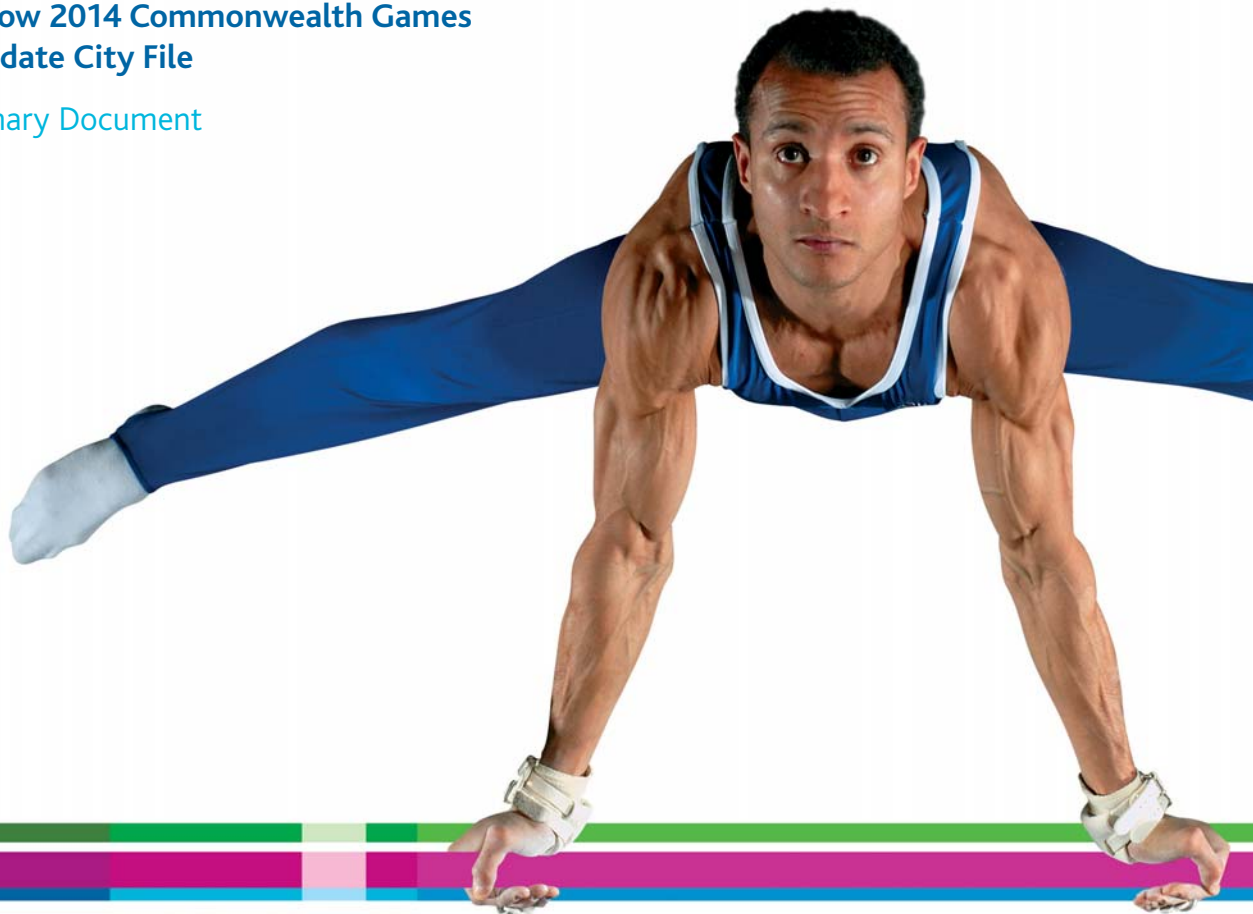




PEOPLE PLACE PASSION

Glasgow 2014 Commonwealth Games
Candidate City File

Summary Document



Glasgow is an extraordinary city, in one of the most spectacular and sport hungry countries in the world. Our passion for competition and respect for the Commonwealth Games is shown by the fact that we have taken part in every Games since they were established in 1930.

CONTENTS

Introduction	01
Theme 1 Summary	02
Theme 2 Summary	05
Theme 3 Summary	06
Theme 4 Summary	09
Theme 5 Summary	10
Theme 6 Summary	12
Theme 7 Summary	14
Theme 8 Summary	17
Theme 9 Summary	24
Theme 10 Summary	30
Theme 11 Summary	32
Theme 12 Summary	35
Theme 13 Summary	38
Theme 14 Summary	42
Theme 15 Summary	43
Theme 16 Summary	45



LOUISE MARTIN CBE, Chairman,
Commonwealth Games
Council for Scotland



TOMMY YULE, Chair, Glasgow 2014 Athletes' Commission

As Chairman of the Commonwealth Games Council for Scotland and as Chairman of the Glasgow 2014 Athletes' Commission, it gives us great pleasure to introduce a summary of the plans for hosting the XX Commonwealth Games.

Glasgow is an extraordinary city, in one of the most spectacular and sport hungry countries in the world. Our passion for competition and respect for the Commonwealth Games is shown by the fact that we have taken part in every Games since they were established in 1930. It is the only time Scottish athletes are able to compete in a multi-sport event as Scotland. As we saw when the Games were held in Melbourne, for 11 days our nation was united in celebration and transfixed by the action.

The Commonwealth Games Council for Scotland will be the host for the Games in 2014. We will continue to work in close partnership with the Scottish Executive and Glasgow City Council in the planning and organisation of the Games.

The Athletes' Commission's task throughout the Bid has been a simple one. It has been our role with the three partner organisations to make sure that these are the most athlete centred Games ever. Every aspect of the Bid has been examined in great detail by the Commission, tailoring everything from accreditation to the design of the Village and the Opening Ceremony – guaranteeing that the competitors who come to Scotland in 2014 will have the performance of their lives.

In this document we have summarised just some of the key points of the 16 themes established by the Commonwealth Games Federation and on which our Bid is based. The whole Candidate City File can be found on our website at www.glasgow2014.com

Our Bid has captured the imagination of the public. They have shown, in large numbers, that they wish the honour of hosting this prestigious event. Glasgow 2014 will be the ideal environment for records to be broken and personal bests to be set – the passion of the Scottish crowd will make sure of that.

On behalf of everyone associated with Scotland's Bid we offer you this invitation. Come to our City and to our Country and celebrate the XX Commonwealth Games with us.

LOUISE MARTIN CBE
Chairman, Commonwealth Games Council for Scotland

TOMMY YULE
Chair, Glasgow 2014 Athletes' Commission



90%

over 90% of the competition and training venues will be within a 20 minute drive of the Village



We have a vision for our Games, one that we want the entire world to share. We want our Games to be a celebration of sport and personal achievement.

Steve Frew, Scottish gold-medal winning gymnast

Theme 1: Commonwealth Games Concept and Legacy

- Shared vision with the Commonwealth Games Federation for a unique, friendly, world-class event
- World-class venues for the Games and a legacy for the community
- The Games being central to economic, social, cultural and environmental development of the city and country
- A sustainable approach to all infrastructure provision
- Committed and tangible benefits to the CGAs
- Development of the Games and the brand of the CGF
- Staging of the Games will contribute to the continuing regeneration of the city
- Unprecedented local and national support

The Performance of their Lives

We have a vision for our Games, one that we invite the entire world to share. We would like our Games to be a celebration of sport and personal achievement.

Our plans for 2014 are geared towards creating an environment where all athletes who take part will have the performance of their lives. Our Games will not just be about the athletes on the medal rostrum – we want everyone to push themselves to the limit, to achieve the extraordinary.

Ours will be a compact Games. Over 90% of our venues will be within a 20 minute drive from the Village – meaning that the athletes can concentrate on what they have to do in the venues, not what they have to do to get there. Our transport network, already world class, will be significantly improved by 2014. Over £1.25 billion will be spent on making our city, our Games, the most accessible ever.

Our Opening Ceremony will break new ground. Held within walking distance of the Village at the magnificent Celtic Park, the athletes will take centre stage. With the permission of the CGF, we want the athletes to come into the stadium nearer the beginning of the Ceremony – allowing them to take their accolades and then enjoy the show.

£1.25 BILLION

will be spent making our Games the most accessible ever

These will not just be a Games for Glasgow and Scotland, they will be a celebration of our shared ideals and an opportunity to develop the brand of the Commonwealth Games.

We are committed to helping preparations for the Games in Commonwealth nations and territories through a new sports development assistance fund. We want to make sure that nations and territories don't just have a successful Games, but that, through a new active partnership, Glasgow 2014 leaves a legacy for all members of the Commonwealth Family.

We have a commitment to making sure that teams who want to take part can do so. We will be offering 100% flexible grants for accredited athletes and officials to travel to Glasgow for the Games.

We have a commitment to the spectators from around the world. We will work with broadcasters to make sure that every nation and territory receives a feed from the Games. And for people who want to do more than watch on TV, we have price guarantees for all of our hotels leading up to and including the Games.

Glasgow and Scotland have been an integral part of the Commonwealth Games Family since the inception of the Games in 1930. We also have a long history of successfully staging major sporting and cultural events including international events in all the 17 sports in our proposed Sports Programme.

We have served our apprenticeship. We have shown we have what it takes to stage the largest sporting event that we could ever hold in our country.

01
Track cycling will be held in the new build Velodrome



02
The Scottish Parliament building in Edinburgh



03
The main chamber at the Scottish Parliament



04
Members of Glasgow 2014's Athletes' Commission with Louise Martin, Chairman of the Commonwealth Games Council for Scotland



05
Glasgow City Chambers – a magnificent example of late Victorian architecture



06
Large scale inward investment has played a major role in the regeneration of Glasgow's riverside



Theme 2: Political and Economic Climate and Structure

- A stable, democratically elected Government
- Cross party support at national and local level
- A strong partnership approach evidenced in the structure of the Organising Committee which builds on the experience of the Bid phase
- Comprehensive support from all organisations and institutions across Scotland
- A strong economic base in Glasgow and Scotland

Political and Economic Stability

Scotland is a country that has undergone substantial political change in the past 10 years. Still part of the United Kingdom, devolution in 1999 saw the re-establishment of the Scottish Parliament.

The reconvened legislature has direct responsibility for a wide number of areas – including the vast majority of those – including sport – that will be necessary to host the 2014 Games. The UK Government, which fully supports our Bid, retains responsibility for areas such as defence and immigration.

The support that the Bid has generated has reached every part of Scottish life. All of our political parties have given their backing; businesses across the country have signed up to show their support and members of the public have said, in large numbers, that they want Scotland to stage the Games.

Along with the political change, there has also been a fundamental change – particularly in Glasgow – in our economy. Once the home of traditional 'heavy industries' such as ship building, Glasgow is now a bustling tourist, IT and financial services centre. Our economy has been strengthened by this shift – with all predictions pointing towards continued growth between now and 2014.

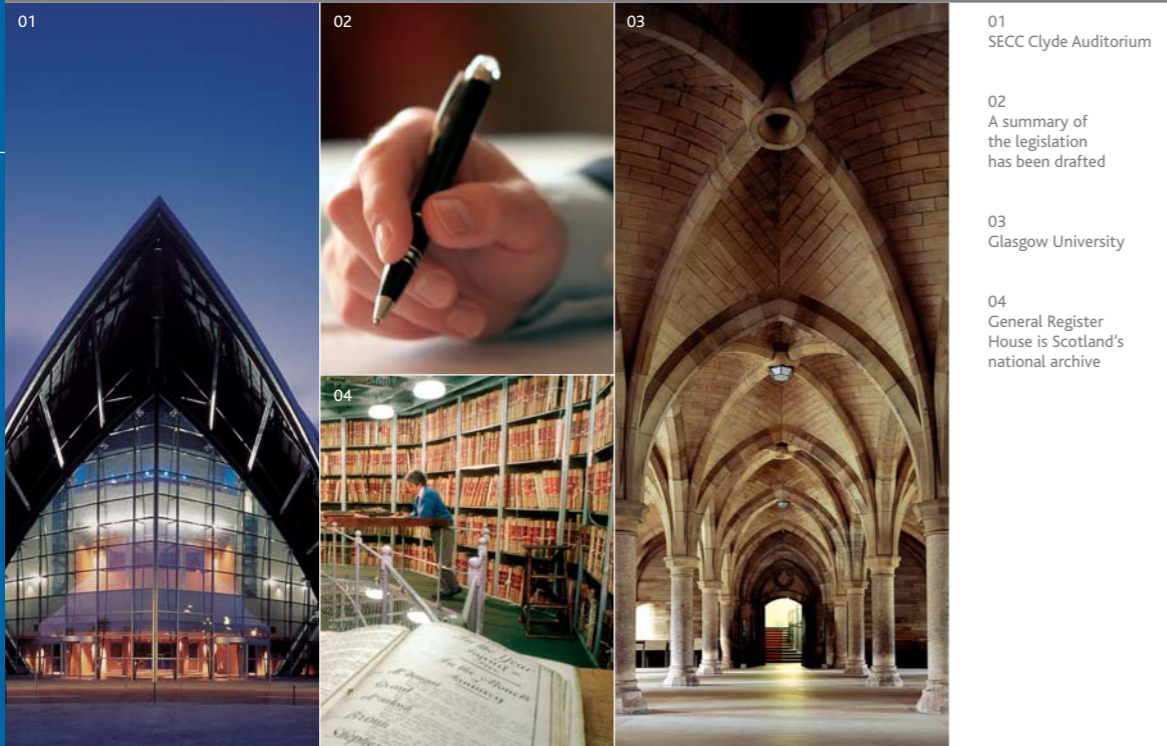
Glasgow GDP per head 1995-2004

	GDP per capita	Growth Rate (%)
1995	13,264	–
1996	14,154	6.7
1997	15,323	8.3
1998	16,372	6.8
1999	17,333	5.9
2000	18,265	5.4
2001	19,370	6.0
2002	20,602	6.4
2003	22,069	7.1
2004	23,420	6.1

Source – ONS
http://www.statistics.gov.uk/downloads/theme_economy/NUTS3_Tables_1-12.xls

We know how critical it is to hit the ground running. If we are awarded the Games, our first 100 days will be spent putting in place the detailed plans and structures that will help deliver an outstanding Games.



01
SECC Clyde Auditorium02
A summary of
the legislation
has been drafted03
Glasgow University04
General Register
House is Scotland's
national archive

Theme 3: Legal Aspects

- All guarantees provided
- Venue agreements signed
- Summary of legislation drafted
- Company limited by guarantee established as basis for Organising Committee
- Transition plan developed for the first 100 days of the Organising Committee



Artistic impression of Hampden Park in 2014

Preparing to Hit the Ground Running

Organising a global event such as the Commonwealth Games is a significant undertaking. Venues have to be built or adapted, accommodation has to be provided, transport mapped out. Numerous public, private and voluntary sector partners are needed to deliver the event and all of them have to deliver on time and on budget.

In Glasgow we have the requisite guarantees in place (over 200 of them) to make sure that this partnership does indeed deliver. Venue guarantees and agreements are in place and legislation is drafted and ready to be introduced should we be successful. We have used the bidding process to plan for the Games and beyond – not just to do enough to win.

Not only do we have plans in place for the establishment of the Organising Committee, we have set a plan to ensure a smooth transition from the bidding phase. We know how critical it is to hit the ground running. If we are awarded the Games we will spend the first 100 days putting in place the detailed plans and structures that will help deliver an outstanding Games.



Glasgow International Airport

We have been working with our Government and immigration authorities to come up with a system that will be easy to understand, tied into the accreditation process and will offer fast track entry through the airports in Scotland once the formalities have been concluded.

Theme 4: Customs and Immigration Formalities

- Clear and efficient processes based on experience of major events
- Comprehensive advice available to visiting nations and territories
- Government guarantees on entry into the country
- Fast-tracking of accredited Games Family through immigration and customs
- No restrictions on imports relating to the Games



Glasgow is famous for its friendly customer service

Ensuring Effective Processes to Travel to Scotland

As even the most seasoned traveller knows, customs and immigration procedures vary depending on the country being visited. On many occasions applying for visas and understanding the rules can be an important task.

That is why we want to help as much as we can. We have been working with our Government and immigration authorities to come up with a system that will be easy to understand, tied into the accreditation process and will offer fast track entry through the airports in Scotland once the formalities have been concluded.

In short, like so much of our plans, we want athletes to concentrate on their performances, not what they have to do in the days before they compete.

We know that sometimes, no matter how much is planned, things can change. If they do, we will have people both in Scotland and at sites around the world who will be there to help.



70+ PARKS

Glasgow has more public parks than any other European City

Pollok Country Park

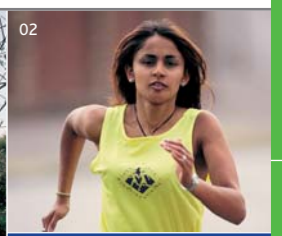
01 Kelvingrove Park

02 Glasgow has a well established jogging network

03 There is an extensive network of cycle paths around the city

04 Glasgow's Botanic Gardens

05 Renewable energy through wind force



Theme 5: Environment and Meteorology

- A 'Green City' with over 70 public parks
- Excellent water quality
- Air quality exceeding recommended standards
- Stretching environmental targets
- Sustainability in building design and infrastructure development
- Enhancements to biodiversity
- Positive Initial Environmental Assessment

Glasgow from the Gaelic language means "The Dear Green Place"

Scotland is a temperate country, with ideal conditions for the athletes to excel. Pleasantly warm during the summer months, with low rainfall and low humidity, competitors from every part of the world will find Glasgow has the optimum conditions in which to train and compete.

Our water comes from the natural lochs on the outskirts of our city and our air quality is excellent throughout the year. With the world famous Loch Lomond only 20 minutes away, athletes, officials and spectators can be out of the city and into the Scottish countryside in no time at all.

Our Initial Environmental Assessment indicates that there will be a positive outcome from hosting the Games – particularly with the regeneration of previously derelict land for the new constructions. We live in a country of extraordinary beauty and, as such, every plan takes account of our responsibilities to future generations.

Temperature and humidity

Glasgow has an ideal climate for the Commonwealth Games. July and August weather is typically mild in the West of Scotland with warm pleasant conditions.

Comparable annual rainfall in other 'Games Cities'

Glasgow	889mm
Kuala Lumpur	2393mm
Victoria	Varies from 300mm to 1800mm
Melbourne	660mm
Delhi	714mm
Manchester	809mm
Auckland	1053mm

The official IAAF website lists 46 World Records. Of these 74% have been set in similar conditions in Europe during the summer months – further emphasising the ideal conditions for athletes to perform in Glasgow.



01
Glasgow's International
Financial Services District
overlooking the River Clyde

02
The Glasgow Hilton
is the flagship hotel

03
Glasgow has committed
to 100% travel grants
for athletes and officials

04
Sports Development
Assistance Fund established
for CGAs

Theme 6: Finance

- Capital cost of facilities and infrastructure all committed
- Revenue support for organising and delivering the Games identified and committed
- Sports Development Assistance Fund established for CGAs
- 100% flexible travel grants for athletes and officials committed – numbers averaged over previous two Games
- Flagship hotel accommodation free for CGA President and Secretary General from the General Assembly until the end of the Games

Entrusted with the Games

Hosting the Commonwealth Games is a significant undertaking – and not just for the 11 days of the event. For the four years following the handover from Delhi, the host city is entrusted with the Games, its reputation and its future development.

Glasgow and Scotland is ready and prepared to take up this challenge. We have huge experience of hosting sporting and cultural events. Not only do we know what is needed to make an event great – we understand the importance of strict financial controls and management.

With over 70% of our venues and infrastructure already in place, and a further 20% committed, we can avoid many of the problems associated with delivering large capital projects. The Scottish public is trusting us to deliver a world class event on time and on budget. With the controls that we have in place, we will make sure we respect and continue to earn that trust.

Our Responsibilities to the Games

If we are given the honour of hosting the Games, we appreciate that we accept a range of responsibilities to the athletes, to the Commonwealth Games Associations (CGAs) and to the Commonwealth Games Federation (CGF).

Specifically in respect of the CGAs, these responsibilities include supporting them with their preparation for, and attendance at, the Games in 2014.

Over recent months, during our visits to CGAs throughout the Commonwealth we have sought and taken the advice of many colleagues on ways in which these responsibilities could, most appropriately, be met. We believe that three inter-related initiatives may be of assistance.

Flagship Hotel

We know that the family atmosphere of the Games is an important feature of the event and we believe it is enhanced when the Games Family is together in the same hotel for the duration of the Games. As such, we will provide complimentary accommodation for at least the President and Secretary General of each CGA with the option also available for a third delegate to be supported.

The cost of this accommodation has been included in the budget of the Organising Committee.

Travel Grants

We will provide 100% travel grants for accredited athletes/officials. The final numbers will take account of the average size of each team in the Melbourne and Delhi Games. However there will be a degree of flexibility in relation to two elements:

- flexibility in terms of the origin of the journeys of individuals. For example if an athlete is training abroad, the flexible approach would allow the journey to Glasgow to start from the training location

- flexibility in the final number of athletes to be supported, if through the development programme outlined below, a case can be made for additional places.

In both cases the precise details will be agreed in conjunction with each CGA well in advance of the Games.

The costs of travel grants for CGAs has been included in the budget of the Organising Committee.

Sports Development Assistance

The initiative taken by Delhi in offering sports development assistance leading up to 2010 has provided an example of how host cities can support CGAs.

Leading up to 2014, we will also develop a new and active partnership with CGAs by establishing a significant sports development assistance programme. A targeted approach, reflecting the agreed specific needs of CGAs, will be adopted.

The budget for this programme has been included in the budget of the Organising Committee.

Our Budget

The public purse will contribute £288m towards the cost of running the Games. This will be split on an 80/20 basis between the Scottish Executive and Glasgow City Council.

In addition, we expect to raise some £50m through broadcasting, ticket sales, sponsorship and merchandising.

The full OC budget for the Games is contained in our Candidate City File which is on our website at www.glasgow2014.com



- 01 Artistic impression of Kelvingrove Bowls Complex in 2014
- 02 Artistic impression of the new Riverside Museum
- 03 Promotion of Scotland's Bid at the annual Norwich Union Athletics International at the Kelvin Hall
- 04 Glasgow City Chambers will provide a beautiful location for sponsor hospitality
- 05 The recently refurbished Kelvingrove Art Gallery and Museum offers another superb venue for sponsor hospitality
- 06 The 2006 Tour of Britain Cycle Race started in Glasgow

Theme 7: Marketing

- Joint Marketing Programme agreed
- Ambush marketing legislation drafted
- Existing commercial supporters for the Bid provide confidence for the future acquisition of sponsorship
- Inclusive ticketing strategy agreed
- Strong brand identity developed

**Attractive to the Commercial Sector;
Attractive to the General Public**

Every aspect of our Bid is geared towards delivering excellence. Be it for the athletes or spectators, the media or sponsors – we want everyone who has a stake in our Games to have the time of their life.

That is why we have acted now to put in place the relationships and agreements that will bear fruit over the next seven years. A Joint Marketing Programme has been agreed with the Commonwealth Games Council for Scotland and paves the way for the search for commercial sponsorship for the Games.

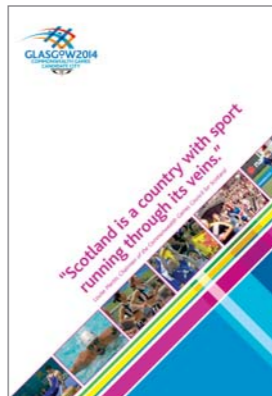
Legislation protecting the Games mark and identity has been drafted and is ready to be introduced should we be successful. This not only protects the future Organising Committee and the Commonwealth Games Federation, but it allows us to go forward in confidence to work with potential sponsors and partner organisations. We have attracted six Major Supporters during the Bid phase – all of whom have made a substantial financial contribution towards securing the Games for Scotland. This allows us to look forward towards Games sponsorship with huge optimism.

Our inclusive ticketing strategy has been designed in such a way as to cater for a variety of needs and budgets. The prices will be comparable to other major sporting events held in this country – meaning that even the high profile events will be within reach of Scots and visitors to our country. And with free public transport included in the price of every ticket, ours will be an accessible Games for all.

Ticket prices are comparable or lower than the Games in 2002 and 2006.



The Glasgow 2014 Bid vehicle tours Scotland to promote the Bid. This has been kindly supplied by Verve Car Dealership



An example of our promotional material. This leaflet was produced for Sport Accord 2007

Projected income from domestic sponsorship

Level of Sponsorship	Product Category	Projected income by level of sponsorship (GBP 2007)
First Level (Highest level of National Sponsors)	1. Insurance 2. Banking 3. Transportation 4. IT/Communications 5. Soft Drinks 6. Media	£12 million
Second Level	1. Car Provider (s) 2. Supermarket Chain 3. Recruitment or other consultants 4. Consumer goods eg Confectionery 5. Utility Company 6. Beer/Spirit Company 7. Financial Services 8. Retail eg Shopping Mall/Retail Store	£8 million
Third Level	1. AV Services 2. Furniture and Fittings 3. Temporary Structures 4. Printing and Publishing 5. Food and Beverages 6. Hotels and Accommodation 7. Transport 8. Medical Supplies	£3-4 million (Principally VIK)

Proposed ticket price ranges (2007 prices)

Sport/Event	A Price Level	B Price Level	C Price Level	D Price Level	Discounted
Opening Ceremony	£175	£150	£75	£50	£5
Closing Ceremony	£175	£150	£75	£50	£5
Lawn Bowls	£25	£15	£10	£5	£3
Aquatics – Swimming	£90	£60	£40	£25	£5
Aquatics – Diving	£25	£15	£10	£5	£3
Athletics	£40	£25	£15	£10	£5
Rugby 7s	£40	£25	£15	£10	£5
Netball	£25	£15	£10	£5	£3
Badminton	£25	£15	£10	£5	£3
Boxing	£40	£25	£15	£10	£5
Cycling – Mountain Bike	£0	£0	£0	£0	£0
Cycling – Time Trial	£0	£0	£0	£0	£0
Cycling – Road	£0	£0	£0	£0	£0
Cycling	£25	£15	£10	£5	£3
Gymnastics	£25	£15	£10	£5	£3
Hockey	£25	£15	£10	£5	£3
Shooting – Clay Target	£25	£15	£10	£5	£3
Shooting – Full Bore	£25	£15	£10	£5	£3
Shooting – Pistol and Small Bore	£25	£15	£10	£5	£3
Squash	£25	£15	£10	£5	£3
Table Tennis	£25	£15	£10	£5	£3
Triathlon	£0	£0	£0	£0	£0
Weightlifting	£25	£15	£10	£5	£3
Judo	£25	£15	£10	£5	£3
Wrestling	£25	£15	£10	£5	£3

Note: The Closing Ceremony will take place immediately following the last session of athletics.

Examples of Glasgow 2014 Major Supporter promotional activity



01 A vinyl bus wrap by First Group

02 The First Glasgow 2014 Bid Train

03 On-pack promotion by Highland Spring

04 Highland Spring have branded their fleet of delivery vehicles

05 Sporting Heroes exhibition organised by O2

06 Clydesdale Bank have used press and TV advertisements to promote the Bid

07 Artwork for the Clydesdale Bank head office building wrap

Marks, get set, Glasgow 2014

Clydesdale Bank are proud to be a major supporter of the Glasgow bid

The race is on for the 2014 Commonwealth Games. And as a major supporter we're not prepared to just sit back and spectate.

We're continuing our support of the 2006 Scottish Commonwealth Games Team by backing them for the 2008 Youth Games and the 2010 Commonwealth Games in New Delhi. We're also 100% behind Glasgow's bid to host the Games in 2014. Because if we can help bring the Games to Glasgow, everyone in Scotland wins.

Clydesdale Bank. Because supporting the Glasgow bid is important to us.

Clydesdale Bank



07

01 The Velodrome is adjacent to the National Indoor Sports Arena and the Village

02 The National Swimming Centre is situated in Tollcross Park, five minutes from the Village

03 The Clyde Auditorium at the SECC, venue for weightlifting

04 World Gymnastics at the Kelvin Hall International Sports Arena

05 Lornah Kiplagat of Kenya, has won the Glasgow Women's 10k Road Race for seven consecutive years



Theme 8: Sport and Venues

- A balanced sports programme of 17 sports
- EAD events integrated into the programme
- Experience of organising all 17 sports and EAD events at international level
- Extensive and dedicated Games Services support for all delegations
- 70% of venues in place

- A further 20% of venues have their funding committed
- The remaining 10% of venues have their costs included in the OC budget
- Sign-offs by International Federations obtained
- 90% of venues within a 20 minute drive of the Village
- Sustainability assured through innovative refurbishment, design and management

World Class Venues for a World Class Event

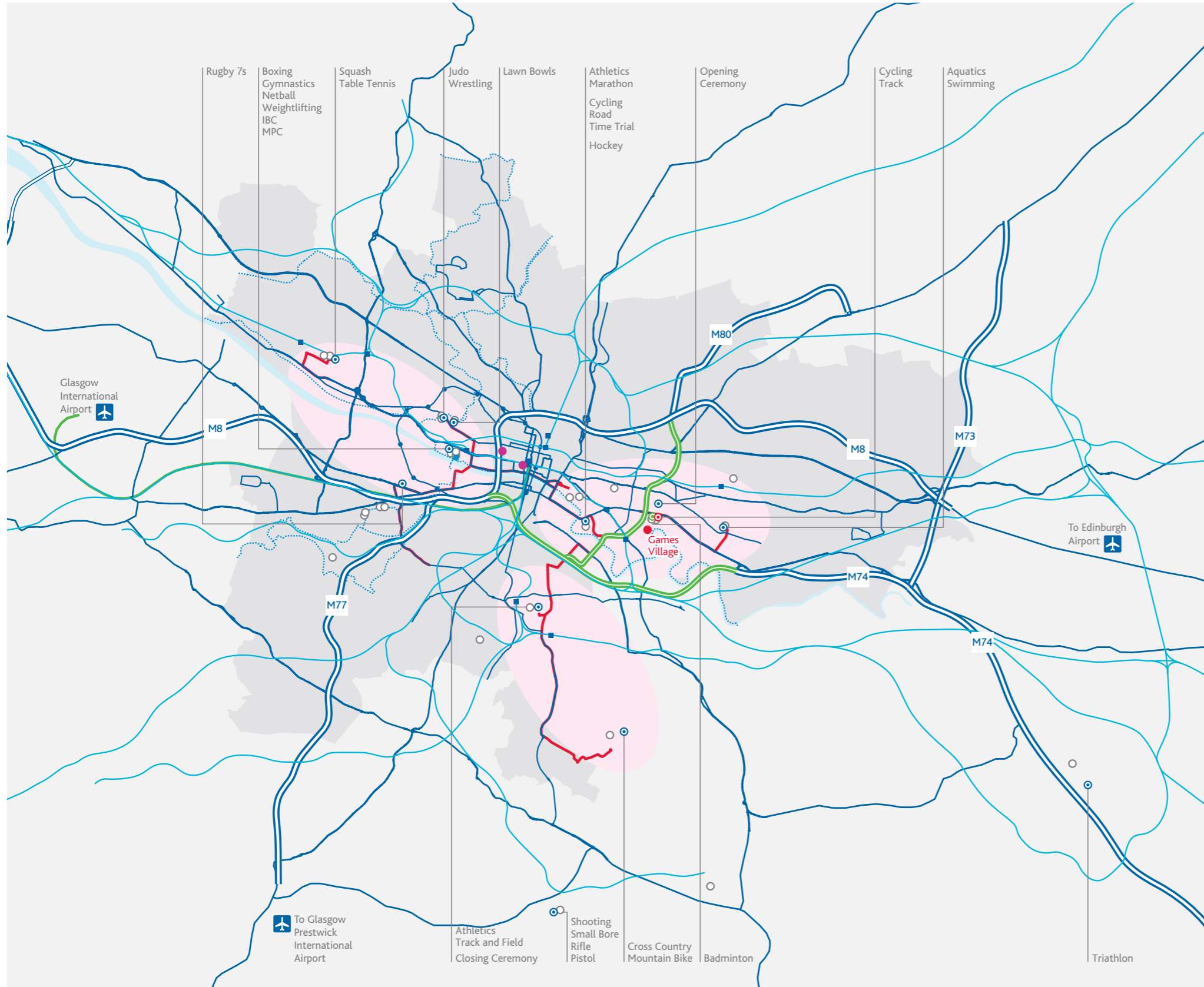
The sports programme was selected to ensure the maximum number of athletes from the maximum number of Commonwealth countries could compete and achieve success. The sports venues are at the heart of any Games. Our objective has always been to have a compact Games – with over 90% of our competition and training venues no more than 20 minutes from the Games Village.

Having the venues in clusters, means that every part of the city will share in the Games experience. The world class facilities that we will offer are a mixture of existing tried and tested venues complemented by state of the art new builds. They will all be used by the community for generations after the Games.

With 70 percent of our venues already in existence, we are building on the legacy of past investment to deliver a new legacy for the future.

Our venues will bring out the best in the athletes. The roar of the passionate Scottish crowd will push them to their limits, helping them achieve the extraordinary.

Sport	Venue
Track and Field	The National Stadium, Hampden Park
Marathon	Hampden Park and the City of Glasgow
Race Swimming	National Swimming Centre, Tollcross Park
Diving	The Royal Commonwealth Pool
Track Cycling	The National Indoor Velodrome
Cycling Time Trials	Glasgow Green and the City of Glasgow
Judo	Kelvin Hall International Sports Arena
Wrestling	Kelvin Hall International Sports Arena
Hockey	Glasgow Green
Badminton	National Indoor Sports Arena
Table Tennis	Scotstoun Leisure Centre
Squash	Scotstoun Leisure Centre
Triathlon	Strathclyde Country Park
Rugby 7s	Ibrox Stadium
Boxing	Scottish Exhibition and Conference Centre
Netball	SECC Arena
Gymnastics	SECC Arena
Lawn Bowls	Kelvingrove Bowls Complex
Weightlifting	Clyde Auditorium, SECC
Small Bore and Pistol Shooting	Strathclyde Police Training Centre, Jackton
Clay Target and Full Bore	Barry Buddon



Venues and Transport Network

- Key**
- ⊙ Games Venue
 - ⊖ Planned Games Venue
 - ⊕ Proposed Games Venue
 - MPC/IBC
 - Games Village
 - Commonwealth Hotel
 - Training Venue
- ══ Motorway
 - ══ Proposed Road
 - ══ Main Road
 - ⋯ Cycle Route
 - +— Railway/Station
 - ══ Planned Rail Link
 - +— Underground/Station
 - ══ Games Lane
 - Venue Cluster

Scale: 1:100,000
 0m ————— 4,000m



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Our venues will bring out the best in the athletes. The roar of the passionate Scottish crowd will push them to their limits, helping them to achieve the extraordinary.



Mountain Biking at Cathkin Braes



Track and Field Athletics and the Closing Ceremony at The National Stadium, Hampden Park



Judo at Kelvin Hall International Sports Arena



Track and Field Athletics and the Closing Ceremony at The National Stadium, Hampden Park



Lawn Bowls at Kelvingrove Lawn Bowls Complex



Race Swimming at National Swimming Centre at Tollcross Park



Rugby 7s at Ibrox Stadium



Gymnastics at SECC Arena



Thomas
32

Taormina
33

Williams
34

GLASGOW2014

GLASGOW2014

GLASGOW

SCOTLAND

GLASGOW

GLASGOW

GLASGOW

GLASGOW



01 Artistic impression of the Games Village

02 Artistic impression of a typical bedroom in the Games Village

03 The Games Village is central to the Clyde Gateway regeneration project in the city's East End

Theme 9: Commonwealth Games Village

- Designed for athletes by athletes, through the work of our Athletes' Commission
- 100% flexible travel grants for athletes and officials – numbers averaged over two Games
- New build for the Games
- Acreage twice the size of the Village in Melbourne
- Capable of housing 8,000 athletes and officials providing generous space for the anticipated 6,000-6,500 residents
- Maximum two athletes/officials per room
- Maximum two rooms to shower/wc
- Development mechanism identified; post-Games strategy agreed for selling on for private and social housing
- Community legacy through the development of a new urban suburb
- Major contributor to regeneration of the area
- Timescales set for construction and timely handover to the Organising Committee
- Residential accommodation in permanent buildings
- Well planned International Zone, dining and medical facilities

A Home From Home

In developing our plans for the Village we have been increasingly conscious of the rising expectations of athletes and officials. Our own Athletes' Commission spent more time advising us on the Village than any other aspect of our Bid. They told us that the Village is not just a place to sleep, it is a place to live – a place that sums up the whole Games experience.

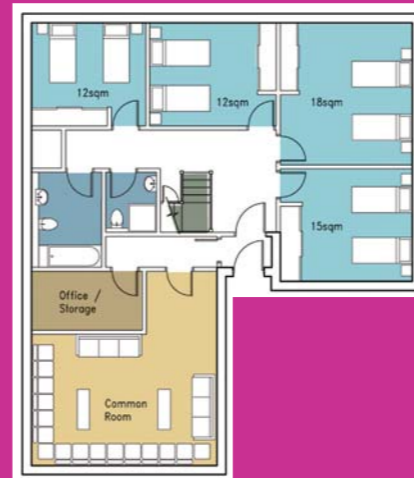
With this in mind we have set about creating more than a Village. With the help of our athletes we have planned a new community on the banks of the famous River Clyde. Twice the size of the Melbourne Village it will give the athletes space to stretch out, make use of the on-site training facilities and prepare for the challenges of competition.

90%

of venues within a 20 minute drive

100%

new build for the Games



Artistic impressions of the Games Village accommodation

The Village is not just a place to sleep, it is a place to live – a place that sums up the whole Games experience.

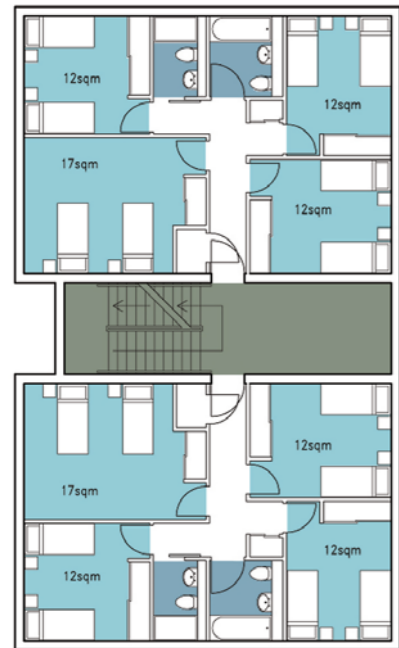


A legacy for the community after the Games – properties available for private sale and social housing

2 Bed Apartments 70 sq m at 4 storeys

During Games:

- 4 sleeping areas @ min. 12 sq m
- 8 Beds
- 2 Showers
- 1 Common room per 4 units
- Offices on ground floor



Ground Floor

Post Games:

- Lounge
- Kitchen/Dining
- 2 Double bedrooms (1 en-suite)
- Bathroom
- Storage

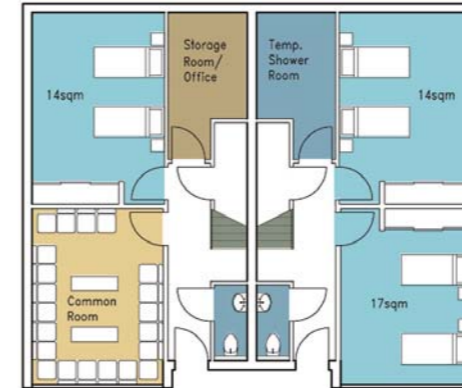


Second Floor

3 Bed Semi Detached 110 sq m

During Games:

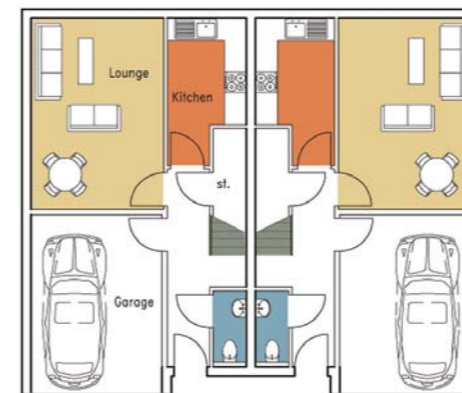
- 4 sleeping areas @ min. 12 sq m
- 8 Beds
- 2 Showers and WC
- 1 Common room and Office per 2 units



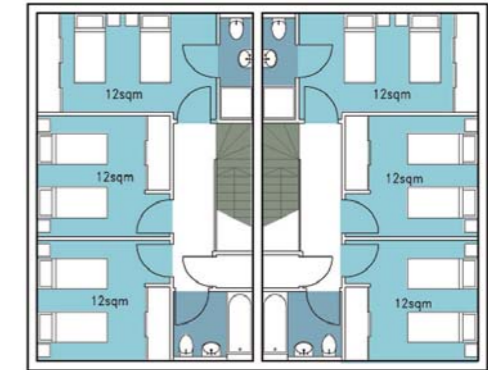
Ground Floor

Post Games:

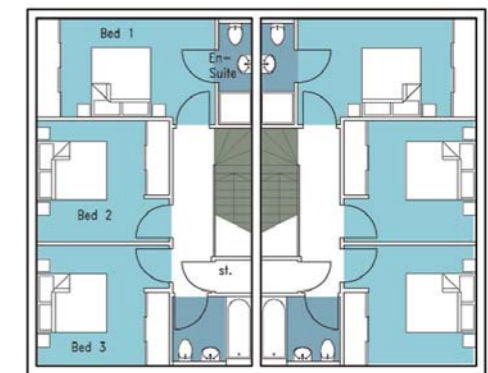
- Lounge/Dining
- Kitchen
- 3 Double bedrooms (1 en-suite)
- Bathroom and WC
- Storage
- Garage



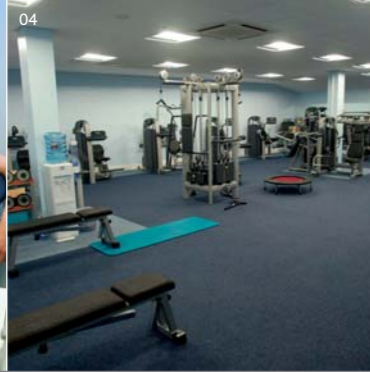
Ground Floor



First Floor



First Floor



01 The WADA accredited laboratory in London will carry out all testing for the Glasgow 2014 Games

02, 03, 04 The Sports Medicine Centre at Hampden Park

05 Athletics will take place at Hampden Park, Scotland's National Stadium

Theme 10: Medical Services

- A city and country with centuries of experience in medical research and delivery
- Specialists in sports medicine, physiotherapy and massage and all with major events and elite sports experience
- Allocation of space in the Village, in team areas, specifically for team medical use
- Availability of additional medical staff accredited to CGA delegations
- Doping control in the hands of experienced independent sampling officers
- Efficient and secure transport to the WADA accredited laboratory in London
- Medical services for the accredited Games Family

Always available

The last thing that you want to have to worry about when you travel to somewhere new is what the medical facilities are like. We hope that you never have to worry about that.

However should there be a need, the medical facilities in and around Glasgow are impressive. Which is what you would expect from a country that trains doctors and nurses from across the world. We have a range of world class medical facilities outlined below.

Our world class medical staff will be on hand to help you should you require it – either in one of our hospitals or in the special medical areas in the village.

These practitioners are complemented by a range of experts in sports medicine/physiotherapy and massage. For those CGAs wanting additional support there will be a pool of additional experts whom, if required, will be accredited to their teams.

As with any major Games, we also have to think about doping control. This will be in the hands of experienced, independent personnel. We will analyse samples at the WADA accredited laboratory in London. There will be dedicated transport arrangements in place to make sure that all samples are dealt with quickly, securely and efficiently.

Like everything else with our Games, we want the athletes' minds on their performance.

Hospitals (NHSG&C and Lanarkshire, Feb '05)

Hospital Name	Distance from Commonwealth Games Village (Km)	Number of Beds	List of Departments by speciality	Heavy Equipment
Victoria Infirmary	5	370	E	1
Stobhill General Hospital	7	385	E	1
Gartnavel General	10	419	AS	2
Hairmyres	14	494	#ESCT	2
Monklands	19	478	#ETCS	1
Wishaw	22	633	#ECTS	2
Paisley Royal Alexandra	21	978	#ECT	2
Golden Jubilee (see note below)	16	168 (240 by 2014)	Elective only (will receive Emergency PCI (Primary Cardiac Intervention) from Summer 07)	
Total	8	Total 3,925		

Note – Golden Jubilee will have around 120 cardiothoracic beds, 48 critical care beds, 40 – 60 orthopaedic beds and 25 general beds. Golden Jubilee will also be a receiving unit for emergency cardiology intervention eg Angioplastics.

Note – All Scottish hospitals undertake clinical teaching of undergraduate medical students and post graduates receiving speciality teaching.

Teaching Hospitals (NHSG&C figures Feb '05)

Hospital Name	Distance from Commonwealth Games Village (Km)	Number of Beds	List of departments by speciality*
Glasgow Royal Infirmary	4	776	EBCTR#
Southern General	11	970	ECNT
Western Infirmary	9	440	E,SM
Royal Hospital for Sick Children	9	269	EB
Total	4	Total 2,455	

* including sports medicine, physiology, and biomechanical research laboratories

Type of hospital service	Code letter
Acute Service 24-hour accident and emergency	E
Acute Services/no accident and emergency	A
Non-acute/support services	S
Burns treatment unit	B
Neuro-surgery unit	N
Treatment of contaminated casualties (radiation)	C
Treatment of contaminated casualties (chemical/toxic)	T
Treatment of severely irradiated casualties	R
Sports Medicine	SM

Scottish Ambulance Service resources – Scotland and Glasgow

Resource	Scotland Total	Glasgow Total
Ambulance Paramedic	962	161
Ambulance Technician	1,078	125
Special Operations Response Team (Full Time)	53	17
SORT Trained Staff	383	47
Ambulance Care Assistant	962	178
Ambulance Officers	113	12
Emergency Medical Dispatch Supervisors/Dispatchers/Call Takers	184	75 (West EMDC)
Vehicles Type	Scotland Total	Glasgow Total
Accident & Emergency Ambulances	440	60
Rapid Response Units (Paramedics)	47	7
Patient Transport vehicles (Renault Master/Renault Scenic)	532+33 spare	83+5 spare
SORT/Emergency Support Unit	21	2
Helicopter/Fixed wing	2+4	1+1



01 Strathclyde Police on the beat

02 Strathclyde Fire and Rescue

03 Strathclyde Emergency Services

04 Strathclyde Police Helicopter

05 Strathclyde Police Command Centre at Hampden Park

Theme 11: Security

- A safe country
- Experienced and discreet security provision
- Tried and tested provision through extensive major event experience
- Range and scale of security service able to cope with a multi-sports event and a range of cultural activities in the city at one time
- Experienced and robust command and control structure

Safe and Secure

Scotland is a safe country and Glasgow is a safe city. Our experienced and discreet approach to security means that living in or visiting Glasgow and soaking up the atmosphere of one of the world's great cities is rarely a problem.

With a track record of regularly hosting major sporting, cultural and political events, the police and security services in this country have the knowledge and the capacity to make sure that security is something that will not impinge on the Games experience of competitors, spectators or the media.

Whether it is policing the 60,000 people who attend top flight football each weekend, a rock concert by the Rolling Stones at Hampden Park or the G8 Summit, we know what it takes to deal with big numbers safely and sensibly.

Available police and emergency services

Service/Force	Officers/Personnel	Locations	Equipment/Resources	Additional Resource Capability
Police	7,500 Police Officers 2,700 Support Staff	119 in Glasgow and Strathclyde	Mounted Police Dog Unit Underwater Air Support Firearms Public Order Counter Terrorism Police Marine Unit	2,000 Scottish Police Personnel 6,000 UK Police Personnel 500 Military, Transport and Nuclear Personnel
Fire and Rescue	750 Fire Service Personnel	113 Fire Stations	Full range of fire, chemical and rescue equipment Marine Unit	2,000 additional personnel in Strathclyde – mobilised on a voluntary basis
Ambulance Services	500 Ambulance and Paramedic Staff in Glasgow	Over 200 A&E Vehicles	7 Rapid Response Units 1 Helicopter 1 Fixed Wing Aircraft	500 Ambulances 50 Rapid Response Units 2 Helicopters 4 Fixed Wing Aircraft 3,000 Personnel
British Transport Police	209 Scottish Police Officers 35 Police Staff in Scotland			2,280 UK wide Police Officers 704 Police Staff in the UK

The Armed Forces – Where appropriate, support from the Armed Forces may be sought



Enjoying the atmosphere of the city at the Riverside café at the City Inn Hotel.



The annual Glasgow River Festival

Security experience

Year	Event	Duration of Event	No. of Participants	No. of dignitaries and VIP's (Protected)	No. of attending spectators	No. of Security personnel
Weekly	Ibrox Stadium – Football	1 day	2 teams		50,000	1,000
Weekly	Celtic Park – Football	1 day	2 teams		60,000	1,000
Annually	Hampden Park – Scottish Cup Final – Football	1 day	2 teams		52,000	1,000
Annually	West End Parade and Carnival	1 day	1,000		50,000	200
Annually	Mela Festival – Kelvingrove Park	1 day	500		10,000	100
Annually	Glasgow Hogmanay Party	1 day	N/A		25,000	400
Annually	Glasgow Fireworks Display	1 day	N/A		60,000	250
Annually	Great Scottish Run	1 day	20,000		50,000	300
Annually	World Pipe Band Championships	1 day	20,000		50,000	100
Annually	Tour of Britain – Cycling	1 day	96		5,000	100
Annually	Scottish Golf Open – Loch Lomond	4 days	156		100,000	1,000
Annually	May Day Parade	1 day	5,000		N/A	150
2007	UEFA Cup Final – Hampden Park	1 day	2 teams		52,000	1,500
2006	Celtic v Manchester United – Champions League	1 day	2 teams		60,000	1,000
2006	Scottish Grand National – Horse Racing	1 day	50		16,000	200
2006	Euro 2008 Scotland v France	1 day	2 teams		52,000	1,000
2006	Rolling Stones – Hampden Park	1 day	N/A		50,000	780
2006	Robbie Williams – Hampden Park	2 days	N/A		60,000	760
2006	Bon Jovi – Hampden Park	1 day	N/A		50,000	750
2005	G8 Summit	3 days	N/A	15	Varied eg, Peace March in Edinburgh 100,000	11,500
2005	Special Olympics	7 days	2,500		23,000	200
2005	GB v USSR v USA Athletics Grand Prix	1 day	85		7,000	50
2004	The Open – Golf, Troon	6 days	156		120,000	1,200
2003	Labour Party Spring Conference – SECC Glasgow	3 days	2,000	5	N/A	500
2002	UEFA Champions League Final	1 day	2 teams		52,000	1,500
1999	Scotland v England European Football Championships	1 day	2 teams		52,000	1,500
1997	British Golf Open – Troon	6 days	100		120,000	1,200

01
Strathclyde University
Campus accommodation

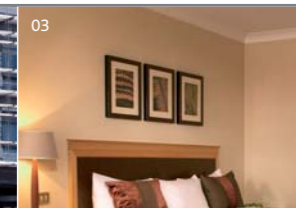
02
The Govan Mbeki
Building at Glasgow
Caledonian
University Campus

03, 05
The Glasgow Hilton
is the Glasgow 2014
flagship hotel

04
The Radisson SAS Hotel

06
The Crowne Plaza
will be reserved for
media accommodation

07
The Hotel du Vin at
One Devonshire Gardens



Theme 12: Accommodation

- Excellent range, number and quality of hotels and university residences
- A 20 minute radius from Games Family Hotel to most venues and Village
- Guarantees on hotel prices in place for 2014
- Exacting standards of accommodation for technical officials
- Five star price promise from accommodation providers, restaurants and clubs in the city

The Games Family Hotel

Like any great city, Glasgow has an abundance of accommodation at all levels. From the top of the range excellence of our hotels, to the affordable convenience of our university accommodation, staying right in the heart of the Games couldn't be easier.

Week in, week out Glasgow hosts some of the biggest conventions and conferences. In fact, we are the fastest growing conference destination in Europe. This has given us a wealth of experience in working with hotels to provide block bookings and price guarantees.

And we will use this experience to best effect during the Games. We have already reserved the vast majority of accommodation in the city for the Games period – and we have made sure that there are guarantees on price which will be in place for 2014.

We want as many people as possible to come to the Games. Making accommodation affordable will make that goal achievable.

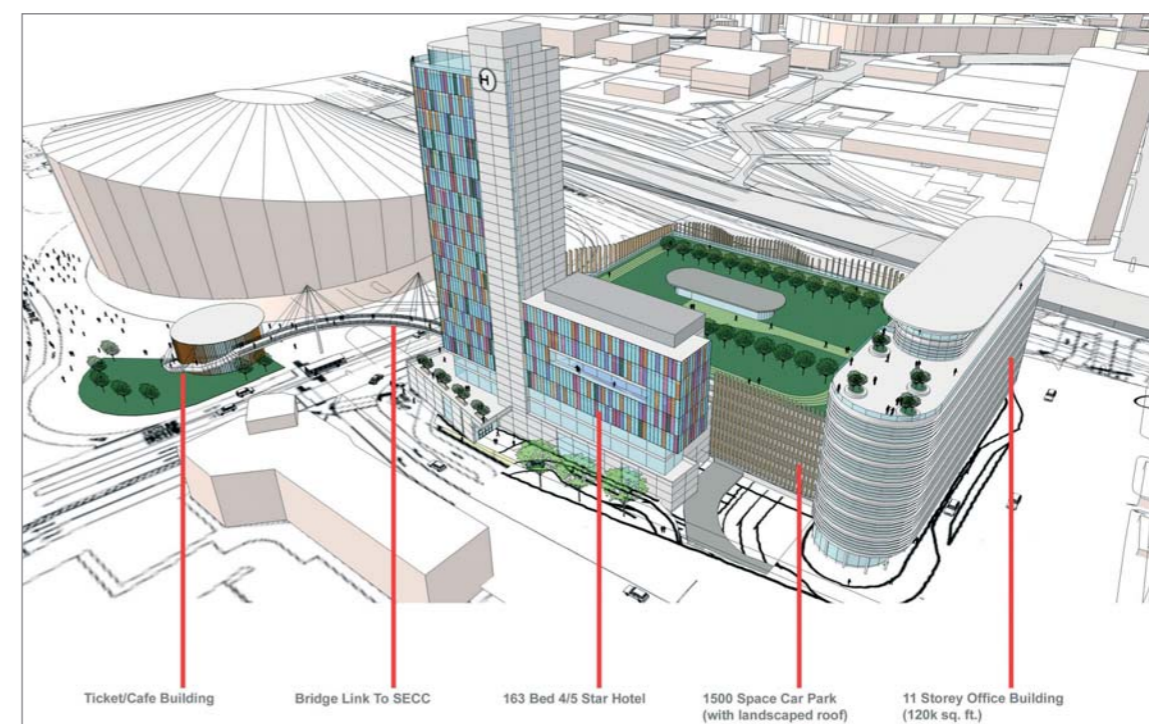


The Hilton is Glasgow's Games Family Hotel

In addition to guarantees on hotel room rates, many restaurants, pubs and clubs have entered into a five-star promise on prices for 2014.



Outdoor café in Merchant City area



Artistic impression of the new 4/5 star hotel proposed for the riverside at the SECC. This would complement the existing three hotels on the same site.



01
Glasgow International
Airport

02
Glasgow's Traffic
Control Centre

03
City cycle path

04
Scotland has a modern,
extensive rail network
offering fast, reliable
public transport
across the country

05
The Clyde Waterbus

06
Friendly customer
service at Glasgow
Central Station

Theme 13: Transport

- An accessible country with three international airports less than one hour from Glasgow city centre
- Glasgow International Airport: 20 minutes to the city centre
- Procedures to ensure efficient and quick passage through airports
- New and additional transport developments:
 - Roads – extensive strategic road system which is being further improved
 - Railways – new stations and links to the airports
 - Airports – extension to and development of existing terminals
 - Dedicated Games route network
 - Network of cycle lanes and footpaths
- Over 60% of Commonwealth nations and territories served by direct flight or one hub transfer
- Robust Games Family and spectator transport plan
- Free public transport – with Games Tickets and for accredited individuals
- Games Transport Delivery Plan, with powers derived from a forthcoming Games Bill
- Safe and efficient public transport systems
- Over 90% of athletes within 20 minutes of their event

A City on the Move

Glasgow is a city that built its name on transport. Ships that were built in the famous Clyde shipyards linked the world and supported the impetus of the industrial revolution. Engines constructed in our works powered the railways which spanned continents and helped to create countries.

It is no surprise then, that a city with this fine tradition has built a transport network fit for the 21st century – one that will make the Games run smoothly and efficiently.

With three international airports within one hour of the city centre – and the main Glasgow International Airport within 20 minutes of the Village – we are an accessible country, an accessible city.

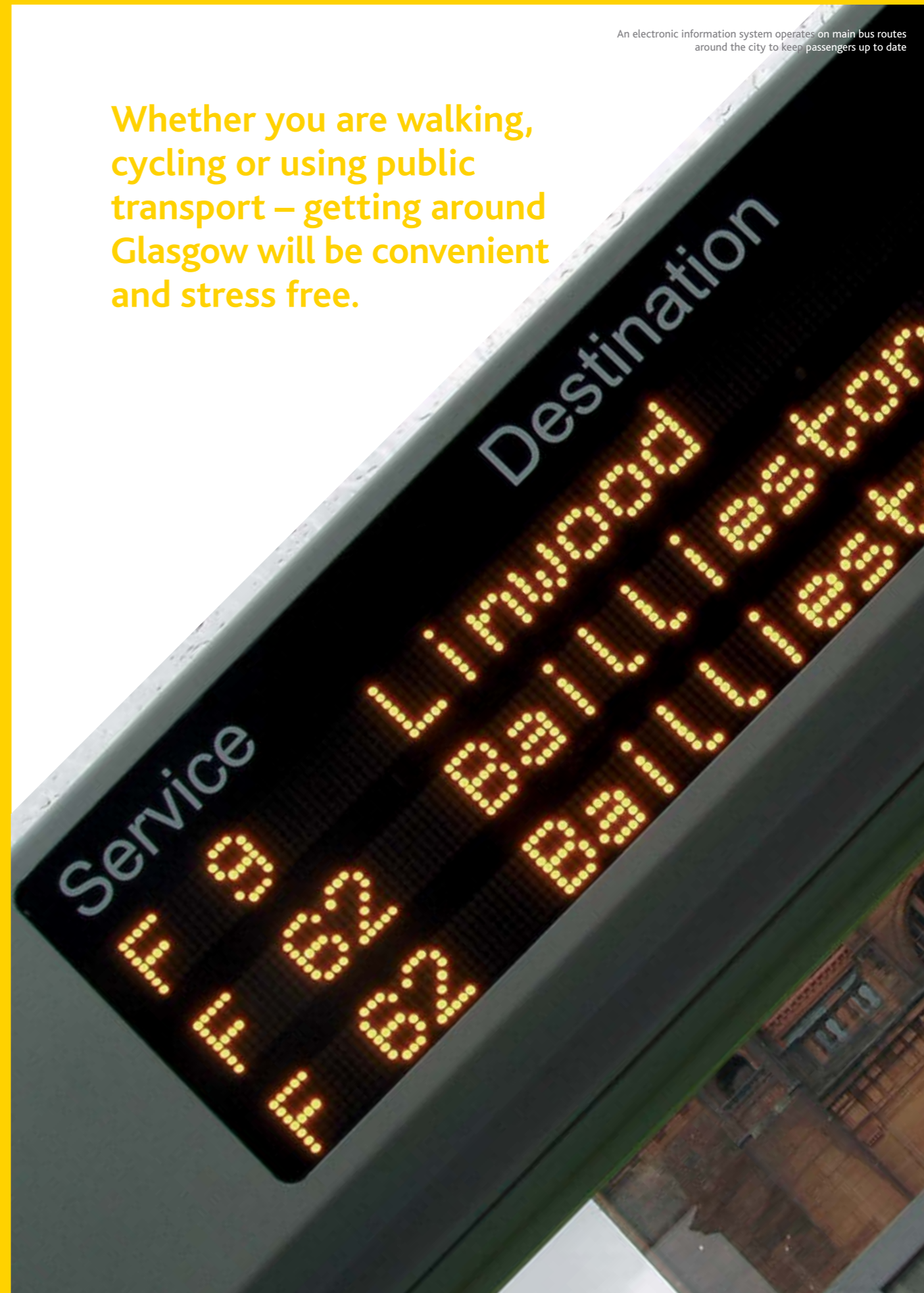
Significant sums of money are being spent to radically improve our already impressive transport infrastructure. New motorways, new trunk roads and new rail lines – including one from the city centre to Glasgow International Airport – will allow us to meet our objective of having the vast majority of venues within 20 minutes of our Village.

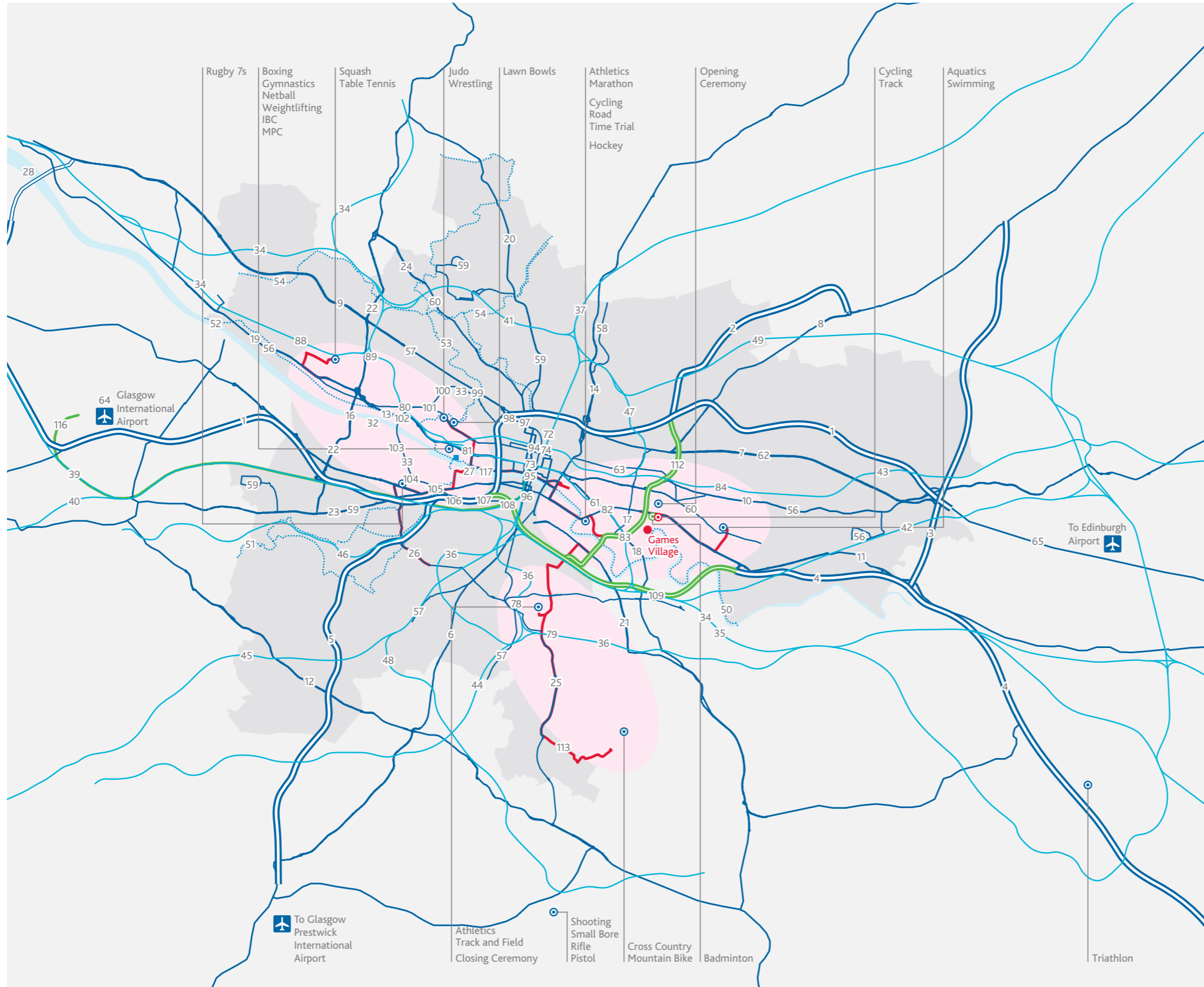
With the largest suburban rail network in the UK outside London, an underground Metro system, park and ride facilities and plans for even more river taxis, our public transport plans mean that there is no need for cars to be at our venues and we can help to ensure that the Games are environmentally sound.

With this abundance of public transport we can go one step further. We will make it free to anyone who has a ticket for that day's Games.

An electronic information system operates on main bus routes around the city to keep passengers up to date

Whether you are walking, cycling or using public transport – getting around Glasgow will be convenient and stress free.





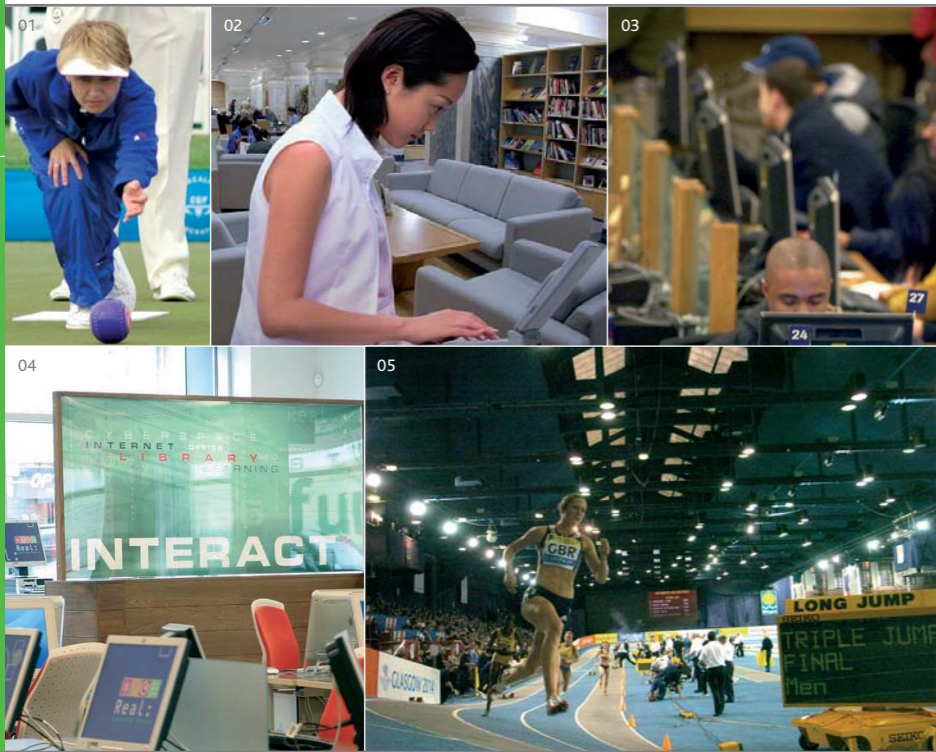
Major Transport Network and Venues

- Key**
- Games Venue
 - Planned Games Venue
 - Proposed Games Venue
 - MPC/IBC
 - Games Village
-
- Motorway
 - Proposed Road
 - Main Road
 - ⋯ Cycle Route
 - Railway/Station
 - Planned Rail Link
 - Underground/Station
 - Games Lane
 - Venue Cluster

Scale: 1:100,000
0m 4,000m



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01
Lawn Bowls will be held at Kelvingrove Bowls Complex

02-04
Glasgow's libraries offer free internet access, using up to date technology including WiFi, in addition to the traditional lending services

05
The most up to date technology available is employed for major sports events in the city

Theme 14: Technology

- Extensive existing infrastructure and additional committed development
- Wireless City
- Strong credentials – International Intelligent Community of the Year 2004
- Cutting edge technology at venues and Village, extensively tried and tested in preparation for the Games
- Efficient accreditation conveniently located at the main airport for the majority of athletes and officials
- With extensive past experience, an ability to handle all new technological change leading up to 2014
- Full technical support for sponsors, media and broadcasting
- 24-hour IT support available to the Games Family and at the Village

The Future is Now

Technology is changing our world – and changing it rapidly. There can be few aspects of our lives that have not been touched by the technological revolution. Scotland as a country has led the charge in this particular revolution. Be it the television or the telephone, the road surface that our cars drive on, or the penicillin that helps us recover when we are ill – our ideas have helped to shape the modern world.

Glasgow today is undergoing a new period of change. A wireless connected city, we continually embrace change and look for new ways to innovate. Our innovation though, is always grounded in practicality. You won't find Scots impressed by gimmicks; we want, thorough tried and tested processes, to deal with things that make life better.

We will apply this principle to the Games. We will use technology to make accreditation easier, to make communicating with home better and buying tickets a simple exercise. This won't be about technology for technology's sake. It will be about doing whatever it takes to help the athletes have the performance of their lives and spectators the time of their lives in our city.

01
The SECC site will host the MPC and IBC

02
The new BBC Scotland Headquarters at Pacific Quay on the south bank of the River Clyde, opposite the SECC

03
An executive room in the Crowne Plaza Hotel on the site of the SECC

04
A BBC live broadcast



Theme 15: Media Operations

- Extensive IBC/MPC with on-site integrated hotel accommodation
- IBC/MPC situated in one of the major venue clusters
- Location adjacent to Scotland's existing 'media village'
- Long-standing experience of broadcasting and covering major events
- Strong partnerships with the BBC and other broadcasters
- Aspirations for broadcasting feeds to all nations and territories
- No press or media restrictions on entry to the country
- National Media Centre for daily and weekly newspapers

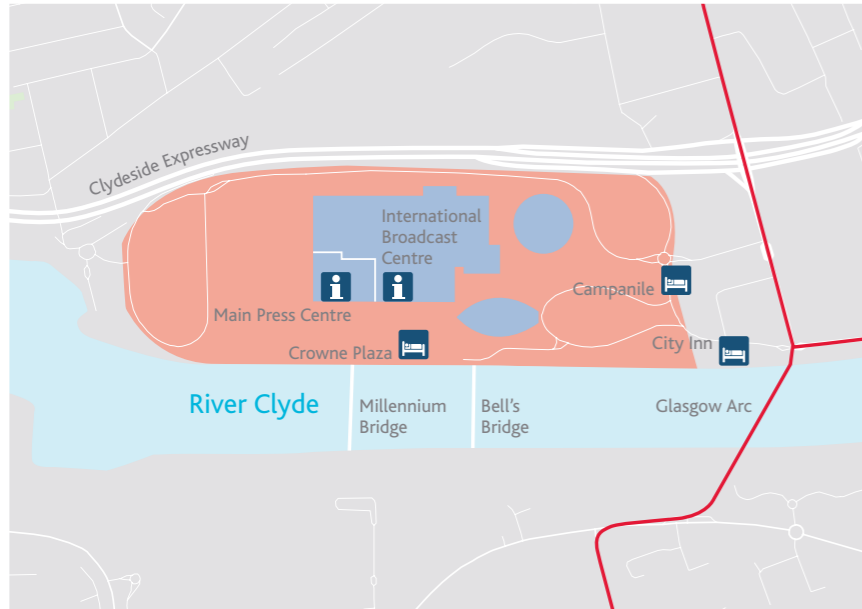
A Window on the World

While we invite as many spectators as possible to come to Scotland for the Games, we realise that not everyone will be able to make the trip. So, if you cannot make it to Scotland, we want to bring Scotland to you.

We will work with broadcasters to make sure that television, radio and internet feeds are available to as many countries as possible. We know the enormous sense of national pride that the Games instil – and we know how hard athletes train for that one moment of glory. We don't want anyone to miss out.

Our plans for the International Broadcast Centre and Main Press Centre will see the media housed in the heart of one of the main venue clusters – part of Glasgow's existing, exciting media village. There are even hotels on the site that will be dedicated to the media.

One thing is clear, if we can take the Games into more homes than ever before, we will be growing the Games and inspiring young people to take up the challenge of sport in all corners of the globe.



SECC Cluster

- Key
- Media Hotels
- MPC/IBC
- Games Lane

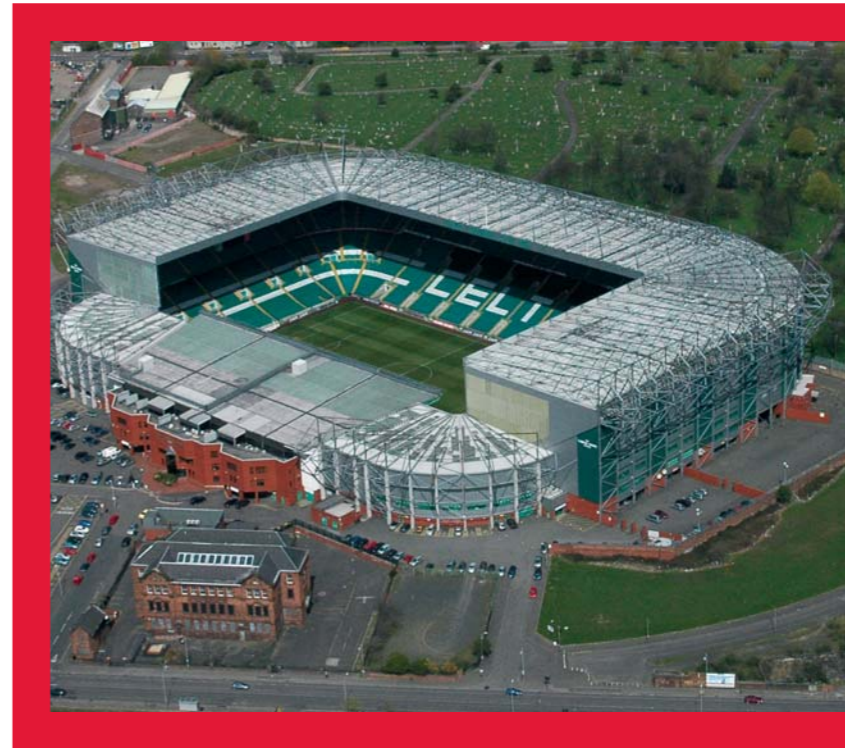
Scale: 1:10,000
0m 200m



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The MPC/IBC will be housed in both permanent and temporary accommodation in the extensive Scottish Exhibition and Conference Centre. The main media hotel (the Crowne Plaza) is on the same site with panoramic views up and down the River Clyde. The whole site lies opposite Scotland's media village on the south side of the river.



If sport runs through the veins of Glasgow and Scotland, culture is our beating heart. A diverse city, Glasgow is a place that knows how to put on a show – and knows what it takes to lift performances from great to outstanding.

Venue for Opening Ceremony, Celtic Park

Theme 16: Culture

- Distinct cultural identity in the country and city
- A vibrant city with strong cultural base in its art galleries, museums, theatres, restaurants, pubs and clubs
- With a large university population, there is an extensive range of entertainment outlets for athletes and officials
- An inclusive, inspirational and enjoyable cultural programme
- With agreement of the CGF, an innovative Opening Ceremony in location and format
- An extensive education programme to link Scotland with all nations and territories in the Commonwealth
- A strong culture of volunteering
- Increased awareness of the Commonwealth in Glasgow and Scotland

The Time of their Lives: The Friendly Games in the Friendly City

In a country steeped in history, tradition and culture it will come as no surprise that we have innovative plans for our Games. The centrepiece of our Opening Ceremony will be the athletes themselves. The Opening Ceremony, so often missed by athletes who are due to compete the next day, will be held within walking distance of the Village at the magnificent Celtic Park stadium.

With the permission of the CGF, we hope to break with tradition and bring the parade of athletes nearer the start of the Ceremony – allowing them to take their deserved accolades, before sitting to watch the show.

We recognise the importance of the Opening Ceremony and as such, we have consulted widely on its potential format with our own athletes and with the CGAs around the world.

Away from the venues, competitors and spectators alike will have the opportunity to find out exactly why this is The Friendly City. From the live sites across our many public parks, to our restaurants, bars, museums and theatres, the Games will primarily be a sports event, but secondly a family party for athletes, officials and spectators alike.

Our 15,000 volunteers will be on hand to offer help, assistance and a smile in that unique Glasgow way.

From the live sites across our many public parks, to our restaurants, bars, museums and theatres, the Games will be a magnificent sports event but also a family party for athletes, officials and spectators alike.

The World Pipe Band Championships is an annual summer event



Students on campus at Glasgow University



Hogmanay celebrations in George Square



The West End Festival is Glasgow's largest cultural festival with more than 400 events taking place over two weeks each June



Princes Square Shopping Complex



Hampden Park, venue for the Closing Ceremony



Glasgow 2014 would like to thank our Major Supporters for their invaluable support during the bidding phase.



We would also like to thank the numerous individuals, organisations and suppliers who have contributed, often on a voluntary basis, to the production of our Candidate City File and our wider efforts to bring the Commonwealth Games to Glasgow and Scotland in 2014.

Text pages are printed on 9 Lives 55 Silk which is produced with 55% recycled fibre.



