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.

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
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 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.

**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
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 of 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.

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.

## 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.
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.
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.

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.

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.

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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’

<table>
<thead>
<tr>
<th>City</th>
<th>Rainfall (mm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glasgow</td>
<td>889</td>
</tr>
<tr>
<td>Kuala Lumpur</td>
<td>2393</td>
</tr>
<tr>
<td>Victoria</td>
<td>Varies from 300mm to 1800mm</td>
</tr>
<tr>
<td>Melbourne</td>
<td>660</td>
</tr>
<tr>
<td>Delhi</td>
<td>714</td>
</tr>
<tr>
<td>Manchester</td>
<td>809</td>
</tr>
<tr>
<td>Auckland</td>
<td>1053</td>
</tr>
</tbody>
</table>

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.

Glasgow has more public parks than any other European City
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.
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.

Projected income from domestic sponsorship

<table>
<thead>
<tr>
<th>Level of Sponsorship</th>
<th>Product Category</th>
<th>Projected income (GBP 2007)</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Level (Highest level of National Sponsor)</td>
<td>1. Insurance</td>
<td>£12 million</td>
</tr>
<tr>
<td></td>
<td>2. Banking</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Transport</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. IT/Communications</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Soft Drinks</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Media</td>
<td></td>
</tr>
<tr>
<td>Second Level</td>
<td>1. Car Provider(s)</td>
<td>£8 million</td>
</tr>
<tr>
<td></td>
<td>2. Supermarket Chain</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Recruitment or other consultants</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Consumer good eg Confectionery</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Utility Company</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. BeerSpirit Company</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7. Financial Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8. Retail eg Shopping Mall/Retail Store</td>
<td></td>
</tr>
<tr>
<td>Third Level</td>
<td>1. AV Services</td>
<td>£3-4 million (Principally VIP)</td>
</tr>
<tr>
<td></td>
<td>2. Furniture and Fittings</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Temporary Structures</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Printing and Publishing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Food and Beverages</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Hotels and Accommodation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7. Transport</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8. Medical Supplies</td>
<td></td>
</tr>
</tbody>
</table>

Proposed ticket price ranges (2007 prices)

<table>
<thead>
<tr>
<th>Sport/Event</th>
<th>A Price Level</th>
<th>B Price Level</th>
<th>C Price Level</th>
<th>D Price Level</th>
<th>Discounted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Ceremony</td>
<td>£175</td>
<td>£150</td>
<td>£75</td>
<td>£50</td>
<td>£30</td>
</tr>
<tr>
<td>Closing Ceremony</td>
<td>£175</td>
<td>£150</td>
<td>£75</td>
<td>£50</td>
<td>£30</td>
</tr>
<tr>
<td>Lawn Bowls</td>
<td>£45</td>
<td>£25</td>
<td>£13</td>
<td>£6</td>
<td>£3</td>
</tr>
<tr>
<td>Aquatics – Swimming</td>
<td>£90</td>
<td>£60</td>
<td>£40</td>
<td>£25</td>
<td>£15</td>
</tr>
<tr>
<td>Aquatics – Diving</td>
<td>£45</td>
<td>£25</td>
<td>£13</td>
<td>£6</td>
<td>£3</td>
</tr>
<tr>
<td>Athletics</td>
<td>£40</td>
<td>£25</td>
<td>£13</td>
<td>£6</td>
<td>£3</td>
</tr>
<tr>
<td>Rugby 7s</td>
<td>£40</td>
<td>£25</td>
<td>£13</td>
<td>£6</td>
<td>£3</td>
</tr>
<tr>
<td>Netball</td>
<td>£25</td>
<td>£15</td>
<td>£10</td>
<td>£6</td>
<td>£3</td>
</tr>
<tr>
<td>Running</td>
<td>£45</td>
<td>£25</td>
<td>£13</td>
<td>£6</td>
<td>£3</td>
</tr>
<tr>
<td>Cycling</td>
<td>£40</td>
<td>£25</td>
<td>£13</td>
<td>£6</td>
<td>£3</td>
</tr>
<tr>
<td>Cycling – Mountain Bike</td>
<td>£10</td>
<td>£10</td>
<td>£10</td>
<td>£10</td>
<td>£10</td>
</tr>
<tr>
<td>Cycling – Time Trial</td>
<td>£10</td>
<td>£10</td>
<td>£10</td>
<td>£10</td>
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<tr>
<td>Cycling – Road</td>
<td>£10</td>
<td>£10</td>
<td>£10</td>
<td>£10</td>
<td>£10</td>
</tr>
<tr>
<td>Gymnastics</td>
<td>£45</td>
<td>£25</td>
<td>£15</td>
<td>£6</td>
<td>£3</td>
</tr>
<tr>
<td>Hockey</td>
<td>£45</td>
<td>£25</td>
<td>£15</td>
<td>£6</td>
<td>£3</td>
</tr>
<tr>
<td>Shooting – Clay Target</td>
<td>£45</td>
<td>£25</td>
<td>£15</td>
<td>£6</td>
<td>£3</td>
</tr>
<tr>
<td>Shooting – Full Bore</td>
<td>£45</td>
<td>£25</td>
<td>£15</td>
<td>£6</td>
<td>£3</td>
</tr>
<tr>
<td>Shooting – Pistol and Small Bore</td>
<td>£45</td>
<td>£25</td>
<td>£15</td>
<td>£6</td>
<td>£3</td>
</tr>
<tr>
<td>Squash</td>
<td>£45</td>
<td>£25</td>
<td>£15</td>
<td>£6</td>
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<tr>
<td>Table Tennis</td>
<td>£45</td>
<td>£25</td>
<td>£15</td>
<td>£6</td>
<td>£3</td>
</tr>
<tr>
<td>Triathlon</td>
<td>£10</td>
<td>£10</td>
<td>£10</td>
<td>£10</td>
<td>£10</td>
</tr>
<tr>
<td>Weightlifting</td>
<td>£25</td>
<td>£15</td>
<td>£10</td>
<td>£5</td>
<td>£3</td>
</tr>
<tr>
<td>Judo</td>
<td>£25</td>
<td>£15</td>
<td>£10</td>
<td>£5</td>
<td>£3</td>
</tr>
<tr>
<td>Wrestling</td>
<td>£25</td>
<td>£15</td>
<td>£10</td>
<td>£5</td>
<td>£3</td>
</tr>
</tbody>
</table>

Note: The Closing Ceremony will take place immediately following the last session of athletics.
Examples of Glasgow 2014 Major Supporter promotional activity

1. A vinyl bus wrap by First Group
2. The First Glasgow 2014 Bid Train
3. On-pack promotion by Highland Spring
4. Highland Spring have branded their fleet of delivery vehicles
5. Sporting Heroes exhibition organised by O2
6. Clydesdale Bank have used press and TV advertisements to promote the Bid
7. Artwork for the Clydesdale Bank head office building wrap

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% 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.

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

Theme 6: Marketing

- Glasgow 2014 Commonwealth Games Candidate City File
- Summary Document
- Sport and Venues

Theme 7: Art, Design and Archives

- Examples of Glasgow 2014 Major Supporter promotional activity

Theme 9: Governance

- World Class Venues for a World Class Event
- World Class Venues for a World Class Event

Theme 10: International Relations

- Artwork for the Clydesdale Bank head office building wrap
- World Class Venues for a World Class Event

Theme 11: Sustainability

- Artwork for the Clydesdale Bank head office building wrap
- World Class Venues for a World Class Event
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.
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.

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

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
- 100% new build for the Games
- 90% of venues within a 20 minute drive
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

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

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

Post Games:
Lounge/Dining
Kitchen
3 Double bedrooms (1 en-suite)
Bathroom and WC
Storage
Garage
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, C-14
- Efficient and secure transport to the WADA centre at Hampden Park
- Allocation of space in the Village, in team areas, C-14

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. These practitioners are complemented by a range of experts in sports medicine/physiotherapy and massage. These practitioners are complemented by a range of experts in sports medicine/physiotherapy and massage.

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 accredited laboratory in London. We will analyse samples at the accredited laboratory in London. We will analyse samples at the accredited laboratory in London.

Like everything else with our Games, we want the athletes’ minds on their performance. Like everything else with our Games, we want the athletes’ minds on their performance. Like everything else with our Games, we want the athletes’ minds on their performance.
Available police and emergency services

<table>
<thead>
<tr>
<th>Service/Force</th>
<th>Officers/Personnel</th>
<th>Locations</th>
<th>Equipment/Resources</th>
<th>Additional Resource Capability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police</td>
<td>7,500 Police Officers</td>
<td>119 in Glasgow and Strathclyde</td>
<td>Mounted Police Dog Unit, Air Support, Public Order, Counter Terrorism Police Marine Unit</td>
<td>2,000 Scottish Police Personnel, 6,000 UK Police Personnel, 500 Military, Transport and Nuclear Personnel</td>
</tr>
<tr>
<td>Fire and Rescue</td>
<td>750 Fire Service Personnel</td>
<td>113 Fire Stations</td>
<td>Full range of fire, chemical and rescue equipment, Marine Unit</td>
<td>2,000 additional personnel in Strathclyde – mobilised on a voluntary basis</td>
</tr>
<tr>
<td>Ambulance Services</td>
<td>500 Ambulance and Paramedic Staff in Glasgow</td>
<td>Over 200 A&amp;E Vehicles, 17 Rapid Response Units, 1 Helicopter, 1 Fixed Wing Aircraft</td>
<td>500 Ambulances, 90 Rapid Response Units, 2 Helicopters, 4 Fixed Wing Aircraft, 2,000 Personnel</td>
<td></td>
</tr>
<tr>
<td>British Transport Police</td>
<td>209 Scottish Police Officers</td>
<td>35 Police Staff in Scotland</td>
<td>2,280 UK wide Police Officers, 704 Police Staff in the UK</td>
<td></td>
</tr>
<tr>
<td>The Armed Forces</td>
<td></td>
<td></td>
<td></td>
<td>Where appropriate, support from the Armed Forces may be sought</td>
</tr>
</tbody>
</table>

**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.

**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

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

The annual Glasgow River Festival.
Security experience

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

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.

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 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.
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.

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

To Edinburgh Airport

To Glasgow Prestwick International Airport

Aquatics

Swimming

Opening Ceremony

Cycling

Track

Badminton

Cross Country

Mountain Bike

Triathlon

Athletics

Track and Field

Closing Ceremony

Rugby 7s

Boxing

Gymnastics

Netball

Weightlifting

IBC

MPC

Squash

Table Tennis

Judo

Wrestling

Lawn Bowls

Athletics

Marathon

Cycling

Road

Time Trial

Hockey

Shooting

Small Bore

Rifle

Pistol

Games Village

64 34 52 56 88

16 22 59 23 59

51 45 12 46 26 36

59 1 36 46 78 79 57 25 38 44 6 9

28 116 39 40

20 60 22 89 57 53 100 101 102 103 104 105 106 108 107 96 98 97 72 94 74 95 117 112 84 10 60 61 82 83 17 18 21 109 34 35 50 400 113 28 80 32 34 27 81 33 99 80 32 54 41 59 57 315
The SECC site will host the MPC and IBC.

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

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

A BBC live broadcast.

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.

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.

A Window on the World

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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

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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.

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.

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
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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.
PEOPLE
PLACE
PASSION

Glasgow 2014 Commonwealth Games
Candidate City File
Summary Document