

Infrastructure Development Department (IDD)
GOVERNMENT OF KARNATAKA

**Institutional Strengthening & Sector Inventory for
PPP Mainstreaming in Education**

**Pre-Feasibility Report
Sports Development**



ICRA Management Consulting Services Limited

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Chapter 1: Executive Summary

1.1 Background

The Infrastructure Development Department (IDD) of Government of Karnataka has initiated the process of exploring Public – Private – Partnership (PPP) opportunities in Karnataka in several sectors including education and sports. To achieve its objective, it had invited proposals from empanelled consultants for “Institutional Strengthening and Sector Specific Inventory for PPP Mainstreaming”. Through a competitive bidding process, ICRA Management Consulting Services (IMaCS) was awarded the project for education. IMaCS has conducted five pre-feasibility studies for exploring PPP opportunities in education in Karnataka.

In this report, we are focusing on Sports Development. We have conducted the study through a combination of primary and secondary research. We held detailed discussions with key stakeholders in sports including the government, potential investors, sports infrastructure builders, existing sports infrastructure providers and the users. The secondary research comprise of analysis of the global trend in building sports infrastructure, various sports infrastructure built in India and the models they have adopted.

1.2 Project Concept

Sport has traditionally had a marginal status and has not been considered as an important tool for development. However, the power and potential of sport has increasingly been recognized by the international development community. In particular, sport has been recognized as a viable and practical tool to assist in the achievement of the Millennium Development Goals (MDGs). In spite of various policy efforts and programmes, India is still lagging behind its counter-parts as a sporting nation. There are a number of challenges that still remain and are highlighted below:

- A fundamental problem in promoting sports is the absence of a sporting culture. Alongside this, sports infrastructure is inadequate, particularly in rural areas and the poorer parts of urban areas.
- There is also a tendency to consider sport and academic studies as mutually exclusive.
- There is a sense of inequality among boys and girl in terms of physical activities. Archaic social values have turned out to be a major impediment in promoting sport especially among girls.

- Most of the outdoor games are considered as exclusive preserve of males. In addition, sports provision for disabled individuals is poor.

While Department of Sports under Ministry of youth Affairs and Sports focuses on (i) creating sports infrastructure (ii) promoting capacity building for various sports and (iii) achieving excellence in various competitive events at national and international levels, sports promotional activity is considered as a primary responsibility of National Sports Federations. In addition to the central government initiatives, various sports initiatives are taken at state level.

Some of the initiatives taken by government of Karnataka include construction of indoor and outdoor stadiums at various districts, promotion of sports through providing awards and conducting meets, publicity campaigns, etc. However, challenges are faced in sports development in Karnataka in the propagating sporting culture, identifying talent, training coaches and providing world-class facilities. Thus there is a need for setting up an “Integrated Sports Development Center” in Karnataka.

1.3 Project Design

The Integrated Sports Development Center will have a combination of indoor and outdoor games along with other facilities that will enable it to be on par with fellow international sport development ventures.

Table 1: Sporting Facilities at the Integrated Sports Development Center

Outdoor Games	Indoor Games	Other Facilities
Hockey	Badminton	Lockers
Football	Swimming	Gallery
Tennis	Gym	Food parks
Track and Field		Recreation zones

The compositions of the games have been decided on discussion with various stakeholders in the state of Karnataka.

1.4 PPP Model

Though central and state government initiatives are taken towards creating sports infrastructure to achieve the objectives, lack of technical skills is often observed to be a hindrance leading to an obtrusive need for Public Private Partnership (PPP) models.

The proposed PPP model for this facility is a Build-Operate-Own (BOO) model where the government would essentially provide land and other utilities at pre-agreed rental rate to a private player to develop the facilities. In addition to this, it will also set performance measurement targets to enhance the winning percentage of the sportspersons and unveil monitoring mechanism to ensure sustainable performance. The private player will establish the requisite facilities which will be on par with international standards. It will also be the responsibility of the private player to manage and ensure the facility remains the best in class.

1.5 Project Cost

The total project cost to establish the sporting infrastructure at international standards is about Rs. 58 crores.

Table 2: Project Cost Summary

Sport	Cost (In Rs. Crores)
Football	10.66
Hockey	8.79
Tennis	4.22
Track And Field	5.62
Outdoor Facility	0.30
Badminton	8.46
Swimming	9.17
Gym	3.15
Contingency	7.56
Total	57.92

Source: IMaCS Analysis, Interaction with industry

1.6 The Way Ahead

The land for the Integrated Sports Development Center will have to be allocated. The public sector clearly needs to outline the targets to judge the performance and talent identification and the private sector will have to invest in the idea taking shape.

A steering committee should helm the efforts to develop the state-of-the-art facilities along with the transaction advisor's critical inputs on the implementation of the mega venture.

Chapter 2: Introduction

2.1 Project Idea

The need for an Integrated Sports Facility is driven by the aim to create sporting culture that recognizes the importance of sports and hones trained sportspersons who can shine for India at the global level. In addition to placing Indian sports more firmly on the global map, this will also act as a catalyst to propagate the sporting culture to the grassroots level. This will aid in human development and enhance the exposure level for the youth across all walks.

The Integrated Sports Facility will have combination of indoor and outdoor games built to international specifications, which will give the aspiring sportspersons the exposure to best facilities as well as training.

The involvement of the public sector in the venture will ensure stringent performance planning measures and the involvement of the private sector will usher in the best of facilities.

Thus, the integrated sports facility will be a one-of-a-kind venture near Bangalore which will serve as a starting point for more such initiatives which contribute towards a strong and sustainable sports development in the nation and Karnataka.

2.2 Approach and Methodology

Approach

The approach for the pre-feasibility study for setting up of Integrated Sports Development Center in Bangalore was in three phases as outlined in Figure 1.

Figure 1: Phased Approach to the Engagement



1. Diagnostic Phase

The objective of this phase was to assess the sports climate in India and Karnataka and to analyze the international PPP models for sporting facility that function successfully. This included the following steps:

- Analysis of the existing international PPP models in sports
- Analysis of the sporting infrastructure and achievements in India
- Study and analysis of the performance of Karnataka sports and the infrastructure available at district level to propagate the sporting culture

The outcome of this phase was to identify the gaps in terms of the sporting infrastructure and hence take cognizance of the need for state-of-the-art sporting facility.

2. Need Assessment

The objective of this phase was to outline the need for an international standard sporting facility which would serve as a beacon for enhanced sports development in India. Analysis of two global powerhouse nations, in terms of their sporting culture and visibility at various international events was done to highlight the paradigm shift that is required when it comes to investment in sporting infrastructure in India.

3. PPP Model Design

The objective of this phase is to provide a sustainable PPP model for the establishment of an Integrated Sports Development Center near Bangalore

Methodology

The methodology adopted for this engagement was combination of primary and secondary research.

The primary research constituted interaction with the following stakeholders:

- The Department of Youth Services and Sports
- Industry representatives
- Youth

The key analysis points across these interactions were:

1. Sports scenario in India and Karnataka
2. Understand the sports that have popularity
3. Understand the expectations from stakeholders on the usage and facilities required as part of an integrated sporting facility
4. The design of the facility

Secondary research was undertaken to understand the existing PPP models across the globe and their design and composition.

2.3 Existing Sports Infrastructure under PPP Model

Singapore Sports Hub

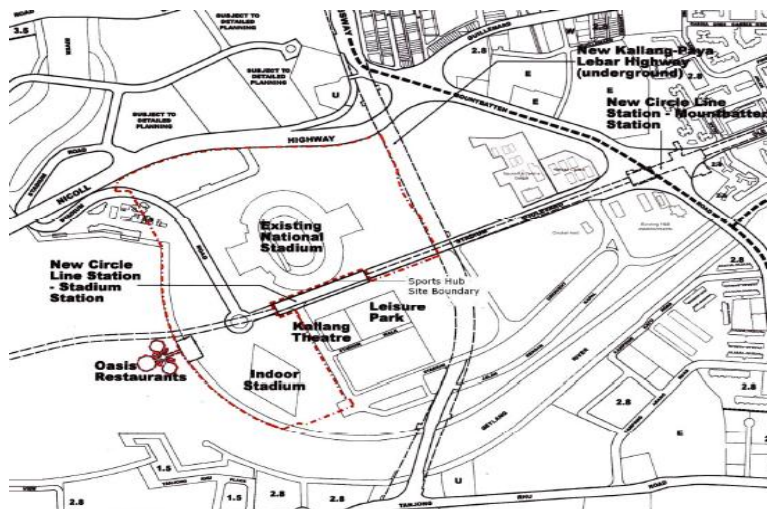
Singapore Sports Hub is the largest sports infrastructure in the world built under a Public Private Partnership (PPP) model. The hub is built on Design, Build, Finance and Operate (DBFO) for 25 years and is expected to be operational from the mid of 2014. It is a fully integrated sports hub consisting of sports, entertainment and lifestyle for the people in Singapore. Constituents of the hub are depicted in the below table:

Table 3: Singapore Sports Hub Features

Capacity	Facility
55,000	National Stadium with sports facility for international athletics, football, cricket, rugby and major spectacular events, including the National Day Parade
3,000; can be expanded to 6,000 to meet the requirement of world tournament standards.	Indoor Aquatic Centre with 50m competition pool, 50m training pool and diving pool with 5m depth
3,000	Multi-purpose indoor arena which is scalable, modular and flexible in layout to conduct badminton, fencing, silat, wushu, gymnastics training, table tennis, shooting and cue sports
41,000 sq.m	Commercial space
12,000	Existing indoor stadium
<ul style="list-style-type: none"> ▪ Sports information and resource centre comprising of library and museum ▪ Water sports centre for various sports such as kayaking, dragon boats, canoeing and rowing ▪ Community water sports facility for training and racing programmes ▪ Sports Promenade with jogging routes, skate park, sports courts, and retail and/or food and beverage outlets. ▪ Community Facilities including beach volleyball, rock climbing wall, basketball hard courts, Skate Park and lawn bowl. 	

Sports hub in Singapore is constructed with an objective to attract sports associations, federations, sports service providers, sports related training and education institutions, retail outlets, etc. Proximity to Singapore airport and its connectivity to transit networks are added advantage.

Figure 2: Singapore sports hub map



Source: Singapore Sports Council

Figure 3: Singapore sports hub



The project budget

The construction cost of the sports hub is estimated as SGD \$1.33 billion, which government will be paying on an annual basis. On completion of construction, government will be making payment on monthly basis to the consortium towards operational expenses and other contractual obligations.

Consortium members

Consortium members for Singapore Sports Hub involve service providers and specialist consultants, as given below:

- **Lead Partner** : Dragages Singapore Pte Ltd
- **Equity Stakeholders** : Dragages Singapore Pte Ltd, HSBC Infrastructure Fund III, United Premas and Global Spectrum Asia Pte Ltd
- **Architect** : DP Architects Pte Ltd and ARUP Sport
- **Construction** : Dragages Singapore Pte Ltd

- **Facilities Management** : United Premas
- **Programming and Events** : Global Spectrum Asia Pte Ltd and World Sport Group

Century Link Field & Event Center, United States

Washington State Public Stadium Authority (PSA) is created by Referendum 48 to build a stadium and exhibition centre. First & Goal Inc. (FGI), the private party to the PPP model, is the developer and operator of Century Link Field & Event Center. The stadium is operational from July 2002.

The stadium consist of the fields for football (55.3 yards wide and 120 yards long) and Soccer (70 yards wide and 110 yards long) to meet the requirement of National Football League, Major League Soccer and World Cup Soccer field and sight-line requirements. Total capacity of the stadium is 72,000 (67,000 fixed seats and 5,000 seats for special events). Some of the other amenities in the stadium are as follows:

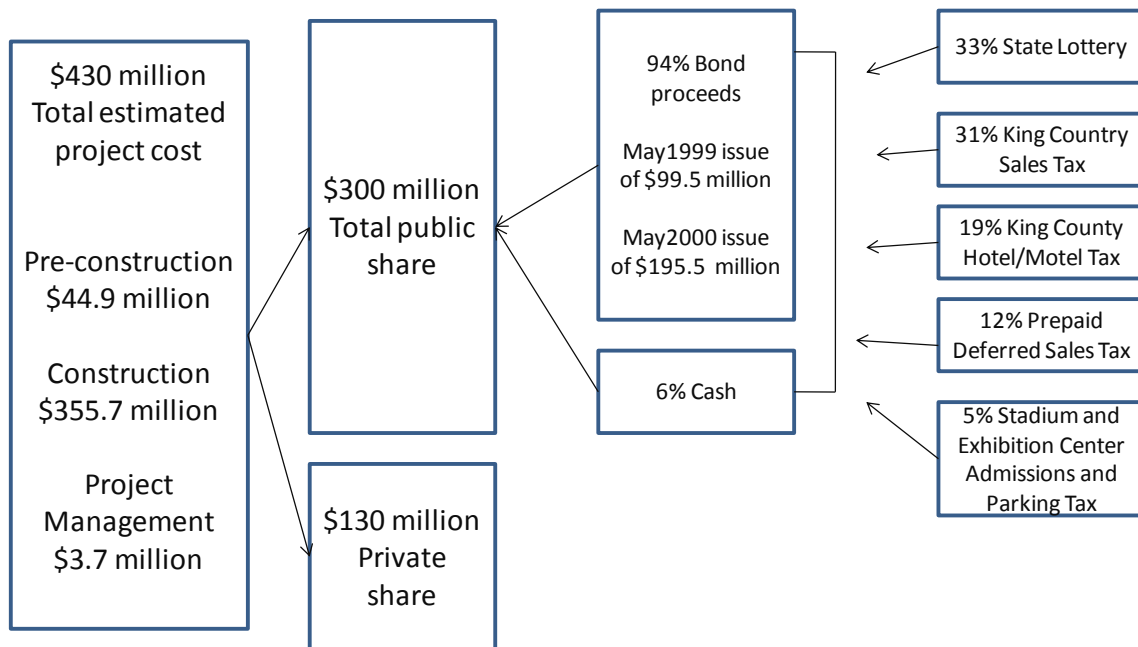
- 11 public elevators
- 63 wheelchair-accessible restrooms
- 1,400 seats for people with disabilities and their companions
- Wider concourses
- 48 concession areas throughout the stadium on all levels
- 3,100 parking spaces onsite, with 8,400 in surrounding lots and 15,000 in lots downtown

Figure 4: Century Link Field



The project budget

The total project budget was \$430 million (\$360 million for Century Link Field and \$70 million for Exhibition Center), out of which \$300 million was in the form of public funding and the remaining \$130 million invested by First & Goal Inc. Sources and uses of project cost is given below:



Source: Washington State Public Stadium Authority

Project members

- **Public Partner/Facility Owner** : Washington State Public Stadium Authority
- **Private Partner/Developer & Operator:** First & Goal Inc.
- **General Contractor** : Turner Construction Company
- **Lead Architect** : Ellerbe Becket, in association with Loschky Marquardt & Nesholm
- **Structural Engineer** : Skilling Ward Magnusson Barkshire
- **Environmental Impact Statement Consultants** : Shapiro & Associates, First & Goal, Ms. Jean Garber, Public Stadium Authority
- **Community Relations** : PRR, Washington Consulting Group
- **Transportation** : The Transpo Group, Heffron Transportation, Entranco Transportation Solutions, Inc.
- **Geotechnical** : Hart Crowser
- **Landscape Architect** : Nakano-Dennis
- **Architects & Planners** : Arai/Jackson, Ellerbe Becket
- **Economics** : Huckell/Weinman Associates Inc.
- **Permitting** : Rachel Ben-Shmuel
- **Legal Counsel** : Ball Janik LLP, Public Stadium Authority, Foster Pepper Shefelman, First & Goal Inc.
- **Public Services** : KPFF Consulting Services

Chapter 3: Sector Profile

3.1 Industry Overview

3.1.1 Global Sports

Globalization of sports took off from 1870s, since then sports have gained attention at national and global level. Globally, sports status of various countries is prestigiously viewed. Global sports market is recovering from the global recession. Global sports market¹ is estimated to be of US\$ 130 billion in the year 2010, with North America generating around 41%, followed by Europe, Middle East and Africa with 35% and Asia Pacific 19%.

Sports sector is expected to gain more attention and growth, due to various factors such as economic growth, increasing awareness on health and fitness, promotional activities, corporate entry into sports, etc. Policy developments in sports have also helped the development of sports across the world. Declaration of Right to child in 1959, enabled the link between education and physical activity. United Nations Educational Scientific and Cultural Organisation (UNESCO) introduced International Charter of Physical Education and Sports in 1978. Two World Summits – Germany in 1999 and Switzerland in 2005 were also conducted towards development of sports across countries. Sports are also viewed as a social service sector due to its contribution to Millennium Development Goals:

1. To eradicate extreme poverty and hunger: Increased employability due to acquired life skills through sports training, employment generation through sports equipment manufacturing, prevention of diseases and thereby avoiding healthcare cost, etc.
2. To achieve universal primary education: Motivation for children to enroll in schools due to school sports programs, motivation for disabled students to enroll in schools, etc.
3. To promoter gender equality and empower women: Helps to improve female mental and physical health, positive shifts in gender norms in terms of safety, self-confidence, leadership opportunities, etc.

¹ Sports market is defined as

4. To reduce child mortality: Used to educate and provide health related information to young mothers, increase in physical fitness, sports based vaccination, etc.
5. To improve maternal health: Sports for health programs to share reproductive health information and services to women, faster post natal recovery due to better physical fitness.
6. To combat HIV, AIDS, malaria and other diseases: Lower rates of health risk behaviours, HIV prevention education, used to increase vaccination rate, etc.
7. To ensure environmental sustainability: Education campaigns, increased participation rate in community action.
8. To develop global partnerships for development with NGO, governments, etc.

Table 4: Region wise categorization of sports

Region	Popular Sports	Leagues
North America	Baseball, Basketball, American Football, Ice Hockey, Soccer	National Football League, Major League Baseball, National Basketball Association, National Hockey League and Major League Soccer
Europe, Middle East and Africa	Football, Rugby, Cricket, Basketball, Volleyball, Hockey	UEFA Championship League, Cricket League
Asia Pacific	Football, Cricket, Basketball, Badminton, Table Tennis, Ice Hockey	Asian Basketball League, Ice Hockey Leagues, Cricket League

Individual sports have become important with Olympic Movement, which was started way back in 1896. Olympic Movement consists of three main parts – International Olympic Committee (IOC), International Sports Federations (IFs) and National Olympic Committees (NOCs). Olympic Movement also comprise of Organising Committee of Olympic Games (OCOGs), national associations, clubs, athletes, judges, coaches and other relevant people.

International Olympic Committee (IOC), an international not for profit entity, is the supreme authority of the Olympic Movement. IOC acts as a channel to bring all parties such as the athletes, International Sports Federations, various National Olympic Committees, Broadcast partners and other recognized

organisations (given in annexure 1) together through its various projects and programs. Some of the major roles of IOC are as follows:

Figure 5: Major Roles of IOC

- To encourage and support the promotion of ethics in sport as well as education of youth through sport and to dedicate its efforts to ensuring that in sport, the spirit of fair play prevails and violence is banned;
- To encourage and support the organisation, development and coordination of sport and sports competitions;
- To ensure the regular celebration of the Olympic Games;
- To cooperate with the competent public or private organisations and authorities in the endeavour to place sport at the service of humanity and thereby to promote peace;
- To take action in order to strengthen the unity and to protect the independence of the Olympic Movement;
- To act against any form of discrimination affecting the Olympic Movement;
- To encourage and support the promotion of women in sport at all levels and in all structures with a view to implementing the principle of equality of men and women;
- To lead the fight against doping in sport;
- To encourage and support measures protecting the health of athletes;
- To oppose any political or commercial abuse of sport and athletes;
- To encourage and support the efforts of sports organisations and public authorities to provide for the social and professional future of athletes;
- To encourage and support the development of sport for all;
- To encourage and support a responsible concern for environmental issues, to promote sustainable development in sport and to require that the Olympic Games are held accordingly;
- To promote a positive legacy from the Olympic Games to the host cities and host countries;
- To encourage and support initiatives blending sport with culture and education;
- To encourage and support the activities of the International Olympic Academy (IOA) and other institutions which dedicate themselves to Olympic education.

Source: International Olympic Committee

IOC organizes the Olympic Games and Youth Olympic Games (YOG) – Summer and Winter Games once in four years. YOG was first held in 2010 in Singapore. Increasing rate of obesity and dropping rate of youths in Olympic Games have led to introduction of YOG by IOC. Youths within the age group of 14 to 18 participate in YOG. In addition to YOG, there are other Olympic games as well, that are being

conducted for youths like European Youth Olympic Festival, Australian Olympic Festival, etc. International Children’s Game (ICG) is conducted once in a year targeting children in the age group of 12 to 15 years. ICG is also recognized as IOC sanctioned event.

Figure 6: Olympic – Summer sports

Aquatics	• Cycling Track	Rowing
• Diving	• Mountain Bike	Rugby
• Swimming	Equestrian	Sailing
• Synchronized Swimming	• Dressage	Shooting
• Water polo	• Eventing	Table tennis
Archery	• Jumping	Taekwondo
Athletics	Fencing	Tennis
Badminton	Football	Triathlon
Basketball	Golf	Volleyball
Boxing	Gymnastics	• Beach volleyball
Canoe kayak	• Artistic Gymnastics	• Volleyball
• Slalom	• Rhythmic Gymnastics	Weightlifting
• Sprint	• Trampoline	Wrestling
Cycling	Handball	• Greco-Roman
• Cycling BMX	Hockey	• Freestyle
• Cycling Road	Judo	
	Modern pentathlon	

Figure 7: Olympic – Winter sports

Biathlon	Skating	• Cross Country Skiing
Bobsleigh	• Figure skating	• Freestyle Skiing
• Bobsleigh	• Short Track Speed Skating	• Nordic Combined
• Bobsleigh Skeleton	• Speed Skating	• Ski Jumping
Curling	Skiing	• Snowboard
Ice Hockey	• Alpine Skiing	
Luge		

Source: Olympic Movement

National Olympic Committees (NOCs) meet at least once in two years to work towards Olympic Movement. They promote fundamental principles of Olympic, develop athletes and support development of various sports in their respective countries. NOCs are responsible for selecting the

candidates for Olympic within their country. Currently there are around 204 National Olympic Committees across five continents:

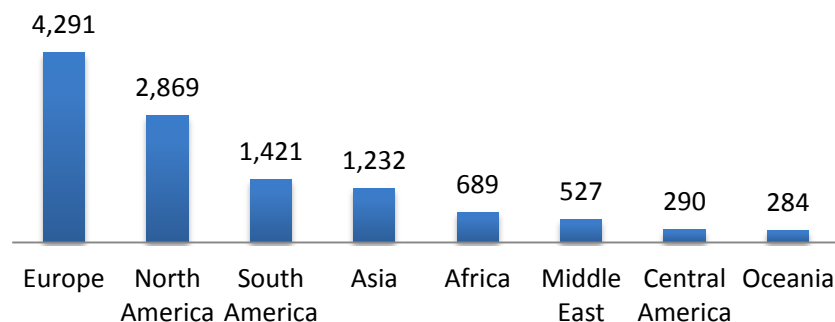
- America: Pan American Sports Organisation
- Europe: European Olympic Committees
- Africa: Association of National Olympic Committee of Africa
- Asia: Olympic Council of Asia
- Oceania: Oceania National Olympic Committee

International Sports Federations are non government organisations and are recognized by IOC. They are affiliated by IOC and administer one or more sports events at global level. They are also responsible to monitor on a daily basis and supervise the practices of athletes at various levels. ISFs have joined together and have formed Associations (Association of Summer Olympic International Federations, Association of International Olympic Winter Sports Federations, Association of IOC recognized International Sports Federation and Sport Accord) to discuss common problems, decide event calendars.

Global Sports Infrastructure

There are around 11,603 different types of stadium (starting from Baseball, Basketball, Football, and Cricket to Bullfight and Horse racing) across the world. Out of which, around 37% of the stadiums are in the continent of Europe and 25% in North America. Out of the total number of stadiums, 54 are having more than 1 lakh capacity.

Figure 8: Region wise no. of sports stadiums



Source: Worlds Stadium

Some of the major multi use stadiums are listed below:

Melbourne Cricket Ground (MCG), Australia

MCG was built in 1853. It is the birth place of test cricket matches and home of Australian football. MCG has an arena of around 20,000 square meters. The goal posts for AFL matches are 15 meters in height and the length of the cricket pitch is 22 yards. The ground holds 114 sprinklers and the grass is a mixture of couch and rye grass. Around 350 man-hours are spent per week towards maintenance of stadium, match preparation and planning and scheduling.

The conventional oval shape stadium holds more than 80 events annually, with the total capacity of about 100,000 people (95,000 seats and 5000 standing room space). Some of the major games conducted in MCG are World Cup final 1992, VFL/AFL Grand Finals, 1956 Olympic Games, Commonwealth Games 2006, etc. Awards and recognitions won by MCG are as follows:

- Australia's highest heritage honour in 2005
- Spirit of Sport Award and State Government's Victorian Heritage Icon Award in 2006
- Australian Institute of Architects Victorian Architecture Awards in 2008

Figure 9: Melbourne Cricket Ground



Rungrado May Day Stadium, North Korea

Rungrado May Day stadium is a multipurpose stadium, constructed in 1989. It has an area pitch of about 2,07,000 square metres. The eight storey stadium has various facilities like football pitch, indoor swimming pool, recreation room, training halls, and indoor running track. The stadium looks like a large flower floating on the waters of Taedong river, the largest river in North Korea. It has a seating capacity of around 1,50,000 people.

Figure 10: Rungrado May Day Stadium



Salt Lake Stadium, India

The Salt Lake Stadium was built in 1984. It is also known as 'Yuba Bharati Krirangan'. Salt lake stadium is used for football matches and athletics. With an area of about 3,09,200 square metres and the seating capacity of 1,20,000 people in a three tier structure, it is the biggest of its kind in Asia. It has accommodated, several international tournaments such as Jawaharlal Nehru International Gold Cup Soccer Tournament, South Asian Games, Pre-World Cup Tournaments, Super-Soccer, FIFA matches, etc

Figure 11: Salt Lake Stadium



Michigan Stadium, United States

Michigan stadium was built in 1927 with a capacity of 72,000 people. Later over the period of time, the capacity was increased to around 1,09,901 people. It is the largest stadium in United States and is known as The Big House is the home of Michigan Football.

Figure 12: Michigan Stadium



Few more major stadiums are given in the below table:

Table 5: Major Global Stadiums

Stadium Name	Constructed in the year	Capacity	Country	Usage	Events
Indianapolis Motor Speedway	1909	More than 2,50,000 seats	United States	Racecourse, Golf course, Museum	<ul style="list-style-type: none"> ▪ Indianapolis 500-Mile Race ▪ Brickyard 400 ▪ From 1994 – Indy Racing League
Tokyo Racecourse	1933	2,23,000	Japan	Horse racing	
Estadio Azteca Stadium	1966	Around 105,000 seats	Mexico	Football, musical performances, used for political and religious events	<ul style="list-style-type: none"> ▪ 1968 – Summer Olympics ▪ 1970 – FIFA World Cup ▪ 1975 – Pan American Games ▪ 1983 – FIFA World Youth Championship ▪ 1986 – FIFA World Cup ▪ 1999 – FIFA Confederations Cup ▪ 2011 – FIFA U-17 World Cup
Shanghai Int'l Circuit	2004	2,00,000	China	Racecourse	
Beaver Stadium	1960	Around 107,000	United States	Football	<ul style="list-style-type: none"> ▪ Special Olympics ▪ Pennsylvania Summer Games
Ohio Stadium	1922	102,329	United States	Football	<ul style="list-style-type: none"> ▪ College football ▪ Ohio State Football Games
Neyland Stadium	1921	Around 1,02,000	United States	Football	<ul style="list-style-type: none"> ▪ Tennessee Volunteers Season ▪ National Football League exhibition games
National Stadium Bukit Jalil	1998	Around 1,00,000	Malaysia	National stadium	1998 – Common Wealth Games
Jornalista	1950	82,238	Brazil	Football and	1950 – World Cup

Stadium Name	Constructed in the year	Capacity	Country	Usage	Events
Mario Filho				others	

Asia is thus fast emerging as a continent which is displaying variety in terms of the sports that are gaining popularity and the facilities that are invested upon to ensure success on the global level. In particular, an analysis of the sporting climate in India will reveal the key genres of interest which reflect the achievement at the international level.

3.1.2 Sports in India

While hockey is the national sports of India, a variety of sports are played across India including football, cricket, golf, tennis, boxing, kabbadi, kho kho, chess, etc. India has also hosted many national and international sports events including Asian Games, Cricket World Cup, Hockey World Cup, Common Wealth Games, etc.

Table 6: Achievements at International level

Sl No.	Event	Achievements
1	Badminton Hong Kong Open Super Series 2010	Ms. Saina Nehwal won the Women's Singles title.
2	Commonwealth Youth (Boys and Girls) Weightlifting Championship 2010	Boy's team won 2 gold medals and 1 bronze medal. Girl's team won 2 gold medals and 1 silver medal.
3	Commonwealth Junior (Men & Women) Weightlifting Championship 2010	Men team won 7 medals (4 Gold, 2 silver and 1 bronze). Women team also won 7 medals (3 Gold and 4 Silver).
4	1st Asian Hockey Championship 2011	Indian Hockey team (Men) won Gold medal.
5	4th Commonwealth Youth Games 2011	Indian team won 9 medals (3 Gold, 3 Silver and 3 Bronze).
6	Asian Senior Weightlifting Championship 2011	Indian National weightlifting team won three bronze medals.
7	5th Commonwealth Taekwondo Championship 2011	Indian team won 7 medals (4 gold, 1 silver and 2 bronze).
8	World Women Boxing Youth and Junior Boxing Championship 2011	Indian National boxing team won 4 Gold, 1 Silver and 2 Bronze medals.
9	Asian Cup Women's Boxing Tournament 2011	Indian National boxing team won 1 Gold, 1 Silver and 4 Bronze medals
10	16th International Boxing	Indian National boxing team won 2 Bronze medals

Sl No.	Event	Achievements
	Tournament 2011	
11	9th President Heydar Aliyev Cup Boxing Tournament 2011	Indian National boxing team won 1 Gold and 2 Bronze medals
12	Arafura Games	Indian National boxing team won 1 Gold, 2 Silver and 2 Bronze medals
13	South Asian Judo Championship	Indian National Judo team won 4 Gold medals
14	Asian Youth and Junior Judo Championship 2011	Indian Youth and Junior teams won 1 Gold, 4 Silver and 2 Bronze medals
15	18th Asian Junior Squash Individual Championship 2011	Indian National squash team won 1 Gold, 2 Silver and 5 Bronze medals
16	Asian Wrestling Championship	Indian National wrestling team won 1 Bronze medal
17	11th International Volleyball Tournament 2011	Indian National Volleyball (Junior Men) won the gold medal
18	Asian Billiards Championship 2011	Indian National billiards team won 1 Gold medal
19	12th Asian Shooting Championship 2012 Doha	Indian Shooters won 14 medals (7Gold, 3 Silver and 4 Bronze) in the senior category and 12 medals (1 Gold, 4 Silver and 7 Bronze) in junior category.

Source: Annual Report of Ministry of Youth Affairs and Sports

Table 7: List of stadiums in India

Place	Stadium Name	Capacity	Usage
Calcutta	Saltlake Stadium	120,000	Football
Calcutta	Ranji Stadium	90 000	Cricket
New Delhi	Jawaharlal Nehru Stadium	60 000	Multi-use
Raipur	International Cricket Stadium	60 000	Cricket
Mumbai	DY Patil Stadium	55 000	Cricket
Hyderabad	Rajiv Gandhi Stadium	55 000	Cricket
Ahmedabad	Sardar Patel Stadium	54 000	Cricket
Kozhikode	Municipal Corporation Stadium	53 000	Football
Chennai	MA Chidambaram Stadium	50 000	Cricket
Kochi	Jawaharlal Nehru Stadium	50 000	Football
New Delhi	Feroz Shah Kotla	48 000	Cricket
Visakhapatnam	ACA-VDCA Stadium	46 000	Cricket
Pune	MCA Pune Int'l Cricket Centre	46 000	Cricket
Kanpur	Green Park Stadium	45 000	Multi-use
Chennai	Jawaharlal Nehru Stadium	40 000	Football

Place	Stadium Name	Capacity	Usage
Siliguri	Kanchenjunga Stadium	40 000	Multi-use
Mohali	PCA Stadium	40 000	Cricket
Nagpur	VCA Ground	40 000	Cricket
Jamshedpur	JRD Tata Sports Complex	40 000	Multi-use
Bangalore	Chinnaswamy Stadium	40 000	Cricket
Bangalore	Sree Kanteerava Stadium	40 000	Football
Cuttack	Barabati Stadium	35 000	Cricket
Mumbai	Wankhede Stadium	33 000	Cricket

Source: Worlds Stadium

Department of Sports

Development of sports sector is linked to economic development, human capital formation and improvement in public health. Recognizing the importance of sports, Department of Sports was set up in 1982 during the 9th Asian Games in New Delhi. Subsequent to that Department of Sports was renamed as Department of Youth Affairs and Sports in 1985 and latter in 2000 it became a Ministry. Ministry was again bifurcated into Department of Youth Affairs and Department of Sports in 2008.

The Sports Authority of India (SAI) was established in 1984, as an execution wing of sports for Ministry of Youth Affairs and Sports. Aims and objectives of SAI are as follows:

- To promote and broad-base sports in India
- To implement schemes for achieving excellence in sports
- To maintain and utilize the stadiums constructed/renovated for 9th Asian Games in 1982
- To act as an interface between Government and various agencies including State Governments, National Sports Federations, Sports Control Boards, Corporate, etc who play promotional/developmental role in sports sector.
- To establish and manage institutions producing coaches, sports scientist and physical education teachers.
- To plan, construct, acquire, develop, takeover, manage and utilize sports infrastructure and facilities in India
- To initiate, undertake, sponsor and encourage sports projects related to various sports sciences
- Other incidental issues concerning promotion, development and excellence in sports.

Several field units are established by SAI to achieve their objectives

1. Academic unit:

- a. SAI Netaji Subhas National Institute of Sports, Patiala
- b. SAI Lakshmi Bai National College of Physical Education, Thiruvananthapuram

2. Regional centres and sub-centres

- a. Regional centres
 - i. SAI Netaji Subhas Eastern Centre, Kolkata
 - ii. SAI Netaji Subhas Southern Centre, Bangalore
 - iii. SAI Ch. Devi Lal Northern Centre, Sonapat
 - iv. SAI Netaji Subhas Western Centre, Gandhinagar
 - v. SAI Bhai Udhav Das Mehta Central Centre, Bhopal
 - vi. SAI Netaji Subhas North Eastern Centre, Imphal
- b. Sub centres
 - i. SAI Netaji Subhas Sub-Centre, Guwahati
 - ii. SAI Netaji Subhas Sub-Centre, Lucknow
 - iii. SAI Netaji Subhas Sub-Centre, Hazaribagh

3. Centres for implementing sports promotional schemes

- a. Centre of Excellence Scheme (COX) – for senior level trainees
- b. SAI Training Centres (STC) Scheme – for junior level trainees
- c. Special Area Games (SAG) Scheme – for junior level trainees
- d. Army Boys Sports Companies (ABSCs) Scheme – for sub-junior level trainees
- e. National Sports Talent Contest (NSTC) Scheme – for sub-junior level trainees

4. SAI Stadium at Delhi

- a. Jawaharlal Nehru Stadium
- b. Indira Gandhi Stadium (Indoor) and Yamuna Velodrome
- c. Major Dhyan Chand National Stadium
- d. Dr. Shyama Prasad Mookherjee Swimming Pool Complex
- e. Dr. Karni Singh Shooting Ranges

As a first move towards developing an organized and systematic framework for the development and promotion of sports, National Sports Policy was enacted 1984. The policy was amended in 2001 to increase the coverage, upgradation and development of infrastructure, strengthening of scientific and coaching support, among others. Number of national sports federations has come up over the years for

development of specific sports or games. Guidelines are formulated and revised from time to time based India's experience in preparations for Asian Games and Olympic Games, and recommendations given by various committees that are set formed for promotion of sports.

3.2 Regional Profile – Sports in Karnataka

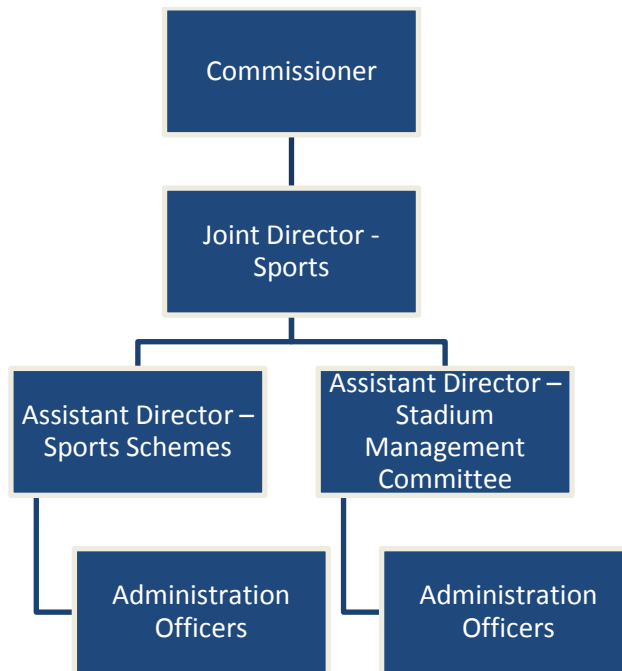
Karnataka has always been in the limelight when it comes to the performance and passion for sports. In addition to the achievements in cricket, Karnataka has given many sporting champions in sports like swimming, badminton, tennis, etc. The sporting culture in the state is helmed by the Department of Youth Services and Sports.

3.2.1 Institutional Structure

The Department of Youth Services and Sports was established in 1969 as the Directorate of Youth Services with the aim of channelizing the dynamism of Youth in Nation building activities. The Department was reorganized in 1975 by establishing Divisional level and District level offices and again in 1977 by appointing officers at the Block level. In 1980 the department was again reorganized by merger of Karnataka State Sports Council and renamed as Department of Youth Services and Sports². The department is headed by the Commissioner for Youth Services and Sports.

² Source: The Department of Youth Services and Sports, Karnataka

Figure 13: Organization Chart of the Department of Youth Services and Sports



Source: The Department of Youth Services and Sports, Karnataka

3.2.2 Key Activities

The Department of Youth Services and Sports has several key activities that are aimed at greater performance in sports.

1. State Sector Schemes³:

1. Youth Camps and rallies:

Youth rallies are organised for the members of Youth Groups to show case their inherent talents in Folk Arts and other cultural activities.

2. Conduct of training programmes:

To encourage youth to involve themselves in community development programmes, acquire leadership qualities; and for Entrepreneurship Development for Self Employment and to hone in their Soft Skills, the department is conducting Yuva Chetana, Yuva Prerana and Yuva Samvahana training programmes.

³ Source: Department of Youth Services and Sports, Karnataka

3. Publication of Youth Literature:

Yuva Karnataka - A Departmental monthly Magazine is published every month which provides a constructive platform to bring out the hidden talent in the youth. It is the mouth piece of the Youth of Karnataka.

4. State Youth Award:

In recognition of the services rendered by individual youths and youth organisations in the fields of community development and welfare the youth awards are being conferred every year.

5. Incentive Scholarship to High School students:

Scholarship of Rs.600 is given to the High school boys and girls who have won medals at the state level and national level sports competitions.

6. Youth Festival:

National Youth Festival programme is organised by the Government of India during National Youth Week. Under this programme District and State youth festival are organised by the State Government to select the state contingent to participate in National youth festival. This annual mega event gives an opportunity to the youth to participate, interact, perform and excel in different cultural events organised under it. The participation has been promoting not only the hidden talent of the youth coming over all the states and union territories of India, but also infusing in them the sense of harmony and national integration through closer interaction that the occasion of this national festival provides.

7. Student welfare scheme:

To encourage and maintain linkages with the student youth, identify their talents and provide vocational guidance, etc the department appoints Student Welfare officers in colleges.

8. State Youth Centre:

A centre with best of facilities for nurturing young talents and acquiring knowledge; develop useful and interesting hobbies; a hub of activities and programmes which empower youth with skills, knowledge and attitude.

9. Bharath Scouts & Guides:

It is a voluntary organisation dedicated to inculcate discipline and a sense of service among the students at Primary, Middle and High School level through scout's movement. It is a grant-in-aid institution of the department.

10. Girl Guides:

Bharath scouts and guides is a voluntary organisation dedicated to inculcate discipline and a sense of service among the Girl students at Primary, Middle and High School level through Guides movement. It is also a grant-in-aid institution of the department.

11. District and State level seminar and workshop:

To organize and conduct seminars, conferences, and workshop for Youth to encourage them to acquire knowledge and skills on various issues of national importance.

12. District Youth Award:

To recognize and provide encouragement to Youth Clubs, and youths engaged in promotion of welfare activities District Youth Awards are conferred.

13. Promotion of sports activities:

Through this programme, legislature sports meet, Government employee meet, Rural women meet and civil sports programme will be conducted to promote sports activities.

14. Sports institutions and hostels:

With a view to identify, nourish and develop sports talents in rural and urban areas in the State, and to give scientific training so as to train them to become national and international sports persons.

15. Sports Authority of Karnataka:

It is one of the grant in aid institution, conducting State level, National level and International level sports programmes and coaching camps etc., through state sports associations.

16. General Thimmaiah National academy of adventure:

It is one of the grant-in-aid institutions of the department. This academy organises various adventure sports, such as Trekking, Rock Climbing, Para sailing, Canoeing, Kayaking, White Water Rafting, Mountaineering expeditions, Orientation Training, Nature Study, Week -End –Camps, etc.

17. Rural Sports and Games:

Mass sports, sports materials to rural sports clubs, inter youth club tournaments and sports awards are being given to encourage Sports in Rural areas.

18. Publicity campaign:

Publicity of Departmental programmes and activities to Youth community through literature films, tableau, handouts brochures, pamphlets, etc., and the publicity have also been taken up through publication of Yuva Karnataka monthly magazine.

19. Capital expenditure- construction of stadium:

To develop sports infrastructure in the state, Indoor Stadia and Swimming Pools are being constructed at District level.

2. Schemes under Zilla Panchayath

Following schemes are implemented through the Zilla Panchayaths in the State to propagate sports development at the grass-root level in the state.

- Youth Welfare Programmes for Youth Club Members
- Organisation of Meets and Rallies
- Maintenance of Stadium
- Construction of Rural Gymnasium
- Construction of Taluk/Mandal level Stadium
- Grants for Construction of Indoor Stadium
- Grants for development of play fields
- Grants for Construction of 'Khusti Akhada'
- Sports Training in Rural Areas
- Implementation of PYKKA

In addition to the schemes, the Department has put-up sporting facilities at the district level, which is summarized in the table below.

Table 8: District-wise Sporting Infrastructure in Karnataka

Sl. No.	Name of Districts	Facilities available in the Outdoor complex: For example : Athletics, Clay/Cinder/Syn. Track, Football/Hockey Clay/Grassy/Syn. Surface, BB/VB/HB etc. Any other facility				Area of Sports complex is in closed area or in open area	Sports Disciplines popular in the district.	Disciplines in which coaches are available in the complex and their number
1	2	3				4	5	6
1	BANGALOREUR	Synthetic Track, Basket Ball, Volleyball court Handball, Long-Tennis Court Swimming, and Hostel Building				Open and closed Area	All Disciplines (Volleyball, Handball, Basket Ball, Football, Athletic, Kho-kho, Kabaddi, Gymnastic, Long Tennis)	Coaches-15
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Anekal	1	-	-	-			
	Bangalore North	-	-	-	-			
	Bangalore south	-	-	-	-			
2	BANGALORE RL	Multi Gym				Open and closed Area	All Disciplines (Volleyball, Handball, Basket Ball, Football, Athletic, Gymnastic, Long Tennis)	Coaches-2
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Nelamangala	1	-	-	-			
	Doddaballapura	1	-	-	-			
	Devanahalli	1	-	-	-			

Sl. No.	Name of Districts	Facilities available in the Outdoor complex: For example : Athletics, Clay/Cinder/Syn. Track, Football/Hockey Clay/Grassy/Syn. Surface, BB/VB/HB etc. Any other facility				Area of Sports complex is in closed area or in open area	Sports Disciplines popular in the district.	Disciplines in which coaches are available in the complex and their number
	Hosakote	1	-	-	-			
3	BAGALKOTE	Volleyball, Football, Multigym, Long Tennis, Athletic Track, Indoor, Swimming and Hostel Building				Open and closed Area	Cycling, Wrestling, Hockey, Athletic, Kabaddi, Kho-Kho	Coaches-2
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Bilagi	1	-	-	-			
	Badami	-	-	-	-			
	Mudhol	1	-	-	-			
	Hungund	1	-	-	-			
	Jamakhandi	1	1	-	-			
4	BELLARY	Volleyball, Football, Kabaddi, Kho-kho Cinder Track, Indoor and Hostel Building				Open and closed Area	Volleyball, Athletic, Hockey	Coaches-3
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Hadagalli	-	-	-	-			
	H.B. Halli	-	-	-	-			
	Kudligi	1	-	-	-			
	Sandur	-	-	-	-			
	Hosepet	1	1	1	-			
	Siruguppa	-	-	-	-			

Sl. No.	Name of Districts	Facilities available in the Outdoor complex: For example : Athletics, Clay/Cinder/Syn. Track, Football/Hockey Clay/Grassy/Syn. Surface, BB/VB/HB etc. Any other facility				Area of Sports complex is in closed area or in open area	Sports Disciplines popular in the district.	Disciplines in which coaches are available in the complex and their number
5	GULBARGA	Cinder Track, Swimming, Hockey, Basket Ball, Volleyball Court Indoor and Hostel building, Long Tennis, TT				Open and closed Area	Kho-Kho	Coaches-2
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Chitapur	-	-	-	-			
	Chincholi	-	-	-	-			
	Jewargi	1	-	-	-			
	Afzalpur	-	-	-	-			
	Sedam	-	-	-	-			
	Aland	-	-	-	-			
6	BELGAUM	Synthetic Athletic Track, Basket Ball, Volleyball Court, Indoor and Hostel building				Open and closed Area	All Disciplines (Volleyball, Handball, Basket Ball, Football, Athletic, Swimming , Judo, Cycling, White Lifting)	Coaches-12
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Khanapura	-	-	-	-			
	Soudatti	1	-	-	-			
	Hukkeri	-	-	-	-			
	Athani	1	-	-	-			

Sl. No.	Name of Districts	Facilities available in the Outdoor complex: For example : Athletics, Clay/Cinder/Syn. Track, Football/Hockey Clay/Grassy/Syn. Surface, BB/VB/HB etc. Any other facility				Area of Sports complex is in closed area or in open area	Sports Disciplines popular in the district.	Disciplines in which coaches are available in the complex and their number
	Bailhongala	1	-	-	-			
	Ramadurga	-	-	-	-			
	Raibhaga	1	-	-	-			
	Gokak	1	-	-	-			
	Chikkodi	1	-	-	-			
7	BIDAR	Basket Ball, Volleyball, Kabaddi, Cinder Track, Swimming, Hockey Court indoor and Hostel Building				Open and closed Area	Volleyball, Athletic,	Coaches- Nil
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Balki	-	1	-	-			
	Basavakalyana	1	-	-	-			
	Hunabad	1	-	-	-			
	Aurad	1	-	-	-			
8	BIJAPUR	Cinder Track, Basket Ball, Volleyball, Hockey Court, Cycling Track, Indoor, Multi Gym and Hostel Building				Open and closed Area	Cycling, Wrestling, Athletic and Volleyball, Basketball	Coaches-2
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Sindagi	-	-	-	-			
	Muddebihal	-	-	-	-			
	Indi	1	-	-	-			
	Basavnabegewad	-	-	-	-			

Sl. No.	Name of Districts	Facilities available in the Outdoor complex: For example : Athletics, Clay/Cinder/Syn. Track, Football/Hockey Clay/Grassy/Syn. Surface, BB/VB/HB etc. Any other facility				Area of Sports complex is in closed area or in open area	Sports Disciplines popular in the district.	Disciplines in which coaches are available in the complex and their number
	i							
9	CHAMRAJNAGAR	Basket Ball, Kabaddi, Volleyball, Court, Swimming Indoor				Open and closed Area	Football, Volleyball	Coaches-1
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Kollegala	1	-	-	-			
	Gundulpete	1	1	-	-			
	Yelandur	-	-	-	-			
10	CHICKMAGALORE	Athletic Track, Basket Ball Court, Football, Settle Badminton, Gym, Swimming and Hostel Building				Open and closed Area	Athletic and Volleyball	Coaches-1
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Mudigere	1	-	-	-			
	Koppa	-	-	-	-			
	Kaddur	1	-	-	-			
	Tarikere	-	-	-	-			
	Sringeri	-	-	-	-			
	N.R. Pura	-	-	-	-			

Sl. No.	Name of Districts	Facilities available in the Outdoor complex: For example : Athletics, Clay/Cinder/Syn. Track, Football/Hockey Clay/Grassy/Syn. Surface, BB/VB/HB etc. Any other facility				Area of Sports complex is in closed area or in open area	Sports Disciplines popular in the district.	Disciplines in which coaches are available in the complex and their number
11	CHITRADURGA	Synthetic Track, Basket Ball, Volleyball, Handball, Swimming, Indoor, Gym hall, and Hostel Building, Clay Track, Hockey, Long Tennis				Open and closed Area	Athletic, Volleyball, Kabaddi, Kho-Kho	Coaches-2
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Challakere	1	-	-	-			
	Hiriyur	1	-	-	-			
	Hosadurga	1	1	1	1 (syn.T)			
	Holaikere	1	-	-	-			
	Molakalmuru	-	-	-	-			
12	DAVANGERE	Athletic Track, Volleyball, Long Tennis, Basket Ball Court, Swimming, Indoor, Skating Rink, Badminton hall, Wrestling hall and Sports Hostel Building				Open and closed Area	Wrestling, Kabaddi, Kho-Kho	Coaches-4
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Harihar	1	-	1	-			
	Honnali	1	1	-	-			
	Harapanahalli	1	-	-	-			
	Channagiri	1	-	-	-			
	Jagalur	1	-	-	-			

Sl. No.	Name of Districts	Facilities available in the Outdoor complex: For example : Athletics, Clay/Cinder/Syn. Track, Football/Hockey Clay/Grassy/Syn. Surface, BB/VB/HB etc. Any other facility				Area of Sports complex is in closed area or in open area	Sports Disciplines popular in the district.	Disciplines in which coaches are available in the complex and their number
13	DHARWAD	Basket Ball Court, Indoor, Badminton hall, Table Tennis Hall, Atheletic Track				Open and closed Area	Volleyball, Basketball, Athletic and Cycling	Coaches-7
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Hubli	-	-	1	-			
	Kalghatagi	-	-	-	-			
	Kundagoi	-	-	-	-			
	Navalagunda	-	-	-	-			
14	GADAG	Synthetic Track, Sports Hostel Building, Volleyball				Open and closed Area	Hockey, Cycling, Wrestling	Coaches - Nil
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Mundaragi	1	-	-	-			
	Shirhatti	-	-	-	-			
	Ron	1	-	-	-			
	Naragund	-	-	-	-			
15	HASSAN	Cinder Track, Sports Hostel Building, Basket Ball, Volleyball Court, Indoor, Badminton Hall, Basketball Hall, Skating Rink, Indoor, Swimming, Football, Hockey Court				Open and closed Area	Volleyball, Basketball, Hockey, Gymnastic	Coaches-5
	Block	Taluk's	Indoor/Outdoor	Swimming	Others			

Sl. No.	Name of Districts	Facilities available in the Outdoor complex: For example : Athletics, Clay/Cinder/Syn. Track, Football/Hockey Clay/Grassy/Syn. Surface, BB/VB/HB etc. Any other facility				Area of Sports complex is in closed area or in open area	Sports Disciplines popular in the district.	Disciplines in which coaches are available in the complex and their number
		Stadium						
	Arkalgud	-	-	-	-			
	Sakaleshpura	1	-	-	-			
	H.N. Pura	-	-	-	-			
	Alur	1	-	-	-			
	Asrikere	1	-	-	-			
	C.R.Patna	1	-	-	-			
	Belur	1	-	-	-			
16	HAVERI	Basket ball Court, Indoor, Swimming, Indoor Skating Rink, Badminton hall, Sports Hostel Building Atheletic Track				Open and closed Area	Volleyball, Athletic, Hockey	Coaches-1
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Byadgi	1	-	-	-			
	Ranebennur	1	-	-	-			
	Hanagal	1	-	1	-			
	Shiggaon	1	1	-	-			
	Savanur	1	-	-	-			
	Hirekurur	1	-	-	-			

Sl. No.	Name of Districts	Facilities available in the Outdoor complex: For example : Athletics, Clay/Cinder/Syn. Track, Football/Hockey Clay/Grassy/Syn. Surface, BB/VB/HB etc. Any other facility				Area of Sports complex is in closed area or in open area	Sports Disciplines popular in the district.	Disciplines in which coaches are available in the complex and their number
17	Uttar Kannada	Volleyball Court, Kho-Kho, Kabaddi hall, and sports Hostel Building				Open and closed Area	Wrestling, Athletic	Coaches-2
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Ankola	1	-	-	-			
	Kumta	-	-	-	-			
	Honnavar	-	-	-	-			
	Bhatkal	1	-	-	-			
	Sirsi	1	-	-	(d. std)			
	Siddapur	-	-	-	-			
	Yallapur	-	-	-	-			
	Haliyal	1	-	-	-			
	Joida	1	-	-	-			
Mundagod	1	-	-	-				
18	KOLAR	Athletic Track, Volleyball court, Kho-kho, Kabaddi, Indoor, Sports Hostel building, Basketball				Open and closed Area	Volleyball, Kho-Kho, Kabaddi, Athletic	Coaches -1
		Taluk's Stadium	Indoor/Outdoor	Swimming	Others			

Sl. No.	Name of Districts	Facilities available in the Outdoor complex: For example : Athletics, Clay/Cinder/Syn. Track, Football/Hockey Clay/Grassy/Syn. Surface, BB/VB/HB etc. Any other facility				Area of Sports complex is in closed area or in open area	Sports Disciplines popular in the district.	Disciplines in which coaches are available in the complex and their number
	Bangarpet	1	-	-	-			
	Maluru	1	-	-	-			
	Mulabagilu	1	-	-	-			
	Srinivasapura	1	-	-	-			
19	Koppal	Swimming Pool, Badminton hall, Multi Gym Hall & Sports Hostel Building, Clay Track, Volleyball, Basketball,				Open and closed Area	volleyball, Football, Kho-Kho, Kabaddi, Hockey, Athletic	Coaches -2
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	yelburga	1	-	-	-			
	Kustagi	1	-	-	-			
	Gangavathi	1	-	-	-			
20	KODAGU	Clay Track, Volleyball, Basketbal Court				Open and closed Area	Athletic, Hockey, Gymnastic	Coaches - Nil
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Virajpet	1	-	-	-			
	Somverpet	1	-	-	-			
	Madikeri	-	-	-	-			

Sl. No.	Name of Districts	Facilities available in the Outdoor complex: For example : Athletics, Clay/Cinder/Syn. Track, Football/Hockey Clay/Grassy/Syn. Surface, BB/VB/HB etc. Any other facility				Area of Sports complex is in closed area or in open area	Sports Disciplines popular in the district.	Disciplines in which coaches are available in the complex and their number
21	MANDYA	Clay Track, Hostel Building, Indoor, Basket Ball, Volleyball & Football Hall				Open and closed Area	Volleyball, Football, Basketball, White Lifting	Coaches - 4
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Nagamangala	-	-	-	-			
	Maddur	1	-	-	-			
	Malavalli	1	-	-	-			
	Pandavapura	1	-	-	-			
	Sringapatna	1	-	-	-			
K.R.Pet	1	-	-	-				
22	MANGALORE	Synthetic Track, Basketball, Volleyball Court, Indoor, Badminton hall, Table Tennis hall, Sports Hostel Building				Open and closed Area	White Lifting, Athletic, Hockey, Volleyball	Coaches - 5
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Bantwal	-	-	-	-			

Sl. No.	Name of Districts	Facilities available in the Outdoor complex: For example : Athletics, Clay/Cinder/Syn. Track, Football/Hockey Clay/Grassy/Syn. Surface, BB/VB/HB etc. Any other facility				Area of Sports complex is in closed area or in open area	Sports Disciplines popular in the district.	Disciplines in which coaches are available in the complex and their number
	Puttur	1	-	-	-			
	Sullia	1	-	-	-			
	Belthangadi	1	-	-	-			
23	MYSORE	Athletic Track & Hockey turf, Basket Ball, Handball, Hockey, Ball Badminton, Volleyball Court, Indoor, Swimming, Hostel Building, Cinder Track, Basketball Hall				Open and closed Area	Kho-Kho, Kabaddi, Hockey, Athletic, Volleyball, Football, Gymnastic, Cricket	Coaches - 9
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	T. Narasipura	-	-	-	-			
	Hunsur	1	-	-	-			
	Nanjanagud	1	-	-	-			
	H.D. Kote	1	-	-	-			
	K.R. Nagara	1	-	-	-			
Piriyapattana	1	-	-	-				
24	RAICHUR	Atheletic Track, Swimming Pool, Indoor, Sports Hostel Building, Hockey & Badminton hall				Open and closed Area	Hockey, Football	Coaches - 1
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Manvi	-	-	-	-			
	Devdurga	1	-	-	-			
	Sindnoor	1	-	-	-			

Sl. No.	Name of Districts	Facilities available in the Outdoor complex: For example : Athletics, Clay/Cinder/Syn. Track, Football/Hockey Clay/Grassy/Syn. Surface, BB/VB/HB etc. Any other facility				Area of Sports complex is in closed area or in open area	Sports Disciplines popular in the district.	Disciplines in which coaches are available in the complex and their number
	Lingasur	1	-	-	-			
25	RAMNAGAR	Swimming Pool, Sports Hostel Building, Basketball, Volleyball Court, Multi Gym, Kabaddi, Athletic Track				Open and closed Area	Athletic, Football	Coaches - 1
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	channapatna	-	-	-	-			
	Kanakapura	1	-	-	-			
	Magadi	1	-	-	-			
26	SHIMOGA	Surface Synthetic Track, BasketBall, Volleyball Court, Multi gym, Indoor, Football, Handball, Hockey Table Tennis, Sports Hostel Building				Open and closed Area	Volleyball, Football, Kho-Kho, Hockey, Cricket	Coaches - 5
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Soraba	1	-	-	-			
	Hosanagar	1	-	-	-			
	Thirthahalli	1	-	-	-			
	Shikaripura	1	-	-	-			
	Bhadravathi	-	-	-	-			
	Sagar	1	-	-	-			
27	TUMKUR	Athletic Track, Football, Volleybal, Basketball court, handball, Sports Hostel Building				Open and closed Area	Volleyball, Athletic	Coaches - 5

Sl. No.	Name of Districts	Facilities available in the Outdoor complex: For example : Athletics, Clay/Cinder/Syn. Track, Football/Hockey Clay/Grassy/Syn. Surface, BB/VB/HB etc. Any other facility				Area of Sports complex is in closed area or in open area	Sports Disciplines popular in the district.	Disciplines in which coaches are available in the complex and their number
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Sira	1	-	-	-			
	Tiptur	1	-	-	-			
	Koratigere	1	-	-	-			
	Madhugiri	1	-	-	-			
	Turuvekere	1	-	-	-			
	Kunigal	1	-	-	-			
	C.N.Halli	1	1	-	-			
	Gubbi	-	-	-	-			
	Pavagada	1	-	-	-			
28	UDUPI	Atheletic Track, Indoor Stadium, Volleyball, Basketball court, Sports Hostel Building, Hockey, Football				Open and closed Area	Volleyball, Athletic	Coaches - 1
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Karkala	1	1	1	1			
	Kundapura	1	1	1	1			
29	YADGIRI	Athletic Track, handball, Building, Volleyball				Open and closed Area	Volleyball, Football, Kho-Kho, Hockey, handball, Wrestling, Basketball	
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			

Sl. No.	Name of Districts	Facilities available in the Outdoor complex: For example : Athletics, Clay/Cinder/Syn. Track, Football/Hockey Clay/Grassy/Syn. Surface, BB/VB/HB etc. Any other facility				Area of Sports complex is in closed area or in open area	Sports Disciplines popular in the district.	Disciplines in which coaches are available in the complex and their number
	Shahapur	1	-	-	-			
	Surapur	-	-	-	-			
30	CHICBALLAPUR	Athletic Track, Volleyball, Football, Multi Gym, Basketball court				Open and closed Area	Athletic, Basketball	Coaches - 1
	Block	Taluk's Stadium	Indoor/Outdoor	Swimming	Others			
	Bagepalli	1	-	-	-			
	Chitamani	1	-	-	-			
	Guidbande	-	-	-	-			
	Sidlaghatta	1	-	-	-			
	Gowiribidanu	1	-	-	-			

Source: Department of Youth Services and Sports, Karnataka

3.2.3 Key Challenges

The analysis of the sporting infrastructure in Karnataka and stakeholder interaction reveals the following challenges:

- The ability to sustainably churn out global winners in sports
- Less number of coaches for the various disciplines
- Infrastructure on par with global standards
- Maintenance of the facilities
- Less funds to give sponsorship and exposure to aspiring sportspersons

These challenges give a glimpse into the need for propagating the sporting culture at the grassroots level to ensure tapping of the local talent. In addition to just performances, the heightened visibility of sports in the international arena also serves as an indicator of human development in the nation.

Thus an Integrated Sports Development Center near Bangalore will serve as a token venture that ushers in more facilities that recognize the need for more sporting facilities in the nation.

Chapter 4: Need Assessment

The need of the hour in Indian sporting is to build a culture that perceives sports as an instrument to showcase to the world the competitiveness, economic prowess of the nation as well as the penetration of human development at the grass-root level.

This will not be a one shot venture but a sustainable effort keeping in mind a target for achievement as well as propagating the importance of sports at the grass-root level.

Examining the turnaround of two nations, who were once not very conspicuous on the global sporting scene, will reveal action points that stress the urgent need for sporting culture.

4.1 International Performance Case Studies

4.1.1. Australia

Introduction

The island nation of Australia had immense potential in the sports but could not translate it to performance on the global front, similar to the current situation in the Indian subcontinent. In the 1976 Montreal Olympics, the Australian team could not make a mark, which later became one of the major factors to rejuvenate the sporting culture in the country. This led to a comprehensive study coupled with action points to revamp sports which culminated in the formation of the Australian Sports Commission (ASC).

The ASC attempts to promote an effective national sporting system that offers improved participation in quality sports by all Australians. In addition, the ASC helps those who are talented and motivated to reach their potential excellence in sports performance. The ASC achieves these objectives by administering and funding national sporting programs on behalf of the Government and providing leadership, co-ordination and support for the sport sector.

The ASC works closely with a range of national sporting organizations, state and local governments, schools and community organizations to ensure sport is well run and accessible so that everyone can

participate and enjoy the benefits. The ASC supports participation in sport, from grass roots participation to participation at the elite level⁴.

The Story of Australia’s Performance in the Global Scene

Post the formation and active functioning of the ASC, the performance of Australia on the global scenario has been formidable. The nation gave many Olympic and Paralympics champions, winners of the Tour de France, domination across the cricket world, high performance in rugby, presence in Formula One, to name a few.

But, after the peak in the performance, Team Australia saw a dip due to the intensifying international competition. Though the team was able to finish in the top spots, podium finishes were eluding across all major international events. Case in point was the performance in the Olympics. Statistics across performance in four Olympics show a dip in the number of medals.

Table 9: Performance of Australia in Olympics

Olympics	No. of Gold	No. of Silver	No. of Bronze	Total Medals
Sydney 2000	16	25	17	58
Athens 2004	17	16	17	50
Beijing 2008	14	15	17	46
London 2012	7	16	12	35

Source: Australian Sporting Commission

Thus, to regain the success at the international stage and to propagate the sporting culture across all levels, the Australia’s Winning Edge Vision was formulated.

Australia’s Winning Edge: A Vision for Global Sporting Excellence

The Australia’s Winning Edge is the initiative to achieve brilliance in the global sporting arena. The vision for the same is four pronged⁵:

- Consistent and sustainable success of Team Australia on the world stage
- Greater levels of accountability for performance results

⁴ Source: The Australian Sporting Commission

⁵ Source: Australia’s Winning Edge – The Australian Sporting Commission

- Improved governance structures and contemporary reporting and monitoring
- Engaging, uniting and motivating all Australians

To achieve this vision, the ASC articulated a five point strategy:

1. Invest in infrastructure for success
2. Plan for greater performance
3. Evolve the right support mechanism
4. Have good leadership
5. Evidence-based decisions to develop programs for success

1. Invest in infrastructure for support

The investment is done to ensure that the resources are available at all levels to discover and hone talent. In order to infuse in more investments, dynamic options were looked into.

2. Plan for greater performance

The ASC has proposed an annual performance review to gauge the level of performance of the sporting establishments. Depending on the ability to discover talent, the training given and the type to sports human resource pipeline built, more/less funding is made accessible.

3. Evolve right support mechanism

Support mechanism in terms of the supplements, coaching, training and exposure to events to be stepped up to expect better results from the sportsperson.

4. Good leadership

At the apex level, the importance of success in sport is recognized as a means to showcase at the international stage the development and progress of a nation. This ideal is propagated across all levels in the country to inspire and motivate people to come forward and excel in sport.

5. Evidence-based decisions to develop programs for success

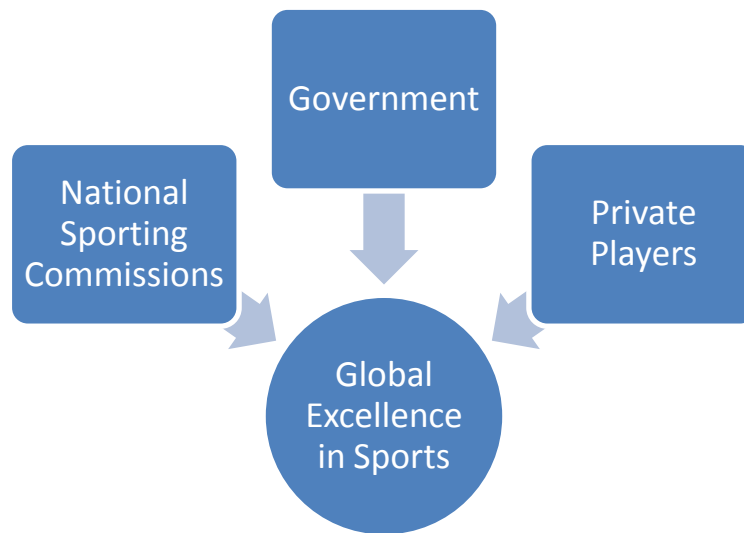
The decision to infuse greater resource will be based on:

- Evidence based methodology that gives results

- Research and development to find ways to excel in sports

To enable the success of the action points outlined above, the ASC adopted a collaborative approach between the entities i.e. the National Sporting Commissions will create the environment and resource pipeline to excel in sports of different genre; the Government will act as the apex body to oversee both the public and private efforts and the Private Players will provide the products, facilities and funding for athletes to develop their skill.

Figure 14: Contribution of Stakeholders for Development of Sport in Australia



Source: The ASC

Key Takeaways

What is of cognizance in the case of the proposed Integrated Sports Venture in Bangalore is that, along similar lines, it will address the issue of India gaining the edge in sports.

Similar to the scenario faced by Australia, India has no dearth of talent but faces the question of honing and bringing out the winning edge. Thus, the Integrated Sports Venture can act as a catalyst by offering state-of-the-art facilities which will give exposure to the best of sporting infrastructure.

Presence near Bangalore, which already boasts of the best of transport connectivity and visibility, will add to the success of the idea.

4.1.2. The United Kingdom

The Department of Culture, Media and Sport (DCMS) is responsible for the development of sport in the United Kingdom. To continuously ensure that sportspersons have the ability to emerge as world beaters, the DCMS identifies the sports which need to be encouraged. This happens across the following dimension by infusion of funds:

- Infrastructure
- Building of world class facilities
- Developing the human resource
- Propagation of sporting culture

On an annual basis, the DCMS draws-up a laundry list of sports and decides on the amount of money that needs to be pumped in to the respective sport to ensure that it has its reach at the grass-root level. This will enable the attraction of talent and honing of the same. The indicative list of sports for which the DCMS is infusing money showcases funds being set aside for talent spotting as well as increasing the participation by building sports infrastructure.

Table 10: Proposed Funding for Sports Development

Sport	2013-2017 proposed funding (in million pounds)		
	Total	Participation	Talent
Cycling	32	25.6	6.4
Football	30	25.0	5.0
Netball	25	16.8	8.5
Athletics	22	17.0	5.0
Rugby Union	20	15.2	4.8
Badminton	18	15.0	3.0
Rugby League	17	13.0	4.5
Golf	13	9.7	3.3
Hockey	12.	9.9	2.1
Gymnastics	11	10.8	1.0
Canoeing	10.2	7.0	3.2
Swimming	9.5	3.5	6.0
Sailing	9.3	5.8	3.5
Rowing	8.2	6.3	1.9

Sport	2013-2017 proposed funding (in million pounds)		
	Total	Participation	Talent
Triathlon	7.5	5.3	2.2
Squash and racquetball	7.5	2.5	5.0
Tennis	7.1	3.3	3.8
Judo	6.1	4.6	1.5
Equestrian	6.0	4.9	1.1
Volleyball	5.1	4.3	0.8
Boxing	5.8	4.6	1.2
Basketball	3.6	2.1	1.5
Lacrosse	3.4	3.0	0.4
Baseball/softball	3.0	2.9	0.1
Mountaineering	3.0	2.7	0.3
Orienteering	2.3	1.6	0.7
Table Tennis	2.5	2.2	0.3
Rounders	2.2	2.2	-
Archery	2.0	1.2	0.8
Wheelchair Basketball	2.0	1.8	0.2
Angling	1.8	1.7	0.1
Waterskiing	1.7	1.2	0.5

Source: DCMS

Key Takeaways

The streamlined approach adopted to identify and promote key sports in the United Kingdom has brought them dividends in the form of performance and a sporting culture where the importance of sports is recognized.

Along similar lines, dedicated efforts must be made to infuse resources in key sports in India to effect a turnaround in the embracing sporting culture.

Thus, the Integrated Sport Development center near Bangalore will have the private sector giving the best of facilities while the government defines and allocates funds for talent recognition and success.

Chapter 5: Project – Sports Infrastructure Development

The Integrated Sports Complex should have the sporting facilities that are on par with the international standards. The Complex can have the outdoor and indoor games laid out in the area.

Table 11: Integrated Sports Center – Key Components

Outdoor Games	Indoor Games	Other Facilities
Hockey	Badminton	Lockers
Football	Swimming	Gallery
Tennis	Gym	Food parks
Track and Field		Recreation zones

Outdoor Games

1. Hockey

Figure 15: Standard Hockey Field Specifications

Key Dimensions

- Rectangular field of play
- 100 yards long and 60 yards wide
- Center line will be marked in white line and 25 yard line with broken lines
- Penalty hit lines marked at 5 yards and 10 yards from outer edge of goalposts
- Shooting circle is 16 yards measures from shooting posts

Source: Playing Field Manual, Department of Youth Services and Sports, Karnataka

The Indian men's field hockey team is the most successful field hockey team in Olympic history with 8 gold, 1 silver, and 2 bronze medals. Added to this they have tasted success in other international events like the Commonwealth Games. In addition, hockey sport has always found resonance amongst the youth of Karnataka. Also, the current captain of the hockey team is from Karnataka, Mr. Arjun Halappa,

which has inspired more youth. The World Hockey Series team Karnataka Lions also enjoys following. But, today the Indian and Karnataka hockey is at crossroads. With the recent failures at the international levels, hockey needs resurgence. The way forward will be to attract the youth to the game with high end facilities.

The hockey field must be perfectly plain to avoid the ball from bouncing or being totally driven out of the course. To prepare the players to compete at international level games, the artificial surface can be laid i.e. the Astroturf based surface.

2. Football

Figure 16: Standard Football Field Specifications

Key Dimensions

- For international matches the length is between 100-110 meters and 75-64 meters width
- Goal lines and touch lines are marked
- Half-way line across the field is marked
- The center of the field will be marked with circle of radius of 9.15 meters
- Goal-lines will be marked with same width as depth of goalposts and crossbar

Source: Playing Field Manual, Department of Youth Services and Sports, Karnataka

Football is one of India's most popular sports, next to cricket. Traditionally it has enjoyed popularity in the states West Bengal, Goa, Kerala and the entire North East India. Even in Karnataka, the state football team, Karnataka football has appeared in the finals of the national level Santhosh Trophy nine times, winning the championship four times. Thus, the game has great following in the state. But, the standard of football game has degraded due to a lack of investment and proper planning. While standards of other Asian nations in which football is the most popular sport improved, Indian football was largely neglected in preference to cricket. With talent coming out of all different corners, what the nation needs is exposure and facilities.

The current football infrastructure in India leaves a lot to be desired. For instance in Goa, the Fatorda stadium was deemed to be not good enough to host AFC matches as it didn't even have floodlights and therefore Dempo had to shift their AFC Cup matches to Pune.

Thus, there is need for drastic overhaul in the football infrastructure. A football pitch with the following facilities needs to be developed in the sports complex planned:

- Good drainage facility
- Flood lights
- Uniform turf across the whole area
- Accurate marking

3. Track and Field

Figure 17: Standard Track and Field Specifications

Key Dimensions

- Track consists of 2 straight stretches joined at the ends by semi circles
- The distance around the track should be 400 meters
- The track should have minimum width of 7.32 meters for 6 lanes
- Each lane will be 1.22 – 1.25 meters wide
- The lanes are marked with boundary lines
- The maximum slopes permitted in the track are 1:100 laterally and 1:1000 length-wise

Source: Playing Field Manual, Department of Youth Services and Sports, Karnataka

The plight of track and field events in India, under which majority of the medals are offered in international sporting majors, is not very impressive. In the state of Karnataka, these events are now coming to vogue with some notable sportspeople putting the state on the performance map. The discus thrower Mr. Vikas Gowda qualified to the final round in the London Olympics 2012 which has brought events to the spotlight. Yet again, though there are youth who want to aggressively pursue the events but are not able to access the facilities.

Spanning the hockey and football fields, the infrastructure for track and field can be laid with the following features:

- Advanced plexitrac running tracks that are in vogue in the international events
- All weather capacity in the tracks
- Fitted with screens to capture the action
- Selection of water based resins in designing the tracks

4. Lawn Tennis

Figure 18: Standard Lawn Tennis Courts Specification

Key Dimensions

- The length of the singles play /court is 23.79 metres long and the width is 8.235 metres
- The length is separated by net suspended halfway from posts 1.12 metres high
- The doubles court measures 10.98 metres and width of 1.3725 metres
- Minimum running space in the back of the court is 6.4 metres and side running space of 3.66 metres.
- Net posts should stand 0.915 metres outside the court

Source: Playing Field Manual, Department of Youth Services and Sports, Karnataka

Lawn tennis is gaining popularity in India with majority of the urban youth being attracted to the sport. Indian tennis players have also made a mark on the international stage with strong performances in the doubles segment. The key players who have carved a niche for India in tennis hail from Karnataka like Mr. Mahesh Bhupathi and Mr. Rohan Bopanna. This has made the sport popular in the state with several tennis academies, the notable one being the Nike Tennis Academy. Also, the city of Bangalore has played host to the Women's Tennis Association (WTA) event of Bangalore Open which attracted superstars of the game.

There are basically five basic types of lawn tennis courts:

1. Cement
2. Asphalt

3. Clay
4. Grass
5. Wood

Each of these surface have their own unique characteristics which makes the ball behave with certain degree of bounce and speed. Considering the location of the project is in Gunjur in Bangalore, grass court can be prepared to give exposure to young tennis enthusiasts.

Indoor

1. Badminton

Figure 19: Standard Badminton Court Specifications

Key Dimensions

- Straight line is marked 13.40 m to indicate length of the court
- An arc at 6.10 metres from the line is drawn to indicate the breadth of the court and another is drawn at 14.723 metres to the diagonal of the court
- Similarly two more arcs are drawn to get the boundary lines
- The center line is equally divided between the left and right service courts
- The total court area is 0.91 metres length-wise and 1.22 metres along the baseline
- The net should be 0.76 metres in depth and 1.55 metres height

Source: Playing Field Manual, Department of Youth Services and Sports, Karnataka

This sport has gained impetus after the recent heroics in the Olympics and other Super Series events. The state of Karnataka has always spawned many badminton champions who have inspired the nation. The most notable is Mr. Prakash Padukone who won many prestigious events like All England Badminton Championship. To capitalize on this popularity and expose the aspiring players to international standard infrastructure, more facilities need to be provided. In India, already significant in-roads have been made in terms of the investment in the infrastructure, the best example being the stadium in Gachibowli in Hyderabad.

Along similar lines, stadium can be constructed in the Gunjur sports facility. The indoor stadium thus can also host other sporting events such as table tennis, taekwondo, boxing, judo, wrestling and weight lifting. As this venue can also be used for holding international events, there is also a need to make way for spectators. The design of the indoor stadium could thus involve segregation of spectators' access from the access of sports-persons and officials. Separate ramparts for spectators could be constructed.

2. Swimming

The key dimensions of the swimming pool are 25 metres or 50 metres, which is the standard which can be used for high profile competitions.

Karnataka has always been in the forefront in swimming. The Karnataka Swimming Association promotes the sport in the state. Infact several notable swimmers from the state have established records. Swimming in India needs huge investments in the infrastructure arena. Traditionally also the state of Karnataka has performed well in this event. The pools can be a part of the facility with the following features:

- Pools constructed to international dimensions
- Tiling
- Water proofing
- Lighting facility

3. Gym

The gym would be constructed with facilities to aid in the physical training sessions of the athletes and other sportspersons. The key work-out instruments would be placed to achieve the physical fitness levels to excel in sports.

4. Other Facilities

The Integrated Sports Development center would also have additional facilities like recreation zones, food park, lockers and galleries to ensure a comprehensive ecosystem where sporting and lifestyle is enhanced.

Chapter 6: PPP Design for Integrated Sports Facility

The proposed PPP model for the development of Integrated Sports Facility can be the Build-Operate-Own model (BOO). The BOO model to be adopted is showcased in the table below:

Table 12: Build-Operate-Own (BOO) model for Integrated Sports Facility

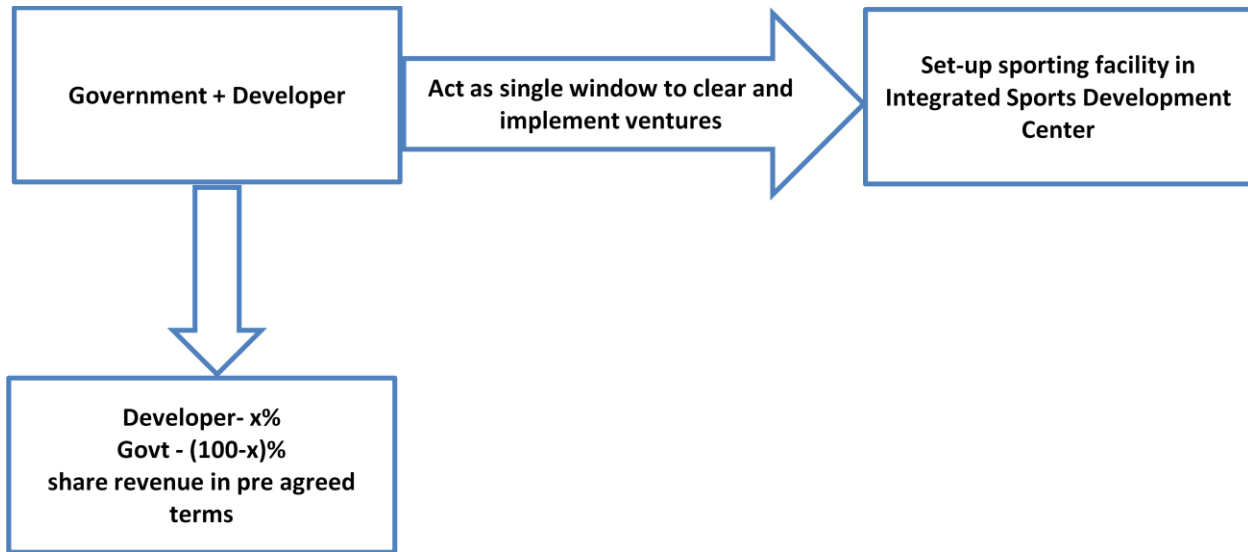
Parameter	Characteristic	Suitability for the Sports Facility
Capital Investment	Borne by the private player	Considering the investment required, the private sector is best suited to plan and setup the facilities
Construction	Borne by the private player	The private player will plan the layout and construction of all the components in the Sports Facility
Operation	The private player operates the facilities	The amount of marketing and maintenance drive that is required to make the Sports Facility one of the best in the world can be best achieved by the streamlined action of the private sector
Performance planning	Targets defined by government and will be implemented by private player	The government can focus on defining the targets for achievements and monitor the implementation
Monitoring	Monitoring will be done by the public sector	The private sector will monitor the issues related to internal functioning of the Facility
Risk	All risks associated with the project is managed by the private sector	The vast labour, operational, performance related risks will be predicted and handled by the private player which will entail the government to plan on performance
Revenues	Government will get the rental rate and share of revenue which is pre-agreed	Private player will get the other streams of revenue like membership fee, use of facilities, competitions held, etc

Source: IMaCS Analysis

Chapter 7: Operating Framework

The PPP model that will be adopted is the BOO. Specifically, within the BOO, the role of the private sector consortium and public sector will be differentiated as follows:

Figure 20: Operating Framework of Integrated Sports Center



The role of the public sector will encompass the following:

- To provide land for the development
- Ensure smooth flow of basic amenities like electricity, water, etc
- Performance planning to achieve the targets
- Establishment of monitoring mechanism

Similarly, the role of the private sector will encompass the following:

- Constructing the facility on-par with globally defined standards
- Recruiting and training the human resource
- Managing the operations
- Maintenance of the facility
- Marketing the initiative to gain visibility
- Generate sufficient revenues

Chapter 8: Project Cost

The total project cost for establishing the sporting infrastructure of international standards where competitions as well as training can take place is Rs. 58 crores.

Table 13: Project Cost for Integrated Sports Development Center

Sport	Feature/Parameters	Cost (In Rs. Crores)
Football	Full Field Preparation From Scratch	3.80
	Lighting	2.00
	Seating - Normal	3.50
	Seating - VIP	0.09
	Scoreboard LED	0.30
	Football Total	9.69
	Maintenance - 10%	0.97
	Total	10.66
Hockey	Full Field Preparation From Scratch	3.85
	Lighting	2.00
	Seating - Normal	1.75
	Seating - VIP	0.09
	Scoreboard LED	0.30
	Hockey Total	7.99
	Maintenance - 10%	0.80
	Total	8.79
Tennis	Full Court Preparation for 2 courts	0.4
	Seating - Normal	1.05
	Lighting	2.00
	Seating - VIP	0.09
	Scoreboard LED	0.30
	Tennis Total	3.84
	Maintenance - 10%	0.38
	Total	4.22
Track And Field	7200 Sq Ft @ 3900 Per Sq Ft	2.81
	Lighting	2.00
	Scoreboard LED	0.30
	Track And Field Total	5.10
	Maintenance - 10%	0.51
	Total	5.62
Common Change Rooms		0.30
Badminton	Need 10 Courts. Per Court 3 Lakhs	0.30
	Civil Cost	1.00

Sport	Feature/Parameters	Cost (In Rs. Crores)
	Lighting	2.50
	Seating - Normal	3.50
	Seating - VIP	0.09
	Scoreboard LED	0.30
	Badminton Total	7.69
	Maintenance - 10%	0.77
	Total	8.46
Swimming	1 Olympic Standard Pool	2.50
	Warm-Up Pool	0.50
	Seating - Normal	1.75
	Seating - VIP	0.09
	Scoreboard LED	0.30
	Lighting	2.50
	Swimming Total	7.64
	Maintenance - 20%	1.53
	Total	9.17
Gym		3.00
	Maintenance - 5%	0.15
	Total	3.15
Sports Facility Cost		50.37
Contingency - 15%		7.56
Total Sports Facility Cost		57.92

Source: IMaCS analysis, Interaction with industry

Chapter 9: Way Ahead

The way ahead in for the Integrated Sports Development Center near Bangalore will require formation of a steering committee to expressly take the venture forward. This action will act as catalyst for propagating the sporting culture in the nation.

Figure 21: The Way Ahead for Integrated Sports Center

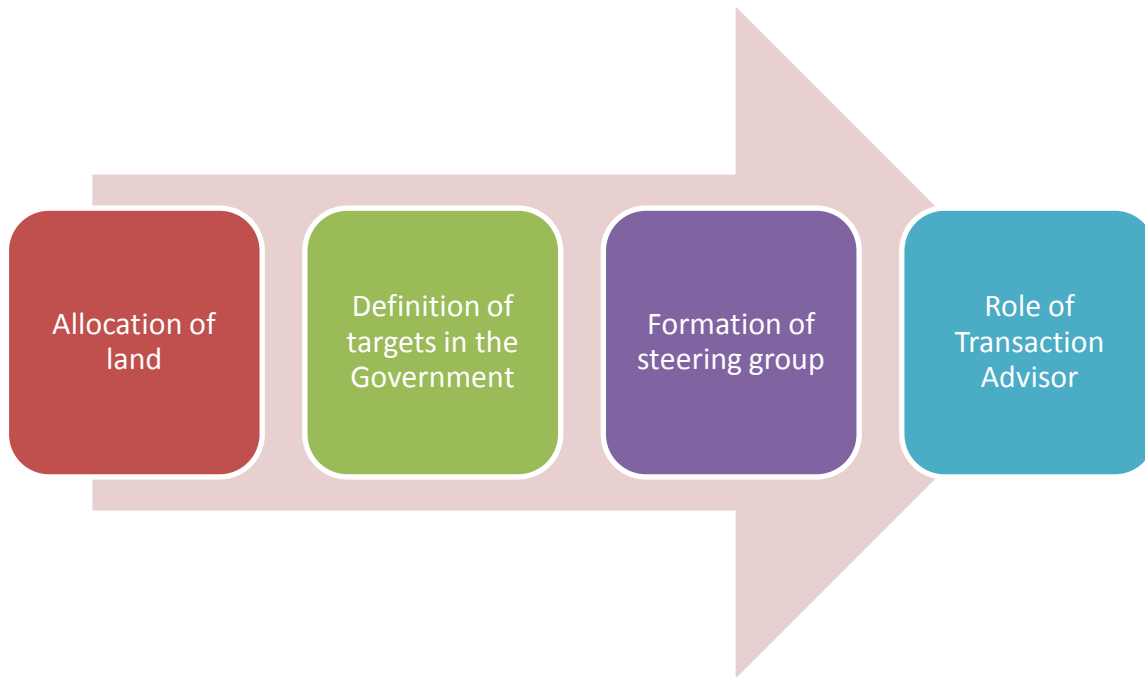


Table 14: Next Steps

Step for setting up knowledge city	Outcome
Allocation of land	The land for the development of Integrated Sports Development Center must be allocated
Definition of project completion targets in Government	Policy level targets must be defined to hasten the development initiatives and set performance targets
Formation of steering group	A high profile venture like the Integrated Sports Center needs formation of Steering Group – which comprises of the representatives from the government, from the highest echelons, sporting luminaries and construction experts. This steering committee should work in tandem with the transaction advisor in every stage for timely approvals and clearances to propel the venture
Role of Transaction Advisor (TA)	The TA should closely work with the Steering Committee to

Step for setting up knowledge city	Outcome
	analyze and provide solutions to practical implementation challenges

Annexure

Annexure -1

Organisations Recognized by IOC

IF Associations	
ASOIF	Association of Summer Olympic International Federations
AIOWF	Association of International Olympic Winter Sports Federations
ARISF	Association of IOC Recognized International Sports Federations
	Sport Accord
NOC Associations	
ACNO/ANOC	Association of National Olympic Committees
ACNOA/ANOCA	Association of National Olympic Committees of Africa
OCA	Olympic Council of Asia
COE/EOC	The European Olympic Committees
ODEPA/PASO	Pan-American Sports Organisation
ODESUR	Organización Deportiva Suramericana
ONOC	Oceania National Olympic Committees
ODECABE/CACSO	Central American and Caribbean Sports Organization
Multi-Sports Organizations and Events / Sport for All	
FISU	International University Sports Federation
ISF	International School Sport Federation
FISEC	International Catholic Schoolsport Federation
CSIT	International Workers and Amateurs in Sports Confederation et Amateur
CISM	International Military Sports Council
USIP	Union Sportive Internationale des Polices
IWGA	International World Games Association
CIJM	International Committee of Mediterranean Games
FIEP	International Federation of Physical Education
FISPT	International Sport for All Federation
TAFISA	The Association for International Sport for All
CJIE/CICG	Committee of the International Children's Games
	Commonwealth Games Federation
IMGA	International Masters Games Association
WTGF	World Transplant Games Federation
Disabled Sport	
IPC	International Paralympic Committee
CISS	International Committee of Sports for the Deaf
SOI	Special Olympics Inc.

IF Associations	
Education / Dissemination of the Olympic Ideal / Fair Play	
AIO/IOA	International Olympic Academy
CIPC	International Pierre de Coubertin Committee
IPC	Pierre de Coubertin Institute
PI	Panathlon International
CIFP	International Committee for Fair Play
ICHPER-SD	International Council for Health, Physical Education, Recreation, Sport and Dance
APAO	Pan-Iberic Association of Olympic Academies
Sports Medicine and Sciences	
ECSS	European College of Sport Science
AICVS	International Association for Non Violent Sport
CIEPSS/ICSSPE	International Council of Sport Science and Physical Education
FIMS	International Federation of Sports Medicine
Sports Equipment and Facilities	
IAKS	International Association for Sports and Leisure Facilities
WFSGI	World Federation of the Sporting Goods Industry
Media – Information	
AFP	Agence France Presse
	Reuters Limited
AIPS	International Sports Press Association
FICTS	Fédération Internationale du Cinéma et Télévision Sportifs
AP	The Associated Press
IASI	International Association for Sports Information
Other Recognised Organisations	
AMO/WOA	World Olympians Association
CITO/IOTC	International Olympic Truce Centre
	Fondation Internationale OLYMPAFRICA
FIC	International Federation Timekeepers
ENGSO	European Non-Governmental Sports Organisation
FITO/IOTF	International Olympic Truce Foundation
ISOH	International Society of Olympic Historians
RTP	Right to Play
	Generations for Peace

Source: The International Olympic Committee

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