a significant number of sporting and other facilities and infrastructure required to be developed. Much of this financing is outside the Organising Committee's own budget.
- Financing the Organising Committee's obligations is linked to a large number of the activities across all the programmes, as most activities have some element of a financial implication. As would be expected at this stage of development, some activities have been scoped in considerable detail, while others are of necessity only estimates or extrapolations from other Games experience, as sufficient detailed planning is not available at this time.
- A significant portion of the budget estimates is based on theoretical assumptions as there is little existing hard data available. This arises because the bulk of sporting venues do not exist and there is limited experience available within Sri Lanka and the Hambantota region that provides a relevant precedent for developing expenditure budgets. Only one significant venue exists at this time and the proposal is largely dependent on construction of all remaining competition and non-competition venues. Despite this lack of historical data, budgets have been prepared in considerable detail and the extensive use of external input largely compensates for the lack of relevant and local event benchmarks.
- While the nature of the proposal and the associated significant construction programme presents a challenging environment, it does also bring with it many benefits. There is a unique opportunity to house nearly all the activity and associated accommodation in a single location. This will simplify a number of operational services, in particular transport and security, with positive impacts on operating costs. Many venues are planned within walking distance of athlete and media facilities.
- There is, however, a potentially significant financial downside impact in the event that planned developments do not proceed. In the event that major elements of construction do not proceed or are delayed, the resultant impact on the Games financial projections is likely to be substantial, although it is difficult to quantify. A contingency has been established at the Organising Committee overall budget level and also within individual programmes, but these contingencies would not be sufficient to overcome the non-delivery of a key construction element.
- The non-Organising Committee budget is very wide ranging and includes not only construction of most sporting venues but also the Village, media facilities, visitor accommodation and administrative and other developments. Similarly, the estimates for this work will be subject to variation on development costs as some projects are well researched and others only in early assessment phase.
- The non-Organising Committee budget totals GBP 1,103.8 million and is significant relative to the size of the economy. A large component of expenditure is for the Village, with a budget of GBP 238.6 million. A total of GBP 282 million is planned for sporting venues. More than 90% of venue construction relates to seven new sporting stadia and complexes, with the remainder being the cost of upgrading the one existing main stadium.
- Other facilities to be developed in the non-Organising Committee budget include the Main Press Centre (GBP 8 million), visitor accommodation (GBP 225.5 million) and the Business and IT Park and University (GBP 349.3 million).
- There are also a number of development plans for the region for airports, ports, railways and other infrastructure, outside both the Organising Committee and non-Organising Committee budgets that may have a potential influence on Games financing if they are not completed as planned. Collectively these development plans will have a significant impact on the economy of Sri Lanka as a whole. Examples include the Hambantota airport and seaport developments (GBP 625



million already committed and development in an advanced phase), roads (freeway to Hambantota from Colombo already committed and in an advanced phase of development), railway developments (GBP 842 million), healthcare (GBP 41.5 million) and utilities development (GBP 100 million).

- Most projects are timed to be completed well in advance of the Games, providing some comfort that corrective action can be taken if schedules slip.
- Guarantees that impact the financing of the Games have been obtained from numerous sources. The most important is the guarantee from the Presidential Secretariat that, among other things, confirms that any shortfall of the Organising Committee will be funded. This guarantee also specifically provides funding for medical services, security services, transport and travel, the permanent and temporary works for venues and the Village construction. It was confirmed to the Evaluation Commission during the presentations by Hambantota that the government guarantee extended to all private investments included in the non-Organising Committee budget.
- The tax regime under which the Organising Committee and others associated with the Games will operate is complex but appears to be understood. The tax status of the Organising Committee is also clarified and commitments have been provided to ensure that future changes to tax laws and regulations will not affect the Games. It appears that the CGF, non-resident sponsors, broadcasters, and other participants will be subject to Value Added Tax (VAT) for purchases made locally.

6.2. Key strengths

- There is a good general understanding of the financial requirements of an Organising Committee.
- Hambantota benefits from the recent experience of hosting ICC Cricket World Cup matches in the main stadium.
- The staging of the South Asian Games in 2016 will provide an opportunity to test many of the Games requirements and may generate cost savings.

- Strong support and commitment exists from all levels of government, including the personal commitment of the President, and from the general public. The Organising Committee Board includes key senior political and business leaders.
- Extensive guarantees have been provided to the CGF.
- The facilities to be established form part of a wider plan for the development of the region that will deliver important infrastructure to support the Games and, due to the nature of the Games Master Plan, may reduce some operating costs.
- The planned construction schedule forecasts the early completion of many of the infrastructure projects.

6.3. Key issues or challenges

- The biggest financial risk facing the staging of the Games is the lack of infrastructure in the region and the need for extensive investment not only in sporting facilities but in many other areas. This risk is somewhat alleviated by the planned timing of many of these investments. Much of the construction on roads, for example, is planned over the next few years, as is the airport development. Major investment in the rail system will occur later but is planned to be completed by 2016. Similarly, most of the sporting facilities are due to be completed by 2016 for the South Asian Games. The construction of the Village development will run closer to Games time.
- However, the size of the capital investment required relative to the Sri Lankan GDP (8.56% of annual GDP for all government-related expenditure across the seven-year lifecycle), the heavy reliance on foreign investment for developments and the competing demands within Sri Lanka as the country develops results in a financing risk for the Games. Should any unforeseen major interruption to the growth of the economy arise this would further increase the financial risk.

6.4. Commentary

General items affecting the budget

• Shortfall guarantee

A guarantee underwriting the Organising Committee has been provided. Other guarantees



have been provided as appropriate and are detailed elsewhere.

- **Exchange rates**

Exchange rates used in the budget preparation are appropriate. Potentially a reasonable portion of the revenue for the Games is exposed to currencies outside Sri Lanka. This relates primarily to overseas broadcast rights. CGF media rights advisors have indicated that it is unlikely any significant local rights income currently can be anticipated.

The bid team has identified potential interest from sponsors of Indian origin, whose interest may also be influenced by exchange rate movements. It is not possible from the budget to determine what costs might be impacted by exchange rates, but given the nature of equipment requirements for the Games and the local context, a significant portion of specialised equipment may need to be sourced from overseas. The Hambantota submission has clearly stated the intention to source manpower expertise overseas.

Taking all these factors into account, it is likely that the Hambantota budget will be exposed to exchange rate movements.

- **Inflation**

The rate of inflation will also have an impact on the Games cost. Sri Lanka's record in controlling inflation in recent years has been improving, although inflation still runs at levels above those of OECD countries. The rapid planned growth of the economy over the next few years will create inflationary pressures, as has been shown in many of the rapidly growing Asian economies.

- **Taxes and their impact on the Games**

The Organising Committee will be a government corporation and not subject to income tax. In regard to payments to the CGF, Hambantota confirmed that arrangements will ensure that CGF is not subject to taxation in Sri Lanka, in regard to any payments from the Organising Committee.

Budget Revenue Items

- **Broadcast rights**

The forecast revenue of GBP 29.6 million for broadcast rights has been provided to Hambantota by the CGF. This has been

assessed by an independent expert. It is expected all the revenue will be derived from overseas, thus creating a foreign currency exposure.

- **Sponsorship**

The estimate of GBP 102.2 million is high based on previous Games experience. The bid team advised that the target was set on the basis of achieving one third of all income from the private sector. The bid team has stated that a key target group is Indian companies operating in Sri Lanka. This is not consistent with the level of support Indian companies provided when the Games were held in New Delhi. As some likely contributors from within Sri Lanka are also government-owned enterprises this may simply represent a substitute for government funding. However it is important that a realistic forecast is used to avoid later misunderstandings regarding the cost of the Games.

- **Ticketing**

The revenue forecast of GBP 4.9 million is based on below average ticket prices, a significant allowance for seat kills and non-revenue tickets, generous allowances for ticket processing costs and a pricing regime that allocates the majority of seats to lower price brackets. All these assumptions result in a conservative budget that is primarily aimed at filling venues, although the fill rates have been set conservatively at 70% on average for all sport sessions and 85% for the ceremonies. The sell-through rates are projected at prices that exceed those for other events held recently in Sri Lanka. A strong consumer engagement campaign has been budgeted to generate support for the purchase of tickets in order to achieve the revenue target.

- **Licensing/Merchandising**

The estimated revenue of GBP 1.1 million is based on a 15% commission from merchandise sales. Conversion rates from Melbourne 2006 and pricing achieved in Sri Lanka for the ICC World Cup Cricket have been used to estimate the budget. As this is not a significant revenue item it is likely to be achievable and some upside may exist.



- **Other revenue**

No allowance has been made for any other revenue source, such as interest, lotteries, donations, asset disposal or rate card. Although the bid team indicated most of these are not applicable, a small upside may exist. Most permanent assets acquired will remain a legacy for the venue operators and will not generate any revenue to the Organising Committee. It is assumed that most temporary overlay (including FF&E) and equipment (including computers) will either be rented or acquired on sale back terms, and the net cost has already been incorporated in the expenditure budgets.

- **Government subsidies**

The budget provides for the balance of the funding requirement (GBP 327.8 million) to be sourced from the National Government. Note that the budget presented in the Bid submission has been adjusted to recognise expenditure of GBP 55 million for host broadcast costs.

Budgeted expenditure items

- A number of general observations can be made regarding the expenditure budget. Based on other Games benchmarks, budgeted expenses are generally at substantially lower levels. The Evaluation Commission was advised that this is reflective of the lower wage and cost structure that exists in Sri Lanka. The Evaluation Commission has not specifically and independently verified this. However, some elements of expenditure need to be priced at international standards. For example, technology such as timing and scoring systems are likely to be sourced internationally.
- As most facilities do not currently exist, there is no significant track record of cost structures on which to base estimates. There is also a lack of data within Sri Lanka generally for hosting major sporting events. The Hambantota bid has compensated for these shortcomings by undertaking very detailed assessments for many of the budget items and as far as possible benchmarking against overseas experiences, particularly for Commonwealth Games. However, it does need to be kept in mind that many of the assumptions used are of

a theoretical nature as they have not been tested in the local environment.

- By far the most significant observation is that the budgeted expenditure relies very much on the underlying assumption that the Commonwealth Games Park (Sports City) will be realised. The establishment of a Sports City is unique in Commonwealth Games experience and brings with it significant savings in many of the operational areas such as transport, logistics, waste management and security, as well as the opportunity to design the venues to ease overlay and spectator amenity requirements.

Specific commentary on individual expenditure items

- **Capital investments**

The Organising Committee will be responsible for the development of the Velodrome at a cost of GBP 20.4 million. This capital cost has been included in the Organising Committee budget as it is the only sporting venue whose construction is conditional on Sri Lanka being awarded the Games. The cost has been established primarily using standard construction costs per square metre based on local benchmarks, the experience of an external consultant and some specialised items being referred to suppliers. A further budget of GBP 11.9 million in the Organising Committee budget relates primarily to transport needs (roads, bus corridor, park and ride and transport depot) and a logistics warehouse.

A large capital investment programme directly related to the Games is to be undertaken in non-Organising Committee budgets. The government will assume responsibility for construction of all sports venues (GBP 282.4 million) and non-competition venues (GBP 7.9 million) in the Sports City development. Private investment will finance construction of the Village (GBP 238.6 million), visitor accommodation (GBP 225.5 million) and the Business and IT Park and University (GBP 349.3 million). The Village construction is guaranteed by the government, and during the Evaluation Commission meetings with Hambantota it was also confirmed that the government guarantee extended to the other

projects being provided by the private sector.

Apart from the developments listed above that are directly related to the Games, a large construction programme of other developments linked to the region and the Games is to be undertaken. This includes the Hambantota airport and seaport (GBP 625 million), roads and railway development (GBP 842 million), health care (GBP 41.5 million) and utilities development (GBP 100 million). A significant portion of these developments is funded by loans from foreign governments, international agencies or other government bilateral arrangements. Some of these investments are already committed and development is at an advanced stage, posing little risk to Games delivery (examples include the seaport, freeway and airport). While it is certain that some of the major utilities infrastructure supplementation and general Hambantota city development will either be necessary or complementary to the Games-specific developments, it is not clear how significant (if at all) any of these developments is to the integrity of the Games budget. Nor is it possible to assess accurately the scale of the impact should these developments not occur.

Sports venues

- **Overlay**

A budget of GBP 43.0 million has been provided for overlay in the new sporting facilities. Allowance has been made for all the key elements including field of play, fitout for all constituents, temporary structures (including roofs), temporary seating and a significant provision for the costs of transition to legacy mode after the Games. Most of the estimates are based on theoretical calculations using local rates. It is not clear whether key elements of overlay are available in Sri Lanka, for example 50,000 temporary seats and extensive perimeter fencing, or these would need to be imported. Pricing assumptions used suggest local suppliers. Overall, given the facilities will be new and are designed to meet the needs of the Games sporting events, the overlay allowance appears appropriate.

- **Operating costs**

A budget of GBP 10.4 million has been

established for venue operating costs. This allowance is light compared to other Games. However Sri Lanka will not incur any venue hire costs and there will be no requirement to compensate existing sports as most facilities will be new and government owned.

- **Villages**

A total budget of GBP 48.3 million is provided, of which GBP 43.3 million relates to Commonwealth Games Village overlay and FF&E, with the remainder covering operating costs for the Commonwealth Games Village and the sponsors' village. Overlay costs have been estimated by international consultants at GBP 21.7 million and include the temporary training facilities. All required facilities have been included in the estimate. The Village will not require substantial post-Games rectification as it is being fitted-out in legacy mode. The allowance for FF&E appears generous at GBP 21.6 million and presumably reflects the legacy fitout. The operating cost budget is modest and reflects local cost elements, particularly cleaning costs.

- **Other non-competition venues**

The bulk of this budget of GBP 6.3 million relates to the provision of accommodation for Games Family (GBP 2.6 million), accommodation for sponsors (GBP 0.8 million) and an allowance for hire of a cruise ship (GBP 2.0 million). Less than GBP 1 million is provided for offices for the Games Headquarters and the technology centre and no allowance is made for accreditation and uniform distribution. The latter are presumed to be available through the logistics warehouse. While offices may be made available in early years for the Games Headquarters free of charge, some allowance may need to be made for the later years.

- **IBC/MPC**

This budget item has been increased by GBP 55 million from the original bid budget in the Candidature File to allow for host broadcast costs, and the allowance should be adequate. The balance of the budget of GBP 5.9 million is predominantly for fitout costs, with a minor amount provided for cleaning and linen services. Major components of fitout are



cabling and compounds, with a generous allowance for post-Games refurbishment.

- **Workforce**

The budget of GBP 27.1 million covers only the direct costs of paid staff. Allowances for consultants and other department costs are contained elsewhere in the budget. This treatment is in line with the Candidate City Manual. Estimates have been prepared using a detailed staffing schedule which includes timing of recruitment, recruitment and training costs and loyalty bonuses for staff retention. In establishing rates of pay a distinction has been drawn between staff recruited from the public sector and those from the private sector, with higher salaries budgeted for private sector recruits. The pay rates used presumably reflect prevailing public and private rates of pay in Sri Lanka. While the build-up of full time staff equivalents (FTE's) over time looks reasonable, the peak staffing level reached of 843 may not be sufficient. Melbourne 2006 peak staffing was approximately 50% more than this level and whilst many appointments were very short term, there was a much more experienced workforce to draw on. Hence this budget may be optimistic given the likely inexperience of many staff recruits.

- **Information systems**

A full range of likely systems required for the Games has been identified in the budget of GBP 15.9 million. Almost half of this expenditure relates to acquisition of internationally-sourced timing, scoring and results system. Previous Games benchmarks and budgets for Glasgow 2014 have been used in deriving this estimate. Reasonably generous allowances have been made for hardware and software. Some in-house development is assumed, along with local integration support.

- **Telecommunications and other technologies**

This budget of GBP 12.9 million appears relatively low because allowance for the cost of the host broadcaster has been included in IBC/MPC costs. The budget has been subjected to a reasonably detailed assessment and is appropriate.

- **Internet**

The relatively low budget of GBP 1.9 million covers the required elements but may be optimistic if services cannot be sourced locally.

- **Opening, Closing and Medal ceremonies and Cultural Programme**

Anticipated expenditure on the Opening and Closing Ceremonies is GBP 14.5 million and GBP 6.1 million respectively. While costs have been estimated for the key elements of administration, production, programme and manpower and generous contingencies provided, the nature of these events is such that until a creative theme is finalised it is difficult to estimate likely costs. This will not happen until much closer to Games time. The allowances provided should be sufficient to provide for a high quality ceremony. The same applies to the Cultural Programme budget of GBP 4.8 million. The budget for Medal Ceremonies of GBP 1.2 million has appropriate estimates for medals, flags and music.

- **Queen's Baton Relay**

The budget of GBP 4.2 million will be sufficient to provide an extensive relay programme. No specific mention is made in the detailed budget of any subsidies to CGA's to assist them to host the baton in their territories, although support for the international leg is identified that could meet this requirement.

- **Other programmes**

More than half this budget of GBP 9.1 million relates to the Look programme, with banners and displays within the host city as well as many other cities within Sri Lanka. It may be more appropriate that this expenditure is held outside the Organising Committee budget. Other expenditure covers the flag handover ceremony, team welcomes and education programmes both within Sri Lanka and throughout the Commonwealth.

- **Medical services**

The medical budget of GBP 1.4 million appears adequate.

- **Catering**

Appropriate numbers of athletes, officials, workforce, volunteers, media and VIPs have



been catered for in the budgeted estimate of GBP 10.6 million.

- **Transport**

This budget includes an allowance of GBP 10.3 million for transporting athletes/officials and technical officials (economy class) and CGA Presidents and Secretaries General (business class) to the Games. Allowances for numbers and costs are current. A GBP 5.2 million allowance is made for spectator, athlete and media transport to the events. It is noted that this cost exceeds the total ticketing revenue budget. It could be argued the costs of spectator transport should be held outside the Organising Committee budget. Only a relatively small budget is required for Games Family transport (less than GBP 1 million) reflecting the compact nature of the Sports City.

- **Security**

The security budget of GBP 30.9 million is primarily for the acquisition of security equipment. Only GBP 2.2 million relates to the venue security workforce of approximately 5,000 contract staff. The Organising Committee has made an agreement with the security and police forces to share equally the costs of the equipment. Equipment for security totals GBP 13.2 million (of which the Organising Committee share is GBP 6.6 million) and 70% of this cost is related to container cargo x-ray scanners. The police equipment totals GBP 44 million (Organising Committee share GBP 22 million) and major items are baggage scanners, vehicle scanners and escort vehicles.

- **Advertising and promotion**

Slightly more than half the budget of GBP 20.9 million is related to sponsorship sales and servicing. GBP 5.3 million is for marketing and advertising, which exceeds the ticketing revenue. The rationale provided is that the Organising Committee budget contains a contribution to broader Sri Lanka and Games promotion, other than direct marketing of tickets. The remainder of the budget covers the general marketing elements of publications, photography and gifting. It is presumed the sponsorship costs will be linked to the sponsorship revenue generated and will be adjusted down if targets are not reached.

- **Administration**

As Games Headquarters and CGA travel costs have been budgeted elsewhere, this budget is limited to volunteer and uniform costs, procurement costs, insurance, Organising Committee travel costs and international consultants. Most estimates appear appropriate, although a budget of GBP 6.6 million for consultants/specialist support may be insufficient if significant Games experience needs to be accessed.

- **Pre-Games events**

This is a relatively minor and insignificant budget item.

- **Other**

This budget contains the license fee payment to the CGF which is in accordance with the contract terms. There is also an allowance of GBP 5 million for athlete training and development support programmes managed through the CGF. An estimate of National Building Tax (NBT) on revenue of GBP 2.5 million is included. A contingency of GBP 46.2 million has been estimated, based on 20% of capital expenditure and venue and Village expenditure, 8% of transport and security expenditure and 5% of all other budget items. Some specific contingencies have been noted in individual programmes.

6.5. Conclusion

Hambantota has provided a plan for the financing of the 2018 Games that is well developed and relies on the planned development of the Commonwealth Games Park and other related infrastructure investments. Providing all nominated capital works are delivered, the budget is appropriate for this stage of the project. The impacts of government taxes and charges are well researched and the opportunities to minimise these impacts have been identified. Thorough guarantees from the National Government to support the expenditure have been provided.

The Organising Committee budget has been prepared in detail and demonstrates an appropriate understanding of the financial requirements of the Commonwealth Games, subject to some qualifications as already identified. The budget presentation is well formatted and complies with





the requirements laid out in the Candidate City Manual. Estimates have been subjected to external review in many cases and benchmarked where possible. Estimates for both revenue and costs appear achievable, with the possible exception of sponsorship revenue, and significant contingencies have been provided.

Financial requirements outside the Organising Committee budget are significant and many are fundamental to the delivery of the Games. The key elements are the venue and Village construction, along with some essential accommodation for the

Games officials and media. There are also related significant investments in transport and general infrastructure, including services and utilities. Most of these are planned to proceed regardless of the outcome of the bid and are timed to be completed well in advance of the Games. Some of these expenditures have also been guaranteed by the National Government.

In summary, the financial plan for the Games is well considered and primarily dependent, in terms of feasibility, on the major planned developments outside the Organising Committee budget.

6.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 6.1	Shortfall guarantee.	<ul style="list-style-type: none"> • Presidential Secretariat – Sri Lankan Government
Q 6.2	Any other additional financial guarantees obtained.	<ul style="list-style-type: none"> • Presidential Secretariat – Sri Lankan Government
Q 6.3	Guarantee concerning general price control before and during the Commonwealth Games, with particular reference to hotel rates and related services.	<ul style="list-style-type: none"> • Presidential Secretariat – Sri Lankan Government • Sri Lankan Tourism Authority
Q 6.8	Guarantee concerning new taxes and their impacts on the Games.	<ul style="list-style-type: none"> • Presidential Secretariat – Sri Lankan Government
Q 6.15	Guarantee that the Organising Committee will cover the travel costs, in economy class, of CGA delegations participating in the Commonwealth Games not less than the aggregate of the average team size for each CGA based on participation in the previous two Commonwealth Games.	<ul style="list-style-type: none"> • Hambantota Bid Committee on behalf of the Organising Committee

Theme 7 – Marketing and Communications

7.1. Summary of city proposal

- Hambantota demonstrates a strong commitment to the requirements of government and sport in support of a marketing and commercial programme. The Commonwealth Games Association and Hambantota have concluded and fully executed the JMPA. The National Sports Federations and National Government have each provided confirmation that Hambantota will have their support to ensure an ambush-free and 'commercially clean' Games.
- Hambantota has proposed an ambitious sponsorship revenue target of GBP 102 million and has outlined a broad sponsorship structure to deliver this.
- Hambantota anticipates achieving ticket sales of up to 85% for the ceremonies, and 70% across all sport sessions delivering total revenue of GBP 4.90 million. An additional GBP 1.06 million will be generated from licensing activities and future areas of potential revenue via coins, stamps and lottery programmes have been identified but not developed at this stage.
- A comprehensive brand and communications programme has been designed. The programme, articulated over four phases, seeks to powerfully deliver the Hambantota brand locally and nationally, while also raising the profile of the Games and Sri Lanka generally.

7.2. Key strengths

- Hambantota has provided the required guarantees. The JMPA is complete, the National Sports Federations have provided signed statements of support and the Ministry of Local Government and Provincial Councils has confirmed that necessary steps will be taken to prevent or reduce ambush marketing and other forms of unauthorised commercial activity.
- The Sponsorship Hospitality Centre concept supporting the overall programme is well positioned to deliver a quality Games

experience to sponsors and their guests.

- The brand and communications strategies and tactics are comprehensive and far reaching. They identify multiple initiatives to engage Sri Lankans locally and nationally. If successful, this emphasis on involvement has the potential to help underpin the commercial areas of sponsorship and ticketing. The communications themes also align the local and national Hambantota agenda with a broader set of international messages for Sri Lanka as a country.
- The costs associated with mounting the bid have been funded primarily by the private sector (90%), with the balance of 10% contributed by government, providing a positive indication of private sector support.
- The communications calendar outlines the local, national and international campaign timings and themes.

7.3. Key issues or challenges

- Hambantota has identified a target of GBP 108 million from sponsorship, ticketing and licensing. Of this target, GBP 102 million, or 95%, is to be derived from sponsorship. While reference is made to other potential revenue areas involving lotteries, coin programmes and stamp programmes, these are not developed and no revenue projections have been included. The overall commercial programme therefore is almost entirely reliant on sponsorship.
- The level of sponsorship targeted by Hambantota has never been achieved for the Commonwealth Games; however, the Bid Committee indicated that initial market reviews have indicated interest from Indian companies as one of the major opportunities.
- The Evaluation Commission was informed that the revenue target was developed on the basis that the Organising Committee would seek to generate at least one-third of its operating budget from the private sector, hence the target of GBP 102 million.



- The ticketing programme may also be challenging given that proposed prices exceed those for other events held recently in Sri Lanka. There is, as noted by Hambantota, a history of providing tickets free of charge. Hence a strong consumer engagement campaign will be required to generate support for the purchase of tickets in order to achieve the revenue target.

7.4. Commentary

The necessary guarantees have been provided by government and sport, providing a quality foundation upon which to build a marketing and commercial programme.

Hambantota has outlined a solid plan to communicate its brand, vision and contribution to Sri Lanka and the Commonwealth Games. This plan demonstrates that Hambantota fully appreciates the need to create a powerful and engaging brand, and to promote that brand widely using multiple channels. The overall approach to communications is comprehensive.

Hambantota's revenue plans are challenging. The revenue plan is not diversified and places significant reliance on reaching a sponsorship revenue target that has never before been achieved for the Commonwealth Games in any market. Based on the information provided, the CGA has a limited history of generating significant sponsorship in support of the Commonwealth Games team.

7.5. Conclusion

In the opinion of the Evaluation Commission, Hambantota has demonstrated an appropriate understanding of the Games requirements for Marketing and Communications. Hambantota's approach to communications is thorough and well considered. It is well positioned to build and promote a strong brand. This will not ensure, however, that the ambitious commercial targets are reached. In the opinion of the Evaluation Commission, insufficient evidence has been provided to clearly support the commercial revenue target. The consequence of not meeting the target is the need for additional government funding.

7.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 7.1	A fully executed copy of the Joint Marketing Programme Agreement with all the required appendices.	<ul style="list-style-type: none"> • Executed copy of JMPA was provided
Q 7.2	Guarantee(s) confirming that the legislation necessary to effectively reduce and sanction ambush marketing, eliminate street vending, control advertising space and air space during the period of the Commonwealth Games, will be passed no later than 30 June 2014.	<ul style="list-style-type: none"> • Ministry of Local Government and Provincial Councils
Q 7.9	Guarantee(s) endorsing plans for a Commonwealth Games lottery, if applicable, and securing revenue projections in case of any shortcomings from a proposed lottery.	<ul style="list-style-type: none"> • No income from lottery has been budgeted
Q 7.10	Guarantee(s) endorsing plans for seigniorage and/or philately programmes and securing revenue projections.	<ul style="list-style-type: none"> • No income from seigniorage or philately programmes has been included in the budget.

Theme 8 – Sport and Venues

8.1. Summary of city proposal

- The competition schedule proposed by Hambantota comprises 17 sports, including 3 team sports, and a total of 230 gold medal events over 11 competition days.
- The sports included are Aquatics (Swimming and Diving), Archery, Athletics, Badminton, Boxing, Cycling (Track, Road and Mountain events), Gymnastics (Artistic and Rhythmic), Hockey, Lawn Bowls, Netball, Rugby Sevens, Shooting (Clay Target, Full Bore, Pistol and Small Bore), Squash, Table Tennis, Triathlon, Weightlifting and Wrestling.
- The list of sports meets the criteria set by the CGF as it consists of the 10 core sports, 7 additional sports and one further discipline.
- All venues are capable of hosting Para-Sport events.
- The venue programme is ambitious and anticipates building 90% of the venues for the Games, as well as a number of training venues, in a new Sports City complex of multi-sport venues. The programme proposed is complex and will place substantial pressure on the Government of Sri Lanka and Hambantota. Over GBP 238 million is committed to venue capital costs, with an additional GBP 48 million for temporary and overlay works. This amount excludes the costs for the Games Village, the public domain (which has not been clearly identified within the budget), transport infrastructure and utility infrastructure.
- The Sports City project is likely to be a world first undertaking in terms of scale and the concentration of new venues. The vision for the Sports City is powerful and establishes the foundation for a long term legacy.

8.2. Key strengths

- Hambantota bills its proposal as a Games “utopia”, as it is one of the most compact Commonwealth Games concept designs ever developed.
- All new competition venues will be financed and owned by the Government, guaranteeing venue

use and control. The Bid Committee has obtained the full support and all necessary guarantees from the Government of Sri Lanka, the Ministry of Sports, the Government Agent of Hambantota District, the Divisional Secretariat Sooriyawewa and Sri Lanka Cricket.

- The hosting of the South Asian Games in 2016, two years prior to the Commonwealth Games, provides the imperative to complete the competition venues well ahead of the Games, while operating another multi-sport event will test the venues and operational capability. This is a mitigating factor in terms of the infrastructure development risks albeit the Commonwealth Games are just two years later.
- The legacy benefits of the Sports City are supported by high level plans which anticipate the following post-Games arrangements:
 - Sports City will become a centre of excellence for many National Sports Federations and will be pivotal to the development of Sri Lankan talented athletes, given the lack of existing international standard sporting facilities in the country. It will also be marketed as an international warm weather training facility for the staging of training camps.
 - The university campus to be developed adjacent to Sports City, housing 8,000 students and academic staff, will also provide a ready market for facility use.
 - The condominium units adjacent to Sports City will have a resident population of approximately 8,000 who will use the venues for recreation and sporting purposes.
 - The exhibition centre will become an attractive venue for international conferences, exhibitions and events.
 - The Shooting venue will be managed by the Sri Lankan Navy and user groups will include the military, civilian clubs and associations.
 - The Main Media Centre will become part of the IT/Business Park in legacy mode and will be developed through a public-private partnership. It will be leased to a prominent



IT service provider who is likely to become the anchor tenant for the IT Park.

8.3. Key issues or challenges

- The Hambantota Bid Committee has been able to secure all but one of the endorsements from the relevant International Federations as required by the CGF. For Aquatics, support has been obtained from the National Federation with the International Federation (FINA) having indicated that it is unable to endorse the proposed Aquatic Centre until more detailed designs are provided.
- In several cases, the International Federations have identified issues or potential challenges:
 - **Archery** – The International Archery Federation raises the issue of pre-competition practice, as the venue will not be available due to the Opening Ceremony. Hambantota has identified an alternative venue for the Archery pre-competition training, located within the Games Park to the south of the Mahinda Rajapaksa International Cricket Stadium and is in the process of gaining FITA approval for this alternative location. However the official practice ideally takes place in the competition venue the day prior to the start of the competition and includes equipment inspection, test shooting and checking of the scoring systems. The Bid Committee indicated that the venue should be ready for use by the early morning of that day, however this allows only one day for change-over from the Opening Ceremony.
 - **Marathon** – A minor adjustment to the Marathon course is proposed by the International Association of Athletics Federations.
 - **Lawn Bowls** – World Bowls highlights that Sri Lanka has no substantive experience in Lawn Bowls and does not have representation within the Federation.
 - **Triathlon** – The International Triathlon Union states that there are limitations with the location of the swimming start and finish area as well as with the run course design that could create issues regarding the flow in the transition area.
- **Walk events** – The Walk events were intentionally excluded from the Hambantota Athletics programme as they are not considered popular events in Sri Lanka. Nevertheless, the CGF Games Manual for Sport clearly states the current requirement to include three Walk events.
- Whilst it is acknowledged that some further review of the competition schedule is required, generally the proposed schedule offers an appropriate standard for the Commonwealth Games. Should the Hambantota bid be successful, further review and development will be required to identify all sport disciplines and events and include Para-Sport events.
- The proposal to build 90% of the competition venues in a single Games Park, while fundamental to the “utopia” vision underpinning the bid, represents the biggest challenge to the viability of the venue programme. The budget information provided to the Evaluation Commission throughout the bid process does not contain sufficient detail to enable a full appraisal of the adequacy of the budget allocations. It is also not clear how the overall utility infrastructure for the Games Park is integrated into the venue budgets. The lack of operational and cost planning related to the public domain is an oversight.
- Based on a review of the high level block plans, which is the only requirement of the CGF at this time, in general, spatial affinities are appropriate; however there are a number of instances indicating a lack of understanding of the constituent roles and flows within some venues.
- The use of a number of multi-sport complexes adds to the compact nature of the venue programme. These complexes require a higher level of coordination and operations planning, including transitions where required, relative to stand-alone venues, and place additional pressure on the competition schedule. Hambantota demonstrated an awareness of these challenges.

8.4. Commentary

The Hambantota proposal is well presented and conceptually unique, and is underpinned by



compliant guarantees. The venue programme is ambitious, which to an extent is mitigated by the need to develop most of the venues for the 2016 South Asian Games and in a manner consistent with the long term national and regional plan. If it can be realised, it will result in a unique Games environment which will deliver operational efficiencies and other opportunities for Games showcasing.

Only one of the venues and limited related infrastructure are available now and the lack of multi-sport Games experience in the city, indeed across the country, will require a focused human capital development and sourcing programme. Furthermore, while attention has been taken to address all bid requirements, in some cases there are insufficient details to enable a full appraisal.

8.5. Conclusion

In the opinion of the Evaluation Commission, Hambantota has demonstrated a reasonable understanding of the Games requirements for Sport and Venues at this stage. The Candidature File

proposal, including the clarifications and follow up information provided to the Evaluation Commission, outlines the plan for meeting those requirements; however, the scale of the development presents a significant risk, which will be mitigated if the development targets of 2016 are achieved.

The city has met the majority of the sport-related requirements of the CGF as set out in the Candidate City Manual and has presented commitments to meet future requirements as set out in the Host City Contract and other sport-related documents. The venue programme is underpinned by the strong commitments of the Sri Lankan Government however the breadth of development carries a relatively high risk. The “return” for taking this risk is the opportunity for the Games to be staged in a unique and highly compact set of venues which may deliver the legacy as defined in the Sri Lanka and Hambantota development plan. The Evaluation Commission notes also the long term uses proposed for the venues however it cannot evaluate the feasibility of these long term plans due to insufficient information.

8.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 8.5	Guarantees for the financing of work.	<ul style="list-style-type: none"> • Presidential Secretariat – Sri Lankan Government • Divisional Secretary of Sooriyawewa
Q 8.6	Guarantees for use of venues and control of commercial rights.	<ul style="list-style-type: none"> • Ministry of Sport – Sri Lankan Government • District Secretariat – Hambantota • Divisional Secretary of Sooriyawewa • Sri Lanka Cricket
Q 8.6	IF agreements for use of venues.	<ul style="list-style-type: none"> • Various letters are provided by the relevant International Federations that meet the requirements
Q 8.15	Energy guarantee.	<ul style="list-style-type: none"> • Ministry of Power and Energy
Q 8.16	Test events guarantees.	<ul style="list-style-type: none"> • Ministry of Sport



Theme 9 – Commonwealth Games Village

9.1. Summary of city proposal

- The Hambantota candidature proposes an 8,640-bed Commonwealth Games Village adjacent to the Games Park where 90% of the competition venues are located. The Village incorporates the main training precinct for the Games. Accommodation is provided in mid-rise apartment buildings of two and three bedroom units.
- The Village will be serviced by dedicated transportation to connect Village residents to venues and the greater Hambantota centre and its attractions 30 minutes away. The varying client transport areas are co-located along the security perimeter and main feeder road.
- The Master Plan is a compact design, placing core Village services and the International Zone central to the resident housing. There are six compact clusters of mid-rise apartment buildings comprising a mixture of condominiums and student housing of equitable standard. Within the Village concept each of the clusters of apartment towers has its own 'clubhouse' for athletes to gather, recreate and find complete resident services. A green buffer of parks and water features softens the urban impact of the compact clusters. The minimal distance to training areas provides the athletes with an inviting atmosphere in which to live and train.
- The Residential Zone is built around the central International Zone. The Village entry and transport mall is accessed through the International Zone, while the dedicated access to venue transport for the Games Park is at the other end of the Village from the International Zone.
- There is lack of clarity and information on the proposed support or back of house operations areas for the Village and these areas are not shown on the submissions received. During the Evaluation Commission visit this topic was discussed and the Village team explained that they would be flexible on adding these programme elements to their Master Plan as the development moves forward.
- The International Zone is designed as a town centre and is central to the six residential clusters. It will incorporate a grand welcome plaza just outside the transport mall, along with commercial, media and entertainment areas.
- The financial arrangements for the Village development includes the attraction of private sector investment; however, the Sri Lanka Government guarantees underpin the project and the government will fund the project if necessary.
- There are a variety of units planned within the Games Village including two and three bedroom apartments with a variety of floor plan configurations, each maintaining minimum bathroom ratios of 1:3 in accordance with CGF requirements. Importantly, all housing is planned as condominium style, ensuring equity between all residents. All units will be naturally ventilated for energy efficiency and will have views of the Games Park or Village gardens.
- The proposed amenity for athletes is considerable. Each apartment will have its own kitchen area. All apartments will be furnished with televisions (with cable service), refrigerators, washing machines, and irons. Local wireless networks will be available free of charge throughout the residential areas.
- Hambantota has guaranteed a range of dispersed accessible rooms to enable co-location within the CGA delegations. The final number of accessible rooms has not been determined but the general undertaking was to meet Games requirements once the Para-Sport programme was resolved by the CGF. Village accessibility planning did not demonstrate how an accessible bathroom can accommodate a shower facility while maintaining the minimum wheelchair turning radius.
- CGA offices will be located on the ground levels and car park levels of the apartment buildings allowing for the CGA team areas to be distributed within the Residential Zone.

- The Village proposal is to provide an athlete dining hall comprising 3,000 seats, in excess of the benchmark of 30% of the athlete population. The submission does not clearly describe main dining other than to note its location on the site plan. The Master Plan indicates that each residential cluster will integrate informal, casual dining at each cluster “clubhouse”, providing food and beverage alternatives for the Games participants.
- The security for the Village is incorporated into the global security plan for the Games Park and Village precinct. The Sri Lanka security authorities provided a presentation on the security perimeter policy and procedure for the Park and Village, which indicated a clear understanding of these important requirements. The detail for the security and access control within the Games Park and Village was not as developed as the global security programme.
- The Village legacy plan anticipates utilising space constructed for the Games to accommodate a new business and technology park as well as a new sports university for the region. It is anticipated these facilities will drive much of the post-Games demand for Village accommodation. The Village project benefits from a strong government mandate as a critical national development priority along side the Sports City and two private entities have agreed to participate in the development of the complex.

9.2. Key strengths

- The proposed Village is situated adjacent to the competition venue complex and the primary training complex. Distances from the Village to the majority of venues are no more than one kilometre, making it possible for athletes to walk to venues, although dedicated transport will be provided. Security procedures will need to accommodate this in order to take greatest advantage of the Village location.
- Hambantota has produced a concept for the Village layout that conforms to many proven best practices. Athletes will benefit from a central core of services surrounded by a compact Residential Zone, minimising inequity in walking distances. Each of the six clusters of apartment towers has its own ‘clubhouse’, a

breakout space for athletes to gather and access all resident services.

- Apartment configurations and inclusions along with cluster facilities such as the “clubhouse” concept will provide a high standard of amenity. Each apartment will retain all legacy common spaces and will be furnished with televisions (with cable service), refrigerators, washing machines, and irons. Local wireless networks will be accessible free of charge throughout the residential areas.
- A consolidated transport hub is proposed at one end of the Village, a safe distance from the secure area of the Village, incorporating a dedicated area for the screening of transport service planners and operators. This will enable overlay and operational efficiencies to be achieved.
- The number of beds and rooms is driven by legacy uses and is in excess of requirements but will provide opportunities to:
 - Accommodate extra officials in the same Village should the CGF consider this appropriate
 - Provide additional meeting and administrative spaces for CGA team delegations
 - Ensure a substantial contingency for optimal allocation.

9.3. Key issues or challenges

- The proposed site for the Village is on government-owned land, and the National Government has provided a guarantee for Village financing and construction. A public-private partnership is proposed, involving private sector developer Environmental Resources Investments PLC and the Sri Lanka Insurance Corporation. In its oversight role, the National Government is the body ultimately responsible for the financing and delivery of the project. The government will tender and procure a world-class construction partner, working to the specifications defined by the Organising Committee.
- The programme for Village development included in the bid proposal requires some revision. Under the proposed programme, the deadline for Village design guidelines is



October 2011 which will be difficult to achieve if it is intended to involve the Organising Committee in the process.

- The layout of the Village does not clearly designate an Operational Zone for supporting back of house areas.
- The Candidature File was not clear on the development process for the Village other than to outline a public-private partnership and to assure that the National and Provincial Governments fully endorsed the plan. The presentation to the Evaluation Commission and the subsequent information received defines at a high level the responsible development authority and relationship between the government and the private investors.

9.4. Commentary

The Village concept is generally well considered and plans indicate a high standard of amenity. The success of the proposal is dependent on a clearly defined development model, continued government involvement and underwriting and on the Organising

Committee effectively engaging within the development process. To allow this, it will be necessary to revise preliminary timelines to allow for a Village brief to be developed by the Organising Committee and for the Organising Committee to engage with the design and development process.

9.5. Conclusion

In the opinion of the Evaluation Commission, Hambantota has demonstrated an appropriate understanding of the Games requirements for the Commonwealth Games Village. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, outlines the plan for meeting those requirements.

The nominated site for the Hambantota Commonwealth Games Village will provide a peaceful and secure neighbourhood for athletes in immediate proximity to most competition and training venues. The proposed Master Plan will result in an attractive, client-friendly and operationally efficient Village design.

9.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 9.2	Guarantee stating that the site chosen for the Commonwealth Games Village is in keeping with the city development plan and the standards to be met to obtain planning permission.	<ul style="list-style-type: none"> • Ministry of Defence/Urban Development Authority
Q 9.5	Guarantees for the financing of work.	<ul style="list-style-type: none"> • Presidential Secretariat – Sri Lankan Government • District Secretariat – Hambantota
Q 9.6	Guarantees for government subsidies and/or rental costs related to the Commonwealth Games Village.	<ul style="list-style-type: none"> • District Secretariat – Hambantota
Q 9.7	Guarantees of use for existing buildings and infrastructure, if applicable.	<ul style="list-style-type: none"> • District Secretariat – Hambantota
Q 9.8	Guarantee(s) stating with which international and national accessibility standards the Commonwealth and Games Village conforms/will conform.	<ul style="list-style-type: none"> • Ministry of Defence/Urban Development Authority
Q 9.10	Guarantee for the control of commercial rights.	<ul style="list-style-type: none"> • District Secretariat – Hambantota

Theme 10 – Medical and Health Services

10.1. Summary of city proposal

- Sri Lanka operates a multi-tiered public health care system that provides free of charge health care to all citizens. A private health system also operates within Sri Lanka.
- While visitors to Sri Lanka can access either service, service provision will attract a fee.
- The Sri Lanka Medical Council requires all doctors, nurses, physiotherapists and paramedics to be registered. This body also develops professional standards for doctors.
- Funding has been secured to upgrade the Hambantota General Hospital, located 20 kilometres from the Commonwealth Games Park, to a teaching hospital by 2015. An upgrade is also planned for the second hospital, the Suriyawewa District Hospital, and funding is being sought.
- Guarantee 10.10 indicates that these investments are practicable and compatible with the harmonious development of the country and region.
- The numbers of medical and nursing staff in the region need to grow to more than twice the current levels in the next five years. This is a component of the aggressive national strategy in place to achieve growth in medical personnel across the country, and will require the support of multiple agencies to provide sufficient education and training facilities.
- Currently three separate groups provide ambulance services within the region. A fully integrated 24-hour pre-hospital emergency service system, including a dedicated phone number will be introduced by 2015.
- Sri Lanka is a signatory to the UNESCO Convention and the rules adopted by the national anti-doping agency have been certified by WADA as being code compliant. A Dangerous Drugs Act provides legislative support to the anti-doping agency.
- The National Dope Testing Laboratory in New Delhi is the proposed WADA-accredited

laboratory to be utilised to process doping samples. This was the laboratory used for the most recent Commonwealth Games. A courier system will be used to transport samples from Games venues to the laboratory, with anticipated travel times of up to six hours.

10.2. Key strengths

- Substantial infrastructure expansions are planned for the region and funding has already been secured for the upgrade of the Hambantota General Hospital.
- The Minister of Health has guaranteed that the investment plans described in the Candidature File are practical and compatible with the harmonious development of the country, region and city.
- All Games visitors to Hambantota will receive emergency medical treatment free of charge.

10.3. Key issues or challenges

- The Games medical plan is underpinned by the planned upgrade of two local hospitals. Funding for the expansion of the Hambantota General Hospital has already been secured. However, construction scheduled for completion in 2015, is yet to begin. Funding for the upgrade of the second hospital is still being sought.
- The successful commissioning of the two major hospital upgrades, and indeed the Games time medical service, is dependent upon the recruitment and training of some 1,000 additional staff within the region. This poses a recruitment and training challenge.
- While a full pre-hospital emergency response system is planned, it is yet to be established within the region.

10.4. Commentary

Hambantota has significant plans to upgrade its current health system in line with the services provided in other parts of Sri Lanka and to meet population growth forecasts for the region. The commitments by the Minister of Health demonstrate the support for this investment.



The planned upgrades to the district and general hospitals will deliver 433 and 648 much-needed additional beds, a significant increase on the current bed numbers of 67 and 352. To service the redeveloped facilities, regional medical and nursing staff numbers will grow from 650 to 1,600 by 2016.

A full pre-hospital emergency response capability is planned for 2015 and will be achieved by integrating the existing three delivery agencies.

WADA has certified the Sri Lankan anti-doping agency as code compliant, and the National Dope Testing Laboratory in New Delhi will be utilised to process doping control samples for the Games.

10.5. Conclusion

In the opinion of the Evaluation Commission, Hambantota has demonstrated an appropriate understanding of the Games requirements for Medical and Health Services at this stage. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, outlines the plan for meeting those requirements. As with other elements of the Hambantota plan the capital, human resource investments and system upgrades/improvements are all prerequisites to enable the Games plans to be fulfilled. Failure in the delivery of any aspect will compromise Games health and medical services.

10.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 10.10	Guarantee from the relevant national, regional and local authorities that the investment plans described in the Candidature File are practicable and compatible with the harmonious development of your country, region and city.	<ul style="list-style-type: none"> Ministry of Health
Q 10.13	Guarantees related to Anti-doping.	<ul style="list-style-type: none"> Ministry of Sport Partial guarantee provided by: <ul style="list-style-type: none"> Commonwealth Games Association of Sri Lanka

Theme 11 – Security

11.1. Summary of city proposal

- The responsibility for security clearly rests with the Sri Lankan Ministry of Defence (MOD), while the Southern Province and Hambantota City have limited jurisdiction for security matters. All security and policing forces deployed for the Games will be assigned under the MOD, as is the routine model for security operations within Sri Lanka.
- Accordingly the MOD guarantees the safe and peaceful celebration of the Commonwealth Games within the local and regional area of Hambantota, as well as across the nation of Sri Lanka.
- Security risks are considered to be low overall. The threat of domestic terrorism is also low, having declined considerably since the military defeat of the Liberation Tigers of Tamil Eelam (LTTE) in 2009. However the risk of international terrorism is recognised and Sri Lanka will take the necessary national and international measures to identify and disrupt any potential risks to the Games. Since the tsunami of 2004, Disaster Response Management arrangements have been strengthened throughout the country and the proposed Games Park is located well outside the tsunami-affected area.
- Reporting to the Commonwealth Games Executive, the Chief of Defence Staff is the 'competent authority' for Commonwealth Games security and is directly responsible for the security of the Games. The Director of Security will report to this position.
- The integration of the public and private organisations responsible for safety and security will be managed through two multi-agency governance structures, ensuring that all relevant stakeholders, including the Organising Committee, are suitably engaged. The Security Steering Committee will be chaired by the Chief of Defence Staff and its subordinate group, the Games Security Directorate, will be chaired by the Director of Security.
- The Games Park, in which the majority of Games venues, the Commonwealth Games

Village and some media venues will be located, will be operated as an 'island site'. Within the site, the Commonwealth Games Village will be secured within its own perimeter fence.

- Although regional and local security resources will grow in line with planned development, national assets will need to be drawn upon to secure the Games.
- Appropriate legislation is in place to facilitate a safe and secure Games and control of airspace can be managed through the Civil Aviation Authority. The Government is willing to make any necessary modifications to the law to achieve an efficient structure and a security operation appropriate for the Games.

11.2. Key strengths

- The guarantee of a safe and peaceful celebration of the Commonwealth Games is comprehensively covered in commitments by the Presidential Secretariat and the Sri Lankan Ministry of Defence (MOD).
- The security proposal, built upon existing organisational arrangements and relationships, identifies clear roles and responsibilities for public bodies, including the armed forces and other emergency services. The subordination of all security resources to the MOD provides clear command and control arrangements and simplifies ultimate accountability.
- Security forces are experienced in counter terrorism and security operations at a national level. Intelligence arrangements are mature and multi-agency operations are well exercised.
- The concept of a Games Park simplifies security arrangements by enabling the key venues and the Commonwealth Games Village to be secured within an 'island site'. This allows resources to be focused as risks and priorities dictate. Required movement outside of the Park for athletes, officials and spectators between venues is minimised, thereby reducing security risks.
- The scale of the new build requirement provides the opportunity for security features to be designed into venues, infrastructure and landscape from the outset.



- Sri Lanka has some experience in managing major national and international sporting events. Whilst few of these events are specific to Hambantota or are of the scale of the Commonwealth Games, the major event security model appears to be adequately planned at this stage.

11.3. Key issues or challenges

- Security within Sri Lanka is controlled centrally, and security policies and decisions are made at the national departmental level by the armed forces and police. The residual jurisdiction at provincial and city level is relatively limited. This highly centralised command structure necessitates considerable effort to ensure that the Organising Committee and local authorities are effectively integrated across the full spectrum of security planning and operations.
- Sri Lanka and Hambantota security arrangements have not accommodated an event of the scale of the Commonwealth Games and substantial support for detailed planning and alignment should be anticipated by the CGF.

11.4. Commentary

The Hambantota security proposal is comprehensive and demonstrates a solid

understanding of the security challenges faced by Commonwealth Games hosts. Games security planning and operational concepts are based upon existing arrangements and these appear to be sound but untested in terms of the Commonwealth Games or similar events.

The security roles and responsibilities are comprehensively covered in the Candidature File and subsequently in clarifications. Early engagement is taking place between government security bodies and the Bid Committee.

The significant construction programme presents the opportunity to incorporate security features in the built environment. In order for these benefits to be realised, close relationships between the relevant government security agencies and the future Organising Committee will be critical.

Importantly, the Games are seen as an opportunity for the development of increased security capability within the region, with tangible legacy benefits.

11.5. Conclusion

In the opinion of the Evaluation Commission, Hambantota has demonstrated an appropriate understanding of the Games requirements for Security at this stage. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements.

11.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 11.4	Guarantee(s) for the safety and peaceful celebration of the Commonwealth Games – national, regional and/or local governments (if applicable).	<ul style="list-style-type: none"> • Ministry of Defence

Theme 12 – Accommodation

12.1 Summary of City Proposal

	Hotel rooms 0-10km from Games Centre			Hotel rooms 10-50km from Games Centre			Other accommodation 0-50km from Games Centre			Total
	Existing	Planned	Additional	Existing	Planned	Additional	Existing	Planned	Additional	
Total capacity	0	23	1,800	1,009	179	1,950	268	0	850	6,079
Guarantees obtained	0	23	1,800	1,009	179	1,950	268	0	850	6,079

2018 Hotel Room Rates

Single/Double/Twin

Commonwealth Games Family Hotel

£160 – £250

Constituent Hotels

5 star: £200 – £325

4 star: £160 – £250

3 star: £100 – £160

2 star: £70 – £100

- The point of reference chosen for the Commonwealth Games centre is the Mahinda Rajapaksa International Cricket Stadium located in the Games Park, which is the ceremonies and Archery venue.
- The nominated Games Family Hotel (Cosmos Hotel) is located adjacent to the Commonwealth Games Park (Sports City).
- Hambantota offers an accommodation solution involving a range of existing, planned and additional hotels to meet Games requirements, as well as additional accommodation options such as a cruise ship, guest houses, and home stays to ensure adequate access for spectators and workforce.
- There is no minimum stay requirement.
- Guarantees have been obtained for most of the existing, planned and additional hotel room capacity in the 2-5 star categories within a 50-kilometre radius. Guarantees have also been obtained by the Sri Lanka Tourism Development Authority (SLTDA), the Urban Development Authority and the Sri Lanka Ports Authority. Rates have been guaranteed according to the table below.

Hambantota – 2018 Hotel Room Rates (Guaranteed)

	5 Star	4 Star	3 Star	2 Star
Guaranteed Rooms	2,150	1,202	1,168	441
Minimum Room Rate	£200	£160	£100	£70
Maximum Room Rate	£325	£250	£160	£100

12.2. Key strengths

- The tourism industry is a key pillar in Sri Lanka's post-conflict recovery and strong growth is being achieved (40% growth to date in 2011). As a result of this growth Hambantota anticipates significant investment in the tourism industry in Sri Lanka generally and in the Hambantota district specifically, including in hotel properties. This is evidenced by the 4,000 rooms forecast in the planned and additional room categories. Of this number 1,800 rooms are planned in the area adjacent to the Games Park.
- The SLTDA has developed a range of financial



incentives including tax concessions, subsidies/loans and other development incentives for encouraging hotel development and refurbishment. There is evidence that this is encouraging high end developments which is consistent with the current tourism strategy given relatively limited capacity (ambition is for higher yield visitation).

- Hambantota has provided guarantees for approximately 4,961 rooms, exceeding the CGF requirement, although the range of star ratings is not in the mix required by the CGF (5 star – 200 rooms; 4 star – 1,400 rooms; 3 star – 2,100 rooms; 2 star – 300 rooms). Hambantota has acknowledged this and plans to implement strategies and price controls to achieve the mix of prices required by the CGF and its clients.
- The vast majority of hotel rooms offered in the plan will be in high quality, newly-constructed facilities, ensuring an enjoyable accommodation experience for Commonwealth Games constituents.
- Hotel rates are comparable to or more favourable than those experienced at Delhi 2010 and those planned for Glasgow 2014. In addition, through the Sri Lankan Tourism Act of 2005 (Chapter 9), the SLTDA are supported by legislation and regulation which enable control of room rates and other accommodation costs to avoid exploitative practices. The nominated Games Family Hotel, yet to be constructed, will be located adjacent to the Games Park. The SLTDA has guaranteed 200 rooms free of charge to the CGF (including breakfast). This provision incorporates rooms for CGA Presidents and Secretaries General.
- Hambantota proposes the establishment of a Games Hotel Association to coordinate requirements across a broad range of activities, including spectator accommodation demands. This appears to be an appropriate solution.
- Consideration has been given to housing the Games time workforce (projected at 30% non-local) and security populations, and guarantees have been developed to support the proposed solution that includes nine permanent and additional military camps, government quarters, guest houses, and home stay programmes.

- A cruise ship is proposed as a means to deliver 850 rooms for spectators. The seaport has excess capacity that could be utilised for additional cruise ships if required, and the guarantees provided by Hambantota include two berths.
- Further, there are 13,400 rooms in the southern province of Sri Lanka (a span of 150 km and including the Hambantota District) that could potentially be considered for additional accommodation options, subject to implementation of a satisfactory transport plan.

12.3. Key issues or challenges

- The proposed accommodation solution requires a significant private sector capital investment to deliver 4,000 new hotel rooms in the Hambantota District over the next several years. To some extent this is mitigated by the incentives to local developers offered by the SLTDA and by an appetite for investment by foreign companies as evidenced by commitments from major hotel chain operators. Furthermore the National Government has indicated its underwriting for the Games and the guarantee to deliver infrastructure that includes these hotels.
- Nonetheless, the substantial construction programme presents a number of significant challenges:
 - Hotel planning and construction lead times are currently long; however, when challenged, the Bid Committee indicated that the government will fast track development approvals.
 - The availability and terms of capital investments, both foreign and domestic, need to be confirmed.
 - Significant human capital is required to service the general uplift in tourism activity and the specific increase in hotel capacity. The SLTDA indicated that tourism sector employment will reach 500,000 by 2016, growing from a current base of 125,000. This excludes the effort required on the construction programme that will compete with other construction activities across Sri Lanka. The SLTDA did, however, provide details of training programmes for delivering

tourism industry skills that are being successfully implemented across Sri Lanka.

- The star ratings of the rooms that are secured by guarantees do not meet the mix requested by the CGF. It appears, however, that the SLTDA has mechanisms to enable prices to be adjusted so that rooms with higher star ratings will meet the appropriate price points.
- Guarantees for the 268 rooms in the ‘other’ accommodation category (12.7) are provided by the SLTDA rather than the property owners. While this guarantee is not required to meet the CGF requirement, the SLTDA may need to develop contingency plans in the event these property owners do not ultimately participate in the Games time accommodation plan.
- There is little detail provided for the properties included in the planned and additional facilities. While these rooms have been guaranteed, there are no details on important elements such as future ratings, works timelines, financing and management.
- The cruise ship solution is not fully guaranteed; the guarantees obtained relate to the port and supporting costs, rather than the ship itself. While this inventory is not required to meet the CGF minimum requirement, there is nonetheless a potential risk in securing the committed cruise ship rooms. Moreover, the cruise ship concept requires significant planning for transport, security and other support services to ensure that the option can be successfully implemented.
- The Hambantota bid committee has secured virtually all the hotel room inventory in the 0-50 kilometre radius, excluding guest houses and other one-star properties. There is therefore a risk that spectators or non-Games related visitors may experience difficulties in securing accommodation. There are more than 13,400 rooms in the southern province, but transport accessibility and travel times may be prohibitive.
- The dispersal of guests across a number of smaller properties throughout the 10-50 kilometre radius will require an extensive transport solution.

12.4. Commentary

Hambantota has put forward a creative plan to meet the minimum accommodation requirements. If this plan is realised, the result will be very positive for the majority of Games clients in terms of quality of accommodation, location, and price. The key challenge to Hambantota’s proposed solution is the reliance on continued growth in the Sri Lankan tourism industry to underpin a successful commercial return for the substantial investment in new hotel properties in the district. To date the indicators are positive, with growth of 46% in 2010 and 40% year-to-date for 2011, and the construction of several hotel properties financed by foreign hoteliers is in progress.

Existing rooms number 1,009, the majority of which are 3-star rated or lower, and housed in small hotels (on average 34 rooms). The largest existing hotel in this area is 100 rooms. Similarly, each of the 10 hotels in the planned category, to be built regardless of the bid outcome, will also be 3-star rated or lower and the average size of each development is 20 rooms. This suggests that short-term industry investment model will continue to be in smaller properties, unless and until the Games acts as a catalyst for more substantial investment.

Conversely nearly 90% of the additional 3,750 new hotel rooms, those whose construction is dependent on a successful bid outcome, will carry a 4-5 star rating and will be housed in larger properties averaging 250 rooms each. Such a dramatic change in the existing versus additional inventory, needs to be accompanied by a sound financial model to ensure the investments are likely to proceed.

Independent research, along with information made available to the Evaluation Commission during its visit, has yielded supporting evidence of investments in new hotels and more broadly in Sri Lanka. According to the Central Bank of Sri Lanka, the hotel industry has traditionally only contributed around 2% to the country’s GDP. However, occupancy rates of 70% were achieved in 2010 and tourist arrivals into the country reached a new record of 650,000 individuals. Room rates, according to SLTDA, have increased approximately 50% in the previous two years, indicating that demand is increasing and revenue and margins are also on the rise.



According to SLTDA presentations to the Evaluation Commission, the current hotel capacity of approximately 22,735 rooms in Sri Lanka will need to double between now and 2016 to 45,000 in order to meet the Government's goal of 2.5 million tourist arrivals by 2016, irrespective of the staging of the Games. During the Evaluation Commission visit the SLTDA indicated that more than 3,000 rooms were under construction across Sri Lanka, and more than 3,000 additional rooms are pending approval. A further 1,500 existing rooms are being refurbished to meet current industry standards. These investments originate from both foreign hotel chains as well as domestic hoteliers. Again, however, most of the properties in progress are far smaller than those proposed in the 'additional' category of the bid.

12.5. Conclusion

In the opinion of the Evaluation Commission, Hambantota has demonstrated a reasonable understanding of the Games requirements for Accommodation at this stage.

Sri Lanka is experiencing a rapid increase in its tourism industry and is building future capacity to become a world class tourism destination, including in the Hambantota District. Provided this trend continues, and the planned and additional hotels guaranteed by Hambantota are realised, then Hambantota should meet the accommodation requirements needed to host the Games.

The requirements are supplemented by alternative accommodation proposals such as a cruise ship, home host programmes and other properties not included in the guaranteed inventory.

Hambantota has developed concepts for managing the accommodation challenge through a Games Hotel Association and considerable planning approval and financial assistance, as well as price control mechanisms. Provided all the initiatives and the development of new hotels is achieved, the Games requirements can be met subject to qualification in regard to potentially large numbers of international spectators and the possible logistics challenges of more remote accommodation.

12.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 12.2	Statement from your national tourist board describing your country's hotel rating system and Candidate City hotel room inventory. List of the Candidate City's total hotel room capacity, guaranteed by the national tourist board.	<ul style="list-style-type: none"> Sri Lanka Tourism Development Authority
Q 12.7	Guarantees of use for other accommodation.	<ul style="list-style-type: none"> Sri Lanka Ports Authority Sri Lanka Army Headquarters Sri Lankan Tourist Development Authority
Q 12.9	Games Family rate guarantee.	<ul style="list-style-type: none"> Sri Lankan Tourist Development Authority Cosmos Leisure PVT LTD
Q 12.13	Guarantees from individual hotels concerning room availability, room rates, minimum stay/room block waves, other price controls and binding contracts.	<ul style="list-style-type: none"> Various guarantees are provided by individual hotels
Q 12.14	Construction authorisation, works timelines and finance guarantees for hotels/other accommodation to be built.	<ul style="list-style-type: none"> Ministry of Defence/Urban Development Authority

Theme 13 – Transport

13.1. Summary of city proposal

- Hambantota District occupies 4% of Sri Lanka's territory and has approximately 600,000 residents. The District is currently undergoing significant change through the implementation of numerous development projects. Transport-related projects underway include the construction of an extensive road network, a new international airport, and new railway lines.
- The Games transport strategy has been based on these development plans, thus enforcing road-based transport services for spectators, workforce and the Games Family. The compact Games Park, which houses 8 venues, 15 sports and all major non-competition venues, is exclusively connected by road with the surrounding area. A national rail services station will also be constructed in the area, at a 5 kilometre distance from the Games Park.
- Hambantota will implement a public transport Games strategy with zero car access for spectators. Bus transfer is the dominant mode of spectator transport to the Games Park using the following systems:
 - The national bus fleet network
 - The local bus services
 - Four park-and-ride facilities located between 8 and 24 kilometres from the Games Park, with spectators using shuttle services between these facilities and two spectator transport malls located in the north and the south gates of the Games Park
 - Shuttle services between the Suriyawewa Rail Station and the Games Park
 - Shuttle services between the Hambantota International Airport and the Games Park
 - Shuttle services between key hotel clusters and the Games Park.
- Rail will play a relatively limited role in spectator transport. Spectators may use the new Beliatta-Embilipitiya-Suriyawewa-Mattala-Hambantota railway line, disembarking at Suriyawewa rail station, and travelling the 5 kilometre distance to the Games Park using shuttle buses.
- It is proposed that at any given time the Games Park will accommodate 80,000 spectators. Peak spectator arrivals to the Games Park are estimated at 50,000 per hour in the morning of Day 6, while peak spectator departures are 54,000 per hour at the end of the Opening Ceremony.
- Games Family client groups will enjoy dedicated fleets of cars, coaches and minibuses. Walking will also be encouraged given the short distances within the Games Park. This will require careful planning of pedestrian flows regarding Games Family members.
- Over the next seven years, approximately GBP 3 billion will be invested to construct or upgrade transport infrastructure, particularly the road network. The suggested project portfolio includes the ongoing construction and extension of a major motorway connecting Hambantota with Colombo, extensive upgrades of the road network within the district of Hambantota, construction of two rail lines and five rail stations and the new Hambantota international airport.
- In addition to the above, the renewal of the national and local bus fleet and the procurement of new rail vehicles will be supported by national government funding. Over 1,000 new air-conditioned accessible buses will be procured by Games time, bringing forward planned annual procurements.
- Given the low motorisation rates of Sri Lanka, background traffic is not expected to significantly impede Games Family and spectator transport. Travel demand management will also ensure that background traffic will be kept at appropriate levels. Construction and maintenance works will be barred from key routes during the Games.
- The Bandaranaike International Airport of Colombo will serve as the gateway airport for the Games. It currently has a capacity of 6 million passengers per year, and is expected to be expanded to 12 million by 2018. After the completion of all planned road works, the distance between Bandaranaike International



Airport and the Games Park in Hambantota District will be 265 kilometres.

- A new international airport is currently under construction in Hambantota. Works were initiated in August 2010, with the first phase of construction to be completed by the end of 2012, and the second phase by 2017. The new airport is located 13 kilometres from the Games Park and, upon completion of the second phase, will have a capacity of four million passengers per year. At Games time, this new airport will connect Colombo with Hambantota via domestic flights.
- A Games time transport and traffic command and control centre will be established under the administration of Sri Lanka's Police Service to monitor and control traffic. The centre will use a new CCTV monitoring system covering the Games Park, Hambantota City and critical junctions along the road from Bandaranaike International Airport to Hambantota.
- The proposed transport governance scheme specifies a transport team to be established within the Organising Committee. The team's responsibilities include Games-wide transport planning for both spectator and Games Family transport. The Transport Sub-Committee, already established during the bid process, will bear overall responsibility for all strategic Games-related transport activities. It will also ensure that the Organising Committee's transport team will be appropriately staffed with representatives from key transport stakeholders in Sri Lanka.
- The proposed Games venue footprint is compact, with the majority of competition, non-competition and training venues located within the Games Park. This ensures short travel times for the Games Family.
- To encourage the use of public transport to access the venues, all ticketed spectators will enjoy free access to park-and-ride facilities, park-and-ride shuttle buses, and regional bus services for the day of the event. Rail services are not covered by this arrangement.
- It is expected that background traffic will not impact heavily on Games time circulation given the very low projected motorisation rates for the District of Hambantota (5 cars and 100 motorcycles per 1,000 people).
- The Bandaranaike International Airport in Colombo has frequent direct flights to major world cities in all continents. By 2018, the Bandaranaike International Airport and the Hambantota International Airport will serve 63% of the Commonwealth nations by either a direct flight or with one stopover. Potential domestic connections by domestic flights between the two airports will offer an attractive alternative for both the Games Family and spectators.
- The responsible governmental authorities have demonstrated their strong commitment to the 2018 Commonwealth Games as evidenced by the provision of the necessary guarantees. Moreover, the Transport Sub-Committee was established from the early stages of the bid process.

13.2. Key strengths

- Hambantota's plans include extensive transport infrastructure development, which is scheduled for completion by 2016. Approximately 80% of planned investment relates to the construction of new road networks, as well as the upgrading existing roads. These investments, which are committed irrespective of the outcome of the bid process for the 2018 Commonwealth Games, are aligned with plans for improving the mobility of residents in the District of Hambantota, as well as the connectivity of the district with the capital region. Construction has already progressed in a number of the major projects.

13.3. Key issues or challenges

- The transport infrastructure plan is relatively extensive, and will require significant technical resources, as well as expert monitoring and control, in order to ensure on-time and on-budget delivery.
- Although there is a detailed description of the planned road construction and of all upgrade projects in the Candidature File, the relationship between the road projects and the Games is not clearly illustrated, making the adequacy of the road projects difficult to assess.
- The current parking plan for the Games Park includes venue parking for a limited number of

T1 vehicles. Further elaboration is required to consider the needs of the remaining T1 vehicles, as well as those of the T2 and CGA fleets and team buses.

- The public transport Games strategy for spectators and workforce is heavily dependent on bus services. The role of rail services appears to be limited and needs further elaboration. To realise the spectator transport plan, Hambantota and Sri Lanka will need to organise and run a complex bus network with high levels of service. The bid does not provide adequate evidence of the capability and the maturity of the bus industry to deliver this sophisticated and challenging task. In particular, at present the Games Park is not directly served by a high capacity transport system.
- Robust analysis that compares spectator demand and available capacity of the planned spectator systems has not been undertaken.
- Finally, even at this stage of the bidding process, the proposed transport organisation requires further development, for example, to provide a clearer definition of the Games time roles the Transport Sub Committee and the Transport and Traffic Control Command Centre. The proposed organisation chart of the Organising Committee transport team also needs further elaboration.

13.4. Commentary

Hambantota presents an extensive transport infrastructure plan of approximately 3 billion GBP with significant legacy for the Hambantota District. The plan gives priority to the construction of new road networks and the upgrade of existing roads, and includes rail and airport investments. In some cases, construction of major projects has already commenced.

The compact Games venue footprint, with the majority of competition, non-competition and training venues located within the Games Park, ensures short travel times to the related destinations for the Games Family. Furthermore, given the low motorisation rates of Sri Lanka, background traffic is not expected to impede Games Family and spectator transport.

The bid proposes a wide spectrum of bus-related

spectator transport options, including national and enhanced local bus services, direct coach services, Games-specific bus services from key hotel clusters and shuttle services.

All ticketed spectators will enjoy free access to park-and-ride facilities, park-and-ride shuttle buses, and regional bus services for the day of the event.

Even at this early stage of the bid process, the proposed bus solution requires further refinement in order to define:

- The relationship of bus services to spectator origins
- The spectator demand served by each option, and
- The required number of resources in buses and drivers in order to satisfy expected demand.

Further evidence is required to assess the capacity of the Sri Lankan bus industry to deliver this task at the levels required by the CGF, and to gauge the adequacy of the committed investments in national and local bus fleets.

The Bandaranaike International Airport in Colombo has frequent direct flights to major world cities providing good connectivity with the Commonwealth nations. Although the connectivity between the gateway airport and the Games Park requires a road trip of 2 hours and 45 minutes, potential domestic flights between Colombo and the new Hambantota airport will be required to streamline this connection considerably and will require adequate route capacity being added by airlines.

Finally, while the transport authorities of Sri Lanka have demonstrated their strong commitment to the Commonwealth Games task, the transport governance concepts require further development and strengthening to enable a platform for robust transport planning and delivery.

13.5. Conclusion

In the opinion of the Evaluation Commission, Hambantota has demonstrated a reasonable understanding of the Games requirements for Transport. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time. The extensive transport infrastructure plan requires significant technical resources, and necessitates detailed, expert monitoring and



control. In addition, the feasibility of the bus-dependent spectator transport plan needs to be considered further, taking into account the availability of the required resources and the suitability of the plan for the Commonwealth Games

transport task. Transport governance and organisation also requires further development to ensure the roles and responsibilities of all involved authorities are clearly defined.

13.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 13.2	Guarantee for the transport and traffic management command and control centre.	<ul style="list-style-type: none"> Ministry of Transport – Sri Lankan Government
Q 13.3	Guarantees for planned and additional transport infrastructure projects.	<ul style="list-style-type: none"> Ministry of Transport – Sri Lankan Government
Q 13.5	Guarantees for projected capacity improvements at your airport(s).	<ul style="list-style-type: none"> Ministry of Civil Aviation – Sri Lankan Government
Q 13.10	Guarantees for projected fleet and rolling stock capacity improvements.	<ul style="list-style-type: none"> Ministry of Transport – Sri Lankan Government
Q 13.16	Transport systems guarantee.	<ul style="list-style-type: none"> Ministry of Transport – Sri Lankan Government

Theme 14 – Technology

14.1. Summary of city proposal

- The Government of Sri Lanka opened the domestic telecommunications market to competition in the early 1990s. A significant step towards achieving an open market came with the privatisation of the wholly government owned Sri Lankan Telecom in 1996.
- In 2003, the government allowed foreign investment into the telecommunications sector by granting licenses to foreign-owned local companies to provide telecommunication services to the public.
- To date the government has granted a total of 72 licenses under several categories to provide both data and voice services.
- The Telecommunications Regulatory Commission of Sri Lanka (TRCSL) is the national regulatory agency for the telecommunications market in Sri Lanka. It is responsible for the sustained development of the industry by shaping the regulatory process, protecting public interest and responding to challenges in the increasingly competitive market.
- The district of Hambantota is currently served by four fixed operators and five cellular mobile operators, four of which have 3G capabilities. The Games Park will be supported by a fibre backbone network.
- All competition and non-competition venues will be connected to a Main Communication Control Hub, part of the Technology Operations Centre, with two high speed fibre links. It is anticipated that extensive capacity and coverage will be achieved by Games time, including all access routes in and around the District.
- In order to meet Games requirements, a significant amount of new telecommunications infrastructure will need to be installed.
- The development of a high speed national fibre backbone network is a high priority government project for 2011. This network will facilitate the requirements of high speed connectivity throughout the country, including the sizeable development projects currently taking place in the southern part of Sri Lanka.

- There is a high degree of confidence that the deployment of Long Term Evolution (LTE) networks will take place in the near future and consequently, that most of the mobile subscribers across the country will be able to utilise high speed 4G services. Any development cost will be borne either by the government or by the individual operators.
- The Organising Committee will be required to pay the usage charges according to regulated tariffs.
- The regulatory agency TRCSL is also responsible for controlling the radio frequency spectrum and allocating the frequencies required for wireless transmissions, including issues handling and interference mitigation issues.
- Sufficient radio communications infrastructure exists within the Hambantota district to support the requirements of the Games.

14.2. Key strengths

- The Sri Lankan telecommunications market is assessed as competitive, with increasing levels of investment in infrastructure and services.
- The required guarantee 14.8 has been provided by Telecommunications Regulatory Commission of Sri Lanka; however, an assessment of the broadcast telecommunications services that will be available to establish the video contribution network needs to be made.
- Similarly, while guarantee 14.9 has been supplied by Telecommunications Regulatory Commission of Sri Lanka, clarification needs to be obtained on any restrictions that may apply, particularly in relation to satellite transmissions.
- The Commonwealth Games Park will have free wireless internet connectivity throughout, as well as within each venue. Throughout the residential areas of the Commonwealth Games Village, fibre-optic telecommunications and local wireless networks will be provided free of charge, with internet connections available in apartments. Each apartment will also be provided with cable TV.



14.3. Key issues or challenges

- The total budget for Technology has been devised primarily by benchmarking other Commonwealth Games, in particular Glasgow 2014, which is yet to be finally validated. The budget seems adequate in regard to historic costs for information technology but possibly understates telecommunications and internet related costs given the level of infrastructure and services included within the Hambantota Candidature File. In regard to information technology, historical benchmarks may not provide an adequate basis to estimate costs given likely evolution and therefore these costs may be understated looking forward.
- There remains some lack of clarity in respect of cost responsibilities and the general principles that will apply in the design and provision of the telecommunications solution. While the bid submission states that any telecommunications infrastructure development cost will be borne by either the government or by the individual operators, there is no evidence of this being a guaranteed commitment. A level of certainty regarding timeframes is desirable.
- A large investment is required to develop telecommunications infrastructure to meet Games requirements. While the Organising Committee has assumed standard usage charges will be levied to access these telecommunications services, a level of assurance is required, recognising the short term use of such services for Games needs. Moreover, it will require close monitoring given the potential risk in timely delivery of appropriate services and associated costs.
- The specific experience of the Telecommunications Regulatory Commission of Sri Lanka in respect of major events appears to be limited.

14.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 14.8	Guarantee that the competent body is prepared to allocate the necessary frequencies for the organisation of the Commonwealth Games.	<ul style="list-style-type: none"> • Telecommunications Regulatory Commission of Sri Lanka
Q 14.9	Guarantee that there will be no fee charged to the Commonwealth Games Family for the reservation and services of allocated frequencies during the Commonwealth Games.	<ul style="list-style-type: none"> • Telecommunications Regulatory Commission of Sri Lanka

14.4. Commentary

The majority of telecommunications infrastructure required for the Games venues does not currently exist. The bid submission states that the completion of the proposed infrastructure for all competition and non-competition venues is expected by 2016 and, should the bid succeed, this will be a critical activity requiring close monitoring through the early stages of the project.

The proposed “Main Communication Control Hub” links all competition and non-competition venues with two high speed fibre links for redundancy purposes. While this type of solution will provide a high quality network for the Games, it will incur a reasonably significant cost when compared to the use of existing data networking solutions. It may be the case that this approach is necessary due to the lack of availability in existing data networking solutions.

14.5. Conclusion

In the opinion of the Evaluation Commission, Hambantota has demonstrated a reasonable understanding of the Games requirements for Technology. The Candidature File proposal, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time.

The budget seems adequate in regard to historic costs for information technology but possibly understates telecommunications and internet related costs. Moreover, there are many other unique aspects of Games technology delivery that extend beyond the infrastructure and regulatory environment. Therefore, in the event of a successful bid, it will be important that close and early scrutiny is given to the proposed design and delivery approach to ensure it is appropriate for a Commonwealth Games, and does not involve unnecessary expenditure.

Theme 15 – Media Operations

15.1. Summary of city proposal

- The Hambantota proposal for Media Operations undertakes to build a joint Main Media Centre (MMC) containing both an International Broadcast Centre (IBC) and Main Press Centre (MPC). The proposed location is within the Commonwealth Games Park, close to the majority of the sport venues.
- There appears to be an adequate allowance for broadcast space, with over 7,000 m² dedicated to the IBC, although some components will be housed in a temporary facility. The additional space required for a satellite dish farm and media parking has been scoped as part of the plan.
- Media facilities within the MMC, generally shared between the IBC and MPC, are adequate for the expected requirements of the media. The location of the MMC within a short distance of the majority of the venues at the Games Park (8 competition venues) and the Commonwealth Games Village is an advantage for the working media.
- All the Games venues are either within the Games Park cluster or within a 40-minute drive from the media transport hub, also located at the Games Park.
- Media facilities have been identified at all competition venues.
- The proposed media accommodation, yet to be built, will be predominantly located within one kilometre of the MMC and the Games Park. A total of 1,400 media rooms are currently planned.
- The media transport plan will link the two airports, the media hotels and the competition venues through a hub located at the MMC. Although the frequency of service is not articulated, the planning is thorough.
- The guarantees related to construction and availability of the MMC have been provided and contain the required information.
- It appears there are no labour laws or any direct or indirect taxes that will impact adversely on the working foreign media in Sri Lanka for a short time stay. The government proposes the introduction of legislation

specifically to ensure that working media will not be subject to any tax liabilities provided their stay does not exceed 183 days in any tax year.

15.2. Key strengths

- The Hambantota proposition offers a compact and efficient plan for the working media. The MMC will be a new, custom-built facility located close to the majority of the venues and the bulk of media accommodation, and within a short distance of the new Hambantota International Airport. If the vision can be accomplished on time as specified in the Candidature File, the MMC will provide a positive Games time experience for the media and a beneficial legacy as a business park.
- The proposed timeline for the initial build, handover, fitout and retrofit of the MMC is generous. The proposed lock-down date of the MMC also matches or exceeds the general expectations of the media.
- The plan for venue media facilities is comprehensive and demonstrates a clear understanding of the media's expectations, although the distance of some broadcast compounds from the venue will need to be addressed during the planning phase.
- There are no minimum stay requirements in the media hotels.

15.3. Key issues or challenges

- The risks associated with delays or non-delivery of infrastructure are self-evident and have been discussed elsewhere in this report.
- The MMC facility plan and design parameters required for the Games will need to be carefully integrated by the legacy operator/owner during development.
- The proposal allocates 1,400 rooms for all media, which may be insufficient to cover the requirements of the working media as well as host broadcast personnel.
- The sophistication of the local media landscape is relatively limited, and the plan to delegate the entire host broadcast function to the national broadcaster will necessitate a heavy



reliance on international expertise and the importation of equipment.

15.4. Commentary

The Hambantota media operations plan is well conceived and appropriately addresses the needs of the media.

The clustering of the MMC with the majority of media hotels and of the Games Park represents the major strength of the plan and will alleviate pressure on the delivery of the media transport system.

The availability of the MMC for dedicated use by the host broadcaster and the rights holders is more than adequate to allow for the installation of facilities and retrofit following the Games.

The proposed sports schedule includes a traditional selection of sports with a good spread of the key events across the competition days. The Sri Lankan time zone suits the majority of Commonwealth countries in terms of peak viewing times and global deadlines.

Clarification needs to be sought regarding the adequacy of the number of rooms to be made available for the media.

If the challenges related to the ambitious infrastructure programme can be overcome, the media will benefit from a new, custom-built facility and lodgings.

15.5. Conclusion

In the opinion of the Evaluation Commission, Hambantota has demonstrated an appropriate understanding of the Games requirements for Media Operations; however, delivering the host broadcast is likely to present incremental challenges for Hambantota given the current broadcasting capacities. The Candidature File, including the clarifications and follow up information provided to the Evaluation Commission, meets requirements at this time.

There are risks related to the significant infrastructure programme and the inability to conduct meaningful testing given the relatively late delivery of the MMC in accordance with the venue development programme (2017 not including contingency). In addition, the supply of media hotels and the arrangements for delivering the host broadcast present challenges for Hambantota.

15.6. Summary of guarantees

Reference	Guarantee Summary	Provided by
Q 15.1	Guarantees of use and/or construction for the IBC and MPC, including construction timelines, financing, possession, retrofit and vacation dates.	<ul style="list-style-type: none"> • Presidential Secretariat – Sri Lankan Government • District Secretariat – Hambantota • Divisional Secretary – Sooriyawewa



PART THREE

– Appendices



Appendix A – Evaluation Commission Terms of Reference

1. The CGF's Executive Board has appointed the following Evaluation Commission to review bids for the 2018 Commonwealth Games.
 - a. Louise Martin – CGF Honorary Secretary;
 - b. Gideon Sam – President, South African Sports Confederation & Olympic Committee;
 - c. Erskine Simmons – Secretary General, Barbados Olympic Association;
 - d. Andrew Ryan – Director, ASOIF, International Federations' Representative; and
 - e. Mike Hooper – Chief Executive, CGF

They will be supported by four CGF appointed technical advisors who will travel with the Commission who, while not members of the Commission, will provide process and expert assistance to the Commission. The Commission will also seek further independent advice from other Games technical specialists who will assist the evaluation process remotely. All technical advisors will be independent of any bid and have been contracted so as to ensure their impartiality.
2. The Commission shall study the candidatures of all Cities formally recognised by the CGF, inspect the sites proposed by the Cities including all sport venues, and submit a written report to the CGF Executive Board. The Evaluation Commission report will be published before 11 September 2011.
3. Importantly the report will focus only on the technical elements of the Cities' bids and will assess if the Cities meet the technical requirements established by the CGF, as well as all responses to themes provided in the Candidate City Manual.
4. The CGF's Members will also receive a copy of the report of the Commission ahead of the General Assembly at which the next Host City will be selected.
5. No member of the Commission is a national of a country which is bidding for the relevant edition of the Commonwealth Games.
6. The Commission's activities will be coordinated and facilitated by the CGF's CEO.

Appendix B – Evaluation Commission Visit Guidelines

Introduction

The CGF has established the following guidelines to assist the Candidate Cities bidding to host the 2018 Commonwealth Games with the preparation of the visit of the CGF Evaluation Commission, the dates of which are:

Gold Coast

Arrive: Sunday 19th June 2011

Depart: Friday 24th June 2011

(Total 4 working days – Monday 20th to Thursday 24th June inclusive)

Hambantota

Arrive: Sunday 26th June 2011

Depart: Friday 1st July 2011

(Total 4 working days – Monday 27th to Thursday 30th June inclusive)

The Commission will spend four working days in each city, excluding travel time. It should be remembered at all times that this is a working visit and therefore it is requested that Candidate Cities restrict all hospitality to these Guidelines.

General Logistics

Travel

- The CGF will provide air tickets for all members of the Evaluation Commission delegation including technical advisors travelling with the Commission. The Candidate Cities will reimburse the CGF these airfare costs.
- Should any members of the Commission delegation require visas to enter your country, please advise Mike Hooper how you intend to facilitate the issuance of such visas. A letter of invitation, indicating the purpose of the visit, is frequently required when submitting a visa application.
- The CGF will provide you, in due course, with complete arrival and departure details for each member of the Commission delegation.
- The Commission prefers to travel together by mini bus on all occasions, rather than by car. In addition, all venue visits should be conducted by mini bus.

Accommodation

- The Candidate Cities will meet the board and lodging expenses of the Evaluation Commission delegation.
- The Candidate Cities will select the hotel in which the Evaluation Commission will stay. Consideration should be given to the following factors:
 - Practicality (possibility to hold all meetings in the hotel, distance to the sites)
 - Possibility to use a hotel that would be used at Games time
 - Use of the nominated Games Family Hotel is desirable
 - Candidate Cities will provide one meeting room that the Commission can use for private meetings, breakfasts or working dinners. This room will be used by the Commission only. It should be equipped with desk space for 3 persons, access to high speed wireless internet connections for the Commission delegation members, a telephone, fax machine, photocopier, A4 paper, whole punch, stapler, 16 large A4 ring binders, and a printer with print driver software. In addition there should be one meeting table and chairs to accommodate 10 persons.

Preparation of the Programme

- Candidate Cities will develop a draft programme for the Commission. The draft programme, to be finally approved by the CGF, should be drawn up in accordance with the attached outline (Annex 1 below). The programme should be a detailed plan of the Commission's time in your city, from arrival to departure and should take the following into consideration:
 - Each visit will begin with a private meeting / working dinner of the Commission members only on the day of arrival, in order that the Commission may finalise its own preparations. This should be held in the hotel in the room reserved for the Commission.



- On working day 4 of the visit, the Commission will require 1 hour for an internal Commission meeting. This should be programmed to commence at 12:30 pm on Day 4. Other private meetings of the Commission will also be required and should be incorporated into the programme.
- The programme should provide for briefings to the Commission on the themes included in the Candidate City Manual. These briefings should include a consideration of each of the sub-themes or questions however it is not necessary for presenters to repeat what is written in the Candidature File. Speakers should give a short summary of their subject and be prepared for detailed questions from the Commission.
- Presentations should also provide a response to any clarification questions posed by the Commission in advance of the visit as well as those made while on the visit. Candidate Cities are requested to provide written responses to any requests for clarifications received in advance of the visit. More information will be provided separately as to the nature and form of these written responses.
- During the visit, the Commission may consider it necessary to study certain themes or venues in greater detail. The Chairman may decide to appoint one or more members of the Commission to follow these up with their counterparts from the Candidate City while the remaining members of the Commission continue with the general programme. It is therefore important to ensure that all theme presenters are available during the entire period of the visit.
- Visits to all competition sites should be organised. Ideally, all members of the Commission should visit all sites. If this is not possible, simultaneous group visits may be proposed. When listing the sites to be visited, please indicate the sports/disciplines planned to take place at the site.
- The working language of the Commission is English. You should thus provide simultaneous translation into English, if required.
- **Documents to be provided to the Commission:** A copy of your Candidature File should be provided for each member of the Commission delegation upon arrival. One copy of any guarantees submitted to the CGF with your Candidature File should also be made available upon arrival to the Commission in the Commission's private meeting room.
- **The media:** The Commission has no objection to meeting the media. However, media representatives should not be present during the briefing sessions and should not contact individual Commission members during the visit. The Chairman and CGF CEO will act as the Commission's spokespersons. The Commission will undertake, with the Candidate City, one press briefing at the commencement of the visit (working day 1) and at the end of the visit (working day 4).
- **Dinners:** Candidate Cities must respect the outline programme as concerns dinners and general hospitality. The Candidate City may, if it so wishes, organise one official dinner/reception. The protocol list of persons invited to attend this event should be provided to the CEO of the CGF at least 24 hours before the event, with a list of the person(s) who will deliver a speech. Other evenings should be left free for the Commission to hold internal working dinners.
- **Documentation received during the visit:** At the conclusion of the visit, Commission members may wish to send back to their offices documentation received during the visit. This should be done by courier mail. A box should be provided to each Commission member for this purpose. We shall provide you with address labels in this respect during the visit.
- **All presentations and briefing sessions,** other than site visits and any dinner, will be made at the Evaluation Commission hotel. The Candidate City should arrange a suitable room to allow for all presentations including all equipment for audiovisual presentations.

If possible this room should be in close proximity to the Commission meeting and working room.

The costs of this room and any related facilities are the responsibility of the Candidate City.

- **Seating arrangements:** For all briefing sessions with the Candidate City and the Evaluation Commission seated opposite one another with the respective Chairmen in the middle of their delegations.
- **Candidate Cities should bear in mind that all representations made during the visit of the CGF Evaluation Commission – either orally or in documentation presented to the Commission – are legally binding and form part of the City's bid.**
- **Candidate Cities should also bear in mind that**

modifications may be made to the programme, at the discretion of the Evaluation Commission Chairman, during the visit. For this reason, Candidate Cities should be prepared to be flexible.

* * * * *

Your draft, detailed programme should be submitted to the CGF at latest by 30 April 2011.

The CGF CEO remains at your entire disposal should you have any questions concerning the visit of the Evaluation Commission.

Annex 1 – Outline to be followed for preparing the visit of the CGF Evaluation Commission

Working Day 1	09:00 – 10:30	Global overview and introduction of key elements of the City's bid	Themes to be covered: Theme 1 – Games Vision and Concept Theme 2 – Political/Economic Climate and Structure Theme 3 – Legal Aspects Theme 5 – Environment, Legacy/Sustainability and Meteorology
	10:30 – 11:00	Evaluation Commission Candidate City Media Conference	
	11:00 – 12:30	Theme presentations/Q&A	Continuation from morning session to complete themes as required
	12:30 – 13:30	Lunch Break	
	13:30 – 17:30	Theme presentations / Q&A	Themes to be covered: Theme 6 – Finance Theme 7 – Marketing and Communications
	17:30 – 18:30	Evaluation Commission Private Meetings	
	Evening	Free evening	



Working Day 2	09:00 – 17:00	<p>Site visits should be included in the proposed visit programme: All sites should be covered:</p> <ul style="list-style-type: none"> • Competition venues • Village (s) • Main Press Centre and Broadcast Centre • Games Headquarters <p>Theme 8 (Sport) should also be presented</p>	<p>In principle, the Commission will carry out the site visits together. Where this is not possible, proposals may be made for groups to carry out simultaneous visits. Infrastructure Technical Advisor may schedule site visits on day 1 afternoon.</p> <p>Themes to be covered: Theme 8 – Sport and Venues Theme 9 – Commonwealth Games Village</p>
	17:30 – 18:30	Evaluation Commission private meetings	
	Evening	Candidate City – Evaluation Commission Reception (if desired by the Candidate City) – Option 1	
Working Day 3	09:00 – 12:30	Continuation of briefings /Q&A on the themes	<p>Themes to be covered: Theme 12 – Accommodation Theme 13 – Transport</p>
	12:30 – 13:30	Lunch Break	
	13:30 – 17:30	Theme presentations / Q&A	<p>Themes to be covered: Theme 11 – Security Theme 14 – Technology</p>
	17:30 – 18:30	Evaluation Commission private meetings	
	Evening	Candidate City – Evaluation Commission Reception (if desired by the Candidate City) – Option 2	



Working Day 4	09:00 – 12:30	Continuation of briefings/Q&A on the themes	Themes to be covered: Theme 4 – Customs and Immigration Formalities Theme 10 – Medical and Health Services Theme 15 – Media Operations Further examination of specific items from earlier briefings or arising from site visits.
	12:30 – 13:30	Private Commission lunch	
	14:00 – 14:45	Evaluation Commission/ Candidate City Media Conference	
	15:00 – 17:00	Plenary session / Q&A	
	18:30 – 20:00	Commission – Candidate City working dinner	General discussions Evaluation Commission, Candidature leadership and CGA
Departure Day			



Annex 2 – Final Programme Gold Coast

Time	Minutes	Session	Topic	Minutes
Day 1 – Monday 20 June				
08:45 – 09:00	105 min	Presentation Session 1	Introduction and Welcome	15 min
09:00 – 09:15			Theme 1 – Games Vision and Concept Presentation	15 min
09:15 – 09:30			Theme 1 – Q&A	15 min
09:30 – 09:45			Theme 2 – Political/Economic Climate and Structure Presentation	15 min
09:45 – 10:00			Theme 2 – Q&A	15 min
10:00 – 10:15			Theme 3 – Legal Aspects Presentation	15 min
10:15 – 10:30			Theme 3 – Q&A	15 min
10:30 – 11:15	45 min	Evaluation Commission/Candidate City Media Conference		45 min
10:30 – 11:15	45 min	Break		
11:15 – 11:30	105 min	Presentation Session 2	Theme 5 – Environment, Legacy/Sustainability & Meteorology Presentation	15 min
11:30 – 11:45			Theme 5 – Q&A	15 min
11:45 – 12:30			Theme 8 – Sport and Venues Presentation	45 min
12:30 – 13:00			Theme 8 – Q&A	30 min
13:00 – 14:00	60 min	Lunch Break		
14:00 – 14:15	90 min	Presentation Session 3	Theme 9 – Commonwealth Games Village	15 min
14:15 – 14:30			Theme 9 – Q&A	15 min
14:30 – 15:00			Theme 13 – Transport Presentation	30 min
15:00 – 15:30			Theme 13 – Q&A	30 min
15:30 – 15:45	15 min	Break		
15:45 – 16:00	60 min	Presentation Session 4	Theme 12 – Accommodation	15 min
16:00 – 16:15			Theme 12 – Q&A	15 min
16:15 – 16:30			Theme 4 – Customs & Immigration Formalities	15 min
16:30 – 16:45			Theme 4 – Q&A	15 min
17:00 – 18:00	60 min	Evaluation Commission private meetings		60 min
19:00 – 21:30	2018 Commonwealth Games Federation Evaluation Commission Candidate City Dinner			

Time	Minutes	Session	Topic	Minutes
Day 2 – Tuesday 21 June				
09:00 – 12:20	200 min	Transit to SeaWorld		20 min
		Helicopter flight over region		40 min
		Land at Oxenford Studios, Oxenford		
		Table Tennis and Boxing Venue	Review venue and overlay plans	25 min
		Transit to Sleeman Sports Centre, Chandler		50 min
		Track Cycling Centre	Review venue and overlay plans	25 min
		Transit to Belmont Shooting Centre		15 min
		Shooting Venue	Review venue and overlay plans	25 min
12.20 – 13.05	45 min	Lunch Break – in transit		
13:05 – 17:30	265 min	Wrestling venue	Review venue and overlay plans	20 min
		Transit to Runaway Bay		20 min
		Weightlifting and Squash Venues	Review venue and overlay plans	30 min
		Transit to Keith Hunt Park Labrador		15 min
		Hockey Venue	Review venue and overlay plans	30 min
		Transit to Parklands		10 min
		Games Village	Review venue and overlay plans	30 min
		Transit to Southport Broadwater Parklands		10 min
		Broadwater Parklands North and South – Gymnastics, Aquatics, Triathlon, Marathon and Road Walks	Review venue and overlay plans for Gymnastics, Basketball Finals, Swimming, Diving, Triathlon, Marathon and Road Walks.	70 min
		Transit to Hotel		30 min
17:30 – 18:30	60 min	Evaluation Commission private meetings		60 min



Time	Minutes	Session	Topic	Minutes
Day 3 – Wednesday 22 June				
09:00 – 12:30	210 min	Transit to Broadbeach Lawn Bowls Club		10 min
		Lawn Bowls Venue	Review venue and overlay plans	20 min
		Transit to Robina Stadium		25 min
		Rugby Sevens Venue	Review venue and overlay plans	30 min
		Transit to Carrara		20 min
		Athletics, Ceremonies and Badminton Venues Centre	Review venue and overlay plans	45 min
		Transit to Gold Coast Convention and Exhibition Centre		20 min
		Main Press Centre and Netball venue	Review venue and overlay plans	30 min
Transit to Hotel		10 min		
12:30 – 13:30	60 min	Lunch Break		
13:30 – 14:30	60 min	Plenary Session	Transport, Venues, Sport and Accommodation	60 min
14.30 – 14:45	15 min	Break		
14:45 – 15:00	90 min	Presentation Session 5	Theme 14 – Technology Presentation	15 min
15:00 – 15:10			Theme 14 – Q&A	10 min
15:10 – 15:35			Theme 11 – Security Presentation	25 min
15:35 – 15:55			Theme 11 – Q&A	20 min
15:55 – 16:15			Further examination of specific items if required.	20 min
16:15 – 17:15	60 min	Evaluation Commission private meetings		60 min

Time	Minutes	Session	Topic	Minutes
Day 4 – Thursday 23 June				
09:00 – 09:30	90 min	Presentation Session 6	Theme 6 – Finance Presentation	30 min
09:30 – 10:00			Theme 6 – Q&A	30 min
10:00 – 10:15			Theme 7 – Marketing and Communications Presentation	15 min
10:15 – 10:30			Theme 7 – Q&A	15 min
10:30 – 10:45	15 min	Break		
10:45 – 11:00	75 min	Presentation Session 7	Theme 10 – Medical and Health Services Presentation	15 min
11:00 – 11:15			Theme 10 – Q&A	15 min
11:15 – 11:30			Theme 15 – Media Operations Presentation	15 min
11:30 – 11:45			Theme 15 – Q&A	15 min
11:45 – 12:00			Further examination of specific items if required.	15 min
12:00 – 13:00	60 min	Break-out sessions (To be confirmed during visit.)	Proposed Themes: <ul style="list-style-type: none"> • Venues • Transport • Finance • Legal (Guarantees) 	30 min each
13:00 – 14:00	60 min	Private Evaluation Commission lunch		
14:00 – 15:00	60 min	Break-out sessions (To be confirmed during visit.)	Proposed Themes: <ul style="list-style-type: none"> • Venues • Transport • Finance • Legal (Guarantees) 	30 min each
15:00 – 15:30	30 min	Plenary Session	All Themes	30 min
Evaluation Commission Session close – end of programme				
15:30 – 16:15	45 min	Evaluation Commission/Candidate City Media Conference		45 min



Annex 3 – Final Programme Hambantota

Time	Minutes	Session	Topic	Minutes
Day 1 – Monday 27 June				
08:45 – 09:00	105 min	Presentation Session 1	Introduction and Welcome	15 min
09:00 – 09:15			Theme 1 – Games Vision and Concept Presentation	15 min
09:15 – 09:30			Theme 1 – Q&A	15 min
09:30 – 09:45			Theme 2 – Political/Economic Climate and Structure Presentation	15 min
09:45 – 10:00			Theme 2 – Q&A	15 min
10:00 – 10:15			Theme 3 – Legal Aspects Presentation	15 min
10:15 – 10:30			Theme 3 – Q&A	15 min
10:30 – 11:15	45 min	Evaluation Commission/Candidate City Media Conference		45 min
10:30 – 11:15	45 min	Break		
11:15 – 11:30	105 min	Presentation Session 2	Theme 5 – Environment, Legacy/ Sustainability & Meteorology Presentation	15 min
11:30 – 11:45			Theme 5 – Q&A	15 min
11:45 – 12:30			Theme 8 – Sport and Venues Presentation	45 min
12:30 – 13:00			Theme 8 – Q&A	30 min
13:00 – 14:00	60 min	Lunch Break		
14:00 – 14:15	90 min	Presentation Session 3	Theme 9 – Commonwealth Games Village	15 min
14:15 – 14:30			Theme 9 – Q&A	15 min
14:30 – 15:00			Theme 13 – Transport Presentation	30 min
15:00 – 15:30			Theme 13 – Q&A	30 min
15:30 – 15:45	15 min	Break		
15:45 – 16:00	60 min	Presentation Session 4	Theme 12 – Accommodation	15 min
16:00 – 16:15			Theme 12 – Q&A	15 min
16:15 – 16:30			Theme 4 – Customs & Immigration Formalities	15 min
16:30 – 16:45			Theme 4 – Q&A	15 min
17:30 – 18:30	60 min	Evaluation Commission private meetings		60 min

Time	Minutes	Session	Topic	Minutes
Day 2 – Tuesday 28 June				
08:30 – 13:35	305 min	Site visit briefing Sport and Venue briefing – Cinnamon Grand Hotel		30 min
		Helicopter flight – Colombo to Hambantota		50 min
		Ranminitanna – Shooting range site	Review venue and overlay plans	15 min
		Transit to Mattala Airport		10 min
		Mattala Airport	Presentation	30 min
		Transit to Sea port		10 min
		Sea Port	Presentation	30 min
		By road city tour	Convention centre, Administrative complex, Old town, Fishing harbour, Beach Games site, Dutch cemetery & Slaton Helipad	120 min
		Transit to Cricket Grounds	10 min	
13:35 – 14:45	70 min	Lunch Break		
14:45 – 17:05	140 min	Cricket Ground	Tour and presentation Take off from Cricket Ground	60 min
		Aerial view of Venues Presentations (On Air)	Running commentary on all venues from air	15 min
		Helicopter flight – Hambantota to Colombo		50 min
		Transit to Hotel		15 min
17:30 – 18:30	60 min	Evaluation Commission private meetings		



Time	Minutes	Session	Topic	Minutes
Day 3 – Wednesday 29 June				
9.00 – 11.00	120 min	Breakout Sessions	Proposed topics: <ul style="list-style-type: none"> • Venues • Master Plan • Guarantees and Financing • Transport • Accommodation 	120 min
11.00 – 11.30	30 min	Break		
11.30 – 13.00	90 min	Breakout Sessions (continued)	Proposed topics: <ul style="list-style-type: none"> • Venues • Master Plan • Guarantees and Financing • Transport • Accommodation 	90 min
13:00 – 14:00	60 min	Lunch Break		
14:00 – 15:00	60 min	Plenary Session	Transport, Venues, Sport and Accommodation	60 min
15:00 – 15:15	15 min	Break		
15:15 – 15:40	90 min	Presentation Session 5	Theme 11 – Security Presentation	25 min
15:40 – 16:00			Theme 11 – Q&A	20 min
16:00 – 16:15			Theme 14 – Technology Presentation	15 min
16:15 – 16:25			Theme 14 – Q&A	10 min
16:25 – 16:45			Further examination of specific items if required.	20 min
17:30 – 18:30	60 min	Evaluation Commission private meetings		60 min
Evening		Candidate City Reception		

Time	Minutes	Session	Topic	Minutes
Day 4 – Thursday 30 June				
09:00 – 09:30	90 min	Presentation Session 6	Theme 6 – Finance Presentation	30 min
09:30 – 10:00			Theme 6 – Q&A	30 min
10:00 – 10:15			Theme 7 – Marketing and Communications Presentation	15 min
10:15 – 10:30			Theme 7 – Q&A	15 min
10:30 – 10:45	15 min	Break		
10:45 – 11:00	75 min	Presentation Session 7	Theme 10 – Medical and Health Services Presentation	15 min
11:00 – 11:15			Theme 10 – Q&A	15 min
11:15 – 11:30			Theme 15 – Media Operations Presentation	15 min
11:30 – 11:45			Theme 15 – Q&A	15 min
11:45 – 12:00			Further examination of specific items if required.	15 min
12:00 – 13:00	60 min	Break-out sessions (To be confirmed during visit.)	Proposed Themes: <ul style="list-style-type: none"> • Venues • Transport • Finance • Legal (Guarantees) 	30 min each
13:00 – 14:00	60 min	Private Evaluation Commission lunch		
14:00 – 15:00	60 min	Break-out sessions (To be confirmed during visit.)	Proposed Themes: <ul style="list-style-type: none"> • Venues • Transport • Finance • Legal (Guarantees) 	30 min each
15:00 – 15:30	30 min	Plenary Session	All Themes	30 min
Evaluation Commission Session close – end of programme				
15:30 – 16:15	45 min	Evaluation Commission / Candidate City Media Conference		45 min



Appendix C – Gold Coast Guarantees Summary

Question	Summary	
Theme 1		No Guarantees required
Q 2.2	Guarantees – financial or other – obtained from national, regional and local authorities and bodies involved in your project of hosting the Commonwealth Games. <i>The guarantee is not mandatory however is important in establishing the support from relevant public authorities.</i>	Guarantee provided
Q 3.1	Covenant from all authorities (national, regional and local) concerned by your project of hosting the Commonwealth Games.	Guarantee provided
Q 3.2	Guarantee that no other event will take place during the Commonwealth Games or one week immediately before or after.	Guarantee provided
Q 3.4	Documentation indicating that appropriate measures have been taken to protect the word mark “[City] 2018” within the local territory and to register relevant domain names.	Guarantee provided
Q 3.5	Declaration from the government of your country stipulating that all necessary legal and legislative measures will be taken to facilitate the protection of Commonwealth Games marks.	Guarantee provided
Q 3.7	Declaration from your city authorities confirming that the Bid Committee is empowered to represent the Candidate City and indicating the names of the persons and/or their titles who have the authority to sign contracts and other documents on behalf of the city.	Guarantee provided
Q 4.3	Guarantee of entry into your country with the Commonwealth Games identity and accreditation card.	Guarantee provided
Q 4.4	Guarantee authorising temporary entry for Games-related personnel to work and domicile in your country prior to the Commonwealth Games.	Guarantee provided
Q 4.7	Guarantee authorising the import, use and export of goods required for the Commonwealth Games, free of all customs duties.	Guarantee provided
Q 5.7	Guarantee(s) stating that all construction work necessary for the organisation of the Commonwealth Games will comply with: Local, regional and national regulations and acts International agreements and protocols regarding planning, construction and protection of the environment	Guarantee provided
Q 6.1	Shortfall guarantee.	Guarantee provided
Q 6.2	Any other additional financial guarantees obtained.	Guarantee provided
Q 6.3	Guarantee concerning general price control before and during the Commonwealth Games, with particular reference to hotel rates and related services.	Guarantee provided
Q 6.8	Guarantee concerning new taxes and their impacts on the Games	Partial Guarantee provided

Question	Summary	
Q 6.15	Guarantee that the OC will cover the travel costs, in economy class, of CGA delegations participating in the Commonwealth Games not less than the aggregate of the average team size for each CGA based on participation in the previous two Commonwealth Games.	Guarantee provided
Q 7.1	A fully executed copy of the Joint Marketing Programme Agreement with all the required appendices.	Guarantee provided
Q 7.2	Guarantee(s) confirming that the legislation necessary to effectively reduce and sanction ambush marketing, eliminate street vending, control advertising space and air space during the period of the Commonwealth Games, will be passed no later than 30 June 2014.	Guarantee provided
Q 7.9	Guarantee(s) endorsing plans for a Commonwealth Games lottery, if applicable, and securing revenue projections in case of any shortcomings from a proposed lottery.	Guarantee provided
Q 7.10	Guarantee(s) endorsing plans for seigniorage and/or philately programmes and securing revenue projections.	Guarantee provided
Q 8.5	Guarantees for the financing of work.	Guarantee provided
Q 8.6	Guarantees for use of venues and control of commercial rights.	Guarantee provided
Q 8.6	IF agreements for use of venues.	Guarantee provided
Q 8.15	Energy guarantee.	Guarantee provided
Q 8.16	Test events guarantees.	Guarantee provided
Q 9.2	Guarantee stating that the site chosen for the Commonwealth Games Village is in keeping with the city development plan and the standards to be met to obtain planning permission.	Guarantee provided
Q 9.5	Guarantees for the financing of work.	Guarantee provided
Q 9.6	Guarantees for government subsidies and/or rental costs related to the Commonwealth Games Village.	Guarantee provided
Q 9.7	Guarantees of use for existing buildings and infrastructure, if applicable.	Partial Guarantee provided
Q 9.8	Guarantee(s) stating with which international and national accessibility standards the Commonwealth and Games Village conforms/will conform.	Guarantee provided
Q 9.10	Guarantee for the control of commercial rights.	Partial Guarantee provided
Q 10.10	Guarantee from the relevant national, regional and local authorities that the investment plans described in the Candidature File are practicable and compatible with the harmonious development of your country, region and city.	Guarantee provided
Q 10.13	Guarantees related to Anti-doping.	Guarantee provided
Q 11.4	Guarantee(s) for the safety and peaceful celebration of the Commonwealth Games – national, regional and/or local governments (if applicable).	Guarantee provided
Q 12.2	Statement from your national tourist board describing your country's hotel rating system and Candidate City hotel room inventory. List of the Candidate City's total hotel room capacity, guaranteed by the national tourist board.	Guarantee provided



Question	Summary	
Q 12.7	Guarantees of use for other accommodation.	Guarantee provided
Q 12.9	Games Family rate guarantee.	Guarantee provided
Q 12.13	Guarantees from individual hotels concerning room availability, room rates, minimum stay/room block waves, other price controls and binding contracts.	Guarantee provided
Q 12.14	Construction authorisation, works timelines and finance guarantees for hotels/other accommodation to be built.	Guarantee provided
Q 13.2	Guarantee for the transport and traffic management command and control centre.	Guarantee provided
Q 13.3	Guarantees for planned and additional transport infrastructure projects.	Guarantee provided
Q 13.5	Guarantees for projected capacity improvements at your airport(s).	Guarantee provided
Q 13.10	Guarantees for projected fleet and rolling stock capacity improvements.	Guarantee provided
Q 13.16	Transport systems guarantee.	Guarantee provided
Q 14.8	Guarantee that the competent body is prepared to allocate the necessary frequencies for the organisation of the Commonwealth Games.	Guarantee provided
Q 14.9	Guarantee that there will be no fee charged to the Commonwealth Games Family for the reservation and services of allocated frequencies during the Commonwealth Games.	Guarantee provided
Q 15.1	Guarantees of use and/or construction for the IBC and MPC, including construction timelines, financing, possession, retrofit and vacation dates.	Guarantee provided

Appendix D – Hambantota Guarantees Summary

Question	Summary	
Theme 1		No Guarantees required
Q 2.2	Guarantees - financial or other - obtained from national, regional and local authorities and bodies involved in your project of hosting the Commonwealth Games.	Guarantee provided
Q 3.1	Covenant from all authorities (national, regional and local) concerned by your project of hosting the Commonwealth Games.	Guarantee provided
Q 3.2	Guarantee that no other event will take place during the Commonwealth Games or one week immediately before or after.	Guarantee provided
Q 3.4	Documentation indicating that appropriate measures have been taken to protect the word mark “[City] 2018” within the local territory and to register relevant domain names.	Guarantee provided
Q 3.5	Declaration from the government of your country stipulating that all necessary legal and legislative measures will be taken to facilitate the protection of Commonwealth Games marks.	Guarantee provided
Q 3.7	Declaration from your city authorities confirming that the Bid Committee is empowered to represent the Candidate City and indicating the names of the persons and/or their titles who have the authority to sign contracts and other documents on behalf of the city.	Guarantee provided
Q 4.3	Guarantee of entry into your country with the Commonwealth Games identity and accreditation card.	Guarantee provided
Q 4.4	Guarantee authorising temporary entry for Games-related personnel to work and domicile in your country prior to the Commonwealth Games.	Guarantee provided
Q 4.7	Guarantee authorising the import, use and export of goods required for the Commonwealth Games, free of all customs duties.	Guarantee provided
Q 5.7	Guarantee(s) stating that all construction work necessary for the organisation of the Commonwealth Games will comply with: Local, regional and national regulations and acts International agreements and protocols regarding planning, construction and protection of the environment	Guarantee provided
Q 6.1	Shortfall guarantee.	Guarantee provided
Q 6.2	Any other additional financial guarantees obtained.	Guarantee provided
Q 6.3	Guarantee concerning general price control before and during the Commonwealth Games, with particular reference to hotel rates and related services.	Guarantee provided
Q 6.8	Guarantee concerning new taxes and their impacts on the Games	Guarantee provided
Q 6.15	Guarantee that the OC will cover the travel costs, in economy class, of CGA delegations participating in the Commonwealth Games not less than the aggregate of the average team size for each CGA based on participation in the previous two Commonwealth Games.	Guarantee provided



Question	Summary	
Q 7.1	A fully executed copy of the Joint Marketing Programme Agreement with all the required appendices.	Guarantee provided
Q 7.2	Guarantee(s) confirming that the legislation necessary to effectively reduce and sanction ambush marketing, eliminate street vending, control advertising space and air space during the period of the Commonwealth Games, will be passed no later than 30 June 2014.	Guarantee provided
Q 7.9	Guarantee(s) endorsing plans for a Commonwealth Games lottery, if applicable, and securing revenue projections in case of any shortcomings from a proposed lottery.	Guarantee provided
Q 7.10	Guarantee(s) endorsing plans for seigniorage and/or philately programmes and securing revenue projections.	Guarantee provided
Q 8.5	Guarantees for the financing of work.	Guarantee provided
Q 8.6	Guarantees for use of venues and control of commercial rights.	Guarantee provided
Q 8.6	IF agreements for use of venues.	Guarantee provided
Q 8.15	Energy guarantee.	Guarantee provided
Q 8.16	Test events guarantees.	Guarantee provided
Q 9.2	Guarantee stating that the site chosen for the Commonwealth Games Village is in keeping with the city development plan and the standards to be met to obtain planning permission.	Guarantee provided
Q 9.5	Guarantees for the financing of work.	Guarantee provided
Q 9.6	Guarantees for government subsidies and/or rental costs related to the Commonwealth Games Village.	Guarantee provided
Q 9.7	Guarantees of use for existing buildings and infrastructure, if applicable.	Guarantee provided
Q 9.8	Guarantee(s) stating with which international and national accessibility standards the Commonwealth and Games Village conforms/will conform.	Guarantee provided
Q 9.10	Guarantee for the control of commercial rights.	Guarantee provided
Q 10.10	Guarantee from the relevant national, regional and local authorities that the investment plans described in the Candidature File are practicable and compatible with the harmonious development of your country, region and city.	Guarantee provided
Q 10.13	Guarantees related to Anti-doping.	Partial Guarantee provided
Q 11.4	Guarantee(s) for the safety and peaceful celebration of the Commonwealth Games – national, regional and/or local governments (if applicable).	Guarantee provided
Q 12.2	Statement from your national tourist board describing your country's hotel rating system and Candidate City hotel room inventory. List of the Candidate City's total hotel room capacity, guaranteed by the national tourist board.	Guarantee provided
Q 12.7	Guarantees of use for other accommodation.	Guarantee provided
Q 12.9	Games Family rate guarantee.	Guarantee provided
Q 12.13	Guarantees from individual hotels concerning room availability, room rates, minimum stay/room block waves, other price controls and binding contracts.	Guarantee provided



Question	Summary	
Q 12.14	Construction authorisation, works timelines and finance guarantees for hotels/other accommodation to be built.	Guarantee provided
Q 13.2	Guarantee for the transport and traffic management command and control centre.	Guarantee provided
Q 13.3	Guarantees for planned and additional transport infrastructure projects.	Guarantee provided
Q 13.5	Guarantees for projected capacity improvements at your airport(s).	Guarantee provided
Q 13.10	Guarantees for projected fleet and rolling stock capacity improvements.	Guarantee provided
Q 13.16	Transport systems guarantee.	Guarantee provided
Q 14.8	Guarantee that the competent body is prepared to allocate the necessary frequencies for the organisation of the Commonwealth Games.	Guarantee provided
Q 14.9	Guarantee that there will be no fee charged to the Commonwealth Games Family for the reservation and services of allocated frequencies during the Commonwealth Games.	Guarantee provided
Q 15.1	Guarantees of use and/or construction for the IBC and MPC, including construction timelines, financing, possession, retrofit and vacation dates.	Guarantee provided



Appendix E – Gold Coast Venue Plan Review

Sport	Discipline	Venue	IF Approval	Comments
Aquatics	Swimming	Gold Coast Aquatic Centre	Yes	<ul style="list-style-type: none"> The Gold Coast Aquatic Centre is an existing Aquatics complex only 5 minutes from the proposed Village. A major expansion is proposed to meet the CGF / IF requirements. The expansion includes all new back of house support and athlete areas, and a new 10-lane, 50 metre competition pool with 1,000 permanent legacy seats. 9,000 temporary seats will be added for the Games. The FINA endorsement was not included with the Bid Submission but was received subsequent to the visit by the Evaluation Commission.
	Diving	Gold Coast Aquatic Centre	Yes	<ul style="list-style-type: none"> Diving will take place in the existing Diving Pool at the Gold Coast Aquatic Centre. Temporary Seating is planned to meet the 2,500-seat requirement.
Athletics	Track & Field	Carrara Stadium	Yes	<ul style="list-style-type: none"> Carrara Stadium is a newly redeveloped 25,000-seat stadium which opened in May 2011 as the home to an Australian Rules Football Club. A proposed temporary expansion of 15,000 seats and a competition Athletics track will be added to meet the CGF / IF requirements. The Stadium will also act as the venue for Ceremonies. A warm-up track will be added adjacent to the facility for the Games and will be a legacy facility for the community post-Games. The Stadium is within 20 minutes from the proposed Village. During the site inspection by the Evaluation Commission two key issues were clarified: <ul style="list-style-type: none"> – During the visit the detailed works budgets and other information was provided to demonstrate alignment with the proposed construction programme. – The Evaluation Commission received clarification regarding the exclusive use of the facility for the Games, given that the venue has an existing prime tenant (Australian Football League team). It was confirmed the lease agreement is “event friendly” and does not pose any issues.

Sport	Discipline	Venue	IF Approval	Comments
				<ul style="list-style-type: none"> Subject to final analysis of the temporary modifications prior to the Games, the facility offers state-of-the-art spectator and athlete facilities and will provide an excellent venue for Athletics competition.
	Marathon & Race Walks	Southport Broadwater Parklands (South)	Yes	<ul style="list-style-type: none"> The Southport Broadwater Parklands will be a temporary venue for the road events including Cycling, Triathlon and Athletics. The Parklands are located 5 minutes from the Village site, and have hosted numerous sporting and entertainment events including marathons, cycling events, concerts and live sites. As the venue will host a number of road events for the Games there is an inherent efficiency for the Organising Committee, and the city has extensive experience in the logistics of closing streets for the competition course.
Badminton		Carrara Sport and Leisure Centre	Yes	<ul style="list-style-type: none"> The Carrara Sport and Leisure Centre will be a new facility built to replace an existing field house used for basketball competition and other court activities. The venue is located within 20 minutes of the Village site and will integrate a 2,500-seat temporary venue for the Games as well as athlete and back of house support functions.
Basketball	Preliminaries	Cairns Convention & Exhibition Centre	Yes	<ul style="list-style-type: none"> This is an existing venue that currently hosts professional basketball in Cairns in far north Queensland. Given the significant distance of this venue from the Gold Coast, the athletes, officials and CGA members will be housed in an alternate Games hotel. The Gold Coast security and transport teams provided information to assure the Evaluation Commission that this was reasonable, and the Gold Coast team committed to paying for all travel and accommodation for the teams, officials and CGA members travelling from the Games Village.
	Preliminaries	Townsville Entertainment Centre	Yes	<ul style="list-style-type: none"> Refer Cairns Convention and Exhibition Centre above. This venue is also located in far north Queensland and will involve an alternate Games hotel for the CGF Family.



Sport	Discipline	Venue	IF Approval	Comments
	Finals	Gold Coast Sports Arena	Yes	<ul style="list-style-type: none"> • The Sports Arena will be a temporary structure purpose built as an indoor sporting venue. It is located in the Southport Broadwater Parklands. 5 minutes from the Games Village. It will host both disciplines of Gymnastics and the Basketball finals. The legacy plans for the venue involve the relocation of the entire facility within the community to meet future demand. There are numerous manufacturers of quality structures of this type, and they are becoming more typical within Games venue development programmes around the world. • As it is a temporary structure, all of the venue build-out will also be temporary. The competition schedule indicates an overnight transition between Gymnastics (Rhythmic) and Basketball finals, and the Evaluation Commission was assured this was achievable. Moreover, should a conflict develop, the Gold Coast team has flexibility to modify the sports programme to allow for more time between Gymnastics and Basketball finals.
Boxing		Oxford Studios	No	<ul style="list-style-type: none"> • This working movie studio is a unique selection for a multi-sport venue that will create significant challenges. • The block plan includes the necessary elements, but this venue will require extra attention for the spectator areas to meet an acceptable level. All back of house, athlete and spectator facilities will be temporary. • The site inspection by the Evaluation Commission provided a better understanding of the potential for the Oxford Studios, but challenges are nonetheless anticipated. • While a National Federation approval was provided, and verbal approval received, a letter from AIBA was never received from Gold Coast.

Sport	Discipline	Venue	IF Approval	Comments
Cycling	Mountain Bike	Hinze Dam	No	<ul style="list-style-type: none"> The Hinze Dam area is an existing recreation location for the community and is the site proposed for the Mountain Bike course. Hinze Dam is located approximately 34 minutes from the Games Village. The venue will be 100% temporary including 2,000 seats for spectators and the accredited stand. The block plan included in the Candidature File did not meet the CGF / IF requirements. However, subsequent to the visit the Gold Coast submitted a revised plan that modified the layout, meeting the CGF / IF requirements. While a National Federation approval was provided, a letter from UCI (International Federation) was not received from Gold Coast.
	Road Race & Time Trial	Merv Craig Sporting Complex	No	<ul style="list-style-type: none"> The Merv Craig Sporting Complex will host the Cycling Road Race and Time Trials using 100% temporary venues. The facility is located approximately 28 minutes from the Games Village. The venues as submitted in the Bid did not meet the requirements for spectator and accredited seating. Subsequent to the Evaluation Commission visit Gold Coast provided revised block plans that meet the CGF/IF requirements. While a National Federation approval was provided, a letter from UCI was not received from Gold Coast.
	Track	Queensland State Velodrome	No	<ul style="list-style-type: none"> This will be a new purpose-built Velodrome on the site of the existing Queensland cycling track in Brisbane, 55 minutes from the Games Village. While the structure and track will involve permanent construction, the majority of the Games front of house and back of house requirements will be delivered using temporary facilities, including the majority of spectator seating. The Gold Coast provided additional budget information at the request of the Evaluation Commission during the visit. It is anticipated it will be difficult to complete a tier 1, UCI homologated venue on the basis of the budget listed in the Candidature File. However the use of temporary facilities provides the flexibility to add all required elements to assure compliance with the CGF / IF requirements.



Sport	Discipline	Venue	IF Approval	Comments
				<ul style="list-style-type: none"> While a National Federation approval was provided, a letter from UCI (International Federation) was never received from Gold Coast.
Gymnastics	Artistic	Gold Coast Sports Arena	Yes	<ul style="list-style-type: none"> Refer Basketball Finals above
	Rhythmic	Gold Coast Sports Arena	Yes	<ul style="list-style-type: none"> Refer Gymnastics above. The Candidature File did not include the field of play layout for Rhythmic Gymnastics; however, as the field of play podium for Rhythmic is less than half the size of the podium for Artistic, there should be no issue in providing an adequate competition facility.
Hockey		Gold Coast Hockey Centre	Yes	<ul style="list-style-type: none"> The existing Hockey Centre will undergo a major redevelopment to host the Games Hockey competition, establishing the facility as Queensland's premier hockey venue and providing an important legacy facility. The majority of the athlete and spectator amenities will be provided using temporary facilities to meet Games requirements. As the proposed competition schedule involved the concurrent use of the two proposed competition pitches, the Evaluation Commission suggested a third pitch be added for team warm-up during these overlapping sessions. Subsequent to the visit the Gold Coast has committed to add a minimum of a half-field for player warm-up. The Gold Coast City Council also provided a commitment letter stating that the adjacent land was available and they would accommodate the additional field of play.
Lawn Bowls		Broadbeach Bowls Club	Yes	<ul style="list-style-type: none"> Broadbeach Bowls Club is an existing lawn bowls facility and will host the Lawn Bowls competition following an upgrade and extension of the facility's existing four greens. The clubhouse building will undergo a major refurbishment for the Games, providing facilities for athletes, the Games Family and media. The venue will also include temporary seating for 2,500 spectators.

Sport	Discipline	Venue	IF Approval	Comments
				<ul style="list-style-type: none"> A significant amount of land is located adjacent to the facility to accommodate all other Games temporary overlay and operational requirements. An additional green may be required if Lawn Bowls is designated as a Para-Sport as 5 greens is the CGF/IF requirement.
Netball	Preliminaries	Gold Coast Convention & Exhibition Centre	Yes	<ul style="list-style-type: none"> The existing Gold Coast Convention and Exhibition Centre, located 20 minutes from the Games Village, is the city's convention and exhibition venue and the largest regional convention centre in Australia. Completed in 2004, the venue comprises a 5,000-seat capacity arena and 6,000 square metres of exhibition space. The venue will host Netball Preliminaries and Finals in the arena, and the IBC/MPC will be housed in the exhibition hall. During the visit it was observed that the Netball venue is currently a professional Basketball venue, operating with simultaneous events at the exhibition centre. However the combination of a Main Media Centre with a competition and Training Venue is complicated and requires additional access control and accreditation protocols.
Rugby Sevens		Robina Stadium	Yes	<ul style="list-style-type: none"> Robina Stadium is an existing, purpose-built football facility with a seating capacity of 27,400. This world-class venue is currently home to national professional rugby league and football (soccer) teams. The facility is well-equipped, with multiple player change rooms, and media facilities comprising commentary and broadcast booths, TV presentation suite and press conference room and media lounge. The venue will require minimal overlay in order to meet the requirements for staging this event. The fast turnover during the Rugby Sevens tournament requires easy access to warm-up facilities to enable the numerous teams "on-call" during the matches. Currently the distance from the warm-up areas to the field of play is considerable and Gold Coast may wish to consider a small warm up area adjacent to the field of play for the next team to be called up.



Sport	Discipline	Venue	IF Approval	Comments
				<ul style="list-style-type: none"> During the visit it was proposed by the Gold Coast that team areas be built near the warm-up field to diminish some of the congestion from the numerous teams on-site during the competition. They also agreed to add a shuttle for team movements.
Shooting	Rifle & Pistol	Belmont Shooting Centre	Yes	<ul style="list-style-type: none"> The Belmont Shooting Centre is one of a limited number of shooting venues at which all shooting disciplines can be accommodated within one site. The centre was the shooting venue for the 1982 Brisbane Commonwealth Games and remains the premier shooting venue in Queensland and Australia. It is a drive of approximately 55 minutes from the Games Village. Hence there may be a requirement Games hotel accommodation for the competing athletes due to the long travel time from the Village. The facility will be upgraded and refurbished for the Games to meet the requirements of the International Sport Federation, including electronic scoring. The distribution of the three spectator areas will add complexity to the operations. Catering distribution and staff movements between disciplines will need to be well planned.
	Shotgun	Belmont Shooting Centre	Yes	<ul style="list-style-type: none"> Refer Rifle and Pistol above.
	Full Bore	Belmont Shooting Centre	Yes	<ul style="list-style-type: none"> Refer Rifle and Pistol above. There is some concern that the Full Bore field of play (range) is oriented with the shooting stations at a lower elevation than the targets, effectively requiring the shooters to “shoot uphill”. The Gold Coast explained that the Shooting Centre was hosting a world championship next year and gave an undertaking to work with the International Federation to address any field of play issues.

Sport	Discipline	Venue	IF Approval	Comments
Squash		Runaway Bay Sports Centre	Yes	<ul style="list-style-type: none"> The Sports Centre is an existing facility located within 20 minutes of the Games Village. The existing indoor sports hall will undergo a redevelopment to accommodate the Squash competition, providing temporary seating for 3,000 spectators. The venue will host both the Squash and Weightlifting competitions and will share temporary athlete and official facilities, located within the same secure perimeter. The Candidature File block plans did not meet the CGF/IF requirements, but information received during and subsequent to the Evaluation Commission brings the venue into compliance with the requirements. The renovated venue will provide a strong post-Gamers community legacy.
Table Tennis		Oxford Studios	Yes	<ul style="list-style-type: none"> Refer Boxing above.
Triathlon		Southport Broadwater Parklands (South)	Yes	<ul style="list-style-type: none"> Refer Marathon and Race Walk above. The Venue as submitted did not meet the CGF/IF requirements for spectators and the IF was concerned about the swim leg start/finish. During the visit we reviewed the concerns and subsequent to the visit the Gold Coast revised the Venue and the ITU has endorsed the plan.
Weightlifting		Runaway Bay Sports Centre	Yes	<ul style="list-style-type: none"> The Weightlifting competition will be staged in a temporary structure adjacent to the Squash facility accommodating up to 2,500 spectators. The Squash and Weightlifting competitions will share temporary athlete and official facilities located within the same secure perimeter. All front of house and back of house facilities will utilise 100% temporary facilities.



Sport	Discipline	Venue	IF Approval	Comments
Wrestling		Coomera Sport & Leisure Centre	Yes	<ul style="list-style-type: none"> • A new indoor community sports facility located 20 minutes from the Games Village will be constructed to host the Wrestling competition. Temporary overlay will be utilised to provide a front of house with 2,500 seats and spectator amenities, as well as back of house areas for athletes, officials and support services. The centre, identified as part of the city's long-term planning strategy, will provide a key community legacy facility as a sports and recreation venue. • The block plan submitted in the Candidature File did not meet the CGF/IF requirements and was not well developed in respect of constituent flows for accredited patrons. Subsequent to the Evaluation Commission site visit the Gold Coast has submitted a block plan that answers addresses the concerns of the Evaluation Commissions.

Appendix F – Hambantota Venue Plan Review

Sport	Discipline	Venue	IF Approval	Comments
Aquatics	Swimming	International Aquatic Centre	No	<ul style="list-style-type: none"> The Aquatics Centre will comprise two 50-metre ten-lane swimming pools and a 33 metre x 25 metre diving pool. It is planned as an iconic building at the southern access to the Games Park. There are currently no indoor 50 metre swimming pools or diving facilities within Sri Lanka and the Aquatic Centre will be retained post-Games to become a legacy for swimming within the Southern Province. The block plan submitted did not demonstrate a clear understanding of the constituent routes within the venue. The accredited seating is not well developed and the media and broadcast areas are not in the correct location. During the visit the venue team indicated a flexibility to make modifications to resolve any planning concerns. The Bid Committee is in communication with the IF, however at this time the venue has not received endorsement from FINA.
	Diving		No	<ul style="list-style-type: none"> Refer Swimming above.
Athletics	Track & Field	Athletics Stadium	Yes	<ul style="list-style-type: none"> A new purpose-built Athletics Stadium is proposed, with a legacy capacity of 25,000 and Games time capacity of 40,000. During the Games, it will stage both Athletics and Rugby Sevens. The two days of Rugby Sevens competition will take place within the athletics in-field, necessitating some temporary field of play extensions onto the running track to accommodate the Rugby pitch. There will be a warm-up track and jump/throw areas adjacent to the Athletics Stadium, with direct and secure access into the competition area. The warm-up track will be retained in legacy mode. The layout of the press and broadcast areas adjacent to the finish line needs attention. The block plan received subsequent to the visit redistributes the accredited stand; however, the broadcast commentator positions are still in the wrong location at the end of the straight, rather than on the finish line.



Sport	Discipline	Venue	IF Approval	Comments
	Marathon	Tissamaharama Cluster	Yes	<ul style="list-style-type: none"> The Marathon will start at Embilipitiya and will follow a route through the District, finishing at the Athletics Stadium. A minor re-adjustment to the Marathon course was proposed by the IAAF, to which Hambantota has responded and awaits further advice.
Archery		Mahinda Rajapaksa International Cricket Stadium	Conditional	<ul style="list-style-type: none"> The Mahinda Rajapaksa International Cricket Stadium opened in February 2011 and staged two matches during the ICC 2011 Cricket World Cup. The current capacity of 34,300 (20,000 seated) will be permanently increased to 60,000 prior to the end of 2012. Archery preliminary and finals sessions will be held on the cricket pitch using a temporary 2,500-seat grandstand. The IF has requested that Hambantota adds a training range to allow the athletes to train as the venue will not be in place until after the Opening Ceremonies, also to be held in the stadium. The Bid Committee has subsequently made a proposal to FITA and is awaiting their response. The venue will pose a challenge to provide a quality spectator experience for Archery within a vast 60,000-seat stadium. The transition from Ceremonies to Archery within the two days as identified by the competition schedule will require careful planning and execution, as will the mitigation of prevailing wind impacts on the venue.
Badminton		Exhibition Centre	Yes	<ul style="list-style-type: none"> The new Exhibition Centre will host three sports during the Games – Badminton, Netball (preliminaries) and Weightlifting. Each sport will be housed in a separate hall, with a 2,500-seat spectator capacity. Post-Games, the Exhibition Centre will revert to its primary use as the Southern Province's main exhibition and conference centre. The transition between singles, doubles and teams will not be easy as the competition schedule will require the transition to occur multiple times to accommodate the individual and team competitions. The accredited stand needs redistribution and the constituent routes within the venue require attention.

Sport	Discipline	Venue	IF Approval	Comments
				<ul style="list-style-type: none"> • There are back of house efficiencies gained by hosting three sports within the Exhibition Centre.
Boxing		Multi Sport Complex	Yes	<ul style="list-style-type: none"> • The Multi Sport Complex will host five sports including Boxing, Lawn Bowls, Squash, Table Tennis and Wrestling. • The Boxing venue will integrate a temporary grandstand of 2,500 seats, as well as all athletes and officials and support areas. • The constituent routing will be difficult at this facility and require careful planning. • There are operational efficiencies to be gained by hosting multiple sports within the complex. However the coordination of the competition schedule and multiple sessions will pose a significant challenge to the operations team for the venue.
Cycling	Road Race & Time Trial	Tissamaharama Cluster	Yes	<ul style="list-style-type: none"> • The Tissamaharama Cluster is 35 kilometres away from the Games Village with the field of play activated by road closure throughout the region. The Cycling Road Race and Time-Trial events will provide an opportunity to showcase the Southern District and its diverse blend of historical, cultural and natural beauty. • Both the Road and Time Trial Cycling will start and finish in Tissamaharama. There will be a temporary spectator capacity of 1,000 at the start/finish zone, with additional spectator areas provided at prime locations throughout the course. The athlete, officials and all support areas will be provided using temporary facilities. • There are three issues with the block plans included in the bid: <ul style="list-style-type: none"> – The arrangements of the accredited grandstand needs to better distribute the press and broadcast while accommodating the Games Family. – The distance from the Games Family lounge to their seating area is considerable, which is not necessary as it is a temporary venue enabling adjustments to be made. – The size of the athlete areas appears to be insufficient, taking into account the team cabins, team chase vehicles and the team aspect of the discipline.



Sport	Discipline	Venue	IF Approval	Comments
	Track	Velodrome	Yes	<ul style="list-style-type: none"> The new Velodrome will be built within the Games Park. This will be the only velodrome in Sri Lanka and will be a permanent facility. The venue will meet all UCI and CGF requirements and will provide a high quality cycling environment. Following the Games, the Sri Lankan Cycling Federation will use this venue as a catalyst to develop the track discipline of the sport. There is significant interest and participation in road cycling and this interest will be harnessed, using the new velodrome, to develop track cycling. The bid submission block plan indicated operations areas outside the security perimeter for the venue. Subsequent to the visit the Bid Committee submitted revised plans that modified the security perimeter to integrate the operations areas. The proposed budget does not appear to be sufficient to create a Tier 1 UCI homologated permanent Cycling Velodrome.
Gymnastics	Artistic	Main Arena	Yes	<ul style="list-style-type: none"> The Main Arena, designed as a flexible, multi-purpose facility, will stage Gymnastics (artistic and rhythmic) as well as Netball (finals). Its flexible design means it can easily be transformed, through overlay, into a world class gymnastics venue that meets FIG/CGF requirements, with an easy transition from gymnastics to the netball finals. Post-Games, as a multi-purpose arena, it will accommodate entertainment, sporting, cultural and music events, and will be an important leisure and entertainment hub for the residential community. The block plans submitted had the following three issues: <ul style="list-style-type: none"> The capacity for Gymnastics is listed at 5000 seats while the CGF manual suggests 7,500 for Artistic and 3,000 for Rhythmic. The internal circulation and routing for all constituents requires additional explanation. The change over from Artistic to Rhythmic to Netball Finals needs special attention during the planning stage.

Sport	Discipline	Venue	IF Approval	Comments
				<ul style="list-style-type: none"> During the visit the Bid Committee indicated that their research led to the decision that, for legacy purposes and for Gymnastics competition in Sri Lanka, 5,000 seats was appropriate rather than the 7,500 recommended in the CGF manual.
	Rhythmic	Main Arena	Yes	<ul style="list-style-type: none"> Refer Artistic Gymnastics above.
Hockey		Hockey Stadium	Yes	<ul style="list-style-type: none"> The Hockey Stadium will be a purpose-built venue for Hockey during the Games. Two new full size synthetic hockey pitches will be built in accordance with FIH/CGF requirements, with associated changing and spectator accommodation. At Games time, the main pitch will have a permanent spectator capacity of 2,500 and 2,500 additional temporary seats. The secondary pitch will have a temporary 2,000-seat grandstand. Post-Games, the venue will provide a tangible legacy as the new home for the Sri Lanka Hockey Federation. The competition schedule indicates that both pitches will be used simultaneously which, according to the CGF Manual, will require an additional Hockey pitch for warm up. Subsequent to the visit the Bid Committee provided a revised block plan that integrates an additional half field synthetic pitch. The following two issues were identified from the bid submission block plan: <ul style="list-style-type: none"> The athlete areas appear undersized for a tournament with multiple teams on site for competition, warm up and training. The accredited stand layout needs attention to enhance the press and broadcast locations.
Lawn Bowls		Multi Sport Complex	Yes	<ul style="list-style-type: none"> The Multi Sport Complex will host five sports including Boxing, Lawn Bowls, Squash, Table Tennis and Wrestling. A temporary lawn bowls venue comprising five natural turf competition greens is planned with total spectator capacity of 2,500 distributed across all competition greens, the majority of which (800) are located at the main green.



Sport	Discipline	Venue	IF Approval	Comments
				<ul style="list-style-type: none"> The constituent routing will be difficult at this facility and will require careful planning. There are operational efficiencies to be gained by hosting multiple sports within the complex. However the coordination of the competition schedule and multiple sessions will pose a significant challenge to the operations team for the venue.
Netball	Preliminaries	Exhibition Centre	Yes	<ul style="list-style-type: none"> The new Exhibition Centre will host three sports during the Games – Badminton, Netball (preliminaries) and Weightlifting. Each sport will be housed in a separate hall, with a 2,500-seat spectator capacity. Post-Games, the Exhibition Centre will revert to its primary use as the Southern Province's main exhibition and conference centre. The accredited stand needs redistribution and the constituent routes within the venue require attention. There are back of house efficiencies gained by hosting three sports within the Exhibition Centre.
Netball	Finals	Main Arena	Yes	<ul style="list-style-type: none"> Refer Artistic Gymnastics above.
Rugby Sevens		Athletics Stadium	Yes	<ul style="list-style-type: none"> Refer Athletics above.
Shooting	Rifle & Pistol	Ranminithenna Shooting Range	Yes	<ul style="list-style-type: none"> The Ranminithenna Shooting Range will be the only permanent venue located outside of the Games Park, approximately 35 kilometres away. It will be a new-build venue specifically for the Games and will accommodate all four shooting disciplines in accordance with IF/CGF requirements. In legacy mode, this permanent venue will be used as the Joint Civilian Military Sports Shooting Venue for the development of shooting in Sri Lanka. It is beneficial having all the shooting disciplines at one venue. The distribution of the three spectator areas will add operational pressure on the staff. Catering distribution, and moving staff and volunteers from discipline to discipline will need to be planned.

Sport	Discipline	Venue	IF Approval	Comments
				<ul style="list-style-type: none"> Subsequent to the visit the Bid Committee confirmed that a cross over is proposed between competitor and spectator areas. Hambantota proposes the Organising Committee will manage the crossing by placing experienced and trained stewards at the crossing point. It was also pointed out that, as this venue is within a military establishment, there is an expectation of high security.
	Shotgun	Ranminithenna Shooting Range	Yes	<ul style="list-style-type: none"> Refer Shooting Rifle & Pistol above.
	Full Bore	Ranminithenna Shooting Range	Yes	<ul style="list-style-type: none"> Refer Shooting Rifle & Pistol above.
Squash		Multi sport Complex	Yes	<ul style="list-style-type: none"> The Multi Sport Complex will host five sports including Boxing, Lawn Bowls, Squash, Table Tennis and Wrestling. The venue will integrate a flexible show court adaptable for both singles and doubles with seating for 2,500 spectators, and in addition 4 doubles and 6 singles courts with 500 additional seats spread across match courts. The constituent routing will be difficult at this facility and require careful planning. There are operational efficiencies to be gained by hosting multiple sports within the complex; however, the coordination of the competition schedule and multiple sessions will pose a significant challenge to the operations team for the venue.
Table Tennis		Multi Sport Complex	Yes	<ul style="list-style-type: none"> The Multi Sport Complex will host five sports including Boxing, Lawn Bowls, Squash, Table Tennis and Wrestling. The venue will integrate two show courts and a further eight match courts. Each show court will have a capacity of 2,500 with an additional 500 seats at the match courts. The constituent routing will be difficult at this facility and require careful planning. There are operational efficiencies to be gained by hosting multiple sports within the complex; however, the coordination of the competition schedule and multiple sessions will pose a significant challenge to the operations team for the venue.



Sport	Discipline	Venue	IF Approval	Comments
Triathlon		Tissamaharama Cluster	Yes	<ul style="list-style-type: none"> • Triathlon will be staged in and around the ancient city of Tissamaharama, approximately 35 kilometres from the Games Park. The freshwater Tissa Lake and the surrounding network of new wide roads (being developed as part of the District's long term transport development plans) will provide an excellent location to host this multi-discipline sport. • Temporary overlay will provide capacity for 2,000 spectators at the transition area, with additional spectator seating/standing areas provided along the course. Road closures will be in place during the event. • The block plans in the bid submissions had the following three issues: <ul style="list-style-type: none"> – The front of house / back of house needs modification as the spectator entry and plaza areas separate the operations areas and require a crossing of the field of play. – It is unclear from the layout where the transition zone for the event is located. The Games Manual suggests the 2,000 seats be located adjacent to this area. – The accredited seating area requires redistribution.
Weightlifting		Exhibition Centre	Yes	<ul style="list-style-type: none"> • The new Exhibition Centre will host three sports during the Games – Badminton, Netball (preliminaries) and Weightlifting. Each sport will be housed in a separate hall, with a 2,500-seat spectator capacity. Post-Games, the Exhibition Centre will revert to its primary use as the Southern Province's main exhibition and conference centre. • The accredited stand needs redistribution and the constituent routes within the venue require attention. • There are back of house efficiencies gained by hosting three sports within the Exhibition Centre.



Sport	Discipline	Venue	IF Approval	Comments
Wrestling		Multi Sport Complex	Yes	<ul style="list-style-type: none"> • The Multi Sport Complex will host five sports including Boxing, Lawn Bowls, Squash, Table Tennis and Wrestling. • The block plans include the appropriate front of house / back of house elements. • The constituent routing will be difficult at this facility and require careful planning. • There are operational efficiencies to be gained by hosting multiple sports within the complex; however, the coordination of the competition schedule and multiple sessions will pose a significant challenge to the operations team for the venue. • The accredited seating areas require redistribution.

