

From: Charlotte Wright

Sent: 14 February 2017 15.33

To: DGEEI@gov.scot

Cc: Coul Links

Hi ■■■

Lorne passed me a message before going on holiday regards the work Biggar Economics carried out for Todd Warnock on his proposal for a golf course at Coul Links. Whilst our team felt that the report was reasonable, I would just highlight that we have not undertaken any due diligence (and have not actually been asked if HIE would support the project, should it be able to proceed). In that event, HIE would seek an independent appraisal, which is our normal approach for any significant investments. Hope that helps, but let me know if there is anything you want to discuss. I have also asked our team to talk to the SNH team, and this is in hand.

Kind regards

Charlotte

Charlotte Wright

Interim Chief Executive

Highlands and Islands Enterprise | Iomairt na Gàidhealtachd 's nan Eilean
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From: [REDACTED]@gov.scot
Sent: 15 March 2017 13:56
To: Charlotte Wright
Cc: DGEEI@gov.scot
Subject: Meeting to discuss Coul Links-Agends
Attachments: Coul Links agenda.docx

Dear all,

Please find attached the agenda for the Coul Links meeting on Thursday the 16th of March

Regards,

[REDACTED]

[REDACTED]

Assistant Private Secretary to Director General, Economy

Room 1N:01, St Andrew's House, Regent Road, Edinburgh, EH1 3DG

Telephone: 0131 2441709

(Attachment below).

Coul Links meeting

March 16th 2017, 11.00 a.m to 1.00 p.m

St Andrew's House.

Agenda

1. Welcome and introductions, scene setting: [REDACTED]

1. Presentation from the developer of their vision and approach to the potential development and its subsequent management. [REDACTED]

2. Economic development perspective. View from HIE as to where such a development would sit in the local, regional and national economic development context, including what would be necessary to realise the potential economic and social benefits. *Charlotte Wright*

3. The tourism perspective. View from Visit Scotland as to where such a development would sit in the local, regional and national tourism context, including what would be necessary to realise the potential tourism benefits. [REDACTED]

4. The environmental perspective. View from SNH as to the importance of the natural asset, the protections in place and appropriate mitigations / approaches to stewarding the natural asset and maintaining its value. [REDACTED] / [REDACTED]

5. Discussion

From: Gillian Suttie on behalf of Charlotte Wright
Sent: 29 August 2016 14:28
To: CabSecREC@gov.scot
Cc: Gillian Suttie
Subject: Meeting with Todd Warnock, Dornoch

[REDACTED] – Please find below a further briefing for [REDACTED] following our discussion about Dornoch earlier this month.

~~~~~

[REDACTED]

Further to our meeting on 17 August 2016, I informed you on the interesting developments taking place in Dornoch, led by Todd Warnock, an American investor from Chicago, who has achieved much there over the last three years and has further ambitious projects, all of which augur well for the town and surrounding area. I suggested that you may wish to meet with Todd to hear first-hand what he has done and learn about his further proposals which he calls his 'Vision of Prosperity' for Dornoch. Both the biography and Todd's vision for Dornoch, relating to his planned developments are attached for your interest.

Todd will be in Dornoch from 28 August to mid-September 2016 and would be delighted to host a visit should your diary permit at any point. We would be pleased to set-up the appointment, given the strong relationship that we have developed with him.

A summary of Todd and his achievements in Dornoch / proposals for the future are outlined below :

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
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[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Coul Links – in partnership with arguably the best golf course designers in the world (Mike Keiser) Todd hopes to achieve planning consent for a championship golf course, ranked in the top 50<sup>th</sup> in the world, at Coul Links, Embo. Private investment of c. £ [REDACTED] will be secured for this project.

## Conclusion

- HIE has developed a successful strategic relationship with Todd Warnock over the last 3 years. He is a dynamic individual, with a can-do attitude, who believes that there is significant economic development opportunity in Dornoch and the surrounding area. Todd has invested significant private capital in his Dornoch projects and brings a wealth of potential contacts to further build on what has been achieved to-date.

I hope that you find this of interest and I look forward to hearing from you on a potential date to visit Todd and hear first-hand on his achievements and future proposals.

Charlotte

### **Charlotte Wright**

#### **Interim Chief Executive**

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-----Original Message-----

**From:** Todd Warnock [[todd@linkshousedornoch.com](mailto:todd@linkshousedornoch.com)]

**Sent:** Tuesday, July 04, 2017 02:42 PM GMT Standard Time

**To:** Charlotte Wright

**Cc:** Lorne Crerar; [REDACTED]

**Subject:** Congratulations and Links House / Coul Links Update

Charlotte,

First, a most sincere congratulations on your permanent appointment as Chief Executive of HIE. Well deserved and thank you all your assistance in the last year.

[REDACTED]

Finally, on Coul Links things are progressing nicely. [REDACTED]

[REDACTED] Although we will make no comments whatsoever in the press, we have launched all our consultants and plan to file our Planning Application at the end of September. We have launched the drilling of 1-3 bore holes on the adjacent property owned by the [REDACTED] to form our hydrology strategy and are optimistic about it. SNH and SEPA are fully informed. We have hired the new GM who will lead construction and management of the course. We plan to have our PA before the Planning Committee as soon as early November. We are confident when our PA is filed and available for public review, any reasonable person will conclude the ecology of the site will be better served with Coul Links than without a golf course. And finally, as you are aware, we believe this approximately £ [REDACTED] inward investment will provide a massive economic boost to the Highlands. I am in the States now, returning in late August and will connect in advance of my return to get on your calendar. Perhaps Lorne can join.

In the meanwhile, enjoy your summer and congratulations again on your well deserved promotion.

And thank you sincerely,

■

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Proprietor,

Links House at Royal Dornoch

[www.linkshousedornoch.com](http://www.linkshousedornoch.com)

Cell ■

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**From:** ■@gov.scot on behalf of DGEconomy@gov.scot

**Sent:** Monday 20/02/2017

**To:** Charlotte Wright

**Cc:** [DGEconomy@gov.scot](mailto:DGEconomy@gov.scot), ■@gov.scot, ■@gov.scot,

**Subject:** Congratulations and Links House / Coul Links Update

Hi Charlotte

Thanks for getting back to me. While recognising that, only if you were deciding whether to support a project specifically would you do full due diligence, it would be really helpful to have your validation or otherwise of the economic impact numbers. It would be good to get your view, for example, on whether the GVA numbers stack up. And the relative importance of this development and it's potential benefits for the region. Also good to hear anymore from you about the track record of the developer, including with respect to working with the community – I think you have supported them in the past?

When I talked to Lorne, I said that we were looking, as SG, to convene stakeholders, the developer, SNH, yourselves and Visit Scotland, given the tourism focus, to see if a way forward that maintained

the economic benefits while managing the environmental concerns could be found. Lorne said he would be happy to participate if dates allowed, and for you or someone else from HIE to participate if the dates didn't work for him. We're currently looking at 15<sup>th</sup> or 16<sup>th</sup> of March. I have also, rather cheekily perhaps, asked if HIE might host this meeting in Inverness. I'd also like to combine it, if possible, with meeting you and your team, something which has been pending for a while (we originally thought we would combine with the Lochaber visit but it didn't work out timing wise for people). Do you think that could work?



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**From:** Gillian Suttie  
**Sent:** Monday 20/02/2017 10:26  
**To:** DGEconomy@gov.scot  
**Subject:** RE-Coul Links Meeting in Inverness

Hello Liz,

Just to clarify, as I'm aware there was an email discussion with Lorne on Friday about dates, Charlotte and Lorne would not be able to meet in Inverness on these dates.

Lorne is available on Thursday 16<sup>th</sup> to meet in Edinburgh, ideally 9am or 4pm although we could be flexible on the timing if needed.

Charlotte is also due to be in Edinburgh on the 16<sup>th</sup> so could attend, depending on the timing around her other meetings.

We'd be happy to look at a separate date for your visit to Inverness to meet with Charlotte and her colleagues.

Kind regards

Gillian



**From:** Gillian Suttie

**Sent:** 20 February 2017 09:59

**To:** DGEconomy@gov.scot

**Cc:** [REDACTED]@gov.scot'; [REDACTED]@gov.scot'; Gillian Suttie (gillian.suttie@hient.co.uk)

**Subject:** FW: Coul Links - meeting in Inveness

Hello [REDACTED],

Charlotte has asked me to assist with the arrangements for meeting suggested below.

Unfortunately Charlotte and Lorne are not available on 15<sup>th</sup> or 16<sup>th</sup> March. Are there any other dates we could look at towards the end of March/beginning of April?

I will then review meeting room availability here in An Lòchran and also which of Charlotte's colleagues would be here to meet with you.

I'd be happy to discuss dates and availability with someone in your team if that would be helpful.

Kind regards

Gillian

**Gillian Suttie**

PA to Charlotte Wright, Interim Chief Executive

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**From:** Gillian Suttie  
**Sent:** Wed 08/03/2017 12:16  
**To:** DGEconomy@gov.scot  
**Subject:** RE: Coul Links - meeting on Thurs 16th

Hi,

Would you be able to send me a list of the attendees for the meeting next week? Also, will there be an agenda or is it to be more of a round-table discussion?

Thanks

Gillian

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**From:** [REDACTED]@gov.scot on behalf of; DGEconomy@gov.scot  
**Sent:** Wed 15/03/2017 11:08  
**To:** Gillian Suttie  
**Subject:** RE: Meeting to discuss Coul Links - Charlotte Wright

Thanks Gillian, I'll let [REDACTED] know

Thanks,

[REDACTED]

**From:** Gillian Suttie [mailto:gillian.suttie@hient.co.uk]  
**Sent:** 15 March 2017 10:58  
**To:** DG Economy  
**Subject:** RE: Meeting to discuss Coul Links - Charlotte Wright

Hello,

Charlotte will be able to make the later start time (11am) but may not be able to stay the full 2 hours as she is attending a conference and will need to be at the venue before 1.30pm.

Kind regards

Gillian

**Gillian Suttie**

PA to Charlotte Wright, Interim Chief Executive

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-----Original Appointment-----

**From:** [REDACTED]@gov.scot [mailto:[REDACTED]@gov.scot] **On Behalf Of**  
[DGEEconomy@gov.scot](mailto:DGEEconomy@gov.scot)

**Sent:** 15 March 2017 10:49

**To:** Gillian Suttie

**Subject:** Meeting to discuss Coul Links

**When:** 16 March 2017 11:00-13:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

**Where:** Walnut Room, 5th Floor, St Andrew's House, Regent Road, Edinburgh, EH1 3DG

I am now issuing the invitation for this meeting. If you are unable to attend, or if you wish a substitute to attend then please advise.

Thank you

[REDACTED]  
Private Secretary to Liz Ditchburn, DG Economy

0131 244 5598

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