
From: Todd Warnock [REDACTED]
Sent: 27 September 2017 15:36
To: DG Economy; Fergus Ewing; Mike Cantlay; Nick Halfhide
Subject: Fwd: Coul Links media - Golf Channel. Second half of interview

Todd Warnock

Proprietor,
Links House at Royal Dornoch
www.linkshousedornoch.com
Cell [REDACTED]

Golf Digest Editors Choice Award 2016

Scottish Hotel Awards Winner:
National Style Hotel of the Year 2016 & 2017
Highland Golf Hotel of the Year 2016 & 2017

Trip Advisor Award Winner:
#7 Luxury Hotel in the United Kingdom 2015

Orangery Restaurant Awards:
AA Rosettes - The Automotive Association
Head Chef Rising Star 2016 - Highland & Islands Tourism Awards

Begin forwarded message:

[REDACTED]

Subject: RE: Coul Links media - Golf Channel

All,

My apologies for sending two different emails. Golf Channel split up the segment in to two separate stories on their website. Here is the second half:

<http://www.golfchannel.com/video/coore-keiser-most-extraordinary-golf-developer-world/>

In total, a 5-minute spot on Morning Drive.

Next Golf Channel goal is getting Matt to the site with a camera crew!

[Redacted]

[Redacted]

[Redacted]

Sent: Wednesday, September 27, 2017 9:01 AM

[Redacted]

Subject: Coul Links media - Golf Channel

All,

Please see the link below from [Golfchannel.com](http://www.golfchannel.com) that give further description on the Coul Links project.

<http://www.golfadvisor.com/articles/scotland-coul-links-keiser-coore-crenshaw-16561.htm#slide-article-67965>

As you'll also see, the segment from this morning's Morning Drive is also included in the text.

Please let me know if you have any questions.

Best,

[Redacted]

[Redacted]

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Sent: 27 September 2017 15:35
To: DG Economy; Fergus Ewing; Mike Cantlay; Nick Halfhide
Subject: Fwd: Coul Links media - Golf Channel

It is announced on Golf Channel in US. Watch the video which is embedded in the article. A second email with the second half of the interview follows this.

Todd Warnock

Proprietor,
Links House at Royal Dornoch
www.linkshousedornoch.com
Cell [REDACTED]

Golf Digest Editors Choice Award 2016

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Trip Advisor Award Winner:
#7 Luxury Hotel in the United Kingdom 2015

Orangery Restaurant Awards:
AA Rosettes - The Automotive Association
Head Chef Rising Star 2016 - Highland & Islands Tourism Awards

Begin forwarded message:

From: [REDACTED]
Date: September 27, 2017 at 3:01:18 PM GMT+1
To: [REDACTED]
Subject: Coul Links media - Golf Channel

All,

Please see the link below from Golfchannel.com that give further description on the Coul Links project.

<http://www.golfadvisor.com/articles/scotland-coul-links-keiser-coore-crenshaw-16561.htm#slide-article-67965>

As you'll also see, the segment from this morning's Morning Drive is also included in the text.

Please let me know if you have any questions.

Best,

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From: Todd Warnock [REDACTED]
Sent: 29 August 2017 13:52
To: Cabinet Secretary for the Rural Economy and Connectivity
Subject: Re: Meeting with Todd Warnock - Thursday 31st AM

Yes I will be there. Thank you.
T

Todd Warnock
Cell#: [REDACTED]

Proprietor
Links House at Royal Dornoch
www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:
#7 Luxury Hotel in United Kingdom

2015 Scottish Hotels Regional Award:
Golf Hotel of the Year
Luxury Hotel of the Year

Check out the reviews:

<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

On Aug 29, 2017, at 8:19 AM, <CabSecREC@gov.scot> <CabSecREC@gov.scot> wrote:

Dear Mr Warnock,

Mr Ewing would welcome a meeting with you at 10 am this Thursday, 31st August in Atlantic Quay, our building in Glasgow. I appreciate this is short notice however I would be grateful if you could get back to me on whether this would be suitable or not.

Kind regards,

[REDACTED]

[REDACTED]

Assistant Private Secretary
Cabinet Secretary for Rural Economy and Connectivity
CabsecREC@gov.scot

[REDACTED]

From: Todd Warnock [REDACTED]
Sent: 24 August 2017 13:00
To: Ross G (Gail), MSP <Gail.Ross.msp@parliament.scot>; Ewing F (Fergus), MSP <Fergus.Ewing.msp@parliament.scot>
Subject: Any luck on meeting next week?

Again I arrive morning of 30th, and depart north mid day on 1st. Have heard nothing from Gail Ross despite repeated efforts.

Meeting now is important. Hope you can make the time.
T

Todd Warnock
Cell#: [REDACTED]

Proprietor
Links House at Royal Dornoch
www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:
#7 Luxury Hotel in United Kingdom

2015 Scottish Hotels Regional Award:
Golf Hotel of the Year
Luxury Hotel of the Year

Check out the reviews:
<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

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Pàrlamaid na h-Alba: A toirt deagh bhuaidh air beatha sluagh na h-Alba

www.parliament.scot : [facebook.com/scottishparliament](https://www.facebook.com/scottishparliament) : twitter.com/scotparl

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Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrìdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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From: Cabinet Secretary for the Rural Economy and Connectivity
Subject: FW: Meeting with You and Gail Ross

Assistant Private Secretary to Fergus Ewing MSP, Cabinet Secretary for the Rural Economy and Connectivity
The Scottish Government

2N.11 St Andrew's House | Regent Road | Edinburgh | EH1 3DG
Tel: [REDACTED] Email: CabSecRec@gov.scot

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Sent from my iPad

Begin forwarded message:

From: Todd Warnock [REDACTED]
Date: 17 August 2017 at 18:13:13 BST
To: Fergus Ewing <Fergus.Ewing.msp@parliament.scot>
Subject: Meeting with You and Gail Ross

Fergus,
I am meeting with Bridget Campbell on the 30th at 2:30 pm. (See below). Can you and Gail meet either the 30th, anytime on the 31st or morning of the 1st?
Should I email Gail separately? Do you have her email?
T

Todd Warnock
Cell#: [REDACTED]

Proprietor
Links House at Royal Dornoch
www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:
#7 Luxury Hotel in United Kingdom

2015 Scottish Hotels Regional Award:
Golf Hotel of the Year
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Check out the reviews:
<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

Begin forwarded message:

From: [REDACTED] <[REDACTED]@gov.scot>
Date: August 17, 2017 at 8:51:59 AM CDT
To: [REDACTED]
Cc: <Bridget.Campbell@gov.scot>, <DGEconomy@gov.scot>, <director.enfor@gov.scot>
Subject: Meeting with Bridget Campbell

Hi Todd

Following your conversation with Liz on Tuesday it was agreed that you would meet Bridget Campbell, Director for Environment & Forestry in Edinburgh during your proposed visit. I have spoken to Bridget's Office and they have confirmed that she is free to meet at the following times in Edinburgh:

- 30 August – anytime from 14:30
- 31 August – anytime between 12:30 – 14:30
- 1 September – anytime on this date.

I would be grateful if you could advise if any of these times are suitable and we can confirm a meeting.

Thanks

[REDACTED]

[REDACTED]

**Private Secretary to Director General, Economy
Room 1N:01, St Andrew's House, Regent Road, Edinburgh, EH1 3DG**

Extension: [REDACTED]
Telephone: [REDACTED]
Mobile: [REDACTED]

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From: [REDACTED] on behalf of DG Economy
Sent: 22 February 2017 16:25
To: Todd Warnock
Cc: DG Economy
Subject: RE: Coul Links meeting

Todd

I have issued the invitation for the meeting on the 16th.

Attendees are you, Liz, Lord Thurso, Lorne Crerar and Charlotte Wright from HIE, Ian Jardine from SNH or possibly Ian Ross from SNH.

Regards

[REDACTED]

[REDACTED]

Private Secretary to Director General, Economy
Room 1N:01, St Andrew's House, Regent Road, Edinburgh, EH1 3DG

Extension: [REDACTED]
Telephone: [REDACTED]
Mobile: [REDACTED]

From: Todd Warnock [REDACTED]
Sent: 21 February 2017 02:33
To: DG Economy
Cc: [REDACTED]
Subject: Re: Coul Links meeting

Thank you very much. I will make travel arrangements now. Assume I will be there and can you let me know who is coming?

Thanks

T

On 2/20/17 7:02 AM, DGEconomy@gov.scot wrote:

Hi Todd

Following your exchanges with Liz we have arranged a meeting for the 16th March. Due to others being in Edinburgh on that date we have arranged it for Edinburgh at 09:00. I would be grateful if you could advise if this is suitable for you, and we will advise of the location in due course.

I look forward to hearing from you.

Regards

[REDACTED]

[REDACTED]

Private Secretary to Director General, Economy
Room 1N:01, St Andrew's House, Regent Road, Edinburgh, EH1 3DG

Extension: [REDACTED]

Telephone: [REDACTED]

Mobile: [REDACTED]

From: Todd Warnock [REDACTED]
Sent: 17 February 2017 17:29
To: DG Economy
Subject: Re: Coul Links meeting

many thanks

On 2/17/17 10:21 AM, [DGEconomy@gov.scot](mailto:DGEEconomy@gov.scot) wrote:

17th is out for me ([REDACTED]), so we will work to see which of 15th and 16th is best.

My office will be in touch.

Liz

Sent from my BlackBerry 10 smartphone.

From: Todd Warnock
Sent: Friday, 17 February 2017 16:57
To: DG Economy; lorne.crerar@hient.co.uk; [REDACTED]
Cc: [REDACTED]
Subject: Re: Coul Links meeting

Liz, I could do either the 15th or 16th and worst case the 17th. Yes I will do Inverness or where ever is most convenient.

I am having our team meet with our ecologists as planned on the 8th but once you have set this meeting and SNH is confirmed, then we will cancel SNH's attendance on the 8th.

I will await instruction from you before purchasing my travel tix.

Thank you very much,

T

On 2/17/17 9:23 AM, DGEconomy@gov.scot wrote:

Thanks Todd

The 15th works well for me and had been my default, though I see from a recent email that Lorne's office has flagged the 16th is better for him. My office will liaise with all parties to see which date works best, but it is very useful to have your availability given your travel constraints.

In terms of location, my preference is Inverness (and Lorne, I was going to ask if HIE might host us?), - could you make Inverness work Todd?

Liz

From: Todd Warnock [REDACTED]
Sent: 17 February 2017 15:53
To: DG Economy; lorne.crerar@hient.co.uk; John Thurso
Cc: [REDACTED]
Subject: Coul Links meeting

Liz (as well as Lorne and John for planning),

Thank you very much for our conversation yesterday regarding the merits of a collective meeting on Coul Links, presumably in Edinburgh. After discussions with Mike Keiser and CooreCrenshaw, we agree my attendance is important.

For planning purposes, my schedule is quite complicated and I am in the far western US, but I could fly over either Monday or Tuesday March 13th/14th and be available **for a meeting on Wednesday the 15th. This is the optimal date for me. I could also do the 16th but less optimal.**

Presumably you need to confirm with Lorne and John (I have copied here) as we would greatly appreciate their attendance as well as Ian Ross and Nick Halfhide at SNH. **I will await your confirmation that these dates work and please confirm the location is Edinburgh.**

Lastly, we are thinking our man from CooreCrenshaw, [REDACTED], will go to site on March 8th to investigate fully our response to the "dune heath issue" so that we can be prepared to present our thoughts as one final layout revision at our Edinburgh meeting. We would likely not have SNH staff meet with us on the 8th. Depending on schedules, [REDACTED] will likely join me at the Edinburgh meeting as well. I will be prepared to provide a strategic overview of the project at the meeting which we can discuss.

I trust that is responsive and will await your confirmation that the 15th or 16th works.

Thank you most sincerely,

T

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Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

--

Todd Warnock Cell#: [REDACTED]
Proprietor
Links House at Royal Dornoch www.linkshousedornoch.com

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#7 Luxury Hotel in United Kingdom

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2015 & 2016 Regional Golf Hotel of the Year
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Links House Orangerie Restuarant:
2016 Rising Star Chef Award - Highland & Islands Tourism Awards
Michelin Recommended
2 AA Rosettes

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From: Todd Warnock [REDACTED]
Sent: 17 August 2017 21:48
To: Director of Environment & Forestry
Cc: [REDACTED]; Campbell B (Bridget); DG Economy
Subject: Re: Meeting with Bridget Campbell

Brilliant thanks much see you then likely fully caffeinated!

I may ask you to print a couple copies of a short Power Point presentation I am working on but frankly traveling until I see you. Will forward day before or so.

Thanks much

T

Todd Warnock

Cell#: [REDACTED]

Proprietor

Links House at Royal Dornoch

www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:

#7 Luxury Hotel in United Kingdom

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Check out the reviews:

<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

On Aug 17, 2017, at 3:40 PM, <director.enfor@gov.scot> <director.enfor@gov.scot> wrote:

Dear Mr Warnock

Thank you for confirming the meeting at 2.30pm on 30 August. Bridget is based in Victoria Quay, Leith. Are you familiar with the building? The post code is EH6 6QQ. There is visitor parking available. This is the best email address, should there be any delays to your flights.

We will have some coffee to counter the jetlag!

Best

[REDACTED]

[REDACTED]
Edinburgh | EH6 6QQ

Tel [REDACTED]

From: Todd Warnock [REDACTED]
Sent: 17 August 2017 18:11
To: [REDACTED]
Cc: Campbell B (Bridget); DG Economy; Director of Environment & Forestry
Subject: Re: Meeting with Bridget Campbell

[REDACTED]
Thank you for your email regarding a meeting with Ms Campbell.
Let's schedule on 2:30 pm on the 30th which works well for me. I land that morning from the States via Heathrow. Will email from London should there be travel challenges.

Where is her office, St Andrews House I presume?

T

Todd Warnock
Cell#: [REDACTED]

Proprietor
Links House at Royal Dornoch
www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:
#7 Luxury Hotel in United Kingdom

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Check out the reviews:
<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

On Aug 17, 2017, at 8:51 AM, [REDACTED]@gov.scot> [REDACTED]@gov.scot>
wrote:

Hi Todd

Following your conversation with Liz on Tuesday it was agreed that you would meet Bridget Campbell, Director for Environment & Forestry in Edinburgh during your proposed visit. I have spoken to Bridget's Office and they have confirmed that she is free to meet at the following times in Edinburgh:

30 August – anytime from 14:30
31 August – anytime between 12:30 – 14:30
1 September – anytime on this date.

I would be grateful if you could advise if any of these times are suitable and we can confirm a meeting.

Thanks

████

████████████████

**Private Secretary to Director General, Economy
Room 1N:01, St Andrew's House, Regent Road, Edinburgh, EH1 3DG**

Extension: ██████████
Telephone: ██████████
Mobile: ██████████

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eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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From: [REDACTED] on behalf of DG Economy
Sent: 16 February 2017 17:14
To: Todd Warnock
Cc: DG Economy
Subject: RE: Coul Links

Follow Up Flag: Follow up
Flag Status: Completed

Todd

Thank you for the number. Liz is currently in an urgent meeting, however she should be contacting you very soon.

[REDACTED]

From: Todd Warnock [REDACTED]
Sent: 16 February 2017 16:45
To: DG Economy
Subject: Re: Coul Links

[REDACTED]

any thought when she might be calling?

T

On 2/16/17 9:41 AM, [DGEconomy@gov.scot](mailto:DGEEconomy@gov.scot) wrote:

Hi Todd

If Liz is calling you what would be the best number? Is the code 001?

Thanks

[REDACTED]

From: Todd Warnock [REDACTED]
Sent: 16 February 2017 16:11
To: DG Economy
Subject: Re: Coul Links

Could I call you this afternoon?

Todd Warnock

Proprietor,
Links House at Royal Dornoch
www.linkshousedornoch.com
Cell [REDACTED]

2015 Trip Advisor Award Winner:
#7 Luxury Hotel in the United Kingdom

Check out the reviews:

<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

On Feb 16, 2017, at 3:07 AM, <DGEEconomy@gov.scot> <DGEEconomy@gov.scot> wrote:

Hi Todd

Thanks for material sent through from your ecologist. I've had good discussions with both Lorne and John Thurso – and things are moving towards convening you and stakeholders when Lorne is back from his holiday (he's away this week and next) as it would be good to have him there personally. So, some time after 27th February. Do you know when you will be over? I'm assuming you would want to be in the meeting yourself?

Would it be useful to talk tomorrow to catch up? What time might suit?

Liz

From: Todd Warnock [REDACTED]
Sent: 13 February 2017 19:52
To: DG Economy
Subject: Re: Coul Links

Liz,

Let me know when you would like to speak next. I have a couple suggestions.

T

On 2/7/17 9:52 AM, DGEEconomy@gov.scot wrote:

Hi Todd

That would be fine.

What number should Liz call?

[REDACTED]

[REDACTED]

Private Secretary to Director General, Economy
Room 1N:01, St Andrew's House, Regent Road, Edinburgh, EH1 3DG

Telephone: [REDACTED]

Mobile: [REDACTED]

From: Todd Warnock [REDACTED]
Sent: 07 February 2017 14:50
To: DG Economy
Subject: Re: Coul Links

Could we talk at 8 pm your time today, I realize that is late.
Thanks much,

Todd Warnock

Proprietor,
Links House at Royal Dornoch
www.linkshousedornoch.com
Cell [REDACTED]

2015 Trip Advisor Award Winner:
#7 Luxury Hotel in the United Kingdom

Check out the reviews:

<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

On Feb 7, 2017, at 1:59 AM, <DGEEconomy@gov.scot>
<DGEEconomy@gov.scot> wrote:

Hi Todd

Likewise, pleasure to be in contact. Looking forward to talking and hearing more about your plans.

The only slight wrinkle on timing is that I've been called for potential jury service on Weds. The chances are I will not be selected and indeed may find out tonight that I'm not even required to attend, but until then, it's possible that I won't be available at the times you suggest. I could definitely speak today at say 7.30 this evening UK time or later on Weds, probably any time from UK 6 pm.

Any of those work for you or we wait to see whether I'm called or not?

Liz

Sent from my BlackBerry 10 smartphone.

Original Message

From: Todd Warnock

Sent: Monday, 6 February 2017 23:43

To: DG Economy

Subject: Coul Links

Liz,

Pleasure to meet you via email.

I was hoping you and I could have a call to catch up on the Coul Links

project.

I am in the western US so 7 hours behind you.

Could you do a call on

Wednesday at say 2:30 or 3:00pm your time?

Which number should i call?

Look forward to chatting,

T

--

Todd Warnock Cell#: XXXXXXXXXX

Proprietor

Links House at Royal Dornoch

www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:

#7 Luxury Hotel in United Kingdom

Scottish Hotels Awards:

2016 National Style Hotel of the Year

2015 & 2016 Regional Golf Hotel of the Year

2015 & 2016 Regional Luxury Hotel of the

Year

Links House Orangerie Restuarant:

2016 Rising Star Chef Award - Highland &

Islands Tourism Awards

Michelin Recommended

2 AA Rosettes

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Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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Todd Warnock Cell#: [REDACTED]
Proprietor
Links House at Royal Dornoch www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:
#7 Luxury Hotel in United Kingdom

Scottish Hotels Awards:
2016 National Style Hotel of the Year
2015 & 2016 Regional Golf Hotel of the Year
2015 & 2016 Regional Luxury Hotel of the Year

Links House Orangerie Restuarant:
2016 Rising Star Chef Award - Highland & Islands Tourism Awards
Michelin Recommended
2 AA Rosettes

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Todd Warnock Cell#: [REDACTED]
Proprietor
Links House at Royal Dornoch www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:
#7 Luxury Hotel in United Kingdom

Scottish Hotels Awards:
2016 National Style Hotel of the Year
2015 & 2016 Regional Golf Hotel of the Year
2015 & 2016 Regional Luxury Hotel of the Year

Links House Orangerie Restuarant:
2016 Rising Star Chef Award - Highland & Islands Tourism Awards
Michelin Recommended
2 AA Rosettes

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From: Todd Warnock [REDACTED]
Sent: 21 February 2017 17:52
To: John Thurso
Cc: DG Economy; lorne.crerar@hient.co.uk; [REDACTED]
Subject: Re: Coul Links meeting

Follow Up Flag: Follow up
Flag Status: Completed

I am told 9 am on the 16th. Be great if you can attend.

T

Todd Warnock

Cell#: [REDACTED]

Proprietor

Links House at Royal Dornoch

www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:

#7 Luxury Hotel in United Kingdom

2015 Scottish Hotels Regional Award:

Golf Hotel of the Year

Luxury Hotel of the Year

Check out the reviews:

<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

On Feb 21, 2017, at 8:45 AM, John Thurso [REDACTED] wrote:

I am in Edinburgh and Glasgow that week as it is Scottish Tourism week, not sure what the office have arranged but sure we can fit something in.

Best wishes

John

On 17 Feb 2017, at 17:21, <DGEEconomy@gov.scot> <DGEEconomy@gov.scot> wrote:

17th is out for me [REDACTED], so we will work to see which of 15th and 16th is best.

My office will be in touch.

Liz

Sent from my BlackBerry 10 smartphone.

From: Todd Warnock
Sent: Friday, 17 February 2017 16:57
To: DG Economy; lorne.crerar@hient.co.uk; [REDACTED]
Cc: [REDACTED]
Subject: Re: Coul Links meeting

Liz, I could do either the 15th or 16th and worst case the 17th. Yes I will do Inverness or where ever is most convenient.

I am having our team meet with our ecologists as planned on the 8th but once you have set this meeting and SNH is confirmed, then we will cancel SNH's attendance on the 8th.

I will await instruction from you before purchasing my travel tix.

Thank you very much,

T

On 2/17/17 9:23 AM, DGEconomy@gov.scot wrote:

Thanks Todd

The 15th works well for me and had been my default, though I see from a recent email that Lorne's office has flagged the 16th is better for him. My office will liaise with all parties to see which date works best, but it is very useful to have your availability given your travel constraints.

In terms of location, my preference is Inverness (and Lorne, I was going to ask if HIE might host us?), - could you make Inverness work Todd?

Liz

From: Todd Warnock [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: 17 February 2017 15:53
To: DG Economy; lorne.crerar@hient.co.uk; John Thurso
Cc: [REDACTED]
Subject: Coul Links meeting

Liz (as well as Lorne and John for planning),

Thank you very much for our conversation yesterday regarding the merits of a collective meeting on Coul Links, presumably in Edinburgh. After discussions with Mike Keiser and CooreCrenshaw, we agree my attendance is important.

For planning purposes, my schedule is quite complicated and I am in the far western US, but I could fly over either Monday or Tuesday March 13th/14th and be available **for a meeting on Wednesday the 15th. This is the optimal date for me. I could also do the 16th but less optimal.**

Presumably you need to confirm with Lorne and John (I have copied here) as we would greatly appreciate their attendance as well as Ian Ross and Nick Halfhide at SNH. **I will await your confirmation that these dates work and please confirm the location is Edinburgh.**

Lastly, we are thinking our man from CooreCrenshaw, [REDACTED], will go to site on March 8th to investigate fully our response to the "dune heath issue" so that we can be prepared to present our thoughts as one final layout revision at our Edinburgh meeting. We would likely not have SNH staff meet with us on the 8th. Depending on schedules, [REDACTED] will likely join me at the Edinburgh meeting as well. I will be prepared to provide a strategic overview of the project at the meeting which we can discuss.

I trust that is responsive and will await your confirmation that the 15th or 16th works.

Thank you most sincerely,

T

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Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

--

Todd Warnock Cell#: [REDACTED]
Proprietor
Links House at Royal Dornoch www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:
#7 Luxury Hotel in United Kingdom

Scottish Hotels Awards:
2016 National Style Hotel of the Year
2015 & 2016 Regional Golf Hotel of the Year
2015 & 2016 Regional Luxury Hotel of the Year

Links House Orangerie Restuarant:
2016 Rising Star Chef Award - Highland & Islands Tourism Awards
Michelin Recommended
2 AA Rosettes

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From: Todd Warnock [REDACTED]
Sent: 07 February 2017 18:29
To: DG Economy
Subject: Re: Coul Links

My cell and I will be ready at 7:45 pm

Todd Warnock
Cell#: [REDACTED]

Proprietor
Links House at Royal Dornoch
www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:
#7 Luxury Hotel in United Kingdom

2015 Scottish Hotels Regional Award:
Golf Hotel of the Year
Luxury Hotel of the Year

Check out the reviews:

<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

On Feb 7, 2017, at 9:52 AM, <DGEEconomy@gov.scot> <DGEEconomy@gov.scot> wrote:

Hi Todd

That would be fine.

What number should Liz call?

[REDACTED]

[REDACTED]

Private Secretary to Director General, Economy
Room 1N:01, St Andrew's House, Regent Road, Edinburgh, EH1 3DG

Telephone: [REDACTED]

Mobile: [REDACTED]

From: Todd Warnock [REDACTED]
Sent: 07 February 2017 14:50

To: DG Economy
Subject: Re: Coul Links

Could we talk at 8 pm your time today, I realize that is late. Thanks much,

Todd Warnock

Proprietor,
Links House at Royal Dornoch
www.linkshousedornoch.com
Cell [REDACTED]

2015 Trip Advisor Award Winner:
#7 Luxury Hotel in the United Kingdom

Check out the reviews:

<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

On Feb 7, 2017, at 1:59 AM, <DGEEconomy@gov.scot> <DGEEconomy@gov.scot> wrote:

Hi Todd

Likewise, pleasure to be in contact. Looking forward to talking and hearing more about your plans.

The only slight wrinkle on timing is that I've been called for potential jury service on Weds. The chances are I will not be selected and indeed may find out tonight that I'm not even required to attend, but until then, it's possible that I won't be available at the times you suggest. I could definitely speak today at say 7.30 this evening UK time or later on Weds, probably any time from UK 6 pm.

Any of those work for you or we wait to see whether I'm called or not?

Liz

Sent from my BlackBerry 10 smartphone.

Original Message
From: Todd Warnock
Sent: Monday, 6 February 2017 23:43
To: DG Economy
Subject: Coul Links

Liz,
Pleasure to meet you via email.
I was hoping you and I could have a call to catch up on the Coul Links project.

I am in the western US so 7 hours behind you. Could you do a call on Wednesday at say 2:30 or 3:00pm your time? Which number should i call?

Look forward to chatting,
T

--
Todd Warnock Cell#: [REDACTED]
Proprietor
Links House at Royal Dornoch www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:
#7 Luxury Hotel in United Kingdom

Scottish Hotels Awards:
2016 National Style Hotel of the Year
2015 & 2016 Regional Golf Hotel of the Year
2015 & 2016 Regional Luxury Hotel of the Year

Links House Orangerie Restuarant:
2016 Rising Star Chef Award - Highland & Islands Tourism Awards
Michelin Recommended
2 AA Rosettes

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Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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From: Todd Warnock [mailto: [REDACTED]]
Sent: 07 February 2017 18:30
To: DG Economy
Subject: Re: Coul Links

Will do

Todd Warnock
Cell#: [REDACTED]

Proprietor
Links House at Royal Dornoch
www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:
#7 Luxury Hotel in United Kingdom

2015 Scottish Hotels Regional Award:
Golf Hotel of the Year
Luxury Hotel of the Year

Check out the reviews:

<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

On Feb 7, 2017, at 10:03 AM, <DGEEconomy@gov.scot> <DGEEconomy@gov.scot> wrote:

Hi Todd

Please call Liz on her number – [REDACTED].

Thanks

[REDACTED]

[REDACTED]

Private Secretary to Director General, Economy
Room 1N:01, St Andrew's House, Regent Road, Edinburgh, EH1 3DG

Telephone: [REDACTED]

Mobile: [REDACTED]

From: [REDACTED] **On Behalf Of** DG Economy
Sent: 07 February 2017 16:53
To: Todd Warnock
Cc: DG Economy
Subject: RE: Coul Links

Hi Todd

That would be fine.

What number should Liz call?

[REDACTED]

[REDACTED]

Private Secretary to Director General, Economy
Room 1N:01, St Andrew's House, Regent Road, Edinburgh, EH1 3DG

Telephone: [REDACTED]

Mobile: [REDACTED]

From: Todd Warnock <[REDACTED]>
Sent: 31 August 2017 18:56
To: Director of Environment & Forestry
Subject: Re: August 2017 Edinburgh Meetings PC comments KM comments.pptx

[REDACTED]
Thank you very much for planning the meeting yesterday and for all the printing. Sorry for the confusion.

Would you be so kind as send me the full contact information for the attendees namely Bridget, Keith and [REDACTED].

Many thanks
T

Todd Warnock
Cell#: [REDACTED]

Proprietor
Links House at Royal Dornoch
www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:
#7 Luxury Hotel in United Kingdom

2015 Scottish Hotels Regional Award:
Golf Hotel of the Year
Luxury Hotel of the Year

Check out the reviews:
<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

On Aug 30, 2017, at 1:30 PM, <director.enfor@gov.scot> <director.enfor@gov.scot> wrote:

Got it, Todd.
[REDACTED]

From: Todd Warnock [<mailto:todd@linkshousedornoch.com>]
Sent: 30 August 2017 13:12
To: Director of Environment & Forestry
Subject: August 2017 Edinburgh Meetings PC comments KM comments.pptx

[REDACTED]
There has been a change of one page in presentation. Could you please reprint say 8 copies of PAGE 8 only. Thank you and see you at 2:30

T

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Todd Warnock

Proprietor,
Links House at Royal Dornoch
www.linkshousedornoch.com
Cell [REDACTED]

Golf Digest Editors Choice Award 2016

Scottish Hotel Awards Winner:
National Style Hotel of the Year 2016 & 2017
Highland Golf Hotel of the Year 2016 & 2017

Trip Advisor Award Winner:
#7 Luxury Hotel in the United Kingdom 2015

Orangery Restaurant Awards:
AA Rosettes - The Automotive Association
Head Chef Rising Star 2016 - Highland & Islands Tourism Awards

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Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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From: [REDACTED] on behalf of DG Economy
Sent: 24 February 2017 15:35
To: Todd Warnock
Cc: DG Economy
Subject: RE: Meeting to discuss Coul Links

Hi Todd

I know that it is slightly earlier than you suggested but would 2pm on Tuesday be ok for a call? Alternatively if that is too early would 4.30pm on Tuesday work?

Thanks

[REDACTED]

From: Todd Warnock [mailto:[REDACTED]]
Sent: 24 February 2017 14:27
To: DG Economy
Subject: Re: Meeting to discuss Coul Links

Alan

Thank you for your email. I am headed into [REDACTED] so today is not optimal.

Further I would

Like to speak to my team a bit on developments.

So could we speak on Monday or Tuesday say at 2:30 or 3:00 pm your time?

Thank you kindly,

T

Todd Warnock

Cell#: [REDACTED]

Proprietor

Links House at Royal Dornoch

www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:

#7 Luxury Hotel in United Kingdom

2015 Scottish Hotels Regional Award:

Golf Hotel of the Year

Luxury Hotel of the Year

Check out the reviews:

<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

On Feb 24, 2017, at 3:58 AM, <[DGEconomy@gov.scot](mailto:DGEEconomy@gov.scot)> <[DGEconomy@gov.scot](mailto:DGEEconomy@gov.scot)> wrote:

Hi Todd

Would you be around for a call with Liz later today? Even the evening our time would be ok.

Thanks

█

█

**Private Secretary to Director General, Economy
Room 1N:01, St Andrew's House, Regent Road, Edinburgh, EH1 3DG**

Extension: █

Telephone: █

Mobile: █

From: Todd Warnock [<mailto:todd@linkshousedornoch.com>]

Sent: 23 February 2017 01:05

To: DG Economy

Subject: Re: Meeting to discuss Coul Links

Alan,

Have purchased tix and are confirmed on the 16th at 9:00 am in Edinburgh. I arrive on the morning of 15th if Liz would like to meet beforehand.

Perhaps she and I should chat regarding agenda. Let me know what works, again I am 7 hours behind.

T

Please forward details when available.

T

Todd Warnock

Cell#: █

Proprietor

Links House at Royal Dornoch

www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:

#7 Luxury Hotel in United Kingdom

2015 Scottish Hotels Regional Award:

Golf Hotel of the Year

Luxury Hotel of the Year

Check out the reviews:

<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

On Feb 22, 2017, at 9:25 AM, <DGEEconomy@gov.scot> <DGEEconomy@gov.scot> wrote:

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


Private Secretary to Liz Ditchburn, DG Economy


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Tha am post-d seo (agus faidhle neo ceanglan còmhla ris) dhan neach neo luchd-ainmichte a-mhàin. Chan eil e ceadaichte a chleachdadh ann an dòigh sam bith, a' toirt a-steach còraichean, foillseachadh neo sgaoileadh, gun chead. Ma 's e is gun d'fhuair sibh seo le gun fhiosd', bu choir cur às dhan phost-d agus lethbhreac sam bith air an t-siostam agaibh, leig fios chun neach a sgaoil am post-d gun dàil.

Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

<mime-attachment.ics>

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From: Lorne Crerar <lorne.crerar@hient.co.uk>
Sent: 17 February 2017 16:16
To: Todd Warnock; DG Economy; Lorne Crerar; John Thurso
Cc: [REDACTED]
Subject: RE: Coul Links meeting

Dear Mr Warnock,

I am replying on behalf of Professor Lorne Crerar. Lorne's diary is particularly busy that week so the only suitable date is the 16th March. I do hope this might be convenient for your other attendees.

Yours sincerely

[REDACTED]

Directorate and Board Operations Administrator

Highlands and Islands Enterprise | Iomairt na Gàidhealtachd 's nan Eilean
An Lòchran, 10 Inverness Campus, IV2 5NA | 10 Làrach Inbhir Nis,

T [REDACTED]
E [REDACTED]@hient.co.uk

www.hie.co.uk | [facebook](https://www.facebook.com/hie) | [twitter](https://twitter.com/hie) | [LinkedIn](https://www.linkedin.com/company/hie)



From: Todd Warnock [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: 17 February 2017 15:53
To: [DGEconomy@gov.scot](mailto:DGEEconomy@gov.scot); Lorne Crerar; John Thurso
Cc: [REDACTED]
Subject: Coul Links meeting

Liz (as well as Lorne and John for planning),

Thank you very much for our conversation yesterday regarding the merits of a collective meeting on Coul Links, presumably in Edinburgh. After discussions with Mike Keiser and CooreCrenshaw, we agree my attendance is important.

For planning purposes, my schedule is quite complicated and I am in the far western US, but I could fly over either Monday or Tuesday March 13th/14th and be available **for a meeting on Wednesday the 15th. This is the optimal date for me. I could also do the 16th but less optimal.**

Presumably you need to confirm with Lorne and John (I have copied here) as we would greatly appreciate their attendance as well as Ian Ross and Nick Halfhide at SNH. **I will await your confirmation that these dates work and please confirm the location is Edinburgh.**

Lastly, we are thinking our man from CooreCrenshaw, [REDACTED], will go to site on March 8th to investigate fully our response to the "dune heath issue" so that we can be prepared to present our thoughts as one final layout revision at our Edinburgh meeting. We would likely not have SNH staff meet with us on the 8th. Depending on schedules, [REDACTED] will likely join me at the Edinburgh meeting as well. I will be prepared to provide a strategic overview of the project at the meeting which we can discuss.

I trust that is responsive and will await your confirmation that the 15th or 16th works.

Thank you most sincerely,

T

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has been swept for the presence of computer viruses.

From: todd@[REDACTED]
Sent: 15 March 2017 14:16
To: DG Economy
Subject: Re: Meeting to discuss Coul Links

Follow Up Flag: Follow up
Flag Status: Completed

[REDACTED],

Please call me at [REDACTED]. Meeting is a go!

T

On 3/15/17 9:14 AM, [DGEconomy@gov.scot](mailto:DGEEconomy@gov.scot) wrote:

[DGEconomy@gov.scot](mailto:DGEEconomy@gov.scot) has invited you to Meeting to discuss Coul Links

Title: Meeting to discuss Coul Links
Location: 1E.09 St'Andrew's House
When: Thu 16 Mar 2017 6:00 AM – 8:00 AM

Organizer: [DGEconomy@gov.scot](mailto:DGEEconomy@gov.scot)

Description: 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 [REDACTED]

Comment:

[\[REDACTED\]@hient.co.uk](mailto:[REDACTED]@hient.co.uk)
charlotte.wright@hient.co.uk
lorne.crerar@hient.co.uk
[\[REDACTED\]@snh.gov.uk'](mailto:[REDACTED]@snh.gov.uk)
[\[REDACTED\]@gmail.com](mailto:[REDACTED]@gmail.com)

[todd@\[REDACTED\]](mailto:todd@[REDACTED])

Attendees: [\[REDACTED\]@gov.scot](mailto:[REDACTED]@gov.scot)
Keith.Connal@gov.scot
John.McNairney@gov.scot
[\[REDACTED\]@gov.scot](mailto:[REDACTED]@gov.scot)
Catriona.Maclean@gov.scot
Nick.Halfhide@snh.gov.uk
Ian.Ross@snh.gov.uk
[Lorne.Crerar@\[REDACTED\]](mailto:Lorne.Crerar@[REDACTED])
[\[REDACTED\]@gov.scot](mailto:[REDACTED]@gov.scot)

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From: Todd Warnock <todd@[REDACTED]>
Sent: 07 May 2017 10:23
To: Nick Halfhide; Lorne Crerar; Lord John Thurso; DG Economy; Fergus Ewing; charlotte.wright@hient.co.uk
Subject: Can Sand Valley Make Wisconsin the Next Golfing Destination?
Follow Up Flag: Follow up
Flag Status: Flagged

<https://www.nytimes.com/2017/05/04/travel/sand-valley-wisconsin-golfing-destination-homage.html?smprod=nytcore-ipad&smid=nytcore-ipad-share>

An ambitious new resort evokes the links of Scotland and Ireland, all the while paying homage to an environmental classic that the region inspired.

Todd Warnock

Proprietor,
Links House at Royal Dornoch
www.linkshousedornoch.com
Cell [REDACTED]

Golf Digest Editors Choice Award 2016

Scottish Hotel Awards Winner:
National Style Hotel of the Year 2016 & 2017
Highland Golf Hotel of the Year 2016 & 2017

Trip Advisor Award Winner:
#7 Luxury Hotel in the United Kingdom 2015

Orangery Restaurant Awards:
AA Rosettes - The Automotive Association
Head Chef Rising Star 2016 - Highland & Islands Tourism Awards

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From: Todd Warnock <todd@[REDACTED]>
Sent: 30 August 2017 13:31
To: Director of Environment & Forestry
Subject: August 2017 Edinburgh Meetings PC comments KM comments.pptx
Attachments: August 2017 Edinburgh Meetings PC comments KM comments.pptx.pdf

[REDACTED],
There has been a change of one page in presentation. Could you please reprint say 8 copies of PAGE 8 only. Thank you and see you at 2:30
T

This email has been received from an external party and
has been swept for the presence of computer viruses.

Todd Warnock

Proprietor,
Links House at Royal Dornoch
www.linkshousedornoch.com
Cell [REDACTED]

Golf Digest Editors Choice Award 2016

Scottish Hotel Awards Winner:
National Style Hotel of the Year 2016 & 2017
Highland Golf Hotel of the Year 2016 & 2017

Trip Advisor Award Winner:
#7 Luxury Hotel in the United Kingdom 2015

Orangery Restaurant Awards:
AA Rosettes - The Automotive Association
Head Chef Rising Star 2016 - Highland & Islands Tourism Awards

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From: Todd Warnock <todd@[REDACTED]>
Sent: 28 August 2017 16:35
To: Director of Environment & Forestry
Subject: Email #3: Economic impact of Coul Links
Attachments: Economic impact of Coul Links - Report 10Aug16 .pdf

Pls store this document for Bridget should she wish to review it later. No need to print.

Thanks much,
T

This email has been received from an external party and
has been swept for the presence of computer viruses.

Todd Warnock

Proprietor,
Links House at Royal Dornoch
www.linkshousedornoch.com
Cell [REDACTED]

Golf Digest Editors Choice Award 2016

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National Style Hotel of the Year 2016 & 2017
Highland Golf Hotel of the Year 2016 & 2017

Trip Advisor Award Winner:
#7 Luxury Hotel in the United Kingdom 2015

Orangery Restaurant Awards:
AA Rosettes - The Automotive Association
Head Chef Rising Star 2016 - Highland & Islands Tourism Awards

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From: Todd Warnock <todd@[REDACTED]>
Sent: 28 August 2017 16:37
To: Director of Environment & Forestry; DG Economy
Subject: August 2017 Edinburgh Meetings .pptx
Attachments: August 2017 Edinburgh Meetings .pptx.pdf

[REDACTED],
I look forward to seeing you on Wednesday. I have attached my presentation for [REDACTED]. Would you be so kind to print me 5 copies as well as copies for Bridget and anyone else joining.

I would prefer if I gave her the presentation rather than her preview but not critical. I need a few to talk with me.

I am also send 3 more emails of documents you might store for Bridget that she may wish to review after our meeting.

Many thanks.

T

Thank you so very much.

This email has been received from an external party and
has been swept for the presence of computer viruses.

Todd Warnock

Proprietor,
Links House at Royal Dornoch
www.linkshousedornoch.com
Cell [REDACTED]

Golf Digest Editors Choice Award 2016

Scottish Hotel Awards Winner:
National Style Hotel of the Year 2016 & 2017
Highland Golf Hotel of the Year 2016 & 2017

Trip Advisor Award Winner:
#7 Luxury Hotel in the United Kingdom 2015

Orangery Restaurant Awards:
AA Rosettes - The Automotive Association
Head Chef Rising Star 2016 - Highland & Islands Tourism Awards

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From: Todd Warnock <todd@[REDACTED]>
Sent: 16 March 2017 17:19
To: DG Economy
Subject: Re: Thank you

Excellent. Will call you at 6:00 on cell. Thank you.
T

Todd Warnock
Cell#: [REDACTED]

Proprietor
Links House at Royal Dornoch
www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:
#7 Luxury Hotel in United Kingdom

2015 Scottish Hotels Regional Award:
Golf Hotel of the Year
Luxury Hotel of the Year

Check out the reviews:
<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

On Mar 16, 2017, at 4:04 PM, <DGEEconomy@gov.scot> <DGEEconomy@gov.scot> wrote:

Hi Todd

I'm so sorry that the weather and the speed of security services conspired to mean we missed you at the meeting. I thought it was very useful and constructive. Very happy to catch up – I am travelling to [REDACTED] tomorrow so today would be much better than tomorrow – but I can be pretty flexible on time today – anytime this afternoon / evening before about 7.30 would be OK for me.

Work for you?

Liz

From: Todd Warnock [[mailto:todd@\[REDACTED\]](mailto:todd@[REDACTED])]
Sent: 16 March 2017 15:55
To: DG Economy
Subject: Thank you

Liz

I have had a full catch up with [REDACTED] and [REDACTED] this afternoon from the meeting. It appears it was was a very constructive meeting. My team felt it was positive in all regards and believe we have a clear series of next steps toward the May board meeting.
Could I possibly catch up by phone with you tomorrow Friday to compare notes. I will make myself available at any time.

Thank you very much,
T

Todd Warnock
Cell#: [REDACTED]

Proprietor
Links House at Royal Dornoch
www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:
#7 Luxury Hotel in United Kingdom

2015 Scottish Hotels Regional Award:
Golf Hotel of the Year
Luxury Hotel of the Year

Check out the reviews:
<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>
<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

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Tha am post-d seo (agus faidhle neo ceanglan còmhla ris) dhan neach neo luchd-ainmichte a-mhàin. Chan eil e ceadachd a chleachdadh ann an dòigh sam bith, a' toirt a-steach còraichean, foillseachadh neo sgaoileadh, gun chead. Ma 's e is gun d'fhuair sibh seo le gun fhiosd', bu choir cur às dhan phost-d agus lethbhreac sam bith air an t-siostam agaibh, leig fios chun neach a sgaoil am post-d gun dàil.

Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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From: [REDACTED] on behalf of DG Economy
Sent: 15 March 2017 16:22
To: todd@[REDACTED]
Cc: DG Economy
Subject: RE: Coul Links Presentation

Follow Up Flag: Follow up
Flag Status: Completed

Hi Todd,

Presentation successfully received!

See you tomorrow,

Regards,

From: todd@[REDACTED]
Sent: 15 March 2017 16:17
To: DG Economy; [REDACTED]
Cc: [REDACTED]
Subject: Coul Links Presentation

[REDACTED] and team (on behalf of Liz),

Attached is my presentation for tomorrow. Please confirm successful receipt and print sufficient copies for ME to hand out tomorrow.

See you tomorrow and thank you very much,

T

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From: Todd Warnock <todd@[REDACTED]>
Sent: 16 May 2017 07:32
To: DG Economy; Fergus Ewing; Nick Halfhide; Mike Keiser; [REDACTED];
charlotte.wright@hient.co.uk; [REDACTED]
[REDACTED]
Subject: Coul Links BBC interview

Please note the attached BBC tv interview with Alex MacDonald, head greens keeper at Golspie Golf Club supporting Coul Links.

<https://drive.google.com/file/d/0B0IWISQwUbVKQWVqTWJOb2VScjg/view>

Todd Warnock

Proprietor,
Links House at Royal Dornoch
www.linkshousedornoch.com
Cell [REDACTED]

Golf Digest Editors Choice Award 2016

Scottish Hotel Awards Winner:
National Style Hotel of the Year 2016 & 2017
Highland Golf Hotel of the Year 2016 & 2017

Trip Advisor Award Winner:
#7 Luxury Hotel in the United Kingdom 2015

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has been swept for the presence of computer viruses.

From: Todd Warnock <[REDACTED]>
Sent: 29 September 2017 02:21
To: DG Economy; Fergus Ewing; Nick Halfhide; Mike Cantlay; Campbell B (Bridget);
Connal K (Keith)
Subject: Coul Links press release.
Attachments: Coul Links Golf Press release Final for release.pdf; ATT00001.htm

Norther Times and press and Journal article tomorrow.

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has been swept for the presence of computer viruses.

From: Todd Warnock <todd@[REDACTED]>
Sent: 14 March 2017 22:51
To: John Thurso
Cc: lorne.crerar@hient.co.uk; Ian Ross; [REDACTED]; DG Economy; Nick Halfhide
Subject: Re: Urgent meeting change request

Thank you very much. See you Thursday.

Todd Warnock
Cell#: [REDACTED]

Proprietor
Links House at Royal Dornoch
www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:
#7 Luxury Hotel in United Kingdom

2015 Scottish Hotels Regional Award:
Golf Hotel of the Year
Luxury Hotel of the Year

Check out the reviews:

<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

On Mar 14, 2017, at 4:45 PM, John Thurso [REDACTED] > wrote:

Dear Todd
Sorry to see how bad the weather is. I can make the new time if others can.
John

On 14 Mar 2017 18:27, "Todd Warnock" <todd@[REDACTED]> wrote:

Liz and others,
Unfortunately due to the massive snowstorm in the Midwest and East Coast of US, I can NOT depart tonight to arrive in Edinburgh Wednesday.

Instead, the best I can do is depart Wednesday night landing in Edinburgh on Thursday at 9:15 am. **Hence, I would greatly appreciate moving our meeting from 9am to 11 am on Thursday.**

I am sorry for this inconvenience
T

Todd Warnock

Cell#: [REDACTED]

Proprietor
Links House at Royal Dornoch
www.linkshousedornoch.com

TripAdvisor 2015 Travelers' Choice Award:
#7 Luxury Hotel in United Kingdom

2015 Scottish Hotels Regional Award:
Golf Hotel of the Year
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<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

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has been swept for the presence of computer viruses.

From: Ditchburn L (Liz) on behalf of DG Economy
Sent: 17 February 2017 16:24
To: Todd Warnock; DG Economy; lorne.crerar@hient.co.uk; John Thurso
Cc: [REDACTED]
Subject: RE: Coul Links meeting

Follow Up Flag: Follow up
Flag Status: Flagged

Thanks Todd

The 15th works well for me and had been my default, though I see from a recent email that Lorne's office has flagged the 16th is better for him. My office will liaise with all parties to see which date works best, but it is very useful to have your availability given your travel constraints.

In terms of location, my preference is Inverness (and Lorne, I was going to ask if HIE might host us?), - could you make Inverness work Todd?

Liz

From: Todd Warnock [[mailto:todd@\[REDACTED\]](mailto:todd@[REDACTED])]
Sent: 17 February 2017 15:53
To: DG Economy; lorne.crerar@hient.co.uk; John Thurso
Cc: [REDACTED]
Subject: Coul Links meeting

Liz (as well as Lorne and John for planning),

Thank you very much for our conversation yesterday regarding the merits of a collective meeting on Coul Links, presumably in Edinburgh. After discussions with Mike Keiser and CooreCrenshaw, we agree my attendance is important.

For planning purposes, my schedule is quite complicated and I am in the far western US, but I could fly over either Monday or Tuesday March 13th/14th and be available **for a meeting on Wednesday the 15th. This is the optimal date for me. I could also do the 16th but less optimal.**

Presumably you need to confirm with Lorne and John (I have copied here) as we would greatly appreciate their attendance as well as Ian Ross and Nick Halfhide at SNH. **I will await your confirmation that these dates work and please confirm the location is Edinburgh.**

Lastly, we are thinking our man from CooreCrenshaw, [REDACTED], will go to site on March 8th to investigate fully our response to the "dune heath issue" so that we can be prepared to present our thoughts as one final layout revision at our Edinburgh meeting. We would likely not have SNH staff meet with us on the 8th. Depending on schedules, [REDACTED] will likely join me at the Edinburgh meeting as well. I will be prepared to provide a strategic overview of the project at the meeting which we can discuss.

I trust that is responsive and will await your confirmation that the 15th or 16th works.

Thank you most sincerely,

T

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For more information please visit <http://www.symanteccloud.com>

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From: Todd Warnock <todd [REDACTED]>
Sent: 13 September 2017 08:38
To: Director of Environment & Forestry
Subject: Re: August 2017 Edinburgh Meetings PC comments KM comments.pptx

[REDACTED]
Could you send me Bridget, Kieth and [REDACTED]'s full contact details including titles and mailing addresses.
Thanks so very much.
T

Todd Warnock

Proprietor,
Links House at Royal Dornoch
www.linkshousedornoch.com
Cell [REDACTED]

Golf Digest Editors Choice Award 2016

Scottish Hotel Awards Winner:

National Style Hotel of the Year 2016 & 2017
Highland Golf Hotel of the Year 2016 & 2017

Trip Advisor Award Winner:

#7 Luxury Hotel in the United Kingdom 2015

Orangery Restaurant Awards:

AA Rosettes - The Automotive Association
Head Chef Rising Star 2016 - Highland & Islands Tourism Awards

From: Todd Warnock <todd@[REDACTED]>
Sent: 13 March 2017 17:04
To: Nick Halfhide; DG Economy
Subject: Biodiversity Net Gain
Attachments: Biodiversity_Net_Gain_Principles.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

Nick and Liz,
[REDACTED] shared this document with us last week and I believe it is now considered best practice both in and outside of designated sites.
[REDACTED] discuss it with [REDACTED].
This is exactly the approach we are taking.
T

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has been swept for the presence of computer viruses.

Todd Warnock

Proprietor,
Links House at Royal Dornoch
www.linkshousedornoch.com
Cell [REDACTED]

2015 Trip Advisor Award Winner:
#7 Luxury Hotel in the United Kingdom

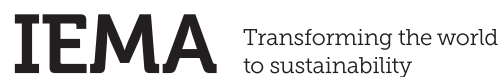
Check out the reviews:
<http://robbreport.com/paid-issue/golf-home-highlands#sthash.7XCI41Yz>

<http://www.scotsman.com/scotland-on-sunday/scotland/restaurant-review-links-house-dornoch-1-3008455#.UewYMrUpzqM.email>

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Biodiversity Net Gain

Good practice principles for development



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Introduction

Achieving Biodiversity Net Gain

Designing, building, operating and maintaining - each of these stages of a development scheme generates opportunities to help achieve an overall benefit for biodiversity. Realising these opportunities is vital because biodiversity, and the functions it provides, are essential to sustain our society and economy.

Achieving these net gains in biodiversity, where there are wider benefits for society, is more than simply outweighing losses with gains. It requires doing everything possible to avoid losing biodiversity in the first place, as well as involving stakeholders especially as partners. It also requires the gains in biodiversity to be valuable locally, and to make important contributions towards regional and national priorities for nature conservation. In other words, there is a right way to achieve 'Biodiversity Net Gain' that brings about long-lasting and meaningful benefits for our environment, society and economy.

This 'right way' is articulated in standards and guidelines produced by an international community on achieving No Net Loss and Net Gain targets for biodiversity. In the United Kingdom, the government has international and national commitments on biodiversity that include halting the loss of biodiversity and reaching net gains. Development can contribute significantly towards realising these commitments. However, until now there has been no standard for the UK industry on good practice for achieving Biodiversity Net Gain.

Establishing good practice

CIRIA, CIEEM and IEMA have developed the first UK principles on good practice to achieve Biodiversity Net Gain. These principles provide a framework that helps improve the UK's biodiversity by contributing towards strategic priorities to conserve and enhance nature while progressing with sustainable development. They also provide a way for industry to show that projects followed good practice.

It is important that these principles are tested, refined and improved through feedback and review. CIRIA, CIEEM and IEMA will undertake a first review within 12 months.

Supporting guidance

The principles are broad by necessity so that they apply to a wide-ranging industry. This means that their proper interpretation is critical. CIRIA, CIEEM and IEMA are developing guidance that will contain practical advice on implementing the Net Gain principles and definitions of key terms. This guidance will be available in 2017, and a steering group will be overseeing its production and consultation with a variety of stakeholders.

Part of that stakeholder consultation is discussing a credible, proportionate way to audit implementation of Biodiversity Net Gain. While this is in progress, developments claiming to achieve Biodiversity Net Gain must provide evidence that clearly demonstrates they have implemented and adhered to the good practice principles.

Biodiversity Net Gain

Good practice principles for development

Biodiversity Net Gain is development that leaves biodiversity in a better state than before. It is also an approach where developers work with local governments, wildlife groups, land owners and other stakeholders in order to support their priorities for nature conservation. These ten principles set out good practice for achieving Biodiversity Net Gain and must be applied all together, as one approach.

Principle 1. Apply the Mitigation Hierarchy

Do everything possible to first avoid and then minimise impacts on biodiversity. Only as a last resort, and in agreement with external decision-makers where possible, compensate for losses that cannot be avoided. If compensating for losses within the development footprint is not possible or does not generate the most benefits for nature conservation, then offset biodiversity losses by gains elsewhere.

Principle 2. Avoid losing biodiversity that cannot be offset by gains elsewhere

Avoid impacts on irreplaceable biodiversity - these impacts cannot be offset to achieve No Net Loss or Net Gain.

Principle 3. Be inclusive and equitable

Engage stakeholders early, and involve them in designing, implementing, monitoring and evaluating the approach to Net Gain. Achieve Net Gain in partnership with stakeholders where possible, and share the benefits fairly among stakeholders.

Principle 4. Address risks

Mitigate difficulty, uncertainty and other risks to achieving Net Gain. Apply well-accepted ways to add contingency when calculating biodiversity losses and gains in order to account for any remaining risks, as well as to compensate for the time between the losses occurring and the gains being fully realised.

Principle 5. Make a measurable Net Gain contribution

Achieve a measurable, overall gain¹ for biodiversity and the services ecosystems provide while directly contributing towards nature conservation priorities.

¹ Net Gain has been described as a measurable target for development projects where impacts on biodiversity are outweighed by a clear mitigation hierarchy approach to first avoid and then minimise impacts, including through restoration and / or compensation. Adhering to these Net Gain principles (i.e. pursuing all principles together) will help in under-pinning good practice for achieving and sustaining Net Gain.

Principle 6. Achieve the best outcomes for biodiversity

Achieve the best outcomes for biodiversity by using robust, credible evidence and local knowledge to make clearly-justified choices when:

- Delivering compensation that is ecologically equivalent in type, amount and condition, and that accounts for the location and timing of biodiversity losses
 - Compensating for losses of one type of biodiversity by providing a different type that delivers greater benefits for nature conservation
 - Achieving Net Gain locally to the development while also contributing towards nature conservation priorities at local, regional and national levels
 - Enhancing existing or creating new habitat
 - Enhancing ecological connectivity by creating more, bigger, better and joined areas for biodiversity
-

Principle 7. Be additional

Achieve nature conservation outcomes that demonstrably exceed existing obligations (i.e. do not deliver something that would occur anyway).

Principle 8. Create a Net Gain legacy

Ensure Net Gain generates long-term benefits by:

- Engaging stakeholders and jointly agreeing practical solutions that secure Net Gain in perpetuity²
 - Planning for adaptive management and securing dedicated funding for long-term management
 - Designing Net Gain for biodiversity to be resilient to external factors, especially climate change
 - Mitigating risks from other land uses
 - Avoiding displacing harmful activities from one location to another
 - Supporting local-level management of Net Gain activities
-

Principle 9. Optimise sustainability

Prioritise Biodiversity Net Gain and, where possible, optimise the wider environmental benefits for a sustainable society and economy.

Principle 10. Be transparent

Communicate all Net Gain activities in a transparent and timely manner, sharing the learning with all stakeholders.

² Biodiversity compensation should be planned for a sustained Net Gain over the longest possible timeframe. For development in the UK, the expectation is that compensation sites will be secured for at least the lifetime of the development (e.g. often 25-30 years) with the objective of Net Gain management continuing in the future.

Acknowledgements

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IEMA

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Interserve

Bob Edmonds

SLR Consulting

The project team consisted of staff representatives from the three partner organisations, together with industry members of each organisation.

We would like to thank the numerous stakeholders who provided comment on earlier drafts of the principles in the form of online surveys, a consultation workshop and a webinar.

The Biodiversity Net Gain good practice principles were first drafted based on several sources: responses to the UK government's 2013 Green Paper Consultation on Biodiversity Offsetting; experience gained from the national pilot on biodiversity offsetting led by the UK's Department for Environment, Food and Rural Affairs; experience from Network Rail Infrastructure Projects' and from other leading corporations' work on net positive approaches; and also on principles developed for the international community by the Business and Biodiversity Offset Programme.

The draft principles were refined following initial consultation with various stakeholders including government, NGOs, regulators and private and public-sector organisations. The refined version was presented to over 450 professionals during a webinar where the majority supported this approach to Biodiversity Net Gain and the principles. The principles were revised based on feedback received during the webinar, assessed by the project team and the final set are presented in this document. It is envisaged that the principles will be further refined following a period of application, feedback and review.

Supporting guidance

The principles are broad by necessity so that they apply to a wide-ranging industry. This means that their proper interpretation is critical. CIRIA, CIEEM and IEMA are developing guidance that will contain practice advice on implementing the Net Gain principles and definitions of key terms. This guidance will be available in 2017, and a steering group will be overseeing its production and consultation with a variety of stakeholders.

Part of that stakeholder consultation is discussing a credible, proportionate way to audit implementation of Biodiversity Net Gain. While this is in progress, developments claiming to achieve Biodiversity Net Gain must provide evidence that clearly demonstrates they have implemented and adhered to the good practice principles.

How you can get involved

If you would like to be kept informed of progress with our Biodiversity Net Gain practical guidance, please visit [www/ciria.org/netgain](http://www.ciria.org/netgain) for further information.

If you are able to sponsor or otherwise contribute towards the cost of developing the Biodiversity Net Gain practical guidance, please contact owen.jenkins@ciria.org

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CIRIA is the construction industry research and information association. It is an independent, not-for-profit, member-based research organisation that exists to champion performance improvement in construction. Since 1960, CIRIA has delivered support and guidance to the construction, built environment and infrastructure sectors. CIRIA works with members from all parts of the supply chain to co-ordinate collaborative projects, industry networks and events. Its high quality guidance is delivered to industry through publications, training and other performance improvement activities. www.ciria.org



The **Chartered Institute of Ecology and Environmental Management** (CIEEM) is the leading professional membership body representing and supporting ecologists and natural environment managers in the UK, Ireland and abroad. Our Vision is of a society which values the natural environment and recognises the contribution of professional ecologists and environmental managers to its conservation. We have members drawn from across the employment sectors including local authorities, government agencies, NGOs, environmental consultancy, academia and industry. The diversity of our membership is our greatest strength, enabling us to take an integrated and holistic approach to furthering the management and enhancement of biodiversity and the ecological processes essential to a fully functional biosphere. www.cieem.net



IEMA is the worldwide alliance of environment and sustainability professionals. We believe there's a practical way to a bright future for everyone, and that our profession has a critical role to play. Ours is an independent network of more than 15,000 people in over 100 countries, working together to make our businesses and organisations future-proof. Belonging gives us each the knowledge, connections, recognition, support and opportunities we need to lead collective change, with IEMA's global sustainability standards as our benchmark. By mobilising our expertise we will continue to challenge norms, influence governments, drive new kinds of enterprise, inspire communities and show how to achieve measurable change on a global scale. This is how we will realise our bold vision: transforming the world to sustainability. www.iema.net



This initiative has also been supported by Balfour Beatty

From: Todd Warnock <todd@[REDACTED]>
Sent: 21 November 2017 01:50
To: [REDACTED]
Subject: Who is Mike Keiser???
Attachments: SKM_C224e17112015130.pdf

Read for yourself, and if you care, please share.
There is more to Cou Links than golf.....

Respectfully,
T

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From: Todd Warnock [REDACTED] >
Sent: 29 May 2017 08:47
To: Nick Halfhide
Cc: DG Economy; Lord John Thurso; Lorne Crerar; Mike Keiser; [REDACTED]
Subject: Observations in Advance of Wednesday's meeting
Attachments: Cantlay memo PC comments.docx; ATT00001.htm
Follow Up Flag: Follow up
Flag Status: Flagged

Nick,
I have attached some observations in advance of Wednesday's meeting in Sterling. We thought we would summarize where we believe things stand and hope you view this constructively.
Let me know if it would be valuable to speak prior to the meeting. I am available at your convenience.

Please kindly share this memo with Mike Cantlay and Ian Jardine as well as your team. I will be joined by [REDACTED] and our new project leader [REDACTED] from STRI. STRI, Sports Turf Research Institute, are the world's leading authority on design, construction and maintenance of golf greens and courses including all R&A activities. STRI has provisionally supplanted, subject to a successful meeting Wednesday, [REDACTED] given their specific expertise. [REDACTED] remains on our team.

Thank you very much and we look forward to Wednesday's meeting.
Todd and Mike

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