

Glasgow 2014 Commonwealth Games – Transport Strategic Plan

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1 Introduction

The Glasgow 2014 Commonwealth Games will be the largest multi-sporting event ever hosted in Scotland. The event will provide a great opportunity for the city and for Scotland to celebrate and share the Commonwealth Games experience as over 15,000 Games Family members arrive in the city alongside up to 1.3 million spectators with a further two billion people viewing the event as it is broadcast worldwide.

Hosting the Games presents many challenges in terms of resources, infrastructure, planning and ultimately, their integrated delivery across a wide range of functions. One of the major areas of challenge is transport which must accommodate the huge increased volume of demand and a wide range of client specific requirements whilst still maintaining the city's essential routine transport operations.

Glasgow has approached the transport challenge with the development of the Transport Strategic Plan (TSP) that sets out the challenge and the strategy that is proposed to address it. This paper focuses on the Glasgow 2014 Commonwealth Games TSP and summarises its presentation of Glasgow 2014 Organising Committee's transport objectives, their strategy to achieve them and, who will be involved in the delivery.

2 Glasgow 2014 TSP Process

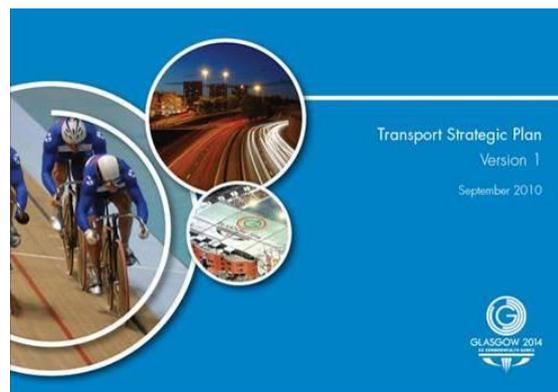
The development of a Transport Strategic Plan is a requirement placed on the Commonwealth Games Organising Committee by the Commonwealth Games Federation. The primary aim of the TSP is to ensure that the transport needs of the Games are considered fully and that robust plans are put in place to meet them. Our additional aims for the TSP are to provide a vehicle for engagement and consultation with stakeholders and the public to establish a clear, robust and agreed foundation for the operational planning phase.

The TSP preparation process built upon the transport proposals developed for the initial Glasgow Commonwealth Games bid in 2007. Review of key planned and committed infrastructure and associated investment programmes along with further examination

of proposed operational and management strategies allowed the draft TSP to be developed and refined. Engagement through a number of themed working groups with a range of transport bodies who will be involved with supporting the delivery of the Games transport provided further information towards the TSP.

The draft TSP was then subject to consultation with the Games main Transport Partners to ensure agreement, engagement and alignment with their wider strategies and programmes. This group represented the key agencies with transport powers and responsibilities for delivering key aspects of the transport for the Games. The revised TSP was then issued for consultation to the wider group of transport stakeholders to inform them, seek their engagement and to obtain their initial views on the proposals. This group was much wider, covering city and national agencies and representative bodies with a relevant transport remit. Following consideration of the stakeholder comments Version 1 of the Transport Strategic Plan was completed for formal consultation with the wider transport sector and the public.

It is intended that the TSP will remain a live document throughout the planning and delivery phase with updated versions being published prior to 2014 to continue communication and engagement with stakeholders and the public.



Each successive version will provide more detail of what is planned as the strategy unfolds and the operational planning sets the strategies in place. Feedback received from previous versions will be provided along with any actions taken in response.

3 Glasgow 2014 Commonwealth Games

The city of Glasgow has a population of around 600,000 with a wider conurbation of approximately 1.4 million people. The city has a reasonably balanced modal split with 60% of the travel to work trips made by public transport (rail / bus) and walking /cycling. However, there are still significant vehicle movements in and around the city with the majority of these being carried by the motorway network. It is within this transport context that Glasgow plans to deliver the 2014 Commonwealth Games.

Glasgow will host the 20th Commonwealth Games during the summer of 2014. The Opening Ceremony will be held on Wednesday 23rd July 2014 followed by 11 days of competition where athletes will compete in 17 sports before the Closing Ceremony being held on Sunday 3rd August. The Games will involve around 6,500 athletes and officials, including approximately 350 para-athletes whose disciplines of aquatics, athletics, lawn bowls and powerlifting will be integral to the Games event schedule. There will be 1.3 million spectator tickets available for sale to the general public who are expected to attend from the 71 Commonwealth nations across the world.

The competition venues are centred on Glasgow with satellite venues in Edinburgh (Diving) and Barry Buddon (Shooting). The competition venues are arranged in clusters by their geographical location - East End, West End, South Side and Satellite venues. The non-competition venues include the Commonwealth Games Athletes' Village, Satellite Village, training venues, Celtic Park (the host venue of the Opening Ceremony), the media hub, Games Family hotels, various transport centres and cultural entertainment venues.

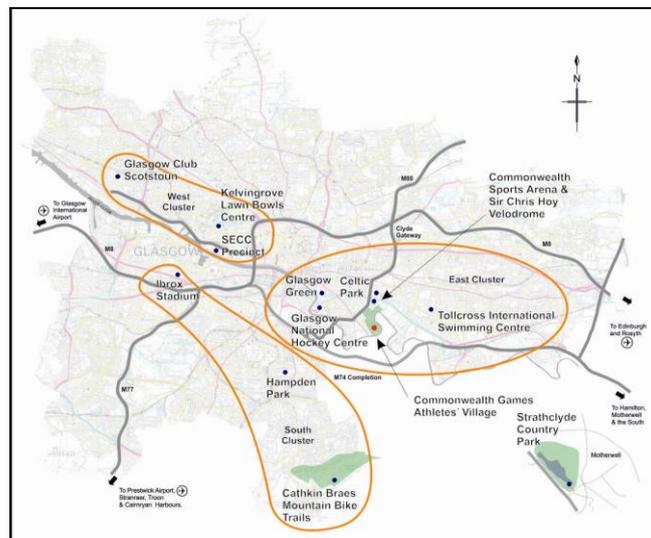


Fig 1. Games Competition Venues

4 Roles and Responsibilities

Several key organisations are involved and committed to delivering the Glasgow 2014 Games by working in partnership. These delivery partners include the Scottish Government, Glasgow City Council, Commonwealth Games Scotland and the Organising Committee.

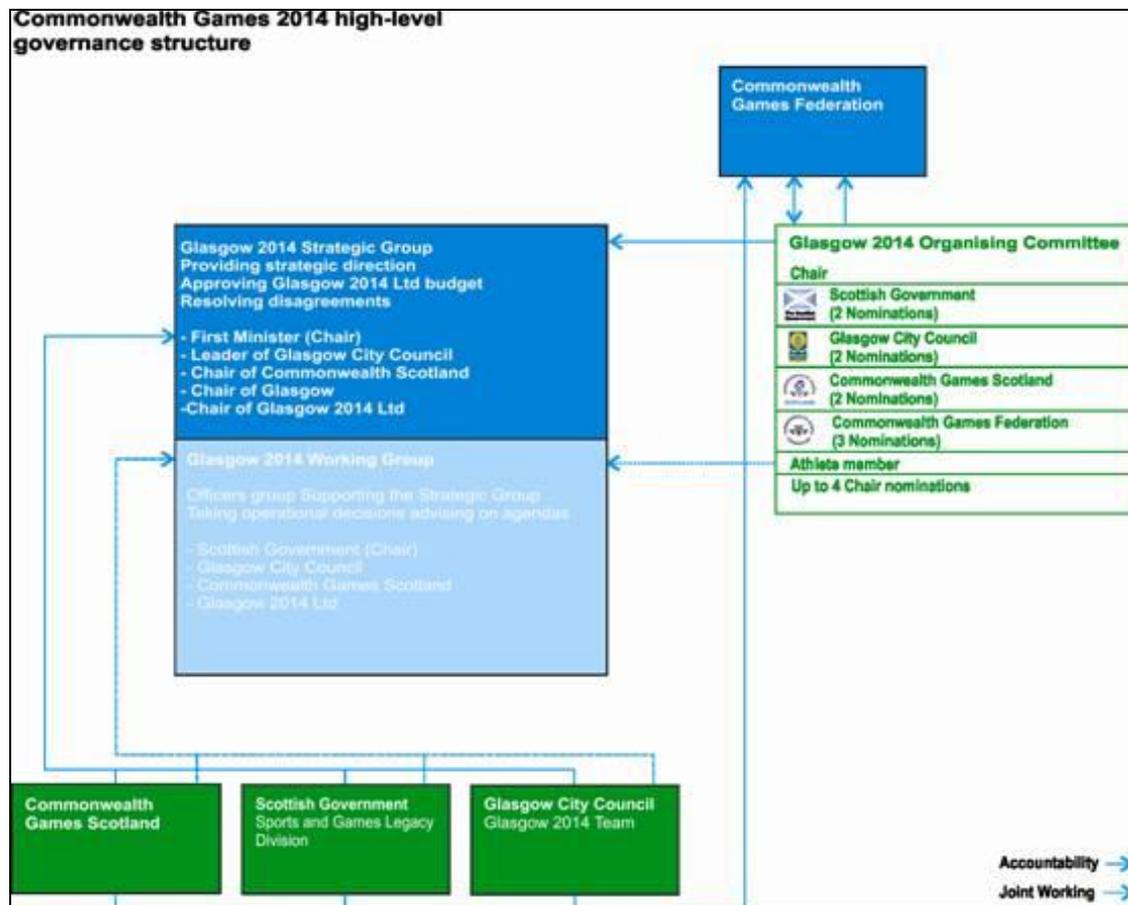


Fig 2. Governance Structure

The Scottish Government is providing 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 overall responsibility for security at the Games.

Glasgow City Council is a unitary local authority and is the host city. It is contributing 20% of the public funding for the Games. It has two representatives on the Board of the Organising Committee.

Commonwealth Games Scotland 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.

The Organising Committee is a company limited by guarantee (Glasgow 2014 Ltd), specifically formed for the purpose of delivering the Glasgow 2014 Games. It is responsible for the Games delivery and ensuring the implementation of all other responsibilities that are not covered by the remaining delivery partners. Its executive board includes representatives from local industry, the Scottish Government, Glasgow City Council, athletes, the CGF, Commonwealth Games Scotland and independent bodies.

The Organising Company's mission vision includes the following statement:

"To organise and deliver the Glasgow 2014 Commonwealth Games in a manner consistent with the aspirations of the Glasgow bid and the contractual obligations of the Host City Contract, on time and on budget."

Through this vision and in accordance with the legislation put in place by the Scottish Government to enable the Games (Glasgow Commonwealth Games Act 2008) the Organising Committee is responsible for developing, consulting and implementing a Transport Strategic Plan and for ensuring that Games transport operational requirements are implemented.

5 Transport Objectives

A successful transport operation is critical to the success of any major sporting event, and this importance was recognised early by the Glasgow bid team in their proposals where transport matters featured strongly. The current transport strategy, which is being 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.

The Glasgow Games Transport Strategy is focused on the delivery of three strategic objectives:

- Safe, secure, reliable and accessible transport for the Games Family
- Provide fast, frequent, friendly and accessible transport for spectators
- Keep Glasgow moving during the Games

And three planning objectives:

- Provide a low carbon transport system for the Games
- Leave a positive legacy in terms of a continued mode shift towards sustainable modes of transport
- Provide a Games transport system that offers value for money

The strategic objectives reflect the key transport imperatives which are to ensure that athletes can focus on competing without concern over transport issues; that spectators' travel to and from events is part of the positive experience of being at the Games; and that the city can continue to function and successfully deliver the increased level of services required throughout the Games.

The planning objectives highlight additional guiding aspirations being used to shape the delivery as the operational planning moves forward. In response to global concern over climate change and Scotland's national climate change targets it is important that the transport provisions are carbon conscious and seek to minimise their carbon impact. Equally, it is important for Glasgow and others that the transport measures achieve value for money and can, wherever possible, provide a positive legacy and contribute towards the city's drive for more sustainable travel.

6 Client Groups

There are numerous groups of people that will require transport during Games time. These groups all have quite different requirements for travel with varied levels of service. This results in a complex matrix of origins and destinations throughout the Games period as athletes, officials, workforce and spectators travel between their accommodation, competition venues, training sites and cultural events whilst sharing the transport network with non-Games travellers.

In general, the demands from spectators and workforce will be met by maximising the capacity of the existing transport network throughout the period of the Games. Additional capacity will be provided by utilising spare capacity resulting from the seasonal low demand, augmenting existing public transport modes and supplying special shuttle buses as necessary to meet specific venue demands. Traffic management measures will be introduced and enforced to provide dedicated road space for priority services and to ensure road space is maintained for other traffic and services. These measures, along with suitable contingency arrangements will be designed using extensive computer modelling and tested before the Games to ensure that they are robust. Wherever possible, measures

implemented for the Games such as bus priority measures will be adopted for continued use after the Games.

7 The Games Family

The Games Family comprises around 15,000 people and includes athletes, team officials, Commonwealth Games technical officials, members of the CGF, dignitaries and VIPs, media and sponsors. The Host City Contract requires the CGF to deliver transport to agreed service levels for each category of accreditation.

Transport for the athletes and officials will receive the highest priority and measures will be employed to ensure over 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.

Reliable and efficient transport for all accredited Games Family members will be delivered through the use of a dedicated fleet of cars and coaches, driven by paid staff and volunteers. To increase sustainability, all members of the Games Family will have use of public transport systems within Glasgow free of charge and will be encouraged to make use of these whenever possible.

The Organising Committee will source vehicle fleets and suitable garaging facilities in appropriate locations. A mixture of professional and volunteer drivers will undergo training to enable familiarisation of the network and venues and the standards of service required in terms of driving standards, safety and security principles.

8 The Games Route Network

The provision of 'safe, secure, reliable and accessible transport for the Games Family' is one of the key Strategic Objectives of the Games. A Games Route Network will be implemented to facilitate an efficient means of achieving this objective. It will link the Commonwealth Games Athletes' Village to competition, non-competition and training venues across the city. Traffic management measures that will be adopted include dedicated Games Lanes, signal controls, junction improvements, parking controls and monitoring and enforcement regimes.

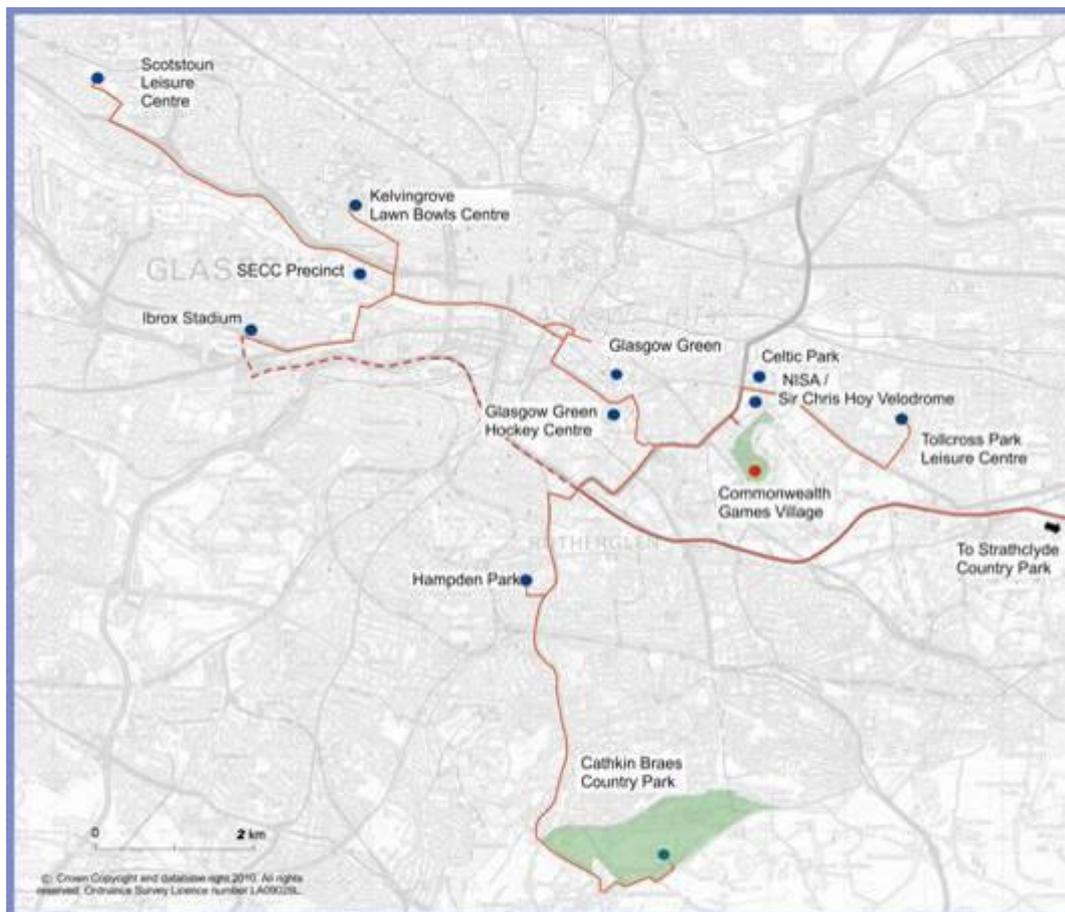


Fig 3. Proposed Games Route Network

Consultation with stakeholders will be held during the planning process and where legislation is required it will be enabled through the Glasgow Commonwealth Games Act 2008.

9 Spectator and Workforce Access Strategy

A spectator Gravity Model (GM) has been developed to identify from where and by what transport mode the potential 1.3 million spectators are expected to arrive for the Games. The GM outputs are being combined with a Spectator Access Model (SAM) that uses the Games event schedule to determine the expected daily spectator travel demand for each venue and the potential modal split. It takes into account existing patronage of public transport and initial outputs from the model suggest that the current public transport system can deliver a significant proportion of the projected Games spectator transport demand. SAM will be updated throughout the planning process to identify where supplementary transport provision is required and to provide inputs to further transport network management models.

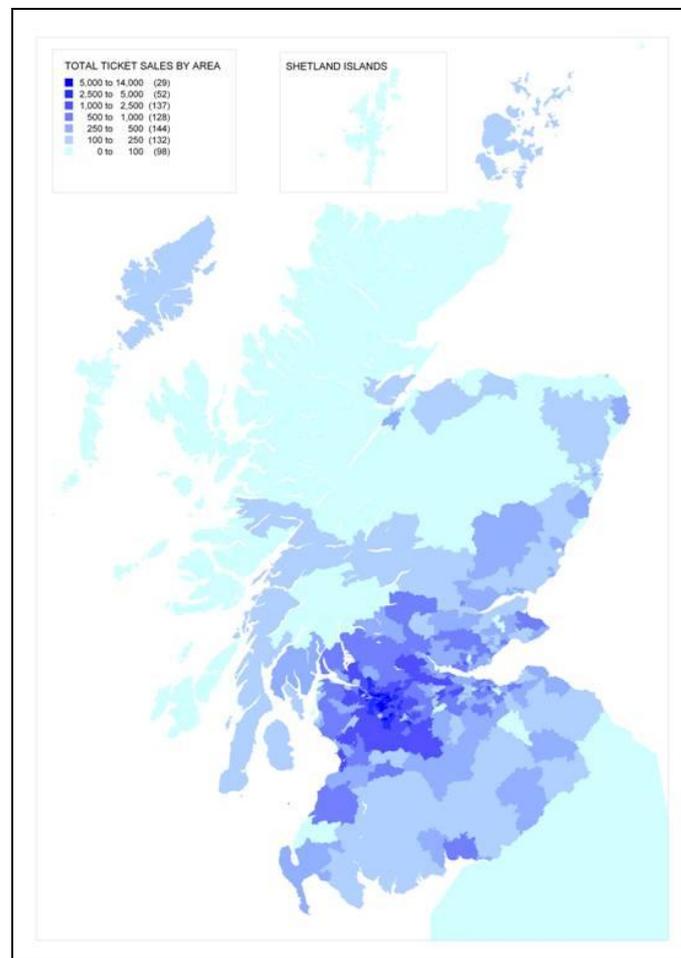


Fig 4. Spectator Gravity Model

Each spectator ticket will be issued with a travel guide, giving details of the public transport options available for the holder's specific journey. Spectator tickets will allow access to free public transport within the city to encourage 100% of spectators to travel

to venues by all modes of public or sustainable transport including walking and cycling. Public transport will be accessible by all. To encourage travel by sustainable means, parking for private vehicles at venues will not be provided but Park and Ride sites will be established at locations on the periphery of the city and serviced with shuttle buses.

Approximately 15,000 people are expected to make up the Games workforce and they will travel to their workplace using public or other sustainable forms of transport. Each member of the workforce will be supplied with the travel guide to assist with their journey planning. Most of the workforce will be required to arrive and depart venues outside event times and therefore the overlap with spectators will be minimised. Supplementary transport arrangements will be provided to assist workforce travel outside public transport's normal operating hours.

However, there will inevitably be an overlap of usage on the transport network between the normal day to day demand and that for the Games. Due to the Games being specifically held during a traditional holiday period, additional capacity will be available. Survey and analysis work is being carried out to understand the effects of this background demand and potential spare capacity in order to identify the level of additional capacity required to satisfy spectator travel demand.

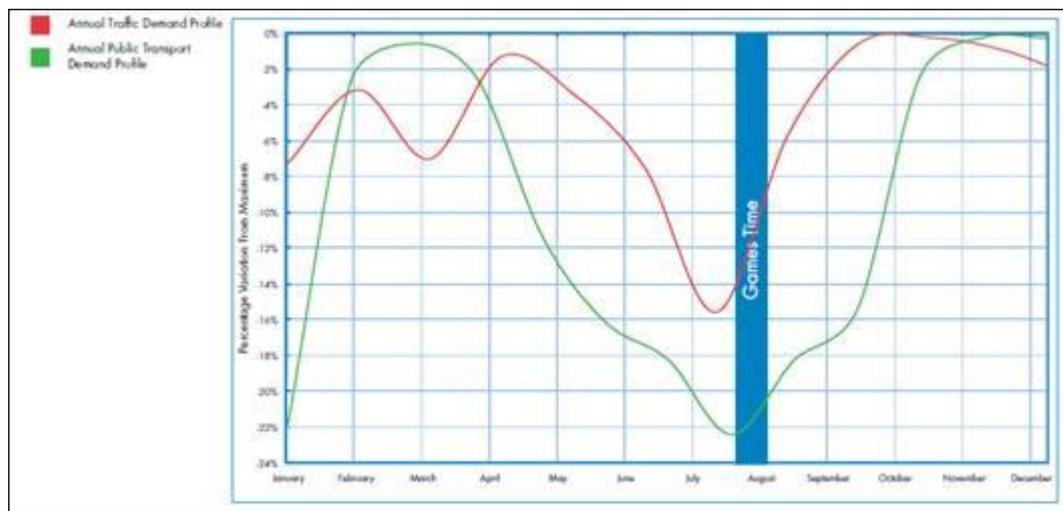


Fig 5. Seasonal Travel Demand

To provide further capacity on the transport network, measures will be taken through media campaigns to encourage residents and businesses to reduce demand on the transport network during the Games period.

Glasgow's existing rail network is comprehensive in its coverage of the urban area and frequency of services. It is supplemented by the Subway running high frequency services through the city centre and inner suburbs. Many of the Games venues have a railway or Subway station within walking distance. The local bus network has multiple operators and is dense in its provision and stable in terms of the routes served.

During Games time, the existing public transport network will be supplemented by shuttle buses operating between the city centre and specific venues. Sporting organisations, social clubs and schools are also expected to charter coaches to run direct services to events. Further bus services will be provided to selected venues from Park and Ride sites located at strategic locations at the periphery of the city.

The spectator ticketing strategy is currently being developed through consultation with stakeholders to deliver the best solution for spectators. This includes consideration of the potential opportunities and risks of employing smart integrated ticketing for travel.

The majority of the key venues are located within a 4km radius of Glasgow city centre so spectators and the Games workforce will be encouraged to use designated walking and cycling routes from Glasgow city centre to venues. Work is ongoing with local authorities to develop sustainable travel routes for the Games through the Scottish Government's 'Smarter Choices, Smarter Places' initiative.

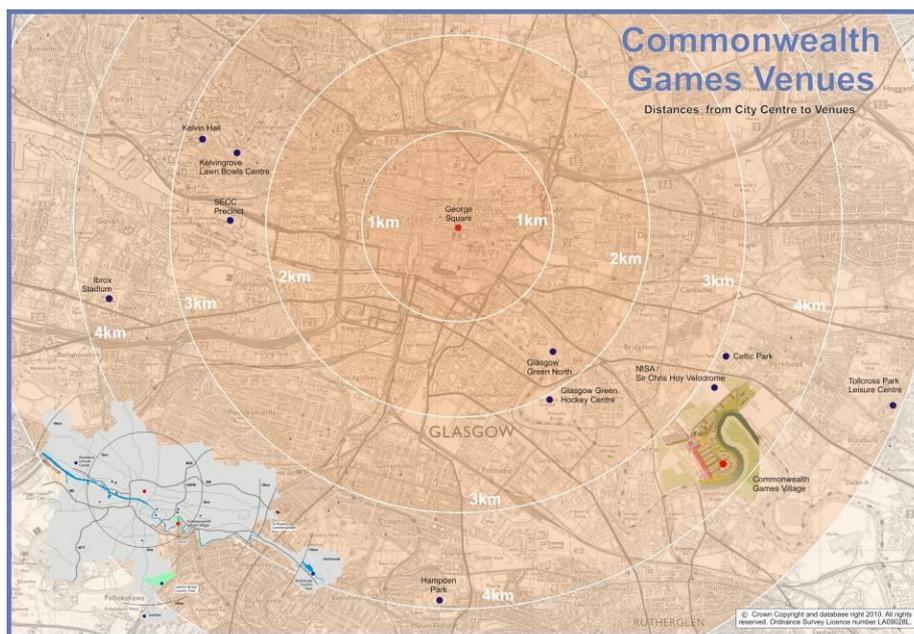


Fig 6. Travel Distances To Venues From City Centre

10 Road Events

Within the events schedule there are four events being held on the public road. The Queen's Baton Relay, Road Cycling, Cycling Time-Trial and Marathon will all require temporary traffic restrictions on roads engaged with the event which may also require to be used for other transport services.

A detailed transport plan, specific to each road event, will be prepared taking into consideration the event itself, as well as the needs of spectators accessing this and other events being held in the city at the same time. Full consideration will also be given to keeping the rest of the city moving and minimising disruption to background public transport services.

11 Non-Competition Venues

In addition to the competition venues the Games require a range of non-competition venues which include the Commonwealth Games Athletes' Village, the Satellite Village, Games Family and Officials' hotels and accommodation sites, media and broadcast centres. Opening and Closing ceremony venues and Games associated cultural entertainment sites are also included. Transport facilities are required to support each of these over a range of client groups.

The Commonwealth Games Athletes' Village provides athletes and team officials with secure accommodation and facilities during Games time. It will be served by a secure transport hub, providing services to all of the Games competition venues and a regular shuttle service to the city centre. Athletes will travel to their training venues in scheduled and pre-booked buses according to training programmes. Key areas of the Commonwealth Games Athletes' Village will be linked with a frequent and accessible in-Village transport service.

The Satellite Village will accommodate athletes and officials attending the shooting events at Barry Buddon. Throughout the period of its operation, athletes and officials will have the use of a scheduled transport service linking the Satellite Village to the Commonwealth Games Athletes' Village.

Selected city centre hotels will accommodate members of designated Commonwealth Games constituent groups. A fleet of vehicles will provide an on-demand service from these locations.

The majority of accredited media personnel will be provided with official Games city centre accommodation. Scheduled media

transport and city centre shuttles will provide frequent transport to Games venues and transport hubs. Accredited media and broadcast personnel will be provided with a dedicated coach service from the media transport hub located at the International Broadcast Centre and the Main Press Centre. Accredited media will also have access to public transport across the city.

The majority of the Games Family is expected to arrive in the city via Glasgow International Airport. A dedicated Arrivals and Departures service will be established at the airport through close liaison with Airport operators and other stakeholders. A similar system may operate at Glasgow Prestwick Airport, Edinburgh Airport and rail and coach termini depending on the expected demand.

Spectators will have the use of information booths which will be established at airports, railway stations and bus stations.

The Opening Ceremony will take place at Celtic Park, situated adjacent to the Commonwealth Games Athletes' Village, allowing athletes and team officials with accommodation in the Commonwealth Games Athletes' Village to walk to the event. Suitable transport will be provided where required.

The Closing Ceremony will be held at Hampden Park and coaches will be provided to the event from all accommodation areas and venues which host competition on the day.

12 Safety and Security

A priority for the Organising Committee is an accessible, reliable Games transport system that is safe and secure. Close working partnerships have been initiated with Strathclyde Police, Transport Scotland, Glasgow City Council and other transport security organisations and as the TSP develops, these partnerships will grow stronger to ensure that the security and transport functional areas are fully aligned.

Safety risks will be identified and managed through reasonable measures and safety management systems will be put in place. A Main Operations Centre staffed by the core delivery agencies will be established to oversee the Games time operational activities. These will have strong operational links to police operations and a Traffic management centre focused on the operational delivery of the Games transport and security functions. These centres will work in partnership with each other and other agencies' operational control centres.

13 Sustainability

A Strategic Environmental Assessment (SEA) is being carried out for the Glasgow 2014 Commonwealth Games to establish a baseline position, identify the expected environmental impacts and establish a monitoring strategy. Where the environmental outcomes are identified as being positive the SEA will provide recommendations on how to enhance these. In instances where the results are potentially negative the SEA will provide recommendations on how they will be effectively mitigated.

14 Legacy

The Games are intended to leave a positive lasting legacy for Scotland and Glasgow across a wide range of issues. The transport legacy will come from the various projects that have been given additional priority because of the Games such as the M74 Completion and East End Regeneration Route which are already complete. Other projects are being developed include rail station improvements and cycling and walking route enhancements through the Smarter Choices Smarter Places initiative.

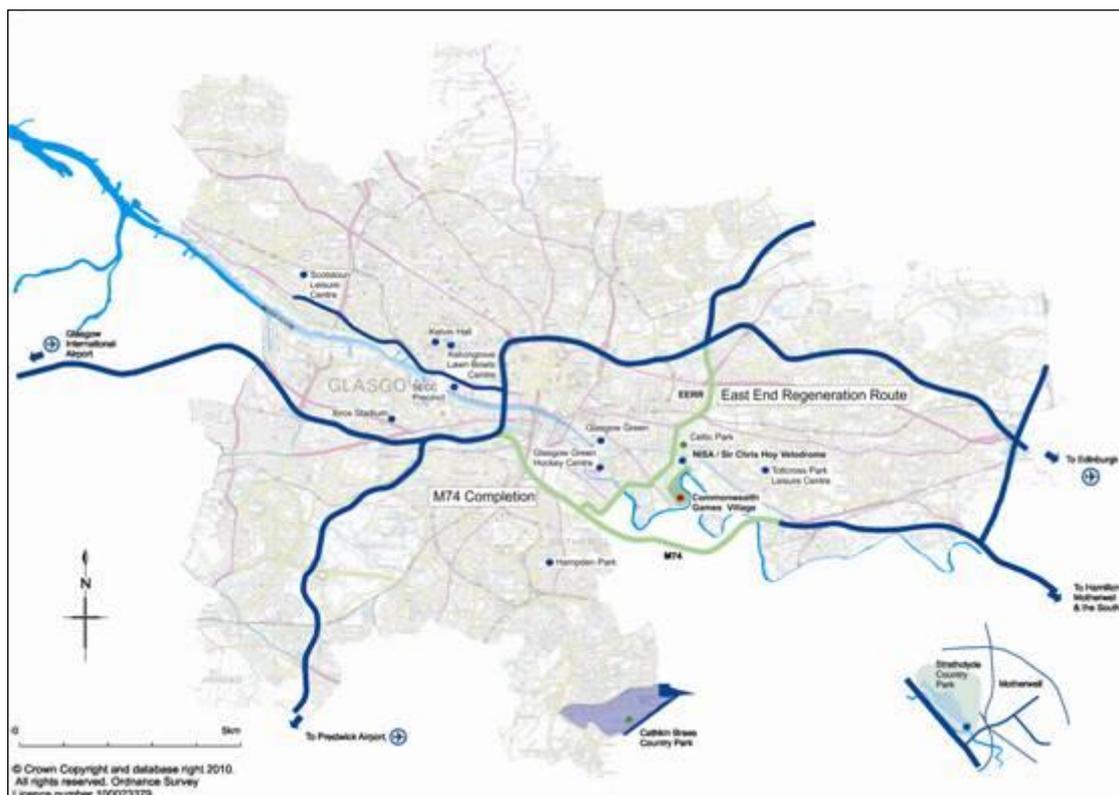


Fig 7. Glasgow's 2014 Transport Network

Further legacy will be delivered through focusing existing financial resources to provide specific interventions to improve the built environment on key transport routes around venues and improve the level and quality of public transport facilities and services.

Opportunities to identify and capture potential transport legacies will continue throughout the planning and delivery phases towards 2014. All identified legacies are being recorded and will be monitored to evaluate their contribution towards the overall successful delivery of the Games.

15 Infrastructure Projects

Glasgow City Council are progressing a number of infrastructure projects to support Games operations:

15.1 Fastlink – Core Route

The key objective of the Fastlink Core Route project is to provide a bus rapid transit system that will improve the attractiveness, quality and reliability of travel between Glasgow City Centre and Renfrew / Clydebank and help accommodate the rising level of demand for transport services that will be generated by the rate of development along the routes north and south of the River Clyde.

The route between Glasgow City Centre and the new Glasgow Southern Hospital has attracted full funding of £40M from the Scottish Government and is now being developed for delivery by Glasgow City Council working with Strathclyde Partnership for Transport. A project team has been assembled and option identification of route options is well underway prior to detailed testing and design.

Construction of key elements of the route is programmed to be complete prior to the Commonwealth Games in summer 2014 providing additional infrastructure to support the Games. Implementation of the bus rapid transit system is programmed for early 2015 in line with the opening of the new Glasgow Southern Hospital.

15.2 Public Realm Works

A primary section of riverside walkway / cycleway at Lancefield and Anderston Quays will play a key role transferring pedestrians and cyclists between the city centre and the SECC complex during Games time.

The proposed works, with the adjoining Fastlink, will provide a modern, upgraded 6m wide riverside walkway / cycleway with new street furniture, lighting, low maintenance soft landscaping and incorporating new flood management measures.

The project is estimated to cost £1.4M and is expected to be complete 2012 / 2013.

A city centre riverside garden incorporating walking and cycling routes, Custom House Quay has been subject to a number of unsuccessful development proposals and as a consequence has not received the appropriate level of maintenance.

Mindful of future development aspirations, the proposed works will involve a large scale maintenance exercise, renewing street furniture, and lighting, incorporating low maintenance soft landscaping and resurfacing the main pedestrian areas with natural stone materials.

The works are estimated to cost £0.6M and will be delivered in 2012.

The Kelvin Walkway is already a main walking and cycle route in the West End. However the Eldon Street Underpass provides a poor quality connection from Kelvinbridge Subway Station to the main body of Kelvingrove Park. This route provides easy access to the Lawn Bowling and proposed cultural events in Kelvingrove Park.

The proposed £0.3m works involve the removal of a dilapidated section of boardwalk and widening of the route in the underpass. Also incorporating daytime lighting and refreshed soft and hard landscaping the improved local environment will provide safer and more inviting as a traffic-free access route from the residential areas of Kelvinside and Kelvingrove Park.

Completion of the works is expected during 2012.

As a demolished former Council depot and cleared post-war prefabricated housing, the east end of Hampden Park is not the most appealing approach to a major sports arena.

These works will create a 450 space parking area, with extensive disabled provision, which will serve Hampden events and also act as a commuter Park and Ride car park adjacent to Aikenhead Road Bus Streamline corridor. In addition a new 10m wide pedestrian access to Hampden Park will incorporate a large area of soft landscaping creating a modern stadium access for 2012 Olympic football

matches and the 2014 Games when Hampden Park will host the athletics events.

The expected cost of the works is £2.0M and will be delivered by June 2012.

As designated Games railway stations, Mount Florida (for Hampden Park) and Exhibition Centre (for the SECC) have both been upgraded internally to accommodate disabled passengers. However the footways between the stations and respective venues were not to the same standard.

Upgrade works have widened and resurfaced footways, introduced step-free crossing points and improved lighting and signing to create at least one DDA compliant route from the nearest railway station to both venues.

The works are estimated to cost £200k and are programmed to be complete by May 2012.

The Council are working in close partnership with Network Rail on a project to strengthen the bridge which carries Cathedral Street over the Queen Street Station railway lines. The bridge is currently weight limited at 17 tonnes and causes restrictions on the use of the road network in the area affecting Buchanan Galleries, Buchanan Bus Station and George Square in particular.

The bridge, which is a listed structure, will be strengthened by repairing and replacing corroded steel truss members and installing a new reinforced concrete road deck that will distribute vehicle loadings more evenly than presently occurs. The bridge will be grit blasted and painted to complete the refurbishment. All the work will be carried out without disrupting trains using the station below.

The project is estimated at just over £6M and GCC are contributing £1.7M. Detailed design work is about to start with a programmed completion for the work deadlined as December 2013.

The work will allow the bridge to be re-opened to all traffic and thereby provide an alternative route for east/west traffic which in turn allows George square to be closed to traffic and utilised as a Games spectator venue and activity space.

The current owners of Bell's Bridge are Scottish Enterprise and GCC have agreed in principle to take over this asset and manage it as part of our diverse bridgestock utilising our significant in-house expertise.

A major refurbishment programme, including repainting, new lighting, replacement abutments with accessible ramps, parapet improvements to meet requirements for cyclists and a full mechanical and electrical overhaul of the bridge swinging mechanism, will be funded by Scottish Enterprise and managed by LES.

This will restore the bridge, the city's first modern bridge icon, to a condition that reflects its important role in the area providing pedestrian and cycle links to the expanding SECC Complex from the south bank with its BBC and STV media facilities, Glasgow Science Centre and the adjacent digital media based business park.

The project is costed at £2.5M including an element for future maintenance and subject to final agreement between GCC and SE the work could be complete by November 2012.

15.4 Railway Station Improvements

Dalmarnock railway station lies on the Argyle Line and is served by frequent and regular trains across the city. It is within easy walking distance from the Athletes' Village, Commonwealth Sports Arena, Sir Chris Hoy Velodrome and Celtic Park. Therefore it will be a key transport hub for spectators, workforce and Games members accessing these venues.

A funding package of £9m has been agreed, including a European Regional Development Fund grant to provide a new station entrance and ticket hall, lifts, new stairways and platforms. The work is due to be complete towards the end of 2013 and as well as being a valuable asset during Games time, it will provide a lasting benefit to residents and visitors to the area, encouraging regeneration.

The following partners are working together to deliver the project:

- Clyde Gateway
- Glasgow City Council
- Strathclyde Partnership for Transport
- Transport Scotland
- Network Rail

The Department for Transport's Access For All programme provides funding to improve access to stations for disabled people. The OC are working with Network Rail, Transport Scotland and ScotRail to identify key stations that will benefit from improvements for the Games.

In addition to this, ScotRail recently announced a £1m package of investment in station improvements to 19 key stations in Glasgow and Lanarkshire. These will include new customer information screens, waiting shelters, seating and lighting.

15.5 Subway Improvements

SPT has commenced a £290m programme of modernisation work to Glasgow's Subway. Stations that will be used heavily for the Games are being targeted first, such as Hillhead, Ibrox and Kelvinhall.

A radical revamp of Hillhead Station in the city's west end is underway and this work will be complete by mid-2012. The £1.5m project will become the flagship for upgrades at all other stations and will include:

- the installation of two new escalators
- the relocation of the ticket office and the creation of retail space
- replacement of all materials on floors, walls and ceilings
- new wayfinding, information and signage for passengers
- DDA enhancements including hearing loops, tactile maps, tactile paving and colour contrast flooring
- brighter, more welcoming energy efficient lighting

A £5.6m contract has been awarded to replace every escalator on the Subway network with modern systems to improve efficiency and reliability.

Plans to deliver next generation smart ticketing are also under way to deliver a cashless, multi-modal, multi-operator transport card and introducing it on the Glasgow Subway in 2013.

In addition, SPT have commenced a £130,000 programme of works to install tactile paving at each of its 15 Subway stations.

16 Conclusion

Hosting and planning for a major event such as the Commonwealth Games presents significant challenges across a wide range of functional areas including transport. Delivery of a successful transport package requires knowledge and understanding of the host city site and extensive knowledge and experience of delivering transport for such events. Success therefore lies in the development of a robust strategy and the subsequent detailed planning, organisation and delivery by a team with the correct mix of skills

and experience. A key element of this process is the successful engagement with the public and stakeholders of the host city who will be the users and providers of the transport network and services during the period of the Games.

The Organising Committee and its delivery partners see the Transport Strategic Plan as being a key tool in achieving this engagement and the first step in securing the support and commitment from the citizens of Glasgow and Scotland towards our transport plans for the Glasgow 2014 Commonwealth Games.