## KEY ACHIEVEMENTS

### 88%

Glaswegians believe Games are positively impacting city

### £145m

of conferences and events secured due to Host City status

### £200 million

of tier 1 Games-related contracts won by Glasgow companies

### £198 million

invested in new/improved sports facilities since 2009

### 1,500

Host City Volunteers welcoming visitors to sports and cultural venues

### £700+ million

invested in Games-related transport infrastructure

---

## CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>3</td>
</tr>
<tr>
<td>Prosperous Glasgow</td>
<td>4</td>
</tr>
<tr>
<td>Active Glasgow</td>
<td>8</td>
</tr>
<tr>
<td>Accessible Glasgow</td>
<td>14</td>
</tr>
<tr>
<td>Greener Glasgow</td>
<td>18</td>
</tr>
<tr>
<td>Inclusive Glasgow</td>
<td>22</td>
</tr>
<tr>
<td>International Glasgow</td>
<td>26</td>
</tr>
<tr>
<td>Communities</td>
<td>30</td>
</tr>
<tr>
<td>Next Steps...</td>
<td>31</td>
</tr>
</tbody>
</table>
For people, business and communities

WELCOME the journey so far

The successful delivery of this summer’s Commonwealth Games marks the completion of more than seven years of planning and painstaking preparations, with the people of Glasgow at their very heart.

But Glasgow’s Games are not just about 11 days of competition. They have secured a lasting legacy for future generations, having been the catalyst for the regeneration of the East End, with some 700 families moving into new homes in Dalmarnock.

Over £400 million worth of contracts related to the Games have been awarded, with £200 million of these going to Glasgow-based firms, while 4,500 people have a job or apprenticeship as a result of the Council’s £50 million Glasgow Guarantee.

Thanks to the dedication of thousands of staff and volunteers, Glasgow is hosting the best Commonwealth Games ever, with the venues and transport infrastructure all completed, on time, on budget, and in use more than a year before the Games.

The eyes of the world are on Glasgow and we are ready to shine.

COUNCILLOR GORDON MATHESON
Leader of Glasgow City Council and Chair of Glasgow’s Legacy Board

The Glasgow 2014 Commonwealth Games is putting our city in the spotlight like never before. We are welcoming some 6,500 athletes and officials and an army of fans for the biggest sporting and cultural celebration ever witnessed in this country.

Thousands of people who work, live and study in Glasgow are giving up their own time to represent the city as Host City Volunteers, Clydesiders and cast members in the Opening and Closing ceremonies.

Across the city, individuals and groups have been organising and getting involved in a huge range of Commonwealth Games-themed activities and celebrations in local schools, workplaces, youth clubs, day centres and outdoor spaces.

The benefits and the positive legacy achieved are considerable, and it is imperative that we maintain the momentum.

This report sets out our achievements so far on our legacy journey. Following the Games, we will continue to deliver the Legacy Strategy and to evaluate and report the effects of the Games up until 2019. But for now let’s all enjoy the action.

COUNCILLOR ARCHIE GRAHAM
Executive Member for the Commonwealth Games Delivery
The Commonwealth Games has helped keep the city moving through a difficult economic period. Games-related investment is maximising local business opportunities and employment, and supporting the regeneration of the East End.

Our Prosperous Legacy Projects have helped to:

- **Grow business** by improving performance
- **Build careers** through training and employment
- **Transform communities** by investing in regeneration.

WHAT EFFECT HAS THE GAMES HAD ON BUSINESS?

Businesses of all size have been able to bid for Games-related contracts through the online Glasgow Business Portal which was established in 2009. The Portal now has more than 22,000 registered users – 20% based in Glasgow and has enabled Glasgow businesses to secure £200 million worth of Games contracts, nearly 50% of the total awarded.

Community Benefit Clauses introduced to Games contracts have opened up a number of new opportunities to social enterprises and businesses employing people with disabilities, such as Glasgow-based Royal Blindcraft Industries.

It is estimated that the construction spend alone on Games venues and the Athletes’ Village will contribute £52 million to Scotland’s economy (Gross Value Added) each year from 2009 to 2015.

WHAT EFFECT HAS THE GAMES HAD ON EMPLOYMENT?

It is estimated that, on average, the expenditure on the above projects will also support 1,000 jobs across Scotland each year between 2009 and 2015. By applying Community Benefit Clauses, Glasgow City Council and Clyde Gateway have ensured that 550 jobs have been secured on Games-related contracts over that period by Glasgow-based New Entrant Trainees, that is, those leaving education or who were previously long-term unemployed.

In addition to the employment generated as a direct result of Games-related investment, more than 4,500 young or previously unemployed people have secured work or accessed training in the wider economy through the Council’s £50 million Glasgow Guarantee which includes the Commonwealth Apprenticeship Scheme, the Commonwealth Graduate Fund and the Commonwealth Jobs Fund.

While the two new major roads in the East End, the Clyde Gateway and the M74 Completion Project, will be important elements of the Games Route Network, their real and enduring benefit will be supporting Clyde Gateway URC to unlock the economic potential of the area via its ambitious 20-year plan – the largest of its type ever to have been undertaken in Scotland. New business space has already brought much needed economic activity to the Bridgeton and Dalmarnock areas, with start-ups at the Red Tree office development, 600 jobs located in the Eastgate Development (including Community Services Glasgow and Traffcom Centre) and over 1,000 staff relocating to the new Police Scotland hub.

WHAT IS THE IMPACT OF THE GAMES ON THE EAST END?

The Games investment has been integrated with other planned regeneration work to bring visible transformation to the city. The change is most concentrated in the East End. Beginning at the refurbished 108,000sqft of office space in the Merchant City which is currently serving as Commonwealth House, through the public realm enhancements and shopfront improvements at Calton and Barras, the route leads on to the renewed Bridgeton Cross. Thanks to the support of the Clyde Gateway Urban Regeneration Company (URC), the Bridgeton community is now benefiting from an upgraded train station (with usage significantly increased) and the redeveloped Olympia Building, hosting a public library, learning centre, café and the national governing body for boxing.

Further East, Dalmarnock has been transformed. With the world-class Emirates Arena on its doorstep, the new £3.7million Dalmarnock Community Hub underway and an upgraded rail station, reservations for the multi-award winning housing in the new Dalmarnock neighbourhood, which will serve as the Athletes’ Village at Games-time, have exceeded all expectations, making the Village one of the best-selling regeneration projects nationally.

3,000+

Commonwealth Apprentices employed to date

£200 million

of tier 1 Games-related contracts won by Glasgow companies
DALMARNOCK COMMUNITY HUB
Opening in 2015, including an all-purpose community hall, a nursery, GP surgery, pharmacy, convenience store and café.

EMIRATES ARENA
A new indoor sports arena and velodrome, including community facilities – a gym, dance studio, spa, sports halls and outdoor floodlit 5-a-side pitches.

More than 64 hectares of land has been brought back into use at Games-related sites in the Dalmarnock Area since 2009

ATHLETES’ VILLAGE
One of Europe’s newest and most significant urban housing developments, with 700 homes, available for sale and rent from January 2015, and a new 120 bed elderly care home.

CLYDE GATEWAY
A new road creating greater access to the area and more business and local employment opportunities.
For people, business and communities

GRACE DONALD, 89
EAST END RESIDENT

I have lived in the East End at Bridgeton all my days and the changes here and to the local area have been wonderful.

The Olympia Building was empty for a long time. I used to come here when it was a cinema. Now it is a library which is always busy. There are many clubs here, with the boxing upstairs and the near-by schools come here often. People who have left the area have been in touch and want to come back to see all the changes, even people from America.

In my day, the area was rather poor – but that’s all changed now and young people are getting opportunities. There was a job fair here recently with queues right out of the door.

I am looking forward to the Games as it is my 90th birthday on the day of the Opening Ceremony and I will be there.

STEPHEN O’DONNELL, 29
SPORTS ASSISTANT, EMIRATES ARENA

I was unemployed for six months and struggling to find a job so I’m glad I got involved with Street League. They helped me and 26 other local young people to get new jobs at the Games Venues. I gained coaching qualifications and was taught interview skills. Clyde Gateway then secured me a guaranteed interview at the Emirates Arena and I got the job.

The Emirates is local to me and a great place to work. You’re kept busy with day to day set ups as well as lots of international televised events so it is a vibrant job and you get to meet lots of new people.

Where it now stands was just a waste ground. But we now have this great facility that has generated jobs and is encouraging local people to get more active and involved in sport.

BILLY RAFFERTY
MANAGING DIRECTOR, PARKHEAD WELDING

In 2010 we won the structural steel works contract for the Emirates worth £905,000. This was a good contract for any company to get, never mind a company of our size, with 25 employees then. If it hadn’t been for the Business Portal we probably would not have got this job.

We’ve been based in the East End of Glasgow since we formed, forty years ago and are just a few hundred metres from the Emirates. Winning this contract helped us to maintain our workforce at the height of the recession and keep our people in jobs. We now have over 40 staff.

Dalmarnock Railway Station
A £9 million upgrade has improved access, lighting, new lifts, stairways, repairs to the platforms and local train/bus connections.
By providing a range of new and improved world-class venues across the city, alongside increased support for sports clubs and physical activity classes, more people than ever before are being encouraged to adopt more active lifestyles. Growing club membership is increasing the talent pool from which world-class athletes are emerging.

Our Active Legacy Projects have helped to:

- **Re-energise an active culture** through club, coach and volunteer development
- **Support and develop elite athletes**
- **Build and invest** in world-class facilities.

HOW HAVE CLUBS, COACHES AND VOLUNTEERS BEEN SUPPORTED?

A key lesson learned from previous Games is that the community-sports sector needs to be prepared to capitalise on the increased interest and awareness in sport generated by the Games.

Glasgow is fortunate to have some outstanding clubs, offering a wide range of sports and activities for all abilities. Glasgow Life legacy programmes have provided support to local voluntary clubs to improve quality, grow membership, recruit volunteers and train coaches to a high standard. New member recruitment and retention, essential for club sustainability, has been supported, through club showcase events and taster sessions in Glasgow schools, with 3,778 school-to-clubs links created since 2009.

Clubs have recognised the benefits of working in partnership and since 2009 the number of clubs working with Glasgow Life has almost doubled from 327 in 2009/10 to 636 in 2013/14. This growth in clubs has resulted in a corresponding increase in the number of volunteers (rising from 2,139 to 3,848), coaches (up from 2,018 to 3,963) and club members (more than tripling from 4,485 to 16,535) which are eligible for, and benefiting from Glasgow Life’s support.

To flourish, clubs require suitably qualified coaches and quality management practices. Since 2009, participants have completed 14,783 coaching courses, meaning more club members are receiving improved coaching, positively impacting on their performance. Over the period, Glasgow Life has also supported 112 clubs to achieve quality scheme accreditation (e.g. Clubmark, GymMark, SwimMark and QualityMark) – a 400% increase from the 34 which were accredited in 2009.

WHAT IMPROVEMENTS HAVE BEEN MADE TO PERFORMANCE SPORTS DEVELOPMENT?

Sports clubs are key to growing the talent pool for the elite athletes of the future. In partnership with National Governing Bodies and citywide sport organisations, Glasgow Life has developed Whole Sports Plans (WSPs) for 15 sports. The delivery of these WSPs will strengthen and develop citywide competition pathways and sports squad structures. A Disability Whole Sport Plan is currently under development with implementation beginning in August 2014. A commitment to sports development has seen increasing numbers of Glasgow-based athletes in performance programmes each year – from 316 in 2009/10 to 453 in 2013/14.

HOW IS MASS PHYSICAL PARTICIPATION BEING ENCOURAGED?

In addition to PE provision, during 2013/14, almost 30,000 physical activity extra-curricular opportunities (breakfast, lunch and after school) were provided across Glasgow’s schools, supported by 804 trained volunteers – more than double the 384 volunteers in 2012.

A range of programmes to get the adult population more active has been developed including Silver Deal Active, Vitality, Live Active GP Referral Scheme, Movemore and Running and Walking Networks. Delivered in partnership with organisations including the NHS Greater Glasgow and Clyde and Glasgow Housing Association, the projects have recorded 614,725 attendances since 2009. Throughout 2014, the Evening Times has been helping to promote these participation programmes and sports facilities via its year-long Active 2014 campaign.

£198 million invested in new/improved sports facilities since 2009
Since 2009, £198 million has been invested in sports facilities across the city including those which will serve as Games venues. Over this period, attendances across all of Glasgow Life’s sports facilities have grown from 5.4 to 6.6 million. Unlike other mega events, all new or upgraded Games venues were designed around the community's use and needs, were completed on budget and were open for use one year before the Games began.

**The Emirates Arena including the Sir Chris Hoy Velodrome**

<table>
<thead>
<tr>
<th>Games use:</th>
<th>Badminton and cycling competitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opened:</td>
<td>October 2012</td>
</tr>
<tr>
<td>Facilities:</td>
<td>Velodrome; Gym; Dance Studio; Spa; Sports Halls; indoor sports arena, Outdoor floodlit 5-a-side pitches</td>
</tr>
<tr>
<td>Users:</td>
<td>National sports governing bodies; Glasgow Life Sports Team; Glasgow Rocks Basketball team and Glasgow Wildcats netball team; training venue for athletics, basketball, netball and track cycling.</td>
</tr>
<tr>
<td>Events:</td>
<td>UCI Track Cycling World Cup (2012); World Cup Gymnastics (2012/13); British International Athletics Match (2012 &amp; 2013); World Youth Netball Championships (2013); World Junior Track Cycling Championships (2013); European Men's Judo Open (2013); World Title Boxing (May 2013); Badminton World Federation Grand Prix (2014).</td>
</tr>
<tr>
<td>Average annual attendances:</td>
<td>approx. 380,000</td>
</tr>
</tbody>
</table>

**Tollcross International Swimming Centre**

<table>
<thead>
<tr>
<th>Games use:</th>
<th>Swimming competition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-opened:</td>
<td>May 2013</td>
</tr>
<tr>
<td>Facilities:</td>
<td>Upgraded competition pool; additional six-lane 50m pool; 3,000 spectator seats; fitness/health suites; extended changing facilities; accessible wet room; upgraded café; function rooms; dance studio; dressing room; community hall.</td>
</tr>
<tr>
<td>Users:</td>
<td>5,000 Glasgow Club Members; schools P3-7 learn to swim programme; City of Glasgow Swim Team</td>
</tr>
<tr>
<td>Events:</td>
<td>Duel in the Pool (USA v Europe) (2013); Scottish Gas Swimming National Championships (2014); British International Disability Swimming Championships (2014); International Paralympic Committee World Swimming Championships (2015)</td>
</tr>
<tr>
<td>Average annual attendances:</td>
<td>approx. 550,000</td>
</tr>
</tbody>
</table>
### Scotstoun Sports Campus incorporating Scotstoun Stadium and Scotstoun Leisure Centre

<table>
<thead>
<tr>
<th><strong>Games use:</strong></th>
<th>Squash and table tennis competitions with stadium used for athletics training</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opened:</strong></td>
<td>Stadium opened 2010 / squash facility opened February 2013</td>
</tr>
<tr>
<td><strong>Facilities:</strong></td>
<td>Six new single squash courts (or four double); glass-walled show court; new permanent seating; enlarged gym</td>
</tr>
<tr>
<td><strong>Users:</strong></td>
<td>Glasgow Club members; schools; squash coaching; national and international squash competitions. Stadium is home for Glasgow Warriors Rugby, Victoria Park Athletics Club and Glasgow Athletics Association</td>
</tr>
<tr>
<td><strong>Events:</strong></td>
<td>International Rugby Board Sevens (2012 – 2014)</td>
</tr>
<tr>
<td><strong>Average annual attendances:</strong></td>
<td>approx. 1,100,000</td>
</tr>
</tbody>
</table>

### Glasgow National Hockey Centre

<table>
<thead>
<tr>
<th><strong>Games use:</strong></th>
<th>Hockey competition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opened:</strong></td>
<td>July 2013</td>
</tr>
<tr>
<td><strong>Facilities:</strong></td>
<td>Two floodlit national standard synthetic hockey pitches; changing accommodation; 500 seat spectator stand</td>
</tr>
<tr>
<td><strong>Users:</strong></td>
<td>Headquarters for Scottish Hockey; national squad training; clubs and school competition/coaching</td>
</tr>
<tr>
<td><strong>Events:</strong></td>
<td>Four Nations Competition; Champions Challenge; Hockey Festival</td>
</tr>
<tr>
<td><strong>Average annual attendances:</strong></td>
<td>approx. 35,000</td>
</tr>
</tbody>
</table>
### Kelvingrove Lawn Bowls Centre

| Games use: | Lawn bowls competition |
| Reopened: | August 2012 |
| Facilities: | Five international standard bowling greens; upgraded tennis facilities and new Kelvingrove Park East Pavilion |
| Users: | Home venue of Kelvingrove Community Tennis Club and the Radnor Lawn Bowls Croquet Club; community use; community tennis hubs being established |
| Average annual attendances: | approx. 14,000 |

### Cathkin Braes Mountain Biking Circuit

| Games use: | Mountain bike competition |
| Opened: | December 2012 |
| Facilities: | 5.8km mountain bike course with circuits graded to suit skill/fitness levels. Development of a trail centre/community hub at nearby St. Martin’s Church is underway |
| Users: | Accessible to general public |
| Events: | British Mountain Bike Cross Country Championships (2013) |

### Toryglen Regional Football Centre

| Games use: | Athletics training/warm-up |
| Opened: | April 2009 |
| Facilities: | Four two-star, full-size synthetic grass pitches (3 outdoor/1 indoor); goal keeping training area; full size natural grass pitch |
| Users: | Scottish Women’s Football Association National Squads Training camps; community lets |
| Events: | CPISRA European 7-a-side Championships; Scottish Schools Finals; Scottish National Disability Football Championships. |
| Average annual attendances: | approx. 440,000 |
Silver Deal offers coach led Easy Exercise to improve mobility, co-ordination, strength, balance and self confidence for residents aged 60 years and over.

I try to relate the exercises we do to everyday activities like when they are in the house reaching up, bending down so it makes it a bit more manageable and helps them to function a bit better.

I’ve seen people come who can’t get out of their chair or need help to get up. After so many weeks of doing our exercises they can actually get out of the chair unassisted. Something that simple we take for granted can make such a big difference to their lives.

The music used throughout the class also allows everyone to have a sing along and some fun whilst exercising at the same time.

I hope to continue to do my classes and give folk as much of a good quality of life as they can when they are at this stage of their life. It’s good to be involved and actually be able to help people when they have spent their lives helping others.

‘If I wasn’t coming here I’d be in the house but it’s making us get up and do something I thoroughly enjoy and you get to meet people you wouldn’t normally meet.’ Agnes Kelly

Legacy programmes being delivered by Glasgow Life for sport and club development are providing the support and guidance for local voluntary clubs to flourish and for more young people of all ages and abilities to get healthier and to grow through sport.

Power Chair Football lets disabled people enjoy a sport that is mainly for abled people. We’ve been coming to the club since March last year. Thomas really looks forward to it and to getting together with other similar people and really focussing on the sport. It has been great for his confidence and I can see him really motivated by what he is doing. He has become quite competitive, working towards the league matches and wanting to give it his best.

The coaches really do develop the children and the club has really moved on – with the SFA and the league matches we’ve got something to work towards. Being part of a local disability sports club has made him more aware that there are things out there that he can do. It’s not just sitting in the house playing computer games. So it’s really good for health but it is also really good for his wellbeing.
ACCESSIBLE GLASGOW
A MORE CONNECTED AND ACCESSIBLE CITY THAN EVER BEFORE

Investment in the city’s transport infrastructure, including the M74 completion and the Clyde Gateway, will continue to be a key driver for the city’s economic success for years to come. Active travel routes have been extended with the intention to make cycling the biggest participatory physical activity in the city by 2020.

Our Accessible Legacy Projects have helped to:

- **Improve connectivity** by investing in major new transport infrastructure
- **Encourage active** travel by extending and enhancing walking and cycling networks.

ACCESSIBLE THEME PROJECTS – M74 Completion, Clyde Gateway Regeneration Route, Dalmarnock and Bridgeton Station Upgrades, Traffcom, Cathedral Street Bridge, Fastlink, Subway and Railway Upgrade, Sustainable Transport Initiatives, Walking and Cycling Routes, Public Realm Improvements, Velocity.
WHAT HAS BEEN DONE TO GROW CYCLING AND WALKING?

Since 2009, over £10 million has been invested in creating and upgrading 13.6km of walking and cycle network, with a focus on linking Games venues to the city centre, including: cycle route enhancements on the Riverside Walkway between the Heliport and the Riverside Museum; the completion of the Connect 2 route including the completion of the Anderston Footbridge providing a segregated cycle route from the city to Kelvingrove Park and beyond to Scotstoun; the installation of segregated cycling paths in the East End from the city to the Emirates and Athletes’ Village; new routes from the city centre up to Hampden and Cathkin Braes Country Park. Stobcross Footbridge has also been refurbished at a cost of £500,000 to ensure it is fit for purpose for the Games. The new infrastructure is having a significant impact, with the city seeing a 130% increase in cycling in the last 5 years. With the launch of the new £0.6 million city-wide Mass Cycle Hire scheme in June 2014, seeing 400 bikes installed at 31 bike stations at city-centre locations and transport hubs, use of the routes is expected to grow even more.

To encourage more walking, it is essential that public realm – pavements, lighting and street furniture – is in good condition. £5 million of investment has seen the upgrading of 37,650 m² of public realm routes to, and in the surrounding areas of, Games venues including enhancements to: Custom House Quay Gardens on the River Walkway and National Cycle Route 75; Lancefield and Anderston quays as part of Fastlink; Kelvin Walkway/Eldon Street Underpass improvements providing access from Kelvinbridge Subway Station to the Lawn Bowls competitions at Kelvingrove Park; Bells Bridge refurbishment providing a high quality link between the media centres of Pacific Quay and the SECC complex during the Games; George Square (resurfacing, more greenspace added and improved lighting); George Street; the Saltmarket and at Calton/Barras. All of these improvements have made for a more enjoyable and safer walking experience.

WHAT IMPACT HAS THE INVESTMENT IN TRANSPORT INFRASTRUCTURE HAD?

Over £700 million has been invested in improvements to new Games-related transport links including the refurbishment of Cathedral Street Bridge, completion of the M74 in 2011 and the Clyde Gateway route in 2012. The M74 has already resulted in a reduction in traffic between Charing Cross and Baillieston of around 20,000 vehicles per day and has provided a saving of up to 15 minutes for journeys between Hamilton and Glasgow Airport avoiding the congested M8 north of the river. With the transferring of traffic to the new road, roads in nearby areas of the M74 are also benefiting from improved journey times by around 5 to 10 minutes. Both new roads will provide key access points to a number of Games venues and will facilitate the economic regeneration of the Clyde Gateway.

Over £50 million has been invested on improvements to the public transport network focussing on railway and subway stations serving Games venues. On the rail network, enhancements have been completed at Games stations (Mount Florida, SECC and Scotstounhill) and major refurbishments at Bridgeton and Dalmarnock stations have resulted in significant growth in journeys to and from these stations. On the subway, a new smart card ticketing system has been installed at all stations. Stations serving Games venues, Hillhead, Partick, Ibrox and Kelvinside, have received significant upgrades with the remainder benefiting from a comprehensive refresh.

Bus stop enhancements have also been completed at Games venues, including the installation of additional shelters and high access kerbs at 24 bus stops in the vicinity of venues.

400 bikes for hire at 31 locations through Mass Cycle Hire Scheme

For people, business and communities
With the Commonwealth Games on the horizon, Glasgow has a perfect opportunity to grow the number of people cycling and support our ambition to making cycling the largest mass participation activity in the city by 2020.

In June 2014, the council launched a £0.6 million city bike scheme – Mass Automated Cycle Hire (MACH). Through the scheme 400 bikes are available for public hire at 31 locations across the city from bespoke Stations. Users can register as a member or as a casual user through a website, their Smartphone or by telephone.

Glasgow Bike Station, the charity advocating mental and physical health through cycling as a means of transport, has won the contract to carry out all bike maintenance.

With 13.6km of new or refurbished cycle routes across the city and new public cycling facilities at the Velodrome and Cathkin Braes Mountain Bike Trail, the council is investing millions of pounds towards supporting our ambition to making Glasgow one of the UK’s most cycling friendly cities.

“The bike scheme will make it easier for me to travel around the city in a sustainable way. It’s very user friendly and a very cost effective way to travel.”

VICTORIA LEIPER, Maryhill
NEW AND ENHANCED TRANSPORT, WALKING AND CYCLING INFRASTRUCTURE

- Bells Bridge
- Cathedral St Bridge
- Connect 2 Anderston Footbridge
- Dalmarnock Train Station
- Stobcross Footbridge
- Traffcom
- NCN to Scotstoun
- Riverside Walkway
- Route to Cathkin
- Connect 2
- Fastlink
- The Clyde Gateway
- M74 Extension

Major infrastructure projects – such as the M74 Completion and the Clyde Gateway – along with improvements to our walking and cycling networks and public spaces are spread across the length and breadth of the city, providing easier access to, from and across Glasgow.
GREENER GLASGOW
SETTING NEW STANDARDS FOR SUSTAINABLE LIVING

Glasgow’s ambition to become one of the most sustainable cities in Europe is being supported through the work underway for the Games. Through sustainable building standards and promoting practical approaches to vacant land, waste, transport and energy use, the Games are helping to connect the city with its environment with the momentum set to continue into 2015, Glasgow’s Green Year.

Our Greener Legacy Projects have helped to:

• **Enhance green spaces** and improve access to them
• **Improve sustainable standards of living**
• **Lower CO₂ emissions** through sustainable design, waste and transport practices.

HOW HAVE GREEN SPACES, AND ACCESS TO THEM, BEEN IMPROVED?

In partnership with communities across the city and with the help of over 100 volunteers, 10 new Commonwealth Gardens and Orchards have been created. With the help of 577 volunteer hours from school and community groups, wildflower habitats have been planted in 10 of the city’s 11 Commonwealth Hub Parks, each of which is twinned with a region of the world which includes Commonwealth nations.

Through the Commonwealth Park Twinning Initiative, local schools have linked to a Hub Park and have been learning about the environment, food crops and biodiversity of the Commonwealth countries within that region through a variety of exciting outdoor experiences. Sculptor Robert Coia has created wooden sculptures in each park to commemorate and represent the Commonwealth nations including: a Giant Panda in Queen’s Park; an African Mask Bench in Auchinlea Park; a South Seas Tiki feature at the Botanic Gardens; an Elephant at Pollok Park; a Rose at Bellahouston Park and a Baobab Tree at Tollcross Park.

The Stalled Spaces Initiative sees vacant or under-utilised land brought back into temporary use with a focus on the creation of community gardens and ‘sports spaces’. By March 2014, the project’s 83 projects had seen a total of 26 hectares of land being adopted for community use with the help of their 286 volunteers. The project has won multiple prestigious awards including the City to City Barcelona Fostering Arts and Design Award, the Scottish Award for Quality Planning for Community Participation and was runner up at EuroCities Award for Participation.

The 2014 Multifunctional Greenspace Project is seeing the design and delivery of 3 areas of high quality public open space as well as providing functions such as flood protection and wildlife habitat. The new spaces include the creation of an urban multifunctional park in Camlachie, the deculverting of the Tollcross Burn in Sandyhills Park and the expansion of Castlemilk Pond addressing localised flooding and creating a new wetland habitat, benefiting biodiversity.

The 2014 Clyde Walkway Pilot Management Plan is seeing a range of conservation, enhancements and river use improvements being undertaken along a 6km stretch of the walkway including improvements to several core paths and the creation of architectural lighting on the Westburn Viaduct scheduled to launch in November 2014.

WHAT HAS BEEN DONE TO IMPROVE SUSTAINABLE LIVING STANDARDS AND REDUCE CO₂ EMISSIONS?

The Greener Glasgow Tourism Project has been established to encourage accommodation providers hosting Games’ officials and media to implement sustainable practices and to participate in environmental award schemes offered by City partners. As of March 2014, 94% of the accommodation providers have been awarded accreditation from the Green Business Tourism Award Scheme, the City’s Environmental Business Award scheme or a similar partner scheme, undertaken by one of the project partners.

Through the adoption of the ISO20121 Standard – which sets out standards for delivering events in a manner which reduces environmental impact – the Commonwealth Games organisers have set a new standard for sustainable events management practice in the City. Other event organisers are now being encouraged to reduce environmental impact, with the 2013 World Pipe Band Championships being the first event operated according to the principles of ISO 20121.

The upgraded and new sports venues and the Athletes’ Village have all received BREEAM (Building Research Establishment Environmental Assessment Management) certification, validating their environmentally sustainable design credentials. They have all also installed electric car-charging points, adding to the 50 points already installed across the city.

The award winning design at the Athletes’ Village will see the new neighbourhood become Scotland’s first low-carbon community.

97,000 m³ of contaminated soil treated and reused at Athletes’ Village
The Athletes’ Village, located on the banks of the River Clyde in Dalmarnock will provide accommodation and facilities for 6,500 competitors and officials during Games time. After the Games, it will be retrofitted to become one of the most significant new urban housing developments in the UK, with permanent accommodation of 700 houses and flats and a new 120 bed care home for the elderly. 300 of the houses and flats will be for sale by the developer, and 400 will be rented by three locally-based housing associations.

The Central Heating and Power Energy Centre became operational in August 2012. All 700 housing units, the Emirates Arena, and the 120-bed care home are now connected. Residents will have a constant supply of heating and hot water, as well as reduced heating bills. Each house will have a heat meter, rather than an individual boiler, and will pay for the energy they use rather than receiving estimated bills.

Outstanding thermal performance and insulation and the inclusion of photovoltaic panels on all houses has seen the development achieve the Gold Scottish Building Sustainability Standard and BREEAM (Building Research Establishment Environmental Assessment Management) ‘Excellent’ rating.

The energy efficiency measures in the homes are estimated to produce 60% less CO₂ than a standard new build and are expected to save households around £500 per year in reduced energy costs.

Following the remediation of the 38.5 hectare site, including the cleaning and reuse of 97,000m³ of soil, the former brownfield site now enjoys benefits from extensive landscaped spaces, water features and play areas, with the landscaping strategy designed to ensure increased biodiversity. The site’s Sustainable Urban Drainage System helps to manage surface water run-off into a central pond and canal with aquatic planting, creating 0.72 hectares of naturalised wetland. Post-Games, a footbridge over the River Clyde will link the Village to the Cuningar Loop Riverside Woodland Park.
The award winning Stalled Spaces initiative focuses on the temporary use of vacant or under-utilised land to deliver a range of innovative projects, enabling physical renewal and fostering community empowerment throughout the city.

Glasgow, from its legacy as an industrial city, has more vacant sites than the rest of Scotland put together.

Many of these sites may have plans for future development, however this can be anywhere from one to over ten years until development is scheduled to begin. The project focuses on the temporary use of vacant land, under utilised open space and sites earmarked for development though stalled.

Projects deliver a range of initiatives that promote health and wellbeing and social interaction.

Uses include green gym, pop-up sculpture, exhibitions, events and arts projects and food growing spaces. To date, the initiative’s 83 projects have brought 26 hectares of stalled land into temporary use.

### IBROX FLOWER FIELD COMMUNITY GARDEN

This site had become neglected and overgrown in recent years. Following a city-wide environmental review of areas around Commonwealth Games venues, it became eligible for community funding and as a result a community garden and growing space has been developed.

The garden features raised beds, lawns and pathways and is now used for community events. The project aims to promote social cohesion and wellbeing, providing a safe and attractive communal space with access to healthy living initiatives for all members of the local community.

26 hectares of land brought back to use through Stalled Spaces initiative

The design standards have already resulted in numerous awards including:

- Best Green Initiative (Homes for Scotland Awards, 2013);
- Best Regeneration Project (Herald Property Awards, 2013);
- Regeneration Project of the Year (Scottish Property Awards); and
- Regeneration Project of the Year (Royal Institute of Chartered Surveyors (Scotland) Awards, 2014).
The Games have provided a wonderful opportunity for Glaswegians, particularly our children and young people, to learn more about the world around us, and in particular the cultures of other Commonwealth nations. As well as attending the Games, many will also take part in once in a lifetime opportunities such as being Queen’s Baton Bearers, clydesiders or volunteer cast members at the ceremonies.

Our Inclusive Legacy Projects have helped to:

- **Inspire new learning opportunities** from Glasgow 2014
- **Strengthen links** with Commonwealth nations
- **Encourage participation in volunteering** to improve life skills.

**INCLUSIVE THEME PROJECTS** – Strategic Volunteering Framework, Host City Volunteers, Healthy World 2014, Game on Glasgow, Determined to Make Commonwealth Movies, Cathkin Braes Naming Competition, Glasgow as a Gallery, Gold Medal Programme, Lord Provost Tour of Schools & Commonwealth Mascot Visits, Outside Now!, Future News 2014, Ticketing Allocation, Schools Baton Relay, Connecting Classrooms across the Commonwealth, Malawi Young Leaders of Learning (MYLOL), Malawi Leaders of Learning (MLOL), Commonwealth & International Development (Malawi), Commonwealth & International Development (South Africa), Commonwealth Values and Athletics Scholarship Exchange, Champions in Scotland: Glasgow Project
HOW HAVE THE GAMES INSPIRED LEARNING?

Over 340 of the city’s education establishments have accessed Games-related learning materials, competitions and activities, through the online learning hub – Game on Glasgow – 122 of which participated in the Athletes’ Village Art Competition.

The Healthy World 2014 project has seen 12,863 pupils across 167 schools receiving countryside ranger talks on nature conservation and the crops which are grown in Commonwealth countries. 165 of the talks were delivered during visits to the Commonwealth Hub Park the school is twinned with.

In April, 40 children and young people from nursery, primary and secondary schools in the East End of Glasgow joined forces with band members from The Vaccines, Franz Ferdinand and Frightened Rabbit to write, performance and release a single, ‘Let the Games Begin’. The song has been adopted by UNICEF, the charity partner for the Games, as its song to celebrate the Games.

HOW HAVE LINKS WITH COMMONWEALTH NATIONS BEEN STRENGTHENED?

Over 120 international education links and partnerships have been established with Commonwealth countries by 75 of the city’s schools working on projects such as the Commonwealth Values and Athletics Scholarship Exchange between Toco Secondary School in Trinidad and Glasgow’s School of Sport.

Through their own fundraising activities, 22 staff from Education Services (the Malawi Leaders of Learning (MLOL)) and 15 young people from Glasgow’s schools (the Malawi Young Leaders of Learning (MYLOL)) travelled to Malawi to work with their counterparts on a project which aims to improve learning and teaching in both Glasgow and Malawi. Funds were also raised for four libraries in primary schools, the installation of electricity into two Malawi schools and supporting 17 Malawi girls to remain in education. A new team of MLOLs and MYLOLs will be going to Malawi in 2014 with plans for more in 2015, including, a new cohort of MYLOL from the East End of Glasgow to work on a sports leadership project.

Over 70 schools and nurseries across the city took part in their own 10-month Schools’ Baton Relay. The relay route, which was in excess of 200 miles, saw the baton (which included a message from the Lord Provost) visiting schools and nurseries twinned with the Commonwealth country the Queen’s Baton was visiting at that time. Each school or nursery organised its own celebration supported by the Gold Medal Programme and planned exciting and innovative ways for the baton to be passed to the next ‘country’. The Lord Provost has visited 116 primary schools, accompanied by Clyde, the Games mascot, to spread the message of global citizenship.

HOW HAVE PEOPLE ENGAGED IN VOLUNTEERING OPPORTUNITIES?

Through Glasgow’s Strategic Volunteering Framework, public sector agencies are opening up volunteering opportunities within their own organisations by advertising on volunteerglasgow.org, the city’s portal for matching volunteers to opportunities. Visits to the portal have continued to grow year on year, from 39,825 unique visitors during 2011/12 to 66,896 in 2013/14.

Around 1,500 Host City Volunteers have been recruited by Glasgow Life to welcome and signpost Games visitors to sports and cultural venues. Volunteers either live, work, study or already volunteer in Glasgow.

The city’s young people are increasingly running their own clubs and sports sessions on a voluntary basis. During 2013/14, just over 1,300 young people received a Sports Leadership Award in recognition of their volunteering contribution – a huge increase from the 250 receiving an award in the 2009/10.

The council recognises the role played by volunteers across the city. As a Games Partner, the council has purchased tickets for competition sessions and ceremonies which are being allocated to those volunteering in community groups as well as some of our most vulnerable citizens, including for example, children and young people who are looked after away from home by the council.

1,500

Host City Volunteers welcoming visitors to sports and cultural venues
The schools’ baton has been an amazing way for the young people in our schools and nurseries to celebrate Glasgow 2014.

The anticipation for the Games has been building for many years in the city and schools have embraced this wholeheartedly since our schools’ baton was waved off from the City Chambers by the Lord Provost in October 2013.

Mirroring the Queen’s Baton as it made its way across the 70 Commonwealth countries – the specially designed Glasgow Schools’ Baton has travelled more than 203 miles during the 10-month relay from school to school.

Each school was twinned with the Commonwealth country the baton was visiting at the time and schools went to incredible efforts to learn about their chosen country.

Their imagination has seen no bounds and their ideas on how to transport the baton from school to school have been amazing – from tuk tuks to open top buses and arrivals at schools heralded by samba bands and bag pipes!

This has been an incredible learning journey for thousands of our school children – from Liam at St Andrew’s Secondary who saw his baton design transform off the paper to a 3-D symbol of Glasgow 2014 to every child that held the baton in their hands and became a part of history.
HOST CITY VOLUNTEERS

An army of 1,500 volunteers have been recruited to provide the warmest of welcomes to visitors to the Games, helping people to get around the city and providing information on the sports programme, Live Sites and many cultural activities.

The Host City Glasgow volunteer programme is part of a three-year project led by Glasgow Life to enhance the potential impact of the Glasgow 2014 Commonwealth Games on civic pride, volunteering legacy and for communities in the host city to feel connected with, and play an active part in, delivery of the Games.

The volunteers, who will all live, work or study in the city, will receive training and support before, during and after the Games, with the hope that many will use the opportunity as a springboard to further enhance their own lives or those of their local communities.

FRANK BEATTIE
GOVAN

I had a stroke in January 2013 and I now suffer with aphasia which affects my speech and memory but volunteering has helped me to redevelop my speech, confidence, stamina and really improved my mental wellbeing. After my stroke I had to rebuild my knowledge of the city, learn the right words and names for streets and buildings and now I have the opportunity to pass that on to visitors during the Commonwealth Games so it is really improving my confidence and making me proud of what I have achieved. I am most looking forward to welcoming people to our city and sharing with visitors why Glaswegians love living here from my own experiences. I will put this down on my CV as one of my biggest achievements.

ALI MUDASSIR
SPRINGBURN

I am currently living, studying and volunteering with various organisations in Glasgow and I have been here for 3 years. I really want to volunteer at the Commonwealth Games but I was originally not eligible to do so as I am an asylum seeker so when I got offered the opportunity to be a Host City Volunteer I was really excited. As a Host City Volunteer I am here to welcome people to the city so it makes Glasgow feel more like home. I would encourage everyone to volunteer especially isolated people as you get to learn different skills like languages, it increases your confidence, improves your people skills and allows you to make new links with people and organisations.

12,000+ pupils
from 160 schools participated in Healthy World learning project
INTERNATIONAL GLASGOW
SHOWCASING GLASGOW TO THE REST OF THE WORLD

With an expected global TV audience of 1.5 billion, the Glasgow 2014 Commonwealth Games provides the biggest opportunity in Glasgow’s history to showcase the best of Glasgow to the rest of the world.

Our International Legacy Projects have helped to:

• **Enhance Glasgow’s image and promote the city** by investing in major new transport infrastructure
• **Grow the number of cultural and sporting events** by investing in world-class facilities
• **Attract leisure and business tourism and inward investment** by promoting the city’s assets.

HOW IS THE CITY BEING PROMOTED TO A GLOBAL AUDIENCE?

In July 2013, Glasgow launched its new city brand PEOPLE MAKE GLASGOW which underpins the city’s global destination marketing communications activity. The new website www.peoplemakeglasgow.com and associated family of digital and social media channels have been created to support the new brand. Development has included nine bespoke international microsites, targeting visitors from countries including Australia and Canada. From April 2013 to March 2014 these channels were accessed by 5.3 million users.

Glasgow City Marketing Bureau (GCMB) is delivering a global media relations programme to target media in key territories, including those across the Commonwealth. Complemented by destination marketing campaigns with partners, this programme resulted in 1.6 billion opportunities to see Glasgow coverage in global print, broadcast and digital media from April 2013 to March 2014.

HOW HAS THE TOURISM SECTOR PREPARED FOR THE OPPORTUNITIES PRESENTED BY GLASGOW 2014?

Recognising the importance of visitor satisfaction in encouraging new and return visits, a major customer service training initiative ‘Glasgow Welcomes’ has been rolled out to over 600 businesses within the tourism and transport sector, with core training messages now delivered to approximately 40,000 people in a customer facing role, including the 15,000 ‘clydesiders’ Games volunteers. Visitor attractions and hotels are also being encouraged to improve physical accessibility for users with over 60 attending information sessions on how to implement improvements.

HOW IS OUR HOST-CITY STATUS HELPING TO ATTRACT MORE CULTURAL AND SPORTING EVENTS?

The large number of arts, culture, music venues, organisations and festivals in Glasgow is already a key factor in attracting visitors. In addition to those attending the Games sporting events, significant audience numbers are expected to enjoy the city-wide cultural programme – known as Festival 2014. Nearly £20 million has been invested in extending the Glasgow Royal Concert Hall and refurbishing the Kelvingrove Bandstand, providing the city with a legacy of improved facilities and increased performance space for future events. Through the Velocity project, a series of temporary and permanent artworks are also being installed across the city, in and around Games venues and on active travel routes between venues.

Through the partnership developed with Creative Scotland, and leverage of an estimated £8.65m additional investment in arts funding, the Games represent an important income and development opportunity for the city’s creative sector and for individual performers and artists including the 3,000 Games ceremony cast volunteers - many of which have been recruited from Glasgow’s schools, youth and arts network.

Through the provision of the new purpose built venues for the Games and increased confidence in the city’s ability to host major events, between August 2011 and March 2014, the city’s Strategic Major Events Forum has helped secure sport and cultural events with an estimated economic impact of more than £100m, with GCMB securing a further £45m in Games-related conferences. These events and conferences are also strengthening the City’s international profile, with Glasgow now ranked as the 8th best sports city in the world by the SportsBusiness Ultimate Sporting Cities Awards in April 2014.

HOW ARE THE GAMES HELPING TO ATTRACT INWARD INVESTMENT, LEISURE AND BUSINESS TOURISM?

Established in 2012, the Council’s ‘Invest Glasgow Team’ has been working with partners to establish strategic trade and investment relationships with Commonwealth nations. Trade and investment Memoranda of Understanding have been signed with Jamaica (March 2013) and discussions are ongoing with Queensland Government and Toronto signalling support for future trade delegations from Glasgow-based companies.

The Team has also been promoting the city through digital marketing (with 2,100 visits to investglasgow.com since its launch in Feb 2014) and at trade and investment events along the Queen’s Baton Relay route, including Manchester, London and a major investment event in Toronto in April 2014. Plans are in place for a Glasgow Business Embassy to be hosted within Scotland House at the City Halls during the Games. In addition to Invest Glasgow’s Games time activities, the UK Department for Trade and Industry will also be promoting the Clyde Gateway area to international investors from its Games time hub in the City Chambers.
FESTIVAL 2014

Just as the Games bring the Commonwealth’s best athletes into the Host City, Festival 2014 will fill Glasgow with exciting entertainment and culture from Scotland and around the world.

From 19 July – 3 August, Glasgow’s venues, parks and streets will be packed with entertainment and culture. At the heart of the festival will be four key venues: Glasgow Green Live Zone, Merchant City Festival, Kelvingrove Bandstand and BBC at the Quay.

With the eyes of the Commonwealth on Glasgow, Festival 2014 is a unique opportunity to strengthen Commonwealth networks through cultural activity. This truly spectacular and surprising programme of cultural events will bring the Commonwealth to Scotland and take Scotland to the Commonwealth.

The festival will engage our local Commonwealth cultures as artists, participants and audiences, as well as fostering links with international artists. A plethora of unique collaborations between Scottish artists and our Commonwealth visitors will light up the city. Among the highlights will be Boomerang – an unlikely musical fusion of bagpipes, didgeridoo and Haka chants that celebrates the indigenous cultures of Scotland, Australia and New Zealand.

Lahore Ceol Mor brings together three classical Pakistani musicians (Chand and Suraj Khan and Tabla player Dani “Kashif Ali”) from Glasgow’s twin city and BBC Radio 2 Young Folk Award winners The Mischa MacPherson Trio. Meanwhile, alternative hip-hop band Stanley Odd will be working with Malawian artists in an exciting collision of cultures.

On 18 July Glasgow will commemorate its part in the struggle against Apartheid with an International Mandela Day celebration. While on 30 July we welcome Scotland’s biggest free multicultural festival, Glasgow – MAJOR EVENT HOST

Hosting the XXth Commonwealth Games has boosted our ability to secure major national and international events
Mela, to Glasgow Green Live Zone. 1 August sees a carnival atmosphere in the city as, for the first time, Glasgow hosts an official celebration of Emancipation Day.


‘With the eyes of the Commonwealth on Glasgow, Festival 2014 is a unique opportunity to strengthen Commonwealth networks through cultural activity.’
The Games provide an opportunity for people and communities to be inspired to do more and to aim higher; to participate more in cultural and social life, in sports and community activities, volunteering, learning and employment.

Engaging with communities
Communities have been at the very heart of our legacy plans and ambitions. To date, we have delivered over 200 presentations or community events, engaging with thousands of residents.

In 2008/9, an extensive consultation sought the opinions of Glaswegians as to how the Games should benefit the city. Feedback then shaped our formal plans and priorities. Over 2010 and 2011, ten local engagement sessions provided an update on plans and an opportunity for residents to tell us how we were doing. More recently, between June and November 2013 we hosted three ‘Inspiring Communities Towards 2014’ events with over 400 attendees, bringing together community groups, funding organisations and council legacy projects. The aim being to stimulate and nurture more community-led projects or celebrations linked to the Games.

Community-led projects
The council has supported and developed projects led by communities that contribute to the council’s legacy objectives.

• Since 2009, over 300 projects have signed up to using Glasgow’s legacy logo and branding.
• In 2013/14, 202 of these projects shared £12.7 million from the Council’s Integrated Grant Fund, to contribute towards our legacy ambitions.

Our 300 community-led projects include:
• Dalmarnock Community Hub
  A community hall, a cafe, a GP surgery, chemist, a shop and a children’s nursery, creating an estimated 60 new jobs
• Pinkston Paddlesports Centre
  A designated Watersports venue
• Play on Pedals
  Teaching over 7,500 four year olds across Glasgow to ride a bike safely
• The North West Women’s Centre
  Commonwealth Garden
• St. Paul’s Youth Forum
  Tackling anti-social behaviour of those aged 12 – 18 years old
• Gateway Residents Association
  – Welcome to the Barbadians initiative. A street party and local reception for officials from Barbados.
Legacy is a marathon, not a sprint. With so much achieved, it is vital that legacy momentum sustains post-Games.

PRIORITIES FOR THE COMING YEAR INCLUDE:

PROSPEROUS:
• continuing to support businesses to access future public sector contract opportunities and further developing the scope of the Community Benefit Policy
• bringing employment and new residents to the East End through the retrofitting and legacy build-out of the Athletes’ Village
• delivering the Glasgow Guarantee commitment to ensure all Glasgow’s young people are in work, education or training by increasing the number of apprenticeships by 10% every year from 2013 to 2018
• continuing the regeneration of Clyde Gateway with the empowerment of the community including promoting community ownership and raising skills levels
• attracting investment and supporting new start-ups at new business parks and office spaces created in the Clyde Gateway and Calton and Barras areas.

ACTIVE:
• ensuring full use of the new venues including growth in access from schools and growing Glasgow Club membership
• building capacity in sports clubs to be ready to take on new members, particularly young people, following on from the predicted ‘bounce’ from the Games
• supporting community clubs to access community sports facilities including school sports facilities
• re-focusing efforts for population level changes in physical activity by creating a single point of referral for anyone in Glasgow looking for support to become more active and promoting the Active Health Programme using a simple, highly visible and unified message of ‘sit less, move more’.

INTERNATIONAL:
• continuing to attract further major events and conferences to new and enhanced Games venues
• converting the increased awareness of the city raised through the Queen’s Baton Relay and the Games media coverage into the attraction of future tourist visits
• following up enquiries and interest raised at the Glasgow Business Embassy in Scotland House to attract potential inward investors.

GREENER:
• building on the work of the Green Theme by the delivery of Green Year 2015
• providing improved green spaces by delivering the Multifunctional Greenspace and the Clyde Walkway ‘Linked Via Light’ projects
• extending new practices in waste management, sustainable events management and sustainable building design from the Athletes’ Village into other areas of council business
• working with the Scottish Government on the national roll out of successful city projects including Stalled Spaces.

ACCESSIBLE:
• ensuring successful delivery of the first phase of the Mass Cycle Hire scheme
• encouraging increased use of the city’s new and upgraded walking and cycling routes through behaviour change campaigning
• extending car club membership.

INCLUSIVE:
• showcasing the volunteering experience at the Host City Volunteer exhibition
• linking successful and unsuccessful Games volunteer (clydesider) applicants to future event opportunities and community projects
• ensuring the delivery of the council’s new staff volunteering policy and improving quality of volunteering experience of those volunteering with the council
• extending global education partnerships between schools in Glasgow and in Commonwealth countries.