Foreword

The Glasgow 2014 Commonwealth Games will be Scotland’s biggest ever festival of sport and culture. The 6,500 athletes and team officials from the 71 nations and territories of the Commonwealth competing in the Games will be joined by members of the Commonwealth Games Family, the media and tens of thousands of spectators for 11 unforgettable days.

Glasgow 2014’s vision is to stage an outstanding, athlete centred and sport focused Games of world-class competition which will be celebrated across the Commonwealth, generate enormous pride in Glasgow and Scotland, and leave a lasting legacy.

Transport is a crucial element in the success of any major sporting event. Our aim is to facilitate the seamless movement of our various client groups between venues. In particular, we want to ensure that the athletes are competing, not commuting.

With existing facilities upgraded, new venues built and significant infrastructure improvements all completed well in advance of the Games, our aspiration is to have transport in and around Games sites that is safe, secure, reliable and accessible.

Our goal is for athletes, spectators and other visitors to come to Glasgow and Scotland and see the city and the nation at its best. We also want to ensure Glasgow stays open for business at Games Time, while accepting that this will not be business as usual.

This revised and final Transport Strategic Plan explains how we will make that happen.

We have learned from previous Commonwealth Games, the London 2012 Olympic and Paralympic Games and other major international events, and we have worked closely with our transport stakeholders to ensure that we have the best possible system in place this summer.

If you haven’t done so already, we would encourage you to get ready for the Games and finalise your own preparations. With our plans in place, we look forward to welcoming the world to Glasgow for the XX Commonwealth Games.

Kind regards
David Grevemberg, CEO
1 The Glasgow 2014 Commonwealth Games

1.1 The Transport Strategic Plan

The XX Commonwealth Games is an international multi-sport event involving 71 teams of athletes from the Commonwealth of Nations.

This summer, the Games will be held from 23 July–3 August 2014 and will bring together thousands of elite athletes, friendly volunteers and excited spectators to join an incredible festival of sport and culture.

261 Gold medals will be won in 17 sports at 13 venues across 11 days. More than 6,500 athletes and officials from 71 nations and territories, and up to 15,000 Clyde-sider volunteers, will join together in celebration with the residents of Glasgow and up to one million ticketholders from around the world. For the first time in Commonwealth Games history there will be five fully-integrated para sports, with 22 medal events.

23 July–3 August 2014 and will bring together thousands of elite athletes, friendly volunteers and excited spectators to join an incredible festival of sport and culture.

Chapter 10 describes the road events and the impact they will have on the transport systems in the city. These events include Athletics (Marathon), Cycling (Road and Time Trial) and the Queen’s Baton Relay.

2010 Commonwealth Games to further inform our plans. However, it became clear that the operations delivered in support of Delhi 2010 were so different to those planned for Glasgow – in terms of culture, scale and scope – that any refresh based on this experience would not be pertinent to Glasgow.

The first version of the Transport Strategic Plan outlined a provisional intention for an updated prior to this version; using the experience of the Delhi 2010 Commonwealth Games to further inform our plans. However, it became clear that the operations delivered in support of Delhi 2010 were so different to those planned for Glasgow – in terms of culture, scale and scope – that any refresh based on this experience would not be pertinent to Glasgow.

This final version now includes developments based on both the observations of, and lessons gained from, London 2012.

The plan outlines the transport strategy for the Games, and describes the objectives that it aims to meet and the principles of the transport operations for the various members of the Games Family. These members have been combined into client groups according to transport needs. Each client group, described in chapter 2, will be assigned a specific level of service.

All modes of transport, venue-specific operations and planned transport infrastructure are also described.

1.2 The Games Act

This update of the Transport Strategic Plan has been prepared by Glasgow 2014 Limited, with the support of all key stakeholders, in accordance with the Commonwealth Games Federation’s (CGF’s) Transport Games Manual guidelines.

1.3 Document revisions

The plan will address the provision of safe, secure, reliable and accessible transport to ensure Games Family members and spectators, including people with a disability, have suitable transport facilities available to them. In order to provide this:

– vehicles will be modern, efficient, well maintained, comfortable and tailored to passenger access needs;
– schedules will be designed to ensure a service frequency matching passenger demand;
– drivers will be trained to provide a high quality of service and support; and
– routes will be planned to ensure frequent, predictable journey times on well monitored roads combined with breakdown and emergency support.

Around one million spectator tickets went on sale to the general public, a figure approximately equal to the population of the Greater Glasgow area. This comparison demonstrates the scale of the transport challenge being faced.

1.4 Document structure

Chapter 2 presents background information on the Commonwealth Games, including key dates, venue information and a description of the client groups.

Chapter 3 describes the objectives of the Transport Strategic Plan, sources of funding and the roles and responsibilities of those involved. An overview of delivery partners, consultees and stakeholders is given, as well as details of the background schemes required to make the Games a success.

Chapter 4 outlines the transport strategy adopted for the Games, and sets out the transport objectives for both Games Family and spectators.

Chapter 5 summarises Games Family transport and the specific requirements of each group of clients. It also details the Games Route Network (GRN) and how it will operate, and discusses the measures that will be taken to reduce the demand on transport systems and infrastructure during the Games.

Chapter 6 considers the transport requirements of spectators and workforce, and the modes of transport that will be available to them.

Chapter 7 provides detail on the Accessibility Strategy and associated arrangements for the Games.

Chapter 8 provides information on travel demand management; travel advice to business, travel advice to spectators and travel information systems.

Chapter 9 provides venue access plans and the access strategy that will be utilised for each venue during the Games.

Chapter 10 describes the road events and the impact they will have on the transport systems in the city. These events include Athletics (Marathon), Cycling (Road and Time Trial) and the Queen’s Baton Relay.

Chapter 11 outlines the non-competition venues, such as the Commonwealth Games Village (CGV), Games Family Hotels and airports. It also presents information on the Opening and Closing Ceremonies as well as the cultural events that will be held across the city during the Games.

Chapter 12 summarises the arrangements being made for transport security and contingency plans.

Chapter 13 deals with the issues regarding equipment and luggage. It also describes the coordination required with the Logistics Functional Area (FA) to ensure that team and athletes’ luggage and equipment is transported effectively.

Chapter 14 addresses the Glasgow 2014 Sustainability Policy.

Chapter 15 describes the alignment with the transport legacy for the Games.

Chapter 16 describes the consultation process for the transport.
2 Background Information

2.1 Introduction
This chapter provides background information on Glasgow’s bid for the Commonwealth Games, and highlights the scope and scale of the challenge faced by Glasgow in meeting the Games’ transport needs. It presents key dates and provides information on Games venues, events and on the key transport user groups catered for in the Transport Strategic Plan.

2.2 History of the bid
The official Glasgow bid to host the Commonwealth Games in 2014 was launched on 16 August 2005. The bid had three main partners: the Scottish Government, Glasgow City Council and Commonwealth Games Scotland (CGS). A bid team was established to take the bid forward on behalf of the partners.

On 9 May 2007 CGS submitted a Candidate City File to the CGF outlining proposals for the Games. This document included detailed information on a number of Games-related topics including sports, venues, security, finance and transport.

The Organising Committee (Glasgow 2014) was legally established in May 2007 in anticipation of Glasgow being awarded the Games. It is a company limited by guarantee and was established by the Scottish Government, Glasgow City Council and CGS to deliver the Games.

During the summer of 2007, the CGF Executive Committee visited the Candidate Cities. The bid team gave presentations on the bid and hosted tours of the venues and sites associated with the bid.

On 9 November 2007, at the CGF General Assembly in Colombo, Sri Lanka, Glasgow was announced as the Host City.

Immediately following the award, the Scottish Government, Glasgow City Council, CGS and Glasgow 2014 signed the Host City Contract, as required by the CGF. The contract outlines the obligations of the parties to that contract including guarantees from the Scottish Government that commitments given in the Candidate City File will be met.

On 10 June 2008 the Glasgow Commonwealth Games Act 2008 received Royal Assent. The Act put in place legislation to meet the requirements identified in the Host City Contract, providing the legal powers necessary to deliver the Games.

2.3 Key dates
Games Time officially begins two weeks prior to the Opening Ceremony, to be held at Celtic Park on 23 July 2014. Competition will commence on Thursday 24 July 2014 for a period of 11 days, ending with the Closing Ceremony at Hampden Park on Sunday 3 August 2014.

The Commonwealth Games Village (CGV) will accommodate athletes and officials for the duration. It will open to allow arrivals from two weeks prior to the commencement of the Games.

The CGV will remain operational for three further days after the completion of the Games events and ceremonies.

2.4 Competition schedule
Figure 2.1 illustrates an indicative competition schedule for the Games.

2.5 Para-Sports
Twenty-two medal events for para-athletes will be held across the following five sports:

– Aquatics (Swimming)
– Athletics (Track & Field)
– Cycling (Track)
– Lawn Bowls
– Para-Sport Powerlifting
## Competition Schedule

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<th>Aquatics</th>
<th>Dalgety Bay Royal Commonwealth Pool, Edinburgh</th>
<th>Wed 23.07</th>
<th>Thu 24.07</th>
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<td>Cycling</td>
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<td>Glasgow City Cycling Road Courses</td>
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<td>Barry Buddon Shooting Centre, Carnoustie</td>
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2 Background Information

2.6 Competition venues

The Games will be staged at 14 competition and ceremony venues. There will be two venue clusters within the city which will stage the entire sports programme with the exception of Shooting, Aquatics (Diving) and the Triathlon, which will be held at satellite venues. The venue clusters are:

East cluster:
- Emirates Arena, including the Sir Chris Hoy Velodrome
- Glasgow National Hockey Centre
- Tollcross International Swimming Centre
- Celtic Park
- Cathkin Braes Mountain Bike Trails
- CGV

West cluster:
- Scottish Exhibition and Conference Centre (SECC) Precinct
- Kelvingrove Lawn Bowls Centre
- Scotstoun Sports Campus
- Glasgow Green Precinct
- Hampden Park
- Ibrox Stadium
- Strathclyde Country Park

Figure 2.2 shows the geographical location of each of the competition venues in the city and their arrangement by cluster.

2.7 Non-competition venues

In addition to the competition venues there will be considerable transport demands generated to and from a number of non-competition venues, including:

- The CGV: Situated in the east cluster, the CGV will provide accommodation for the majority of athletes and officials.
- Satellite villages: Situated in Carnoustie, Dundee and Edinburgh, the satellite villages will accommodate athletes and officials for Shooting events at Barry Buddon Shooting Centre and Diving at the Royal Commonwealth Pool in Edinburgh.
- Celtic Park: Situated in the east cluster, and will host the Opening Ceremony.
- Athlete training venues.
- Media transport mall: Situated within the SECC Precinct in the west cluster, the media transport mall will support the Main Press Centre (MPC)/International Broadcasting Centre (IBC) and the designated media hotels. This will be the main centre of activity for approximately 4,000 accredited media personnel.
- The GFH: For accredited Games Family members, this hotel is situated in Glasgow city centre. Various other hotels will accommodate accredited technical officials and workforce.

Other key non-competition venues will include main spectator transport centres such as Glasgow Airport, Glasgow Central and Glasgow Queen Street train stations and Buchanan Street Bus Station, as well as cultural venues across the city.
2 Background Information

2.8 Description of the Games Family

The Games Family includes around 15,000 people representing the organisations that will work together to make the Games happen. These include:

– Athletes and team officials
– Commonwealth Games officials
– Members of the CGF
– Dignitaries and VIPs
– Media
– Sponsors

Transport services will be required for all of these people on any given day throughout the Games.

2.9 Description of the client groups

The client groups to be considered during Games transport planning are:

– Athletes
– Commonwealth Games Association (CGA) delegation members (excluding athletes)
– CGA leadership and guests
– CGF leadership, guests and staff
– Glasgow 2014 leadership and guests
– International Federation (IF) delegation members (technical experts, technical officials, etc.)
– IF leadership, guests and staff
– Media (press, photo and broadcast)
– Future Organising Committee leadership and guests
– Observers
– Security
– Spectators (general)
– Spectators (athletes’ friends and family)
– Spectators (partner VIPs)
– Sponsors’ and partners’ leadership and guests
– Sponsors’ and partners’ staff/contractors
– Workforce
3 Roles and Responsibilities

3.1 Introduction

Games Transport services will be safe, secure, reliable and accessible. To achieve this, a programme of engagement and liaison with stakeholders was implemented throughout the planning period, culminating in the creation of a Transport Programme Board to oversee all transport-related operations across Glasgow and Scotland.

The term ‘stakeholder’ includes:
- Statutory consultees under the Commonwealth Games Act 2008
- Delivery partners
- Transport partners
- Non-transport stakeholders

The Glasgow Commonwealth Games Act 2008 requires Glasgow 2014 to consult stakeholders and produce a Transport Strategic Plan based on that consultation. This chapter provides an overview of the stakeholders and each organisation’s roles and responsibilities.

3.2 Strategic objectives for the Games

Glasgow 2014’s objectives for the Games are:
- To support the Scottish Government, Glasgow City Council and CGS in realising their ambitions for legacy from the Games.
- To nurture and harness the enthusiasm of the people of Glasgow and Scotland through engagement.
- To deliver a quality experience in a safe and efficient environment for Games Family and spectators.
- To provide fast, frequent, friendly and accessible transport for spectators.
- To keep Glasgow moving during the Games.
- To stage a sustainable Games.
- To provide an outstanding environment for Games Family and spectators.
- To generate significant commercial revenues to support the public investment in the Games.
- To provide an outstanding environment for Games Family and spectators.
- To work with its partners to deliver first class venues and to operate them effectively and efficiently.
- To stage a sustainable Games.

The transport strategic objectives are defined as follows:
- Deliver safe, secure, reliable and accessible transport for the Games Family.
- Ensure that resilience and flexibility are built in throughout the Transport Strategic Plan.

3.3 Transport overview

The transport strategy has supported the delivery of these objectives by establishing an iterative planning approach and actively developing relationships with delivery partners, stakeholders and consultees.

Experience has been drawn from previous Commonwealth Games Host Cities, such as Manchester and Melbourne, and from London 2012. Information gathered from these events has been fed back into the Glasgow 2014 Transport Strategic Plan. Experience has also been obtained from past multi-sport events such as the 2006 Doha Asian Games; events such as Lanarkshire 2011 International Children’s Games; and from previous sporting events hosted in the city.

Glasgow 2014 is accountable to the CGF in that it must provide the Games Family with specific transport arrangements. The delivery partners have committed to developing plans to fulfil these requirements and create a sustainable legacy.

Several transport infrastructure projects critical to the success of the Games (but not specifically Games-related) were independently funded and delivered by the various delivery and transport partners. The remainder of the infrastructure was funded and delivered directly by the delivery partners for the purposes of the Games. Glasgow 2014 has monitored all projects and worked closely with the stakeholders to incorporate these developments into the strategic planning.

The transport planning objectives are:
- Provide a low carbon transport system for the Games.
- Leave a positive legacy in terms of a continued shift towards sustainable modes of transport.
- Provide a Games transport system that offers value for money.

Further to the strategic and planning objectives, Games Family transport has been developed according to the following Games Time operational objectives:
- Ensure that the Glasgow 2014 Transport Strategic Plan meets the needs of each client group.
- Ensure that the Glasgow 2014 Transport Strategic Plan meets the needs of each client group.
- Provide separate fleets and organisational arrangements for each client group.
- Deliver a robust GRN, incorporating priority and traffic control measures, which ensures minimum and reliable journey times are achieved.
- Keep routes free of congestion via the utilisation of spare network capacity during the school holiday period combined with active route management.

3.5 Games responsibilities

There are several key organisations committed to delivering a successful Games and to securing a lasting legacy from the Games:
- The Scottish Government is responsible for most of the issues of day-to-day concern to the people of Scotland. It provides 80% of the public funding for the Games and has two representatives on the Board of the Organising Committee. The Scottish Government is also responsible for ensuring that all the necessary legislative measures are taken, ensuring delivery of major infrastructure projects already planned, and has overall responsibility for security at the Games.
- Glasgow City Council is a unitary local authority and contributes 20% of the public funding for the Games. It has two representatives on the Board of the Organising Committee.
- The CGF is a non-profit organisation that is responsible for the direction and control of the Commonwealth Games movement; and is represented on the Board of the Organising Committee.
- CGS is the national sporting body responsible for selecting a Scottish team to enter each Commonwealth Games. It is also responsible for initiating and forming any bid made by Scotland to host the Commonwealth Games. It has two representatives on the Board of the Organising Committee.
3 Roles and Responsibilities

3.6 Glasgow 2014

Glasgow 2014 Ltd is the company formed to operate as the Organising Committee, and is limited by guarantee. Its Executive Board includes representatives from local industry, Scottish Government, Glasgow City Council, athletes, the CGF, CGS and independent bodies.

It is responsible for developing and implementing a Transport Strategic Plan and for ensuring that Games transport operational requirements are implemented. The organisational structure for the Glasgow 2014 Games is shown in figure 3.1.

3.7 Consultees

The Glasgow Commonwealth Games Act 2008 requires Glasgow 2014 to consult with the following on transport matters:

– Scottish Government Ministers
– Every council in whose area a Games location is situated
– The Chief Constable of Police Scotland and the Chief Constable of the British Transport Police
– Any other person deemed appropriate by Glasgow 2014

3.8 Games delivery partners

The Games will be organised and delivered by the following organisations working in partnership:

– The Scottish Government
– Glasgow City Council
– CGS
– Glasgow 2014 Ltd

Transport strategy and operational planning has been developed and progressed by the delivery partners under the auspices of the Transport Programme Board.

3.9 Transport partners

Several bodies, companies and organisations with transport powers or responsibilities will assist the delivery partners in preparing the Transport Strategic Plan, including:

– Glasgow City Council
– Transport Scotland the Scottish Government’s National Transport Agency
– Strathclyde Partnership for Transport (SPT)
– Local Authorities hosting Games venues
– Network Rail
– Train operating companies
– Glasgow Airport Limited
– Bus operators
– Taxi operators
– Other Local Authorities
– Police forces (including British Transport Police)

Each transport partner has nominated a key contact who attends regular working group or steering group meetings, where aspects of the transport infrastructure and Transport Strategic Plan are discussed. As the Transport Strategic Plan has evolved, the various partners’ involvement has grown and, accordingly, meeting frequencies have increased. The transport partners will play a key role in delivering the transport needed for the Games as set out in the Transport Strategic Plan.

Fig 3.1 Glasgow 2014 Commonwealth Games high level governance structure
3 Roles and Responsibilities

3.10 Non-transport stakeholders
In addition to partners with a transport remit, the delivery partners have worked with other external stakeholders. Input and comment has been sought from a variety of bodies during the consultation process including:
- Emergency services
- Clyde Gateway Urban Regeneration Company
- Private sector businesses and organisations
- Communities living in areas affected by the Games
- Disability groups
- Volunteer organisations
- Interest groups

3.11 Transport Command, Control, Coordination (C3) arrangement
A number of transport agencies are working together to deliver the Games transport C3 solution. Their roles and responsibilities are set out below in a Joint Partner Transport C3 structure.

At the overview level
- A Transport Programme Board has been established to coordinate both the planning and operation of the Games transport solution. It will provide guidance and decision making relating to transport across all partners. It will provide representation to the Glasgow 2014 Executive Committee for all transport matters.

At the tactical level
- In addition to the partners' existing operations centres, a TCC will be co-located with Glasgow City Operations in Eastgate on London Road. This centre will coordinate Games-related transport operational activities.

Local deployment
- Transport Programme Board partners' operational roles and responsibilities are to be responsible of the delivery and management for operations in line with their current responsibilities.

3.12 Commonwealth Games Village (CGV) and venues planning
The CGV in Dalmarnock will provide accommodation for approximately 6,500 athletes and officials during the Games. Post-Games, it will provide a legacy of 400 homes for rent, 300 homes for sale and a 120-bed care home

The CGV was officially handed over to Glasgow 2014 on 13 January 2014, and Games overlay works will continue on site until the opening on 8 July 2014. The overlay works will include the closure of Springfield Road, from London Road to Dalmarnock Road, to meet security requirements. Servicing of the CGV before and during the Games will be from Dalmarnock Road via Birkwood Street. The security and servicing arrangements will result in traffic restriction in the residential areas adjacent to the village. It is anticipated that the restriction will be removed by September 2014.

Construction works will recommence on site following the Games and is scheduled to be completed by April 2015. Adoption of the roads and footpath network and the street lighting will follow completion of the construction works.
3 Roles and Responsibilities

3.13 Non Games related transport schemes

Several transport infrastructure projects critical to the success of the Games have been funded by the Scottish Government, Glasgow City Council and other transport bodies. Completion of these projects (known as background schemes) was guaranteed to the CGF during the bid process. They include:

- Completion of the M74 extension
- East End Regeneration Route (now Clyde Gateway)
- Dalmarnock Station upgrade
- Completion of the M80 between Stepps and Haggs
- Airdrie to Bathgate rail link

The transport delivery partners ensured that these schemes were completed in time to be incorporated into Games transport proposals.

Additional projects (detailed in chapter 15) have also been progressed.

3.14 Games funding

The Games budget is funded by the public sector, and from revenue raised by Glasgow 2014 through sponsorship, ticket sales and other commercial ventures. Public sector funding is provided by the Scottish Government (80%) and Glasgow City Council (20%). The budget available to Glasgow 2014 will include the funding necessary to provide Games Time transport operations.

New transport infrastructure, such as the M74 completion project and the Clyde Gateway, while relevant to Games transport planning, are funded and committed to separately.

Any additional transport infrastructure provided will, where possible, be utilised as a legacy benefit for the city and wider area.

3.15 Health and safety

Transport infrastructure projects have been undertaken to ensure the success of the Games. As with all construction sites in the UK, health and safety is governed by the Health and Safety at Work Act 1974 and the Construction (Design and Management) Regulations 2007.

The delivery partners are committed to ensuring that Games transport projects meet all of the relevant health and safety legislation. Risk assessments will be carried out for any construction sites and appropriate measures adopted to minimise the risk of accidents on Games-related projects.

This theme will continue through to Games Time transport operations.

3.16 Planning and economic policy

The transport strategy outlined in this Transport Strategic Plan has been developed in accordance with wider transport and planning policies. Guidance has been sought from the following documents:

- Glasgow City Plan 2 (2007)
- Scottish Government’s National Transport Strategy (2006)
- SPT’s Regional Transport Strategy (2008)

These policies will be followed and measures implemented for the Games will be monitored to ensure they fit with these policies.
4 Transport Strategy

4.1 Introduction

A successful transport operation is critical to the success of any major sporting event, and the importance of this in the context of Glasgow, was recognised early in the bid proposals, where transport matters featured strongly. The transport strategy, developed by the delivery partners in partnership with the key stakeholders, is based around the guidelines and principles laid out in the CGF Transport Games Manual, which guided the bid process.

This chapter will cover the key aspects of the transport strategy for the Games.

4.2 Transport objectives

The Games transport strategy is focused on the delivery of three strategic objectives:

– Safe, secure, reliable and accessible transport for the Games Family.
– The provision of fast, frequent and friendly transport for spectators.
– Leaving a positive legacy in terms of a continued mode shift towards sustainable modes of transport.
– Providing a low carbon transport system for the Games.

And three planning objectives:

– Providing a low carbon transport system for the Games.
– Leaving a positive legacy in terms of a continued mode shift towards sustainable modes of transport.
– Providing a Games transport system that offers value for money.

4.3 Spectator transport

The spectator transport strategy is based around the concept of a public transport Games.

The strategy focuses on a number of key objectives:

– Deliver 100% of spectator travel to Games venues via all modes of public or sustainable transport.
– Deliver excellent public transport for people with a disability.
– Provide maximum reliable service levels from existing and planned infrastructure.
– Manage spectators’ routes and travel times by origin of trip.

In support of this strategy, each spectator ticket will include funded travel on public transport in the local area on the day of their event. Additionally, parking and access controls will be strictly enforced in the streets surrounding venues in order to meet the Games transport objectives. Transport hubs and city centre shuttles will be used, allowing low emission zones to be established.

The strategy will make maximum use of existing public transport services, which will be enhanced and supplemented, where necessary, to meet spectator demand. Accommodating spectator transport within the existing network will be eased by an annual dip in local public transport patronage which occurs over the period around Games Time, corresponding with the traditional local trades’ fair and school holiday period in Glasgow.

4.4 Games Family transport

Much of the transport strategy for the Games is built around the Games Family and its various client groups, most importantly the athletes and officials. In recognition of the significance of this client group, measures will be employed to ensure more than 90% of athletes will be less than a 20 minute journey from their event, while 50% of the journey times will be under 10 minutes.

To meet the requirements of the CGF, as laid out in the Candidate City Manual, reliable and efficient transport for all accredited Games Family members will be delivered through use of a dedicated vehicle fleet comprising cars, buses, and coaches, to meet each client group’s own transportation requirements.

Scheduled services operated by dedicated bus and coach fleets will run for the duration of the Games in order to provide the majority of transport for the Games Family. In addition, each CGA will be allocated a number of vehicles based on their team size. This fleet, made up of people carriers and estate cars, will mainly be used to assist with transport to training and competition facilities.

There will be a dedicated fleet of cars driven by Clyde-side volunteers, which will provide further transport services for the Games Family.

All members of the Games Family will have access to public transport systems within Glasgow and will be encouraged to make use of these whenever possible.

In order to meet the transport demands of the Games Family, a GRN will be created, which will consist of a network of roads connecting the CGV to all competition and non-competition venues. A wide range of traffic management measures, including dedicated lanes and signal timing alterations, will be implemented on the network to ensure reliable journey times across the city. The route will be further enhanced by traffic signals upgrades, extensive resurfacing works, installation of additional CCTV coverage and the provision of variable message signs (VMS). After the Games, these enhancements will provide benefits for the city.

4.6 Venues

All Games venues are well situated to meet the transport demands generated throughout the Games. New venues are strategically placed close to major planned or existing transport infrastructure, and are designed to maximise access and egress via sustainable methods of transport.

Spectators and workforce will access competition venues in Glasgow via the city’s extensive public transport network. This will be enhanced by dedicated Park & Ride and venue shuttle services, which will deliver spectators to transport hubs located within easy reach of the venue entrance points.

Specific arrangements for accessing satellite venues will be made through liaison with the relevant Local Authorities and transport providers.

4.7 Infrastructure

The transport strategy developed for the Games is based around utilising existing transport infrastructure wherever possible. The strategy also makes use of planned infrastructure projects that, while beneficial to the Games, are being delivered independently as part of a wider transport strategy.

Where Games-specific infrastructure has been introduced, all efforts have been made to ensure it will provide a lasting positive legacy for Glasgow’s transport network, thus helping to achieve best value. Where appropriate, cost-effective temporary traffic solutions have also been utilised.
4 Transport Strategy

4.8 Planning and consultation

The transport delivery partners have developed a plan for communicating with a wide range of stakeholders, as well as relevant Local Authorities, throughout the development of the transport strategy. Through planning and communication, the details of Games routes and alterations to existing services are being communicated to the relevant stakeholders to minimise disruption to the local community. This is discussed in greater detail in chapter 8.

4.9 Test events

While the Games is an event unique in its scale and operation, transport infrastructure enhancements will be in place ahead of Games Time to ensure adequate scope for trials of individual elements of the system during test events.

Ahead of the Games, Glasgow 2014 will test the transport services and related IT systems that will be in use during the Games. The strategy for readiness testing will develop leading up to the Games and will consist of some of the following test events:

- April 2014: FA ‘business as usual’ workstream testing
- May 2014: FA incident scenario testing
- June 2014: desktops and communication review
- July 2014: transport community testing

4.10 Sustainability

Sustainability has been an integral part of the transport strategy from the beginning of the planning process. This is reflected in the following deliverables:

- Hosting a public transport Games, with an aim to convey 100% of spectators to the Games by public transport, walking and cycling.
- Providing access to public transport within Glasgow to all spectators, workforce and Games Family.
- Maximising use of existing transport infrastructure to fulfil the transport strategy.
- Promoting active travel (walking and cycling).

4.11 Transport challenge

The Games presents a major challenge for transport in Glasgow. However, the city is well placed to adapt in order to and cope with the demands that will be placed upon it. As a result of decades of investment, Glasgow has one of the most extensive public transport systems in the UK. It also enjoys a culture of public transport use that results in a high proportion of motorised trips in the city being completed by bus, train or Subway. Glasgow’s rail network offers excellent connectivity, not only to the immediate surrounding area, but also to the rest of Scotland and the UK. The Glasgow bus network is extensive in its provision and stable in terms of the routes served. The delivery partners are investigating public transport options for venues outside of Glasgow and will work to implement the necessary provisions along with any required service enhancements.

During preparation of transport plans for the Games, in-depth transport modelling has been used to develop and evaluate the transport systems put in place to meet the generated demand.

Ongoing close liaison between the transport partners has produced positive outcomes, and has built on existing relationships to ensure robust solutions are being delivered to address Games Time transport requirements; details of which are given in later chapters.
5 Games Family Transport

5.1 The Games Family
The Games Family is the name used to describe the wide range of accredited personnel involved with the Commonwealth Games. The individual groups who make up the Glasgow 2014 Games Family are:
- CGAs, including athletes and team officials
- The CGF
- Glasgow 2014 Organising Committee
- Technical officials
- IFs
- Sponsors
- Accredited media
- Glasgow 2014 workforce

5.2 The Host City Contract
The Host City Contract defines the relationship between the CGF and Glasgow City Council, the Scottish Government, Glasgow 2014 and CGS. Under its terms, Glasgow 2014 is required to provide transport for the Games Family during Games Time, and to ensure it operates reliably between all Games venues. The detail of the transport provision will be delivered through the development of a number of Service Level Agreements between the Glasgow 2014, the CGF and the respective client groups.

5.3 Accreditation
Games Time transport provision for Games Family will vary according to transport accreditation. Service Level Agreements have been developed to define the transport provisions allocated to each client group.

This section provides an overview of the various Games Family client groups that will require transport and an outline of each group’s transport provision.

5.4 Commonwealth Games Associations (CGAs)
CGAs are the organisations responsible for preparing, selecting and sending a team to participate in the Commonwealth Games. There are 71 CGAs, each representing one of the participating nations and territories.
Transport of the CGA members, particularly the athletes and team officials, is critical to a successful Games, with prompt and punctual services which comply with competition schedules as absolute essentials. Few Games Time operations are more important than ensuring athletes arrive at venues in ample time for competing. As such, these clients will be given the highest priority in terms of journey planning and service specification. There will be approximately 4,500 athletes competing at the Games, accompanied by around 2,000 team officials. In addition to this, each of the CGAs will send a number of representative delegates.

The transport delivery partners will provide safe, secure, reliable and accessible transport for the athletes and team officials in the form of dedicated bus and coach services. These scheduled services will run on a frequent basis from a transport mall in the COV to all competition and training venues. In addition to the scheduled services, each CGA will be assigned a number of vehicles based on their overall team size. These will consist of MPVs and cars.

Accredited CGA officials and dignitaries will have access to Games transport according to the transport privileges defined within the CGF Accreditation Matrix.

Accredited athletes and officials will have access to public transport around the city for the duration of the Games.

5.5 Commonwealth Games Federation (CGF)
The CGF client group consists of CGF Executive Board, committees and staff, members of the Royal Family, Sovereigns, Heads of State, dignitaries and distinguished guests.
The CGF client group will primarily be transported around the city by a dedicated vehicle fleet. CGF members will also have access to a general pool of cars and MPVs allocated on either a pre-booked basis, or an on-demand service available at competition venues and key locations at set times.

CGF members will also have access to public transport within the city.

5.6 Technical officials
The rules of every competition event will be administered by technical officials. There will be approximately 1,200 technical officials at the Games, and they will be transported between their accommodation and events using a fleet of pre-booked buses which are scheduled in accordance with the competition schedule.

Technical officials will also have access to public transport within the city for the duration of the Games.

5.7 International Federations (IFs)
Each one of the 17 sports on the Games programme is administered by a global governing body, known as an IF, which approves the field of play. For example, Judo is represented by the International Judo Federation. The IF client group consists of presidents, secretaries general, technical delegates and staff. Transport will be in accordance with the transport privileges defined within the CGF Accreditation Matrix.

All members of the IF client group will have access to the public transport system across Glasgow for the duration of the Games.

5.8 Sponsors
A significant number of sponsors and their guests are expected to attend the Games. The delivery partners will make available a fleet of buses, mini-buses, coaches and cars for hire by sponsors for their use in attending events at the Games.
Chairmen, CEOs, certain staff and guests of major sponsors will have access to transport as defined within the CGF Accreditation Matrix.

5.9 Accredited media
It is estimated there will be approximately 4,000 accredited media personnel in attendance during the Games. The media transport mall, situated next to the MPC/IBC, will be at the centre of media transport operations. Regularly scheduled media bus services will operate between the transport mall, competition venues and accommodation sites.

As well as the Games-specific transport services, all accredited media personnel will have access to public transport around the city.

5.10 Glasgow 2014 workforce
For the duration of the Games, all Glasgow 2014 workforce will be encouraged to travel to their places of work via public transport and using other sustainable methods. Occasions will arise where supplementary services will be required to ensure delivery of essential staff to and from work places; namely early in the morning or late at night when public transport services are restricted.

To assist members of the workforce in planning their journeys, each individual will be supplied with venue-specific transport information online via the relevant portals.

Further details on the transport strategy for Glasgow 2014 workforce can be found in chapter 6.
5 Games Family Transport

5.11 Bus vehicle fleets

The Games Family bus and coach fleet is being sourced through First Games Transport, a subsidiary of FirstGroup plc – the largest privately-owned public transport company in the world. First Games Transport will supply vehicles and drivers through its own internal resources and its established network of subcontractors. All vehicles sourced for use at the Games will be of an acceptable age and standard, with agreed parameters set regarding accessibility and emissions levels. When sourcing the buses and coaches, their specifications focus on safety, comfort, reliability, fuel efficiency and noise and emissions levels. All buses and coaches will receive a pre-Games maintenance inspection to confirm these standards are being met prior to the fleet being assembled for Games use.

5.12 Bus depots and garaging

The Games Family bus depots are strategically located to provide coverage to all official Games venues. They contain all of the facilities necessary to maintain the fleet to the highest standard as well as providing for the wellbeing of the drivers. The depots will adhere to all the safety and security criteria required to ensure operation throughout the duration of the Games.

The Games Family bus depot is located on Cathcart Road on the south of the River Clyde, near the city centre. Additional depots are being utilised to support the Diving events in Edinburgh and the Shooting events in Dundee.

5.13 Bus drivers

The Games transport workforce is essential to the successful delivery and performance of the transport operations, and the overall perception, image and reputation of, the Games. In order to achieve the highest standards of service, the processes of recruitment, training and deployment will be rigorously planned and managed throughout the planning and delivery lifecycles.

All bus and coach drivers will undergo thorough training to enable familiarisation with routes and venues; as well as security awareness and procedures. They will also receive a background to the XX Commonwealth Games, the history of the Commonwealth Games, local knowledge and, where required, specific training will be given which is tailored to the needs of the client groups whom they will be driving. This approach will enable the transport drivers to become advocates for the Games and provide an excellent experience to the athletes, officials and Games Family guests.

5.14 Car fleets

A car fleet of 1,100 vehicles will be provided by Ford and driven by 1,800 Clyde-siders.

5.15 Fleet depots and garaging

The Games Family car fleet depot will be located at South Street, close to the GRN with good access to the GFHs and competition venues. The depot will be utilised both for the delivery of training and as the hub of fleet operations and contains all the facilities necessary to maintain the fleet to the highest standard as well as providing for the wellbeing of the drivers.

5.16 Fleet drivers

A team of 1,800 clyde-siders will drive the vehicles providing services to members of the Games Family. The drivers will undergo two full days of training to enable familiarisation with Games routes and venues. They will also receive training on vehicle familiarisation, radios, security protocols and procedures, the background to the XX Commonwealth Games, the history of the Games and local knowledge. Each training session will be tailored to the needs of the client groups whom they will be driving.

5.17 Games Route Network (GRN) overview

One of the key strategic objectives for the Games is that Glasgow 2014 will provide ‘safe, secure, reliable and accessible transport for the Games Family’. This includes journeys between accommodation, competition venues, non-competition venues and other official locations. The most efficient means of achieving this objective is to implement a GRN.

The GRN will be a series of designated routes designed to link the CGV to all the competition and non-competition venues. It will consist of signal priority, traffic management measures, a limited number of dedicated lanes, and signage improvements. Particular measures will be used to achieve the optimum journey times in a cost effective manner, while minimising disruption to regular city traffic. Using the events schedule and Games Family data, it is possible to predict the volume of trips made by the Games Family during any given period. The GRN will see periods of intense use, followed by quieter periods, depending on event schedules during the Games. The busiest section of the route, the core GRN, will be within the city boundary. It will be used by significant volumes of Games Family traffic throughout the Games. It will include a limited number of lanes reserved specifically for Games Family vehicles and other vehicle priority measures.

5.18 Proposed route

The core GRN is shown in figure 5.1.

Venue specific sections of the GRN may only be active on days when competition or training is being held at that venue. This will be communicated by Variable Message Signs on the route.

Games Family vehicles travelling to venues outside the city boundary will use the GRN as shown in figure 5.2. The GRN outside the city boundary will have less significant traffic management measures than the core GRN.

The GRN shown in figures 5.1 and 5.2 represents the final design concept, although some minor changes may be necessary during the final stages of planning.

Figure 5.1 Core Games Route Network (GRN)
5 Games Family Transport

5.19 Keeping the city moving

One of the Games transport objectives is to keep Glasgow moving during the Games. Therefore, any restrictions placed on the transport network must, as far as reasonably possible, not inconvenience other transport users, local people and businesses. This principle applies equally to the venues outside of Glasgow.

During previous Games, traffic management measures have been successfully adopted on the road network. These have resulted in improved journey times for Games Family vehicles, a reduction in the volume of other vehicles. The delivery partners, in consultation with local authorities, are implementing similar measures for the XX Commonwealth Games. The public will be informed about Games Time transport arrangements and will be provided with information detailing alterations to the network. Typical traffic management measures are discussed in the following sections. Modal shift to other forms of transport, retiming of journeys and steps to minimise non-essential journeys will also be encouraged through the TDM programme. This is discussed in more detail in chapter 8.

5.20 Traffic management strategy

To ensure reliable journey times for Games Family vehicles, various traffic management measures will be implemented on the GRN. These measures will also be designed to reduce the impact of Games Family vehicles on other road users.

The measures include:
- Traffic signal controls and junction improvements
- Diversion routes
- Kerbside controls
- Banned turns and road closures
- Limited number of Games Lanes
- Traffic signal controls and junction improvements
- Diversion routes

The Glasgow Commonwealth Games Act 2008 makes provision for such measures to be implemented in consultation with stakeholders. Traffic modelling has assisted in the preparation of traffic management measures and ongoing work will allow the restrictions to be refined.

Figure 5.2 Non-core GRN

5.21 Traffic signal control and junction improvements

The proposed GRN has been selected to minimise the impact on areas with significant amounts of residential parking and loading for businesses. Further detailed work will be undertaken to balance the restrictions necessary for its operation with the needs of other transport users. Special arrangements will be made for people with a disability and post box collections, and detailed consideration will be given to local businesses and residents as part of the communication process with Local Authorities. Temporary traffic restrictions will be advertised in May/June.

Traffic and parking restrictions implemented under the Glasgow Commonwealth Games Act 2008 will be enforced by the police.

5.24 Games Lanes

In previous Host Cities, dedicated Games Lanes have been proven to provide safe, fast and reliable journey times for the Games Family. The organisers are also aware that Games Lanes can inconvenience other traffic, and so these restrictions will be kept to a minimum in Glasgow.

Dedicated Games Lanes will only be implemented along key sections of the GRN where it is essential to give priority to Games Family vehicles. These are generally restricted to high capacity roads, although short sections are proposed on local roads to protect turning movements or to enforce diversion routes.

Only accredited Games vehicles will be authorised to use the Games Lanes, but although they will be available for emergency services as necessary. Enforcement of Games Lanes will be carried out by the police.
5 Games Family Transport

5.25 Diversions
There are limited diversions proposed as part of the GRN plans, and these will be communicated along with the traffic restrictions in May/June. Further diversions will be required as a result of security and local area traffic management and parking plans, and to support the Road events. These are discussed in chapter 9.

5.26 Traffic Control Centres (Traffcom)
Traffcom is a fully integrated traffic control centre responsible for overseeing the city’s streets, including key bus routes. Traffcom has recently relocated to a state of the art facility at Eastgate on London Road.

Traffcom monitors road traffic using 100 roadside CCTV cameras, and additional CCTV cameras have been procured to provide more complete coverage of the GRN. The centre’s traffic control system provides automatic traffic monitoring more than 220 sites, allowing a quick response to incidents on the network.

Scotland’s national traffic control centre (Traffic Scotland) will also provide monitoring of the GRN. Traffic Scotland provides extensive monitoring, control and driver information services throughout Scotland’s strategic trunk road network. The Traffcom and Traffic Scotland centres routinely work together to manage the complex road networks around Glasgow, and closely collaborate with the police and emergency services. During Games Time, the Traffcom and Traffic Scotland centres will be used to monitor the GRN, allowing appropriate resources to be efficiently directed to any incidents that may occur.

5.27 Contingency routes
Should instances arise where part of the GRN becomes unavailable for any reason, an alternative route must be available immediately. The GRN has been planned as a series of loops providing two access routes to most venues. Additional contingency routes have been identified to provide comprehensive connection alternatives to all venues.

5.28 Games Route Network (GRN) stakeholders
The delivery partners have worked closely with the stakeholders upon whom the GRN will impact. Consultation has taken place with key stakeholders and, as part of the TDM project, communication will also take place with all affected parties:

– Glasgow City Council
– Other Local Authorities affected by Games routes
– Transport Scotland
– SPT
– Bus operators
– Local residents
– Local businesses
– Emergency services
– Public utility companies

5.29 Legislation
The GRN will be enabled using the powers given in the Glasgow Commonwealth Games Act 2008. This Act allows a Roads Authority to make a temporary Traffic Regulation Order to facilitate travel by people connected with the Games. Special provisions for implementation and enforcement of traffic measures necessary to meet Games needs are included in the Act.

The delivery partners have consulted with stakeholders regarding the proposed traffic management measures.
6 Spectator and Workforce Access Strategy

6.1 Introduction

Glasgow has a comprehensive public transport, road, cycling and walking network which will deliver safe and efficient transport for spectators and the Glasgow 2014 workforce. In addition, each of our satellite venues are well served by public transport and are easily accessible via a range of sustainable transport modes.

Spectators and Glasgow 2014 workforce will be encouraged to use sustainable means of transport for the Games. To achieve this, the following objectives have been defined:

– Deliver 100% of spectator travel to Games venues by all modes of public or sustainable transport.
– Deliver excellent public transport for people with a disability.
– Provide maximum reliable service levels from new and existing infrastructure.

Each ticketholder will be issued with a Spectator Guide giving an overview of transport information. They will also have access to a suite of online Essential Venue Guides, giving details of the designated transport options available for their specific journey. The transport strategy has been developed so that each spectator ticket will include access to public transport services in the local area on the day of the event.

To encourage spectators to travel to events using public transport, parking for private cars will not be available at any of the venues (with the exception of Blue Badge parking). An accessible transport strategy has been developed for people with a disability and further information is available in chapter 7.

6.2 Spectator demand (Spectator Access Model)

There will be around one million spectator tickets available for the Games. The events schedule will determine the peak days, which will attract more than 190,000 ticketed spectators. This will create unprecedented demand for travel to Glasgow, within Glasgow and around venues over the 12 days of events.

Travel to Glasgow

More than 90% of tickets made available to the public have been sold – 53% in Scotland and 43% in England. Of the tickets sold within Scotland, some 37% have been sold within the Greater Glasgow area and approximately 16% in the Edinburgh area.

Figure 6.1 provides an indication of ticket sales across the UK and Figure 6.2 shows a more detailed breakdown of sales within Scotland.

The distribution of ticket sales has been used to provide a forecast of daily demand for travel to Glasgow. A detailed model has been developed to assess forecast demand on core corridors against the available public transport capacities in order to identify areas where the delivery partners are required to intervene, through a combination of the following measures:

– TDM messaging to reduce background demand at key points on the network.
– Provision of enhanced public transport services.
– Provision of temporary Park & Ride facilities.

Table 6.1 (below) details the different travel modes available from the city centre to each venue that may be accessed by spectators and workforce.

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<td>Strathclyde Country Park</td>
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<tr>
<td>Tollcross International Swimming Centre</td>
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Travel within Glasgow

A large proportion of spectators will converge in Glasgow city centre before travelling onwards to specific venues.
6 Spectator and Workforce Access Strategy

To test the capacity of the transport system in Glasgow, and the demands that will be placed on it during Games Time, a model of spectator travel demand has been created. It shows a profile of daily spectator travel by both mode of transport and venue destination. This SAM was initially developed at bid stage in close cooperation with Transport Scotland, SPT and bus operators. The model has been refined during the planning process and is used to assess in detail the capacity of the public transport network against the requirements of both spectator demand at each venue and the normal day-to-day background travel demand.

The model is used to ensure public transport can meet the demands of Games Time event access and it is based on venue capacities, the competition schedule and public transport network capacity, factoring in enhanced Games Time services. The number of spectator journeys on a daily basis to each venue is shown in Figure 6.5 (page 44). Figure 6.6 (page 45) provides a snapshot output from the SAM outlining transport modal split for each city venue.

Output from the model demonstrates that enhanced Games Time public transport can accommodate a large proportion of projected Games event transport demand, and underlines confidence in the city’s existing public transport network. The model allows effective planning of the transport requirements for spectators and the Games workforce, and highlights venues such as Celtic Park, Hampden Park, Ibrox Stadium and Cathkin Braes Mountain Bike Trails where additional resources are required.

In addition to the competition events, there are a number of Live Sites and cultural events across the city which will also generate demand for transport. Data for these events is included in the SAM and allowances are made for additional demands on the network.

6.3 Workforce demand

A significant number of people will make up the Glasgow 2014 workforce, with 1,500 Glasgow 2014 staff, up to 15,000 clyde-siders and up to 30,000 contractors. Workforce will be encouraged to travel to their workplace using public or sustainable transport. This additional demand on the public transport network is accounted for in the SAM model.

Most members of workforce will be required to arrive and depart venues outwith event times, so the overlap with spectators will be minimised. However, this creates a longer period of demand for public transport, which is being factored into the strategy. Supplementary services for workforce will be provided where required.

6.4 Background demand

During Games Time, the city must continue its everyday business. Existing background demand is factored into all modelling and into the resulting requirements for additional capacity. The dates selected for the Games were specifically chosen to coincide with a traditional school summer closure and local trades’ fair in Glasgow. Public transport patronage surveys were undertaken in the summer holiday periods in 2012 and 2013 to inform patronage forecasts for 2014. The summer holiday period results in reduced travel demand across all modes of transport. An indication of the order of magnitude of seasonal variations in traffic flows and public transport patronage are displayed in Figures 6.3 and 6.4.

Transport Strategic Plan

Figure 6.3 Annual traffic demand profile

Figure 6.4 Annual public transport demand profile
6 Spectator and Workforce Access Strategy

6.5 Games effect

TDM measures will be used to encourage spectators and workforce to make best use of the available transport capacity, and also to increase available capacity by reducing background demand at key hotspots at certain times.

The TDM program will deliver the spectator and workforce transport plan by performing the following tasks:

- Identifying and understanding pressures on all available transport modes.
- Targeting transport hot spots and mitigating Games Time effect on transport.
- Mitigating effect of background demand on transport by delivering a movement strategy to keep Glasgow and Scotland moving at Games Time.
- Engaging with businesses to mitigate the effect on of the Games on their operations.
- Engaging with residents affected by the Games and encouraging smarter choices in their transport plans.
- Ensuring that all spectators are aware of sustainable and active modes at Games Time and the principle that no parking will be available at any venue.
- Communicating with workforce to ensure they make use of sustainable and active modes where possible.
- Utilising various communication channels to inform, encourage and influence transport choices at Games Time.
- Providing consistent transport messages prior to and during the Games.
- Providing a knowledge base legacy for future events.

Figure 6.5 Spectator geographical distribution analysis

Figure 6.6 Daily spectator demand at each venue

6.6 Rail

Glasgow has the most extensive suburban rail network in the UK outside London. The urban and suburban rail network is centred on the two main termini: Glasgow Queen Street and Glasgow Central stations. The general frequency of service is every 30 minutes at the outer reaches of the network, rising to every five minutes in the core area of the city.

Glasgow has an underground rail service which operates on a closed circular loop. The Subway links the city centre with the inner suburbs on both sides of the River Clyde and provides a frequent service in both directions around the loop throughout the day.

Many of the Games venues have a train or Subway station within walking distance and Figure 6.7 shows the regional rail network, the Subway and the proximity of stations to venues.

Glasgow Central Station is served by regular high speed services from London and other major English cities. Glasgow Queen Street Station is served by regional express services from Edinburgh and Scottish cities to the north and east. Scotland’s national rail network is shown in Figure 6.8.
6 Spectator and Workforce Access Strategy

Figure 6.7 Regional rail network, Subway and proximity to venues

Figure 6.8 Scotland’s national rail network
6 Spectator and Workforce Access Strategy

The delivery partners have worked with ScotRail, Network Rail, train operating companies and Transport Scotland to deliver additional and enhanced rail services during Games Time.

Service enhancements planned by ScotRail include:

- Capacity on services to Hampden Park Athletics events and Closing Ceremony increased by 100%.
- Capacity on services to SECC Precinct, Kelvingrove Lawn Bowls Centre, Emirates Arena, which includes the Sir Chris Hoy Velodrome, and Celtic Park increased by 86%.
- Later than normal trains from Glasgow to many places each night of the Games, including the following destinations: Airdrie, Ardrossan, Ayr, Ballach, Barrhead, Cumbernauld, Dalmuir, Dumbarton, Dunblane, East Kilbride, Edinburgh, Falkirk, Gourock, Hamilton, Helensburgh, Kilmarnock, Lanark, Largs, Larkhall, Milngavie, Motherwell, Neilston, Newton, Paisley, Perth, Stirling, and Wemyss Bay.

The delivery partners will work closely with the bus operators to provide the best possible service for spectators and workforce.

Other enhancements include:

- bespoke staffing and stewarding at venue hub stations;
- enhanced customer service and Games training;
- maintenance plans to enhance route availability;
- rolling stock plans to enhance vehicle availability;
- security outputs in stations and depots;
- test events; and
- contingency planning.

In addition, there is improved access to Dalmarnock, Mount Florida and Exhibition Centre stations.

6.7 Local bus

The most frequently used public transport option for local journeys in the Greater Glasgow area is travel by bus. Glasgow benefits from service provision by two of the UK’s largest public transport groups – FirstGroup and Stagecoach Group. Additionally, the area is served by a number of local independent bus operators including Glasgow Citybus and McGill’s.

The Glasgow bus service network is both extensive in its provision and stable in terms of routes served.

A statutory Quality Partnership Scheme is in place across Glasgow. This defines minimum bus standards, including emissions, on selected streamline routes that offer enhanced facilities.

The streamline project involves the introduction of:

- bus priority measures at key locations;
- high quality buses; and
- improved bus stops with information screens and real-time data.

During Games Time, some temporary route diversions will be implemented and some bus stops will be relocated to improve access and safety around the venues.

The additional demand for buses generated by the Games will be met through the utilisation of spare capacity on the network and by the provision of additional services on key routes. The delivery partners will work closely with the bus operators to provide the best possible service for spectators and workforce.

6.8 Venue shuttle services

Shuttle buses running from the city centre directly to Celtic Park, Hampden Park, Ibrox Stadium and the SECC Precinct will be provided to augment the capacity of existing public transport. These services will be provided during peak spectator movements and will assist in reducing queue lengths. Transport hubs will be provided at the venue-end to accommodate bus movements.

6.9 Direct coach

There are very few ticket sales to groups large enough to make private hire coach a practical option; less than 1% of all tickets sold are to groups of 10 or more. Of group ticket sales, approximately 40% are for Rugby Sevens at Ibrox Stadium.

Private coach use will be accommodated at specific venues such as Ibrox Stadium where demand is anticipated, through the provision of designated Load Zones. In addition, designated layover space will be provided.

Coach operators delivering spectators to the Games will be encouraged to contact the delivery partners to ensure that their planning is joined up with other operations.

6.10 Park & Ride

There are a large number of existing rail and bus based Park & Ride facilities within the SPT area. Many of these sites have available capacity during the high season, and almost all sites will have capacity available during the summer holiday period. The delivery partners will encourage use of these sites to maximise the use of existing assets.

Temporary Park & Ride will also be provided to serve key venues and supplement public transport capacity. Park & Ride sites have been identified on key strategic corridors into Glasgow and locally to Barry Buddon Shooting Centre and Strathclyde Country Park.

Parking spaces at Park & Ride sites will be pre-bookable. Arrival slots will be booked to provide planning certainty and to ensure that peaks in private vehicle movements are spread to reduce traffic impacts.

6.11 Ticketing strategy

Each spectator ticket will include access to public transport services in the local area on the day of the event. Events tickets will be used to gain access to these services. Ticket holders will be supplied with a Spectator Guide giving an overview of transport information. They will also have access to a suite of online Essential Venue Guides, giving details of the designated transport options available for their specific journey.

6.12 Walking and cycling

Spectators and workforce will be actively encouraged to access venues by walking or cycling, through promotional campaigns and the provision of information. Active travel options may make up their entire journey or just part of it.

Designated walking routes from Glasgow city centre to competition and Festival 2014 venues will be comprehensively signposted, indicating both walking times and distances.
6 Spectator and Workforce Access Strategy

Being close to the city centre, several venues are particularly suited to walking and cycling. Kelvingrove Lawn Bowls Centre is 20 minutes’ walk west from the city centre, while Glasgow Green is a similar distance to the east. It is anticipated that a large number of spectators already will walk or cycle to events at these venues. Many spectators already walk to events at Hampden Park, Ibrox Stadium, Glasgow Green and the SECC.

The delivery partners are working with local authorities to develop sustainable travel routes for the Games utilising the Scottish Government’s ‘Smarter Choices, Smarter Places’ initiative and infrastructure improvements.

These sustainable travel routes will remain in place after the Games, providing a legacy benefit for the community. This will encourage residents to adopt a more active approach to travel, long after the Games have concluded.

Each competition venue will also have cycle parking available for use during the Games. Post-Games, this infrastructure will be provided to private and public sector organisations throughout Scotland, enhancing active travel options throughout the country.

6.13 Taxis and private hire

Glasgow’s taxi and private hire fleet provides a flexible means of transport to supplement the city’s mass transit systems. Taxi ranks are located throughout the city and additional ranks will be provided at competition venues. The cost of taxi hire will not be included in the competition ticket price.

There are currently 1,428 licensed taxis, all of which are fully accessible, and 2,300 private hire vehicles operating in the city. The location of taxi stands and contact details will be publicised in Games travel literature.

6.14 River transport

Glasgow is well known for the River Clyde which runs through the city centre. To improve river transport, several pontoons have been put in place at key locations:

- Glasgow Central Station Bridge
- Broomielaw Quay (near Glasgow Central Station)
- SECC
- Plantation Quay (near BBC)
- Govan (Harland Way, Water Row)
- Yorkhill Quay (near Riverside Museum)

All pontoons will be available for use, but there will be landing restrictions at Plantation Quay. Access along the river for vessels requiring bridge openings will be subject to availability.

The existing ferry operators intend to operate services during the Games and will publish their timetables separately.
Spectator and Workforce Accessibility

7.1 Introduction

Glasgow 2014 will be fully accessible Games, delivering a transport solution that is accessible to all. It is acknowledged that, in addition to the public transport services available, supplementary transport services and support for private accessible vehicles will be required.

Spectators and workforce will be able to make maximum use of existing accessible public transport services (rail and bus), which will be enhanced as necessary to meet spectator demand, as well as auxiliary transport, such as accessible shuttle services. Wheelchair methods, including taxis, private hire vehicles and Blue Badge parking will also be available. Improvements to walking and cycling infrastructure will be undertaken prior to the Games to ensure that sustainable travel options are encouraged; however, this may not be appropriate for everyone.

In support of the strategy to have accessible public transport, local public transport will be provided within the city and venues outwith Greater Glasgow, for every ticket holding spectator on the day of their event. Additionally, parking and access controls will be strictly enforced in the streets surrounding venues in order to meet the Games’ transport objectives.

Glasgow 2014 is working with rail partners to ensure that priority boarding can be provided at accessible stations so that, at peak times, waiting times for wheelchair users do not exceed the time for those not in wheelchairs. Spectators will be asked (as currently) to book in advance wheelchair spaces on trains to ensure that demand can be managed. Glasgow 2014 will work with ScotRail to share relevant information for planning purposes.

7.2 Public transport

Rail

The existing public transport system in Glasgow and surrounding cities is widely accessible; however some key stations near venues were not fully accessible. Improvements have been made at key hub stations serving multiple venues. Dalmarnock station (serving Celtic Park, Emirates Arena, which includes the Sir Chris Hoy Velodrome, Glasgow National Hockey Centre and Tollcross International Swimming Centre) has received a funding package of £12m to provide a new station entrance and ticket hall, lifts, new stairways and platforms, providing both a valuable resource for the Games and a lasting legacy for those visiting, working and living in Glasgow.

Partick station (serving SECC Precinct, Kelvingrove Lawn Bowls Centre and Ibrox Stadium) was modernised in 2009 to provide platform to street lift access and accessible ticket hall and ticket office.

Mount Florida station, serving Hampden Park, provides step-free access and ramps from train to platform.

Matherwell station (serving Strathclyde Country Park) and Carnoustie station (serving Barry Buddon Shooting Centre) both have step-free access from platform to street level; however, may require staff assistance from train to platform.

Glasgow 2014 is working with rail partners to ensure that priority boarding can be provided at accessible stations so that, at peak times, waiting times for wheelchair users do not exceed the time for those not in wheelchairs. Spectators will be asked (as currently) to book in advance wheelchair spaces on trains to ensure that demand can be managed. Glasgow 2014 will work with ScotRail to share relevant information for planning purposes.
7 Spectator and Workforce Accessibility

Bus
Glasgow has many low floor buses that serve all venues; however not every vehicle on the fleet is low floor and accessible. The bus stop infrastructure varies across the city, so buses may not be suitable for all who require step-free access.

Subway
Glasgow has a Subway consisting of two concentric circles operating in opposite directions, around the inner city area. It does not provide step-free access, so is not suitable for all visitors. The Subway is undergoing a major refurbishment programme and by Games Time, works at Partick, Ibrox and Kelvinhall stations (serving Ibrox Stadium, SECC precinct and Kelvingrove Lawn Bowls Centre respectively) will be completed. The refurbishment works include new flooring, tiling, lighting, signage, wayfinding and ticket offices as well as local information panels and tactile maps. The works will enhance the customer experience and improve access.

Taxis
Glasgow has more than 1,400 accessible taxis, each with space to carry one wheelchair. Drivers will assist passengers with wheelchairs getting into the taxis. Taxi ranks will be provided as near to venues as possible within the constraints of security arrangements. Glasgow 2014 will ensure that these taxi ranks are accessible so that those who cannot travel by public transport and have chosen to use taxis will be able to continue their journey to the venue.

7.3 Games-specific transport

In order to support spectators and workforce using accessible rail services to travel to venues, Glasgow 2014 will provide shuttle services using fully accessible vehicles from dedicated stations to venues.

Shuttles will operate from:
- Dalmarnock Station, serving Celtic Park, Emirates Arena, which includes the Sir Chris Hoy Velodrome and Glasgow National Hockey Centre;
- Shettleston Station, serving Tollcross International Swimming Centre;
- Partick Station, serving the SECC Precinct, Kelvingrove Lawn Bowls Centre and Ibrox Stadium;
- Scotstounhill Station, serving Scotstoun Sports Campus;
- Edinburgh Waverley Station servicing the Royal Commonwealth Pool;
- Motherwell Station, serving Strathclyde Country Park;
- Mount Florida Station, serving Hampden Park; and
- Carnoustie Station, serving Barry Buddon Shooting Centre.

Glasgow 2014 will ensure that the Load Zones at stations and venues are fully accessible, providing ramps where required, with staff available to assist. The location of the Load Zones has been determined to minimise both travel time for the vehicles and distance to the pedestrian screening area and venue entrance, within the constraints of security and other Games traffic visitors.

Blue Badge parking
Limited pre-booked wheelchair/Blue Badge parking will be available for all venues. In order to provide an adequate quantity of space for Blue Badge holders, in some cases off-venue sites will be utilised where these can’t be accommodated adjacent to the venue. In these instances, a fully accessible shuttle service will transport Blue Badge holders and their accompanying companion to a drop-off zone within close proximity of the Pedestrian Screening Area (PSA) at each venue. A shuttle service will take spectators back to the Blue Badge parking upon exiting the venue.

Booking transport services
The Blue Badge parking will be pre-bookable via an online system and call centre to enable demand to be known prior to the event. It also ensures that venue-specific information can be provided to spectators. The Blue Badge service will be fully accessible at both car park and venue Load Zones.

Auxiliary Games transport accessibility shuttles from dedicated train stations will be pre-bookable via the same contact centre.

Workforce
Members of the workforce with accessibility needs will be able to use the station shuttles and Blue Badge parking in a manner similar to spectators. Members of the workforce have been asked, when accepting their role, if they have accessible needs and if so, which method of transport they expect to use. This will enable any necessary adjustments to be made for them in terms of transport services.

7.4 Provision of information

Provision of high quality accessible information to spectators and workforce is critical to a fully accessible transport solution. This will enable spectators and workforce to make informed decisions about their transport options to each venue. Information will be provided online and within Spectator Guides when tickets are distributed in May. The Blue Badge call centre will be able to provide information about accessible transport to all venues in a variety of accessible formats.
Travel Demand Management (TDM)

8.1 Introduction

TDM is the application of strategies and policies to reduce travel demand, and/or to redistribute this demand, in space or in time. TDM measures encourage people to shift modes of transport, to make fewer trips, to travel at different times or to use alternative routes. TDM is a complementary measure which has to work in conjunction with infrastructure and capacity improvements to balance transport demand and capacity to ensure that overarching transport objectives are met.

Therefore, TDM can play a significant role in making best use of the available capacity on the transport network – particularly where there are substantial increases (and/or changes) in demand over defined periods of time. The application of TDM to transport provision for major events such as the Games can prove to be a cost effective approach for getting the best out of available capacity.

The TDM programme was developed to facilitate resident, visitor, spectator and business mobility. It will provide travel information across all modes available to spectators in order to support them in making the right choice. It will also engage with the business community and other regular users of the transport network to ensure they are well informed about the impacts and can make alternative choices where and when appropriate. The TDM programme will address and support the fact that transport for the Games revolves around public transport, walking and cycling opportunities. It needs to dissuade car travel to venues (where car is often traditionally the dominant mode) and support the right mode splits across all of the target audience.

The Glasgow 2014 TDM programme

The Glasgow 2014 TDM Strategy has the following aim and objectives:

To influence demand, before and during the Games for public transport and roads by:

- developing a comprehensive picture of what times, modes and days must be targeted to keep Glasgow moving;
- reducing total demand or demand for a particular mode(s) to create additional capacity during the Games;
- informing where the provision of Games Time services must be administered;
- spreading background demand (non-Games demand from existing travellers who want to live, work and play as usual) and spectator demand across the transport networks using traffic controls. This could be, for example, a change in time, mode route or location; and
- changing travel behaviour during the Games and as a lasting legacy.

The TDM programme is targeted at regular travellers and the business community in Glasgow and the surrounding areas, as well as Games spectators. It harnesses travel information systems to help deliver the correct messages to the right people at the right time and in the right way. It also utilises marketing and communications opportunities to engage with as wide an audience as possible. The three core TDM programme work streams therefore are:

- Travel advice for spectators (TAS)
- Travel advice for businesses (TAB)
- Traveller information services (TIS)

A wider marketing and communications programme is also currently under development. The inter-relationship of these elements is illustrated in Figure 8.1.
8 Travel Demand Management (TDM)

8.2 Travel advice for businesses (TAB)

The TAB programme will provide business and freight organisations with tailored support via a team of advisors to help these organisations with their transport planning for the Games. The aim is to help businesses to maintain their business operations, when Glasgow and the affected surrounding area will be busier than usual as as a result of the Games. The support of businesses is also important to achieve the travel behaviour change needed to keep Glasgow moving during the Games.

The TAB programme will also engage with key business intermediaries as these organisations provide an important means of communicating with and influencing businesses. It will engage with 35 business intermediaries in the lead up to the Games.

The TAB support package will provide businesses with the information they need to be able to assess if they are going to be affected by the Games. They could, for example, be affected by the GRN, Local Area Traffic Management and Parking Plans, or be located adjacent to a road event or Festival 2014 Live Site.

Businesses will be asked to consider if they could:

- Retime – could employees start work earlier or later, could deliveries be made outside of the operational hours of local area traffic restrictions?
- Reroute – could businesses avoid driving near venues at competition times?
- Re-made – could staff walk or cycle for all or part of their journey to work?
- Reduce – could businesses pre-order non-perishable goods?

Several tools have been developed to help businesses to plan for the Games, including:

- Travel Impact Assessment
- Travel Solutions Checklist
- Travel Action Plan

The TAB advisors will provide information and support through:

- one-to-one advice to the top 60 businesses likely to be the most affected by the Games.
- workshops for up to 20 organisations at a time to attend from March, as well as drop-in sessions closer to Games Time.
- materials to help with planning, including a Travel Action Plan which helps businesses to consider the impact on their staff travel, business travel, customers and visitors and suppliers and deliveries.
- advice on developing the Action Plan and reviewing the draft Action Plan.
- information at getreadyglasgow.com and @getreadyglasgow
- speakers at events and meetings for specific sectors and in specific locations.
- copy for business intermediary and businesses websites and social media.
- email updates.

8.3 Travel advice for spectators (TAS)

Ensuring that the spectators’ experience of travelling to and from the Games is a good one is a central part of the TDM effort for the Games. In addition to ensuring that spectators have sufficient information to plan their travel well in advance of the Games, it is vital that they have access to the latest information on travel during the Games itself.

The travel behaviours we are seeking to achieve

The delivery of the TAS work stream has a number of components. The first relates to ensuring there is a clearly understood set of objectives or rules for how we prefer spectators to travel to their event. This includes understanding how we would prefer them to travel onward to their event. In the case of travelling into the area we will be promoting public transport as the preferred option. When travelling locally to their venue, spectators will be encouraged to walk and cycle as much as possible while the public transport message will still be disseminated especially for longer journeys. Those wishing to drive will be encouraged to use and pre-book Park & Ride as they will not be able to park at the venues. Options for those with particular accessibility requirements are also being communicated.

Encouraging and enabling spectators to make informed travel choices

There are five main elements to ensuring spectators understand their travel options in such a way that they make informed choices. These are:

- Travel advice messaging: A set of spectator-focused travel and transport messages has been created that nuances over time. For example, the early messaging focuses on the need for spectators to plan their journey early and book travel where they can. Nearer the Games, the messaging provides much more tangible advice on getting to each venue.
- Supporting tools: In addition to a bespoke Journey Planner Application being available for spectators to use, the Spectator Guides and online Essential Venue Guides include extensive advice and mapping to spell out the best way to get to each event. This is all supported by a comprehensive presence on the Glasgow 2014 website.
- Direct communications with spectators: In addition to the above supporting tools there will be specific travel advice campaigns. Whether that’s direct email to certain sub-sets of the spectator audience with different messaging (for example those spectators that live locally) or the promotion of specific initiatives such as the inclusive local public transport provision that is included with event tickets, pre-bookable Park & Ride or the availability of dedicated shuttle buses.
8 Travel Demand Management (TDM)

- Using existing communications channels: Wherever possible existing communications will be used. Whether it is those of Glasgow 2014, transport providers or VisitScotland to ensure that all those coming to area are receiving consistent travel advice messaging.

- Games Time: During the Games itself, clyde-siders will understand the travel advice they should give to spectators. We will also ensure spectators have access to travel information within their venue – whether that’s printed material or in-venue announcements. We will also ensure they receive messaging in response to incidents on the transport system with social media likely to have an important role to play in this.

The TAS work stream will be supported by periodic research of spectators to understand how they are responding to the information they are receiving in the lead up to the Games. This will then be used to influence the nature of subsequent messaging where necessary.

8.4 Traveller information services (TIS)

The TIS element of TDM will ensure that accurate information and messages can be provided across a broad range of outlets, including technology driven media (web services, social media, apps, SMS), electronic display boards, roadside message signs, etc. This covers both the background demand (regular network users) and spectators and other Games-related visitors.

The information disseminated will cover:

- advance information, where we aim to shape and influence the travel patterns of those travelling in and around Glasgow to achieve the desired travel objectives; and

- real-time information during the Games, which will involve the coordination of real-time messages across all of the agreed dissemination channels. Working closely with the Games Transport Coordination Centre this will allow alternative strategies and fall back plans to be produced and ensure operational continuity and continued safe and viable transport operations are maintained.
9 Competition Venues

9.1 Barry Buddon Shooting Centre

The Barry Buddon Shooting Centre is located 17km east of Dundee and 5km west of Carnoustie. Situated on a peninsula, it is surrounded by the sea to the east, south and west and bordered to the north by the Dundee to Carnoustie railway line.

Games Family transport

- Games Family vehicle route
  - Car drop-off/pick-up
  - Bus drop-off/pick-up

Spectator transport

- Pedestrian routes
- Rail station
- Cycle parking
- Bus drop-off/pick-up
- Venue access point
- Subway

Key facts and modes of travel and routes to venues

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<tr>
<th>Competition/Event</th>
<th>Shooting: Full Bore Shooting: 10m/50m Rifle &amp; Pistol, 25m Pistol</th>
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<tr>
<td>Event duration</td>
<td>25–29 July 2014</td>
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<tr>
<td>Sessions</td>
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</table>

Accessibility

Pre-booked Blue badge parking at Black Slab car park with a shuttle service to venue. A pre-bookable shuttle will also be available from Carnoustie train station.

Spectators

The Barry Buddon Shooting Centre is within easy reach of a number of Scotland’s major cities. A spectator shuttle is planned to operate from Carnoustie Rail Station to a public transport hub at Barry Buddon Shooting Centre.

Games Family

Scheduled bus services will transport Games Family clients to the Barry Buddon Shooting Centre from Glasgow via the M8 and A92. Direct bus services from the athletes and team officials’ accommodation will deliver athletes and team officials to the venue.

9.2 Cathkin Braes Mountain Bike Trails

Cathkin Braes Mountain Bike Trails is located next to Castlemilk and Carmunnock to the south of Glasgow city.

Games Family transport

- Games Family vehicle route
  - Car drop-off/pick-up
  - Bus drop-off/pick-up

Spectator transport

- Pedestrian routes
- Rail station
- Cycle parking
- Bus drop-off/pick-up
- Venue access point
- Subway

Key facts and modes of travel and routes to venues

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<th>Competition/Event</th>
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<td>Event Duration</td>
<td>29 July 2014</td>
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<tr>
<td>Sessions</td>
<td>11.30–13.30/14.00–16.00</td>
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</table>

Accessibility

Pre-booked Blue Badge parking will be located near the venue with an accessible shuttle to the venue.

Spectators

Spectators will arrive at Cathkin Braes Mountain Bike Trails through a combination of Park & Ride city centre shuttles, and public transport services with drop-off and pick-up areas on Carmunnock Road.

The Games Family clients will travel in a southbound direction to drop-off and pick-up areas on Cathkin Road.
9 Competition Venues

9.3 Glasgow Green Road Events and Live Site

Glasgow Green is the venue for the Athletics (Marathon) and the Cycling (Road Race and Time Trial). It is located just on the edge of Glasgow Green. The green will also be a Festival 2014 Live Site for the duration of the Games.

Key facts and modes of travel and routes to venues

<table>
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<th>Sessions</th>
<th>Spectators</th>
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</thead>
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<tr>
<td>Marathon</td>
<td>27 July, 31 July and 2 August 2014</td>
<td>One session per day</td>
<td>The Festival 2014 Live Site will be served by city centre walking routes accessing the venue from east and west.</td>
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<td>Cycling (Time Trial)</td>
<td>23 July–3 August 2014</td>
<td>sessions likely to last up to 23.00</td>
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<tr>
<td>Cycling (Road Race)</td>
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</table>

9.4 Glasgow National Hockey Centre

The Glasgow National Hockey Centre is located only 20 minutes’ walking distance from the city centre. Within the oldest public park in Scotland, it will host 10 international teams during the 11 competition days of the tournament.

Key facts and modes of travel and routes to venues

<table>
<thead>
<tr>
<th>Competition/Event</th>
<th>Event Duration</th>
<th>Sessions</th>
<th>Spectators</th>
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</thead>
<tbody>
<tr>
<td>Hockey</td>
<td>24 July–3 August 2014</td>
<td>Between one and three sessions per day extending from 09.00–23.00.</td>
<td>Dalmarnock train station is accessible with a pre-booked accessible shuttle service to venue.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Transport Strategic Plan
9 Competition Venues

9.5 Hampden Park

Hampden Park is Scotland’s national football stadium, located to the south of the city. For the Games it will host the Athletics events and Closing Ceremony.

Games Family transport

Games Family vehicle route
Car drop-off/pick-up
Bus drop-off/pick-up

Spectator transport

Pedestrian routes
Rail station
Cycle parking
Bus drop-off/pick-up
Venue access point
Subway

Key facts and modes of travel and routes to venues

Competition/Event
Athletics (Track and Field) Closing Ceremony

Event Duration
Training: 13–26 July 2014
Competition: 27 July–2 August 2014
Ceremony: 3 August 2014

Sessions
27 July 2014: 14.30–18.00
28–30 July: 10.00–13.00/19.00–22.00
31 July–2 August 2014: 19.00–22.30
3 August 2014: 20.30–23.00

Accessibility
Pre-booked Blue Badge parking will be available near the venue with an accessible shuttle to venue. Mount Florida train station is accessible with a pre-booked accessible shuttle service to venue.

Spectators
Spectators will arrive at Hampden Park through a combination of rail (Mount Florida Station) and spectator shuttle services.

9.6 Ibrox Stadium

Ibrox Stadium is the home ground of Rangers Football Club and the venue for the Rugby Sevens competition during the Games. The venue is located on the south side of the River Clyde, only a short distance from the Glasgow Science Centre complex and Festival Park.

Games Family transport

Games Family vehicle route
Car drop-off/pick-up
Bus drop-off/pick-up

Spectator transport

Pedestrian routes
Rail station
Cycle parking
Bus drop-off/pick-up
Venue access point
Subway

Key facts and modes of travel and routes to venues

Competition/Event
Rugby Sevens

Event Duration
Training: 24 & 25 July 2014
Competition: 26 & 27 July 2014

Sessions
Two sessions a day between 10.30–22.30

Accessibility
Pre-booked Blue Badge parking will be available at the venue. Partick train station is accessible with a pre-booked accessible shuttle service to venue.

Spectators
Spectators will travel to the venue through a combination of Subway (Ibrox), spectator shuttle services to the transport mall in the Brighton Street area; and active travel (walking and cycling).
9.7 Kelvingrove Lawn Bowls Centre & Kelvingrove Bandstand Live Site

A dramatic setting next to the magnificent Kelvingrove Art Gallery & Museum and overlooked by the equally spectacular building of Glasgow University. The Festival 2014 Live Site will occupy the newly refurbished Kelvingrove Bandstand.

Games Family transport

- Games Family vehicle route
  - Car drop-off/pick-up
  - Bus drop-off/pick-up

Spectator transport

- Pedestrian routes
  - Rail station
  - Cycle parking
  - Bus drop-off/pick-up
  - Venue access point
  - Subway

Key facts and modes of travel and routes to venues

**Competition/Event**
- **Lawn Bowls**

**Event Duration**
- 24 July–1 August 2014
- Live Site: 23 July–3 August 2014

**Sessions**
- 08.45–15.45/17.30–21.00
- Live Site: 10.00–22.00

**Accessibility**
- Pre-booked Blue Badge parking will be available at the venue. Partick train station is accessible with a pre-booked accessible shuttle service to venue.

**Spectators**
- Spectators will mainly arrive at the Kelvingrove Lawn Bowls Centre via Subway (Kelvinbridge Station) and train (Partick & Charing Cross). Due to the venue being close to the city centre, active travel walking and cycling routes will also be signed from the city centre.

Games Family Transport for the Games Family clients will be provided through car and bus services. There will be dedicated Load Zones on Gray Street for all Games Family arrivals.

9.8 Emirates Arena including the Sir Chris Hoy Velodrome

The Emirates Arena, which includes the Sir Chris Hoy Velodrome is a new facility constructed as part of a wider regeneration of Glasgow’s east end. The venue is situated adjacent to Celtic Park and the site of the CGV.

Games Family transport

- Games Family vehicle route
  - Car drop-off/pick-up
  - Bus drop-off/pick-up

Spectator transport

- Pedestrian routes
  - Rail station
  - Cycle parking
  - Bus drop-off/pick-up
  - Venue access point
  - Subway

Key facts and modes of travel and routes to venues

**Competition/Event**
- **Badminton**
  - Cycling (Track)

**Event Duration**
- 24 July–3 August 2014
  - Badminton: Between one and three sessions per day.
  - Cycling (Track): Between one and two sessions per day.

**Accessibility**
- Pre-booked Blue badge parking will be available near the venue with an accessible shuttle to venue. Dalmarnock train station is accessible with a pre-booked accessible shuttle service to venue.

**Spectators**
- Spectators will access the venue through the entrance on Clyde Gateway. Frequent train/bus services operate at Dalmarnock train station and on Gallowgate Road. Designated walking routes and cycling paths are available.

Games Family
- Games Family vehicles will approach the venue the GRN travelling through Dalmarnock Road, Nuneaton Street and Clyde Gateway to the Load Zones and parking area. Athletes and team officials will be able to walk to the venue, or use internal village transport, due to its adjacent location to the CGV.
9 Competition Venues

9.9 Royal Commonwealth Pool

The venue is located on Dalkeith Road, next to Holyrood Park, in Edinburgh. This will be the third time since its opening that the venue has hosted Commonwealth Games competitions (Edinburgh 1970 and Edinburgh 1986).

Key facts and modes of travel and routes to venues

Competition/Event
Aquatics (Diving)

Event Duration
Training: 13 July–2 August 2014
Competition: 30 July–2 August 2014

Sessions
Training: 06.30–20.45
Competition: 10.00–13.00/18.00–21.00

Accessibility
Pre-booked Blue Badge parking will be available at the venue.

Edinburgh Waverley train station is accessible with a pre-booked accessible shuttle service to venue.

Spectator transport
Pedestrian routes
Rail station
Cycle parking
Bus drop-off/pick-up
Venue access point
Subway

Games Family transport
Games Family vehicle route
Car drop-off/pick-up
Bus drop-off/pick-up

Spectator transport
Pedestrian routes
Rail station
Cycle parking
Bus drop-off/pick-up
Venue access point
Subway

Games Family
The Load Zones for all Games Family clients are located on Holyrood Park Road.

Spectators
Spectators will arrive at the Royal Commonwealth Pool using combination of active travel and the city of Edinburgh public transport system.

9.10 Scotstoun Sports Campus

Scotstoun Sports Campus is situated in the west end of the city. Positioned in a residential area, the venue is bounded to the east by Victoria Park Nature Walk, to the north by the railway line, and to the south by Danes Drive.

Key facts and modes of travel and routes to venues

Competition/Event
Squash
Table Tennis

Event Duration
Squash: 24 July–3 August 2014
Table Tennis: 24 July–2 August 2014

Sessions
Squash: 11.00–16.00/17.30–21.00
Table Tennis: 09.30–15.00/16.00–21.30

Accessibility
Pre-booked Blue Badge parking will be available near the venue with an accessible shuttle to the venue.

Spectators
Scotstoun Sports Campus is well linked to the city centre via rail services from Scotstounhill Station and bus services along Dumbarton Road, to the south of the venue. The primary walking route from Scotstounhill will be staffed and active travel will be supported by additional directional signage and available cycle parking.
9 Competition Venues

9.11 Scottish Exhibition and Conference Centre (SECC) Precinct

The SECC Precinct is located on the north bank of the River Clyde. The SSE Hydro, SECC Halls and Clyde Auditorium are all located within this precinct. The complex will also be home to the International Broadcast Centre (IBC) and the Main Press Centre (MPC).

Key facts and modes of travel and routes to venues

<table>
<thead>
<tr>
<th>Competition/Event</th>
<th>Gymnastics (Artistic and Rhythmic), Judo, Wrestling, Netball, Weightlifting, Para-Sport Powerlifting, Boxing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event Duration</td>
<td>24 July–3 August 2014 (but varies across each sport)</td>
</tr>
<tr>
<td>Sessions</td>
<td>10.00–22.00</td>
</tr>
</tbody>
</table>

Games Family transport

- Games Family vehicle route
- Car drop-off/pick-up
- Bus drop-off/pick-up

Spectator transport

- Pedestrian routes
- Rail station
- Cycle parking
- Bus drop-off/pick-up
- Venue access point
- Subway

Games Family

Games Family vehicles will approach the venue from the east using the GRN. A series of Load Zones will be provided along the internal service roads for each venue in the complex.

Accessibility

Pre-booked Blue Badge parking will be available at the venue. Partick train station is accessible with a pre-booked accessible shuttle service to venue.

Spectators

Spectators will access the venues from the designated route leading from Exhibition Centre train station. The venues are within easy walking distance of the city centre and will have a designated active walking route along the River Clyde.

9.12 Strathclyde Country Park

Strathclyde Country Park is located between Motherwell and Hamilton in North Lanarkshire. The park encompasses Strathclyde Loch.

Key facts and modes of travel and routes to venues

<table>
<thead>
<tr>
<th>Competition/Event</th>
<th>Triathlon (Men/Women/Mixed Relay)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event Duration</td>
<td>24 July &amp; 26 July 2014</td>
</tr>
<tr>
<td>Sessions</td>
<td>24 July 2014: 11.00–14.15/15.00–18.00 26 July 2014: 12.30–14.30</td>
</tr>
</tbody>
</table>

Games Family transport

- Games Family vehicle route
- Car drop-off/pick-up
- Bus drop-off/pick-up

Spectator transport

- Pedestrian routes
- Rail station
- Cycle parking
- Bus drop-off/pick-up
- Venue access point
- Subway

Accessibility

Pre-booked Blue Badge parking will be available on Strathclyde Road. Motherwell train station is accessible with a pre-booked accessible shuttle service to venue.

Spectators

Spectators will arrive at Strathclyde Country Park by rail (Motherwell Station).
9 Competition Venues

9.13 Tollcross International Swimming Centre

Tollcross International Swimming Centre is situated in the east end of Glasgow. It is bounded by Tollcross Park to the west and north, Wellshot Road to the east, and Tollcross Road to the south.

9.14 Local area traffic management

The areas surrounding competition venues will be busy for the period of the Games, with spectators and Games Family vehicles moving through the area. The Games activity must work alongside the residents and businesses that live and operate in the area. With that in mind, additional traffic management measures are put in place. The purpose of these measures is to:

- protect residents and businesses from spectators driving into and parking in the area;
- ensure safe operation of the area around venues; and
- enable Games Family vehicles to get to venues on time.

Zone of influence of local area traffic management

Local area traffic management measures will be implemented from the venue perimeter up to a twenty minute walking distance from venue. Measures will be concentrated with a ten minute walking distance of the venue.

Types of measures

The majority of traffic management measures will take the form of:

- road signage;
- barriers to separate vehicles and pedestrians;
- controlled parking zones with supporting parking permits;
- no waiting and no loading areas;
- traffic management staff; and
- permit checkpoints.

This is not an exhaustive list, but is intended to give an idea of the measures included as part of the traffic management program.

Duration of measures

Measures will be limited as far as reasonably possible to two days before competition starts at a venue through the competition period and up to two days after competition.

More details on the Local Area Traffic Management and Parking plans can be found on the Get Ready Glasgow website at: glasgow.gov.uk/glasgow2014

Key facts and modes of travel and routes to venues

<table>
<thead>
<tr>
<th>Competition/Event</th>
<th>Aquatics (Swimming)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event Duration</td>
<td>Training: 13–29 July 2014</td>
</tr>
<tr>
<td></td>
<td>Competition: 24–29 July 2014</td>
</tr>
<tr>
<td>Sessions</td>
<td>Training: 07.00–13.00/15.00–21.00</td>
</tr>
<tr>
<td></td>
<td>Competition: 10.30–12.30/19.00–22.00</td>
</tr>
</tbody>
</table>

| Accessibility | Pre-booked Blue Badge parking will be available near the venue with an accessible shuttle to venue. A pre-bookable accessible shuttle will be available from a dedicated accessible train station. |

| Spectators | Existing bus services to Tollcross Road and Shettleston Road along with rail services to Carntyne train station provide effective links to the venue from the city center. Spectators will access the venue through entrances from Tollcross Park. |

Games Family transport

- Games Family vehicle route
- Car drop-off/pick-up
- Bus drop-off/pick-up

Spectator transport

- Pedestrian routes
- Rail station
- Cycle parking
- Bus drop-off/pick-up
- Venue access point
- Subway
10 Road Events

10.1 Introduction

The programme of events for the Games includes road-based competition and non-competition events. To facilitate the setting-up and safe running of these events, it will be necessary to temporarily impose traffic restrictions on roads being used for the event.

10.2 Competition venues

The competition road events that will utilise the public roads will take place on the following dates:

- Athletics (Marathon) – Sunday 27 July 2014
- Cycling (Time Trial) – Thursday 31 July 2014
- Cycling (Road Race) – Sunday 3 August 2014

Each road event will include competitor familiarisation days which will be immediately before competition day.

The race routes were publicly announced in early February 2014. Visit Get Ready Glasgow for more information on the routes.

10.3 Non-competition events

The Queen’s Baton Relay is currently touring the Commonwealth nations and territories and will arrive in the Glasgow on 20 July 2014 for three days of celebrations prior to the Opening Ceremony. Each day the baton will be paraded through the Host City’s streets before concluding at a Festival 2014 Live Site to end the day’s celebrations. The planning process is currently ongoing, with the specific delivery details to follow in the coming months. Police Scotland will manage rolling road closures to deliver the parade safely as it passes through the city.
11. Non-competition and Cultural Events

11.1 Commonwealth Games Village (CGV)

The CGV will host approximately 6,500 athletes and team officials from 13 July until 6 August 2014. The 35 hectare site is located in the east end/Dalmarnock area of Glasgow.

Key facts and modes of travel and routes to venues

**Competition/Event**
- Non-competition venue (accommodation)

**Event Duration**
- 8 July–6 August 2014

**Sessions**
- Operational 24 hours

**Accessibility**
- The venue is fully accessible via Dalmarnock train station and bus services on Clyde Gateway.

**Athletes & COA**
- Athletes and team officials living in the CGV can use services from the CGV transport mall to get to training venues, competition venues, ceremonies, and points of entry/exit for arrivals and departures, i.e. airports, train stations and road networks.
11. Non-competition and Cultural Events

The satellite villages will be supported with the same transport services between the villages and the venues. All satellite villages will be connected with the CGV in Glasgow.

Key facts and modes of travel and routes to venues

The GFH is located in central Glasgow at the Hilton Hotel, William Street. It will be home to more than 600 of our Games Family.

Key facts and modes of travel and routes to venues

11.3 Games Family Hotels (GFH)

Transport Strategic Plan
11. Non-competition and Cultural Events

11.4 Training venues

Athletes will travel to their training venues via scheduled and pre-booked buses, and dedicated team buses will be provided for Netball, Hockey, and Rugby Sevens team training. Buses will depart from the CGV transport mall and travel to their destinations via the GRN.

The accompanying table shows operational plans for non-competition training venues and their training schedules.

### Non-competition training venues

<table>
<thead>
<tr>
<th>Training Venue</th>
<th>Venue Name</th>
<th>Sport</th>
<th>Operational Dates</th>
<th>Shared Occupancy</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>RVC</td>
<td>Ravenscraig Regional Sports Facility</td>
<td>Gymnastics</td>
<td>13–31 July 2014</td>
<td>Yes</td>
<td>The specific allocated sports zones are exclusive for Glasgow 2014 use; however, the public will have access to other sport halls at this venue, and the car park will be shared. Glasgow 2014 have 10 allocated spaces, plus a Blue Badge drop/Load Zone. Blue Badge spaces will be shared with the public.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Judo</td>
<td>13–23 July 2014</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Weightlifting</td>
<td>13–31 July 2014</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wrestling</td>
<td>13–31 July 2014</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Powerlifting</td>
<td>13 July–1 August 2014</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HOC</td>
<td>Clydesdale Hockey Club 22 Beaton Rd Glasgow G41 4LA</td>
<td>Hockey</td>
<td>14 July–1 August 2014</td>
<td>No*</td>
<td>Glasgow 2014 has exclusive use of this venue during training hours; however the venue’s private members can use the training facility outside of operational hours.</td>
</tr>
<tr>
<td>HOG</td>
<td>Glasgow Academy Ryca Rd Glasgow G13 1XW</td>
<td>Hockey</td>
<td>13 July–2 August 2014</td>
<td>No*</td>
<td>Glasgow 2014 has exclusive use of this venue during training hours; however the venue’s existing customers can use the training facility outside of operational hours.</td>
</tr>
<tr>
<td>NBC</td>
<td>Glasgow Clyde College Langside Campus 50 Prospethill Rd Glasgow G42 9LB</td>
<td>Netball</td>
<td>19 July–2 August 2014</td>
<td>Yes</td>
<td>The specific allocated sports zone is exclusive for Glasgow 2014 use; however, the public will have access to other areas at this venue, and the car park will be shared. Glasgow 2014 have been allocated an exclusive parking area.</td>
</tr>
</tbody>
</table>

* Denotes training venue is not shared during scheduled training hours, but will revert back to the facility’s regular operations outside of Glasgow 2014 scheduled training hours.
11. Non-competition and Cultural Events

11.5 Arrivals and departures

It is expected that a large proportion of the Games Family will use air as their mode of transport to the Games. Due to its impressive links to other cities and ease of access to the city centre, the principal airport will be Glasgow Airport.

Through close liaison with the operators of Glasgow Airport and Glasgow Airport Limited, Glasgow 2014 will establish a dedicated arrivals and departures service at the airport. This service will operate at the airport from 8 July–6 August 2014. Arrivals and departures will be managed through close liaison with stakeholders.

The other ports of entry to Glasgow for Games Family members will be by rail at Glasgow Central Station and Glasgow Queen Street Station. Through liaison with operators of these stations, appropriate arrangements will be made at the key termini.

The Games Family, along with their luggage and equipment, will be transported between their point of arrival into the city and their initial Games destination using a variety of cars and coaches, as appropriate.

Spectators will arrive in the city by all modes of transport. VisitScotland has an information desk at Glasgow Airport and there will be Host City volunteers provided by Glasgow City Council outside the two main railway stations. Appropriate signage will also be provided.

11.6 Airport operations

Glasgow 2014 will meet regularly with representatives from the airport operators, the security services and emergency services to establish a smooth and efficient operation for Games Family arrivals and departures. The Games arrivals and departures service at Glasgow Airport will be provided to all the Games Family members. Where required, Games Family members will be assisted through the arrivals process of immigration; baggage reclaim; customs and excise; and then on to their initial Games destination.

Games Family members will be directed to their relevant staging areas and Load Zones at the airport from where transport services will take them to their first Games destination. Transport for departures will be provided from the official accommodation areas to the airport, as required. Detailed information regarding client numbers and pieces of luggage and equipment will be requested pre-Games to ensure an efficient and effective operation.

Spectators can seek assistance at Glasgow Airport at the VisitScotland Information desk with regards to onward travel from the airport to accommodation in the city.

11.7 Rail and coach arrivals

Games Family members are also expected to arrive and depart the city using Glasgow’s two main rail termini at Glasgow Central Station and Glasgow Queen Street Station. A dedicated arrivals and departures service will be established at these stations from 8 July–6 August 2014. It is not expected that Games Family members will use Buchanan Bus Station when arriving by coach into the city. Any Games Family members arriving by road will go directly to their first Games destination.

11.8 Ceremonies

The showpiece events of the Games will be the Opening and Closing Ceremonies.

The Opening Ceremony will take place on Wednesday 23 July 2014, at Celtic Park, situated adjacent to the CGV. It will be attended by athletes, team officials, dignitaries, sponsors, media and spectators. Athletes and team officials will be provided with suitable transport arrangements. The media will travel on scheduled services from the media transport hub and spectators will be encouraged to use public transport.

The Closing Ceremony will be held at Hampden Park on Sunday 3 August 2014 and will also be attended by athletes, team officials, dignitaries, sponsors, media and spectators. Coaches will be provided from all Games Family accommodation areas to the event and from venues which host competition on the day of the Closing Ceremony. Athletes will travel in a fleet of buses to the ceremony. Dignitaries will be provided with suitable transport arrangements and the media will travel from the media transport hub in scheduled services. Various public transport options will be available for spectators.

11.9 Cultural events

A cultural events programme will be provided throughout Games Time for the Games Family, spectators, workforce, volunteers and visitors to enjoy. Transport provision will be planned to suit each Festival 2014 Live Site across the city.

Games Family clients will be able to access cultural events using the city centre shuttle services and public transport. Games Services Information Desks will be provided at prominent locations to advise on the programme of events.

Spectators and visitors will be able to access existing public transport or additional transport services (such as Park & Ride) as necessary.
12 Security and Contingency Plans

12.1 Introduction
Glasgow 2014 considers transport safety and security for Games Family, workforce and spectators a priority and will ensure that all reasonable measures are taken to allow every client group a means of transport which is safe, secure, reliable and accessible.

To achieve this requires coordination and close working between several stakeholders. Glasgow 2014 will adopt an approach that will bring all the partners together to deliver a safe Games.

Glasgow 2014, Police Scotland, Transport Scotland and Glasgow City Council will coordinate the required partners and stakeholders to deliver a Transport Security Strategy.

12.2 Transport safety
Transport operators will be responsible for ensuring that their operations are compliant with the appropriate regulatory safety standards, and that risk assessments have been undertaken on all aspects of Games Time transport service delivery. Staff training will be refreshed in order to ensure services are delivery with safety as a paramount concern.

12.3 Transport security
A Transport Security Integrated Project Group has been established and tasked with the development of a transport security plan. Risk assessments, using intelligence and scenario testing will be carried out to analyse the transport security plans for the Games.

Measures that the transport partners will consider include:

- Physical security (security fences, CCTV and access control)
- People security (crime prevention and vetting of personnel)
- Information security (IT security, protection)
- Threat level

12.4 Transport Security project
A transport security project has been established, consisting of a wide range of partners including:

- Glasgow City Council
- Glasgow 2014
- Scottish Government
- Police Scotland
- British Transport Police
- SPT
- Glasgow Airport
- Maritime Security

This group will develop and coordinate the transport security approach.

12.5 Transport coordination, command, control and communication

There are six transport strategic objectives, of which three are directly relevant to coordination, command, control and communication:

- Deliver safe, secure and reliable transport for the Games Family.
- Provide fast, frequent, friendly and simple to use transport for spectators.
- Keep Glasgow moving during the Games.

A structure will be developed to meet these objectives.

To allow operational teams to make decisions in response to situations, decision making will be made at the lowest practicable level. This will avoid a situation escalating whilst authority is sought.
12.6 Transport Coordination Centre (TCC)

The TCC is a multi-agency facility which will provide the single source of validated information relative to all modes of transport network during Games Time. It will ensure coordinated responses are implemented in response to unplanned incidents should they occur on the transport networks during the Games.

The TCC will:

- provide coordination and information management for the mass movements of spectators through the Travel Demand Management (TDM) communications hub.
- respond to requirements from the Games Operation Centre (GOC) with rapidly developed plans identified through a coordinated response from individual agency control room staff.
- define contingency plans for typical incidents and the subsequent coordination of the required responses of each transport mode in line with agreed business as usual response plans.

The TCC will not:

- take over direct operational control from the existing control rooms of the Games partners.
- make the final decision on the actions to be implemented by individual control centres.
- assume primacy for transport safety or security.
- track or control Games Family vehicles on the GRN.
- communicate directly with the media.
- communicate directly with the Games Family.

12.7 Transport Operation Centre (TROC)

The TROC’s role is to enable the effective command, control and communication of Games Family transport operations. It will be co-located with the GOC as an FA sub-office providing tactical level decision making. The TROC will coordinate normal and contingency operations with the relevant FAs and the TCC, and will escalate multi-functional or emergency issues to the Transport Desk in the GOC. It has oversight across all Games operations and represents the centralised information, coordination, decision-making and reporting system that supports venues/operational sites, functions and key external delivery partners.

As per the Joint C3 Concept of Operations and, where possible, decision making will be devolved to the lowest appropriate level (depending on the level of impact based on the Red Amber Green (RAG) reporting system). Given the key Games Family client groups will be travelling on the GRN, the TROC has a primary focus on road operations to include Games Family buses, fleet cars, venue transport, Local Area Traffic Management & Parking (LATM&P), Park & Ride and city centre shuttles.

The TROC will:

- make decisions at an appropriate level to support transport work streams;
- report transport incidents as well as positive transport metrics and Key Performance Indicators (KPIs), such as customer satisfaction, percentage of on time arrivals, etc.;
- assume primacy for transport safety and security through relevant FAs;
- track and control Games Family vehicles on the GRN;
- liaise with TDM to ensure messaging is accurate; and
- communicate directly with the Games Family.

The TROC will not:

- take over direct operational control from the existing control rooms of the Games partners; or
- make the final decision on the actions to be implemented by individual control centres.

Equipment and Luggage
13 Equipment and Luggage

13.1 Introduction

The Games will generate a significant demand for the movement of freight, equipment and luggage.

The Logistics FA will manage and supervise delivery scheduling, receipt, distribution, asset tracking and disposal of freight to and from venues. The Logistics FA will also provide transport for athletes’ sports equipment and luggage, known as ‘accompanied freight’. This chapter considers how these items of accompanied freight will be transported.

13.2 Accompanied freight – arrivals and departures

The Logistics FA will transport athletes’ luggage and equipment from Glasgow Airport to the CGV. A similar service will be provided from the CGV to Glasgow Airport for departures. Where possible, athletes’ luggage will be loaded onto the same vehicle that will transport athletes to the CGV. Any additional luggage or larger items will be loaded onto an accompanying Logistics vehicle that will travel in convoy to the CGV transport mall.

Specialist equipment (such as firearms) will be transported by a specialist secure carrier. Details of this process are available in the Glasgow 2014 Customs and Freight Guide and additional information will be sent to teams involved through the Shooting Sport Guide.

Details of travelling passenger numbers, luggage quantities and equipment specifications will be requested from the CGAs in advance to ensure the appropriate types and quantities of transport are available.

Athletes, their luggage and equipment will travel via the GRN where possible.

13.3 Accompanied freight – sport equipment

Logistics will provide return transportation for any item of sport equipment arriving at Glasgow Airport to its intended places of use in line with the above arrivals and departures guidelines. The exact nature of this transport solution will be item specific and dictated by the equipment type, quantity and individual sport requirements.

Where there is a requirement to transfer sport equipment from the village to competition and training venues, smaller items (other than firearms) will be allowed as carry-on luggage on athlete transport services. Larger items will be transported between the CGV and the appropriate competition and non-competition venues through a scheduled service by the Logistics FA.

Details of the schedule and booking requirements will be made available in the individual sport handbooks.

13.4 Customs and freight

The Logistics FA is responsible for producing a Customs and Freight Guide. This guide details the rules regarding importing and exporting of goods to and from the United Kingdom for use during the Games. For the purposes of Glasgow 2014, some of the procedures have been simplified to benefit the Games Family. It provides details on procedures to be followed by passengers when entering the UK, particularly with restricted and prohibited goods. A section of the guide also explains the regulations when importing firearms and ammunition for the Shooting competitions at the Games. Detailed procedures regarding transportation of firearms once in the UK will be provided in more detail by the Security FA.

The Customs and Freight Guide also provides users with information regarding freight support services that can be provided by the official logistics service provider, DB Schenker. To utilise these services please contact the names provided in the guide. A copy of the Customs and Freight guide can be found on the ‘documents’ section of glasgow2014.com.

13.5 Delivering to venues

The Master Deliver Schedule (MDS) is a centralised scheduling system, assigning delivery slots to, and controlling the flow of, delivery vehicles requiring entry to Glasgow 2014 venues. During lockdown, vehicles will not gain access to Glasgow 2014 venues unless they have a slot booked on the MDS.

Delivery slots can be requested by completing and emailing a Delivery Request Template (at least 48 hours prior to delivery) to MDS@Glasgow2014.com

The Delivering to Venues Guide is a document providing guidance to assist sponsors, contractors and suppliers in making deliveries to Glasgow 2014 venues.

The guide centres on the following main aspects for delivering to venues:

- Six keys to the gate
  1. MDS
  2. VAPP
  3. Accreditation
  4. Pre-screening and security sealing
  5. Secure Load Pass
  6. Vehicle Screening Area (VSA)

- Venue Dispatch Centre (VDC)
- Secure Vendor Certification Scheme (SVCS)
- Multiple loads for multiple venues
- Delivery paths
- Delivery windows

This guide can be found at glasgow2014.com
14 Sustainable Transport

14.1 Introduction

Reducing the negative impact of road traffic on the environment and people is the most vital component of any sustainable transport policy.

The purpose of promoting more sustainable transport is to minimise any negative environmental and social impacts of road travel, whilst maintaining an efficient and effective transport system that supports the requirements of the Games.

Increased proportions of sustainable transport will help reduce transport emissions that contribute to local pollution problems and climate change. Increasing the numbers of people walking and cycling is also critical to helping improve health and well-being amongst participants.

Since being awarded the XX Commonwealth Games in 2007, Glasgow City Council, along with its partners, has invested heavily in ensuring that the city is as accessible as possible to pedestrians, cyclists and those with extra mobility requirements – as well as ensuring there is a public transport system in place that can adequately provide for the different requirements of Glasgow citizens, visitors and the Games Family.

All Games ticketholders (on the day their ticket/s are valid), staff and Games Family will also have access to funded public transport in the local area around the venues.

Strategic objectives

During the bid for the Games, two strategic objectives relating to sustainable transport were identified:

- Provide low emission transport system for the Games.
- Leave a positive legacy in terms of a continued shift towards sustainable modes of transport.

To support these objectives, the spectator transport strategy promotes 100% spectator travel by the use of public or sustainable transport. Chapter 6 provides further details of this strategy.
### Project title
- Routes to Cathkin Braes Mountain Bike Trails
- Anderston to Kelvingrove (incl. Stobcross Footbridge)
- Riverside walkway
- Custom House Quay
- Colleges
- Eldon Street
- London Road
- Langlands Path
- Routes to Southern General

### Location
- City Centre to Cathkin Braes
- Waterlo St, Anderston Footbridge, Argyle St, Elderslie St, Berkeley St, Claremont St, Kelvingrove Park, Stobcross St Footbridge, North St
- Riverside Museum to Heliport
- North bank of Clyde between George V Bridge and Victoria Bridge
- Hampden Park & Ride to Glasgow Green
- Eldon Street Underpass
- Glasgow Green to East End Regeneration Route
- Govan Street to Langland Road
- Southern General Hospital to Braehead/Bellahouston Park/Govan/Clyde Tunnel

### Length (km)
- 9.0
- 2.7
- 0.7
- 0.6
- 3.0
- 0.1
- 0.5 (segregated) 0.75 (off road)
- 0.3
- 10.0

### Venue

<table>
<thead>
<tr>
<th>Venue</th>
<th>Cycle parking location</th>
<th>Number of spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barry Buddon</td>
<td>Transport mall</td>
<td>20–30</td>
</tr>
<tr>
<td>Emirates Arena, which includes the Sir</td>
<td>Dunn Street</td>
<td>100</td>
</tr>
<tr>
<td>Chris Hoy Velodrome Celtic Park</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cathkin Braes Mountain Bike Trails</td>
<td>Former St Martins Primary School site</td>
<td>100</td>
</tr>
<tr>
<td>Hampden Park</td>
<td>Holyrood High School</td>
<td>100</td>
</tr>
<tr>
<td>Ibrox Stadium</td>
<td>Woodville Street or Brighton Street</td>
<td>100</td>
</tr>
<tr>
<td>Kelvingrove Lawn Bowls Centre</td>
<td>Kelvingrove Park (off Kelvin Way – in area around</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Lister and Land Kelvin Statues)</td>
<td></td>
</tr>
<tr>
<td>Royal Commonwealth Pool</td>
<td>Preston Street Primary School</td>
<td>40</td>
</tr>
<tr>
<td>Strathclyde Country Park</td>
<td>Grass area within park close to PSAs</td>
<td>65–70</td>
</tr>
<tr>
<td>Scotstoun Sports Campus</td>
<td>Victoria Park (Basketball Courts)</td>
<td>70</td>
</tr>
<tr>
<td>SECC Precinct</td>
<td>Ground Floor of multi-storey car park at SECC</td>
<td>150</td>
</tr>
<tr>
<td>Tollcross International Swimming Centre</td>
<td>Within Tollcross Park – at Winter Gardens</td>
<td>40</td>
</tr>
<tr>
<td>Glasgow National Hockey Centre</td>
<td>Within Glasgow Green (off Arcadia Street)</td>
<td>150</td>
</tr>
<tr>
<td>Glasgow Green</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CGV Dalmarnock</td>
<td>Dalarnoc Road</td>
<td>50</td>
</tr>
</tbody>
</table>

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### Cycling provision at Games Time

Spectator/workforce bicycle parking will be available at the following Games venues/events:

- Glasgow City Marathon Course (cycle parking at Glasgow Green south of Templeton Street)
- Glasgow City Cycling Road Course (cycle parking at Glasgow Green south of Templeton Street)
- Glasgow City Cycling Time Trial Course (cycle parking at Glasgow Green south of Templeton Street)
- Edinburgh Royal Commonwealth Pool – Diving

Glasgow 2014 workforce will be encouraged to use active travel methods to travel to, and between venues, and will utilise bicycle parking facilities at competition and non-competition venues.

### Mass Automate Cycle Hire (MACH) Scheme:

The Glasgow City Council MACH Scheme will be deployed citywide in May 2014. The stations for the MACH scheme will be located across the city at strategic points chosen by Glasgow City Council.

During Games Time, MACH stations will be aligned with Games cycle parking at some venues.

### Permanent locations for MACH Stations:
- Glasgow Central Station
- Waterloo Street
- Glasgow Queen Street Station
- Buchanan Street Bus Station
- Glasgow Caledonian University
- George Square
- Merchant Square
- St George’s Cross
- Glasgow Cathedral
- St Enoch Square
- Argyle Street Station
- Glasgow Green Broombielaw
- Riverside Museum
- Kelvinbridge Subway
- Kelvingrove Art Gallery
- Charing Cross Station
- University of Glasgow (West)
- Partick Interchange
- University of Strathclyde (North)
- Mitchell Library
- Glasgow Science Centre
- Emirates Arena
- Gallery of Modern Art
- Trongate
- Bridge Street Subway
- University of Strathclyde (South)
- Hillhead Subway
- University of Glasgow (East)
14 Sustainable Transport

Temporary locations for Games Time:
SECC
Scotstoun Sports Campus
Hampden Park
Tollcross International Swimming Centre
Cathkin Braes Mountain Bike Trails
Ibrox Stadium

Route maps
Route maps for walking and cycling to and between venues, as well as around the venues are in the process of being produced and will be made available online closer to the start of the Games.

Buses and coaches
Glasgow 2014 is committed to delivering a public transport Games. In order to transport Games Family, spectators and workforce around Glasgow during the Games in a safe, comfortable and efficient manner, Glasgow 2014 will provide:

- Games Family, athletes, officials, media bus and coaches: Euro 5 Category
- Park & Ride and city centre shuttle bus and coaches: Euro Category 3 or above; it is anticipated that significant portion of this fleet will be Euro Category 4.

Trains
Glasgow has the largest above-ground train network in the UK, outside of London. It also has the world’s third oldest underground train network, and a large number of buses serving the city from the surrounding region.

Glasgow Central Station is the main terminal for trains from south Scotland and the rest of Britain, including Penzance, London Euston and Birmingham; as well as connecting to ferry services to Northern Ireland. Glasgow Queen Street Station is the main terminal for trains from the rest of Scotland; and also connects to ferry services at Aberdeen, Mallaig, Oban and Scrabster.

It is anticipated that a large number of spectators and Games Family (from the home nations) will make use of the excellent train links to make their way to Glasgow for the Games.

ScoRail
ScoRail is Scotland’s largest train operator, operating 95% of passenger rail services. This is made up of 2,300 services a day plus the overnight Caledonian Sleeper services to and from London.

ScoRail has been working with Glasgow 2014 and several partner organisations to finalise transport arrangements for the Games. An expanded timetable is being developed to meet the demands of spectators, volunteers and regular customers during the Games.

Transport via ScoRail services within designated Glasgow City boundaries will be included in the price of the Games ticket for Glasgow 2014 spectators.

More than 3,000 ScoRail staff have been trained to help enhance the Games experience for everyone. Integrated travel and increased services on core routes to venues have been arranged, to make sure spectators get to where they need to be, smoothly and on time.
15 Transport Legacy

15.1 Introduction

A key objective set by the strategic delivery partners is for the Games to generate a lasting social, economic and sporting legacy. The planning and preparation for Glasgow’s bid included much consideration towards legacy. Hosting a major sporting or cultural event is often seen as acting as a catalyst for change. The location of the CGV in Dalmarnock is an example of the Games providing a platform for urban regeneration.

The Games is intended to leave a positive lasting legacy for Scotland and Glasgow across a wide range of issues. However, this section of the Transport Strategic Plan will solely address transport legacy.

Good transport links are vital for a modern, vibrant city to succeed. Businesses, citizens and visitors all need fast, reliable and efficient access to and from Glasgow. In the years leading up to the Games, £1.5 billion has been spent on Glasgow’s transport infrastructure, providing real benefits to the local economy and communities.

15.2 Infrastructure

Several transport infrastructure schemes critical to the success of the Games are funded from sources other than Glasgow 2014 and include:

- Dalmarnock Station: providing a comprehensive upgrade of the station to serve the Emirates Arena, which includes the Sir Chris Hoy Velodrome; and Celtic Park. It will also provide an attractive option for athletes and officials wishing to use public transport. This project is complete.
- Eastgate: Glasgow City Council and Community Safety Glasgow have recently developed a new facility on London Road to house the Traffic Control Centre for the city. This will act as the TCC during the Games. This project is complete.
- Lancefield Quay: improvement of the river frontage and Clyde Walkway serving the SECC. This project is complete.
- Anderston Quay: refurbishment of the river front as part of the FirstLink BRT project. This project is complete.
- Cathedral Street Bridge: refurbishment of the weight restricted structure spanning Glasgow Queen Street Station. This will provide improved traffic flow on the north side of the city centre. Started on site March 2013. Due for completion June 2014.
- Bells Bridge: refurbishment of the walking link from the SECC to the south of the River Clyde. Work began March 2013. This project is complete.
- Connect 2 project: an active travel route linking the city centre to the west of the city. Includes the recently completed ‘Bridge to Nowhere’ and dedicated cycle ways through the west end serving SECC, Kelvingrove Lawn Bowls Centre and Scotstoun Sports Campus. This project is complete.
- Hampden Transport Hub: redevelopment of the council depot to provide a Park & Ride facility serving the south of the city. This will act as spectator screening area during Games Time. This project is complete.
- Smarter Choices, Smarter Places: an active travel route linking the city centre with the east of the city. Provides high quality walking and cycling routes in east end of city serving Glasgow Green; Glasgow National Hockey Centre; the Emirates Arena, which includes the Sir Chris Hoy Velodrome; and Celtic Park. This project is complete.
- Custom House Quay: refurbishment of the river frontage at the south of the city centre. This will form part of Citywide Live Site. This project is complete.
- Charging points: Transport Scotland has been working with Glasgow City Council to install a number of Electric Vehicle (EV) charge points in the city centre. Three charging units are now ready for use (at the SSE Hydro, Scotstoun Sports Campus and Tollcross International Swimming Centre). Glasgow City Council is in the process of installing charging units at the Glasgow National Hockey Centre, the care home site of the CGV, Holyrood Sports Centre (near Hampden Park). These sites are not yet ready for public use but are expected to be functional by June 2014.

Cycle Hire: Glasgow is launching MACH Scheme in May 2014 with 400 MACH bikes being distributed over 31 MACH stations throughout the city. The bespoke stations will cover major transport hubs, cultural, educational and sporting locations. The MACH Scheme is essentially seen as an extension of the public transport infrastructure focusing on short trips or the last mile/final mile of a public transport journey. This enables improved interchange between subway, rail and bus stations and also extends the range of access to key destinations and trip attractors in the city. There are also health improvement benefits by people cycling over the long term, as well as benefits to the wider public sector, in relation to having a more healthy population. The scheme will also assist in the reduction of short trips by car, helping to reduce CO2 emissions and improve air quality. More information on user guidelines, how to register and user tariffs can be seen at nextbike.co.uk

Hosting the Games has provided the impetus for implementing some of these projects and will undoubtedly benefit Games Time operations and an enhanced spectator experience. Taken together, these measures will provide a lasting benefit to businesses, visitors and the citizens of Glasgow and Scotland for years after the Games by:

- making the city more accessible and better connected;
- providing alternative transport options to reduce the carbon impact;
- contributing to healthier lifestyles by encouraging a modal shift to active forms of transport;
- contributing to the regeneration of the east end of Glasgow; and
- leaving a lasting legacy benefit for Glasgow and Scotland for years after the Games.

15.3 Environment

The residents of Glasgow and the surrounding area are regular users of public transport. Improvement works being carried out to the transport infrastructure for the Games will encourage a behavioural change with more people travelling by sustainable means. This legacy will continue to be promoted after the Games by Glasgow City Council and the Scottish Government.

The timing of the Games has been selected to coincide with a seasonal low demand in transport use. This means that the Games organisers can make use of the existing public transport services and minimise the carbon impact and local disturbance due to Games-related travel.

More than 90% of athletes will be less than a 20 minute journey time from their event, while 50% of the journey times will be under 10 minutes. These facts coupled with the no spectator parking strategy demonstrates the commitment to minimising the required number of miles travelled and associated carbon emissions resulting from the Games.

Transport Strategic Plan
Consultation Process

16 Consultation Process

Consultation on the draft version of the Transport Strategic Plan took place over the summer of 2010. Transport stakeholders and members of the public were invited to comment on the first draft of the plan, and their comments were considered for inclusion in the published plan.

Following publication, many major stakeholders have been represented on various working groups or at other meetings organised by the Games’ delivery partners and have input into the refresh of the Transport Strategic Plan. Feedback was also received from community consultation events in 2011 with businesses and residents. All contributions and feedback have been helpful in the preparation of this document and are listed in the separate Transport Strategic Plan Appendices document.