



# The Report of the CGF Evaluation Commission for the 2014 Commonwealth Games





# Chairman's Letter

3 September 2007

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

Dear CGA President/Chairman

On behalf of the Evaluation Commission for the 2014 Commonwealth Games, I take pleasure in providing you with our final report.

The process of support and evaluation established by the CGF to underpin the determination of the host city for the 2014 Commonwealth Games is the most comprehensive in the CGF's history. The CGF has provided significant support and knowledge transfer to all bid cities. The Commission has received information in a form which has assisted our work in undertaking this review. I wish to express my appreciation to the CGAs, cities and bid committees of Abuja, Nigeria and Glasgow, Scotland who received the Commission during our site inspections and co-operated fully with us.

The report seeks to inform CGF members about the characteristics of both bids within our Terms of Reference which were established by the CGF Executive Board. As you will see in the report, each bid has been examined in a significant and appropriate amount of detail for this stage of the evolution of the 2014 Commonwealth Games project. Both cities responded to the CGF's Candidate City Manual which prescribed in some detail the information requirements.

Importantly, we stress that this is a technical report and does not seek to inform CGF members about a number of other factors which they may take into account when determining who they prefer to host the Games. Further, early in the Commission's deliberations it was decided that we would not make a direct comparison between the cities, but rather determine the merits or otherwise of each project individually, and ultimately to determine the major issues and risks which would arise if a city was elected to host 2014 Commonwealth Games. That said, there is obvious merit in weighing heavily the comments in this report.

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

In so far as it has been possible, based on information provided, the Commission believes the report is a fair and accurate representation of each city's bid, its strengths and the major issues which may arise if that city is selected.

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

Yours sincerely

A handwritten signature in black ink, appearing to read 'John Tierney', is positioned above the printed name.

**John Tierney**  
**Chairman**  
**CGF Evaluation Commission**



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# Introduction

The Commonwealth Games Federation (CGF) commenced its process for the selection of a host city for the 2014 Commonwealth Games on 31 October 2005 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 Bid Committees, this included:

- The Development of Games Technical Manuals describing the minimum requirements for the hosting of the Commonwealth Games;
- Establishing a comprehensive Candidate City Manual which set out the detailed bidding requirements for a Candidate City;
- Conducting a Candidate City briefing in London in February 2006;
- Providing access to the Commonwealth Games online Knowledge Centre;
- Conducting the Observers Programme in conjunction with the 2006 Commonwealth Games; and
- Conducting a comprehensive Candidate City Seminar in Melbourne, Australia in July 2006.

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

The quality of files submitted to the CGF reflect this enhanced understanding of Games requirements although it is noted that during an earlier stage of the process, one city, Halifax (Canada) retired from the process as a result of the withdrawal of support from their Provincial and Municipal governments. While regrettable, the CGF takes comfort that the current process avoided a circumstance where a city could be awarded the Games which did not have the necessary commitment, resources and infrastructure so as to later cause a reduction in the quality of the Games and potentially leave an inappropriate legacy for that city.

In November 2006 the CGF Executive Board appointed an Evaluation Commission to review bids for the 2014 Commonwealth Games. This Commission consists of:

John Tierney, CGF Regional Vice President, Oceania (Commission Chairman)

Dato' Sieh Kok Chi, Secretary General, Olympic Council of Malaysia

Dr Lawrence Davis, Secretary General, Bahamas Olympic Association

Michael Hooper, CEO Commonwealth Games Federation.

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

The Commission was supported by Technical Advisors from Event Knowledge Services SA, three 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 Nigeria or Scotland. The Commission's activities were co-ordinated and facilitated by the CGF Chief Executive Officer and the Committee 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 – 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. The Cities were requested to address these points during Evaluation Commissions site visits.

The Evaluation Commission visited each City separately spending 4 working days with each city (Abuja 4-7 June, Glasgow 10-13 June) during which time all competition and principle non-competition venues proposed by each City were inspected. The Commission also established a standard form agenda for both Cities and received a large number of detailed presentations in accordance with that

agenda. As a result of the Evaluation Commission's analysis while in each city, both cities were provided with an equivalent time period to provide further information to the Evaluation Commission which further clarified their Candidate Files, or in some cases amended propositions. Both cities were afforded the same opportunity and responded as they considered appropriate.

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

The Candidate 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 16 Themes consistent with the Candidature File requirements.

The Report finishes with Overall Conclusions followed by Appendices.

The Evaluation Commission's Report preparation schedule was as follows:

CGF received Candidate Files		09/05/07
Preliminary desktop compliance review	09/05/07	11/05/07
Final detailed visit schedule agreed with each city	01/05/07	03/05/07
Initial desktop review	14/05/07	15/05/07
Desktop review report and requests for clarifications sent to Cities	16/05/07	22/05/07
Evaluation Commission assembled in London; pre site visit briefing	01/06/07	02/06/07
Site visit – Abuja	04/06/07	07/06/07
Site visit – Glasgow	10/06/07	13/06/07
Received further clarifications from Abuja	08/06/07	30/06/07
Received further clarifications from Glasgow	14/06/07	05/07/07
Compilation of Report including input from all members of the Evaluation Commission	05/07/07	27/08/07
Report published	03/09/07	03/09/07







# 2014 Candidate City Evaluation Report – Abuja

# Executive Summary – Abuja

- Abuja proposes an 11 day programme during the period 1 to 11 October to coincide with the National Day on 1 October which marks 10 years of amalgamation of the country.
- 17 sports are included on the programme
  - Aquatics (Swimming and Diving)
  - Athletics (Track and Field and Marathon)
  - Badminton
  - Basketball
  - Boxing
  - Cycling (Road, Mountain Bike and Track)
  - Gymnastics (Artistic and Rhythmic)
  - Hockey
  - Judo
  - Lawn Bowls
  - Netball
  - Rugby 7s
  - Shooting (Pistol, Small Bore, Clay Target and Full Bore)
  - Squash
  - Table Tennis
  - Weightlifting
  - Wrestling
- Abuja is the youthful capital of Nigeria having been created just 30 years ago, with a current population of approximately 2 million and a projected population of up to 4 million by 2014.
- Abuja is a modern, developing city. Its growth is controlled by an Urban Master Plan which defines the evolution of urban infrastructure in a series of 'rings' around the City Centre. There is clarity to the layout of the city as a result of a well considered Master Plan which supports expansion and development of transport and other urban infrastructure.
- The Abuja venue Master Plan proposes the majority of venues within 3 key clusters, the City Gate Cluster, the City Centre Cluster and the Maitama cluster. Each of the three clusters are well connected to the city and other key facilities by a major arterial road network, though at this stage there is no mass transit system connecting the venue clusters.
- The Athletes Village is proposed to become a future and much needed medium density housing development. The Village will be located within 18 km of the central business district. The site is a green-field site owned by the Federal Government through the Federal Capital Territory Administration and is currently identified for residential development in the city plan.
- The Abuja proposal achieves a high level of clustering and some venues, particularly the Main Stadium and Velodrome, are excellent venues which, with the required upgrade, would provide appropriate venues for a Commonwealth Games while others require substantial refurbishment and development or are to be developed for the Games.
- Eleven International Federations have endorsed Abuja's competition venue proposals including those responsible for the following sports.
  - Aquatics
  - Athletics
  - Badminton
  - Basketball
  - Boxing
  - Cycling
  - Judo
  - Lawn Bowls
  - Netball
  - Hockey
  - Wrestling
- Some legacy plans exist for some venues.
- The Abuja proposal for Media Operations compromises a joint IBC/MPC facility to be built in the City Gate Cluster area close to many of the Games venues and sports. The temporary, pre-fabricated building for the IBC/MPC will be 1 main storey with possibly a two storey office area.
- A full underwriting of the Games costs and Organising Committee budget has been provided by the government of Nigeria as well as a broad undertaking to deliver appropriate infrastructure. That said, there is a lack of detailed financial planning supporting these undertakings and it is likely that it will be necessary for Government to absorb costs which are currently unidentified.
- The Government of Nigeria will provide a direct subsidy of £167 million to the Organising



Committee. In addition a range of venue and transport projects will also be funded by the National Government or the Federal Capital Territory.

- Abuja has demonstrated endorsement of the Nigerian Commonwealth Games Association and Government support across the National Government and the Federal Capital Territory Administration. Key Ministries have been actively engaged in the development of Abuja's proposition.
- Nigeria's economy is underpinned by substantial oil reserves which are a major contributor to GDP (20% of GDP, 95% of foreign exchange earnings, and about 65% of budgetary revenues – source CIA fact Book). Substantial debt relief was achieved in 2005 (\$30 billion of Nigeria's total \$37 billion of external debt) and GDP rose sharply in 2006 (estimated 5.3% – source CIA fact Book) based largely on increased oil exports and high global crude prices.
- Whilst Abuja failed to provide some of the guarantees, those not provided do not undermine the fundamental proposition presented by Abuja. Undertakings were received confirming the preparedness to abide by the various legal requirements associated with hosting the Games, although only limited preparatory work has been completed. All parties to Abuja's bid have agreed to sign and abide by the CGF's Host City Contract.
- The environmental impact of Abuja's Games proposals is limited and the projects and measures presented appear appropriate to the city's situation. Climatic conditions and the overall environmental factors are also conducive to holding the Games during the proposed period of the Games. The goals and priorities in the proposed environmental programme are reflecting a wide knowledge base. The plans and related actions constitute a comprehensive and ambitious environmental agenda.
- While some elements of the financial and budget information from Abuja provide a reasonably extensive coverage, the general level of planning and supporting detail for revenue and expenditure budget items is not

sufficiently adequate to be confident that all key influences have been taken into account.

- 100% team Travel Grants are guaranteed for all participating CGAs based on average team sizes from 2006 and 2010, as is a development grant of USD 125,000 per CGA and support for travel and accommodation of CGA Presidents and Secretaries General.
- While Abuja demonstrates an understanding of all of the basic principles involved in a successful Games Marketing programme, the revenues forecast from key marketing activities, in particular Sponsorship, will present a significant challenge for Abuja to achieve given the relative size of the Nigerian economy.
- Provided that health system related investments and other activities supporting the Games are realised, Abuja is likely to provide adequate Medical Services and an Anti-Doping regime for the Commonwealth Games in 2014. There is currently no exceptional health risk associated with a Games in Abuja.
- Abuja has a good record in relation to its crime and security environment. The commitment of the various State security and law enforcement agencies to contribute and participate in delivering a successful Games security operation is assessed as genuine and purposeful.
- Abuja appears to have sufficient hotel capacity to host the Games; however they have not met the CGF requirements calling for individual hotel guarantees relying on an umbrella guarantee from the National Tourism Development Corporation (NTDC) and the Hotel Owners Forum Abuja (HOFA). The binding nature of these guarantees is uncertain. It is proposed to establish a Media and Sponsors Village on a similar model as for the Athletes Village. It is assumed that legacy requirements is the major driver to this plan as total available accommodation is in excess of the minimum required to host the Games and an abundant supply of rooms remain available for media, sponsors and spectators. Revision of some elements of this plan may be desirable depending on financial conditions of the day.
- The Abuja International Airport offers 3 direct international flights daily to and from





Amsterdam, Frankfurt and London while Lagos International Airport is a short (50 minute) flight from Abuja offering approximately 200 daily flights to major cities in the five continents.

- Abuja's transportation network appears to be well-equipped for its current needs and an extensive upgrading programme is foreshadowed by 2014. The proposed development of its bus system, the additions of both a light rail/metro and upgrades to its international airport are essential to support Abuja's Games proposal. As current venue

clusters are not supported by mass transport (e.g. metro) and are not proposed to be supported in this way, given the concentration of venues in these clusters, Games transport for spectators and workforce may present a challenge.

- Overall the Abuja Bid does not demonstrate a comprehensive understanding of the obligations and complexities involved in the delivery of the Technology Programme for a Commonwealth Games, although there is certainly some evidence that the challenges are recognised.





# Theme 1 – Concept and Legacy

## 1.1 SUMMARY OF CITY PROPOSAL

- Abuja is the youthful capital of Nigeria, having been created just 30 years ago, with a current population of approximately 2 million and a projected population of up to 4 million by 2014. Abuja was created to serve as the nation's capital and is a 'planned' city.
- It is proposed to conduct the Games from 1 to 11 October 2014, to coincide with the celebration of National Day on 1 October, which marks 100 years of amalgamation of the country. The period should also follow the rainy season, although this usually will have only just ended by the Games period. Abuja believes the period is also relatively free from other international events.
- The Games Village will become a future and much needed medium density housing development. The site is a green field site owned by the Federal Government through the Federal Capital Territory Administration and is already identified for residential development in the city plan.
- The competition venues and Village are contained in 5 areas or zones with the three major clusters containing the majority of the competition venues.

## 1.2 KEY STRENGTHS

- The National Government and the National Capital Territory Administration of Abuja have all committed their support in terms as required by the CGF.
- It is anticipated that the Games in Abuja will assist to fast track significant new urban and sporting infrastructure in this youthful national capital.
- The Master Plan is relatively compact with major spine road access to all venue clusters
- The Games will provide much-needed sporting facilities for the community. The intent is to ensure that competition and training venues for the Games be developed so as to enable community access for sport and recreation post Games.

- The opportunity for development and shaping the Games plan to be a coherent and powerful driver of Abuja's overall city development plan is substantial.
- The opportunity exists to activate the Games across Africa as is the stated intent of Abuja. This will require a considerable communications programme and a major political commitment.

## 1.3 KEY ISSUES OR CHALLENGES

- A significant amount of capital works will be required to allow the Games to be effectively staged in Abuja. While the commitment of the Federal Government to achieve this is significant and locked in, it is also planned that '75% of the facilities that would be used to host the Games will be privately built'. This is a major undertaking and if Abuja is selected, substantial private-public partnerships would have to be developed.
- In many cases no clear venue legacy plans exists other than the general objective of ensuring community access. The viability of some venues in the long-term, other than through ongoing and considerable Government subsidies, is not understood at this time.
- While Nigeria has recent experience with major events (All Africa Games and the Commonwealth Heads of Government Meeting), there is a relative lack of major event organisation experience/event workforce and the market within Nigeria for major events such as the Commonwealth Games is largely untested.

## 1.4 COMMENTARY

Abuja will leverage the Games to accelerate urban development including housing and various sport, recreation and entertainment facilities. The enthusiasm and vision demonstrated by the CGA of Nigeria, the National Government and the Federal Capital Territory Administration will require considerable financial support by Government. The information contained in the Candidature File, while generally providing an appropriate overview, was lacking in detail in areas such as financial planning and in some cases venue planning and legacy.





Therefore, other than the reliance on the broad Government guarantees which have been offered by Abuja, the Evaluation Commission is not able to comment on the viability of a significant amount of capital works which underpins the Games and is funded outside the Organising Committee budget.

Many of the venues proposed for the Games will require substantial upgrading while others are yet to be built. Other than the Velodrome and the Main Stadium, all other venues require major capital works. Linked to this will be the requirement to enhance the transport infrastructure, particularly mass transport, in and around Games venues. While metro developments are anticipated, again, the level of financial commitment will be substantial and the National Government and the Federal

Capital Territory Administration have undertaken to guarantee the delivery of this infrastructure, in some instances relying on private sector contributions.

The opportunity to stage the Games in Africa for the first time is an argument strongly promoted by Abuja. However, the Evaluation Commission takes the view that this argument is outside of the technical terms of reference of the Commission and therefore this is not a matter the Commission assessed.

### 1.5 CONCLUSION

The overall concept put forward by Abuja is sound; however more detailed planning is required particularly in relation to legacy.

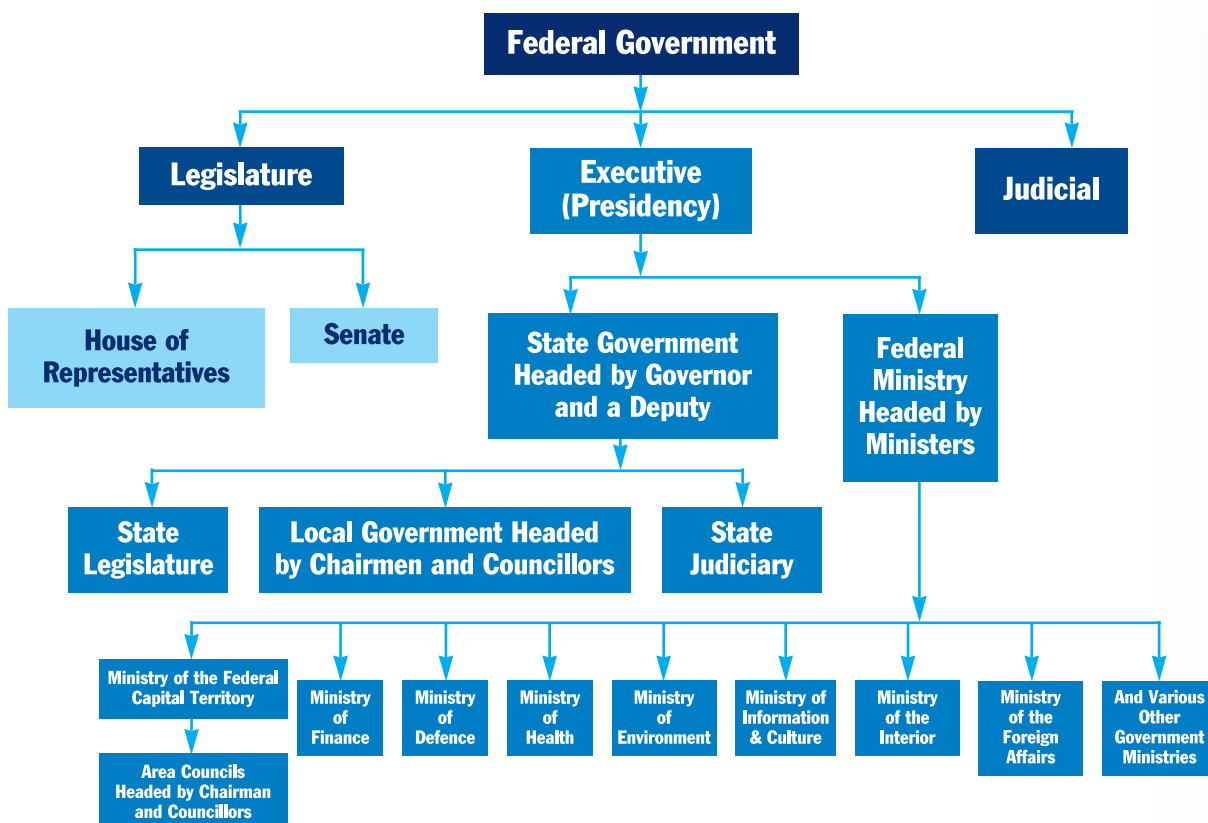




# Theme 2 – Politics and Economics

## 2.1 SUMMARY OF CITY PROPOSAL

- The Government structure in Nigeria, as a federal republic, has three tiers of Government, namely, Federal, State and Local Government. Abuja is under the Federal Capital Territory government, which has similar powers and functions of a combined State and Local Government; however, it is directly funded and controlled by the National Government.
- There are 46 registered political parties in Nigeria, two of which have substantive representation in parliament. Abuja has advised that all leading political parties support the bid and both the leading parties have provided letters of endorsement for Abuja's candidacy.
- Recently, Nigeria held democratic elections which saw the peaceful election of a new President. The next Federal elections will be in 2011.
- Support for the Games from the recently elected President has been provided by way of a further letter reaffirming the previous President's undertakings on behalf of the Nigerian Government and further clarifies the underwriting support of the Nigerian Government which will be binding on all subsequent Governments.
- Nigeria's economy is underpinned by substantial oil reserves which are a major contributor to Gross Domestic Product (GDP). Oil and related industries account for 20% of GDP, 95% of Nigeria's foreign exchange earnings, and about 65% of its budgetary revenues (source: CIA fact book). Substantial debt relief was achieved in 2005 (US\$30 billion of Nigeria's total US\$37 billion of external debt was relieved) and GDP rose sharply in 2006 to an estimated 5.3 % (source: CIA fact book), based largely on increased oil exports and high global crude prices.
- Nigeria is a developing nation which is challenged by some social instability and safety issues; however, for the most part these do not appear to impact on Abuja itself.
- The costs of staging the Games and the related infrastructure programme have been underwritten by the Federal Government of Nigeria.



## 2.2 KEY STRENGTHS

- Abuja provided Guarantee 2.3, by which the general support of the following entities was committed:
  - Abuja Municipal Area Council;
  - Federal Government of Nigeria; and
  - Federal Capital Territory Administration.
- Abuja has demonstrated Government support across the National Government and the Federal Capital Territory Administration. Key Ministries have been actively engaged in the development of Abuja's proposition.
- The level of financial support from the National Government is clearly articulated and includes:
  - Underwriting of any shortfall in Games costs including the development of all related infrastructure;
  - Granting a direct contribution to the Organising Committee of £167 million;
  - Using land at no cost for new permanent and temporary venues;
  - Seconding 500 Government staff free-of-charge to the Organising Committee;
  - Ensuring that all Games requirements are delivered and all undertakings as per the Candidature File are also delivered;
  - Providing a 100% team travel grant based on the average team size from the 2006 and 2010 Commonwealth Games for travel to the Games;
  - Providing a USD 125,000 participation grant to each CGA; and
  - Funding travel costs for CGA Presidents and Secretaries General to travel to Abuja pre-Games and at Games time travel and accommodation costs.
- There is strong central control from the President's office providing effective backing to Games commitments.
- The National Government's commitment to further develop Abuja as the national capital is likely to provide flow-on support for the Commonwealth Games should Abuja be selected as host.
- Sport and events are seen as effective public policy and social development tools of Government.

- Abuja has provided a broad commitment to adopt legislation required to facilitate the hosting of the Games; however, only limited detail is currently available.

## 2.3 KEY ISSUES OR CHALLENGES

- The current level of Games planning may leave Government exposed to costs which were not anticipated at the time of the development of the Candidature File but which they have, nonetheless, provided a guarantee to meet.
- Maintaining acceptable rates of inflation has been challenging in the past; however, current trends suggest that inflation is being brought under control (recently around 10%) with projected rates of around 5% (for 2014) as compared with peak rates of nearly 30% in 1996.
- The perception of safety and security in Nigeria is an ongoing challenge which in some regions of the country is more than just a perception. It will be necessary for Abuja and the CGF to develop a focused security programme for the Games, as is the case with all host cities. In addition, a complementary and broad based communication programme would be needed to ensure an Abuja Games proposition is well-understood and appreciated by all constituents and stakeholders.

## 2.4 COMMENTARY

As a young and developing community, Abuja offers a broad canvas upon which the Games could be developed.

While the Evaluation Commission gained the impression that there would be positive public support for the Games in Abuja, no opinion polling or such similar evidence was offered in support of this impression. Nigeria is a sport-loving nation (particularly football) and while the economic means of all sectors of the population may not be that of some developed nations, spectator and general public support is considered highly probable, providing the opportunity is crafted so as to be complementary to local conditions.

## 2.5 CONCLUSION

The current conditions in Abuja provide an opportunity to stage the Games in a stable and peaceful environment.





# Theme 3 – Legal Aspects

## 3.1 SUMMARY OF CITY PROPOSAL

- The Federal Government of Nigeria and the City of Abuja have established the Abuja 2014 Commonwealth Games Bid Committee (by Executive Fiat<sup>1</sup>) as a Government-based Interest Group with full legal empowerment of the supervising ministry: the National Sports Commission. The Committee has full powers to act within the mandate provided by the Government. The CGA of Nigeria is a key member of the Bid Committee.
- If selected, the Abuja Organising Committee would take the legal form of a 'Consortium' formed by the Nigerian GGA, The Federal Government of Nigeria, the Federal Capital Territory Administration, and eminent personalities from the political and sporting world of Nigeria. This Consortium will be an association of public administration and a non-profit organisation. The Consortium will be empowered to exercise public powers including the signing of contracts. The Organising Committee will enjoy a tax-free status.
- The National Sports Commission will be the nodal Government agency which liaises with and handles Games matters from within Government.
- Commitments have been provided which comply with all guarantees and legal undertakings as required under this Theme and were further clarified as a result of the Evaluation Commission visit.
- There are no pre-existing legal agreements which will constrain or negatively impact the organisation of the Games.
- Abuja Municipal Area Council; and
- Federal Capital Territory Administration.
- Abuja provided Guarantee 3.2 – confirming that no other important events will conflict with the Games – from the Federal Capital Territory Administration.
- Abuja provided Guarantee 3.4 – indicating appropriate measures to protect the word mark "Abuja 2014" – from the Federal Minister of Commerce.
- Abuja provided Guarantee 3.5 – indicating appropriate measures to protect the Commonwealth Games marks – from the Attorney-General of the Federation and the Minister of Justice.
- Abuja provided Guarantee 3.7.1 – confirming that the Bid Committee is empowered to represent Abuja – from the Federal Capital Territory Administration.
- The backing of the National Government directly or via the Federal Capital Territory Administration underpins all guarantees offered by Abuja.
- The clarified underwriting of any economic shortfall from the National Government complies with CGF requirements and is broadly drafted so as to ensure the conduct of the Games.
- The involvement of the leadership of the country, including the recently elected President and any successor, is of paramount importance as the umbrella agency under which the bid is proposed is the National Sports Commission.
- The National Government has guaranteed that the Organising Committee will '...be a registered non-profit corporation which will enjoy a tax-free status. The tax-free status will assure no liability for of payment or (of) any Nigerian taxes or duties whatsoever and will allow the same status to apply to any Organising Committee sponsors, licensees, agents, suppliers and broadcasters as well as the CGF itself.'

## 3.2 KEY STRENGTHS

- Abuja provided Guarantee 3.1 – guaranteeing respect of the CGF Constitution, Regulations and Host City Contract and the binding nature of all commitments and obligations – from the following entities:
  - National Government of Nigeria;

<sup>1</sup> 'Fiat' – an order, decree, sanction or authorisation





- Abuja have confirmed that the necessary legal measures have been made to protect the Commonwealth Games Federation Symbols, the Commonwealth Games motto, and the denomination “Official Sponsor of the Commonwealth Games”, however there is limited detailed work as yet undertaken to deliver on this commitment. Abuja has confirmed that the existing and future registrations will be effective across the entire nation.

### 3.3 KEY ISSUES OR CHALLENGES

- While Abuja has provided an undertaking that there will be no conflicting events to be staged around the time of the Games, given that the Games will coincide with the 100 year anniversary of the amalgamation of Nigeria, it will be important to ensure that this does not distract from the organisation and celebration of the Games, and at the same time, the recognition of this important national occasion is not lost.
- It will be important to ensure that when detailed work commences to deliver on the broad commitments made by government, that there is no reduction or departure from the intent contained in the Candidature Files and updates.

- The role of the CGA and its voice in guiding the Organising Committee will need to be carefully preserved.

### 3.4 COMMENTARY

While a small number of the initial guarantees were not in a form which completely satisfied the Evaluation Commission, subsequent clarifications during and immediately after the visit of the Evaluation Commission were satisfactory. A summary of the status of the guarantees from Abuja is included as Appendix C – Abuja Guarantee Summary.

Abuja has agreed to comply with all Games requirements as set out by the CGF including, but not limited to, those requirements which exist today and are codified in the CGF Constitution and Regulations, Games Manuals, Host City Contract and other related CGF documents such as the Candidate City Manual.

### 3.5 CONCLUSION

Abuja has met the requirements of the CGF as set out in the Candidate City Manual and has committed to meet future requirements as set out in the Host City Contract and other Games documentation by which the 2014 Host City will be bound.





# Theme 4 – Customs and Immigration

## 4.1 SUMMARY OF CITY PROPOSAL

- Abuja's visa processing services will be provided by the Nigerian Ministry of Foreign Affairs.
- Abuja's import/export customs clearance and processing services will be provided by the Nigerian Customs Service.
- Nigeria is well prepared to facilitate entry of athletes and officials due to its continental and international event experience, including the 2003 Commonwealth Heads of Government Meeting (CHOGM) in Abuja.
- Nigeria is one of the best-prepared African countries to facilitate smooth customs clearance procedures, as demonstrated during the All Africa Games in 2003 and the FIFA Under-20 World Cup in 1999.

## 4.2 KEY STRENGTHS

- Abuja provided Guarantee 4.3, from the Nigerian Immigration Service, by which entry to Nigeria is guaranteed to persons on presentation of a valid passport & a Commonwealth Games identity and accreditation card.
- Abuja provided Guarantee 4.7, by which the Federal Minister of Finance on behalf of the Government, guarantees that Games-related imports will be free of all customs duties.
- Abuja will post immigration officers at major airports including London, Johannesburg, Dubai, Hong Kong and Nairobi to solve any immigration problems that may arise.
- Abuja will create the "Abuja 2014 Commonwealth Consulate" within the Organising Committee to plan and resolve visa, work permit and importation issues. The leader of the Consulate has 20 years experience as a diplomat with the Nigerian Ministries of Foreign Affairs and the Interior.
- Abuja will deploy regional liaison officers in areas where there are no Nigerian diplomatic missions, to assist in visa processing.
- As early as 2009, Abuja will establish a 24-hour hotline for all CGF members to contact

with their enquiries relating to immigration and visas, importation/ exportation, customs clearance and work permits.

## 4.3 KEY ISSUES OR CHALLENGES

- Abuja did not provide Guarantee 4.4 under which Games-related personnel will be able to gain work permits and entry to Nigeria without duties or taxes being payable. In discussions with the Evaluation Commission, Abuja did offer verbal undertakings; however, the Commission is unclear of the effect of these undertakings.
- Processing of temporary work permits through the Nigerian Immigration Service will take up to 10 days after provision of the correct documentation. While ordinarily this would not be an issue, a more streamlined process may need to be established for urgent and/or late applications (e.g., Broadcasters' and Sponsors' staff).
- Nigerian law lists a number of categories and items which can be imported into Nigeria under its Temporary Importation (TI) provisions. While TI is welcomed, the list is not exhaustive (and never can be); as a result, some external service providers and contractors may have difficulty in securing exemption status for essential items not listed, or delays occur in securing such. This may require further development.
- In addition, TI allows for "reasonable quantities" of pharmaceutical products to be temporarily imported. During the Customs and Immigration Theme presentation to the Commission, "reasonable" was defined as "what could be reasonably expected to be prescribed". Nevertheless, this needs to be better defined for CGAs to ensure their needs are met.
- Abuja advised that electronic automation of immigration operations were to be introduced before 2012, but no details of the system were provided. The new system may require time to test, implement, and eliminate any glitches before the 2014 Games.



#### 4.4 COMMENTARY

Abuja hosted the All Africa Games in 2003 and the FIFA Under-20 World Cup in 1999. While this is valuable experience for Abuja, neither event had the scale and complexity of a Commonwealth Games.

The Commonwealth Heads of Government Meeting (CHOGM) was held in Abuja in 2003. This provided useful benchmarking for security, accreditation and immigration processes.

Abuja has nominated a number of mechanisms to ensure smooth facilitation of immigration procedures, e.g., the stationing of regional liaison personnel in areas where there are no Nigerian diplomatic missions and the deployment of immigration officers at important airports worldwide. These are good initiatives; however, no practical detail has been provided as to how they might operate.

#### 4.5 CONCLUSION

Subject to the further development of the areas nominated above, Abuja is likely to be able to mount an adequate Customs and Immigration Programme.

Abuja has substantively met the guarantee requirements of the CGF for this theme, with the exception being Guarantee 4.4 pertaining to Games-related personnel. They have committed to meet future requirements as set out in the Host City Contract and other Games documentation by which the 2014 host city will be bound.



# Theme 5 – Environment and Meteorology

## 5.1 SUMMARY OF CITY PROPOSAL

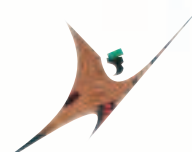
- The environmental objectives, goals and priorities of the bid are in line with the Government's action plans for Abuja.
- The main focus of Abuja's environment programme is envisaged to be supporting the delivery of the Games and to create a sustainable legacy of improved health, environment and quality of life, and finally to serve as an example for other developing nations. Details of the programme include:
  - Open society approach;
  - Legacy focus;
  - Climate change, carbon sink initiatives;
  - Agenda 21 type environmental management;
  - Collaboration with environmental volunteer organisations;
  - Transport and air pollution minimisation; and
  - Solid waste and waste water management.
- Comprehensive environment impact assessments have been employed in the analysis of the Abuja venue clusters. These also include socio-economic analysis, a proposed environmental management plan, and certain mitigation measures.
- Abuja intends to establish an 'Abuja 2014 Green Charter' and thereby showcase best environmental practices.
- Abuja plans to showcase how to combat climate change in Nigeria in association with the Games.
- In order to support the proposed diverse environmental activities, Abuja will stimulate collaboration with and involvement of non-Governmental organisations.
- The Abuja Environmental Protection Board will have a significant role in providing experience, reference and lead in the management process.

## 5.2 KEY STRENGTHS

- Abuja provided Guarantee 5.7 – confirming that all Games construction will comply with environmental regulations – from the Office of the Managing Director, Abuja Metropolitan Management Agency.
- The environmental objectives, goals and priorities are in line with the Government's action plans for Abuja.
- The environmental impact of Abuja's proposals are estimated to be low and balanced by the positive effects on the urban environment and health situation.
- The Organising Committee would utilise existing environment partnerships and create a Games stakeholder forum with a significant advisory role.
- Abuja's proposed Agenda 21 and its Strategic Sustainable Plan is expected to be a reference point for environment policy and hold an important position in rehabilitation of construction sites and enhance urban green space.

## 5.3 KEY ISSUES OR CHALLENGES

- Abuja presents a comprehensive overview of environmental issues and measures that seem appropriate in relation to the proposed project, but the delineation of organisational responsibilities is not obvious. The delivery of environmental management solely by the Organising Committee would be a challenge.
- It is envisaged that the key environmental authority and signatory to the guarantee, the Abuja Environmental Protection Board, will undertake a pro-active management and campaigning role as well as remain functioning in a regulatory role, which is not always compatible.



## 5.4 COMMENTARY

Abuja's bid for the Games has sought environmental inspiration from United Nations resources, global sports management resources and from a base of local and national environmental issues.

Abuja is a relatively new, fast developing capital territory that designates location and layout of new urban infrastructure according to a plan. No vulnerable virgin lands or areas of high cultural, agricultural or ecological value will thus be utilised for the Games.

Some measures, such as sponsors' and suppliers envisaged involvement in the environmental programme, and the proposed advanced solid waste management, may provide some significant steps forward for Abuja, especially in sharing collective responsibility for the environment. However, there will be a significant need for financing of environmental infrastructure and service provisioning beyond the Games.

## 5.5 CONCLUSION

The environmental impact of Abuja's Games proposals is limited and the projects and measures presented appear appropriate to the city's situation. Climatic conditions and Abuja's overall environmental factors are also conducive to holding the Games during the proposed period of the Games.

The goals and priorities in the proposed environmental programme reflect a wide knowledge basis. The plans and related actions constitute a comprehensive and ambitious environmental agenda.

Should Abuja win the right to host the Games, some environment management challenges can be expected, notably the delineation of responsibilities between the various agencies and environment bodies in Abuja and the development of practical delivery systems to meet bid commitments both leading up to the Games and after the Games.



# Theme 6 – Finance

## 6.1 SUMMARY OF CITY PROPOSAL

- Financing the Games is linked to a large number of 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 by Abuja in considerable detail, while others are by necessity only estimates or extrapolations from other Games experience as sufficient detailed planning is not available at this time.
- Overall, the level of financial detail provided is not sufficient to enable a confident view to be expressed regarding many of the budget items.
- Detailed budget information has only been provided for the Organising Committee's revenues and expenditures, although in most cases that detail is limited. There is a much larger expenditure on non-Organising Committee projects totalling £1.331 billion related primarily to infrastructure. This expenditure is the responsibility of Government authorities and it is indicated that much will be undertaken regardless of the bid being successful. The Abuja Candidate City File states "75% of the facilities that would be used to host the Games will be privately built", so not all funding responsibilities fall directly on Government resources. No detail as to the manner of private involvement in these projects has been provided.
- Through the President of the Federal Republic of Nigeria the National Government has provided an undertaking to guarantee any economic shortfall by the Organising Committee so as to enable the Organising Committee and any associated Government agency to stage the Games at least to the standard required in the Host City Contract. This undertaking also specifically acknowledges grants to the Organising Committee of £167million, as well as provision of venues and land at no cost, Government secondees, all security arrangements, spectator transport, city cleaning, medical and doping services and the special legislation/regulations/ordinances that may be required. The same undertaking

acknowledges tax free status for the Organising Committee and other stakeholders. This provides a very strong level of Government commitment and supports directly many of the assumptions made in the Organising Committee budget.

- The budget provided by the Organising Committee estimates revenue (before Government grants) of £143 million and expenditure of £310 million, leaving a shortfall of £167 million to be financed by the Government. More detailed comments on the elements of the budget appear in later sections of this report.

## 6.2 KEY STRENGTHS

- Abuja has provided the economic shortfall Guarantee 6.1 from the President and the National Sports Commission (Office of the Minister).
- From a Finance perspective, there are a number of positive features of the budget structure. The primary elements are:
  - Strong Government support from all levels of Government;
  - A reasonable amount of existing infrastructure and available land for developments;
  - A fast growing city with a need for the housing infrastructure provided via the Villages;
  - Recent experience in hosting the All Africa Games; and
  - Benefits to Games Family are provided in extending travel grants to 100% of athletes and officials entitled to stay within the Games Village by virtue of their accreditation based upon a CGA's average team size from 2006 and 2010, providing sports development grants to all CGAs of USD 125,000 per CGA and providing travel and accommodation subsidies to CGA officials that extend beyond contractual requirements.

### 6.3 KEY ISSUES OR CHALLENGES

- Abuja did not provide Guarantee 6.3, with respect to price controls. Whilst the Candidate File addressed accommodation price control and free public transport, no statement or guarantee from the appropriate authorities was provided. More detailed analysis is provided in Theme 12.
- A key challenge is the extent to which detailed planning has been completed in order to derive budgets. There are two elements to this planning, how the plans affect the Organising Committee budget directly and how the plans impact budgets outside the Organising Committee for work to be performed by other agencies. Specific comment on the impact on Organising Committee budgets is included in the next section of this report. Little detail has been provided on the impact that the Games has on budgets of other agencies – where potential additional works and timing and delivery schedules for existing works may need adjustment to accommodate needs. This element has apparently been incorporated into the Federal Capital Territory Master Plan along with the appropriate funding. The Master Plan has not been reviewed from a financial perspective to verify this.

### 6.4 COMMENTARY

While some financial elements provide reasonably extensive coverage, the general level of planning and supporting detail for revenue and expenditure budget items is not sufficiently adequate to be confident that all key influences have been taken into account.

#### General Items Affecting the Budget

- Shortfall Guarantee. This item has been adequately covered, most notably by the extensive guarantee provided by the President of Republic of Nigeria on 13 June 2007. This guarantee, apart from providing a general underwriting, provides for funding of services such as security, medical, customs and other Games related items.
- Other Guarantees. Various other guarantees of financial support have been obtained. Key among these are:

- Confirmation of Presidents Guarantee by the Director General, National Sports Commission;
- assuring “...adequate financial support...” by the Minister for Federal Capital Territory; and
- “...provision to be made in budgets 2008/2014 to accommodate all our obligations...” by the Administrator Abuja Municipal Area Council.

Also a key element of “guaranteeing” non-Organising Committee works is the Federal Capital Master Plan which provides for infrastructure for roads, railways, airport upgrade, venue construction and Athletes’ Village.

- Price Controls. The intention is for the Nigerian Government to act to cap hotel pricing. Prices are to be established at the end of 2007 and any increases will be restricted to official inflation plus 3% p.a. with special conditions applying to new hotels. This mechanism has been established by the National Tourism Development Corporation (NTDC) and the Hotel Owners Forum of Abuja (HOFA). Pressure on existing hotel accommodation for the Games is reduced by the planned development of accommodation villages for athletes, media and sponsors and the development of new hotels. These developments will involve private equity, details for which have not been provided. Government contributions to the villages are estimated at almost £200 million and for Hotels at £50 million.
- Public Transportation. Transportation costs for spectators have been largely covered by the provision of free public transport via light rail and bus networks from 3 major transport hubs to be established, as well as park and ride facilities. The transport solution involves a major investment of £800 million in the road and rail network, and a major growth in the number of buses (from current 200 to 3000 by 2010) operating in the City. No light rail network currently exists.
- Taxes and their impact on the Games. While there are numerous taxes applicable in Nigeria, the Organising Committee and all participants in the Games will be exempted by special legislation. This will extend to customs duties





for goods brought into Nigeria – based on some conditions regarding re-export etc. The Organising Committee will be established as a non-profit corporation and will avoid any taxes related to revenue generation, VAT, customs duty and stamp duty and will not be required to make any withholding from payments made to overseas parties, including the CGF. Individuals working in Nigeria (contractors, broadcasters, journalists, etc.) will be exempt from income taxes if they are resident in Nigeria for less than 6 months. In summary, provided the legislation is passed in the manner described by the Organising Committee, taxes should not impact on the Organising Committee or other Games stakeholders. Apparently a similar tax free status was provided for the 2003 Africa Games.

- Exchange rates. The rates used in calculating budgets are currently appropriate.

#### **Budget Revenue Items**

- Broadcast. The forecast revenue of £30 million has been budgeted in line with professional advice provided to the CGF.
- Sponsors. The budget provides for £50 million to be raised from 3 tiers of sponsors with varying rights. This presumes 10 tier 1 sponsors (67% of target group) with a minimum of £3 million (cash and VIK), 15 tier 2 sponsors at £1 million (cash and VIK) and 10 tier 3 sponsors at £0.5 million (VIK). Overall this outcome exceeds the experience at M2006 and M2002 substantially, particularly for the tier 1. The industries likely to be involved are referenced, but no examples of past sponsorship that supports these estimates in Nigeria are provided. Unless there is expert advice available or discussions have already been held with potential sponsors, it would be appropriate to consider these estimates optimistic. Recent experience of a sponsorship for football has been encouraging and might support this level of revenue.
- Ticketing. Overall revenue is relatively modest for this item at £4 million. The total number of tickets to be sold of 420,000 appears to be low relative to prior Games (e.g. approx. 1.6 million in M2006), although the methodology used to establish available tickets appears sound. Actual spreadsheets supporting the ticket number calculations have not been provided, therefore it is not possible to reconcile the methodology used with the venue capacities. Even if larger numbers of tickets could be sold, the financial impact would be relatively minor as it is likely these would be in the lower priced category. Ticket prices are in accord with benchmarks available for Abuja from other sporting events.
- Licensing. There are 3 components to this revenue source, £3 million from merchandising, £1 million from coin programmes and £0.3 million from the philately programme. The assumed revenue from merchandising appears optimistic, and is well in excess of that achieved in M2006.
- Lottery. The Evaluation Commission was advised that lotteries are very popular in Nigeria, and most are promoted by private firms. The Organising Committee has held preliminary discussions with some firms and received support from at least one private firm. The Organising Committee has further commented that any lottery shortfall would be made up by the Government guarantee. This is an obvious conclusion to any revenue shortfall, given the Government underwriting of the Games. It is difficult to form a view as to the likely success of the lottery; however, the amount expected at £20 million is not an insubstantial component of the revenue budget.
- Interest. Substantial revenue is assumed from interest earned at £10 million. There are some assumptions in the calculation that inflate this estimate. It is assumed all Government funding is received at the start of the year and expenditures occur at year end. It is also assumed that £6 million of sponsorship revenue will be received each year 5, 4, and 3 years prior to the Games. Whether this 'front ended' cash flow can be achieved is not known; however, experiences elsewhere would not support these assumptions. Lottery proceeds are also assumed over the period to arise at the start of the year. Despite a 10% allowance being built into the calculations, a more conservative assumption would be substantially less than the estimate used.
- Asset Disposal. Most of the significant assets



established for the Games will not be owned by the Organising Committee and any proceeds from their disposal will not accrue to the Organising Committee. These substantial assets include the Athletes, Sponsor and Media Villages and any equipment items associated with the services supply (e.g. security or medical equipment). The equipment to be disposed of by the Organising Committee will be limited to sale of FF&E, vehicles and technology equipment. Revenue of £6 million has been estimated, but no details regarding the equipment items and their resale prices have been provided.

- Donations. £2 million is expected to be raised from African organisations and Nigerians living overseas.
- Other Revenue. A total of £14 million has been estimated as cost recovery for accommodation, catering and rate card etc. These are discussed under expenses.
- Government Subsidy. £167 million has been established as the Government contribution. This amount equates to the requirement to balance the shortfall of revenues and expenditure in the draft budget and has been acknowledged in the guarantee and undertaking received from the President of Nigeria.

### Budget Expenditure Items

As a general observation, most of the expenditure items in the budget lack any significant detailed supporting analysis. Broad generalisations have been used in many cases and there is no clear link to detailed plans.

- Capital Expenditure. The Organising Committee has not budgeted any expenditure of a capital nature for any permanent works at venues or villages. It is assumed that 100% of required funding will come from Government and associated sources (for example PPP arrangements).
- Venue Operations. This item totals £36.7 million, of which almost 90% relates to venue overlay and maintenance costs. Permanent works totalling £62 million are excluded from this budget, as this work is to be undertaken by other Government authorities. Overlay and temporary construction costs for most venues

have been based on a model venue cost, which is then rounded up or down to reflect larger and smaller venues – with increased allowances for new venues. This approach fails to recognise any significant elements that might exist at a particular venue – although it would appear that at 3 venues some £4 million of additional costs have been identified. These additional costs have been assumed to be “absorbed by Government”. There does not appear to be any costs allocated for some training venues – in particular the temporary training pool for swimming. In the absence of any detailed venue planning, the model venue approach adopted is the only option available, but it needs to be treated with caution.

- Villages. This budget item of £34.4 million includes both the Games Village and the Media Village, with the major component being the overlay allowance of £24 million. The Games Village overlay of £10 million is not detailed, but based on M2006 experience, may not be sufficient to provide all necessary services. There is also no explanation for the £14 million overlay for the Media Village. Media normally pay for their own accommodation in hotels, and it would not be unreasonable for costs for the Media Village to be recovered from the attendees. However, based on a target of 3,000 media, the overlay cost alone would work out at £4,600 per person. Such a large amount is unlikely to be recovered. It is unclear why the overlay cost is so large, and if it is a reality, then perhaps the whole notion of providing a Media Village needs to be re-examined as it would be much cheaper to place media in hotels. Other costs for housekeeping, cleaning, etc., have been established using local costs and elementary assumptions and are likely to be appropriate.

There is a large expenditure of £86.5 million for the Athlete’s Village and £103.4 million for the Media Village construction that is outside the Organising Committee budget.

- IBC/MPC. Similar to venues and villages, this budget of £9.7 million is dominated by a construction and overlay cost of £8.7 million. As this is a new venue to be established this cost is probably realistic, however, no detailed breakdown has been provided.



- **Workforce.** This budget has been worked up with reasonable detail. The only programme that looks understated is Ceremonies; however, there may be assumptions regarding outsourcing that are built into the budget. Staff build-up over the years is appropriate, although final staffing at 1,000 may be understated. Any shortfall would be short-term employees and the financial impact would be limited. Unless there is a tight labour market in Abuja then payment of retention bonus budgeted may not be necessary. Similarly, the allowance for motivational payments may be excessive. This budget is aided by the Government secondees (comprising half the staff) being provided at 50% subsidy. Other allowances for clothing, training, etc. are appropriate.
- **Information Technology.** The budget of £22 million is accompanied by a detailed list of items, but there is no link from this list to the 9 expenditure line items provided. Therefore, it is difficult to determine the basis of calculation. The expenditure items appear to be approximate estimates, and for the most part are likely to be reasonable. The allowance for timing/scoring/results at £3.2 million may be optimistic given the lack of competition for this service, and may be as much as 50% understated. However, the allowance for Games Management Systems at £5.2 million is potentially too large and would provide in part an offset. It is difficult to determine if the budget allowance would produce an acceptable IT service, particularly as there is no data available regarding the level of existing venue technology infrastructure.
- **Telecommunications.** Similar to the comment on IT above, there is no link provided between the detailed list of items and the expenditure line items in the budget. The allowances provided in the budget of £12 million should deliver an acceptable outcome; however, a significant risk does exist regarding the communication infrastructure in Abuja. Elsewhere in the submission, some evidence has been provided that the infrastructure in Abuja is wide ranging and relatively new technology.
- **Internet.** This budget has been broken down into some detail, but the basis of calculation of line items has not been provided, and is assumed to be general provisions. It would be expected that a quality internet service could be provided by the £4.2 million budget.
- **Catering.** This budget has been derived from reasonably detailed assumptions on numbers of meals to be provided and costs. The numbers assumed are reasonable. While it has been difficult to determine local meal cost benchmarks, the cost per meal used is many orders of magnitude less than the most recent experience in M2006. It is likely that the cost needs to be increased significantly.
- **Transport.** This budget comprises two parts, the air transportation of athletes and officials to the Games and the local provision of transport at Games time. The budget allowance for athletes and official travel is calculated based on 5,500 participants (using the average at the last two Games as a benchmark) at an average airfare of £1,000 – reasonable assumptions. The local transport provision is a more detailed assessment. Adequate provision would appear to have been made for buses and mini buses; however the number of cars may be significantly understated. There is also no provision for vehicle use in the months prior to the Games. Operating and driver costs for the fleet are based on local costs. Planning costs for this complex activity are also likely understated. Overall allowances may be sufficient.
- **Advertising and Promotion.** Totalling £16 million across a number of programmes, this budget has been prepared with varying degrees of detail, but little solid evidence of costs applicable in the local environment. The cost of ordering, processing and distributing ticket sales is out of proportion to revenue generated. Other line items appear appropriate, but little supporting detail is available to determine this.
- **Administration (excluding Broadcast and Accommodation).** This covers the support departments of Corporate Services, General Management, Planning, Legal, Finance, Procurement, HR, Language Services, Government coordination, Accreditation and Environment totalling approx. £22 million. No detailed breakdown is available to support these estimates. Compared to M2006 experience they represent a reasonable starting



point and there are no obvious major missing items.

- Broadcast. Consistent with professional advice provided to the CGF an allowance of £20 million has been made for host broadcast production and agency costs associated with the sale of International Broadcast rights. This budget provision appears adequate.
- Accommodation. This budget provides for expenditure of £12 million and cost recovery revenue of £10 million. The net cost being the cost of hotels for CGF and CGA officials and technical officials. The number of technical officials would seem to be only 50% of the requirement, unless the other 50% are to be sourced within Abuja and not offered accommodation. It is not clear why the Organising Committee is incurring major expenditure in hotels on sponsors and media if they are to be housed at villages. It is noted that £50 million of expenditure developing new hotels is outside the Organising Committee budget.
- Ceremonies. A total budget of £17.6 million is provided for the Opening and Closing Ceremonies (£11 million), Queen's Baton Relay (£3 million), cultural programme (£3 million) and education programmes (£0.6 million). There are no fixed guidelines with these expenditures as the programmes can be designed to match the available budget. The allowance for Opening/Closing Ceremonies is less than half the expenditure at M2006 and is unlikely to support a highly technical

production. No details supporting these budget items were provided.

- Relatively small budgets are provided for Medical, Security and Test Events totalling approximately £4 million. Most of the medical and security costs are carried in budgets outside the Organising Committee, including an allowance of £30 million for new medical facilities.
- Other. This budget, totalling £44 million, provides for contractual payments under the Host City Contract to the CGF, provision to secure local marketing rights and contingency. Within this the Evaluation Commission is of the view that the current level of contingency is inadequate at this stage of budget development.

## 6.5 CONCLUSION

In overall terms, the Organising Committee budget appears to have identified, at a high level, most of the major elements of revenue and expenditure as outlined in the Candidate City Manual. As the detailed comments above establish, many of the budget items have not been supported with a level of detail anticipated at this stage of the Candidature process. It is therefore very difficult to form a conclusive view as to the adequacy of all elements of the budget. Assuming all other Government agencies deliver the proposed infrastructure, the budget allowances are more likely than not to achieve an acceptable outcome; however, the level of detail and planning appears deficient at this stage.



# Theme 7 – Marketing

## 7.1 SUMMARY OF CITY PROPOSAL

- Abuja has proposed a comprehensive Marketing programme that is forecast to generate a total of more than £80 million. The programme is structured around an executed Joint Marketing Programme Agreement (JMPA), the current legislative framework in Nigeria, and a commitment to new legislation and other Government initiatives to provide any further protection that is identified.
- The Abuja Games brand will be built around the theme of 'Harmony and Unity' with the brand identity to be developed through a competition among Nigerian designers.
- Sponsorship is forecast to generate revenue of £50 million from Local Sponsorship and Official Suppliers with a further £3 million to be generated from sponsorship to cover the international component of the Queen's Baton Relay.
- A major component of the Abuja Marketing programme is a proposed national lottery which is forecast to generate £20 million in revenue. Ticketing and Licensing are forecast to generate revenue of £4 million and £4.3 million respectively.

## 7.2 KEY STRENGTHS

- Abuja provided Guarantee 7.1 – the Joint Marketing Programme Agreement – fully executed.
- Abuja provided Guarantee 7.2 from the Office of the Managing Director, Abuja Metropolitan Management Agency, confirming that the required legislation to effectively reduce ambush marketing will be in place by 30 June 2012.
- Abuja provided Guarantee 7.7 from Premier Lotto Limited, endorsing a Games lottery scheme, and whilst not guaranteeing any shortfall to income projections this has been covered elsewhere through the Government guarantees.
- The Sponsor Hospitality Programme proposed by Abuja features a substantial Sponsor Village

located at the City Gate Cluster in close proximity to the main stadium and venues for many of the major sports including swimming and cycling. Abuja has also committed to provide each sponsor with their own facility in the sponsor village sufficient to cater for 150 of the sponsor's guests. Other committed sponsor hospitality support includes access to facilities within Abuja for hosting publicity events.

- Abuja has budgeted a total of £16 million in expenditure on Advertising and Promotion to support the achievement of the forecast revenue from Marketing. The total budget includes £4.7 million for Marketing and £2.5 million for Public Relations.

## 7.3 KEY ISSUES OR CHALLENGES

- Abuja faces a significant challenge generating the forecast revenue of £50 million from Local Sponsors and Suppliers. This level of revenue represents a material increase over the revenue generated from sponsorship for any previous Commonwealth Games.
- Abuja's plans for ticketing show that a significant proportion (67%) of the forecast revenue of £4 million is planned to be generated by the sale of 102,000 tickets (100% of available seats) to the Ceremonies at an average price per ticket of over £26. Based on comparative prices provided by Abuja this represents a challenge. Other components of the ticketing plan appear to be achievable.
- Abuja has forecast revenue of £3 million from "Licensing merchandise". Based on an average royalty of 15%, Abuja will need to generate total retail sales of £20 million to achieve this forecast revenue. Retail sales of this magnitude are unprecedented for the Commonwealth Games.
- Abuja has forecast revenue of £20 million from a national lottery based on the Organising Committee receiving a 37% share of the total revenue of £54 million generated through the sale of 10.8 million tickets at £5 each. Background provided by Abuja indicates that public and private lotteries of this kind are common in Nigeria. It is not possible to make

any assessment of the level of risk associated with this revenue. Nevertheless, it is considered a key issue for Abuja as it represents 24% of forecast revenue from Marketing.

- Abuja has forecast revenue totalling £4.3 million (Queen's Baton Relay £3 million, Coin Programme £1 million, and Philately £0.3 million) that relates to international activities and therefore will involve the marketing rights of the CGF and potentially individual CGAs. While Abuja has acknowledged its awareness of these rights, the management of these programmes will present challenges for Abuja.

## 7.4 COMMENTARY

While Abuja's bid demonstrates all the basic principles involved in a successful Games Marketing programme, the revenue forecast from key marketing activities, in particular Sponsorship, will present a significant challenge for Abuja to achieve given the relative size of the Nigerian economy, which is about one tenth the size of the

economy of the United Kingdom based on purchasing power parity.

While Abuja has advised of major sponsorships involving Shell and Globacom (a local telecommunications company), these do not provide sufficient evidence to support the forecast revenue from sponsorship. Furthermore there is only limited evidence of any major sponsorship programmes available from the Nigerian market that can be used to validate the revenue forecast.

Currently there is also only a limited sponsorship marketing programme in Nigeria for the Commonwealth Games and limited supporting information can be found of any substantial local sponsorship programme for the Nigerian Olympic Team.

## 7.5 CONCLUSION

The Marketing programme proposed by Abuja is ambitious. It is considered a significant challenge and risk to the Games budget to generate the total revenue projected from Marketing (£80 million).



# Theme 8 – Sport and Venues

## 8.1 SUMMARY OF CITY PROPOSAL

- Abuja is proposing to conduct 17 sports including 4 team sports.
- These sports are Aquatics (Swimming and Diving), Athletics (Track and Field and Marathon), Badminton, Basketball, Boxing, Cycling (Road, Mountain Bike and Track), Gymnastics (Artistic and Rhythmic), Hockey, Judo, Lawn Bowls, Netball, Rugby 7s, Shooting (Pistol, Small Bore, Clay Target and Full Bore) Squash, Table Tennis, Weightlifting and Wrestling.
- The Events for Elite Athletes with a Disability (EAD) are proposed as Swimming, Athletics, Lawn Bowls, Table Tennis and Powerlifting. The exact events will be prescribed at a later date by the CGF in consultation with the IPC.
- This list of sports meets the criteria set by the CGF.
- Abuja is a modern, developing city. Its growth is controlled by an Urban Master Plan which defines the evolution of urban infrastructure in a series of 'rings' around the City Centre. There is a clarity to the layout of the city as a result of a well considered Master Plan which supports expansion and development of transport and other urban infrastructure.
- The Abuja venue Master Plan proposes the majority of venues within 3 key clusters, the City Gate Cluster, the City Centre Cluster and the Maitama Cluster. Each of the three clusters are well connected to the city and other key facilities by a major arterial road network, though at this stage there is no mass transit system connecting the venue clusters.
- Within the City Gate Complex, there are a number of existing venues which were developed for the All Africa Games, including the Main Stadium, Velodrome, Aquatic Centre and two Indoor Halls. With respect to the City Centre and Maitama clusters, significant additional development is proposed, through a combination of permanent and temporary infrastructure.
- A substantial training centre is also proposed which will be attached to the Games Village.

## 8.2 KEY STRENGTHS

- Abuja has through the Nigerian President and the National Sports Commission, provided Guarantee 8.4 regarding financing of all work required for the Games.
- The Bid Committee considers the athletes as the primary Games stakeholder.
- The key sports personnel will be deployed prior to the Delhi 2010 Games so that the benefits of the CGF Observers Programme can be maximised.
- The Test Event Programme will be devised by 2009 and implementation will occur between 6 and 18 months from the Games.
- Abuja has proposed that the Netball final game be in the morning to cater for key markets.
- Abuja has proposed that the Swimming finals occur in the morning – again to cater for key markets. Further decisions on this format need to be made following the feedback from the Beijing Olympics.
- 9 sports will have training venues within 2 minutes of the Village.
- The Abuja proposal achieves a high level of clustering and is appropriately integrated with the proposed evolution of the city Master Plan. The clustering concept minimises the number of competition sites, creating operational efficiencies, and existing venues are utilised as a platform for the additional infrastructure required for the Commonwealth Games.
- There is significant additional land area at the key precinct (City Gate Cluster) in order to support a proposed expansion of this complex with additional sport venues.
- The key venues, particularly the Main Stadium and Velodrome, are excellent venues which, with the required upgrade, would provide excellent venues for a Commonwealth Games.
- A strong commitment has been given by the Government of Nigeria to develop all additional infrastructure required for the Commonwealth Games.



### 8.3 KEY ISSUES OR CHALLENGES

- Abuja did not provide the complete full Guarantee 8.5 – regarding competition venue usage. Only 11 International Federation endorsements were received, for Aquatics, Athletics, Badminton, Basketball, Boxing, Cycling, Judo, Lawn Bowls, Netball, Hockey and Wrestling.
- With respect to the proposed competition schedule, there are a number of sports where the proposed schedule does not reflect Commonwealth Games requirements or represents a departure from the established Commonwealth Games format. These issues would require further analysis to ensure a viable competition schedule.
- The provision of sufficient training venues is a concern as the total numbers for each sport have not been detailed and the costing needs to be confirmed.
- A number of the sports being proposed are not mainstream sports in Nigeria and this would require a focus on increasing participation and sport development for a number of nominated sports.
- The high level of clustering is not well supported by an existing public transportation system, and this may have an impact in delivering the required number of spectators to each of the venue clusters. A substantial investment would be required in transport infrastructure in order to ensure the Master Plan is feasible. This would include the development and/or re-alignment of planned metro/rail systems to the key precincts.
- Specific legacy plans or concepts, which should support the proposed venue development programme for individual facilities and venues, do not appear to be well defined at this time.
- The existing venues which have been nominated (with the exception of the Stadium and Velodrome) would require significant renovation and development to support a Commonwealth Games. The proposal from Abuja does not specifically identify a budget allocation for upgrade/renovations and this is likely to be a significant additional cost. It is noted that the Nigerian and Federal Capital Territory Governments have provided broad undertakings to comply with CGF requirements as specifically relate to Games venues; however, the level of detailed financial planning needed to support these guarantees appears to be lacking.
- In many cases, the Abuja venue planning proposals do not meet CGF/IF requirements with respect to Field of Play (FOP) and Warm-Up requirements. When applying the actual requirements for these venues, it is likely that the venue ‘footprint’ would be significantly greater for some venues, and the proposal for venue locations may not be feasible, resulting in venue relocation and potentially a more dispersed venue Master Plan. Based on planning work undertaken subsequent to the Evaluation Commission’s visit, there is still some concern that the requirements are not fully understood.



## 8.4 COMMENTARY

### Venue Appraisal – Abuja

Sport	Discipline	Venue	IF Approval	Comments
Aquatics	Swimming	National Stadium Swimming Centre	Yes	<p>The National Stadium Swimming Centre is an existing complex in the City Gate Cluster. A number of issues were identified during the Evaluation Commission's visit. These included:</p> <ul style="list-style-type: none"> <li>A 50m 6-lane warm-up pool is required as a minimum, and the proposal was not in compliance with this requirement. A commitment was made to review the proposal</li> <li>A minimum capacity of 5,000 seats is required for the venue. The current capacity is less than 5,000</li> <li>The seating would require some reconfiguration to allow for accredited seating and Media tribunes in the current location of the VIP lounge.</li> <li>A significant upgrade of this facility will be required, and significant Games Overlay required to meet CGF requirements. Whilst there appears to be an Overlay budget identified, no specific permanent works budget has been identified for the venue upgrade.</li> <li>It is noted that subsequent to the Evaluation Commissions visit, the Block Plan for this venue has been revised to indicate a proposal for a full 8 lane 50m warm-up pool adjacent to the existing venue. In addition, it has been demonstrated that with temporary seating at the end of the pool, the required capacity of 5,000 can be achieved.</li> </ul>
	Diving	National Stadium Swimming Centre	Yes	<p>In addition to the issues raised above, the following issue was identified specific to Diving:</p> <ul style="list-style-type: none"> <li>The configuration of the Diving tower requires further review in order to confirm it can adequately accommodate all required Commonwealth Games disciplines. A significant renovation of the tower would be required.</li> </ul>
Athletics	Track and Field	National Stadium	Yes	<p>The National Stadium appears an excellent Track and Field Stadium and would provide a good venue for Commonwealth Games Athletics competition. Upgrading of some elements of the stadium would be required, and whilst a Games Overlay budget has been identified, no specific permanent works budget has been identified for the venue upgrade.</p>
	Marathon	National Stadium (finish)	Yes	<p>A Marathon route through the city of Abuja has been identified, with the Finish at the Main Stadium. This would appear to be an acceptable proposal, subject to an analysis of the technical aspects of the course.</p>
Badminton		Gymnasium City Gate Cluster	Yes	<p>The proposed Badminton venue is an existing Indoor Stadium in the City Gate Cluster. A number of issues were raised during the Evaluation Commission's visit. These included:</p> <ul style="list-style-type: none"> <li>A significant upgrade of this facility will be required, including A/C and Sports Lighting requirements and significant Games Overlay required to meet CGF requirements based on the limited space available within the existing venue. Whilst there appears to be an Overlay budget identified, no specific budget has been identified for the venue upgrade.</li> <li>Warm-up facilities were not proposed in accordance with CGF requirements.</li> </ul> <p>It is noted that subsequent to the Evaluation Commissions visit, the Block Plan for this venue has been revised to indicate a proposal for 4 warm-up courts adjacent to the existing venue.</p>



Sport	Discipline	Venue	IF Approval	Comments
Basketball		Entertainment Hall A	Yes	A new venue is proposed for Basketball competition in the City Centre Cluster. It is assumed that as such the venue could be constructed to meet all IF and CGF requirements. The proposed planning generally reflects these requirements.
Boxing		International Conference Centre	Yes	<p>It is proposed to utilise the existing conference hall at the International Conference Centre for Boxing competition. Subject to further validation of seating capacity and location of warm-up facilities, this would provide an acceptable solution for Commonwealth Games Boxing competition.</p> <p>It is noted that subsequent to the Evaluation Commission's visit, the Block Plan for this venue has been revised to indicate warm-up areas adjacent to the existing venue.</p>
Cycling	Road	Abuja Football Stadium	No	The proposal to utilise the Abuja Football Stadium for Road Cycling was not clearly described during the Evaluation Commission's visit. However, within the city of Abuja there appears to be adequate road infrastructure and space to accommodate the Road Cycling event. Further analysis would be required to identify an appropriate Start/Finish Zone.
	Track	Velodrome City Gate Cluster	Yes	The existing Velodrome at the City Gate Cluster is an excellent venue with a covered, concrete track and extensive BOH facilities. Further discussion would be required with the CGF as to the appropriate treatment of the track, as the current CGF requirement is for a timber track for competition. Verbal assurance were provided that a timber track would be provided.
	Mountain Bike	Maitama Mountain Bike Circuit	No	A new temporary venue is proposed for Mountain Bike competition. It is assumed that as such the venue could be constructed to meet all IF and CGF requirements.
Gymnastics	Artistic/Rhythmic	Maitama Sports Complex	No	A new venue is proposed for Gymnastics competition. It is assumed that as such the venue could be constructed to meet all IF and CGF requirements. However it is noted that the Abuja Bid proposal for a Gymnastics venue of a capacity of 5,000 does not meet the CGF minimum requirement of 10,000. The Abuja Bid Committee has requested a dispensation to reduce the capacity for this venue to 5,000.
Hockey		Hockey Stadium City Gate Cluster	Yes	<p>The existing Hockey Stadium at the City Gate cluster appears to have the potential to host Commonwealth Games Hockey competition. The following issues were raised during the Evaluation Commission's visit:</p> <ul style="list-style-type: none"> <li>A significant upgrade of this facility will be required, and significant Games Overlay required to meet CGF requirements. Whilst there appears to be an Overlay budget identified, no specific permanent works budget has been identified for the venue upgrade.</li> </ul>



Sport	Discipline	Venue	IF Approval	Comments
Judo		Indoor Sports Hall, City Gate Cluster	Yes	<p>The proposed Judo venue is an existing Indoor Stadium in the City Gate Cluster, and is shared with Wrestling competition. A number of issues were raised during the Evaluation Commission's visit. These included:</p> <ul style="list-style-type: none"> <li>A significant upgrade of this facility will be required, including A/C and sports lighting requirements and significant Games Overlay required to meet CGF requirements based on the limited space available within the existing venue. Whilst there appears to be an Overlay budget identified, no budget has been identified for the venue upgrade.</li> <li>Warm-up facilities were not proposed in accordance with CGF requirements.</li> </ul> <p>It is noted that subsequent to the Evaluation Commission's visit, the Block Plan for this venue has been revised to indicate a proposal for a warm-up area adjacent to the existing venue.</p>
Lawn Bowls		Lawn Bowls Court, City Cluster	Yes	<p>A new venue is proposed for Lawn Bowls competition at the City Gate Cluster. It is assumed that as such the venue could be constructed to meet all IF and CGF requirements. However, it should be noted that the dimensions of the Lawn Bowls Greens on the City Gate Master Plan drawing submitted to the CGF do not meet the required CGF/IF requirements. This issue was raised during the CGF Evaluation Commission's visit but has not been clarified.</p> <p>It is noted that subsequent to the Evaluation Commission's visit, a revised proposal for this venue has been submitted, which includes a revised Master Plan for the City Gate cluster. It does not appear that the size of the Lawn Bowls Greens on the revised City Gate Master Plan are in accordance with the CGF requirements.</p>
Netball		Entertainment Centre Hall B	Yes	<p>A new venue is proposed for Netball competition at the City Centre Cluster. It is assumed that as such the venue could be constructed to meet all IF and CGF requirements, however the following issues were raised during the CGF Evaluation Commission's visit:</p> <ul style="list-style-type: none"> <li>The FOP and Warm-up configuration as proposed does not meet CGF requirements.</li> <li>The nominated capacity of 4,000 does not meet the minimum required capacity of 5,000.</li> <li>Based on the available site area, and the proposed development of a new Basketball venue on the site, it is unlikely that this venue could be accommodated on this site, along with a new Table Tennis venue. The building 'footprint' indicated on the City Centre Cluster drawing is not indicative of the actual required footprint for a Netball venue meeting CGF requirements.</li> </ul> <p>It is noted that subsequent to the Evaluation Commission's visit, the Block Plan for this venue had been revised to indicate the required CGF layout for this venue. The Abuja Bid Committee are seeking a dispensation to reduce the capacity for this venue to 4,000.</p>



Sport	Discipline	Venue	IF Approval	Comments
Rugby 7s		Abuja Football Stadium	No	<p>The existing Abuja Football Stadium is proposed for Rugby 7's competition. A major upgrade of the existing venue is proposed. It is assumed that as such the venue could be developed to meet all IF and CGF requirements, however this would require a significant renovation as the existing stadium does not currently have the capacity to hold Commonwealth Games competition.</p>
Shooting		City Gate Cluster	No	<p>The existing Shooting venue at the City Gate Cluster does not meet CGF or IF requirements. The proposed renovation and expansion of the facility at this complex does not appear achievable based on the requirements, and the drawings of the City Gate Cluster submitted to the CGF do not appear to reflect accurately the required 'footprint' of a Commonwealth Games Shooting venue.</p> <p>It is noted that subsequent to the Evaluation Commission's visit, a revised proposal for this venue has been submitted, which includes a revised Block Plan and a proposed relocation of the venue to another site in the City Gate cluster. This proposal also does not reflect the CGF requirements with respect to FOP configuration and layout for Trap and Skeet competition.</p>
Squash		Maitama Squash Centre	No	<p>A temporary Squash Centre is proposed for the Commonwealth Games at the Maitama Cluster. It is assumed that as such the venue could be constructed to meet all IF and CGF requirements, however the following issues were raised during the CGF Evaluation Commission's visit:</p> <ul style="list-style-type: none"> <li>• The FOP and Warm-up configuration as proposed does not meet CGF requirements, in particular the requirement for a Show Court of a minimum capacity of 2,500 seats.</li> <li>• The venue 'footprint' once designed to accommodate all CGF requirements, will be significantly greater and may not be adequately accommodated on the site.</li> </ul> <p>It is noted that subsequent to the Evaluation Commission's visit, a revised proposal for this venue has been submitted, which includes a revised Block Plan. This proposal also does not reflect the CGF requirements with respect to FOP configuration and layout, and therefore the required building footprint.</p>
Table Tennis		Entertainment No Centre Hall C	No	<p>A new venue is proposed for Table Tennis competition. It is assumed that as such the venue could be constructed to meet all IF and CGF requirements, however the following issues were raised during the CGF Evaluation Commission's visit:</p> <ul style="list-style-type: none"> <li>• The FOP and Warm-up configuration as proposed does not meet CGF requirements.</li> <li>• Based on the available site area, and the proposed development of a new Basketball venue on the site, it is unlikely that this venue could be accommodated on this site, along with a new Netball venue. The building 'footprint' indicated on the City Centre Cluster drawing is not indicative of the actual required footprint for a Table Tennis venue meeting CGF requirements.</li> </ul> <p>It is noted that subsequent to the Evaluation Commission's visit, a revised proposal for this venue has been submitted, which includes a revised Block Plan and a proposed relocation of the venue to another site in the City Centre cluster. This proposal also does not reflect the CGF requirements with respect to FOP configuration and layout, and therefore the required building footprint.</p>



Sport	Discipline	Venue	IF Approval	Comments
Weightlifting		Weightlifting Arena, City Gate Cluster	No	A new venue is proposed for Weightlifting competition. It is assumed that as such the venue could be constructed to meet all IF and CGF requirements.
Wrestling		Indoor Sports Hall, City Gate Cluster	Yes	<p>The proposed Wrestling venue is an existing Indoor Stadium in the City Gate Cluster, and is shared with Judo competition. A number of issues were raised during the Evaluation Commission's visit. These included:</p> <ul style="list-style-type: none"> <li>• A significant upgrade of this facility will be required, including A/C and Sports Lighting requirements and significant Games Overlay required to meet CGF requirements based on the limited space available within the existing venue. Whilst there appears to be an Overlay budget identified, no budget has been identified for the venue upgrade.</li> <li>• Warm-up facilities were not proposed in accordance with CGF requirements.</li> </ul> <p>It is noted that subsequent to the Evaluation Commission's visit, the Block Plan for this venue has been revised to indicate a proposal for a warm-up area adjacent to the existing venue.</p>

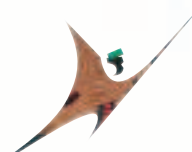
## 8.5 CONCLUSION

Based on the CGF evaluation visit to Abuja, and the documentation provided, it is clear that whilst there is a strong commitment to develop the required infrastructure for the Games, this would be a substantial project for the city of Abuja, and requires the development and/or re-development of most sport venues, and a significant investment in public transport infrastructure.

The concept Master Plan, which locates the majority of venues in three clusters, has merit and would provide efficiencies in conducting the Games,

subject to the development of required infrastructure, however the base infrastructure is relatively limited and in some cases not currently at the required standard for Commonwealth Games competition.

The lack of engagement with the NFs and IFs, at this early stage, is of concern, although that could be addressed through detailed planning if Abuja is selected as host. In general, there appears to be a lack of detailed planning and some significant matters requiring amendment regarding the overall sports programme and Games scheduling.





# Theme 9 – Village

## 9.1 SUMMARY OF CITY PROPOSAL

- The Abuja Village will be a new development, located within 18 km of the Central Business District (CBD) or Hotel District. Abuja states that the requirements of the Games Village afford it the opportunity to create a model urban development incorporating sustainable development principles and the “artificial creation of an ecosystem that strikes the correct balance between the needs of the natural and human urban environments.”
- An internal gas or hydrogen bus service, capable of accommodating people in wheelchairs, will operate throughout the Village.
- The proposed Village accommodation is primarily two and four bedroom walk-up apartments serviced by an internal stairwell, none exceeding two storeys (ground plus first).
- The apartments will be constructed for the Games Village in their post-Games configurations, complete with kitchens and living areas and sufficient in number to provide 6,600 bed spaces. The Village will include both recreational and training facilities, and Overlay, the purpose of which is to supplement the permanent buildings to create a fully operational modern Games Village.
- The Village will include a central Main Dining facility and three Casual Dining facilities located on its peripheries in the Residential Zone, and a “less formal” dining area in the International Zone.
- It will also have an on-site Athlete Accreditation Centre located in the Main Entrance to the Village.
- The proposed Village is very large, stated by Abuja as exceeding 99 hectares in area (although scaling off the provided Master Plan at around 55 ha), and incorporates an “Athletes’ Park” and very extensive green areas.

## 9.2 KEY STRENGTHS

- Abuja provided Guarantee 9.2, concerning Village planning consents, from the Federal Capital Territory Administration.

- (Guarantees 9.5 and 9.7 were not applicable).
- Abuja provided Guarantee 9.8, regarding Village accessibility standards, from the Federal Capital Territory Administration.
- Abuja provided Guarantee 9.10, regarding Village commercial rights, from the National Sports Commission (Office of the Minister).
- The proposed Village site has been secured and is well located, with major arterial road connectivity to the key competition clusters.
- The Village proposal supports the overall evolution of the Abuja urban Master Plan and will provide a strong legacy.
- The previous development of a Games Village for the All Africa Games demonstrates the ability to deliver a Village with the proposed PPP model.
- The proposal for a major Athletes training centre adjacent to the Village is an asset and will provide an efficient and convenient sport training concept.

## 9.3 KEY ISSUES OR CHALLENGES

- In many of the residential buildings, bedroom sizes do not comply with the minimum floor area requirement of 12m<sup>2</sup>.
- The proposed Master Plan arrangement does not, in many areas, support the Operational requirements of a Games Village.
- The proposed PPP delivery model for the Games Village is not clearly described and the participation of the key stakeholders requires further clarification.
- The proposed budget for the Games Village, with respect to both capital works and Games Overlay, appears low based on previous experience and may be understated.

## 9.4 COMMENTARY

The Village proposal is a component of the “fourth ring” of the City Development which is contained within the Abuja Master Plan. A Guarantee to this effect has been provided.

### Delivery of Village Development

The Abuja 2014 Bid Committee has advised that the City of Abuja will take on the full development responsibility for the Village.

The land for the Village has been certified by the Minister of the Federal Capital Territory as being “in keeping with the Abuja City Master (Development) Plan”. A “full” environmental impact assessment has been undertaken.

Provided that there are no material environmental impacts associated with the development, planning approvals for the development should be procedural.

Abuja has proposed a PPP model for the delivery of the Games Village development. Whilst it is acknowledged that this can be an effective delivery model, and has been widely utilised for previous events, the information provided by Abuja 2014 does not demonstrate a comprehensive understanding of the process required to ensure an appropriate outcome. In particular, the critical path analysis and funding proposals do not reference the PPP process, and there is minimal detail on the proposed structuring of the private public consortium and the relationships between the key stakeholders.

Based on the information provided, it is reasonable to conclude that Abuja does not have a clearly developed concept for the delivery of the Games Village.

### Financing and Work Schedule

Abuja provides only high level advice on finance and the related work schedule. Abuja expects the total development costs of the Games Village to be £86.5 million, fully guaranteed by the “Abuja Federal Government”. There is no indication on how much is to be contributed by a private developer in the proposed PPP delivery, and how much cost the Government will incur over and above the private financial contribution.

The estimated cost of £10 million for the “Overlay and Temporary Works” appears low based on previous experience.

The Timeline (Work Schedule) submitted by Abuja does not reflect a comprehensive understanding of the complexities and processes inherent in the proposed delivery model, and represents only a high level understanding of the required development programme.

### Accessibility

Abuja submits that it will provide all that is necessary to meet accessibility requirements for athletes and officials with disabilities. The critical element in this regard is allowing for wheelchair access throughout the Village generally and in the accommodation areas in particular.

With respect to Abuja’s proposal, there appear to be a number of challenges in achieving these requirements, including the configuration of bathrooms as proposed and the specific location of CGA facilities within each residence. If Abuja were selected, further analysis would be required to ensure international accessibility standards were met.

Overall site conditions as simply stated by Abuja do not seem to impose too many accessibility difficulties, and the internal transport system is to be capable of accommodating wheelchairs.

### Master Plan – Residential Zone

There is a lack of clarity in the overall size of the Games Village. The Bid states that the Village site is 99ha, though the Master Plan drawing scales at approximately 55ha. If the stated area of 99ha is correct, particular attention will be required to ensuring a compact Master Plan is developed, as this area is significant relative to other Villages of a similar capacity (e.g the overall site area of the Melbourne 2006 Games Village was 26ha).

### Accommodation

Abuja’s proposal is to provide the use of fully finished post-Games housing, including kitchens, to athletes during the Games – i.e. there is no Games Mode configurations for the proposed accommodation units. This may present some challenges for the Organising Committee, including:

- Increased damage liability;
- Increased housekeeping work load;

As submitted, the accommodation is spacious but has many bedrooms that are below the CGF accommodation standards for room size. Abuja has now acknowledged this and has resubmitted its accommodation plans “adapted to CGF requirements”. However the resubmitted plans continue to show: (a) 4 single rooms in the semi detached house 16 bed P-16 bed at around 8m<sup>2</sup>; (b) two double rooms in the semi detached house

16 A-16 (one on the ground floor and one on the first floor) less than 12m<sup>2</sup>; (c) four double rooms in the semi detached house 32 bed P-32 (two on the ground floor and two on the first floor) less than 12m<sup>2</sup>.

The ensuite bathrooms have been eliminated in the resubmitted accommodation unit plans.

### **CGA Offices**

The proposal for the location and quantity of CGA Offices is unclear based on the documentation provided, though a commitment has been made to comply with all CGF requirements in this respect. The key issue with respect to the Abuja proposal is the distribution of CGA Offices across the Village, which may result in some facilities being remote from the delegations. Further analysis of the proposal is required to ensure an appropriate solution.

### **Dining Facilities**

There will be a Main Dining Hall. In response to a question from the Evaluation Commission, Abuja advises the floor area to be “3,690 m<sup>2</sup> in area (ground floor + 1st floor) which will provide 1,845 seats”. However, 3,690 m<sup>2</sup> may not be sufficient for this capacity.

No Casual Dining was included in Abuja’s original Master Plan, although a “less formal” cafeteria is located in the International Zone. In the resubmitted Master Plan, there are now three Casual Dining facilities on the peripheries of the Residential Zone.

### **Master Plan – International Zone**

During the visit of the Evaluation Commission, it was noted that a number of required areas within the International Zone were not included in the Games Village Master Plan.

All the facilities identified by the Evaluation Commission as not shown on the original Master Plan, have now been included. It is noted that further analysis would be required to ensure the optimal planning and configuration of these areas was achieved.

### **Security Arrangements**

In broad terms the security arrangements are adequately described, however:

- The International Zone must be located within the secure perimeter.
- The Logistics Centre needs to be on the security line with a hard stand manoeuvring area for trucks outside the security line.
- CGA car parking, the Transport Mall, the Guest Pass and Protocol Lounge must be outside the security fence line.

### **Master Plan – General Layout**

The proposed Abuja Master Plan presents a number of challenges with respect to the general layout proposal. Specific planning concepts would need to be fully revised in order to ensure effective operational solutions. Particular challenges which have been identified include:

- The location and configuration of the Transport Mall would require revision.
- The location of facilities near to the Main Entry, including CGA Parking, the Athlete Accreditation Centre and BOH activities (Logistics, Cleaning and Waste) will have an impact on operations, and relocation of these areas should be considered.
- The location and configuration of the Secure Perimeter would need to be revised to reflect CGF requirements and planning principles.
- The location and configuration of Vehicle and Pedestrian Access Points would require further review.
- The location and configuration of Loading and Vehicle Screening areas for the delivery of goods would require further review.

## **9.5 CONCLUSION**

The Abuja proposal for the Games Village would require significant revisions in order to meet Commonwealth Games requirements. In summary the following key issues have been identified.

- There appears to be a lack of clarity in the proposed delivery model (though it is recognised that Abuja has previously delivered a Games Village utilising a similar model).
- The budgets allocated to the Games Village (Capital Works and Games Overlay) appear low.





- The residential accommodation does not meet minimum CGF requirements in some instances with respect to bedroom sizes and accessibility requirements.
- There are a number of specific CGF requirements which demand further attention, e.g., security and CGA offices arrangements

and the overall Games Village Master Plan that would require significant revisions in order to meet the Games operational requirements.

Subject to the above revisions and clarifications, an acceptable Commonwealth Games Village could be developed at the nominated location in Abuja.



# Theme 10 – Medical Services

## 10.1 SUMMARY OF CITY PROPOSAL

- The Nigerian National Health Policy sets the framework for access of all Nigerians to affordable health care and the contributory National Health Insurance Scheme (NHIS) was established to achieve this.
- The health system in Abuja is delivered by the Federal Capital Territory Authority (FCTA).
- All Commonwealth Games Family will be entitled to free medical treatment.
- The Federal Government is presently establishing a WADA accredited National Doping Control Laboratory in Abuja and the Evaluation Commission visited this facility.

## 10.2 KEY STRENGTHS

- Abuja provided Guarantee 10.10, by which the Federal Capital Territory Administration guarantees that current health investment plans are practicable and compatible with the development of Abuja.
- Abuja plans to make a substantial investment in the Nigerian health care sector; £1.84 billion for the period 2007 to 2009, as health-related Millennium Development Goals. However, how much of this money is to be spent within Abuja is not detailed. Nevertheless, an additional £27.4 million is earmarked for Abuja for the period 2009 to 2011 as part of the Medium Term Sector Strategy (MTSS).
- A 1,000-bed hospital is nearing completion at Karu, 25 minutes from Abuja's city centre. When completed, this hospital will be the most modern, best-equipped hospital in the Federal Capital Territory.
- The Polyclinic will benefit future residents of the Athlete's Village after the Games.

## 10.3 KEY ISSUES OR CHALLENGES

- A draft National Health Bill has been submitted to the National Assembly but it has not yet been passed into law. When enacted, the Bill will govern medical practice in Nigeria and determine national standards of health provision. There is a registration scheme for doctors and dentists currently in place.

- The National Health Bill needs to be enacted as soon as possible to catalyse health development opportunities, health standards and other benefits before the Games.
- Although the physical facility exists, a World Anti-Doping Agency (WADA)-accredited Doping Control laboratory has yet to be implemented in Nigeria.
- A central command for the FCT Emergency Medical Service (EMS) has yet to be established. However, when it is established, the EMS network will be integrated with emergency planning for the Games. The central command needs to be established and operational as soon as practical and training programmes should be implemented.

## 10.4 COMMENTARY

The provision of public health in Nigeria is a developing service and in recent years expenditure on health has increased substantially. Nevertheless, Nigeria still faces health challenges, but Government at all levels is demonstrating commitment to facing those challenges. This is evidenced by the recent establishment of a National Blood Transfusion Service. In addition, a National Ambulance Service is planned.

The FCTA Health Management Board has 305 doctors and 1,049 nurses in its employment. These are welcome statistics for the developing Nigerian capital of Abuja, which was only established in 1976. Should Abuja be the successful Candidate for the Games, it will recruit additional medical staff from neighbouring states, the Red Cross, Red Crescent and from medical schools, to complement FCTA staff at Games time.

Although Nigeria presently has no doping control legislation, there is a process in place to align Nigerian laws with the requirements of the WADA and UNESCO's International Convention Against Doping in Sport, already ratified by the Nigerian Government.

## 10.5 CONCLUSION

Provided that the health investment and other programmes noted are realised as planned, Abuja is likely to provide adequate Medical Services to the Commonwealth Games in 2014.

Abuja is likely to provide adequate Doping Control Services for the Games.

# Theme 11 – Security

## 11.1 SUMMARY OF CITY PROPOSAL

- The Abuja security plan indicates over 30,000 police and emergency services personnel will be involved in securing the Games.
- Security for all aspects of the Games will be a responsibility shared between the State and the Organising Committee for the Commonwealth Games. A 'partnership' model of security command and control.
- During the Games, the State will ensure security in the city and region of Abuja, venue surroundings, transport, public service networks and the protection of authorities and dignitaries. The Organising Committee will ensure the coordination of prevention and intervention operations at all competition and non-competition venues. It will provide technical measures of prevention and protection, personnel from private security companies, and volunteers in auxiliary security tasks inside venues or at outdoor sports events.

## 11.2 KEY STRENGTHS

- Abuja provided Guarantee 11.15 – regarding the safety and peaceful celebration of the Games – from the Office of the National Security Adviser on behalf of the National Government of Nigeria.
- Guarantee 11.16 was not applicable.
- The partnership described in the Abuja bid between the Security Directorate in the Organising Committee and the relevant State agencies, including police and emergency services, appears well considered and balanced – with a logical division of responsibilities.
- The plan for the security of the Village is very comprehensive. State Security Services will ensure the security of the exterior of the site, and will be supported by physical and electronic security and closed-circuit television systems provided by the Organising Committee. These systems will secure the perimeter and communications and zones overlooking the Village. A double security fence around the perimeter will encircle the International and Residential zones, and also the accreditation

centres, pass management centres and logistics adjoining the Village. Access to the Village will be controlled by electronic verification of accreditation and the control of bags and other personal belongings by X-ray scanner technology. All cargo will be transferred, checked and inspected by Security at the Goods Transfer Centre in the Village itself or at the place of origin.

- The security risk analysis provided to the Evaluation Commission provides some clarification of the issues relating to threats and risks in Abuja. In comparison to many other African cities, and other urban centres in Nigeria, the crime and civil disorder levels in Abuja are relatively low. While terrorism is a phenomenon that has not previously impacted Abuja, it is recognised by Abuja that the Games need to be appropriately protected from terrorist risks and that issue is factored into the plan.

## 11.3 KEY ISSUES OR CHALLENGES

- The staffing figures and budget estimated for the Organising Committee Security Directorate may prove inadequate. The staffing plan comprises three full-time staff and 5,000 volunteers ('spectator services') and the budget is £550,000 (or 0.18% of the total Organising Committee budget). It should be noted however that, the State security model involves the potential deployment of approximately 30,000 police officers with additional reserves available from nearby towns and army units.
- The challenge will be to ensure the well articulated village and venues security plan is appropriately resourced, equipped, staffed and managed. The Organising Committee Security budget as it is currently calculated is likely to be stretched to provide the comprehensive physical security overlay for the Village let alone for other competition and non-competition venues and road events.
- The current level of planning is not well developed and as a consequence may require increased levels of resource and management expertise.

## 11.4 COMMENTARY

Abuja has a very good record in relation to its crime and security environment. It has a superior law and order situation compared to other major cities in West Africa, including other major Nigerian cities like Lagos and Port Harcourt.

The commitment of the various State security and law enforcement agencies, to contribute and participate in delivering a successful Games security operation, is assessed as very genuine and purposeful.

Representations by Abuja gave a strong sense the Security Programme will enhance the overall success of the Games, in particular the branding of the Commonwealth Games and Abuja.

## 11.5 CONCLUSION

Subject to the successful implementation of the various components as outlined in the Abuja Bid documents, it is assessed that Abuja could mount an effective Security Programme which builds on and enhances the Commonwealth Games.

# Theme 12 – Accommodation

## 12.1 SUMMARY OF CITY PROPOSAL

	Hotel rooms 0-10km from Games Centre		Hotel rooms 10-50km from Games Centre		Other accom. 0-50km from Games Centre		Total
	Existing	Planned	Existing	Planned	Existing	Planned	
<b>Total capacity</b>	9,625	2,597*				7,000**	19,222
<b>Guarantees obtained</b>	7,582	2,079*				7,000**	16,661

2014 Hotel Room Rates (Guaranteed)	Single	Double/Twin
<b>Commonwealth Games Family Hotel</b>	£200	£230
<b>Constituent Hotels</b>	***	***

\*Planned hotel rooms 0-10 km from Games Centre are all 3-star to 5-star hotels.

\*\*Other planned accommodation 0-50 km from Games Centre includes a proposed 4,500 room, 4-star Media Village and a proposed 2,500 room, 4-star Sponsor Village

\*\*\*Constituent Hotel Room Rates for 2014 would be based upon November 2007 room rates, with allowance for increases due to inflation, plus 3% each year to 2014.

- Point of reference chosen for Commonwealth Games Centre is the National Stadium, located at City Gate Cluster.
- There is no minimum stay requirement.
- Guarantee for 2014 rooms and rates obtained from HOFA (Hotel Owners Forum Abuja).
- Bid Committee is working in cooperation with NTDC (National Tourism Development Corporation) and HOFA (Hotel Owners Forum Abuja).
- There is a very good range in the quality of accommodation available, and the accommodation plan does not have to rely on 1-star and 2-star hotels.
- All existing and planned accommodation is within a 10 km radius of the Games Centre. This compact accommodation plan supports transportation efficiency.
- Abuja 2014 is planning to offer a Family Host Programme. Under this scheme, volunteer families and groups would accommodate one or more visiting guests/spectators in comfortable residences during the Games. Such a programme would bring participating guests/spectators into real, first-hand experience with the typical Abuja (West African) home. Key benefits include convenience, comfort, security, hospitality and cultural exchange.
- The presentations from Abuja to the Evaluation Commission on accommodation during the visit clarified that “Free accommodation for Presidents & Secretaries General of CGAs would be provided for up to 17 days each at Games time.”

## 12.2 KEY STRENGTHS

- Abuja provided Guarantee 12.2, regarding total hotel room capacity, from the Nigerian Tourism Development Corporation.
- (Guarantee 12.3.5, was not applicable).
- Abuja provided Guarantee 12.7, regarding availability, room rates and price controls from the Hotel Owners Forum of Abuja (HOFA), but not from individual hotels.
- Total guarantees obtained are in excess of minimum required to host the Games, and an abundant supply of rooms remain available for spectators.



## 12.3 KEY ISSUES OR CHALLENGES

- Abuja did not provide Guarantee 12.8, regarding future hotel construction. Whilst the Candidate File says it is included in the Bid Guarantee File, this is not the case.
- It appears that care has not been taken in meeting all bid requirements for accommodation, particularly with regard to securing individual hotel guarantees that address room rates, room blocks, breakfast, authorized signatories, etc. Such guarantees have not been submitted for existing hotels, planned hotels or proposed villages.
- Abuja suggests that it would meet its obligation to establish controlled room rates after being awarded the Games. However, history shows that it is the most difficult time to secure cooperation from hotels in controlling room rates after a bid is determined. That history has influenced the establishment of Games requirements calling for such rate controls to be established now, at the bid stage. (The rate formula has been established, but the basis for the rate would be established in November 2007.)
- Abuja acknowledges that Nigeria does not have a standard hotel rating system. The National Tourism Development Corporation has developed a classification chart of rating criteria on behalf of the Bid Committee. That chart is based upon the international star rating system and on similar systems in various countries. A fully functioning rating system would provide an impartial and objective assessment of quality via inspections of each hotel, based upon such rating criteria. It is not clear that such inspections have taken place.

## 12.4 COMMENTARY

Regarding the National Tourism Development Corporation (NTDC) and the Hotel Owners Forum Abuja (HOFA) – the involvement of these organisations offers benefits to Abuja’s bid, but their roles also present challenges.

### Benefits

- NTDC is the Government body established by law to regulate the hospitality industry in Nigeria. As such it has the Governmental

authority and legislative powers to control hotels, including their room rates.

- The NTDC may use the annually-applied hotel rating system to leverage hotel compliance with its direction. (Other information provided by Abuja indicates such a rating system does not exist.)
- HOFA is an association of hotel owners. In the past, this organisation has assisted in providing a unified front for event accommodation.
- HOFA members subscribe to a common charter and may be obligated by decisions of its general Assembly, as elucidated by the Executive Committee.
- HOFA has enabled unified negotiations in securing commitments for the Games.

### Challenges

- The 2014 Candidate City Questionnaire instructs Candidate Cities to provide guarantees from all individual hotels. It does not provide for organisations such as NTDC or HOFA (regardless of their ability to control their constituents or members) to make commitments on behalf of hotels.
- HOFA membership is optional, and their ability to legally bind their member is questionable.
- The guarantee that has been offered by HOFA states: “This is to certify that 25,000 rooms will be made available in our hotels for use during the Commonwealth Games of 2014 at competitive international rates applicable at the period and that there will be no significant change during the Games.” This statement does not meet CGF requirements.

Regarding the plan for a 4,500 room Media Village and 2,500 room Sponsors Village, these plans also presents some benefits and challenges.

### Benefits

- The villages ensure parity in the standard of accommodation provided for each group.
- The villages enable a simpler and easier-to-manage transportation plan, as opposed to accommodation that is scattered.
- The villages are certain to leave a valuable legacy to the residents of Abuja.





### Challenges

- Games villages are usually developed when there is insufficient accommodation available, and/or when available accommodation is not in the proper location for successful Games. Neither condition applies here.
- The cost and complexity of the construction of 7,000 rooms, followed by the furnishing and operation of a temporary 7,000-room hotel are enormous, especially when weighed against the benefits.
- Abuja indicates that constituent groups (media and sponsors) would be offered the choice of village accommodation or permanent hotel

accommodation. If many choose permanent hotels (a very possible scenario), such an enormous project could be futile.

### 12.5 CONCLUSION

Abuja appears to have sufficient hotel capacity to host the Games, however they appear to be unwilling or unable to meet the CGF requirements calling for individual hotel guarantees (including commitments to 2014 rates) at this bid stage. The considerable influence apparently held by the NTDC and the HOFA should be applied toward this goal. In the absence of required guarantees (in the form required) and a firm commitment to 2014 room rates, one can only conclude that Abuja's accommodation inventory is not properly secured.



# Theme 13 – Transport

## 13.1 SUMMARY OF CITY PROPOSAL

- The official airport for the Games will be the Abuja International Airport which offers 3 direct international flights daily to and from Amsterdam, Frankfurt and London.
- Lagos International Airport is a short (50 minute) flight from Abuja offering approximately 200 daily flights to major cities in the five continents.
- Abuja International Airport is planned to offer more flights to the rest of the world without transiting in Lagos. Thus, it is expected that Commonwealth Games Teams and other Games Family coming to Abuja in 2014 would have more direct access from cities in Africa, Asia, Europe and North America.
- The Abuja International Airport currently has the capacity for handling 3 million passengers per year.
- Airport renovations, planned for completion by 2012, will increase the passenger capacity to 4.5 million per year.
- Abuja's International Airport renovations include "state-of-the-art" passenger and freight handling facilities, including a new passenger international terminal, improved airport security, increased car park size, a new shopping mall, new warehouses and an improved runway lighting system.
- Abuja's infrastructure programme includes improvements to public transportation links (bus and rail) from the new Airport to key locations including the CGF hotel, the Commonwealth Games Village, and the IBC/MPC.
- Abuja's key infrastructure programme for transport also includes a significant investment into new roads and highways to provide access from the airport and to and from competition venues.
- In addition to the upgrades to the public transportation system, Abuja is also planning to improve the highway system to handle the expected increase in traffic. By 2014, Abuja is planning to have several new major arterial

roads linking all sides of the city with 66 kms of bus rapid transit service, 286 kms of light rail and commuter rail, and 33,000 parking spaces at rail and bus stations.

- It is planned for spectators to benefit from the new Abuja Transportation initiative (ABUTRANS) with rail lines, expanded and improved bus services with global navigation satellite system (GNSS) and different park and rides throughout the city and Abuja region. At each venue, or at a maximum of 1.5 km away from the venue, will be bus transportation centres to facilitate spectator movement.

## 13.2 KEY STRENGTHS

- Abuja provided Guarantee 13.1, regarding planned transport infrastructure projects, from the Federal Capital Territory Administration.
- Abuja provided Guarantee 13.3, regarding airport capacity, from the Federal Ministry of Transportation.
- Abuja provided Guarantee 13.8, regarding fleet and rolling stock, from the Federal Capital Territory Administration.
- Abuja provided Guarantee 13.20, regarding transport and traffic management, from the Federal Road Safety Commission.
- Abuja has the backing of the Nigerian Government at the highest level. This Governmental backing will allow Abuja to co-ordinate and engage Federal, State and Local Government Transport bodies to assist it to develop and deliver Games-related transport systems and services.
- Abuja has in place a comprehensive road network comprised of expressways, ring and local roads.
- The relatively small Games-footprint provides for relatively short travel times to and from accommodation to venues for all of the Games Family.
- Transport Infrastructure plans are more than adequate, providing Abuja allocates the necessary resources to complete them prior to 2014.

### 13.3 KEY ISSUES OR CHALLENGES

- There is currently no mass transport in the form of metro or light rail to the major venue clusters and plans for metro will not necessarily connect to these clusters, making spectator transport a challenge given the number of venues in each of the 3 main clusters.
- Based on current capacities, a majority of air travel must pass through a hub at Lagos International Airport. Abuja has a very limited direct flight network outside of Africa.
- Involvement of transport agencies have not been clearly defined by each of those agencies by way of providing any comment or commitment.
- Bus fleet rolling stock is not currently provided for, requiring new fleet stock to be purchased. The documentation provided does not indicate a clear bus purchasing programme to achieve the necessary bus rolling stock at Games time. Nor does the documentation provide a detailed commitment to budget for these items.
- Significant infrastructure projects, roads, light rail bus fleet purchases, bus corridors, car parking facilities, etc., are required to be completed to ensure traffic and transport systems are capable of efficient operations at Games time.
- The volume and scale of major infrastructure projects that are currently planned versus the time to complete them will need to be carefully programmed and integrated with Games planning and venue development.
- Because roads are to be constructed under the infrastructure programme, transport travel times as advised may not be accurate.
- Abuja has not turned its mind to the inclusion of special legislation to assist it in ensuring Games operations operate smoothly.

### 13.4 COMMENTARY

Abuja's international Airport is to undergo major renovations that will lift its passenger capacity dramatically. It will also allow Abuja to accommodate more international aircraft movements.

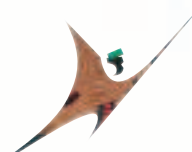
Abuja's transportation network appears to be well-equipped for its current needs. With the proposed development of its current bus system, the additions of both a light rail and commuter rail system, and upgrades to its international airport, Abuja believes and states that it is ready to handle its expected population growth along with the Commonwealth Games demand. To do so will require amendment to the current plans regarding light rail and/or metro.

The upgrading as described above, particularly in relation to mass transport (light rail-metro etc), is essential to support Abuja's proposal.

### 13.5 CONCLUSION

Abuja's planned transport related infrastructure programme (roads, light rail, railways, new bus fleets, bus corridors, car parking facilities) is a major project when considered in its entirety. The Governments of Nigeria and the Federal Capital Territory need to have significant budget and operating plans in place to ensure the work is all completed on time, to budget and to the appropriate quality required to ensure safe and efficient transport operations for the Games and for legacy operations.

The Abuja documentation outlining its proposed transport operating strategy and plans is relatively limited and requires further development even at this stage of the bid process.



# Theme 14 – Technology

## 14.1 SUMMARY OF CITY PROPOSAL

- Proposed telecommunication infrastructure works will be planned to provide legacy infrastructure for the community after the Commonwealth Games.
- Sponsorship will be aligned with the Technology programme with “Value In Kind” opportunities a focus.
- Extensive wireless infrastructure is planned to be available to the media for internet access at no cost.
- The Village will have VoIP and Broadband services installed as a minimum.
- The Village and other key Games Family venues will have 24 hour support from when the Village opens until it has closed.
- 24 hour support will be provided to other key operational venues.
- Abuja is investigating the use of biometric technologies in conjunction with the Accreditation passes, along with other security services.
- Fees associated with the allocated frequencies required by the Games Broadcaster will be waived.

## 14.2 KEY STRENGTHS

- Abuja provided Guarantee 14.8, regarding adequate frequencies, from the National Broadcasting Commission, although it appears to be limited to only broadcasters.
- Abuja provided Guarantee 14.9, regarding payment for frequencies, from the National Broadcasting Commission, although it is limited to broadcasters.
- The budget allowances identified would appear to be appropriate for the Technology programme.
- The level of investment in ongoing mobile infrastructure works would appear to be significant.
- The cost of telecommunications services has dramatically decreased over recent years.

- There is recognition of the importance of the telecommunications infrastructure and there is certainly an understanding of the type of infrastructure and services that will be required for the Games.
- Abuja has proposed to have completed the design, build and implementation of a reliable information system two (2) years prior to the Commonwealth Games, although there will be challenges in ensuring this is aligned with the planning activities of its stakeholders.

## 14.3 KEY ISSUES OR CHALLENGES

- Limited information has been provided on the overall planning and strategy for the Technology Programme. There were a number of areas not addressed appropriately in the proposal or through the clarification process. During the clarification process, a number of questions were not addressed in order to provide adequate information to assess particular areas of the technology planning.
- It is recognised that there are challenges facing the telecommunications providers with respect to managing growth and reliability of services.
- Whilst the Abuja Bid indicates that there is a level of communications infrastructure across a number of existing venues, there will certainly be challenges involved in providing additional infrastructure and ensuring that the infrastructure owned by different companies is appropriately integrated, whilst maintaining the necessary standards.
- The guarantee received for the allocation and management of radio frequencies only relates to the Broadcast organisation and does not explicitly cover other stakeholders. Furthermore, the guarantee required by 14.9 of the Bid documents is only limited to broadcasters.
- Based on the information provided in relation to staffing resources for the Technology Programme, the estimates appear to be low in comparison with the previous two Commonwealth Games, although it is noted that this does depend on the strategy applied by Abuja (particularly with respect to the



outsourcing of works as opposed to undertaking internally).

- It is proposed that the Primary Data Centre and Secondary Data Centre will be located in the City Gate Cluster within the stadium complex. Potentially this is not an ideal outcome as it doesn't necessarily provide separation between the sites in the case of a large incident, and depending on the telecommunications infrastructure, could provide limited resiliency.
- The current concurrent user capacity for the venues indicated is less than what would be considered ideal, although it is recognised that ongoing upgrades supplemented with temporary infrastructure is planned.

## 14.4 COMMENTARY

### Telecommunications

One of the key elements that is essential to the successful staging of a Commonwealth Games is ensuring that the telecommunications infrastructure providing voice, data and broadcast communications is appropriate for the intended purpose (which also covers elements such as capacity, coverage and resiliency).

There is no doubt that the telecommunications business is considered one of the fastest growing industries in Nigeria. It is understood that during recent years the growth of telecommunications in Nigeria has exceeded all estimates and forecasts. Independent research has indicated that one of the biggest issues facing the telecommunications industry is how to meet the continuing demand. There are varying reports on how successfully this is being managed by Nigeria and Abuja.

Unfortunately, although there was a range of information provided in the bid documentation relating to the telecommunications infrastructure, there were a number of contradictions made in the submission which were not appropriately addressed through the clarification process. For example, there was no indication on the level of infrastructure existing to each of the venues and no clear plans for future upgrades (irrespective of the outcome of the 2014 decision).

Whilst it is recognised by Abuja that the telecommunications industry is growing and that challenges do lie ahead, there is no clear strategy of how the telecommunication providers will be

engaged to ensure that the appropriate level of infrastructure can be guaranteed for the Commonwealth Games. There is also confusion over the ownership of the infrastructure during the period of the Commonwealth Games, where it is claimed "for the duration of the Games the ownership of the telecoms would be the OCGC but the operations would be up to whichever provider the OCGC contracts with".

From the information provided in the Proposal, in relation to fixed telecommunications infrastructure, it is not clear what commitments have been approved for infrastructure works and upgrades, and what strategies and plans are in place to guarantee appropriate levels of infrastructure.

Whilst it is recognised that no decision can yet be made with respect to providers for the fixed infrastructure services, Abuja advises that a decision will be based on application requirements and ability of the providers to deliver. Abuja identified that if a single provider is capable of delivering the services required by January 2009, then this will be their preferred choice, although it is not clear what the impact of alternative options will be.

It appears that there is an ongoing significant investment in the upgrading of mobile telecommunications, although it is noted that the interest of service providers is to provide services where they can be profitable. For the short term duration of some Commonwealth Games venues and areas that would require appropriate levels of coverage, it would be important to mitigate the potential risk in this area.

### Radio Communications and Spectrum Management

For the All Africa Games in 2003, Abuja was the first country in Africa to test, implement and use the TETRA communication technology successfully, which is still in operation today. The infrastructure was utilised on a large scale and certainly an appropriate technology for use at the Commonwealth Games, although it would not meet all of the requirements. The strategy for providing additional radio services is not clear.

No information was provided on the general spectrum/frequency environment in Nigeria, along with an understanding on some of the challenges expected with an event such as the Commonwealth Games.





### Wireless Communications

It is evident that the provision of wireless communications in Abuja is an area which is expected to continue to be developed. It is noted that a pilot citywide wireless internet services programme is being run, with plans to have it operational by December 2008.

Abuja has indicated that media personnel will have access to wireless communication for the duration of the Games at no cost. The proposed extent of the service is not clear.

### Technology Infrastructure

Strategies and plans for the provision of general technology infrastructure are not discussed in the Bid. Focus was provided to the telecommunications infrastructure (as required by the bid documents), but other areas of the Technology Programme are not adequately addressed to describe their vision.

No evidence has been provided on the planning of infrastructure levels to support reliability and for backup (i.e. resiliency and redundancy) across each of the venues.

Recognition of the importance of test events is evident in the Sport section, where it is noted that a programme will be designed to evaluate and optimise provisions which will include technology.

### Budget

There appears to have been some detailed planning conducted in estimating the budget required for the Commonwealth Games. It is considered that the budget allowances proposed are appropriate for a Commonwealth Games, although the actual allocations within the overall budget may need to be adjusted (as some areas appear to be over-scoped and other areas under-scoped).

The largest budget risk area would relate to the provision of telecommunications infrastructure given the uncertainty of works required to provide an appropriate level of infrastructure. It is also indicated that video boards will be purchased and left at the venues, although it is believed that the budget allowance may be inadequate for outright purchase (depending on quantities).

## 14.5 CONCLUSION

Overall the Abuja Bid does not demonstrate a comprehensive understanding of the obligations and complexities involved in the delivery of the Technology Programme for a Commonwealth Games, although there is certainly some evidence that the challenges are recognised.

It is recognised that technology is a rapidly growing industry in Nigeria, and certainly appears to be well developed compared to other African countries. Furthermore, international technology companies are continuing to increase their presence and service/solution delivery in Nigeria.

Noteworthy is the fact that Abuja has proposed a technology budget that will support the requirements of the Commonwealth Games (compared to the previous two Commonwealth Games) assuming that key risk areas, such as telecommunications, are appropriately controlled. The detailed underlying assumptions of the budget would appear to be appropriate at this stage of planning.

Based on the information provided in their Bid, it is not possible to conclusively state that Abuja would be capable of successfully staging the Technology Programme with a low risk profile.



# Theme 15 – Media Operations

## 15.1 SUMMARY OF CITY PROPOSAL

- The Abuja proposal for Media Operations promises a joint IBC/MPC facility to be built in the City Gate Cluster area close to many of the Games venues and sports.
- The temporary, pre-fabricated building for the IBC/MPC will be one main storey with possibly a two storey office area on a footprint of 15-thousand square metres. Lobby and other services will be shared between broadcast and press.
- The proposed footprint, taking in room for shared services between press and broadcast media, is adequate for both IBC and MPC functions.
- A Media Village close to the IBC/MPC will house up to 4,500 media personnel. No other hotel accommodation is needed, but available if preferred.
- A media transport system is planned to link the airport, media accommodations, IBC/MPC and the competition venues. Public transport should be free to accredited media.
- Most Games venues are within 20 kms of City Gate cluster with competition venues generally within 10 kms.
- There appears to be no labour laws or specific direct or indirect taxes that are likely to impact adversely on broadcasters (and presumably foreign news organisations). VAT, if paid, can be recovered by registering for Nigerian VAT exemption.

## 15.2 KEY STRENGTHS

- Abuja provided Guarantee 15.1, regarding the construction of the IBC and MPC, from the National Sports Commission (Office of the Minister).
- The Abuja Media Operations proposal is strengthened by several factors:
  - Proximity of the IBC/MPC to a major competition venue cluster.
  - The IBC/MPC would be air conditioned.

- Relatively short distances to other sport venues from the IBC/MPC.
- Well defined operational areas within the IBC/MPC indicating an understanding of its role and needed resources.
- Provision of media parking and taxi facilities at the IBC/MPC.
- A large, newly built, air conditioned Media Village complex at an acceptable distance of 10 kms from the IBC/MPC. Nigerian Government/private enterprise partnership is expected in its construction.
- The Media Village total accommodation number, room sizes and proportion of bedrooms to bathrooms appears acceptable.
- The Media Village proposed tariff of £40 per person per night.
- The Media transport system appears adequately scoped with sufficient start up time, 24 hour operations and adequate peak and off-peak frequency.
- Bus sizes (52-54 pax) are adequate for media and equipment if run on a “not full” basis.
- Nigerian tax and labour laws do not appear to impact adversely on foreign media covering the Games.

## 15.3 KEY ISSUES OR CHALLENGES

- The IBC/MPC construction and fit out time is five months: February – June 2014.
- Given that it is a ground-up construction and the fit out is complex, this may be insufficient time – particularly if there is a delay in handing over the new building for fit out.
- Broadcasters may need to move in earlier than the proposed 10 days before first competition day.
- Ceiling height and number of stories of the building is yet to be determined. This will be important to broadcasters.

## 15.4 COMMENTARY

The Abuja Media Operations theme is meets with all requirements for the Games. The media needs have been well addressed.

Abuja is essentially on the same time zone as Glasgow and both cities have the same pluses and minuses in terms of global deadlines and peak air times.

The Abuja proposal is comprehensive in its scope and bold in its planning of new-build, temporary media facilities and the provision of Media Village housing.

The Guarantee regarding the construction of the MPC/IBC complex mentions a hand-over on completion one month before the Games. Clarification was sought on the split between building and fit-out periods. However, the answer was given only that move in dates for both broadcasters and press was 10 days before first competition day. See Key Issues above.

## 15.5 CONCLUSION

Whilst there are risks associated with the proposed new build facilities in Abuja, the Media Operations planning outlined in the bid document generally covers the essential requirements of broadcast and press operations for the Commonwealth Games.

# Theme 16 – Culture

## 16.1 SUMMARY OF CITY PROPOSAL

- Abuja intends to synchronise Nigeria's centennial celebrations (marking the amalgamation of the country) with the 2014 Commonwealth Games and its celebrations.
- The Cultural Theme, Many Tongues, One Song reflects the harmonious yet diverse nature of Abuja and the Commonwealth.
- The Opening Ceremony will be staged at the National Stadium, seating 60,000 spectators and portraying the evolution of Africa, its spirituality, esoteric dances and song interlaced with Commonwealth imagery of co-existence.
- The Opening and Closing Ceremonies will be inspired by Africa's rich socio-cultural history and diverse traditions.
- Medal Ceremonies will feature cloaking medal winners with the robes from Abuja's indigenous Gwari people.
- Cultural events will focus on the plurality of Nigerian culture and tradition.
- The Closing Ceremony will also be staged at the National Stadium.

## 16.2 KEY STRENGTHS

- The National Stadium has already staged ceremonies for the All Africa Games and the FIFA Under 17 World Cup.
- Abuja will host an International Youth Camp for up to 20 representatives from each CGA after volunteer families have hosted the international guests in their communities throughout the 36 states of Nigeria.
- The Ceremonies will feature the striking and many-varied traditions of Nigerian music, visual arts, dance and song.
- The 'Be a Host' initiative will encourage ethnic communities to host visitors and exchange friendship and traditions.
- Selected traditional sports from Commonwealth nations will be showcased at designated venues.
- The Cultural Theme strongly promotes tolerance

and friendship and a genuine understanding between Commonwealth countries, especially amongst the younger generations.

## 16.3 KEY ISSUES OR CHALLENGES

- The efficient movement of spectators around Abuja to the cultural events and venues relies on the completion of the public transport system, in particular the metro/light rail infrastructure (forecast for 2012).
- The various "home host" programmes are integral components of the Cultural Theme. They will require effective promotion to the diverse Nigerian and Abujan communities, some of which may have minimal communications infrastructure, and good logistical planning and support.
- Abuja aims to connect Nigeria's "new generation" to the Commonwealth vision, its values and history; this will require considerable commitment to communications and education programmes.

## 16.4 COMMENTARY

Much focus is to be placed on cultural interaction between international, African and Nigerian visitors and Abujans, with the aim of promoting tolerance and friendship amongst the Commonwealth countries.

The Cultural Programme aims to embrace over 200 ethnic groups represented within Abuja and demonstrate their enchanting diversity in visual and performing arts. This is seen as linked to a potentially large eco-tourism market for Abuja and its adjacent regions.

Although brand development is at an early stage, it is likely that the Cultural Programme will strengthen the coherence and image of the Commonwealth of Nations and, if well directed, enhance the Commonwealth Games brand.

## 16.5 CONCLUSION

Abuja could produce an inclusive and stylish Cultural Programme with moving and spectacular Ceremonies and performances and thereby meet Games requirements.



## OVERALL CONCLUSIONS – ABUJA

The Abuja Bid Committee submitted a Candidate City File which has the substantial and broad backing of the Nigerian Government. The Evaluation Commission submitted a number of issues to be clarified by Abuja and while most of these matters were addressed, a number of material matters remain of concern and these are noted in the body of the report.

The Evaluation Commission is of the view that there are a number of areas, as detailed throughout this report, which require further attention and development within the proposals put forward by Abuja and any decision to award the Games to Abuja should be conditional on these matters being addressed.

# 2014 Candidate City Evaluation Report – Glasgow

# Executive Summary – Glasgow

- Glasgow proposes a 12 day programme during the period 23 July to 4 August 2014.
- 17 sports are included on the programme:
  - Aquatics (Swimming and Diving)
  - Athletics (Track and Field and Marathon)
  - Badminton
  - Boxing
  - Cycling (Road, Mountain Bike and Track)
  - Gymnastics (Artistic and Rhythmic)
  - Hockey
  - Judo
  - Lawn Bowls
  - Netball
  - Rugby 7s
  - Shooting (Pistol, Small Bore, Clay Target and Full Bore)
  - Squash
  - Table Tennis
  - Triathlon
  - Weightlifting
  - Wrestling
- Glasgow is a compact, modern city with well established urban infrastructure, including excellent transport infrastructure (roads and public transportation system) and a high level of existing venue infrastructure which is proposed for the Commonwealth Games.
- The Games Master Plan is compact other than for the sports of Diving (to be staged in Edinburgh) and Shooting – Full Bore/Clay Target (to be staged in Carnoustie). Travel to these sports will require one-way journey times of 80 minutes and 2 hours respectively. A satellite Village will be provided in Carnoustie and a Day Village in Edinburgh for these sports.
- Use of existing competition and training venues is maximised and any new developments are either temporary or based on long-term legacy requirements. Glasgow have undertaken to meet all Commonwealth Games requirements and all venues have received International Federation endorsement.
- Urban regeneration through the development of the Village based on a new residential development of 35 hectares on the banks of the River Clyde, will be a feature of the Games. The Games Village proposed by Glasgow will be the centrepiece of the 'Clyde Gateway Project', part of an important £4.2 billion inner city regeneration programme which is currently underway. The Village proposed should meet Games time requirements.
- The MPC and IBC are proposed to be co-located (with the IBC in a temporary facility) within the existing convention and conference centre site. Initial media service planning meets current requirements and Glasgow is well known as a media hub in the UK.
- Scotland has a mature, developed, stable economy which benefits from and competes with its near neighbours in the UK as well as being positioned in close proximity to mainland Europe. It has emerged from its industrialised past as a modern economy focusing on high value sectors such as services and information technology.
- A full underwriting of the Organising Committee budget is provided by the National Government of Scotland with the burden to be shared (80%/20%) with the Glasgow City Council should such underwriting be called upon.
- The Scottish Government and the Glasgow City Council have committed to providing approximately £300 million to support the Organising Committee's budget. In addition a range of venue and transport infrastructure projects will also be funded by the Scottish Government or the Council. Much of this development will occur regardless of the bid outcome.
- The Games proposal has been fully endorsed by the Scottish Commonwealth Games Association, the National Government and Glasgow City Council as the major proponents of the bid and support has been offered by other major political parties and associated local authorities.





- All guarantees have been provided as required in the Candidature City Manual. Undertakings have been provided to meet legal requirements, proposed Games supporting legislation has been foreshadowed and all parties to Glasgow's bid have agreed to sign and abide by the CGFs Host City Contract.
- Glasgow has provided a thorough and well-defined environmental programme. The suggested approach is in line with best practices and appears feasible. The proposed environmental actions are founded in local challenges that echo global priorities.
- Generally, the level of detail at which the Organising Committee budget has been established at this time is of high quality. Most programmes have been developed in considerable detail and pricing for many items verified in the local market. Benchmarking has been undertaken against Melbourne 2006 and Manchester 2002 (for local UK conditions) to add another level of verification. Contingencies have been established at programme levels as well as overall budget levels. Areas of exposure and risk have also been identified and clear statements made where estimates rely on general assumptions.
- 100% flexible team Travel Grants are guaranteed for all participating CGAs based upon a CGA's average team size from 2006 and 2010, as is a development grant of USD 100,000 per CGA together with additional support for travel and accommodation of CGA Presidents and Secretaries General.
- Glasgow has well articulated plans covering all of the key components of the Games Marketing Programme including brand strategy, sponsorship, licensing, and ticketing. A key success factor for the Marketing Programme will be the creation of a national (UK) Sponsorship Programme.
- The Medical Services have been well-considered as has the proposed Anti-Doping programme. There is currently no exceptional health risk associated with Games in Glasgow.
- Irrespective of the recent unsuccessful terrorism attack at its airport, Glasgow has a very effective security overlay in relation to its key infrastructure: venues, facilities and mass transit systems. The professionalism and culture of community service within the Strathclyde police (leaders of the Games Security Programme in association with the UK Government) and other Glasgow emergency responders is nationally and internationally acclaimed.
- Glasgow has demonstrated a thorough and complete response to Games accommodation requirements. Sufficient accommodation inventory exists today (all of it guaranteed) and there is evidence of strong support and cooperation from local organisations that offer solid event experience.
- Glasgow is a very accessible European city that is serviced by multiple international airport and railway station arrival and departure options that services nearly 60% of Commonwealth nations and territories either directly or via a one hub change.
- The existing transport infrastructure, public transport and road network provides a good basis for the effective and efficient delivery of Games transport services and systems. The base plans for Games transport operations have been considered and provide confidence in the likelihood of transport being effective and efficient albeit overlaid on a busy modern city.
- Overall, Glasgow has submitted a strong technology proposal which adequately addresses the variety of technology functions and services that are required to successfully stage a Commonwealth Games.

# Theme 1 – Concept and Legacy

## 1.1 SUMMARY OF CITY PROPOSAL

- The City of Glasgow has a population of approximately 600,000 (Source: General Register Office for Scotland), and greater Metropolitan Glasgow has a population of 1.8 million (Source: Glasgow's Candidature File). Glasgow is an established city which, after economic and social decline has benefited from a period of significant political and financial intervention with substantial regeneration of major parts of the city's brown-field sites and lower quality urban residential developments which were legacies of the city's heavy industrialisation. Glasgow today is a cosmopolitan city with renewed confidence and vibrancy which will continue to enjoy a renaissance which has seen a significant turn around in the city's social and economic well being.
- The Games are proposed for the period of 23rd July to 3rd August 2014. The length of the Games would be 12 days inclusive of ceremonies which is consistent with recommendations from the CGF's Executive Board at its meeting in November 2006. Glasgow considers that this period is preferred due to the following factors:
  - Optimal climatic conditions and long daylight hours;
  - The Games will not conflict with other major events; and
  - Late July is an important holiday period and this will assist spectator and volunteer attraction, transport and hotel and other accommodation access.
- The proposed Games Master Plan is relatively compact, featuring use of established facilities (70% of competition venues are existing venues) primarily located around Glasgow's urban core, with notable exceptions being diving, which is located in Edinburgh (approximately 80 km from the Village), and full bore shooting, which is located approximately 150 km from the Village (a "satellite" village is provided in the form of two hotels at nearby Dundee and Carnoustie). In addition to existing venues, the following new or remodelled facilities are proposed:
  - A National Indoor Sports Arena for badminton;
  - National Indoor Velodrome for track cycling;
  - Mountain Bike Centre;
  - Entertainments Arena on the site of the existing Scottish Exhibition and Conference Centre for gymnastics and netball; and
  - A hockey complex.
- The Games-related legacy is anticipated to encompass urban regeneration (the Village, National Indoor Sports Arena and Velodrome), community development through improved facilities for sport, additional Games-related employment and recreation, and enhancements to transport infrastructure.
- A 'low-rise' Village (maximum height of four storeys) is proposed as a 'new build' on a brown field site adjacent to a river. The Village would provide a high quality, medium density housing precinct after the Games and is proposed to be developed irrespective of the Games being staged in Glasgow under a public/private partnership model under the auspices of the Glasgow City Council. The Council is experienced in managing such projects having recently completed a number of similar developments.

## 1.2 KEY STRENGTHS

- The support for the staging of the Games in Glasgow, as committed by the Glasgow City Council and the Scottish Government, is well articulated and meets the requirements established by the CGF.
- The financial influence of the Glasgow City Council will be significant. If Glasgow is selected as host city, the funding allocations by the city will need to be reviewed to ensure that the vision for the Games can be met and the services and service standards required by Games constituents are delivered. Glasgow has already undertaken a comprehensive budgeting exercise which should provide an appropriate base budget from which to develop a Games budget.



- All venues are well served by road transport and a number of venues are served by mass transport. Glasgow enjoys a well developed and sophisticated base transport infrastructure upon which to develop the Games transport solution. Many venues are within easy reach of the Village (within 20 minutes). Two venues are considerably further from the Village (the venues proposed for Shooting (Full Bore) and Diving).
- The clustering of a number of venues around the centre of the city will provide the basis for a festive Games atmosphere providing city operational, transport and security plans enable it.
- Glasgow has significant major event experience and would also benefit from the workforce developed by and experiences of the 2012 Olympic Games in London.
- There are well considered legacy plans for all Games venues.

### 1.3 KEY ISSUES OR CHALLENGES

- The competition venues as proposed in the Candidature File, while generally sound and representing appropriate Commonwealth Games facility opportunities, present challenges in some specific instances.
- The separation of diving in Edinburgh from the balance of the sports, and in particular aquatic sports, is not optimal and requires a day village in Edinburgh adjacent the diving facility.
- Access to public (government) funding and support will underpin the viability of the Games in Glasgow; therefore, the retention of political support will be essential as will the need to allow for evolution of budgets as planning matures.

### 1.4 COMMENTARY

Glasgow is an historic city experiencing a period of positive growth and development, particularly in the regeneration of previously industrialised areas of the city. There is a renewed confidence amongst city and country leaders and since the devolution of powers to the Scottish Government, there is greater autonomy in terms of public and social policy. Glasgow has established infrastructure which it will enhance for the Games; however, in some instances the achievement of Commonwealth Games standards will be challenging for some of the smaller facilities (e.g., aquatics).

Games legacies will be centred around jobs, regeneration, improved sports facilities and sport-recreation programmes.

The Glasgow City Council is a key Games partner as relates to funding and operations, as is the Scottish Government (and to a lesser extent the UK Government) for specific services or functions (e.g. immigration and customs, intelligence, etc.). The role of the Glasgow City Council in the bid is significant and it is anticipated that the Games organisation will be underpinned by the Council. Commercial funding sources for a Glasgow Games will require careful development and the current proposal to support commercial revenues from within Scottish borders is considered a risk to the budget.

The general Games plan offered by Glasgow is appropriate given the overall backdrop of the city.

### 1.5 CONCLUSION

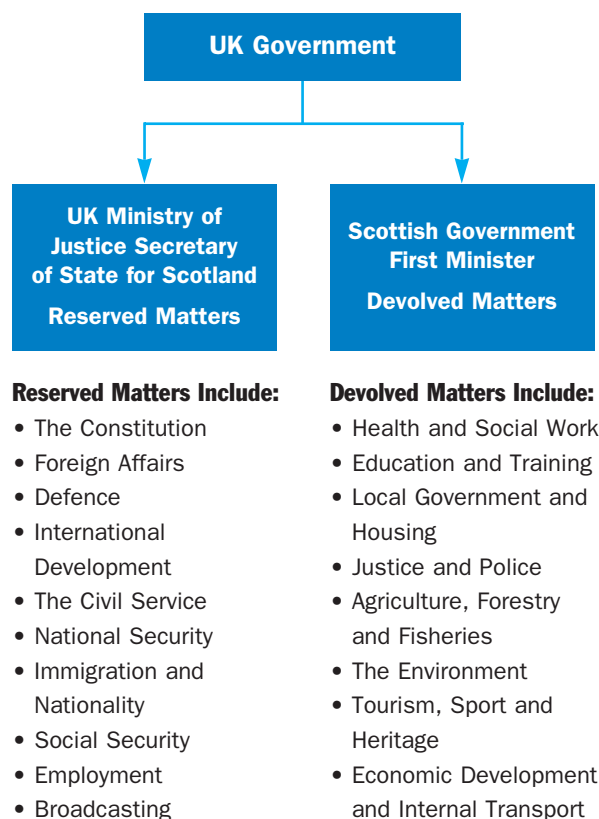
The overall plan put forward by Glasgow is sound and well conceived.

# Theme 2 – Politics and Economics

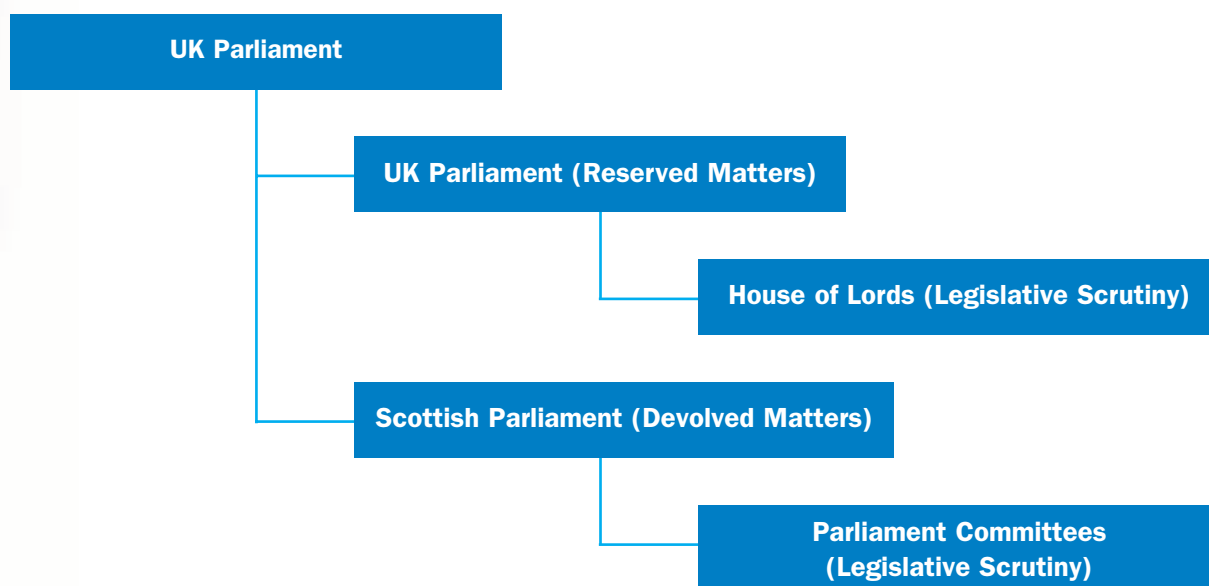
## 2.1 SUMMARY OF CITY PROPOSAL

- The Scottish Parliament has full legislative power across a wide range of devolved subjects (devolution of powers from the central United Kingdom [UK] government to the Scottish government in 1999). These include the majority of policy areas impacted by or impacting a Commonwealth Games in Glasgow. The UK Parliament remains responsible for reserved matters (For example, defence, immigration, customs, etc.).
- The Government of Scotland is currently led by the Scottish National Party, having recently (May 2007) been elected over the former government which was a coalition between Scottish Labour and Scottish Liberal Democrats.
- Glasgow City Council (GCC) is the largest of the 32 local authorities in Scotland and provides services to Glasgow.
- Scotland is a mature, developed, stable economy which benefits from and competes with its near neighbours in the UK. Additionally,

## Executive Branch



## Legislative Branch



\* The Scottish Parliament has full legislative responsibility for devolved areas



Scotland is well positioned in close proximity to mainland Europe. It has emerged from its industrialised past as a modern economy focusing on high value sectors such as services and information technology.

- The next national elections are scheduled for 2011.

## 2.2 KEY STRENGTHS

- Glasgow provided Guarantee 2.3, by which the general support of the following entities was committed:
  - Scottish National Party;
  - Scottish Conservative Party;
  - Scottish Parliament; and
  - SportScotland.
- The Scottish Government and the Glasgow City Council have committed to providing approximately £300 million to support the Organising Committee's budget. In addition a range of venue and transport infrastructure projects will also be funded by the Scottish Government or the Council.
- The Scottish Government has provided an underwriting guarantee for any economic shortfall in relation to the conduct of the Games.
- All undertakings have been informed by comprehensive planning, although given that these plans are to survive for over 7 years, some revision and flexibility will be required.
- The undertakings of the previous Scottish Government are binding on the incoming Government and have been confirmed by the new First Minister. There is also cross-party support for the Games in Glasgow from all major political parties.
- A well-developed consultative and cooperative process exists between the Scottish Government and the UK Government as relates to those functions performed by the UK Government that are required for the successful conduct of the Games.
- The conduct of the Olympic Games in the UK will assist to refine UK Government event-related policies and processes and will provide

an opportunity for the Scottish Government to observe and learn.

- Initial work has been completed on required supplementary legislation to support the delivery of Games requirements. This proposed legislation has the initial support of the Scottish Government.
- The Ministry of Defence and Strathclyde Police have been engaged in planning Games security which, given the ongoing terrorist threat in the UK, will be a fundamental Games consideration.
- Economic policies which impact Glasgow and Scotland relate to both the UK and the Scottish Governments. Inflation in 2006 was 2.3%, and Glasgow reports that it is not anticipated that 'barring global economic shocks', inflation would rise above 4%.

## 2.3 KEY ISSUES OR CHALLENGES

- The current terrorist threat and activity in the UK will require particular attention should this environment prevail in 2014 and the period leading up to the Games. Any consequent financial impacts have been separated from other aspects of Games budgeting and will be funded by the Scottish Government through a separate allocation.
- While Glasgow and Scotland are experienced in managing European Union legal requirements, the need to comply with Scottish law and in some cases UK law and European law will place an added array of administrative requirements on a Glasgow Games.

## 2.4 COMMENTARY

Glasgow and Scotland is a stable democracy which has a long history in staging major events with a renewed focus on major international events since 2001. Government is well versed in supporting events; however, it has been some time (Edinburgh 1986) since Scotland has hosted an event as large and complex as the Commonwealth Games. Much has changed since then.

The level of government involvement, and in particular that of the Glasgow City Council as highlighted in Theme 1, is commendable and will underpin the staging of the Games in Glasgow.







A poll of 600 people (small sample and not statistically significant) by the Glasgow bid team within metropolitan Glasgow showed that almost 4 out of 5 residents agreed that Glasgow should host the Games and that 7% did not support the Games. In response to the 'Back Scotland's Bid' campaign, pledges of support to the bid website represent over 1.7 million people according to Glasgow's bid documents.

While the current security environment in the UK generally and most recently in Scotland (Glasgow) may not be as difficult in 2014, specialist focus will continue to be required.

## 2.5 CONCLUSION

The current conditions in Glasgow provide an opportunity to stage the Games in a stable and relatively predictable environment.



# Theme 3 – Legal Aspects

## 3.1 SUMMARY OF CITY PROPOSAL

- The Bid Committee is a partnership consisting of the CGA, the National Government (Scottish Executive) and Glasgow City Council. The CGA and the Scottish Executive have agreed that the Chief Executive of the Council has the authority to sign contracts and other documents on behalf of the partnership.
- The Organising Committee has already been established as a company limited by guarantee and will have the Scottish Executive, the CGA and the Glasgow City Council as members with equal voting rights. If selected as host city, the membership of the Board will be expanded and will be drawn from representatives of these bodies, the private sector and will also include the required representation from the CGF and an athlete representative. This will require a modification to the current limit of six Directors per the Articles of Association.
- Scottish Ministers will introduce the necessary legislation as soon as possible after November 2007. A summary of the proposed legislation was provided to the Evaluation Commission. It addresses a range of relevant Games issues which, if Glasgow is selected, will require further input from the CGF before the legislation is referred to Parliament.
- Glasgow has advised that there are no pre-existing legal agreements which will constrain or negatively impact the organisation of the Games.
- Glasgow provided Guarantee 3.2 – confirming that no other important events will conflict with the Games – from the following entities:
  - Glasgow City Council;
  - Angus Council;
  - Edinburgh City Council;
  - North Lanarkshire Council;
  - South Lanarkshire Council; and
  - EventScotland.
- Glasgow provided Guarantee 3.4 – indicating appropriate measures to protect the word mark “Glasgow 2014” – in the form of Certificates of Registration of Design with the Patent Office.
- Glasgow provided Guarantee 3.5 – indicating appropriate measures to protect the Commonwealth Games marks – from the First Minister of Scotland.
- Glasgow provided Guarantee 3.7.1 – confirming that the Bid Committee is empowered to represent the Glasgow Candidacy from the following entities:
  - Commonwealth Games Council for Scotland;
  - First Minister of Scotland; and
  - Glasgow City Council.
- The backing of the National Government and Glasgow City Council underpins all guarantees offered by Glasgow.
- The underwriting of any economic shortfall by the National Government meets CGF requirements. During meetings with the Evaluation Commission, Glasgow confirmed that the underwriting is provided by the National Government. It has been further confirmed that the underwriting will apply to the Organising Committee irrespective of its legal status as a company limited by guarantee.
- The involvement of the leadership at the national level, including the recently appointed First Minister and any successor, and the leadership and senior management of the Glasgow City Council will be of paramount importance. As stated elsewhere in this report, it is anticipated the Glasgow City Council will

## 3.2 KEY STRENGTHS

- Glasgow provided Guarantee 3.1 – guaranteeing respect of the CGF Constitution, Regulations and Host City Contract and the binding nature of all commitments and obligations – from the following entities:
  - First Minister of Scotland;
  - Glasgow City Council;
  - Secretary of State for Scotland;
  - Angus Council;
  - Edinburgh City Council;
  - North Lanarkshire Council; and
  - South Lanarkshire Council.



have a significant role in the operations of the Games.

- Venue agreements have already been established under the auspices of the Glasgow City Council which itself owns or controls a number of venues. Such agreements will be assigned to the Organising Committee should Glasgow be selected. It was confirmed that these agreements provide the framework to guarantee appropriate access and operational support from venue owners/managers under cost recovery arrangements. It is noted, however, that where venues are commercially operating facilities, the Organising Committee will be required to also meet a hire fee to compensate for actual or potential revenue displacement.
- An initial and high level first 100 day plan has been established to facilitate transition from bidding to organising should Glasgow be selected as host. The plan is appropriate.
- Glasgow has advised that there are no pre-existing legal agreements which will constrain or negatively impact the organisation of the Games.

### 3.3 KEY ISSUES OR CHALLENGES

- While the initial scoping work and consultation documents have been prepared as relates to new and amended legislation which will or may be required, it is anticipated that the majority of this legislation will empower Government agencies and, for the most part, not the Organising Committee. Accordingly, the Organising Committee will need to retain a close operating relationship with these agencies and mutual understanding of requirements will need to be maintained.
- Representatives of the Board of the proposed Organising Committee will operate under the framework of a company limited by guarantee

and therefore will have the usual legal obligations of Directors of such a company. Representatives are to avoid conflicts and act solely in the interest of the company, yet it will also be required that they represent the interest of their nominating body. It will be necessary to establish clear guidelines for Directors which respect the overarching role of entities such as the CGF and the CGA and which do not place their nominated Directors in a conflicted position.

- The role of the CGA and its voice in guiding the Organising Committee will need to be carefully preserved given the major role of the Glasgow City Council in organisation of the Games.

### 3.4 COMMENTARY

The Evaluation Commission is satisfied with the form and substance of the guarantees submitted by Glasgow. A summary of the status of the guarantees from Glasgow is included as Appendix D – Glasgow Guarantee Summary.

Glasgow has agreed to comply with all Games requirements as set out by the CGF including, but not limited to, those requirements which exist today and are codified in the CGF Constitution and Regulations, Games Manuals, Host City Contract and other related CGF documents such as the Candidate City Manual.

### 3.5 CONCLUSION

Glasgow has met the requirements of the CGF as set out in the Candidate City Manual and has committed to meet future requirements as set out in the Host City Contract and other Games documentation to which the 2014 Host City will be bound.

The preparatory work undertaken by Glasgow is sound including principles supporting proposed legislation.



# Theme 4 – Customs and Immigration

## 4.1 SUMMARY OF CITY PROPOSAL

- Services relating to immigration will be provided by the UK Foreign and Commonwealth Office (UK Government).
- Processing of work permits will be undertaken by the Border and Immigration Agency (UK Government).
- Services relating to customs will be provided by HM Revenue and Customs (UK Government).
- The United Kingdom has 200 diplomatic missions worldwide to process applications for visas (if/where applicable) and work permits.

## 4.2 KEY STRENGTHS

- Glasgow provided Guarantee 4.3, by which the Home Secretary, on behalf of the UK Government, guarantees entry to the UK to persons on presentation of a valid passport and a Commonwealth Games identity and accreditation card.
- Glasgow provided Guarantee 4.4, by which the Home Secretary, on behalf of the UK Government, guarantees that Games-related personnel will gain work permits and entry to the UK without duties or taxes being payable.
- Glasgow provided Guarantee 4.7, by which the Paymaster General, on behalf of the UK Government, guarantees that Games-related imports will be free of all customs duties.
- Clear processes for customs and immigration are all in place and have been demonstrated during numerous events in the past, including the Manchester 2002 Commonwealth Games.
- Work permit processing can be achieved in 4.5 working days – mean average.
- Glasgow estimates that visitors from 75% of Commonwealth countries will not require entry clearance before reaching the UK (unless they are intending to stay over 6 months, work, marry or study long-term).

- Glasgow will benefit from the London 2012 Olympic Games testing the UK's customs and immigration systems and processes.

## 4.3 KEY ISSUES OR CHALLENGES

- Glasgow advises that goods being imported from outside the EU and subsequently re-exported after use during the Games will require a "simple oral declaration at point of entry". It is unclear how the oral declaration method works in practice.

## 4.4 COMMENTARY

The UK Government has mature systems for immigration and customs processes.

Glasgow has consulted widely with the UK authorities responsible for immigration and customs, and intends to continue to do so. Ongoing collaboration with relevant authorities will be necessary if current security conditions prevail to ensure the undertakings in the Glasgow Bid and the levels of services required for the Commonwealth Games will be achieved across the Commonwealth.

All key sections of the UK Government attended the presentations in Glasgow, as did the co-ordinator from the Scottish Government, responsible for relationships with such national authorities.

Glasgow will benefit significantly from the London 2012 Olympic Games, which will provide benchmarking and testing of all systems on a large scale.

## 4.5 CONCLUSION

Glasgow will be well-served by the UK Government's immigration and customs procedures. As a result, Glasgow is expected to deliver the levels of service required by the Commonwealth Games Federation, its constituents and Games related visitors.

# Theme 5 – Environment and Meteorology

## 5.1 SUMMARY OF CITY PROPOSAL

- Glasgow's proposal for the Commonwealth Games focuses on 5 key environment related topics relevant to the city and the global environment:
  - Climate change and carbon emissions;
  - Reclamation of unused/derelict land;
  - Enhancing biodiversity conservation;
  - Minimizing waste to landfill; and
  - Environmental awareness campaign.
- Glasgow proposes to showcase sustainable design in construction of venues and the Village.
- The city proposes to regenerate derelict brown field land into attractive areas.
- The Commonwealth Games in Glasgow are envisaged to be low-carbon emission, including creation of a carbon emissions fund for Commonwealth countries.
- Air and water quality is generally good, and weather conditions are conducive to organising the Games.
- Glasgow proposes a technology focus on low-emission vehicle use and renewable energy generation.
- Glasgow is committed to zero waste to landfills from the Games.
- Environmental awareness campaigns targeting local as well as global issues are proposed.

## 5.2 KEY STRENGTHS

- Glasgow provided Guarantee 5.7 – confirming that all Games construction will comply with environmental regulations – from the following:
  - First Minister of Scotland;
  - Glasgow City Council;
  - Edinburgh City Council;
  - Scottish Executive, Minister for Transport;
  - Strathclyde Partnership for Transport; and
  - BAA Scotland.

- Glasgow's environmental goals and priorities are viewed in a context of sustainability, encompassing social and economic factors as well as nature protection.
- The environmental aspects of Glasgow's proposal are well integrated into the overall project, and readily understood.
- The proposed environmental management system encompasses all important and relevant activities in the preparation and operations of the Games as well as the post-Games situation.
- Environmental considerations and criteria have been significant determinants in venue locations and post-Games urban development.
- The relationships and responsibilities between relevant Government environmental authorities and the Organising Committee are clear.
- Glasgow has demonstrated good working relationships exist with a wide range of environmental interest organisations.
- Sustainable construction principles are in force in the city of Glasgow.

## 5.3 KEY ISSUES OR CHALLENGES

- Implementing the envisaged environmental management system within the Organising Committee is a challenge that needs to be addressed in the event of Glasgow becoming the host of the 2014 Commonwealth Games. There is limited detail on the organisational process to achieve this.

## 5.4 COMMENTARY

Glasgow has provided a thorough and well-defined environmental programme. The suggested approach is in line with best practices and appears feasible.

The proposed actions are rooted in local challenges that reflect global priorities.

Good working relationships with relevant environment authorities and civil society organisations have been established. The





guarantees provided appear substantive and at the appropriate level.

The groundwork has already been laid for a broad-based environmental action programme, and it is reported that the candidature's environment programme has already had a wider policy impact.

## 5.5 CONCLUSION

Provided there is a successful implementation of the proposed environment management system and an integrated approach with the relevant Government authorities and civil society as envisaged, Glasgow can successfully accomplish a Commonwealth Games that is both low-impact and serve as a positive driving force for environmental awareness and action.



# Theme 6 – Finance

## 6.1 SUMMARY OF CITY PROPOSAL

- Financing the Games is linked to a large number of activities across all of the programmes, as most activities have some financial implication. As would be expected at this stage of development, some activities have been scoped in considerable detail, while others are by necessity only estimates or extrapolations from other Games experience, as sufficient detailed planning is not available at this time.
- Generally, the level of detail at which the Organising Committee budget has been established is of high quality. Most programmes have been developed in considerable detail and pricing for many items verified in the local market. Benchmarking has been undertaken against Melbourne 2006 and Manchester 2002 (for local UK conditions) to add another level of verification. Contingencies have been established at programme levels as well as overall budget levels. Areas of exposure and risk have also been identified and clear statements made where estimates rely on general assumptions. Detailed comments on the Organising Committee budget are provided later in this evaluation.
- There is a large expenditure outside the Organising Committee budget, primarily for infrastructure work, totalling £2.5 billion. The major component of expenditure is rail and road works. Only three new venues are required to house the Games sports for a total expenditure of £200 million (plus £11 million in the Organising Committee budget). Additions to existing venues and training venues total another £70 million, and expenditure on the Village is estimated at £229 million. Most of this expenditure will proceed regardless of the outcome of the bid and is incorporated into the planning for the City.
- Guarantees that impact the financing of the Games have been obtained from numerous sources. The most important is the guarantee from the First Minister for Scotland that confirms that “.... the Scottish Ministers will meet any potential economic shortfall of the

Organising Committee ...” This guarantee also specifically underwrites the Organising Committee capital budget and the Village and provides all the necessary support for the legal structure.

## 6.2 KEY STRENGTHS

- Glasgow provided the economic shortfall, Guarantee 6.1, from the First Minister of Scotland (see above).
- Glasgow provided Guarantee 6.3, with respect to price controls, from the following entities:
  - Glasgow City Marketing Bureau (hotels);
  - Glasgow Restaurants Association; and
  - Glasgow Nightclub Forum.
- Glasgow displays a detailed understanding of the financial requirements of an Organising Committee and has recent experience in hosting major events.
- The existing high quality sporting and other facilities available for the 2014 Games limit Glasgow’s financial exposure as relates to Games specific capital works.
- Glasgow has well-established transportation and security systems, although extensive expansion of the road and rail network is planned to proceed regardless of the bid outcome.
- Benefits to Games Family are provided in extending travel grants, a 100% flexible team travel grant based upon a CGA’s average team size from 2006 and 2010, providing sports development grants to all CGAs at USD 100,000 per CGA, and providing travel and accommodation subsidies to CGA officials that extend beyond the contractual requirements.

## 6.3 KEY ISSUES OR CHALLENGES

- It would appear the major infrastructure expenditure outside the Organising Committee budget has been planned and accepted as appropriate for the City. It is important and in some cases vital (e.g. provision of the Village) that these investments occur. The remaining expenditure of the Organising Committee and in



budgets outside the Organising Committee is small relative to the GDP for Glasgow and Scotland, and given the demonstrated public support for hosting the Games, should not raise any strong concerns regarding appropriateness of public expenditure.

## 6.4 COMMENTARY

The general level of planning and supporting detail for the revenue and expenditure budget items is of a high standard and ensures confidence that most key influences have been taken into account.

### General Items Affecting the Budget

- **Shortfall Guarantee.** As indicated above, a guarantee has been provided by the Scottish Government underwriting the Games.
- **Other Guarantees.** A variety of Guarantees have been provided from various levels of Government, sporting bodies, authorities and venue operators that meet the requirements to ensure compliance with Organising Committee obligations. These Guarantees provide substantial comfort to minimise financial exposure.
- **Price controls.** The Glasgow City Marketing Bureau has received 5 star promises not to inflate prices from 67 hotels (which include all 52 hotels where they hold allocations for the Games). They have also received promises from restaurant and nightclub associations.
- **Exchange rates.** Exchange rates used in the budget preparation are appropriate.
- **Taxes and their impact on the Games.** The Organising Committee will be subject to normal taxation in the UK, and will not be seeking any special exemption. The budget contains provision for a significant expense by the Organising Committee for VAT.

Other stakeholders will be subject to UK tax laws as the Organising Committee will not be seeking any special exemption for them. This will most likely have little impact on visiting teams and officials as current laws and regulations contain avenues for avoiding import and VAT on goods temporarily imported into the UK.

### Budget Revenue Items

- **Broadcast.** The budget pertaining to the CGF contribution relates to International Broadcast Rights Sales and has been budgeted in accordance with professional advice provided to the CGF; initially Glasgow had netted off rights sales and host broadcast production costs in the Candidature File and these have been restated in an updated budget. The result is that the costs of broadcast are now included as an expenditure item at £19.3 million in addition to the forecast revenue of £29.9 million (USD 60 million).
- **Sponsorship.** The estimate for sponsorship revenue of £23.54 million is based on the stated assumption which was confirmed to the Evaluation Commission that it is allowing for access to the Scottish market only. It is unclear therefore why an expenditure allowance has been made to secure the rights of other CGAs within the UK, in addition to the provision arising out of the Joint Marketing Programme Agreement with the Scottish CGA. If the target is for Scotland only then it is perceived to be aggressive. If it is for the whole of the UK, then it is relatively conservative. No breakdown between cash and VIK revenue is provided.
- **Ticketing.** Apart from the Opening and Closing Ceremonies (100%), the budget assumes 75% take-up of available capacity. The budget also assumes 10% of all tickets will be free and a further 10% will be discounted. Pricing structures look appropriate compared to Melbourne 2006 and comparative Scottish events. Agency costs for ticketing sales at 10% are in excess of recent market experiences and may be conservative. Revenue from Opening and Closing Ceremonies may be optimistic, but overall revenue forecast should be achievable as long as there is strong local interest in the Games. No ticketing revenue has been forecast for a corporate ticketing programme – a limited number of boxes are available at venues.
- **Merchandising.** At £1.5 million, merchandising is a relatively small revenue contributor. It is based on detailed analysis of Melbourne 2006 conversion rates converted to spectator and population levels in Glasgow and equivalent Glasgow pricing of items. This figure is an achievable target with perhaps some upside.



No allowance has been made for any revenue from coin and philately programs.

- **Other Revenue.** No allowance has been made for any other revenue source, i.e., interest, lotteries, donations, asset disposal, rate card, etc. Although comments provided would indicate most of these are not applicable, a small upside may exist. Most permanent assets being acquired will remain a legacy for the venue operators and not provide any revenue to the Organising Committee. It is assumed that most temporary overlay (FF&E etc.) and equipment (e.g. computers etc.) will be either rented or acquired on sale back terms, and the net cost has already been incorporated in the expenditure budgets. Rate card revenue is assumed to match any costs and has been ignored.
- **Government Subsidies.** Funding from Government sources, consisting of £238.3 million from the National Government and £59.6 million from Glasgow City Council, has been committed. In addition the National Government has provided an underwriting Guarantee for any economic shortfall in relation to the conduct of the Games. As this source of funding represents almost 80% of the Organising Committee's needs, it establishes a high level of confidence for overall revenue targets.

#### Budget Expenditure Items

- **Capital Investments.** A total of £71.8 million has been budgeted to cover the Organising Committee share of new build venues (primarily Velodrome and Village – total £29 million), and permanent enhancements to existing venues. The principal components of the work on existing venues are the addition of a new 6 lane pool at the National Swimming Centre and building enhancements and establishment of the track and field facilities at Hampden Park. A small allowance for sporting equipment £0.75 million has been provided. Specialist items for some sports (e.g. podiums, flooring etc.) are included in sports venue costs. The Village works comprise a small amount of permanent works and a large component of temporary infrastructure, services and ultimate refit of housing in preparation for sale. This includes allowances for demolition and rectification, cleaning etc. The Village developer will share some of this re-instatement cost (£4 million).
- **Sports Venues.** A detailed analysis has been carried out venue-by-venue and specific needs identified. Special studies have been carried out on some elements (e.g., seating and power/lighting) and local prices have been verified for many elements. The total estimate of £30.8 million includes approximately £1 million for cleaning and waste, £10 million for rent/other compensation and £20 million for general overlay and operating costs. While overall methodology appears sound, the Evaluation Commission is of the view that in some Overlay areas cost may be understated. It also is not apparent from the data provided as to what degree some operating costs for venues are covered in the rent/compensation to be paid to the venues. The allowance for compensation/rent may also represent a potential exposure as reasonably tight schedules of exclusive use periods have been used, and if these timings need to be extended a significant cost could emerge. A significant item that appears to be missing is the provision of any sports presentation expenditure. The workforce plans do not include any announcers and the venue sports budget does not appear to include any outsourcing of these services, or provision for music, enhanced audio, etc., at any venue.
- **Villages.** Overall, the allowance of £5.5 million appears optimistic relative to recent experiences. The overlay is provided for in the capital budget (despite the majority being temporary in nature) and would appear to be adequate. Areas where the budget may be understated are in Furniture, Fittings and Equipment (FF&E) and Housekeeping. The satellite Village at Carnoustie has a detailed cost build up; however, it is unclear as to what allowances have been made for the Diving Day Village/Village.
- **Other Non-Competition Venues.** A total budget of £10.8 million has been provided, of which slightly more than half is office space for the workforce. The assumptions for this office may be optimistic as they presume it will only be needed for two years as staff will be housed free of cost in existing council offices prior to





that time. Workforce assumptions of 600 staff to be housed in the office (total workforce to grow to 840) may also be optimistic (refer to comments on workforce) and would not appear to make any provision for housing contractors and other third parties in the Organising Committee offices. The rental rates used are inclusive of maintenance and other costs. Appropriate space rental for the accreditation centre, warehouse (6 month period), Technology Operations Centre TOC back-up, CGF offices, etc. have been provided. There does not appear to be any allowance in any of these venues (particularly in the Organising Committee headquarters, accreditation centre and warehouse) for special works for special fit out (e.g. partitioning, additional lighting, creating meeting rooms, curtaining or flooring, reception areas, stacking shelves, etc.). It may be assumed in the rental rates provided in the budget, but such a budgeting practice would be unusual.

There is an allowance of almost £1 million for overlay at Celtic Stadium for the Opening Ceremony. This allowance is general overlay only and does not cover any building modifications that may be required for the artistic presentation – these costs are presumed to be in the Ceremonies budget. There is also a small allowance for rental of a rehearsal venue.

A generous allowance has been provided for accommodation for the Games Family (CGF and CGAs), sponsors and dignitaries and a reasonable allowance for technical officials. Allowance for accommodating 2000 security people has been made, which may not be necessary. A contingency is also provided, indicating this budget may have some upside savings.

- IBC/HBO/MPC. The IBC/MPC budgets are primarily for rental of the facility (rent, construction and base fit out of temporary buildings) for the IBC, but also include an overlay provision at the IBC and MPC and cleaning for both venues. As the bulk of these estimates are quoted rates, they appear adequate. An allowance of £19.3 million has been made for Host Broadcast (HBO).

- Workforce. A very detailed staffing plan has been developed resulting in a total budget of £41 million which should prove sufficient to cover Organising Committee staffing costs. It would appear staffing in the final quarter is understated as it is likely some hundreds of short-term employees will be required. (For example in the Village, Spectator Services, Transport, Logistics, Technology and Queen's Baton Relay). It may be that some of this coverage is presumed to be available in outsourced contracts, however this is not evident in the budgets provided. The impact of this potential understatement may be limited given the short term nature and relative low grading of the positions involved. Allowance has been made for loyalty bonus ranging from 7 % to 3% and salary premiums of 6% to 8% have been added in later years. Salary levels have been established at mid point of the range applicable in the local market and allowance for recruitment costs provided in the first year.
- Information Systems. The major components of this budget are Results, Scoring and Timing services, Management and Administration systems and desktop hardware and software. All budget areas have been worked on in significant detail.

The Results, Scoring and Timing budget has been based on Melbourne 2006 experience and built up on an assessment of the complexity for each sport. Overall the allowance is appropriate; however, this will remain a major financial exposure until contracts are concluded given limited competition for these services.

Investment in Management and Administration systems at £6 million is estimated at 3 to 4 times the Melbourne 2006 expenditure, and potentially could be reduced significantly. These costs have been based on Glasgow City Council experience; however, this may not be an appropriate benchmark. It is also not understood why £1 million would be needed for a ticketing system. It would be expected this would already exist within the ticketing agent.

Savings may also arise in the hardware and software budget, particularly for desktop workstations.





Systems integration and systems infrastructure budgets appear adequate.

Overall, there might exist upside savings potential in the technology budget, though further study is required on certain items such as Technology Programme staffing, etc.

- Internet. A relatively small budget at £1.8 million is presented, but it should be adequate.
- Telecommunications. This budget of £8 million may be understated, based on recent Games experience. While a very detailed assessment has been undertaken, there does not appear to be any significant allowance for network cabling, radio rentals/licences and all call charges. However, some items budgeted could provide savings, such as cheaper video boards, etc.
- Ceremonies and Cultural Programme. Only limited planning has been undertaken on these programmes and very basic assumptions have been made in the budget. Until the creative elements have been established, it is difficult to establish a more precise budget for these items.

Expenditure on the Opening Ceremony at £10 million is very modest, particularly as it is intended to extend beyond the stadium. A ceremony can be matched to any budget, but expectations for Opening Ceremonies have been established at a high standard and the ticketing prices (and assumed 100% take-up rate) contained elsewhere in the budget support an expectation of a high quality show, as does the revenues from Broadcast, which in part relate to the quality of the Ceremonies Programme. The current budget structure does not provide significant amounts for staging and any speciality equipment such as flying systems, special effects and enhanced technology and sound. There is no provision for enhancements to the venue.

The budget for the Closing Ceremony is appropriate. As this Ceremony is combined with the final athletics programme, it supports value for the ticketing price and seat fill assumptions. Similarly, the allowance for the Cultural Programme and Medal Ceremonies appears adequate. The Cultural Programme will be conducted in partnership with existing arts and cultural organisations, so it effectively becomes

a value-adding exercise. Some infrastructure for the cultural sites is contained in other budgets.

- Queens Baton Relay. Little detail has been provided in this area of the budget. The overall allowance would provide for a reasonable domestic relay and limited support for an international relay.
- Other Cultural Programmes. This budget covers Flag Handover Ceremony in 2010, Team Welcome Ceremonies, education and city dressing programs. The budget appears well funded and provides for look in venues and the Village.
- Small Budget Items. The medical and test event budgets of approx. £2 and £1 million, respectively, appear adequate. Testing for only 1,000 athletes may be understated depending on anti-doping requirements.
- Catering. The numbers of meals to be provided at the Village appear to be reasonable estimates, and the overall budget amount as revised on 13 June 2007 is in line with Melbourne 2006 experience – indicating that a similar pricing structure is expected. This will need to be tested in the local market as significant competition was available in Melbourne. Catering around venues and for other stakeholders is based on detailed data and appropriate numbers. The allowance for media may be overstated. All contractor meals have been eliminated, but some maybe necessary depending on contractual conditions.
- Transport. The Transport budget contains obligatory items and discretionary support for CGAs and their athletes. Reasonably detailed estimates are provided. Allowances for vehicles at 1,100 may not be sufficient and daily rental at £30 for such a large fleet may not be achievable. No allowance is made for vehicles in the months prior to the Games. By contrast, the cost of the car fleet at Melbourne 2006 (via a sponsor) was valued at twice the Glasgow allowance. Provision of 400 buses is substantial (particularly given that peak loading at Opening Ceremony may not occur due to potential for athletes to walk to the Ceremony). GCC is to provide 130 school buses rent free which is contained in the overall cost. No specific allowance has been made for bus



project management expenses. A generous allowance is made for miscellaneous expenses, parking, depots, park and ride and road works.

Public transport has been provided for spectators for a total of £3.3 million. It would appear that 2 million trips have been catered for, which may exceed the likely use of public transport (although this apparently also includes workforce transport).

Travel Grants are budgeted at £4.295 million, of which £4.02 million is allocated to Athletes and Team Officials.

A 100% flexible team travel grant has been budgeted based upon a CGA's average team size from the 2006 and 2010 Commonwealth Games, exceeding the minimum requirement under the Constitution. This has been estimated at 6,000 and return airfares have been provided for at an average cost of £670. A total of 712 international Technical Officials have been provided travel, however the allowed cost per fare is approximately half the allowance for Athletes. The travel grant to CGAs is also inclusive of return business class travel for Presidents and Secretaries General for the Games.

Glasgow has made a number of assumptions including reduced costs from block bookings, travel by chartered flights, coach/car/rail travel within the UK and the level of take-up of business class fares for Presidents and Secretaries General when travelling with their teams to the Games.

- Security. Security has a budget of £26 million, of which 2/3rds is the cost of police services on which no comment is provided. The budget includes an allowance of £3 million for security equipment (primarily x-ray machines and magnetometers). Also provided are 2,500 private security personnel and a similar number of volunteers at a cost of almost £6 million. From a financial point-of-view, this may provide sufficient coverage around all venues. Other small items for equipment are also budgeted. Security costs may be understated; however, any additional financial requirements for security operations are to be met by the Scottish Government through a separate and 'ring-fenced' allocation.

- Advertising and Promotion. The overall budget allowance is for £11 million. Based on available information, this number appears to be insufficient to support sponsorship sales and the sponsorship revenues do not acknowledge any sales agency commission element being deducted.
- Administration. A budget of £8 million is projected, of which 60% relates to volunteers. Adequate provision appears to be made for recruiting, training and clothing 15,000 volunteers. It is noted that insurance cannot be established with any confidence at this time, and the allowance of £2 million should be adequate based on the current insurance environment. The level of cover will be determined by risk assessment, taking into account final plans, existing insurance at venues and management's requirements. A general allowance for consultants is also provided. There is no general allowance for any other operating costs that might emerge in the administrative departments, for example: banking fees in finance, advertising for tenders in procurement, etc. These may not individually in any department be significant, but overall can add up and should be budgeted.

An allowance for technical officials' uniforms is provided, but there is no allowance for the training of officials.

- Other. This budget provides for contractual payments under the Host City Contract to the CGF, provision to secure local marketing rights within Scotland and the rest of the UK, development grants for CGAs, taxes, and a financial contingency. Commentary on this budget includes:
  - A provision has been made to make a payment to all CGAs of a sports development grant of US\$ 100,000 each. Glasgow intends that, by the end of the first 100 days of the Organising Committee, the methodology for distribution to have been agreed, and the first 25% of funds distributed on or around 1st April 2008. The balance of the funds will be released on receipt of the plans required from the CGAs outlining how they will spend the development grant.



- Detailed calculations provide for a net VAT cost of £8.5 million and the Organising Committee is not seeking any special tax status.
- A contingency of £32.3 million has been provided based on calculations of risk profiles for both revenue and expenditure. A 12 % contingency of revenue at risk and an 8% contingency on expenditure at risk result in an average contingency of 9 % on the overall budget. The Evaluation Commission is concerned that this contingency may be understated at this stage of the project.

## 6.5 CONCLUSION

The budget prepared by the Glasgow bid demonstrates detailed planning and evaluation. Much of the data has been verified in the local

market and many special studies to resolve potential financial exposure have been undertaken to reduce risk. Subject to the qualification regarding sponsorship revenues, other revenue expectations are reasonable, and with 80% of funding to be provided from guaranteed Government sources, a shortfall of funding is a less likely event. Generally, the detailed costing of expenditure items is sound and contains appropriate contingencies where estimates have been used. A whole of Games contingency of 9% is also incorporated. This contingency is supplemented by an undertaking by the Scottish Government to meet any security cost overruns outside the bid budget. Reasonable confidence can be expressed that the Glasgow budget, including capital works allowances held outside of the Organising Committee budget, will deliver an appropriate service level for the hosting of the Games.



# Theme 7 – Marketing

## 7.1 SUMMARY OF CITY PROPOSAL

- Glasgow has an executed Joint Marketing Programme Agreement (JMPA) and legislation to restrict opportunities for ambush marketing is ready for enactment should Glasgow be selected. The proposed legislation has been provided to the Evaluation Commission. While further detailed review will be required by the CGF should Glasgow be selected, the legislation is generally consistent with basic requirements.
- Glasgow has a well-articulated vision for the development and implementation of its Games brand strategy. The Brand Programme implemented to support the Glasgow bid was of high quality and included strong support activity from bid supporters.
- Gross revenue from sponsorship in the territory of Scotland is estimated at £23.536 million and royalties on the sale of licensed merchandise are forecast at £1.5 million.
- Gross revenue from ticketing is estimated at £18.7 million based on occupancy rates of 100% for Ceremonies and 75% for all other events and A ticket prices varying from £175 for Ceremonies to £25 for Table Tennis.
- Sponsor Hospitality facilities will be available at all major venues, with the principal facility proposed to be located in the City Chambers, which is located within 6 kilometres from all major Games venues.

## 7.2 KEY STRENGTHS

- Glasgow provided Guarantee 7.1 – the Joint Marketing Programme Agreement – fully executed.
- Glasgow provided Guarantee 7.2 confirming that the required legislation to effectively reduce ambush marketing will be in place by 30 June 2012.
- (Guarantee 7.7, regarding a Games lottery, was not applicable).
- Glasgow has established the framework for an effective Marketing Programme. As well as an executed JMPA and pending brand protection

legislation, Glasgow has signed letters of agreement with all venues assigning all commercial rights and has confirmed that it controls commercial rights for Games related activities including live sites, cultural and education programmes.

- Scotland has a strong national identity and a well established tradition of supporting its national team in various sports and at the Commonwealth Games. Athletes from Scotland can be expected to perform well in a range of sports at the 2010 Commonwealth Games and, as members of the Great Britain Olympic Team, at the London 2012 Olympic Games. This should help to provide a very positive environment for the execution of the Glasgow Marketing Programme.
- Glasgow is a relatively sophisticated market for major sporting events with both consumers and companies having a good understanding of the opportunities available through their previous experience with major events in Scotland, particularly in football, golf and rugby union. The Manchester 2002 Commonwealth Games also provided a positive consumer and corporate legacy that will benefit Glasgow's Marketing Programme.

## 7.3 KEY ISSUES OR CHALLENGES

- Glasgow faces a major challenge in generating the forecasted revenue of £23.54 million from sponsorship if, as indicated by their bid submission and subsequent correspondence, the Sponsorship Programme is restricted to the territory of Scotland. While there will be some companies based in either Scotland or England that may be willing to invest at the levels indicated in the bid submission for rights within the Scottish market alone, it will be highly unlikely that Glasgow can secure sufficient numbers of such companies to achieve the forecast revenue figure. The challenge faced by Glasgow could be further accentuated if the "London 2012 effect" creates unfavourable market conditions and/or there is a downturn in the Scottish economy early in the new decade.
- While the occupancy rates and ticket prices



forecast by Glasgow compare favourably to the results achieved by the Manchester 2002 Commonwealth Games, Glasgow will nevertheless need to develop and implement an effective ticket marketing programme to ensure it achieves its forecast revenue from ticket sales of £18.7 million.

- Glasgow has advised a budgeted expenditure for sponsorship sales and servicing staff of £738,000. Based on this estimate, Glasgow may experience difficulties in securing executives with the type of experience and level of expertise required to successfully implement its Sponsorship Sales and Servicing Programme.

## 7.4 COMMENTARY

Glasgow has well-articulated plans covering all of the key components of the Marketing Programme, namely brand strategy, sponsorship, licensing, and ticketing. Their bid submission also highlighted their success in securing commercial supporters for their bid and the high impact promotional activities undertaken to promote the bid in Glasgow.

Commentary provided by Glasgow indicates that some consideration has already been given to expanding the Sponsorship Programme to include England and the other Commonwealth Games territories of the United Kingdom through the

purchasing of marketing rights in these territories from each of the relevant Commonwealth Games Associations.

Creating a national (UK) Sponsorship Programme will substantially increase the pool of potential sponsors and the level of investment they would each be willing to consider. Provided negotiations with each of the Commonwealth Games Councils can be successfully accomplished by Glasgow, then the forecast revenue from sponsorship of £23.536 million is more likely to be achieved even after allowing for payments to each UK Commonwealth Games Council.

## 7.5 CONCLUSION

Glasgow has demonstrated through its bid the potential for a successful Marketing Programme. The revenues from marketing (sponsorship, ticketing and licensing) forecast by Glasgow are achievable provided that:

- The Sponsorship Programme is conducted on a national (UK) basis;
- The cost of generating the sponsorship revenue is matched to the likely market requirements; and
- An effective Ticket Marketing Programme is developed and implemented.





# Theme 8 – Sport and Venues

## 8.1 SUMMARY OF CITY PROPOSAL

- Glasgow is proposing to conduct 17 sports, including: Aquatics (Swimming and Diving), Athletics (Track and Field and Marathon), Badminton, Boxing, Cycling (Road, Mountain Bike and Track), Gymnastics (Artistic and Rhythmic), Hockey, Judo, Lawn Bowls, Netball, Rugby 7s, Shooting (Pistol, Small Bore, Clay Target and Full Bore) Squash, Table Tennis, Triathlon, Weightlifting and Wrestling.
- The Events for Elite Athletes with a Disability (EAD) are proposed as Swimming, Athletics, Cycling, Table Tennis and possibly Powerlifting. The final events will be determined by the CGF in consultation with the IPC.
- This list of sports meets the criteria set by the CGF.
- The Competition Schedule proposed is from Wednesday, 23 July to Sunday, 3 August 2014, incorporating two full weekends which is desirable.
- Glasgow is a compact, modern city with well established urban infrastructure, including excellent transport infrastructure (roads and public transportation system) and a high level of existing venue infrastructure which is proposed for the Commonwealth Games.
- The Glasgow 2014 venues proposal presents a compact plan within the city of Glasgow, with the exception of Diving competition, proposed for the Royal Commonwealth Pool in Edinburgh, and Shooting (Full Bore and Clay Target) proposed for Barry Budden at Carnoustie. With respect to these remote venues, additional Village(s) or Day Village(s) have been proposed in order to accommodate Games constituents in close proximity to the venues.
- A number of existing, high quality venues are proposed for competition and training. The proposal includes the use of the SECC, a world class exhibition Centre, for 4 sports and the MPC and IBC, and a number of existing Football Stadiums, Indoor Sport Centres and other venues. The Master Plan and selection of venues is strongly influenced by legacy issues, with all venues carefully considered with respect to long-term utilisation and

sustainability issues. The Glasgow Bid has optimised the utilisation of existing venues, with signification adaptations where required, and limited the number of new venues to be developed.

## 8.2 KEY STRENGTHS

- Glasgow provided Guarantee 8.4 – regarding financing of all work required for the Games – from the following entities:
  - First Minister of Scotland;
  - Glasgow City Council; and
  - Scottish Exhibition & Convention Centre.
- Glasgow provided Guarantee 8.5 – regarding venue usage, control and commercial rights – from all venue owners:
  - Glasgow City Council;
  - Edinburgh Leisure;
  - Edinburgh City Council;
  - North Lanarkshire Council;
  - Scottish Football Association;
  - Queen's Park Football Club;
  - Scottish Exhibition & Convention Centre;
  - Defence Estates;
  - Strathclyde Police;
  - Celtic Football Club;
  - Rangers Football Club;
  - University of Stirling; and
  - Newlands Lawn Tennis Club.
- Glasgow provided Guarantee 8.5 regarding competition venue usage from all International Federations.
- All 17 sports' concept plans have been approved by their respective International Federations (IFs).
- The Competition Schedule is well balanced as relates to the award of medals.
- A comprehensive test event schedule has been proposed.
- Scotland has had extensive experience in conducting events in the past and will enhance that with a range of events leading into 2014.



- Scotland has a well-established sports infrastructure and has the full support of all levels of administration and Government.
- The Glasgow proposal offers a number of world class venues for competition, with the strategic development of new venues leaving a positive legacy for the city and country. The proposed initiatives to use the Games as a platform for re-development of some areas of the city is commendable, and demonstrates the positive impact that a Commonwealth Games can bring to a city in support of urban development.
- A high percentage of the venues currently exist or, in many cases, there is a commitment to construct them irrespective of the outcome of the Bid, providing a high level of confidence in the proposed venue development programme.
- With the exception of Diving and Shooting (Full Bore and Clay Target), the venue Master Plan is very compact and will result in minimal travel times for Athletes and other constituents to the venues. With respect to the remote venues, it is acknowledged that whilst not ideal in a Games context, these decisions have been strongly influenced by Legacy considerations.
- The majority of venues are well connected by an excellent public transport network and major arterial roads throughout the city. Delivering spectators and accredited constituents to the venues should work efficiently based on the proposed Master Plan, subject to the implementation of an effective traffic management system and delivery of Commonwealth Games lanes as proposed.
- The showcasing of the city through the strategic location of venues, including road events, will provide for a spectacular backdrop for the Games and allow for broad spectator participation in the event by the residents of Glasgow.
- The planning which has been undertaken during the Bid stage broadly reflects the requirements of the CGF and IFs with respect to the venue configuration and technical requirements for all sports, as outlined in the CGF Venue Guidelines. In some cases, there is further analysis to be undertaken in achieving these requirements, though the Glasgow Bid Committee has committed to ensuring all requirements are met. There has been

extensive dialogue with National, Commonwealth and International Federations to ensure compliance with all requirements and this dialogue is ongoing.

- There is a robust commitment from all levels of Government in delivering the required venue infrastructure, with the appropriate undertakings and guarantees provided. The governance structure which is proposed between the Organising Committee, the Glasgow City Council and the Scottish Executive, should provide for clear and effective delivery of permanent and temporary infrastructure.

### 8.3 KEY ISSUES OR CHALLENGES

- Some adjustment to the competition programme will likely be necessary to accommodate venue transitions, training, and to maximise spectator and broadcast opportunities.
- In their Candidature File, Glasgow originally proposed the conduct of sports in Kelvin Hall, which would not have met CGF requirements due the impeded views as a result of the presence of structural columns between the field of play and spectators. Following the Evaluation Commission visit, this proposal has been amended to conduct Boxing in Kelvin Hall and thereby ameliorate the impact of the structural columns on sight lines.
- The remote venues require additional Village(s) or Day Village(s) and will present some challenges with respect to operational and transport issues, however this appears to have been well considered in the Bid proposal.
- The adaptation of key venues for Athletics, Swimming and Ceremonies will require substantial reconfiguration of the existing venues, and whilst extensive and thorough work has been undertaken regarding these proposals, these are key sports/events in the Commonwealth Games programme, and further analysis will be required to ensure an appropriate outcome.
- The ability to deliver all venues at an appropriate standard with the proposed budgets may be difficult to achieve. In particular, the Games Overlay budget for some venues appears low, particularly given the

extent of temporary works required. In addition, key overlay budget items such as broadcast, sports lighting and temporary power may require further analysis. It is noted that no specific contingencies have been allocated to

the Games Overlay budget, and it is proposed that the contingency in the Games Operations budget would be utilised if required. Further consideration should be given to a dedicated Games Overlay contingency.

## 8.4 COMMENTARY

### Venue Appraisal – Glasgow

Sport	Discipline	Venue	IF Approval	Comments
Aquatics	Swimming	Tollcross Leisure Centre	Yes	<p>The Tollcross Leisure Centre is an existing Aquatics complex near to the site of the Games Village. An adaptation of the existing venue is proposed to meet CGF/IF requirements. This adaptation will include an expansion in the venue capacity to 5,000, utilising a combination of permanent and temporary seating. The following issues were raised during the Evaluation Commission's visit:</p> <ul style="list-style-type: none"> <li>The strategy for accommodating the additional capacity requirements, which includes a combination of permanent and temporary seating, should ensure an appropriate standard of accommodation and shelter for all spectators, with appropriate sightlines.</li> </ul> <p>It is noted that subsequent to the Evaluation Commission's visit, additional information has been received which clarifies the proposal for the venue upgrade and capacity increase in achieving CGF requirements for this venue.</p>
	Diving	Royal Commonwealth Pool, Edinburgh	Yes	<p>A major renovation of the existing Royal Commonwealth Pool is proposed to meet CGF/IF requirements. The following issues were raised during the Evaluation Commission's visit:</p> <ul style="list-style-type: none"> <li>The venue is a significant distance from the Games Village, which will result in travel times of approximately 80 minutes for Athletes and other constituents. As a minimum, some accommodation should be provided for Athletes and officials near to the venue. During the Evaluation Commission's visit Glasgow confirmed that an appropriate "Day Village" would be provided.</li> <li>The ceiling profile of the building consists of a relatively low ceiling throughout, with a higher ceiling directly above the Pool and Diving Tower. This configuration will create specific challenges for Broadcast and Sport Lighting, and should be further analysed to ensure an appropriate solution can be achieved.</li> <li>The proposed configuration of the Diving Tower should be further discussed with the CGF and IF to ensure it is appropriate for international competition.</li> </ul> <p>It is noted that subsequent to the Evaluation Commission's visit, it has been confirmed that the adjacent Pollock Hall will be made available for accommodation as necessary.</p> <p>A thorough transport plan has also been developed to ensure effective travel times and levels of service for all constituents travelling between Glasgow and Edinburgh. With respect to the configuration of the Diving Tower, a revised proposal has been developed and approved by FINA.</p>

Sport	Discipline	Venue	IF Approval	Comments
Athletics	Track and Field	Hampden Park Stadium	Yes	<p>The Hampden Park stadium is an excellent venue with high quality facilities for all constituents. It is regularly used for local and international football competition. The proposal for Athletics Track and Field competition is to construct an elevated deck above the existing stadium FOP to achieve the required FOP layout. The following issues were raised during the Evaluation Commission's visit.</p> <ul style="list-style-type: none"> <li>• The proposal for Warm-up facilities is to split the Track and Field and Throwing Warm-up areas. It was noted that some Athlete facilities should be located at both proposed warm-up areas. The proposal for a 4-lane warm-up track should be further discussed with the CGF/IAAF.</li> <li>• The circulation space within the arena around the FOP is limited. Further investigation is required as to whether the proposed solution will provide adequate space for all operations and technical equipment to support athletics competition and sports presentation.</li> <li>• Sightlines should be clarified to ensure appropriate viewing for all constituents can be achieved.</li> <li>• The ability to locate jumps on the inside of the track, and the impact on Track and Field competition was discussed. It was noted that the IAAF has agreed to this proposal.</li> </ul> <p>Subsequent to the Evaluation Commission's visit, further information has been received in clarifying the above issues. The following comments relate to this additional information:</p> <ul style="list-style-type: none"> <li>• Additional athlete facilities have been located at both warm-up areas as recommended.</li> <li>• An additional FOP drawing has been submitted locating FOP equipment and demonstrating the suitability of the space outside of the Athletics track.</li> <li>• A sightline study has been submitted which demonstrates the relative 'C' values around the stadium. This study indicates excellent sightlines in the South Stand, where accredited constituents are located, but relatively poor sightlines in some areas of public seating in the North, East and West Stands. It is recommended that some further analysis be undertaken to assess the potential benefits in raising slightly the FOP deck to improve viewing in these areas. It is noted that this would reduce the spectator capacity.</li> </ul> <p>It is recognised that Hampden Park would provide an excellent venue for Athletics Track and Field competition for the Commonwealth Games, subject to a final analysis of the optimal strategy for the FOP and Seating Bowl configuration.</p>
	Marathon	Glasgow City	Yes	<p>A Marathon route through the city has been proposed which showcases the attributes of Glasgow. It was noted that further consideration should be given as to whether the Marathon Start could be relocated from the stadium so as to ease operational challenges around the venue.</p>
Badminton		National Indoor Sports Arena Dalmarnock	Yes	<p>A new venue is proposed for Badminton competition, which would also accommodate Cycling (Track) competition. It is assumed that as such the venue could be constructed to meet all IF and CGF requirements. The proposed planning reflects an appropriate layout and compliance with all technical requirements.</p>



Sport	Discipline	Venue	IF Approval	Comments
Boxing		SECC Hall 3	Yes	<p>The SECC is an excellent facility, which regularly hosts major international events. The proposed Overlay planning reflects the requirements of the CGF/IF and will provide an excellent venue for the Games.</p> <p>It is noted that subsequent to the Evaluation Commission's visit, Glasgow 2014 has proposed a relocation of the Boxing venue from SECC to Kelvin Hall. This strategic decision is based on the need to overcome specific issues described in the appraisal of Judo and Wrestling in this document. A revised Block Plan has been submitted. This proposal would also appear to present an excellent venue for Boxing competition, and maintains the utilisation of an iconic venue within the city.</p>
Ceremonies	Opening	Celtic Park	n/a	<p>Celtic Park is an existing major Football Stadium adjacent to the site of the Games Village and the new national Indoor Sports Centre (proposed venue for Badminton and Cycling). It is proposed as the venue for the Opening Ceremony. The following issues were raised during the Evaluation Commission's visit:</p> <ul style="list-style-type: none"> <li>• A general upgrade of the venue and its facilities would be required to ensure an appropriate quality of experience for all constituents.</li> <li>• The site area is very limited, and the ability to accommodate all operational requirements, including spectator loading and ceremonies compound areas, was discussed.</li> <li>• The capacity of the existing roof structure to accommodate Ceremonies lighting and other required elements was discussed.</li> </ul> <p>It is noted that subsequent to the Evaluation Commission's visit, Glasgow 2014 has issued the following clarifications:</p> <ul style="list-style-type: none"> <li>• The South Stand (accredited areas proposed for the Games) will be upgraded though specific details are not yet available.</li> <li>• A revised Block Master Plan has been submitted demonstrating the proposed precinct operational concept. It is recommended that further analysis on this issue is required, particularly with respect to spectator entry and egress concepts.</li> <li>• It was noted that once the specific requirements for the roof structure were clearly understood, further analysis would be undertaken to assess the feasibility of strengthening the roof if/as required.</li> </ul>
Ceremonies	Closing	Hampden Park	n/a	<p>With respect to the Closing Ceremony, further analysis will be required to validate the capability of the venue to accommodate the anticipated requirements and demands.</p> <p>In particular, it should be confirmed that the elevated deck being constructed for athletics will support the anticipated crowd loading for a Closing Ceremony, and any stage construction or other equipment. This may significantly affect the specification of this structure.</p> <p>Other issues which will require further analysis include:</p> <ul style="list-style-type: none"> <li>• FOP access for Performers, Athletes and Scenery;</li> <li>• The capability of the roof structure to support theatrical lighting; and</li> <li>• The ability to develop adequate compound spaces external to the venue.</li> </ul>



Sport	Discipline	Venue	IF Approval	Comments
Cycling	Track	National Indoor Sports Arena Dalmarnock	Yes	A new venue is proposed for Cycling (Track) competition, which would also accommodate Badminton competition. It is assumed that as such the venue could be constructed to meet all IF and CGF requirements. The proposed planning reflects an appropriate layout and compliance with all technical requirements.
	Road	Glasgow Green	Yes	<p>A Road Cycling course through the city has been proposed which showcases well the attributes of Glasgow with a Start/Finish zone at Glasgow Green. It was noted that further consideration should be given to the specific location of the Start/Finish zone, which as currently proposed does not meet the technical requirements of the CGF/IF. Given the available space, this would appear to be feasible.</p> <p>It is noted that subsequent to the Evaluation Commission's visit, Glasgow 2014 has revised the proposal for the specific location of the Start/Finish area within Glasgow Green in compliance with CGF/UCI requirements.</p>
	Mountain Bike	Cathkin Braes	Yes	A new Mountain Bike venue is proposed for Cathkin Braes, near to the city of Glasgow. This location will provide an excellent venue for Mountain Bike, overlooking the city and close to the Games Village. The proposed planning reflects an appropriate layout and compliance with technical requirements.
Gymnastics	Artistic/ Rhythmic	SECC Arena	Yes	A new 10,000 seat arena is to be constructed at the SECC complex, to compliment the existing Exhibition Halls. The proposed design would provide an excellent venue for Artistic and Rhythmic Gymnastics competition.
Hockey		Glasgow Green	Yes	A new venue is proposed for Hockey competition at Glasgow Green. It is assumed that as such the venue could be constructed to meet all IF and CGF requirements. The proposed planning reflects an appropriate layout and compliance with technical requirements.
Judo		Kelvin Hall	Yes	<p>A major renovation of the Kelvin Hall is proposed to accommodate Judo and Wrestling competition during the Commonwealth Games. The Kelvin Hall is a historic venue near to the centre of the city, and in the precinct also accommodating Lawn Bowls competition. The following issues were raised during the Evaluation Commission's visit:</p> <ul style="list-style-type: none"> <li>• The existing columns will obstruct viewing of the competition for some spectators based on the current planning.</li> <li>• The operation of the precinct around the venue is challenging and should be further studied, particularly with respect to spectator access and BOH operation.</li> </ul> <p>It is noted that subsequent to the Evaluation Commission's visit, Glasgow 2014 has proposed a relocation of the Judo and Wrestling venue from Kelvin Hall to the SECC. A revised Block Plan has been submitted. This proposal would overcome the issues noted above, and provide an excellent venue for these sports.</p>



Sport	Discipline	Venue	IF Approval	Comments
Lawn Bowls		Kelvin Grove	Yes	An existing Lawn Bowls venue at Kelvin Grove is proposed for Commonwealth Games competition. The venue is in a spectacular setting and will provide an excellent location for Lawn Bowls competition, subject to further planning studies.
Netball		SECC Hall 4 (Prelims) SECC Arena (Finals)	Yes	<p>The SECC is an excellent facility, which regularly hosts major international events. The proposed Overlay planning reflects the requirements of the CGF/IF and will provide an excellent venue for Netball during the Games. It was noted that for the preliminary rounds the proposed capacity was below the CGF requirement of 5,000 seats as required.</p> <p>It is noted that subsequent to the Evaluation Commission's visit, it has been confirmed that the capacity of Netball (Preliminaries) will be increased to 5,000, in accordance with the CGF requirements. The SECC would provide an excellent venue for Commonwealth Games netball competition.</p>
Rugby 7s		Ibrox Stadium	Yes	Ibrox Stadium is regularly used for major football competition, and would provide an excellent venue for Commonwealth Games Rugby 7s competition. It was noted that the FOP length is 6m below the CGF requirement, though the IRB has subsequently approved this proposal.
Squash		Scoutston Leisure Centre	Yes	<p>The Scoutston Leisure Centre is an existing multi-use sports facility, and the proposed location for Squash competition. The proposal includes the development of a Show Court with a capacity of 2,500 seats in an existing Hall and the utilisation of an additional existing hall for a second show court. Additional courts as required are proposed to be developed. It is noted that there are ongoing discussions between Glasgow 2014 and the IF in resolving the best and most appropriate configuration for the venue, including the required number of courts.</p> <p>The proposed planning reflects an appropriate layout and compliance with all technical requirements.</p>
Shooting	Clay Target	Barry Buddon	Yes	<p>A new venue for Clay Target Shooting is proposed in Barry Buddon. The area available, near to the existing Full Bore Shooting venue, has appropriate space to develop the venue. The following issues were raised during the Evaluation Commission's visit:</p> <ul style="list-style-type: none"> <li>This venue is a significant distance from Glasgow, and as such necessitates a second Village to be developed, proposed at the Carnoustie Hotel Golf Resort and the Dundee Hilton Hotel. It is noted that the proposal for a second Village has been well considered, including a thorough Transport plan to ensure an appropriate level of service for all Games constituents.</li> </ul>
	Full Bore	Barry Buddon	Yes	An existing Full Bore range at Barry Buddon is proposed for Shooting (Full Bore) competition. This venue will accommodate all CGF/IF requirements with the appropriate Games Overlay development.

Sport	Discipline	Venue	IF Approval	Comments
Shooting	Small Bore/Rifle /Pistol	Strathclyde Police Training Centre, Jackton	Yes	<p>It is proposed to develop temporary 10m, 25m and 50m ranges at the existing Police Training Centre. The following issues were raised during the Evaluation Commission's visit:</p> <ul style="list-style-type: none"> <li>• These required ranges do not currently exist. Further analysis is required to validate the budget requirements in developing this venue, to ensure a venue of appropriate standard for Commonwealth Games competition.</li> </ul> <p>It is noted that subsequent to the Evaluation Commission's visit, Glasgow 2014 has issued a detailed cost breakdown demonstrating a thorough analysis of the required capital works and Overlay costs.</p>
Table Tennis		Scoutston Leisure Centre	Yes	<p>The Scoutston Leisure Centre is an existing multi-use sports facility, and the proposed location for Table Tennis competition. The proposal includes the development of a temporary hall for the Show Court with a capacity of 2,500 seats and the utilisation of existing halls for preliminaries and warm-up. The proposed planning reflects an appropriate layout and compliance with all technical requirements.</p>
Triathlon		Strathclyde Country Park	Yes	<p>Strathclyde Country Park is an existing Rowing/Recreational facility south of the city of Glasgow. It will provide an excellent venue for Triathlon competition, subject to some modifications to road widths in the proposed Start/Finish Zone. The proposed planning reflects an appropriate layout and compliance with all technical requirements.</p>
Weightlifting		Clyde Auditorium	Yes	<p>Clyde Auditorium is an existing convention hall at the SECC. It will provide an excellent venue for Weightlifting competition. The proposed planning reflects an appropriate layout and compliance with all technical requirements.</p>
Wrestling		Kelvin Hall	Yes	<p>A major renovation of the Kelvin Hall is proposed to accommodate Judo and Wrestling competition during the Commonwealth Games. The Kelvin Hall is a historic venue near to the centre of the city, and in the precinct also accommodating Lawn Bowls competition. The following issues were raised during the Evaluation Commission's visit:</p> <ul style="list-style-type: none"> <li>• The existing columns will obstruct viewing of the competition for some spectators based on the current planning.</li> <li>• The operation of the precinct around the venue is challenging and should be further studied, particularly with respect to spectator access and BOH operation.</li> </ul> <p>It is noted that subsequent to the Evaluation Commission's visit, Glasgow 2014 has proposed a relocation of the Judo and Wrestling venue from Kelvin Hall to the SECC. A revised Block Plan has been submitted. This proposal would overcome the issues noted above, and provide an excellent venue for these sports.</p>



## 8.5 CONCLUSION

Based on the proposal by Glasgow a successful sports programme is likely.

Glasgow has provided a comprehensive plan incorporating an athlete-, spectator- and media-friendly competition schedule that has an even spread of medals and events.

With respect to venue infrastructure, Glasgow 2014 has presented a strong, viable proposal for a Commonwealth Games. The plan has been well considered and in general will meet the requirements of the CGF.

Appropriate venue planning has been undertaken which should provide a strong platform for ongoing venue development work, and all proposals have been thoroughly analysed with respect to meeting

technical and operational requirements for the Games. The venue proposal optimises the utilisation of the existing sports infrastructure in the city, most of which is appropriate and will provide high quality venues for competition and training.

The Master Plan generally reflects the key principle of clustering and minimising travel times for constituents, and showcasing the attributes of the city itself, however there are three venues proposed outside of Glasgow City. Two of these venues (Diving and Shooting Full Bore) will involve considerable travel from Glasgow.

Whilst it is acknowledged that some further review of the venue proposals is required, generally the venue proposal presented offers an appropriate stage for the Commonwealth Games in 2014.

# Theme 9 – Village

## 9.1 SUMMARY OF CITY PROPOSAL

- The Games Village proposed by Glasgow will be the centrepiece of the 'Clyde Gateway Project', part of the important £4.2 billion inner city regeneration programme which is currently underway.
- The Village will be developed on a new residential development which will provide a mix of private and social housing to meet the needs of the community in the East End of Glasgow after the Games. The development will adhere to the principles of sustainable development and will be built to high environmental and design standards.
- The Village will occupy 35 hectares of land located on the banks of, and thereby capturing the aesthetics of, the River Clyde. It will be located approximately 4.8 kilometres from the City Centre with good connections to high speed transport networks and with direct access to rail.
- The Village development will be based on low rise (maximum four-storey) medium density apartment accommodation providing for 6,000 – 6,500 (with the capability to extend to 8,000) Games-time residents, surrounded by a high proportion of green space.
- The proposed Village Master Plan incorporates most of the requisite features of a modern major Games Village, and generally complies with all CGF requirements.
- The Village site will be fully secured with an internal, accessible transport system circulating around its streets.

## 9.2 KEY STRENGTHS

- Glasgow provided Guarantee 9.2, concerning Village planning consents, from the Glasgow City Council.
- Glasgow provided Guarantee 9.5, regarding Village financing, from the First Minister of Scotland.
- Glasgow provided Guarantee 9.8, regarding Village accessibility standards, from the Glasgow City Council.

- Glasgow provided Guarantee 9.10, regarding Village commercial rights, from the Glasgow City Council, Oxford Hotels and Inns and Hilton Dundee.
- Glasgow provided Guarantee 9.18.1 regarding CGA delegation travel costs, from the First Minister of Scotland.
- Glasgow presents a detailed proposal demonstrating a good understanding of what is required of a modern Games Village compliant with CGF requirements, including:
  - A realistic development proposal and timetable and appropriate financial proposal; and
  - The new housing development is generally compliant with CGF standards subject to the amendment of room allocations and allowance for additional common space in residential areas during Games-time as compared with the proposal in the Candidature File.
- Other positive features of the Village proposal are:
  - Pleasant environment on the banks of the River Clyde;
  - Spacious site, with abundant open space, but of the right size for a population of 6,000 – 6,500 Games-time residents;
  - On-site training/sporting facilities;
  - Close to city centre and sporting facilities; and
  - Unassisted wheelchair access to all areas of the Village.

## 9.3 KEY ISSUES OR CHALLENGES

Key challenges in the development of a modern Games Village as proposed by Glasgow:

- Approximately 30% of the required land is not currently owned by the City (a voluntary land acquisition programme is underway).
- The Games Village Master Plan would require further development if Glasgow were selected, in particular the specific locations of key elements such as the transport mall, Main



Entry/International Zone, and Back of House Operational areas.

- There is uncertainty as to how all the required space for athlete beds, athlete lounges, CGA Offices, CGA storage and Resident Centres will be provided. An accommodation plan demonstrating the ability to address these space issues is not available.
- Village operations may benefit from the relocation of the Transport Mall (subject to more detailed studies).

## 9.4 COMMENTARY

The Village will be a significant component of the Clyde Gateway Project, which in turn is an element of a major and important inner urban renewal program. In that sense, the Village proposal is a component of an already approved urban Master Plan and is consistent with the long-term legacy requirements of the city.

### Delivery of Village Development

Glasgow has advised (subsequent to the submission of its Candidature Files) that the major private landowner, who was to have been a partner in the development, prefers to sell its land holding to the City, and that negotiations to acquire this land holding “are under way”.

The remaining private land will be voluntarily acquired by the City on an ‘opportunity purchase basis’, but if necessary private land holdings within the Village development area can be compulsorily acquired by the City. Once the City has acquired the remaining private properties (see below) it will then be the landowner of the entire Village site and have sole control over the proposed development.

### Securing the Land (Ownership and Control)

Of the 35 hectares comprising the Village, 10 hectares are held in private hands. The Evaluation Commission questioned the mechanism by which the City could resort to compulsory acquisition if this private land could not be acquired through voluntary negotiated agreements. In a comprehensive response, Glasgow has advised that there would be no grounds for a successful challenge to the compulsory acquisition programme.

### Securing Planning and Environmental Approvals

Given that the Village is part of an inner city urban renewal project, it is reasonable to conclude that broad urban planning approval for the housing development comprising the Village already exists.

Glasgow has completed an Environmental Impact Assessment of the Village proposal and has provided a copy to the Evaluation Commission. A synopsis of this assessment provided by Glasgow indicates no significant environmental impacts, but does identify the need for appropriate environmental management of the soil which may have been contaminated over years of previous uses.

### Selecting the Development Delivery Model

Glasgow will deliver the Village by engaging a private developer to build all housing and related site infrastructure (permanent roads and engineering infrastructure) with the City providing the land and the Organising Committee providing the Games Village Overlay. This is essentially the same development model employed in the procurement of the Melbourne 2006 Games Village.

### Securing the Financing to Support the Delivery Model

In response to questions from the Evaluation Commission, Glasgow advises that it has conducted a “full development appraisal” that modelled outlays and income (sales) over time. The result of this analysis indicates that provided the City carries the cost of the land until it is sold, the overall cash flow is positive, returning a 12% development margin to the developer. Glasgow advises that once the land is acquired, no further outlays are required, assuming that the cost of the Overlay is borne by the Organising Committee and the cost of social housing is borne by some agency other than the City or is an independent consideration.

### Selecting the Developer

The key consideration in selecting the developer is to ensure the tender and subsequently the contract documentation properly includes the specification of the requirements for the Games Village. It is clear that this process will be managed by the City, presumably in collaboration with and assisted by the Organising Committee. Glasgow’s responses to the development related questions indicate an

excellent understanding of what is required in procuring the Games Village through private development of public land holding.

### Financing and Work Schedule

The financing and work schedule proposed by Glasgow appears practical, sufficient and achievable.

### Accessibility

In response to a question from the Evaluation Commission, Glasgow has advised that there are accessible bathrooms in the Village, all on the ground floor levels. They are distributed evenly throughout the Village and will easily accommodate the likely wheelchair demand.

### Master Plan Residential Zone

The area of the Glasgow Village is stated as 35 hectares, which will provide a pleasant, spacious environment, but it is not too large an area within which to accommodate 6,000+ athletes and officials.

### Accommodation

Glasgow proposes to provide comfortable accommodation comprising 150 single rooms and 3,490 double rooms which together are capable of accommodating 7,130 bed spaces. The number of bed spaces proposed would allow for the accommodation of 6,800 athletes and officials with a 5% contingency for inefficiency in room allocation.

The Evaluation Commission questioned the proposals for CGA Office space and athlete living areas (lounges or common rooms) and Resident Centres as only 620 rooms are available for such uses. There would appear to be insufficient space for this combination of accommodation requirements to meet contemporary Village standards. Hence, should Glasgow be selected to host the 2014 Commonwealth Games, it may be necessary to request that the room layouts be reworked and reallocated between functions to produce a full Accommodation Plan demonstrating how all athlete and CGA Office accommodation and Resident Centres will be delivered within the permanent building spaces.

There are other aspects in the accommodation plan that should also be reconsidered:

- The use of ensuite bathrooms reduces the

availability of bathrooms to athletes within the residence.

- The use of shared athlete lounges/common rooms is unsatisfactory.
- The use of re-locatable units for CGA Office space if required located in the open areas adjacent accommodation units.

### Dining Facilities

Glasgow proposes a Main Dining complex to accommodate 2,000 seats for athletes plus additional seats for staff dining. The stated floor area of 6,000m<sup>2</sup> should be sufficient for this proposed capacity.

### Village Operations Support Area (VOSA)

The size and location nominated for the VOSA appears to be inadequate in the proposed Master Plan. The 'footprint' of this area will be significant in order to facilitate the operations, and this area would require further development and review should Glasgow be awarded the Games.

### Master Plan – International Zone

The International Zone arrangements are generally satisfactory, though some further review regarding the location of specific elements should be undertaken.

### Transport Mall

The Transport Mall location is subject to further review and further analysis will be required on the layout and design of the Transport Mall should Glasgow be selected to host the 2014 Games.

### Village Security Arrangements

There are a number of issues with respect to Security which would need further review and development should Glasgow be selected. These include:

- The actual location of the accredited and secure perimeter as it relates to the Games Village Master Plan would require further review in achieving Commonwealth Games planning principles;
- Some transport and parking areas should be located outside of the secure perimeter; and
- A VOSA will be required in order to ensure effective screening of all vehicles entering the Village.



## Master Plan – General Layout

The general layout of the Master Plan reflects the Commonwealth Games requirements and planning principles for a Games Village. It is recommended that the specific location of some elements be further reviewed if Glasgow is awarded the Games, however this would be easily facilitated based on the Games Village concept which has been proposed.

## 9.5 CONCLUSION

Glasgow has provided a very comprehensive and attractive Games Village proposal which is generally consistent with CGF requirements. However, for completeness, Glasgow should produce a full Accommodation Plan to demonstrate how and where the requisite bed spaces, athlete lounges, CGA Offices and Resident Centres within the Residential Zone will be provided.

Assuming Glasgow's Village land acquisition strategy delivers ownership of all the Village land to the City, the Glasgow proposal has a high delivery certainty based on the delivery model and the finance and work schedules proposed, and with planning and environmental approvals more or less certain.

With some reworking the Glasgow Master Plan will result in a secure, very efficient, fully accessible Games Village, conveniently located to the Glasgow Central Business District, sporting and training venues, and major transport systems.

With the added treatments proposed by Glasgow which include generous green spaces, a Village size that is not too big and therefore conducive to encouraging interaction between residents as they walk and travel around the Village, attractive wayfinding signage measures including the zoning of the Village themed on Scottish Glens, there is every reason to believe that the Glasgow proposal will provide for an excellent Games Village.

# Theme 10 – Medical Services

## 10.1 SUMMARY OF CITY PROPOSAL

- In Glasgow the health service is the responsibility of the NHS (National Health Service) Greater Glasgow and Clyde (NHSGG&C).
- The hospital network comprises 6 Acute Hospitals, 1 General Hospital, 1 Specialist Children's Hospital and 8 Community Health Partnerships, which are closely linked to the University of Glasgow Medical School.
- Visitors to the UK are entitled to free NHS emergency treatment & non-emergency treatment where reciprocal arrangements between the patient's home country and UK are in place.
- The nominated Games Family hospitals are Glasgow Royal Infirmary & Southern General.
- The WADA-accredited laboratory at Kings College in London would be used for dope testing; the laboratory is 650 kilometres from the Village and air travel time is approximately 120 minutes.

## 10.2 KEY STRENGTHS

- Glasgow provided Guarantee 10.10, by which the Scottish Executive guarantees that current health investment plans are practicable and compatible with the development of Glasgow.
- Investment plans comprise a £750m hospital modernisation programme that will be completed before 2014.
- Glasgow will utilise the world-class WADA-accredited laboratory at Kings College, London, and has guaranteed a 24-hour turnaround for all doping tests.
- Scotland has a significant history of medical research and practice, in particular sports medicine, physiotherapy and massage.

## 10.3 KEY ISSUES OR CHALLENGES

None noted.

## 10.4 COMMENTARY

The Medical Services Theme has been well-considered with committed and highly experienced professionals making presentations to the Evaluation Commission. Scotland possesses a large number of medical practitioners with major event experience and this underpins Glasgow's robust Medical Services Theme.

The UK Government is a signatory to the WADA Code after adopting UNESCO International Convention against Doping in Sport (October 2005) and the Commonwealth Games Council for Scotland has agreed to abide by the WADA Code.

Major incident co-ordination rests with Strathclyde Emergency Co-ordinating Group (SECG) which has developed contingency plans for key locations in the region, including major sports arenas. Glasgow demonstrated its ability to conduct well coordinated responses to emergencies in the recent security incident at Glasgow Airport. Nevertheless, that incident also demonstrates the need to continually upgrade and improve personnel and asset protection operations.

The London 2012 Olympic Games will provide a very useful benchmark for doping control and testing procedures on a large scale at Kings College.

It is evident that the NHS-administered health services as a whole are well-tuned to the particular needs of major events and will support Glasgow should it win the 2014 Commonwealth Games. Additionally, over 1 million people work for the NHS (UK nationally) and this provides the pool of volunteers needed to deliver the medical related services.

## 10.5 CONCLUSION

Glasgow has demonstrated that planning is well underway, and coupled with Scotland's extensive past experience, that Medical and Doping Control functions would be well-managed, given a successful candidature for the 2014 Commonwealth Games.



# Theme 11 – Security

## 11.1 SUMMARY OF CITY PROPOSAL

- Security in Scotland is a joint responsibility of the Scottish and UK Governments.
- Delivery is devolved to local police, fire and rescue and ambulance services.
- The Joint Terrorism Analysis Centre (JTAC) currently assesses the threats from religious, political or ethnic groups within Scotland as low.
- The Scottish Executive has overall responsibility for the security of the Games in Glasgow.
- A Commonwealth Games Security Committee, chaired by the Scottish Minister for Justice, will discharge this responsibility.
- A Security Directorate, chaired by a Security Director (an active duty senior Strathclyde Police Officer) will be established and will work with the Organising Committee.
- The Directorate will be responsible for the co-ordination of both tactical and operational inputs with an Organising Committee manager of Security responsible for corporate security of the Organising Committee and for managing the private security firms.
- The UK Security Service (MI5) will provide intelligence support to the Security Directorate.
- The Security Director will also be accountable to the Chief Constable of Strathclyde Police.
- Private security will be contracted to provide (at venues): asset protection, access control, search, accreditation checks & public reassurance.

## 11.2 KEY STRENGTHS

- Glasgow provided Guarantee 11.15, regarding the safety and peaceful celebration of the Games, from the First Minister of Scotland and the UK Home Office (Government Authorities).
- Glasgow provided Guarantee 11.16, regarding the safety and peaceful celebration of the Games, from the First Minister of Scotland (Regional Authority).
- The Strathclyde Police is one of the largest and

most professional police services in the United Kingdom with internationally recognised capabilities.

- The bid commitment of 1,100 police, 750 fire service personnel, 500 ambulance personnel and 3,000 private security workers on a daily basis is not excessive in terms of securing the Games competition and non-competition venues – but the skills, experience and equipment of the personnel is assessed as being of the highest order.
- The risk analysis submitted with the bid demonstrates a mature and comprehensive approach to assessing threats and risks and to adroitly using that analysis to proactively manage related issues.
- Although the Commonwealth Games would be the largest sporting event ever secured in Scotland, the police and other service providers have excellent experience across a routine range of well attended and high profile sporting events.
- The Village security model appears very comprehensive. It will be enclosed within a high security zone incorporating a limited number of secure access points using the latest scanning technologies, with full perimeter fencing, comprehensive 24/7 CCTV coverage from a Village (Security) Control Centre, all supported by a Personal Intruder Detection System (PIDS) designed by Strathclyde Police and the national Security Services. There will also be specialist police elements deployed in the residential zone.

## 11.3 KEY ISSUES OR CHALLENGES

- The proposal to allow the athletes and officials to walk from the Games Village to Celtic Park for the Opening Ceremony will require very detailed security planning and an extensive overlay. While acceptable, in principle, an alternate model will also need to be developed in the event any assessed deterioration in the threat environment necessitates a change of plan.
- The description of the proposed security





command structure presents some questions relating to the detailed relationship between the Organising Committee, security management and the Strathclyde Police. A separation of Organising Committee security from the Police is undesirable and the proposed Organising Committee Director of Security, nominated as a serving senior police officer, may not be able to assume responsibility for the planning and implementation of Organising Committee 'corporate' security requirements and private security operations due to legal constraints on serving officers. Further clarification and possible amendment to some arrangements may be required should Glasgow be selected as host city.

#### 11.4 COMMENTARY

Irrespective of the recent unsuccessful terrorism attack at its Airport, Glasgow has a very effective security overlay in relation to its key infrastructure:

venues, facilities and mass transit systems. The professionalism and culture of community service within the Strathclyde Police and other Glasgow emergency responders is nationally and internationally acclaimed.

Representations by Glasgow during the Evaluation Commission visit gave a sense that the Security Programme will enhance rather than detract from the overall reputation of the Games, in particular the branding of the Commonwealth Games and Glasgow.

#### 11.5 CONCLUSION

Subject to the successful implementation of the various components as outlined in the Glasgow Bid documents, there is little doubt Glasgow could mount an excellent Security Programme which builds on and enhances the Commonwealth Games.

# Theme 12 – Accommodation

## 12.1 SUMMARY OF CITY PROPOSAL

	Hotel rooms 0-10km from Games Centre		Hotel rooms 10-50km from Games Centre		Other accom. 0-50km from Games Centre		Total
	Existing	Planned	Existing	Planned	Existing	Planned	
<b>Total capacity</b>	6,413		5,457		6,189		18,059
<b>Guarantees obtained</b>	3,113		805		2,696*		6,614

2014 Hotel Room Rates	Single	Double/Twin
<b>Commonwealth Games Family Hotel</b>	£156/£196***	£178/£209***
<b>Constituent Hotels</b>	£65-309	£65-339

\* Other existing accommodation 0-50 km from Games Centre includes B&Bs, universities and student accommodation.

\*\* Other planned accommodation 0-50 km from Games Centre includes eight new 3-star to 5-star hotels that are expected to provide additional 1,445 beds by 2014.

\*\*\* CWG Family Hotels are proposed as the Hilton Glasgow (£165 and £178) and Radisson SAS (£196 and £209).

- The point of reference chosen for Commonwealth Games Centre is the National Stadium, Hampden Park.
- There is no minimum stay requirement proposed.
- Guarantees for 2014 rooms and rates have been obtained from an authorised signatory from each hotel.
- The Bid Committee is working in co-operation with VisitScotland, GCMB (Glasgow City Marketing Bureau), and GGHA (Greater Glasgow Hotels Association).
- Glasgow provided Guarantee 12.2, regarding total hotel room capacity, from VisitScotland.
- Glasgow provided Guarantee 12.3.5, regarding other accommodation available from:
  - Oxford Hotels and Inns;
  - Hilton Dundee;
  - University of Glasgow;
  - Glasgow Caledonian University;
  - University of Strathclyde; and
  - Victoria Hall.
- Glasgow provided Guarantee 12.7, regarding availability, room rates and price controls from:
  - Hilton Glasgow;
  - Radisson SAS; and
  - Hotel du Vin.
- Careful attention has been taken in meeting all bid requirements for accommodation, particularly with regard to securing individual hotel Guarantees that address room rates, room blocks, breakfast, authorized signatories, etc.
- Total Guarantees obtained are in excess of the minimum required to host the Games, and an abundant supply of rooms remain available for spectators.
- There is a very good variety of the types and quality of accommodation available, along with a corresponding range of prices.
- Accommodation for the Games is compact. Most (almost 80%) of the Guarantees obtained for hotel rooms are 0-10 km from the Games Centre, and most venues and Village are within a 20 minute radius of Games Family Hotel.

- Planned accommodation includes eight new 3-5 star hotels (per original Candidature Files) or twelve new hotels and four hotel expansions (per presentation during visit). Though not required to host the Games and Guarantees are not yet obtained, new accommodation would improve allocations for constituent groups and/or availability for spectators.
- The Bid Committee has the support and co-operation of VisitScotland, a national agency which inspects and categorises hotels and other establishments, and which provides an impartial and objective assessment of the quality and number of accommodation facilities available.
- The Bid Committee has the support and co-operation of the Glasgow City Marketing Bureau (GCMB), the official marketing agency for the city and region. The GCMB has negotiated with all the relevant accommodation providers for both room blocks and rates, and (on behalf of the Organising Committee) would manage the accommodation of the Games Family via an online booking system specific to 2014 requirements. The GCMB has proven experience in providing similar support to other major events.
- The Bid Committee has the support and co-operation of the Greater Glasgow Hotels Association, which has developed a statement of intent to commit to a transparent and fair pricing policy with regard to price controls for services other than room rates.
- Glasgow hotels offer a “5 Star Promise” for the 2014 Commonwealth Games that commits to: value for money (no artificially inflated prices); transparency and fairness in rates, terms and conditions; quality assurance; guest health and safety; and Disability and Discrimination Act compliance.
- Glasgow offers a commendable spectator accommodation plan featuring an online booking system, provided with the support and experience of the Glasgow City Marketing Bureau (GCMB).
- Glasgow offers a clear explanation of the link between public transport and accommodation featuring transport/accommodation/venue maps and information posters and desks, provided with the support and experience of the

Glasgow City Marketing Bureau (GCMB).

- Glasgow offers a plan for media accommodation that reflects the needs of the media in terms of location, quality and rooms required. All media accommodation is planned for permanent hotels.
- As part of the support mechanisms for visiting CGAs, Glasgow has committed that the cost of staying in the Flagship Hotel for up to three delegates during the period of the General Assembly and the Games themselves would be free of charge.

### 12.3 KEY ISSUES OR CHALLENGES

- Commonwealth Games requirements call for room rates that do not exceed the cost to the Organising Committee (net of all discounts, rebates and subsidies). However, the PowerPoint presentation on Accommodation presented during the Evaluation Commission visit lists this bullet point under a heading of “G2014 Rooms Management: Commission revenue to G2014 Organising Committee.” This singular reference to an accommodation commission appears to run counter to Commonwealth Games requirements.

### 12.4 COMMENTARY

From the information provided to the Evaluation Commission it appears that: “In regard to price controls for services other than room rates, a statement of intent from the Greater Glasgow Hotels Association has been developed to commit to a transparent and fair pricing policy.” It is uncertain as to the binding nature of this intention or the mechanism which will be applied to set prices for services other than room rates.

Glasgow’s individual accommodation Guarantee documents have been reviewed and compared with the accommodation lists submitted by Glasgow. Rates and room blocks have been verified.

### 12.5 CONCLUSION

Glasgow has provided through their Candidature File a thorough and complete response to Games accommodation requirements. More than sufficient accommodation inventory exists today (all of it guaranteed) and there is evidence of strong support and cooperation from local organisations that offer solid event experience.



# Theme 13 – Transport

## 13.1 SUMMARY OF CITY PROPOSAL

- The Glasgow Games plan benefits from a compact Games footprint. This small footprint provides an estimated 20 minute travel time for 90% of athletes, thus providing a simplified transport operation and a system that has a higher probability of effective delivery of Games transport services.
- Glasgow has demonstrated a commitment to introduce legislation or regulations that will enhance the City's ability to engage necessary transport options to ensure a successful Games transport operation is delivered.
- Proposed legislation ensures that key Government transport agencies form strategic alliances with key city transport stakeholders who will be involved with the delivery of Games related transport infrastructure and services.
- Glasgow has an existing, extensive and comprehensive public transport network of rail, bus, and strategic bus corridors that Games Family and spectators will be able to access free-of-charge during the Games period.

## 13.2 KEY STRENGTHS

- Glasgow provided Guarantee 13.1, regarding planned transport infrastructure projects, from:
  - First Minister of Scotland;
  - Glasgow City Council;
  - Scottish Executive, Minister for Transport; and
  - Strathclyde Partnership for Transport.
- Glasgow provided Guarantee 13.3, regarding airport capacity, from:
  - BAA Scotland; and
  - Infratil Airports Europe.
- Glasgow provided Guarantee 13.8, regarding fleet and rolling stock, from:
  - Scottish Executive;
  - Strathclyde Partnership for Transport; and
  - First Glasgow.
- Glasgow provided Guarantee 13.20, regarding

transport and traffic management, from:

- First Minister of Scotland;
- Glasgow City Council; and
- Scottish Executive, Minister for Transport.
- Existing comprehensive transport infrastructure as well as confirmation of significant transport infrastructure initiatives and projects to improve transport operations by 2014.
- Existing public transport networks (extensive rail and bus networks).
- A well-established modern traffic control centre equipped with extensive CCTV, management monitoring protocols, well developed contingency plans and experienced staff.
- Key transport alliances with key transport stakeholders over wide range of transport responsibilities.
- Glasgow City Council (GCC) and Strathclyde Partnership for Transport (SPT) are responsible for delivering new transport infrastructure estimated at £2 billion over the next 5 years. Transport developments include the East End Regeneration Route, delivering increased accessibility to East End of Glasgow adjacent to the Village and Rail Link (from Glasgow International Airport to the city).
- A compact Games venue footprint that ensures each Competition venue is served by more than 1 mode of public transport.
- Good travel times. For example, from the Village to Competition Venues is an average of 3 – 26 minutes (except Diving and Shooting Full Bore) and from the Village to the main hotel area is an average of 17 minutes.
- Glasgow has an existing and sophisticated transport management capability (through a traffic control centre).
- Glasgow is accessible via three international airports and the railway network.
  - Travel time from Glasgow International Airport to City Centre is 20 minutes, with a 2,580 passenger per hour capacity or 8.8 million passengers per annum.



- Travel time from the Village to Glasgow International Airport is expected at an average of 28 minutes.
- Glasgow Prestwick International Airport – 45 minutes to City Centre
- Edinburgh Airport – 55 minutes to City Centre
- 1,572 weekly flights to the 3 airports (Africa x 6, Americas x 71, Asia x 11, Caribbean x 1, Europe x 613, UK x 870).
- Bus and driver availability from throughout the UK can be called on to support the bus network in addition to the existing Glasgow based fleet.
- First Group operates circa 9,000 buses UK-wide that could be added to the existing 1,000-strong Glasgow bus fleet.
- Legislative support for road transport arrangements is intended to provide the ability to ensure all aspects of the road based Games Transport Plan are carried out effectively by Local Authorities.
- Free public transport is to be provided with a Games ticket and for accredited individuals.
- 100% of spectator travel is planned to be accommodated by all modes of public transport, or through Park and Ride services and/or pedestrian access.
- Bus and fleet depots from a combination of private and council owned facilities have been identified at strategic locations in close proximity to key operations and Games Family hotels.
- Glasgow appears to have a well-developed testing strategy.
- GCC own 19 car parking facilities and would close these to the public at Games time, making them facilities that can be utilised for Games Family.

### 13.3 KEY ISSUES OR CHALLENGES

- City base load traffic volumes, although reported to be at the lowest cycle during the proposed Games period, will impact on Games delivery and will require strong commitment to Dedicated Commonwealth Games Lanes at strategic locations to ensure required travel times can be delivered.

- Securing local bus drivers for the use of Games Family transport services (all documentation indicates local bus services and transport operators are to concentrate on Spectators and Public Transport).
- Glasgow advises that school buses owned by Glasgow City Council will be available for use as Games Family transport due to the school vacation period. Whilst this appears to be an adequate solution, Glasgow will need to assure the quantity and quality of the fleet is appropriate to meet Games requirements or it will need to supplement them from other sources.
- Securing the additional buses required at Games time will require importing buses and drivers from throughout the UK.
- Glasgow's Diving Venue is located 84 km from the Village and Games Family Hotels, average travel time from Village to Diving is 80 minutes.
- The bus rolling stock plan details only spectator supply and does not address Games family requirements. Therefore, rolling stock tables do not currently meet total Games demand.

### 13.4 COMMENTARY

Glasgow is a very accessible European city that is serviced by multiple international airports and railway station arrival and departure options that service nearly 60% of Commonwealth nations and territories either directly or via a one-hub change.

Glasgow has, over many years of investment, developed one of the most extensive public transport systems in Europe. Glasgow has a wide range of existing public roads motorways and infrastructure in addition to an extensive public transport network.

The existing transport infrastructure, public transport and road network provides a good basis for the effective and efficient delivery of Games transport services and systems.

Glasgow has developed a detailed Games Family transport plan that encompasses all constituent groups, including: Athletes and Officials, Games Family Members, Media, Technical Officials Spectator and the Games Workforce.

In addition to a robust transport plan, the proposed dates for the Glasgow Commonwealth Games





(competition time) have been scheduled to coincide with a school holiday period, where passenger numbers on public transport and road usage should be at lower rate of utilisation.

### 13.5 CONCLUSION

The Glasgow transport operating strategy and plans are considered robust. The plans to deliver all Games related transport infrastructure and services are assisted by the city's existing infrastructure and traffic management facilities, backed by a strong commitment of the Scottish Parliament as well as the City of Glasgow and other key state and local Government bodies.

Glasgow's bid is enhanced by the City's ability to draw on transport resources from throughout other UK territories such as England and Wales. The bid's strategic alliance with First Group, who was a major transport provider to the Manchester Commonwealth Games, for buses and drivers indicates a strong overall transport position, although it appears this alliance is mainly in relation to Spectator transport services and the Games Family resource supply has not been clearly defined.

# Theme 14 – Technology

## 14.1 SUMMARY OF CITY PROPOSAL

- Technology will be used to enhance the experience of stakeholders participating in the Commonwealth Games whilst minimising Games delivery risk.
- Glasgow will provide to venues fibre-based communication infrastructure to venues that is resilient and physically diverse, that would be capable of delivering voice, data and broadcast services.
- The Village will be built with technology and communications infrastructure reflecting appropriate 21st century standards.
- Technology purchased by Glasgow will be used to provide a legacy benefit to the community. Glasgow has also offered to determine, in consultation with the CGF, whether there are opportunities to extend the legacy benefit to members of the Games Family.
- CGAs will be able to complete entries and accreditation applications online.
- The host broadcast signals will be produced in “High Definition” format, whilst adhering to current broadcasting standards.
- Glasgow has identified the need to ensure that appropriate technology solutions and innovations are identified to enhance the security for the Commonwealth Games.
- 24/7 systems and network monitoring and management will be conducted from the Technology Operations Centre (TOC).
- Key venues such as the Village, IBC and MPC will be provided with 24-hour technology support. Other venues will have onsite support during event times (as a minimum) but will also have a “rapid response” support from the TOC at other times as required.
- Fees associated with allocated frequencies required for the Commonwealth Games will be waived.

## 14.2 KEY STRENGTHS

- Glasgow provided Guarantee 14.8, regarding adequate frequencies, from the Secretary of State for Trade and Industry (UK).

- Glasgow provided Guarantee 14.9, regarding payment for frequencies, from the Secretary of State for Trade and Industry (UK).
- The information technology and telecommunications industry in Glasgow is very mature and this is reflected in both the level of infrastructure that already exists and the ongoing programmes to further embrace technology in ways that are intended to benefit the community.
- Glasgow has a mature and well developed telecommunications infrastructure, with good coverage across the proposed Commonwealth Games venues.
- The telecommunications market in Glasgow is competitive and well-developed, with a number of major network companies providing services with extensive coverage.
- Glasgow has carefully considered the plans for providing levels of infrastructure (taking into consideration the principles of resiliency and redundancy) across each of the venues. A pragmatic approach has been identified which would appear to be appropriate for the Commonwealth Games.
- Planned extensive roll-out of neutrally-hosted wireless infrastructure is planned from 2007 which will be used to support a variety of Commonwealth Games elements.
- Radio communication planning and management is well developed and will benefit from planning for the 2012 Olympic Games in London.

## 14.3 KEY ISSUES OR CHALLENGES

- From a technology perspective, the budget proposed would appear to be low, although no detailed assumptions or information have been provided to substantiate the budget and enable a detailed analysis. The final budget will be dependent on the overall strategy and detailed elements comprising the Technology programme, but it may require supplementation of additional funding.
- Without the benefit of having detailed information outlining the actual capacity of

infrastructure to each of the venues, it is difficult to determine the final level of additional infrastructure that will be required for the venues to meet the proposed solution strategy. It will be essential that early feasibility studies be undertaken in order to determine what additional infrastructure will be required, particularly with respect to cost.

- Some elements of the technology solution identified to enhance the security services (such as biometric readers for server rooms) will utilise innovative technologies. There could be challenges in the cost and feasibility of establishing temporary infrastructure for short term installations, although there is no doubt the technology in this area (and its use) will have advanced significantly by 2014.
- Glasgow does not plan to implement a single integrated radio communications solution. Whilst this is certainly an acceptable approach for the Commonwealth Games, the challenge will be to develop a communications plan and protocol that ensures all stakeholders are integrated appropriately.

#### 14.4 COMMENTARY

Although certain detailed elements supporting the proposal could have been included to further enhance and validate the plans of Glasgow, it is recognised that restrictions in content would have limited this opportunity.

##### Telecommunications Infrastructure

The level of telecommunications infrastructure for Glasgow is extensive with coverage across all Commonwealth Games venues. There is no doubt that further upgrades will be required to ensure the resiliency and capacity is appropriate, but it would appear that they are starting from a good base.

It is identified that a £1billion expenditure has been committed for technology communications upgrade investments across Scotland, although the specifics and timeframes are not known, nor is it known what the actual contribution this expenditure would make directly in support of the Commonwealth Games (although it does demonstrate the scale of telecommunications infrastructure that is planned in Scotland).

Glasgow has indicated that it does not foresee any challenges in contracting telecommunications

providers for the provision of additional infrastructure where it may be required. It has identified a small allowance for costs where this may be required, although it must be recognised that this is a potential risk area to the budget. It will be essential that early feasibility studies be undertaken in order to determine what additional works will be required.

##### Radio Communications

Glasgow does not expect to use a single integrated radio communications solution. The police and other emergency services will use their own secure, dedicated trunked radio system (TETRA).

This is an acceptable approach, reducing the potential costs to the Organising Committee, whilst utilising existing infrastructure already operational and fully tested. However, it will be necessary to develop a radio communications strategy and protocol that ensures that the various systems are appropriately integrated (not just from a technology perspective) to mitigate any communication problems between the different stakeholder groups.

##### Technology Infrastructure

A large number of venues already appear to have existing technology infrastructure, with data networks provided and already utilised (such as by the Glasgow City Council). It is the intention of Glasgow to provide separate infrastructure to remove any potential conflict.

It is the intention of Glasgow to use host-neutral wireless infrastructure in conjunction with the Commonwealth Games, which certainly will be beneficial, but it is unlikely to be used for the critical operational functions. Roll-out of this infrastructure is expected to commence in 2007 and will encompass Commonwealth Games venues in the first phase. Extensive hot spots are already in place and operational.

The Village will be built with broadband internet access as part of the infrastructure within homes and in the Internet café and International Zone, ensuring that the properties will be attractive to house purchasers after the Commonwealth Games and providing a legacy facility for the community.

The Village will also have full wireless capability which will also be retained as a legacy.

Glasgow will provide access to wireless internet services for media and broadcasters within the

International Broadcast Centre, Main Press Centre and Venue Media Centres. This will be supplemented with wired services to offer additional choice and flexibility to media representatives.

Access within the MPC to the Internet and Games Information Services will be free. Access to the Internet within IBC and at Venue Media Centres will also be free, but access to Games Information System at these locations may be charged through the Rate Card (although it is not clear whether this is for private services, as it should be a CGF requirement to provide the Games Information System access within these facilities for general access).

### Technology Innovation

A number of areas have been identified where innovative technology solutions will be implemented to assist in delivering the Commonwealth Games. For example, it is proposed that a range of new technologies (such as biometrics and wearable technologies in conjunction with the accreditation and security systems) be implemented. It is not clear that a detailed assessment of the potential costs in utilising some of the new technologies has yet been undertaken, allowing pragmatic decisions to be made.

### Spectrum Management

The Office of Communications (Ofcom) is the independent regulator and competition authority for the UK communications industries, with responsibilities across television, radio, telecommunications and wireless communications services.

Accordingly, Ofcom will be responsible for managing the spectrum/frequency requirements for the Commonwealth Games. Ofcom is currently responsible for the extensive planning that will be required for the 2012 Olympic Games, and as such will be in a good position to manage the requirements for the Commonwealth Games. Without any doubt, there will be important lessons learned arising from the 2012 Olympic Games that will be to the advantage of Glasgow in planning and conducting the Commonwealth Games.

It is also envisaged that as part of the planning for the Olympic Games, unused spectrum will be released, assisting with overall spectrum

management (although it is unclear how much this will impact on the Glasgow area).

### Support

IT support will be provided at a variety of levels from high technical support necessary for the Games Data Network to the individual user support that may be required for a member of the Games Family.

It is proposed that 24/7 systems and network monitoring and management will be conducted from the TOC. Other sites with 24/7 activity will include the Village, IBC and MPC. Other venues will have onsite support at least during event times but will also have a “rapid response” support from the TOC as required.

### Budget

The level of budget information provided by Glasgow made it difficult to undertake a detailed assessment. Overall the budget would appear to be restrictive (taking into consideration the budget established for the previous two Commonwealth Games and escalated to estimated 2014 costs).

Furthermore, it was not clear whether the budget line item for Technology included the cost of Technology Programme staffing. If this is the intention, then it is considered that the budget will certainly be lower than expected.

### Staffing

No detailed information on proposed staffing levels was provided in the proposal or in conjunction with the clarification process. As a result, it was difficult to make an assessment to ensure that planning was consistent with the reasonable expectations required for a Commonwealth Games.

## 14.5 CONCLUSION

Overall, Glasgow has submitted a strong proposal which adequately addresses the variety of technology functions and services that are required to successfully stage a Commonwealth Games.

The broad range of information provided on the plans for the Technology Programme demonstrates a good understanding of the obligations and complexities involved in the delivery of technology for a Commonwealth Games.

Generally, a pragmatic and realistic approach appears to have been adopted in the preparation of



the proposal, consistent with the obligations required by the CGF.

The existing infrastructure base is solid and mitigates potential risks involved in achieving many of the objectives of the Technology Programme.

Glasgow could certainly be capable of delivering a technology solution that is in accordance with the

requirements of the CGF and applicable for the 2014 Commonwealth Games, provided that very early in the planning phases a comprehensive assessment of the budget was undertaken (to ensure that all elements are appropriately identified and budgeted for, including staffing), along with early planning for communications infrastructure.



# Theme 15 – Media Operations

## 15.1 SUMMARY OF CITY PROPOSAL

- The Glasgow Media Operations proposal appears well-founded and designed to meet the facilities and services needed by Commonwealth Games broadcast and print media.
- The MPC and IBC are co-located.
- The MPC is within an existing convention and conference centre.
- The IBC will be a temporary structure built in an adjacent car park.
- The proposed media hotel is in close proximity to the IBC/MPC.
- The media transport hub serving the IBC and MPC complex with shuttle services serving airport, accommodations, IBC/MPC, train stations and competition venues.
- Media services in all competition venues are programmed at high levels.

## 15.2 KEY STRENGTHS

- Glasgow provided Guarantee 15.1, regarding the construction of the IBC and MPC from the Scottish Exhibition and Convention Centre.
- The IBC and MPC would be located in a central area within a major venue cluster.
- The MPC, with floor space of 3,000 square metres, is in an existing exhibition and conference centre with existing services and infrastructure.
- The MPC and IBC are within a “media” area of the city that already provides many media facilities and services.
- The proposed temporary IBC building meets the CGF space requirements of a 10,000m<sup>2</sup> minimum floor plan. The extra information requested meets adequate ceiling height and air conditioning requirements for operational areas.
- A media hotel is within the convention/conference complex with two others within walking distance. A new 4-5 star hotel is also planned for the site.
- Distant media accommodation is proposed for outlying venues.
- No minimum stay is required for accommodation and promised rates based on 2007 prices plus inflation.
- Adequate media parking is promised at or near the IBC/MPC complex.

- Free public transport is available for accredited media.
- There are no direct tax or employment legislation implications for foreign media entering the UK temporarily for the Games. Media subject to UK VAT during the course of work can recover VAT on their costs by registering for VAT.
- The IBC Budget and required guarantees appear to be in place.

## 15.3 KEY ISSUES OR CHALLENGES

- The IBC is to be located in a temporary building constructed within the exhibition/conference centre car park. Ensuring all requirements are met within the temporary structure will require detailed planning and scoping.
  - The build time for the IBC, starting 1 March 2014, is estimated at six weeks and the fit out period is three months. The detailed programme so as to achieve the complex task of installations for Host Broadcasting organisation and rights holders will require further development.

## 15.4 COMMENTARY

Glasgow promises to provide media facilities in keeping with its well-established reputation as a major media industry hub within the United Kingdom. It has the expertise, technology and staff required for the setting up of a host broadcaster and for planning and operating the IBC and MPC.

The media operations theme comprehensively covers the various aspects of Commonwealth Games media facilities and services.

The location of the IBC/MPC places 70% of the competition venues within 20 minutes drive time.

The initial scoping of MPC size, hours of operations and services is comprehensive. The proposed media hotel accommodation close to their main places of work meets best Games practice. No minimum stay restrictions and a guaranteed pricing structure are also pluses.

The city’s existing transport infrastructure provides an extra level of comfort below the proposed Games transport systems.

## 15.5 CONCLUSION

Glasgow presents a low-risk scenario for high-quality Games time media operations.



# Theme 16 – Culture

## 16.1 SUMMARY OF CITY PROPOSAL

- The Opening Ceremony will be at Celtic Park, seating 60,000 spectators (there are no other events at Celtic Park).
- Glasgow proposes that the athletes & officials walk from the Village to Celtic Park, which is close to the Village.
- The five major national arts, music & dance companies will collaborate to deliver the Opening Ceremony.
- Glasgow proposes to bring forward the timing of the arrival of the athletes as part of the early stages of the Opening Ceremony so athletes can watch most of it from the grandstands.
- Closing Ceremony will be at Hampden Park, seating 45,000 spectators (athletics venue).

## 16.2 KEY STRENGTHS

- The Glasgow City Council (GCC) has a close working relationship with all arts and cultural bodies and funds a range of their activities and will provide support for their involvement in and support of the Opening and Closing Ceremonies (and other cultural events).
- Moreover, the GCC can request that a cultural body in receipt of previously GCC-allocated funds; that is funds provided outside of the Commonwealth Games' cultural budget direct these funds to support the Commonwealth Games Cultural programme.
- Organisations which have registered interest in participating (not necessarily GCC-funded) include the Scottish Ballet, Edinburgh Festival and Scottish National Orchestra.
- 2008 will mark the commencement of a series of cultural partnerships designed to solicit support for the Games from the cultural community.
- The student population of Glasgow is around 168,000 and these students are considered a good resource for the Volunteer Programme including support of the Cultural Programme.
- For the Opening Ceremony, Glasgow has proposed to bring forward the timing of the

arrival of the athletes so they can watch most of the Ceremony. This will require further development in conjunction with the CGF; however, the objective is commendable.

- There appears to be adequate space at Celtic Park for cast holding areas adjacent to the two entries to the field.

## 16.3 KEY ISSUES OR CHALLENGES

- Ceremonies production budget is split across the two venues (Celtic Park and Hampden Park), which could lead to some duplication of production costs for elements such as administration and set up activities, show communications, lighting installations and sound systems; on the other hand, contractors may be prepared to service both venues at a discount.
- The budget for both Ceremonies is substantially less than the 2006 Games and what is currently proposed for the 2010 Games. The final financial requirement will be dependent on the creative direction and production solutions; however, some supplementation may be required.
- There may be technical difficulties with production elements involving “flying” (overhead displays/performances involving use of the roof structure to support wires) for the Ceremony at Celtic park as the stadium has a relatively light weight roof of unequal height across the field.
- The proposal to allow the athletes & officials to walk from the Village to Celtic Park for the Opening Ceremony will require detailed planning and some supplementary transport may be required depending on weather conditions and related logistical arrangements. Security arrangements will also need to be carefully considered in the light of threat levels at the time. The intent is positive, that is minimising the waiting/transfer time that athletes usually have before entering the Stadium during the Opening Ceremony.

## 16.4 COMMENTARY

Glasgow has an existing strong cultural identity and base programme which will support and underpin the Games Cultural Programme. This was clearly





demonstrated in the high-quality presentations made to the Evaluation Commission.

The proposed Cultural Programme is ambitious – commencing in 2008 with the development of linkages to the six Commonwealth regions. A prerequisite to success is the maintenance of the strong support from the GCC, Scottish Executive and the many cultural institutions which are clearly a significant and integral part of life in Glasgow.

The Cultural Theme has been well-considered in the broader context of the proposed Games and, indeed, the Commonwealth of Nations. The Theme has considered links with Scotland's culture of volunteering and the large student population, as well as educational programmes to link Scotland with other Commonwealth countries. This aligns comfortably with the IT/wireless community aspirations of the city of Glasgow; the "e-friends" programme being an example.

Representations by Glasgow gave a strong sense that the Cultural Programme will enhance the overall presence of the Games, particularly the branding of the Commonwealth Games and Glasgow as well as promotional and marketing imperatives.

## 16.5 CONCLUSION

Subject to the successful implementation of the various components as outlined in the Glasgow Bid documents, there is little doubt that Glasgow could mount an excellent Cultural Programme which builds on and enhances the Commonwealth Games. The current financial allocation for Ceremonies may, however, be inadequate to deliver the style of Ceremony with which the Commonwealth Games has been identified and may require further review.



## Overall Conclusions – Glasgow

Glasgow has submitted a complete and well researched Candidature File. Overall proposals are grounded in a thoughtful and practical approach considering currently codified Commonwealth Games requirements. In particular, venue and legacy issues were appropriately addressed with obvious sensitivity to Glasgow's long-term needs.

All required Guarantees were provided in an appropriate form and were fully executed.

Relying on the representations made by Glasgow to the CGF and the Evaluation Commission, the documentation made available and the Commission's own analysis, the Commission is of the view that:

- Glasgow has demonstrated an understanding of the major requirements to stage the Commonwealth Games, and
- Should Glasgow fulfil all current commitments and have the flexibility to embrace and adapt to future requirements which arise from more detailed planning, then

Glasgow has demonstrated the ability to stage the 2014 Commonwealth Games to a standard which would continue to enhance the image and prestige of the Games, delivering appropriate services to all constituents and stakeholders with a minimal risk of failure.







# 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 2014 Commonwealth Games.
  - a. *John Tierney, CGF Regional Vice President, Oceania;*
  - b. *Dato Sieh Kok Chi, Secretary General, Olympic Council of Malaysia;*
  - c. *Dr. Larry Davis, Secretary General, Bahamas Olympic Association;*
  - d. *Michael Hooper, Chief Executive, CGF; and*  
supported by Technical Advisor *Craig McLatchey, Chief Executive, EKS*

They will be supported by two 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 expert 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 on 9 September 2007.
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 co-ordinated and facilitated by the CGF's CEO.

# Appendix B – Evaluation Commission Site Visit Guidelines for Candidate Cities

## I INTRODUCTION

The CGF has established the following guidelines to assist Candidate Cities bidding to host the 2014 Commonwealth Games with the preparation of the visit of the CGF Evaluation Commission, the dates of which are:

### Abuja

Arrive: BA 83 at 4.30a.m. 4 June 2007

Depart: BA 82 at 8.30a.m. 8 June 2007

(Total 4 working days – June 4th – 7th inclusive)

### Glasgow

Arrive: BA 1488 at 5.45pm 8 June 2007

(9 June is a private working day for the Commission and there will be no meetings or presentations.)

Depart: BA 1477 at 9.05a.m. 14 June 2007

(Total 4 Working days – June 10th – 13th 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.

## II 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 require visas to enter your country, please advise the CGF CEO, 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 has/will provide you, with complete arrival and departure details for each member of the Commission.
- 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 an hotel which would be used at Games time;
  - Use of the nominated Games Family Hotel is desirable; and
  - Candidate Cities will provide one meeting room which 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, 3 internet connections (or access to wireless internet connections), a telephone, fax machine, photocopier, A4 paper, hole punch, stapler, 16 large A4 ring binder folders and a printer with printer 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). The programme should be a detailed plan of the Commission's time in your city, from arrival to departure, 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. For Abuja it is noted due to the logistics involved this meeting of the Commission will take place in London prior to departure.

- On the 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 Evaluation 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 its 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 the 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 Bid 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 Candidate File should be provided for each member of the delegation upon arrival. One copy of any guarantees submitted to the CGF with your Candidate 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 Commission Chairman and the 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 one at the conclusion of the visit (working day 4).
- **Dinners:** Candidate Cities must respect the outline programme as concerns dinners and general hospitality. The Bid 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 Bid City should arrange a suitable room to allow for all presentations including all equipment for audio-visual 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 Bid City.

- **Seating arrangements:** For all briefing sessions with the Bid 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 2007. 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 programme for the visit of the CGF Evaluation Commission

#### Arrival Day

<b>WORKING DAY 1</b>	09:00 – 10:30	Global overview and introduction of key elements of cities bid	Themes to be covered: Theme 1 – Commonwealth Games Concept and Legacy Theme 2 – Political and Economic Climate and Structure Theme 3 – Legal Aspects Theme 5 – Environment and Meteorology
	10:30 – 11:00	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
	17:30 – 18:30	Evaluation Commission private meeting	
	Evening	Free Evening	



<b>WORKING DAY 2</b>	09:00 – 17:00 (lunch on site)	Site visits and presentations should be included in the proposed visit programme:  Key sites should be covered: • Competition venues • Village (s) • Main Press Centre and Broadcast Centre • Games Headquarters  Theme 8 Sport should also be presented.	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  Themes to be covered: Theme 8 – Sport and Venues Theme 9 – Commonwealth Games Village
	17:30 – 18:30	Evaluation Commission private meeting	
	Evening	Candidate City – Evaluation Commission Reception (if desired by Candidate City) – <b>Option 1</b>	
<b>WORKING DAY 3</b>	09:00 – 12:30	Continuation of briefings/Q&A on the themes Lunch with the bid committee	Themes to be covered: Theme 12 – Accommodation Theme 13 – Transport
	12:30 – 13:30	Lunch Break	
	13:30 – 17:00	Continuation of briefings/Q&A on the themes Lunch with the bid committee	Themes to be covered: Theme 11 – Security Theme 14 – Technology
	17:30 – 18:30	Evaluation Commission private meeting	
	Evening	Candidate City – Evaluation Commission Reception (if desired by Candidate City) – <b>Option 2</b>	



<b>WORKING DAY 4</b>	09:00 – 12:30	Continuation of briefings/Q&A on the themes	Briefings on: Theme 4 – Customs and Immigration Formalities Theme 10 – Medical Services Theme 15 – Media Operation Theme 16 – Culture  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
<b>Departure Day</b>		Departures	

## Appendix C – Abuja Guarantee Summary

	ABUJA
<b>Theme 1 – CWG Concept and Legacy</b>	No guarantees required.
<b>Theme 2 – Political and Economic Climate and Structure</b>	
<b>Q 2.3</b> Describe the specific support provided to your project of hosting the Commonwealth Games by all authorities concerned (national, regional, local authorities and all bodies listed in Q 2.2 above). Indicate to what extent such support constitutes binding obligations for the authorities involved. Provide any guarantees obtained from your national, regional and local authorities as well as the bodies listed in Q 2.2 above regarding their support and commitments – financial or other – towards your project of hosting the Commonwealth Games.	Guarantee provided.
<b>Theme 3 – Legal Aspects</b>	
<b>Q 3.1</b> Provide a covenant from all authorities concerned by your project of hosting the Commonwealth Games guaranteeing the following: <ul style="list-style-type: none"> <li>• Respect of the provisions of the CGF Constitution and Regulations and Host City Contract</li> <li>• Understanding that all commitments made are binding</li> <li>• Fulfilment of obligations</li> </ul> Covenants must be obtained from the following authorities: <ul style="list-style-type: none"> <li>• The government of your country</li> <li>• All local and regional authorities concerned by your project of hosting the Commonwealth Games</li> <li>• Standard text provided for this guarantee in the Model Guarantees File in the Candidate City Manual.</li> </ul>	Guarantee provided.
<b>Q 3.2</b> Provide a declaration from the relevant authorities confirming that no other important national or international meeting or event will be taking place in the Host City itself, in the vicinity or in the other competition sites during the Commonwealth Games, or for one week immediately before or after the Games.	Guarantee provided.
<b>Q 3.4</b> Provide documentation indicating that appropriate measures have been taken to protect “[City] 2014” in the local territory.	Guarantee provided.



<p><b>Q 3.5</b> The Candidate City and the CGA must ensure that the Commonwealth Games symbol, the terms “Commonwealth Games” are protected in the name of the CGF and/or that they have obtained, or shall obtain from their government and/or their competent national authorities, adequate and continuing legal protection to the satisfaction of the CGF and in the name of the CGF. Describe the legal measures in force in your country to protect the Commonwealth Games symbol (The Bar), emblems, logos, marks and other Commonwealth-related marks and designations. What commitments do you already have in place from the government of your country to such effect? Provide a declaration from the government of your country stipulating that all necessary legal and legislative measures have been taken, or will be taken, to protect the above-mentioned Commonwealth-related marks and designations in the name of the CGF.</p>	Guarantee provided.
<p><b>Q 3.7.1</b> Name and describe the legal entity of the Bid Committee. Provide a declaration from your city authorities confirming that the Bid Committee is empowered to represent the Candidate City and indicate the names of the persons and/or their titles who have the authority to sign contracts and other documents (such as the Undertaking and the Host City Contract), on behalf of the city.</p>	Guarantee provided.
<b>Theme 4 – Customs and Immigration</b>	
<p><b>Q 4.3</b> The Commonwealth Games identity and accreditation card establishes the identity of its holder and constitutes a document which, together with the passport or other official travel document of the holder, authorises entry into the country in which the city organising the Commonwealth Games is situated. It allows the holder to stay and to perform his/her Commonwealth Games function there for the duration of the Commonwealth Games and for a period not exceeding one month before and one month after the Commonwealth Games. The Commonwealth Games identity and accreditation card is granted by the CGF to persons eligible for accreditation. Provide a guarantee from the relevant authorities that, notwithstanding any regulations in your country to the contrary that would otherwise be applicable, accredited persons in possession of a valid passport and a Commonwealth Games identity and accreditation card will be able to enter into the country and carry out their Commonwealth Games function for the duration of the Commonwealth Games and for a period not exceeding one month before and one month after the Commonwealth Games.</p>	Guarantee provided.
<p><b>Q 4.4</b> In addition to those persons in possession of a Commonwealth Games identity and accreditation card, certain Games-related personnel will require temporary entry into the host country to perform their Commonwealth Games duties prior to the Commonwealth Games. Such persons may be required to work and domicile in the country for at least one year before the Commonwealth Games. Provide a guarantee stating that the temporary entry of certain personnel into your country for the organisation of the Commonwealth Games will be authorised and that such persons will obtain appropriate work permits, without any duties or taxes being payable in an expedited and simplified manner.</p>	Partly provided.



<b>Q 4.7</b>	Provide a guarantee from the relevant authorities concerning the import, use and export of goods required by the CGF, the IFs, the CGAs and their delegations, the media, the sponsors and suppliers, free of all customs duties, in order for them to carry out their obligations regarding the celebration of the Commonwealth Games.	Guarantee provided.
<b>Theme 5 – Environment and Meteorology</b>		
<b>Q 5.7</b>	Provide (a) guarantee(s) from the competent authorities stating that all construction work necessary for the organisation of the Commonwealth Games will comply with: <ul style="list-style-type: none"> <li>• Local, regional and national environmental regulations and acts</li> <li>• International agreements and protocols regarding planning, construction and protection of the environment</li> </ul>	Guarantee provided.
<b>Theme 6 – Finance</b>		
<b>Q 6.1</b>	Provide a financial guarantee from the competent authorities covering a potential economic shortfall of the OC.	Guarantee provided.
<b>Q 6.2</b>	Please note that financial guarantees are requested in many other themes of this questionnaire including security, medical services, customs and immigration, Commonwealth Games Village, transport, sport and venues, etc. and should be referenced under their corresponding theme and question number as per the instructions pertaining to the Guarantees File. Excluding those noted above, provide any other additional financial guarantee(s) you may have obtained.	Guarantee provided.
<b>Q 6.3</b>	Provide a statement from the competent authorities concerning general price control before and during the Commonwealth Games, with particular reference to hotel rates and related services for anyone attending the Games, including non-accredited spectators.	Guarantee not provided. Response addresses accommodation price control and free public transport, however no statement from authorities provided.
<b>Theme 7 – Marketing</b>		
<b>Q 7.1</b>	The purpose of the JMP is to create a simplified marketing structure for Commonwealth Games marketing within the Host (“Territory”) by consolidating all Commonwealth-related properties and equities in the Territory for the Joint Marketing Period as defined below.  The JMP is formalised through the Joint Marketing Programme Agreement (“JMPA”) entered into between the Candidate City and the CGA, whereby the Candidate City, on behalf of the future OC, acquires all commercial rights related to the CGA for the period beginning on 31 December 2010 through to 31 December 2014 (the “Joint Marketing Period”). Upon its formation, the OC becomes a party to the JMPA and the JMPA is developed and implemented solely by the OC during the Joint Marketing Period.  Enclose one fully executed copy of the JMPA, including the written guarantees from each National Sports Federation and other required appendices in your Guarantees File.	Guarantee provided.





<p><b>Q 7.2</b> Provide (a) written guarantee(s) from the relevant government authorities confirming that the legislation necessary to effectively reduce and sanction ambush marketing (e.g., preventing competitors of Commonwealth sponsors from engaging in unfair competition in the vicinity of Commonwealth sites), eliminate street vending, control advertising space (e.g., billboards, advertising on public transport, etc.) as well as air space (to ensure no publicity is allowed in such airspace) during the period of the Commonwealth Games (including two weeks before the Commonwealth Games), will be passed no later than 30 June 2010.</p>	<p>Guarantee provided.</p>
<p><b>Q 7.7</b> Are there any plans for a lottery to help finance the Commonwealth Games? If so, what is the projected income? What is the current legislation in place regarding lotteries in general and sports lotteries specifically? Are there currently any sports lotteries on-going or under development that would compete with an eventual Commonwealth Games lottery? In the event that a Commonwealth Games lottery is contemplated in the budget, provide (a) guarantee(s) from the relevant authorities, endorsing the proposed plan and securing revenue projections in case of any shortcomings from such a lottery.</p>	<p>Guarantee provided.</p>
<p><b>Theme 8 – Sport and Venues</b></p>	
<p><b>Q 8.4</b> Complete tables 8.4.1, 8.4.2, 8.4.3 and 8.4.4, to include all competition venues and the IBC and MPC according to their state of construction:</p> <ul style="list-style-type: none"> <li>• Table 8.4.1 – Existing venues, no permanent works required</li> <li>• Table 8.4.2 – Existing venues, permanent works required</li> <li>• Table 8.4.3 – Venues to be built as new permanent structures – specify if venues are planned to be built irrespective of the Commonwealth Games or if they are additional venues required to host the Commonwealth Games</li> <li>• Table 8.4.4 – Venues to be built as totally temporary venues</li> </ul> <p>Indicate for each venue:</p> <ul style="list-style-type: none"> <li>• Financing (These figures must correspond to the figures provided in Theme 6)</li> <li>• An estimate of the cost (in year 2007 GBP) of all the permanent work to be carried out</li> <li>• An estimate of the cost (in year 2007 GBP) of all the temporary work to be carried out</li> <li>• The amount to be financed by the OC (amount in figures in year 2007 GBP and percentage of total cost)</li> <li>• The amount to be financed by other organisations, which should be specified (amount in figures in year 2007 GBP and percentage of total cost).</li> </ul> <p>If the other organisations' financing is to be underwritten by government authorities, please use an asterisk (*) to indicate this as shown in the example in table 8.4.1.</p> <p>N.B: In no such case may any recognition or marketing rights be granted to private entities that may be financing venue works.</p> <ul style="list-style-type: none"> <li>• For existing venues: give the start and finish dates of any permanent work required.</li> <li>• For those permanent venues to be built: give the start and finish dates of permanent work.</li> <li>• For all venues: give the start and finish dates of temporary works.</li> </ul> <p>Provide guarantees for the financing of work from the relevant competent bodies, confirming the amount to be financed by them (amount in year 2007 GBP figures and percentage of total cost of the venue(s)) and specifying for which venues.</p>	<p>Guarantee provided.</p>



<b>Q 8.5</b>	<p>Candidate Cities are required, via a guarantee from each venue owner, to secure use of venues and control of all commercial rights (e.g. in-stadium signage, catering and concessions signage and services, venue naming rights, etc.) for the future OC, in relation to existing and hereafter developed Commonwealth Games venues (both competition and non-competition venues) for the period the OC has control of the venue.</p> <p>The guarantee must confirm that the OC will have the possibility to rename and re-brand the venue for Commonwealth Games use, rather than using an existing name.</p> <p>The agreement should also consider use of existing technology equipment such as scoreboards and video boards, use of venue staff and early access for Test Events, technology installations, commissioning, testing and fit-out. Use tables 8.5 a) and b) below to indicate for each competition and training venue:</p> <ul style="list-style-type: none"> <li>• Use of venue</li> <li>• Current use</li> <li>• Intended post-Games use of the venue</li> <li>• Ownership</li> <li>• Current ownership</li> <li>• Intended post-Games ownership</li> <li>• Guarantee status (competition venues only)</li> <li>• For use of venue</li> <li>• For commercial rights</li> <li>• IF agreement that a venue conforms/will conform with IF technical specifications (competition venues only)</li> </ul> <p>For all competition venues, provide written guarantees from all current and future owners, which grant use of venue and control, to the OC, of all commercial rights in relation to existing or hereafter developed Commonwealth Games venues for the period the OC has control of the venue.</p> <p>Standard text provided for this guarantee can be found in Part 3.</p> <p>Provide all agreements signed with IFs concerning the use of competition venues for their respective sports.</p> <p>Please note that, once elected as Host City, the OC must develop a more detailed agreement with each venue owner, which is subject to approval by the CGF. Amongst other details, this agreement should consider the use of existing technology equipment such as scoreboards and video boards, use of venue staff and early access for Test Events, technology installations, commissioning, testing and fit-out.</p>	<p>All required guarantees provided other than for all IF Endorsements. Guarantees for the following 11 sports were provided.</p> <p>(Aquatics, Athletics, Badminton, Basketball, Boxing, Cycling, Judo, Lawn Bowls, Netball, Hockey and Wrestling).</p>
<b>Theme 9 – Commonwealth Games Village</b>		
<b>Q 9.2</b>	<p>Provide a guarantee from the authorities or owners concerned stating that the site chosen for the construction of the Commonwealth Games Village is in keeping with the city development plan and the standards to be met to obtain planning permission.</p>	<p>Guarantee provided.</p>
<b>Q 9.5</b>	<p>Give a breakdown of the financing and schedule of work separating permanent and temporary works by completing tables 9.5.1, 9.5.2, 9.5.3 and 9.5.4:</p> <ul style="list-style-type: none"> <li>• Table 9.5.1 – Existing venues, no permanent works required</li> <li>• Table 9.5.2 – Existing venues, permanent works required</li> <li>• Table 9.5.3 – Venues to be built as new permanent structures – specify if venues are planned to be built irrespective of the Commonwealth Games or if they are additional venues required to host the Commonwealth Games</li> <li>• Table 9.5.4 – Venues to be built as totally temporary venues</li> </ul>	<p>Guarantee for 9.5 not applicable as Village construction will be fully government funded (see guarantee 9.6).</p>



Indicate for each venue:

- Financing (These figures must correspond to the figures provided in Theme 6)
  - An estimate of the cost (in year 2007 GBP) of all the permanent work to be carried out
  - An estimate of the cost (in year 2007 GBP) of all the temporary work to be carried out
  - The amount to be financed by the OC (amount in figures in year 2007 GBP and percentage of total cost)
  - The amount to be financed by other organisations, which should be specified (amount in figures in year 2007 GBP and percentage of total cost). If the other organisations' financing is to be underwritten by government authorities, please use an asterisk (\*) to indicate this as shown in the example in table 9.5.1
- N.B: In no such case may any recognition or marketing rights be granted to private entities that may be financing venue works.
- For existing venues: give the start and finish dates of any permanent work required.
  - For those permanent venues to be built: give the start and finish dates of permanent work.
  - For all venues: give the start and finish dates of temporary works.

Provide (a) guarantee(s) for the financing of work from the relevant competent bodies, confirming the amount to be financed by them (amount in GBP 2007 and percentage of total cost) for the construction of the Commonwealth Games Village.

Tables 9.53 and 9.54 not provided, however their questionnaire response says "See attached" for both.

<b>Q 9.6</b>	If the national authorities are to subsidise construction of the Commonwealth Games Village, provide (a) guarantee(s) from the respective department stating the amount of funds to be allocated. If the Commonwealth Games Village or existing structures are to be rented, provide a guarantee stating rental costs.	Guarantee provided.
<b>Q 9.7</b>	Should existing buildings and infrastructure be used in the Commonwealth Games Village, provide a guarantee stating the agreement of the owners to allow the use of the property for Commonwealth Games purposes, including possession and vacation dates. (Please note that, in addition to the period of the Commonwealth Games, these dates should take into consideration the time required for the fit out and retrofit of the Village.)	Guarantee for 9.7 not applicable.
<b>Q 9.8</b>	Provide a guarantee from the competent authorities stating with which international and national accessibility standards the Commonwealth Games Village conforms/will conform.	Guarantee provided.
<b>Q 9.10</b>	Provide (a) guarantees stating that the owner(s) grant(s) all rights with respect to commercial rights in relation to the Commonwealth Games Village (including but not limited to the terms and conditions listed in the "Clean Venue Appendix") to the OC for the period the OC has control of the venue. See "Clean Venue Appendix" in the Model Guarantees File of the Candidate City Manual.	Guarantee provided.



<p><b>Q 9.18.1</b> Provide a guarantee that the OC will cover the travel costs (in accordance with the CGF Games Manual – Finance, Contractual Obligation FIN01 provided below) in economy class, of CGA delegations participating in the Commonwealth Games from the capital city or main airport designated by each CGA to the international gateway airport of the Host City, based on the aggregate cost of the average team size for each CGA delegations which participates in the 2006 and 2010 Commonwealth Games.</p> <p>The guarantee must specify that the OC agrees to abide by the procedures and deadlines determined by the CGF for the calculation of these travel costs. Describe how these support grants/travel costs/fares will be determined.</p>	<p>Guarantee provided.</p>
<p><b>Theme 10 – Medical Services</b></p>	
<p><b>Q 10.10</b> Describe what investments in healthcare facilities are planned in your city and region over the next ten years, irrespective of the Commonwealth Games, and any additional investments which would be necessary should the city be elected to host the Commonwealth Games.</p> <p>Provide a guarantee from the relevant national, regional and local authorities that these investment plans are practicable and compatible with the harmonious development of your country, region and city.</p>	<p>Guarantee provided.</p>
<p><b>Theme 11 – Security</b></p>	
<p><b>Q 11.15</b> Provide a guarantee from the highest government authority of your country for the safety and the peaceful celebration of the Commonwealth Games.</p> <p>This guarantee must include the respective responsibilities of all relevant authorities (financial, planning, operational, etc.).</p>	<p>Guarantee provided.</p>
<p><b>Q 11.16</b> In the event that the regional and/or local government(s) has (have) authority over public security, emergencies or any other aspect of security, in addition to the guarantee requested in Q 11.15, the highest authority of the regional and/or local government(s) must also provide (a) written guarantee(s) in the same terms.</p>	<p>Guarantee provided.</p>
<p><b>Theme 12 – Accommodation</b></p>	
<p><b>Q 12.2</b> The questions in Theme 12 require you to categorise hotels according to the internationally accepted star rating system (5 star, 4 star, 3 star, 2 star) described in the Games Manual on Accommodation.</p> <p>Provide a statement from your national tourist board, giving the equivalent rating used in your country and a description of the standard of hotel in each category. In addition, provide table 12.2, duly completed and guaranteed by your national tourist board, detailing the total hotel room capacity in the Candidate City.</p>	<p>Guarantee provided.</p>
<p><b>Q 12.3.5</b> Other Accommodation – Radius 0-50km (Condominiums, villages other than the Commonwealth Games Village – e.g. media, technical officials.)</p> <p>Provide a map indicating the location of proposed other accommodation (if applicable) within a 0-50km radius of the Commonwealth Games Main Stadium.</p> <p>Mark existing accommodation in BLUE on the map: 8</p> <p>Mark planned accommodation for which construction authorisations have already been signed in GREEN on the map: 9</p> <p>Mark additional accommodation for which construction authorisations have not been signed but are required to host the Commonwealth Games in RED on the map: 10</p>	<p>Guarantee for 12.3.5 not applicable.</p>



<p>Please note that the Commonwealth Games Village is addressed in Theme 10. Complete table 12.3.5.</p> <p>If existing buildings/ships are being used as part of other accommodation, provide guarantees from the owners concerned, including:</p> <ul style="list-style-type: none"> <li>• Use of venue</li> <li>• Possession and vacation dates</li> <li>• Rental costs, if any</li> <li>• Financial guarantees for any upgrade to the building(s), if applicable.</li> </ul>	
<p><b>Q 12.7</b> Provide guarantees from all individual hotels and other accommodation owners listed in tables 12.3.1 to 12.3.5 guaranteeing, for all constituent groups:</p> <ul style="list-style-type: none"> <li>• Room availability</li> <li>• Room rate</li> <li>• Minimum stay/room block waves, if applicable</li> <li>• Timelines and financing of hotel upgrades, if applicable</li> <li>• Price controls for services other than room rates</li> <li>• That accommodation contracts are binding through to the Games</li> </ul> <p>Please note that, following election as the Host City, the OC will be required to develop a detailed contract with each hotel/accommodation owner. Further, a different contract will be required for the official CGF Flagship Hotel for the Games Family hotel(s).</p>	<p>Guarantee provided from HOFA but not from individual hotels.</p>
<p><b>Q 12.8</b> In addition, provide guarantees from the competent authorities for all hotels and other accommodation to be constructed (planned and additional), guaranteeing:</p> <ul style="list-style-type: none"> <li>• Construction authorisation</li> <li>• Works timelines</li> <li>• Financing</li> <li>• Management company</li> </ul>	<p>Guarantee not provided.</p>
<p><b>Theme 13 – Transport</b></p>	
<p><b>Q 13.1</b> Use table 13.1 to list:</p> <ul style="list-style-type: none"> <li>• Your existing transport infrastructure (motorways, major urban arterial network, suburban rail, subway, light rail public transport systems and other transport systems with significant capacity)</li> <li>• All transport infrastructure developments planned irrespective of the Commonwealth Games but having a direct impact on Games venue accessibility</li> <li>• Any additional transport infrastructure necessary to host the Commonwealth Games</li> </ul> <p>Please differentiate between transport infrastructure within the city boundary and from the city boundary to outlying venues.</p> <p>The infrastructure items in table 13.1 should be attributed a unique colour-coded number and listed in numerical order (see table 13.1).</p> <p>For all projected transport infrastructure (planned and additional), provide guarantees containing:</p> <ul style="list-style-type: none"> <li>• Required authorisations</li> <li>• Bodies responsible for projects</li> <li>• Construction timelines</li> <li>• Financing</li> </ul>	<p>Guarantee provided.</p>





<p><b>Q 13.3</b> Airport Data</p> <p>For your main international airport, as well as any other airport you intend to use for the Commonwealth Games, complete table 13.3.</p> <p>If applicable, specify what airport capacity improvements will be made for the Commonwealth Games.</p> <p>What are the types and lengths of surface transport links from the airport(s) to the CGF hotel, the Commonwealth Games Village and the IBC/MPC?</p> <p>For all projected capacity improvements provide guarantees containing:</p> <ul style="list-style-type: none"> <li>• Required authorisations</li> <li>• Bodies responsible for projects</li> <li>• Construction timelines</li> <li>• Financing</li> </ul>	<p>Guarantee provided.</p>
<p><b>Q 13.8</b> Fleet and Rolling Stock (2007 and 2014)</p> <p>Use table 13.8 to provide information on the fleet and rolling stock of the principal transport companies, including mode (e.g., train, bus, ferry), type (e.g. light rail, 12m bus) together with planned increases until 2014 and additional capacities provided at Games time.</p> <p>What part of the fleet is/will be of low emission type?</p> <p>For all projected fleet and rolling stock (planned and additional) provide guarantees containing:</p> <ul style="list-style-type: none"> <li>• Bodies responsible for projects</li> <li>• Financing</li> </ul>	<p>Guarantee provided.</p>
<p><b>Q 13.20</b> Authorities</p> <p>Which authorities (state, region, city, etc.) will be responsible for managing transport activities in the Commonwealth Games region during the Commonwealth Games? What will their respective responsibilities be?</p> <p>How will these different authorities be integrated and coordinated with the OC from the strategic planning phase to Games-time traffic management?</p> <p>Under which authority will your transport and traffic management command and control centre be operated?</p> <p>Provide a guarantee from the responsible authority.</p>	<p>Guarantee provided.</p>
<p><b>Theme 14 – Technology</b></p>	
<p><b>Q 14.8</b> Provide (a) guarantee(s) from the competent body(ies) that it (they) is (are) prepared to allocate the necessary frequencies for the organisation of the Commonwealth Games.</p>	<p>Guarantee provided.</p>
<p><b>Q 14.9</b> Provide (a) guarantee(s) from the relevant authorities that there will be no fee charged to the following constituent groups for the reservation and services of allocated frequencies during the Commonwealth Games:</p> <ul style="list-style-type: none"> <li>• Athletes</li> <li>• CGF</li> <li>• OCs</li> <li>• CGAs</li> <li>• IFs</li> <li>• Media</li> <li>• Broadcasters</li> <li>• Commonwealth Games partners</li> </ul>	<p>Guarantee provided.</p>



<b>Theme 15 – Media Operations</b>	
<p><b>Q 15.1</b> Describe your concept for the International Broadcast Centre (IBC) and Main Press Centre (MPC), including the following elements:</p> <ul style="list-style-type: none"> <li>• Location, size, adjacent compounds, transport hubs, parking and facilities</li> <li>• State whether the IBC and MPC are existing facilities or to be constructed</li> <li>• Explain the reason for your choice of IBC and MPC</li> <li>• Specify the intended post-Games use of the IBC and MPC, including legacy considerations</li> <li>• Specify who will finance the construction of the facilities</li> </ul> <p>Provide all guarantees obtained for the use and/or construction of the IBC and MPC from the owners concerned, including possession and vacation dates. This guarantee must also state that the owner(s) grant(s) all rights with respect to commercial rights in relation to the IBC and MPC (including but not limited to the terms and conditions listed in the “Clean Venue Appendix”) to the OC for the period the OC has control of the venue(s). (Please note that these dates should take into consideration the time required for both the fit out and retrofit of the IBC and MPC.) See “Clean Venue Appendix” in the Model Guarantees File of the Candidate City Manual.</p>	Guarantee provided.
<b>Theme 16 – Culture</b>	No guarantees required.



# Appendix D – Glasgow Guarantee Summary

		GLASGOW
<b>Theme 1 – CWG Concept and Legacy</b>		No guarantees required.
<b>Theme 2 – Political and Economic Climate and Structure</b>		
<b>Q 2.3</b>	Describe the specific support provided to your project of hosting the Commonwealth Games by all authorities concerned (national, regional, local authorities and all bodies listed in Q 2.2 above). Indicate to what extent such support constitutes binding obligations for the authorities involved. Provide any guarantees obtained from your national, regional and local authorities as well as the bodies listed in Q 2.2 above regarding their support and commitments – financial or other – towards your project of hosting the Commonwealth Games.	Guarantee provided.
<b>Theme 3 – Legal Aspects</b>		
<b>Q 3.1</b>	Provide a covenant from all authorities concerned by your project of hosting the Commonwealth Games guaranteeing the following: <ul style="list-style-type: none"> <li>• Respect of the provisions of the CGF Constitution and Regulations and Host City Contract</li> <li>• Understanding that all commitments made are binding</li> <li>• Fulfilment of obligations</li> </ul> Covenants must be obtained from the following authorities: <ul style="list-style-type: none"> <li>• The government of your country</li> <li>• All local and regional authorities concerned by your project of hosting the Commonwealth Games</li> <li>• Standard text provided for this guarantee in the Model Guarantees File in the Candidate City Manual.</li> </ul>	Guarantee provided.
<b>Q 3.2</b>	Provide a declaration from the relevant authorities confirming that no other important national or international meeting or event will be taking place in the Host City itself, in the vicinity or in the other competition sites during the Commonwealth Games, or for one week immediately before or after the Games.	Guarantee provided.
<b>Q 3.4</b>	Provide documentation indicating that appropriate measures have been taken to protect “[City] 2014” in the local territory.	Guarantee provided.
<b>Q 3.5</b>	The Candidate City and the CGA must ensure that the Commonwealth Games symbol, the terms “Commonwealth Games” are protected in the name of the CGF and/or that they have obtained, or shall obtain from their government and/or their competent national authorities, adequate and continuing legal protection to the satisfaction of the CGF and in the name of the CGF. Describe the legal measures in force in your country to protect the Commonwealth Games symbol (The Bar), emblems, logos, marks and other Commonwealth-related marks and designations. What commitments do you already have in place from the government of your country to such effect? Provide a declaration from the government of your country stipulating that all	Guarantee provided.



<p>necessary legal and legislative measures have been taken, or will be taken, to protect the above-mentioned Commonwealth-related marks and designations in the name of the CGF.</p>	
<p><b>Q 3.7.1</b> Name and describe the legal entity of the Bid Committee.</p> <p>Provide a declaration from your city authorities confirming that the Bid Committee is empowered to represent the Candidate City and indicate the names of the persons and/or their titles who have the authority to sign contracts and other documents (such as the Undertaking and the Host City Contract), on behalf of the city.</p>	<p>Guarantee provided.</p>
<p><b>Theme 4 – Customs and Immigration</b></p>	
<p><b>Q 4.3</b> The Commonwealth Games identity and accreditation card establishes the identity of its holder and constitutes a document which, together with the passport or other official travel document of the holder, authorises entry into the country in which the city organising the Commonwealth Games is situated. It allows the holder to stay and to perform his/her Commonwealth Games function there for the duration of the Commonwealth Games and for a period not exceeding one month before and one month after the Commonwealth Games. The Commonwealth Games identity and accreditation card is granted by the CGF to persons eligible for accreditation.</p> <p>Provide a guarantee from the relevant authorities that, notwithstanding any regulations in your country to the contrary that would otherwise be applicable, accredited persons in possession of a valid passport and a Commonwealth Games identity and accreditation card will be able to enter into the country and carry out their Commonwealth Games function for the duration of the Commonwealth Games and for a period not exceeding one month before and one month after the Commonwealth Games.</p>	<p>Guarantee provided.</p>
<p><b>Q 4.4</b> In addition to those persons in possession of a Commonwealth Games identity and accreditation card, certain Games-related personnel will require temporary entry into the host country to perform their Commonwealth Games duties prior to the Commonwealth Games. Such persons may be required to work and domicile in the country for at least one year before the Commonwealth Games.</p> <p>Provide a guarantee stating that the temporary entry of certain personnel into your country for the organisation of the Commonwealth Games will be authorised and that such persons will obtain appropriate work permits, without any duties or taxes being payable in an expedited and simplified manner.</p>	<p>Guarantee provided.</p>
<p><b>Q 4.7</b> Provide a guarantee from the relevant authorities concerning the import, use and export of goods required by the CGF, the IFs, the CGAs and their delegations, the media, the sponsors and suppliers, free of all customs duties, in order for them to carry out their obligations regarding the celebration of the Commonwealth Games.</p>	<p>Guarantee provided.</p>
<p><b>Theme 5 – Environment and Meteorology</b></p>	
<p><b>Q 5.7</b> Provide (a) guarantee(s) from the competent authorities stating that all construction work necessary for the organisation of the Commonwealth Games will comply with:</p> <ul style="list-style-type: none"> <li>• Local, regional and national environmental regulations and acts</li> <li>• International agreements and protocols regarding planning, construction and protection of the environment</li> </ul>	<p>Guarantee provided.</p>



Theme 6 – Finance		
<b>Q 6.1</b>	Provide a financial guarantee from the competent authorities covering a potential economic shortfall of the OC.	Guarantee Provided.
<b>Q 6.2</b>	<p>Please note that financial guarantees are requested in many other themes of this questionnaire including security, medical services, customs and immigration, Commonwealth Games Village, transport, sport and venues, etc. and should be referenced under their corresponding theme and question number as per the instructions pertaining to the Guarantees File.</p> <p>Excluding those noted above, provide any other additional financial guarantee(s) you may have obtained.</p>	Guarantee Provided.
<b>Q 6.3</b>	Provide a statement from the competent authorities concerning general price control before and during the Commonwealth Games, with particular reference to hotel rates and related services for anyone attending the Games, including non-accredited spectators.	Guarantee Provided.
Theme 7 – Marketing		
<b>Q 7.1</b>	<p>The purpose of the JMP is to create a simplified marketing structure for Commonwealth Games marketing within the Host (“Territory”) by consolidating all Commonwealth-related properties and equities in the Territory for the Joint Marketing Period as defined below.</p> <p>The JMP is formalised through the Joint Marketing Programme Agreement (“JMPA”) entered into between the Candidate City and the CGA, whereby the Candidate City, on behalf of the future OC, acquires all commercial rights related to the CGA for the period beginning on 31 December 2010 through to 31 December 2014 (the “Joint Marketing Period”). Upon its formation, the OC becomes a party to the JMPA and the JMPA is developed and implemented solely by the OC during the Joint Marketing Period.</p> <p>Enclose one fully executed copy of the JMPA, including the written guarantees from each National Sports Federation and other required appendices in your Guarantees File.</p>	Guarantee Provided.
<b>Q 7.2</b>	Provide (a) written guarantee(s) from the relevant government authorities confirming that the legislation necessary to effectively reduce and sanction ambush marketing (e.g., preventing competitors of Commonwealth sponsors from engaging in unfair competition in the vicinity of Commonwealth sites), eliminate street vending, control advertising space (e.g., billboards, advertising on public transport, etc.) as well as air space (to ensure no publicity is allowed in such airspace) during the period of the Commonwealth Games (including two weeks before the Commonwealth Games), will be passed no later than 30 June 2010.	Guarantee Provided.
<b>Q 7.7</b>	<p>Are there any plans for a lottery to help finance the Commonwealth Games? If so, what is the projected income?</p> <p>What is the current legislation in place regarding lotteries in general and sports lotteries specifically?</p> <p>Are there currently any sports lotteries on-going or under development that would compete with an eventual Commonwealth Games lottery?</p> <p>In the event that a Commonwealth Games lottery is contemplated in the budget, provide (a) guarantee(s) from the relevant authorities, endorsing the proposed plan and securing revenue projections in case of any shortcomings from such a lottery.</p>	Guarantee Provided.



**Theme 8 – Sport and Venues**

<p><b>Q 8.4</b> Complete tables 8.4.1, 8.4.2, 8.4.3 and 8.4.4, to include all competition venues and the IBC and MPC according to their state of construction:</p> <ul style="list-style-type: none"> <li>• Table 8.4.1 – Existing venues, no permanent works required</li> <li>• Table 8.4.2 – Existing venues, permanent works required</li> <li>• Table 8.4.3 – Venues to be built as new permanent structures – specify if venues are planned to be built irrespective of the Commonwealth Games or if they are additional venues required to host the Commonwealth Games</li> <li>• Table 8.4.4 – Venues to be built as totally temporary venues</li> </ul> <p>Indicate for each venue:</p> <ul style="list-style-type: none"> <li>• Financing (These figures must correspond to the figures provided in Theme 6)</li> <li>• An estimate of the cost (in year 2007 GBP) of all the permanent work to be carried out</li> <li>• An estimate of the cost (in year 2007 GBP) of all the temporary work to be carried out</li> <li>• The amount to be financed by the OC (amount in figures in year 2007 GBP and percentage of total cost)</li> <li>• The amount to be financed by other organisations, which should be specified (amount in figures in year 2007 GBP and percentage of total cost). If the other organisations' financing is to be underwritten by government authorities, please use an asterisk (*) to indicate this as shown in the example in table 8.4.1.</li> </ul> <p>N.B: In no such case may any recognition or marketing rights be granted to private entities that may be financing venue works.</p> <ul style="list-style-type: none"> <li>• For existing venues: give the start and finish dates of any permanent work required.</li> <li>• For those permanent venues to be built: give the start and finish dates of permanent work.</li> <li>• For all venues: give the start and finish dates of temporary works.</li> </ul> <p>Provide guarantees for the financing of work from the relevant competent bodies, confirming the amount to be financed by them (amount in year 2007 GBP figures and percentage of total cost of the venue(s)) and specifying for which venues.</p>	<p>Guarantee Provided.</p>
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<b>Q 8.5</b>	<p>Candidate Cities are required, via a guarantee from each venue owner, to secure use of venues and control of all commercial rights (e.g. in-stadium signage, catering and concessions signage and services, venue naming rights, etc.) for the future OC, in relation to existing and hereafter developed Commonwealth Games venues (both competition and non-competition venues) for the period the OC has control of the venue.</p> <p>The guarantee must confirm that the OC will have the possibility to rename and re-brand the venue for Commonwealth Games use, rather than using an existing name.</p> <p>The agreement should also consider use of existing technology equipment such as scoreboards and video boards, use of venue staff and early access for Test Events, technology installations, commissioning, testing and fit-out.</p> <p>Use tables 8.5 a) and b) below to indicate for each competition and training venue:</p> <ul style="list-style-type: none"> <li>• Use of venue</li> <li>• Current use</li> <li>• Intended post-Games use of the venue</li> <li>• Ownership</li> <li>• Current ownership</li> <li>• Intended post-Games ownership</li> <li>• Guarantee status (competition venues only)</li> <li>• For use of venue</li> <li>• For commercial rights</li> <li>• IF agreement that a venue conforms/will conform with IF technical specifications (competition venues only)</li> </ul> <p>For all competition venues, provide written guarantees from all current and future owners, which grant use of venue and control, to the OC, of all commercial rights in relation to existing or hereafter developed Commonwealth Games venues for the period the OC has control of the venue.</p> <p>Standard text provided for this guarantee can be found in Part 3.</p> <p>Provide all agreements signed with IFs concerning the use of competition venues for their respective sports.</p> <p>Please note that, once elected as Host City, the OC must develop a more detailed agreement with each venue owner, which is subject to approval by the CGF. Amongst other details, this agreement should consider the use of existing technology equipment such as scoreboards and video boards, use of venue staff and early access for Test Events, technology installations, commissioning, testing and fit-out.</p>	Guarantee Provided.
<b>Theme 9 – Commonwealth Games Village</b>		
<b>Q 9.2</b>	<p>Provide a guarantee from the authorities or owners concerned stating that the site chosen for the construction of the Commonwealth Games Village is in keeping with the city development plan and the standards to be met to obtain planning permission.</p>	Guarantee Provided.



<b>Q 9.5</b>	<p>Give a breakdown of the financing and schedule of work separating permanent and temporary works by completing tables 9.5.1, 9.5.2, 9.5.3 and 9.5.4:</p> <ul style="list-style-type: none"> <li>• Table 9.5.1 – Existing venues, no permanent works required</li> <li>• Table 9.5.2 – Existing venues, permanent works required</li> <li>• Table 9.5.3 – Venues to be built as new permanent structures – specify if venues are planned to be built irrespective of the Commonwealth Games or if they are additional venues required to host the Commonwealth Games</li> <li>• Table 9.5.4 – Venues to be built as totally temporary venues</li> </ul> <p>Indicate for each venue:</p> <ul style="list-style-type: none"> <li>• Financing (These figures must correspond to the figures provided in Theme 6)</li> <li>• An estimate of the cost (in year 2007 GBP) of all the permanent work to be carried out</li> <li>• An estimate of the cost (in year 2007 GBP) of all the temporary work to be carried out</li> <li>• The amount to be financed by the OC (amount in figures in year 2007 GBP and percentage of total cost)</li> <li>• The amount to be financed by other organisations, which should be specified (amount in figures in year 2007 GBP and percentage of total cost). If the other organisations' financing is to be underwritten by government authorities, please use an asterisk (*) to indicate this as shown in the example in table 9.5.1</li> </ul> <p>N.B: In no such case may any recognition or marketing rights be granted to private entities that may be financing venue works.</p> <ul style="list-style-type: none"> <li>• For existing venues: give the start and finish dates of any permanent work required.</li> <li>• For those permanent venues to be built: give the start and finish dates of permanent work.</li> <li>• For all venues: give the start and finish dates of temporary works.</li> </ul> <p>Provide (a) guarantee(s) for the financing of work from the relevant competent bodies, confirming the amount to be financed by them (amount in GBP 2007 and percentage of total cost) for the construction of the Commonwealth Games Village.</p>	Guarantee Provided.
<b>Q 9.6</b>	<p>If the national authorities are to subsidise construction of the Commonwealth Games Village, provide (a) guarantee(s) from the respective department stating the amount of funds to be allocated.</p> <p>If the Commonwealth Games Village or existing structures are to be rented, provide a guarantee stating rental costs.</p>	Guarantee Provided.
<b>Q 9.7</b>	<p>Should existing buildings and infrastructure be used in the Commonwealth Games Village, provide a guarantee stating the agreement of the owners to allow the use of the property for Commonwealth Games purposes, including possession and vacation dates.</p> <p>(Please note that, in addition to the period of the Commonwealth Games, these dates should take into consideration the time required for the fit out and retrofit of the Village.)</p>	Guarantee Provided.



<b>Q 9.8</b>	Provide a guarantee from the competent authorities stating with which international and national accessibility standards the Commonwealth Games Village conforms/will conform.	Guarantee Provided.
<b>Q 9.10</b>	Provide (a) guarantees stating that the owner(s) grant(s) all rights with respect to commercial rights in relation to the Commonwealth Games Village (including but not limited to the terms and conditions listed in the “Clean Venue Appendix”) to the OC for the period the OC has control of the venue. See “Clean Venue Appendix” in the Model Guarantees File of the Candidate City Manual.	Guarantee Provided.
<b>Q 9.18.1</b>	Provide a guarantee that the OC will cover the travel costs (in accordance with the CGF Games Manual – Finance, Contractual Obligation FIN01 provided below) in economy class, of CGA delegations participating in the Commonwealth Games from the capital city or main airport designated by each CGA to the international gateway airport of the Host City, based on the aggregate cost of the average team size for each CGA delegations which participates in the 2006 and 2010 Commonwealth Games.  The guarantee must specify that the OC agrees to abide by the procedures and deadlines determined by the CGF for the calculation of these travel costs. Describe how these support grants/travel costs/fares will be determined.	Guarantee Provided.
<b>Theme 10 – Medical Services</b>		
<b>Q 10.10</b>	Describe what investments in healthcare facilities are planned in your city and region over the next ten years, irrespective of the Commonwealth Games, and any additional investments which would be necessary should the city be elected to host the Commonwealth Games.  Provide a guarantee from the relevant national, regional and local authorities that these investment plans are practicable and compatible with the harmonious development of your country, region and city.	Guarantee Provided.
<b>Theme 11 – Security</b>		
<b>Q 11.15</b>	Provide a guarantee from the highest government authority of your country for the safety and the peaceful celebration of the Commonwealth Games.  This guarantee must include the respective responsibilities of all relevant authorities (financial, planning, operational, etc.).	Guarantee Provided.
<b>Q 11.16</b>	In the event that the regional and/or local government(s) has (have) authority over public security, emergencies or any other aspect of security, in addition to the guarantee requested in Q 11.15, the highest authority of the regional and/or local government(s) must also provide (a) written guarantee(s) in the same terms.	Guarantee Provided.
<b>Theme 12 – Accommodation</b>		
<b>Q 12.2</b>	The questions in Theme 12 require you to categorise hotels according to the internationally accepted star rating system (5 star, 4 star, 3 star, 2 star) described in the Games Manual on Accommodation.  Provide a statement from your national tourist board, giving the equivalent rating used in your country and a description of the standard of hotel in each category.  In addition, provide table 12.2, duly completed and guaranteed by your national tourist board, detailing the total hotel room capacity in the Candidate City.	Guarantee Provided.

**Q 12.3.5** Other Accommodation – Radius 0-50km

(Condominiums, villages other than the Commonwealth Games Village – e.g. media, technical officials.)

Provide a map indicating the location of proposed other accommodation (if applicable) within a 0-50km radius of the Commonwealth Games Main Stadium.

Mark existing accommodation in BLUE on the map: 8

Mark planned accommodation for which construction authorisations have already been signed in GREEN on the map: 9

Mark additional accommodation for which construction authorisations have not been signed but are required to host the Commonwealth Games in RED on the map: 10

Please note that the Commonwealth Games Village is addressed in Theme 10.

Complete table 12.3.5.

If existing buildings/ships are being used as part of other accommodation, provide guarantees from the owners concerned, including:

- Use of venue
- Possession and vacation dates
- Rental costs, if any
- Financial guarantees for any upgrade to the building(s), if applicable.

Guarantee  
Provided

**Q 12.7** Provide guarantees from all individual hotels and other accommodation owners listed in tables 12.3.1 to 12.3.5 guaranteeing, for all constituent groups:

- Room availability
- Room rate
- Minimum stay/room block waves, if applicable
- Timelines and financing of hotel upgrades, if applicable
- Price controls for services other than room rates
- That accommodation contracts are binding through to the Games

Please note that, following election as the Host City, the OC will be required to develop a detailed contract with each hotel/accommodation owner. Further, a different contract will be required for the official CGF Flagship Hotel for the Games Family hotel(s).

Guarantee  
Provided.

**Q 12.8** In addition, provide guarantees from the competent authorities for all hotels and other accommodation to be constructed (planned and additional), guaranteeing:

- Construction authorisation
- Works timelines
- Financing
- Management company

Guarantee  
Provided.





Theme 13 – Transport	
<p><b>Q 13.1</b> Use table 13.1 to list:</p> <ul style="list-style-type: none"> <li>• Your existing transport infrastructure (motorways, major urban arterial network, suburban rail, subway, light rail public transport systems and other transport systems with significant capacity)</li> <li>• All transport infrastructure developments planned irrespective of the Commonwealth Games but having a direct impact on Games venue accessibility</li> <li>• Any additional transport infrastructure necessary to host the Commonwealth Games</li> </ul> <p>Please differentiate between transport infrastructure within the city boundary and from the city boundary to outlying venues.</p> <p>The infrastructure items in table 13.1 should be attributed a unique colour-coded number and listed in numerical order (see table 13.1).</p> <p>For all projected transport infrastructure (planned and additional), provide guarantees containing:</p> <ul style="list-style-type: none"> <li>• Required authorisations</li> <li>• Bodies responsible for projects</li> <li>• Construction timelines</li> <li>• Financing</li> </ul>	Guarantee Provided.
<p><b>Q 13.3</b> Airport Data</p> <p>For your main international airport, as well as any other airport you intend to use for the Commonwealth Games, complete table 13.3.</p> <p>If applicable, specify what airport capacity improvements will be made for the Commonwealth Games.</p> <p>What are the types and lengths of surface transport links from the airport(s) to the CGF hotel, the Commonwealth Games Village and the IBC/MPC?</p> <p>For all projected capacity improvements provide guarantees containing:</p> <ul style="list-style-type: none"> <li>• Required authorisations</li> <li>• Bodies responsible for projects</li> <li>• Construction timelines</li> <li>• Financing</li> </ul>	Guarantee Provided.
<p><b>Q 13.20</b> Authorities</p> <p>Which authorities (state, region, city, etc.) will be responsible for managing transport activities in the Commonwealth Games region during the Commonwealth Games? What will their respective responsibilities be?</p> <p>How will these different authorities be integrated and coordinated with the OC from the strategic planning phase to Games-time traffic management?</p> <p>Under which authority will your transport and traffic management command and control centre be operated?</p> <p>Provide a guarantee from the responsible authority.</p>	Guarantee Provided.
Theme 14 – Technology	
<p><b>Q 14.8</b> Provide (a) guarantee(s) from the competent body(ies) that it (they) is (are) prepared to allocate the necessary frequencies for the organisation of the Commonwealth Games.</p>	Guarantee Provided.



<p><b>Q 14.9</b> Provide (a) guarantee(s) from the relevant authorities that there will be no fee charged to the following constituent groups for the reservation and services of allocated frequencies during the Commonwealth Games:</p> <ul style="list-style-type: none"> <li>• Athletes</li> <li>• CGF</li> <li>• OCs</li> <li>• CGAs</li> <li>• IFs</li> <li>• Media</li> <li>• Broadcasters</li> <li>• Commonwealth Games partners</li> </ul>	<p>Guarantee Provided.</p>
<p><b>Theme 15 – Media Operations</b></p>	
<p><b>Q 15.1</b> Describe your concept for the International Broadcast Centre (IBC) and Main Press Centre (MPC), including the following elements:</p> <ul style="list-style-type: none"> <li>• Location, size, adjacent compounds, transport hubs, parking and facilities</li> <li>• State whether the IBC and MPC are existing facilities or to be constructed</li> <li>• Explain the reason for your choice of IBC and MPC</li> <li>• Specify the intended post-Games use of the IBC and MPC, including legacy considerations</li> <li>• Specify who will finance the construction of the facilities</li> </ul> <p>Provide all guarantees obtained for the use and/or construction of the IBC and MPC from the owners concerned, including possession and vacation dates. This guarantee must also state that the owner(s) grant(s) all rights with respect to commercial rights in relation to the IBC and MPC (including but not limited to the terms and conditions listed in the “Clean Venue Appendix”) to the OC for the period the OC has control of the venue(s).</p> <p>(Please note that these dates should take into consideration the time required for both the fit out and retrofit of the IBC and MPC.)</p> <p>See “Clean Venue Appendix” in the Model Guarantees File of the Candidate City Manual.</p>	<p>Guarantee Provided.</p>
<p><b>Theme 16 – Culture</b></p>	<p>No guarantees required.</p>

