

Ask for **Steve Inch**
Phone **0141 287 7200**
Direct
Fax Direct **0141 287 6006**
Email **steve.inch**
@drs.glasgow.gov.
uk
Date **23 August 2006**

Dear Valerie Curtis

As requested, please find enclosed details of Glasgow City Council's response to the Casino Advisory Panel's invitation to put forward names and statements of potential participants for the EiP in Glasgow on the 4th September.

1. Background on Agency Structure:

The CAP have stated that they wish to invite Regional Development Agencies and Regional Planning Bodies and their equivalents in Scotland and Wales to participate in the EiP. I therefore provide details relating to the equivalent bodies/organisations for Glasgow, Scotland:

1.1 Regional Planning Body:

1.1.1 Glasgow City Council (Unitary Authority for the City of Glasgow):

Under the Town & Country Planning (Scotland) Act 1997, each Unitary Authority is both a Strategic and a Local Planning Authority.

As requested, below is the details of those named persons from Glasgow City Council who will be the official participant in the round table discussion, and a list of the names of those people wishing to attend as part of that person's back up team.

Lead contact for Glasgow City Council, and official participant in the round table discussion :

- Cllr Steven Purcell, Leader of Glasgow City Council
- Refer to Annex A for details of Opening Statement

Those individuals wishing to attend as part of Cllr Stephen Purcell's back up team:

- Steve Inch, Director of Development and Regeneration Services, Glasgow City Council
- Richard Cairns, Head of Economic and Social Initiatives, Glasgow city Council
- Linda Ferguson, Senior Policy Analyst, Glasgow City Council
- Mathew Marr, Advisor to the Leader of the Council

1.1.2 Glasgow and Clyde Valley Joint Structure Plan Committee:

The Councils in the Glasgow & Clyde Valley area, work jointly on Structure Plan matters. The Joint Committee representative for Glasgow City Council local authority area is detailed below:

- Grahame Buchan, Structure Plan Manager, Glasgow and Clyde Valley Structure Plan Team

1.2 Regional Development Agency:

Scottish Enterprise Glasgow is the main economic development agency for Glasgow, and funded by the Scottish Executive.

The details of the lead contact for Scottish Enterprise Glasgow, wishing to attend the EiP is detailed below:

- Stuart Patrick, Operations Director, Scottish Enterprise Glasgow

2. Contact details for those wishing to attend:

Table 1 provides fuller details of all named individuals and respective organisation, for those willing to participate in the Examination in Public process for the regional casino.

Refer to Annex B for details of Supporting Statements.

NAME/CONTACT DETAILS	ORGANISATION	STATEMENT PROVIDED REFER TO ANNEX A & B
Cllr Steven Purcell Leader of the Council City Chambers George Square Glasgow G2 1DU Phone: 0141 287 4612 email: steven.purcell@glasgow.gov.uk http://www.glasgow.gov.uk	Glasgow City Council	ANNEX A
Matthew Marr City Chambers George Square Glasgow G2 1DU Phone: 0141 287 4612 email: matthew.marr@glasgow.gov.uk http://www.glasgow.gov.uk	Glasgow City Council	N/A
Steve Inch Director 229 George Street Glasgow City Council G1 1QU Phone: 0141 287 8293 Fax: 0141-287-1600 email: steve.inch@drs.glasgow.gov.uk http://www.glasgow.gov.uk	Glasgow City Council	N/A

<p>Richard Cairns 229 George Street Glasgow City Council G1 1QU</p> <p>Phone: 0141 287 7294 Fax: 0141-287 -7292 email: richard.cairns@drs.glasgow.gov.uk http://www.glasgow.gov.uk</p>	<p>Glasgow City Council</p>	<p>N/A</p>
<p>Linda Ferguson 229 George Street Glasgow City Council G1 1QU</p> <p>Phone: 0141 287 9981 Fax: 0141-287-7292 email: linda.ferguson@drs.glasgow.gov.uk http://www.glasgow.gov.uk</p>	<p>Glasgow City Council</p>	<p>NA</p>
<p>Grahame Buchan Structure Plan Manager 10 Killermont Street Glasgow G2 3NW</p> <p>tel: 0141-331-6060 fax: 0141-333-0746 email: Grahame_Buchan@gcvcore.gov.uk http://www.gcvcore.gov.uk</p>	<p>Glasgow & Clyde Valley Structure Plan Joint Committee</p>	<p>COPY OF LETTER OF SUPPORT AVAILABLE ON REQUEST</p>
<p>Stuart Patrick Atrium Court 50 Waterloo Street GLASGOW G2 6HQ</p> <p>Phone: 0141 242 8293 Fax: 0141-248-1600 email: Stuart.Patrick@scotent.co.uk http://www.scottish-enterprise.com/glasgow</p>	<p>Scottish Enterprise Glasgow</p>	<p>ANNEX B</p>
<p>Scott Taylor Glasgow City Marketing Bureau 11 George Square Glasgow G2 1DY</p> <p>Tel: +44 (0) 141 566 0814 Fax: +44 (0) 141 566 0855 E Mail: scott.taylor@seeglasgow.com Web: http://www.seeglasgow.com</p>	<p>Glasgow City Marketing Bureau</p>	<p>ANNEX B</p>

<p>Tom McWilliams Area Director - Glasgow VisitScotland Monteith House 11 George Square Glasgow G2 1DY</p> <p>Tel: 0141 204 4480 Direct Dial: 0141 566 4007 Fax: 0141 566 4074 E-mail: tom.mcwilliam@visitscotland.com Web: http://www.visitscotland.com</p>	<p>Visit Scotland</p>	<p>COPY OF LETTER OF SUPPORT AVAILABLE ON REQUEST</p>
<p>Mike Closier Scottish Exhibition + Conference Centre Glasgow G3 8YW</p> <p>Tel: +44 (0)141 248 3000 Fax: +44 (0)141 226 3423 e-mail:mike.closier@secc.co.uk http://www.secc.co.uk</p>	<p>Scottish Exhibition Centre Limited</p>	<p>ANNEX B</p>
<p>Ron Culley Chief Executive & Director General of Strathclyde Partnership for Transport SPT Consort House 12 West George Street Glasgow G2 1HN</p> <p>Tel: 0141 332 6811 http://www.spt.co.uk/</p>	<p>Strathclyde Partnership for Transport</p>	<p>COPY OF LETTER OF SUPPORT AVAILABLE ON REQUEST</p>
<p>Lesley Sawyers Chief Executive Glasgow Chamber of Commerce 30 George Square Glasgow G2 1EQ</p> <p>Tel No: 0141 204 8317 Fax No: 0141 221 2336</p> <p>Email: lesley.sawers@glasgowchamber.org http://www.glasgowchamberonline.org/</p>	<p>Glasgow Chamber of Commerce</p>	<p>ANNEX B</p>

<p>Tobin Prior CEO UK Gaming Kerzner International 2-4 Packhorse Road Gerrards Cross Bucks SL9 7QE</p> <p>Tel: 01753 899819 Fax: 01753 899839 Mobile: 07776 236613</p> <p>Email: tobin.prior@kerzner.com</p>	<p>Kerzner International</p>	<p>ANNEX B</p>
<p>Sam McEwan Director 18 Victoria Terrace Edinburgh EH1 2JL</p> <p>Tel: 0131 220 6779 Fax: 0131 226 7366 Mobile: 07850 905702 e-mail: s.mcewan@mcewan-purvis.co.uk</p>	<p>McEwan Purvis (on behalf of Rangers Plc)</p>	<p>ANNEX B</p>
<p>Rodney Brody Head of Development 7 Claybury Hall Repton Park Woodford Green Essex IG8 8RW</p> <p>Tel: 07775 816161 Fax: 020 8502 7987</p> <p>Email: Rodney@highhall.com</p>	<p>Las Vegas Sands (UK) Limited</p>	<p>ANNEX B</p>
<p>Lloyd C. Nathan Managing Director, Europe Senior Vice President MGM MIRAGE Development</p> <p>Tel: +44 (0) 20 7887-6158 Fax: +44 (0) 20 7887-6568 email: lnathan@mgmmirage.com</p>	<p>MGM MIRAGE Development</p>	<p>ANNEX B</p>

It is necessary to note that, all names of individuals/organisations detailed in table 1, are fully aware and content that Glasgow City Council have put forward their details for nomination to attend the EiP on the 4 September, subject to formal invitation from the Casino Advisory Panel (CAP).

Also, supplementary statements detailed in Annex A have been written by the respective individuals/organisations themselves and NOT by Glasgow City Council, except where stated.

STEVE INCH, DIRECTOR

GLASGOW CITY COUNCIL

ANNEX A: EiP Opening Statement: Glasgow City Council

Examination in Public, Glasgow 4 Sep 2006

Glasgow has been transformed. Its modern day renaissance, emerging from major industrial decline, has delivered a record number of jobs – and all across the city, new homes, schools, businesses and leisure facilities abound.

Public and private agencies, working in partnership, are committed to building upon this success, and ensuring that all citizens can benefit from it. A joint, shared public-private vision is being pursued by the city to deliver this, whether by working with local businesses to expand, encouraging development in all communities, or vigorously employing policies to help people into work.

A key element of change in Glasgow has been its pursuit of ‘high value’ projects. This strategy includes Glasgow and Scotland’s ambitious bid to host the 2014 Commonwealth Games.

A regional casino would play a significant role within this overall strategy. It would make a major and unique contribution to Glasgow’s ongoing social and economic regeneration. This statement emphasises that:

- A regional casino would be a key catalyst to delivering major regeneration in neighbourhoods along the River Clyde corridor – one of the key priority regeneration areas identified both locally, regionally and nationally – and an area which continues to experience multiple disadvantage.
- The synergies between a regional casino and Glasgow’s future tourism growth would complement each other to confirm the city’s reputation as a global destination for leisure, commerce and investment.
- Glasgow has a strong track record in regeneration and inward investment, and provides an environment that can accommodate and maximise the economic and social benefits from such a major private investment, providing the necessary ingredients for a successful ‘pilot’ regional casino.

1. Economic, social and regeneration success:

Glasgow considers a regional casino as much more than just a new leisure investment opportunity for our city. The sites, which have attracted casino operator interest, are part of a much larger regeneration programme transforming the River Clyde corridor. Establishing the casino, along this regeneration corridor, will be a major element in securing the city’s wider economic and social renewal aspirations. A regional casino builds on Glasgow’s policy of attracting sources of economic growth into the city, and supports the National Regeneration Statement by delivering further investment along Glasgow’s Clyde corridor.

Glasgow’s bid is socially responsible. The UK Government has already put in place stringent safeguards to ensure there is no negative social cost from the creation of a regional casino. Glasgow will take that further, by insisting that anyone who wishes to operate a regional casino in the city will have to finance research to increase our understanding of the social impact of gambling, fund intervention programmes designed to prevent excessive gambling, and assist the minority who have gambling problems.

Glasgow’s economic case is sound and the bid is supported by a rigorous, realistic, impartial and highly credible economic impact assessment. Casino visitors are expected to contribute as much as £26m towards Glasgow’s annual GVA, attract as many as 600,000 visitors each year and create as many as 2,500 FTE jobs. Our estimates are backed by the casino operators who have provided us with information on the scale and nature of potential job creation and applicable wage rates.

There are clear regeneration benefits not only for Glasgow, but also for Scotland and the UK as a whole.

The market also endorses this with leading international casino operators and developers, including Las Vegas Sands, Kerzner International, MGM Mirage and Miller Developments, having already either indicated, or drawn up propositions for a regional casino.

Despite the fact that they are competitors, and are proposing different locations, these operators clearly share the same view – that a regional casino development on any of the locations proposed for Glasgow would be a commercial success, which would deliver their business objectives and the cities' key objective of social and economic regeneration.

2. Vision for growing the city's international profile

Over the last 15 years, Glasgow has emerged as one of Europe's most progressive cities. It is Britain's fourth-largest city, lying at the heart of a metropolitan area of approximately 1.8 million residents. Tourism, conference business, and leisure have been amongst the fastest growing industries in Glasgow in recent years. The city welcomes upwards of 3.2 million visitors each year. In 2003, total visitor expenditure (including international and UK tourists) reached around £1.8 billion. The tourism industry accounts for approximately 27,350 jobs in the city (ABI, 2003) - 7.1% of total employee jobs in Glasgow - and nearer 55,000 in the wider metropolitan area. Glasgow is already a 'destination city', with the tourism infrastructure and customer base necessary to give the regional Casino project an excellent chance of early success, as well as building upon this in future years.

The New Joint Economic Strategy for Glasgow, and the Tourism Action Plan - both currently under development - will outline a vision for Glasgow which confirms it as Scotland's premier destination city. A regional casino is clearly consistent with this vision, and will help secure both Glasgow's future tourism growth and our international profile. Forecasts show that if our strategy is successful, international tourism revenue in Scotland is likely to double by 2015.

From ambitious plans to host the Commonwealth Games in 2014, to potentially housing the UK's first regional casino – Glasgow is progressing every opportunity to develop as a world-class tourism and business destination.

3. Regional Context and Unique characteristics

In the last 20 years, Glasgow has delivered some of the UK's most successful regeneration programmes. The city has gained a reputation for innovative and successful urban regeneration. Glasgow already has in place a well-developed infrastructure, adaptable business locations, strong economic foundations, a well-established and internationally recognised tourism product and positive, confident partnerships between public and private sectors. These are the fundamentals necessary to ensure the success of a regional casino development.

In the last year alone, there was a record £3.4 billion of private investment underway across the city. Glasgow's regeneration success has created an environment that can accommodate, and will maximise the economic and social benefits from such a major private investment. The Council is determined that all of our citizens will share in this unprecedented economic success.

There is much, however, that still has to be done. Glasgow has 82% of areas with the highest deprivation in Scotland. A regional casino development is an opportunity to bring a new dimension to our regeneration and a chance to give jobs to those who need them most.

Many disadvantaged communities in the city are located in the riverside corridor, where the loss of employment in traditional manufacturing and shipbuilding has left a considerable legacy of unemployment and economic inactivity, social problems, and disused land.

As a catalyst for providing jobs and improving the investment prospects for our city, a regional casino would assist progress by providing:

- Construction/training programmes for the creation of local employment, through a high commitment

to education and training programmes, required to ensure the local workforce are trained to international quality standards

- Social benefits through investment in community facilities
- Transport enhancements and additional infrastructure investments

4. Response to any objections to the proposal (of which we are aware):

Glasgow City Council strongly supports the case for regional casinos because it believes they offer significant benefits to local economies in job creation and economic regeneration. The principal concern about a regional casino which has been raised is that of social impact i.e. gambling addiction.

Gambling can of course be addictive and this is a serious problem for a minority of people. But that doesn't mean it should be unduly restricted. Moreover, all of the available research and evidence suggests that the most pressing issues do not concern resort style casinos, but much less-regulated, and increasingly easily accessible local gaming machines, and most of all, ubiquitous access to home gaming via the internet.

While there are concerns over a potential rise in associated social problems, the Council will demand that operators fund programmes to prevent excessive gambling, and to mitigate against any adverse consequences arising from the presence of the casino.

Concluding Comments

Glasgow City Council has based its bid on:

- The contribution which the development would make to Glasgow's economic development strategy, its tourism development, and the River Clyde corridor regeneration programmes – regardless of which city site is chosen
- The clear market interest from some of the leading global casino operators
- The undoubted economic growth and employment benefits which a regional casino offers to areas of high unemployment or inactivity
- The information from our surveys which suggests a high level of support for a casino development
- The ability to work with operators to translate these benefits for local residents and businesses
- The willingness of the casino operators to work with the Council to understand, prevent and mitigate any potential social costs

Glasgow is convinced that it has all of the fundamentals in place to make the UK's first regional casino a success, and it looks forward to providing a valuable testing ground for this element of the Government's gambling policy.

Councillor Steven Purcell
Leader, Glasgow City Council

ANNEX B: STATEMENTS FOR THOSE WISHING TO ATTEND EIP IN GLASGOW

B1 SCOTTISH EXHIBITION AND CONFERENCE CENTRE (SECC):

Mike Closier – Group Chief Executive

The SECC opened in 1985 and it is now the UK's largest integrated exhibition and conference centre. In addition to exhibitions and conferences, SECC also stages large scale concerts and "special" events; these include sporting and equestrian events, dance, comedy, ice shows etc.. SECC is a major leisure facility for the whole of Scotland as well as a prime generator of business tourists to the UK. In 2005/2006, SECC staged 230 separate events attracting over 1.5 million visitors:-

	Events	Attendance
Exhibitions	48	453,310
Conferences	51	236,785
Concerts	94	494,342
Special events	<u>37</u>	<u>352,666</u>
TOTAL	230	1,537,103

These events injected over £127 million into the economy of Greater Glasgow through the expenditure of the visitors, exhibitors and organisers. This expenditure supports around 3,700 full-time-equivalent jobs etc in the community.

Mike Closier joined SECC in 1992, guiding the company to its first profit in 1993; it has generated a profit every year since then.

Mr Closier is also immediate past chairman of the Exhibition Venues Association and is a former member of the Board of the Greater Glasgow and Clyde Valley Tourist Board. He has also acted as an advisor on a number of issues to the Minister of Tourism, Culture and Sport at the Scottish Executive and also to Event Scotland.

He was instrumental in the development and construction of the SECC's Conference Centre (the Armadillo). This building opened in 1997 and it has become an iconic building for Glasgow and a symbol of its regeneration. It has also increased Glasgow's presence in the conference market. Conference business has grown from around 50,000 delegate days¹ in the year before the opening of the Conference Centre to over 236,000 delegate days in the financial year to March 2006. In the same period, the economic benefit to Greater Glasgow deriving from conferences increased from £15.6 million to £58 million.

He therefore offers extensive experience in running a major national facility, with the twin remit of operating commercially whilst maximizing the economic benefits accruing to the area. He understands the demands placed on a venue and the surrounding area by large numbers of both leisure and business visitors and dealing with their very different requirements, frequently simultaneously.

1 - a delegate day is the number of delegates multiplied by the number of open days of the conference

Interest in a Regional Casino

Identifying the means by which the level of exhibition, conference and event business could be increased has always been the prime focus for SECC. The positive impact that a regional casino could have on the SECC site was therefore recognised early in the process of reforming the UK's gambling legislation. Initial discussions with potential partners were held in late 2001, prior to the White Paper being published in March 2002.

However, a report commissioned by SECC in 2003 highlighted that further business growth would be constrained by the lack of availability in Hall 4, its largest hall, due to the exceptionally high occupancy rates at which it is operating. (More recent studies show zero growth after the current financial year unless additional facilities are built).

This led to the development of a master plan for SECC's 64-acre site called QD2. The principal objective

of the master plan is to build a new 12,500-seat, National Arena. The Arena would allow existing concerts and event business to transfer from Hall 4, freeing space for additional conferences and exhibitions.

The cost of the Arena including road and services infrastructure is £110 million. To fund the Arena, SECC will create capital receipts through:

- the proposal to build a regional casino along with a five star hotel, restaurants, leisure facilities and a car park for 1,600 vehicles on a plot to the north east of the SECC campus.
- developing the west car parks, creating a “Sustainable Village” with a range of mixed residential and commercial properties.

These receipts will not fund the entire project; the balance of the funding will come from the public sector and a relatively small level of commercial debt taken on by SECC.

Whilst a regional casino is not essential for the development of the National Arena, its contribution to funding and operating costs will substantially reduce that required from the public purse and/or SECC’s commercial borrowing. In addition, SECC believes that a regional casino on this site would significantly improve its ability to compete with overseas venues to bring high spending international conference delegates to the UK.

Impact of a Regional Casino on SECC

As mentioned previously, SECC is a major focus for both leisure and business tourism. The mix of meeting and exhibition facilities draws large international conferences (1,200+ delegates) with accompanying exhibitions to the city. According to the Business Tourism Partnership, in comparison with leisure tourists, “business visitors.....spend more than twice as much per day, with conferences delegates and visitors to trade shows and exhibitions spending even more.”

There is now a greater awareness among cities and regions of the economic benefits that international conferences can bring. As a consequence, new convention centres are being built or older ones upgraded. Recent examples include Dublin, Dusseldorf, Lyon, Kuala Lumpur, Vancouver, Boston etc.

In contrast to SECC, many competing venues do not operate on a commercial basis. Their remit is to attract international conferences in order to secure the economic benefits with any attendant losses underwritten by national or local governments. With this increase in global competition, SECC is firmly of the view that a regional casino as part of our site would substantially improve its offering to the conference market and thereby help it continue to attract these conferences to the UK.

The hotel, proposed as part of the casino complex, would add to Glasgow’s limited stock of five star hotels (this has been an inhibiting factor in securing a number of international conferences). The restaurants, leisure facilities and entertainment facilities would provide additional meeting space for the larger conferences creating an integrated business and leisure destination, making the SECC campus a much more attractive proposition to international conference delegates.

During the present year, SECC will stage international conferences that will generate over 95,000 delegate days. In the following five years, 2007 – 2012, SECC currently has bookings and enquiries for international conferences that would generate almost 1.5 million delegate days. These conferences have the capability of injecting almost £400 million into the economy through the expenditure of the delegates, exhibitors and organisers.

The National Arena will have a seating capacity of 12,500, and using the “choir” area behind the stage, the capacity could be increased to 14,000. This Arena will not only host major public entertainment events, it will allow SECC to compete for “mega” international conferences – those with over 10,000 delegates.

When it is considered that the international conferences SECC staged in 2005/2006 generated 95,000 delegate days; our target of securing one “mega” conference each year with 12,000 delegates and four

open days would see SECC's annual international conference business grow by over 50%. Such an increase would not only have a positive effect on SECC, it would bolster the whole conference support infrastructure, resulting in additional investment in hotels, restaurants and transport. These benefits would not be confined to the Glasgow area; due to the scale of these conferences, many delegates would have to be accommodated outwith the city and bussed to the venue, helping hotels, restaurants and shops throughout the central belt of Scotland.

Although SECC would like a regional casino on site in order to further the conference business and also to help fund the National Arena, we are conscious of the responsibilities that go along with a casino. To that end, SECC organised a seminar on "Responsible Gambling" in June 2006. The concept of the seminar was to highlight, discuss and hopefully overcome the concerns voiced by a number of people about the consequences of a regional casino being located in Glasgow. Speakers included the chief executive of Gamcare, the chief executive of Money Advice Scotland and the Director of the Centre for Gambling and Commercial Gaming, University of Salford. There was a small invited audience comprising MSP's, civil servants, councillors, council officers, academics, the police and representatives of the Church.

The seminar touched on a number of issues including:

- The requirement for a very clear explanation of the games people can play within casinos and the risks involved
- Quality and security of venues can be a deterrent to problem gambling
- Responsible advertising of casinos
- The dangers of mixing alcohol and gambling
- Co-ordinated services amongst agencies providing counselling
- Public education and the requirement for support and advice
- Maximising the economic benefit for the community

Whilst some of the issues raised were outwith SECC's area of responsibility, others will shape SECC's thinking and influence the fine details of the final negotiations with our preferred partner should Glasgow win the regional casino licence.

B2 KERZNER INTERNATIONAL UK GAMING DIVISION

Tobin Prior – CEO, Kerzner International UK Gaming Division

Kerzner International Limited (NYSE: KZL) is a leading international developer and operator of destination resorts, casinos and luxury hotels. The Company's flagship brand is Atlantis, which includes Atlantis, Paradise Island, a 2,317-room, ocean-themed destination resort located on Paradise Island, The Bahamas. The Company also developed and receives certain income derived from Mohegan Sun in Uncasville, Connecticut, which has become one of the premier casino destinations in the United States. In the U.K., Kerzner is currently developing a casino in Northampton and received its Certificate of Consent from the U.K. Gaming Board on March 30, 2004. In its luxury resort hotel business, the Company manages nine resort hotels primarily under the *One&Only* brand. The resorts, featuring some of the top-rated properties in the world, are located in The Bahamas, Mexico, Mauritius, the Maldives and Dubai. For more information concerning the Company and its operating subsidiaries visit www.kerzner.com

In July 2004 the company announced that it had been appointed the preferred developer with respect to the development and management of gaming, hotel and entertainment facilities at The Scottish Exhibition + Conference Centre (the "SECC") in Glasgow and that it had been chosen by New East Manchester to develop and operate the proposed Sportcity scheme in East Manchester. In addition, the Company announced that it had entered into an agreement with affiliates of Anschutz Entertainment Group for the development and operation of a casino and hotel resort facility at the former Millennium Dome in London.

Tobin Prior has held senior executive level positions in the integrated destination resort industry in multiple jurisdictions around the world, including Southern Africa, the Caribbean and the UK.

From 1994 to 1998 Tobin worked for Sun International South Africa where he was the Divisional Executive Director for the Resort Division with full responsibility for all the Southern African resort properties including Sun City – widely credited as the pioneering integrated destination resort. He had also previously been Group Marketing Director for the company.

He was appointed Chief Executive Officer for Kerzner International's Bahamas operations in late 1998 with responsibility for the Atlantis Resort, the Ocean Club and other facilities in the Bahamas.

Tobin Prior then headed Kerznors International Resorts Division incorporating its brand portfolio of luxury international hotels.

He was also responsible for setting up a dedicated division for the entry of the company into the interactive gambling market. Kerzner was a pioneer in this market and developed many systems, procedures and practices which met US (New Jersey) regulatory standards and have been adopted as benchmarks for responsible regulatory jurisdictions in this industry. The company exited this industry in early 2003.

Tobin has first hand experience of developing and opening major scale integrated destination resorts in multiple jurisdictions and specifically the challenges of delivering jobs and regeneration and sustainable economic benefit to local communities.

He has interfaced with many regulators, authorities, agencies and other interested parties in multiple jurisdictions in developing best practice standards for responsible gambling including pioneering work with the South African Responsible Gambling Trust. He has maintained an active interest in developing and promoting responsible gambling practices in the UK. Kerzner has contributed meaningfully financially to the RIGT since 2003 despite the fact that it was not yet operating in the UK.

Tobin was invited to address the Gamcare conference in October 2005 on responsible gambling under the new dispensation in the UK.

Tobin is one of very few industry representatives to have been invited to address the International Association of Gaming Regulators on the practical issues of regulating internet gambling (Feb 2002), and has been invited to address the former Gaming Board for Great Britain Inspectors conference on the same topic.

Tobin has consulted extensively in the UK on matters relating to the development of the UK gambling

legislation and related matters (advertising, responsible gambling, licensing etc).

In October 2004 Tobin was a member of the Steering Committee of the ODPM Casinos/Use Class Order Review working group.

Tobin has a clear understanding of the detailed proposals for the Regional Casino, Hotel and related facilities proposed at the SECC site in Glasgow, and valuable experience relating to the establishment and operation of such facilities elsewhere, as well as significant relevant experience regarding the implementation of responsible gambling practices, and the delivery of regeneration benefits to local communities.

B3 GLASGOW CHAMBER OF COMMERCE

Lesley Sawyers – Chief Executive

GLASGOW CHAMBER OF COMMERCE is the largest Chamber in Scotland and the oldest Chamber in the English speaking world, founded in 1783.

We represent over 1,600 organisations across all business sectors in the city.

The key objectives of GLASGOW CHAMBER OF COMMERCE are to represent business interests; creating wealth and prosperity for the city by driving forward the business and economic agenda.

Mission Statement: “GLASGOW CHAMBER OF COMMERCE will promote wealth creation and sustainable prosperity in such a manner that it will be described by its members, non members, the business community and politicians as the premier independent business support organisation and champion in Glasgow.”

As the key representative of the business community in Glasgow, we have active groups working on issues in transport and infrastructure, small business, retailing and tourism, education, employment and skills and energy.

Business Support for SuperCasino

GLASGOW CHAMBER OF COMMERCE and its members fully support the application by Glasgow City Council for a SuperCasino licence.

In February 2006, a survey was conducted across our membership base to determine the level of business support for a SuperCasino licence in the city.

The results of the survey identified that:

‘77% of the membership of GLASGOW CHAMBER OF COMMERCE considers that a SuperCasino would bring economic benefit to the city.’

A Regional Casino Development in Glasgow represents a significant economic opportunity not just for Glasgow and the businesses we represent but also for the whole of Scotland. There is therefore cross-business support both within Glasgow and Scotland for the application submitted by Glasgow City Council.

We support the economic and business case presented by the city that the casino could generate £215 million per annum for the economy, as well as creating around 3,000 jobs and attracting a further 600,000 visitors to the city. It will enable significant regeneration and investment in key areas of the city opening up new areas of opportunity for local businesses and providing improved services and infrastructure to the local residents.

We consider the award of a SuperCasino licence to the city will generate new employment prospects and additional demand for goods, services and hotel accommodation, allowing us to grow the number of UK and overseas visitors to the city.

It will also enable the Glasgow to grow our conference and convention market by providing the city with facilities to attract larger audiences and visitor numbers, generating and creating wealth for the city and also helping to raise the international profile and reputation of Glasgow as a growing conference, convention and tourist destination.

For the city to develop and remain competitive in the future GLASGOW CHAMBER OF COMMERCE believes the development of a SuperCasino and the ability to host major events such as the 2014 Commonwealth Games will be vital to the continued growth and success of the city region.

Whilst we fully support the application for a SuperCasino licence we also recognise that it is vital for the successful applicant to take all necessary measures developing programmes to prevent excessive gambling and to support other organisations within the city to deal with any other associated social problems.

National Support

GLASGOW CHAMBER OF COMMERCE works closely with Scottish Chambers of Commerce and the nineteen other affiliated Chambers across Scotland.

Scottish Chambers of Commerce is the umbrella organisation of the local Chambers of Commerce, with its prime functions being to promote and protect the interests of business members throughout Scotland. The present membership of Scottish Chambers of Commerce consists of 38 of the top 50 companies in Scotland.

The Scottish Chambers of Commerce network support Glasgow's application for a SuperCasino licence.

B4 JOINT STATEMENT: LAS VEGAS SANDS (UK) AND MCEWAN PURVIS

Rodney Brody / Sam McEwan LVSC

Regeneration

The case for the regeneration benefits which would accrue to Glasgow from the siting of a regional casino within the city will be made by others from within the city council, the business community and the local population. We at LVSC believe that working in partnership with Rangers Football Club, the city council and, crucially, the local community we can transform the Govan area of the city (one of the most deprived in Europe) into an economically viable and socially advantaged area, whose benefits will spread throughout the city and into the wider Scottish community.

Opportunity for All

Regeneration will not be achieved solely through bricks and mortar. Long term sustainable regeneration will only be achieved by ensuring that local people are given the opportunity to be part of, and benefit from, regeneration projects.

We at LVSC, working with our partners within the local community, will establish certified training courses at local colleges which will equip students with both an understanding of the employment opportunities on offer and a formal qualification, confirming successful completion of the course.

The course curriculum will be based upon the actual job specification of the roles available and an appreciation of the entertainments industry. This will ensure job applicants from the local community will be well prepared for their job interviews, which will be conducted locally in conjunction with the local development agency.

Personnel Development

At LVSC we have an ongoing personnel development programme, which refreshes and upgrades the skills of all employees. All LVSC employees are trained to operate in any LVSC entertainments complex, anywhere in the world.

Employees are empowered with a skill set, which is recognised by the gaming industry worldwide, allowing the individual to move to other organisations or geographies.

National Standards

The public's perception of the standard of service provided by the American tourism and entertainment industries is extremely high and is consistently cited as a positive aspect of the time spent in the USA. We believe that the standard of service which will follow on from the education and training programmes detailed above will aid Glasgow's aim to become a major short break tourist destination.

We also believe that by establishing an internationally recognised standard in Glasgow, we will help Scottish tourism raise the standard throughout the country.

Community Benefits

In addition to the economic benefits, the 1500 full time jobs and the independent estimate of 4.5 million extra tourists per year, which the project will bring, we, at LVSC, and our partners at Rangers Football Club, who have themselves been Govan residents for well over 100 years, believe that the development of the regional casino complex will provide the opportunity to boost the health and well being of those in the local community and further afield.

To this end, we have been working with the local community to identify a range of facilities, which will benefit the local community in both the short and long terms.

While this is still work in progress and our discussions and consultations with the local community are on-going, we have delivered an extended master plan to the city council, which seeks to create a range of facilities which will support Glasgow's bid to be the host city of the 2014 Commonwealth Games, while providing opportunities for all members of the community, irrespective of age or ability level, to embrace the concept of a healthy lifestyle.

It is our intention to become an active member of the local community, not in an overpowering way but in ways which allow us to work with our neighbours to help achieve the economic and social resurgence of Govan.

Addiction: - Research and Measurement

We are conscience of and sensitive to the concerns raised in some areas around the issue of problem gambling. While we do not accept that casinos in themselves create gambling addicts, as responsible members of the community we will play our part in firstly quantifying the problem and, secondly, joining with the local community in identifying how best to address the issue.

At LVSC, we have funded research into the topic of problem gambling at a number of leading universities. This research will be made available to our community partners.

B5 SCOTTISH ENTERPRISE GLASGOW

Stuart Patrick – Operations Director

Scottish Enterprise operates out of several locations with headquarters in Glasgow. There are 12 Local Enterprise Companies, Careers Scotland and Business Gateway outlets throughout Scotland and internationally, SE has offices in the USA, Europe and Asia Pacific.

Services are mainly focused around the needs of our customers and are accessed via the Local Enterprise Companies which includes Scottish Enterprise Glasgow.

Scottish Enterprise Glasgow's purpose is to stimulate a strong Glasgow and Scottish economy. We have a vision of a Smart, Successful Scotland. What our customers gain from our service is competitive advantage, whether it's for their business, organisation, sector or community or by us helping them to become more competitive as an individual by improving their knowledge and skills. Overall our goal is measurable and sustainable improvement in the Glasgow and Scottish economy.

Scottish Enterprise has identified Tourism as a priority industry that has significant growth potential. We are supportive of development, at both local and national scale, that has ambition and vision and can contribute to make Glasgow and Scotland more Globally Connected. We have been encouraged by the scale and ambition of the Regional Casino proposals for Glasgow and believe they will help us to achieve comprehensive, integrated and sustainable regeneration of Glasgow.

The development of a Regional Casino, particularly in Glasgow, has the potential to make a significant contribution to our aims. The scale and nature of the regeneration that will be realised will transform the economic prospects of Glasgow. The city has a key role as the driver of the Metro region economy. Only by transforming the prospects of Scotland's largest city region, and the country's greatest concentration of untapped potential, can we impact on Scotland's overall economic performance.

SE Glasgow believes that the greatest benefit for our city can be gained through positive partnership working. We would wish to be represented at the EIP to engage with our partners in presenting Glasgow as the best location for a Regional Casino.

Scottish Enterprise Glasgow believes the economic benefits accruing from a Regional Casino development in Glasgow will be significant at a National Scale. A Regional Casino will play an important role in establishing step change in transforming the prospects of Scotland's largest city region and, in turn, can impact on Scotland's overall economic performance.

The development of a Regional Casino will:

- Contribute to the profile of Glasgow as a National and International city.
- Will enhance Glasgow's tourism offering.
- Contribute to Scottish Enterprise Priority Industries
- Allow Glasgow to develop Casino-related tourism as a specialism

Securing a Regional Casino will ensure that Glasgow can compete effectively at an international scale and will ensure that Glasgow and Scotland continues to benefit from business and leisure tourism with significant growth potential. The Scottish National Tourism Strategy "The Next Decade" launched in March 2006 by the Scottish Executive states that Scotland aims to have 50% revenue growth from tourism by 2015.

The development of a Regional Casino can be viewed in the context of the Scottish Executive Regeneration Policy Statement. The policy states '*Regeneration is about the transformation of specific places for the better. This transformation has economic, physical, social and environmental aspects*'.

The development of business tourism is also a key component of the New Economic Strategy to improve

Glasgow's international profile. A Regional Casino development will assist the City to bid for, and win, international conference business contributing to a step change in the cities economy.

The wider benefits of the proposal include quantitative and qualitative benefits that will contribute significantly to the Glasgow offering in terms of recreation and amenity, environment and image.

A Casino, hotel and associated leisure activities will provide significant job creation across both city, Metro Region and National Scale.

The Regional Casino and associated activity is seen a unique opportunity to provide a route into employment for Glasgow's economically inactive. It is hoped that many of the jobs to service this high cost, high impact development option will be sourced locally, thus actively contributing to the social inclusion agenda. Scottish Enterprise will assist in the development of a local labour programme to maximise construction opportunities for local people, building on best practice and using an innovative model of partnership. We will work with the Casino operator to link skills and learning to their needs.

In summary Glasgow is an important urban tourism centre and a gateway city for the rest of Scotland. A Regional Casino based in Glasgow will be of National significance.

Introduction

MGM MIRAGE, one of the world's leading and most respected hotel and gaming companies, owns and operates twenty-three casino resorts located in the states of Nevada, Mississippi and Michigan, and has investments in three other casino resorts in the states of Nevada, New Jersey, and Illinois. MGM MIRAGE has also announced plans to develop Project CityCenter, a multi-billion dollar mixed-use urban development project in the heart of Las Vegas, and has a 50 percent interest in the MGM Grand Macau a hotel/casino currently under construction in Macau S.A.R. MGM MIRAGE is headquartered in Las Vegas, Nevada and is traded on the New York Stock Exchange with a market capitalisation in excess of US\$10 billion. It had 2005 revenues in excess of US\$7 billion and employs approximately 70,000 people. Further information about MGM MIRAGE can be found on the company's website at www.mgmmirage.com.

MGM MIRAGE has a partnership with Peel Holdings Limited to develop a 130 acre site along the Clyde river in Glasgow named 'Glasgow Harbour', which is the principal development within the Clyde Regeneration area. This extensive development will create a new district in the west end of Glasgow with housing, commercial space, retail and leisure attractions, and a proposed regional casino operated by MGM MIRAGE. In addition, a riverfront site for Glasgow's new Transport Museum has been made available to the City Council. The vision is to create a world class National Waterfront Destination.

This Submission is made in response to the invitation from the Casino Advisory Panel to organisations that would like to be participants in the Glasgow Examination in Public to submit a brief summary of the case they would make during the round table discussion to be conducted in Glasgow on 4th September 2006.

Proposed Evidence

(1) In relation to the Panel's stated primary consideration to ensure that locations satisfy the need for the best test of social impact, we believe that the proposed Glasgow Harbour location for the MGM MIRAGE regional casino represents an excellent site for such a test. By being part of a campus type location in relative proximity to a city centre but not within it, the impacts (whether positive or negative) should be more easily measured, as well as separated from those impacts already inherent in a more densely populated town centre.

(2) In relation to the Panel's additional criterion of including areas in need of regeneration (as measured by employment and other social deprivation data) and which are likely to benefit in these terms from a new casino, we believe that the regeneration potential of the proposed MGM MIRAGE regional casino would be extensive. Further, since the regional casino forms an integral part of Peel Holdings' entire redevelopment of Glasgow Harbour, the regenerative impact of the regional casino would be exponentially increased. Should Glasgow be chosen by the Casino Advisory Panel as the appropriate location for a regional casino, and should MGM MIRAGE be successful in the resulting competitive tender for that license (as well as any planning and other permissions), the regional casino proposed by MGM MIRAGE would represent inward investment of at least £225 million to £250 million to Glasgow. This investment forms part of the approximately £1.2 billion investment value represented by Glasgow Harbour as an integrated whole.

(3) Over and above some of the site acquisition costs that accrued to Glasgow Council, the public realm investment alone to be carried out by Glasgow Harbour is in excess of £60 million. This includes the provision of 40 acres of public realm comprising a 12-acre park, a wide range of cycle paths and walkways, as well as new roads and four new bridges.

(4) By way of further benefits, the proposed MGM MIRAGE regional casino in Glasgow Harbour is projected to bring new annual spending in the local economy of between £40 million and £50 million (for example, utilities/food & beverage/professional services).

(5) Based on our experience in other jurisdictions, from the regional casino alone, we anticipate the creation of no less than 1,500 permanent operating jobs, with a wide variety of positions available. By way of comparison, the Suncoast casino in Durban, South Africa, is a currently operational “regional” casino with 1,250 slot machines and 50 table games and has over 2,100 employees (June 2006). We further anticipate no less than 1,500 temporary construction jobs. As a result of these operating and construction jobs, there will also be significant additional indirect permanent and temporary jobs.

(6) We note that Glasgow has significantly higher levels of deprivation and regeneration needs than certain other shortlisted local authorities. In terms of absolute deprivation, Glasgow has: (a) over five times more people that are “income deprived” than Blackpool and three times more than either Brent or Greenwich; (b) almost six times more people that are “employment deprived” than Blackpool and between four and five times more than Brent or Greenwich; and (c) approximately one and a half times as many “income” and “employment” deprived people as Manchester. MGM MIRAGE has an outstanding track record that demonstrates its commitment to employees and that seeks to target the income and employment deprived. This includes preferential recruiting targeted at local residents (as permitted by EU law) and pre-recruitment "life skills" training to local residents, particularly for the economically inactive. This type of recruitment policy further increases any regenerative potential. This will be followed by comprehensive jobs skills training through MGM MIRAGE learning Academies and significant opportunities for career development with one of the industry’s leading global employers. Our employment packages include benefits that address childcare, transportation, support for healthy lifestyles and pension programmes.

(7) Further regenerative benefits will accrue to Glasgow through increased tourism. MGM MIRAGE will use its UK and global marketing power to promote the many attractions of Glasgow and Scotland. The regional casino complex will feature the MGM Grand brand, an entertainment brand with strong recognition, which will help to establish Glasgow Harbour as one of Glasgow’s and Scotland’s "must-see" attractions and attract new tourists to the city as well as the wider region.

(8) Some people have expressed concerns about the potential negative social consequences of establishing a regional casino believing that this could result in an increase in problem gambling. Social responsibility is at the core of the 2005 Gambling Act and will form part of the key criteria to being licensed by the new Gambling Commission. MGM MIRAGE has unparalleled social responsibility credentials and practices, and has developed extensive internal policies to promote responsible gambling including such things as staff training, self-exclusion & extensive signage. MGM MIRAGE has already contributed to the Responsibility in Gambling Trust in the United Kingdom and is also a significant contributor to the National Center for Responsible Gaming in the United States. We note that GamCare, the UK’s leading problem gambling charity, has repeatedly stated that its preferred form of gambling is destination gambling. We also note recent South African research reported by Professor Peter Collins of Salford University, which confirmed that the introduction of regional casinos coupled with a public awareness campaign led to a decrease in problem gambling.

(9) In terms of social inclusion, MGM MIRAGE values being an integral part of the communities in which it operates and has been the recipient of numerous awards and recognitions for its industry-leading diversity initiatives and its community philanthropy programs.

(10) Regarding possible displacement issues, we note that the existing casino facilities in Glasgow provide a significantly different type of offer to that proposed at a regional casino. The proposed regional casino will include specialty restaurants, a food court, various bars and entertainment lounges, sports bars, live entertainment, as well as a 200-300 room five-star hotel, including a restaurant and meeting/conference facilities. In addition, by way of example from the US, in 1977 there were 4,236 businesses in Atlantic County (where Atlantic City is located). The first casino opened in Atlantic City in 1978 and by 2004 the number of Atlantic County businesses had increased to 6,703 – an increase of 58% (State of New Jersey Casino Control Commission).

(11) For a successful test of the UK’s first regional casino to occur, and for the regenerative potential to be delivered, the development would need to be commercially viable. From an operator’s perspective, we believe Glasgow possesses infrastructure and access characteristics that are crucial to commercial viability. For example, Glasgow Airport is the UK’s fourth largest airport and handles approximately 8.7 million

passengers from over 80 destinations.

(12) The proposed location of the Glasgow Harbour regional casino is edge of city centre. Under the recently published Scottish Planning Policy 8, Town Centres and Retailing (SPP8), a sequential test is applied for commercial leisure schemes such as that proposed at Glasgow Harbour. This identifies town centre locations as the first preference for such developments followed by edge of centre locations and finally, where no suitable alternatives can be found, out of centre locations. We note that a regional casino comprises an integration of various gaming and non-gaming elements that in size and scope make a town centre location in Glasgow impracticable. In addition, the integration of these elements is essential to the regional casino business model making disaggregation inapplicable. All of the integral elements of the regional casino are inter-dependent and each element is not a viable proposition on its own. As a result, a regional casino development is required to ensure that each element is immediately available to any visitor who will often be using the whole range of facilities and not just one. Finally, Glasgow Harbour is highly accessible by a range of public transport modes, helping promote the sustainable transformation of this part of the Clyde Waterfront as a world class National Waterfront Destination.

Conclusion

We believe Glasgow provides a regional casino location that will enable a proper test of social impact, the delivery of exponential regeneration, and the development of a state-of-the-art leisure and lodging facility that will complement Glasgow's existing offerings and form part of a city-changing expansive redevelopment.

MGM MIRAGE: August 9, 2006

B7 GLASGOW CITY MARKETING BUREAU

Glasgow City Marketing Bureau recognises the value of the casino to the economic development of the city. The Casino will leverage additional hotel development that fits the Tourism strategic Plan to 2016. Demand for accommodation from our key supply markets is increased and has outstripped supply for the past three years. The Casino development will bring hotel development that will allow Glasgow to continue to effectively compete in the national and international urban short break market. The city has again reached the top five in a survey listing the most visited cities in the UK, with a total of 684,000 trips made by overseas visitors to the city in 2005, an increase of 144,000 visits against the previous year. An overview of these markets is supplied below.

The casino development provides a further important reason to visit the city from our key international markets,- USA, Canada, Germany, Scandinavia, Ireland, Spain, Italy. GCMB works hand in hand with the two airport operators in winning new routes for the city. There are currently eight routes in bid at this point in time and the casino will help increase the reasons to visit the city. The sustainability of new and existing routes is vital to developing and increasing access to Glasgow, and the partnership approach in the city with businesses and public sector, will greatly assist the casino operators, in their market development.

Notes:

Glasgow City Marketing Bureau (GCMB) is the official marketing agency for metropolitan Glasgow, competitively positioning the city in its international and national markets with the city regions brand-Glasgow: Scotland with Style. The Glasgow: Scotland with style campaign was launched in March 2004 with a budget of £1.5 million. In 2005 £1.83 million was committed for strategic positioning of the brand through until the end of 2007 comprising £1.14 million from Glasgow City Council and £687,509 from the European Regional Development Fund. Key successes of the campaign include:- 230,000 additional tourists visiting the city. This has significantly increased demand for the destination resulting in the hotel occupancy increase from 70.7% in 04-05 to 72.7% in 05-06. The City is on target to achieve an occupancy of 75% this year. The result has been £26.8 million of additional tourist expenditure

Glasgow City Marketing Bureau works closely with Businesses in the region, and enjoys strong financial backing in excess £500,000. GCMB takes a lead role in the development of the Tourism Strategy for the region, working with the national and local agencies in both planning and delivery. GCMB supports the development of the Local Economic Strategy, and City Centre Plan. GCMB also works closely with the education sector in promoting the positive brand image of the city, and developing business opportunities.

With a team of 40, the GCMB runs the Convention Bureau, which delivered strong growth last year: Convention Bureau sales grew by 8% from £58.6 million in 2004-05 under GGCVTB to £63.1 million in 2005-06. The number of delegate days rose by 28.5% from 293,000 to 376,500. Gross sales through GCMB's Conference and Booking Service (CABS) surged by 71% from £1.4m to £2.4 million.

The Events Bureau is another activity of the company whose results demonstrate the value of creating strategic events for the city, based on supporting the key messages of the brand. The findings of a survey conducted by economic development consultants, SQW, have confirmed additional tourism business for Glasgow as a result, delivering attendances of 125,000 people - 5,300 of which were first time visitors to the city. It is estimated that that the eight events generated £6 million for the local economy last year.